

TITLE: SPECIAL WEAPONS AND TACTICS TEAM/ CNT

CODIFIED: 61.1

EFFECTIVE: 4/16/2024

RESCINDS/AMENDS:
61.1.03.
61.1.09(A)(7)(D),61.1.10(A)(B)(G)(J),61.1.15(A)(B)
, 61.1.16(B)(G)(H), 61.1.32, 61.1.38, 61.1.39
PAGES: 18

PURPOSE

The purpose of this directive is to define the responsibilities of personnel assigned to the Special Weapons and Tactics (SWAT) Team and establish guidelines and procedures for tactical situations.

DISCUSSION

Situations which present grave danger to Officers and civilians demand the development of tactical plans, which detail the responsibilities of persons involved. These situations include but are not limited to, snipers, barricaded subjects, hostage situations, riots or civil disorder, undercover surveillance/stakeout, decoy operations, high risk warrants.

POLICY

It shall be the policy of the Santa Fe Police Department to employ a Special Weapons and Tactics Team to resolve high-risk incidents in an attempt to minimize the danger to the General Public, Officers, and Suspects.

PROCEDURE

Staff Structure

61.1.01 The Special Weapons and Tactics (SWAT) Team is comprised of volunteer, commissioned personnel from throughout the Department. For administrative purposes, the SWAT Team is a subcomponent of Special Operations, within the

Operations Division. The SWAT Commander, when functioning in that capacity, will report directly to the Special Operations Commander regarding administrative or operational matters related to SWAT.

The order of rank and positions for the Santa Fe Police Department Special Weapons and Tactics Team is as follows:
Special Operations Commander (Sergeant, Lieutenant, or Captain as designated by the Chief of Police)
SWAT Commander (Sergeant, Lieutenant or Senior Police Officer or equivalent (see section 61.1.03 for details), as designated by the Chief of Police)
Team One Leader/Assistant Commander (Sergeant or Officer)
Team Two Leader (Sergeant or Officer)
Marksman Team Leader (Sergeant or Officer)
TEMS (Tactical Emergency Medic Services) Team Leader (Sergeant or Officer)
Team Members (By Seniority)

Special Operations Commander

61.1.02 The Special Operations Commander will be a Sergeant, Lieutenant, or Captain appointed by the Chief of Police or his/her designee. Selection of the Special Operations Commander shall be based on the commander's training, experience, tactical proficiency, and leadership traits.

A. The Special Operations Commander reports to the Operations Deputy Chief.

B. The Special Operations Commander has overall command of the Special Operations Teams and will serve principally as incident commander during SWAT / K-9 / EOD / CNT / ERT related incidents.

C. The Special Operations Commander may delegate or assign functions, duties, assignments and/or responsibilities as deemed necessary for the effective and efficient operation of the Unit.

Special Weapons and Tactics Commander

61.1.03 The Special Weapons and Tactics Commander will be selected by the Chief of Police or his/her designee from active members of the SWAT Team holding the rank of Sergeant, Lieutenant, or Senior Police Officer or equivalent meeting the following minimum criteria:

- Must be a current member and have a minimum of 5 consecutive years as a Member/Operator on the Santa Fe Police Department SWAT Team.
- Shall have held the rank of Team Leader on the SWAT Team for a minimum of 2 consecutive years.

Selection of the Team Commander shall be based on the member's training, experience, tactical proficiency, and leadership traits.

- A.** The SWAT Commander reports to the Special Operations Commander.
- B.** During SWAT related operations, the SWAT Commander may act as Incident Commander in the absence of the Special Operations Commander or as delegated.
- C.** The SWAT Commander may substitute as an entry Team Leader in the absence of one of the Team Leaders.

SWAT Team 1 (one) Leader/Assistant SWAT Commander

61.1.04 The SWAT Team 1 Leader will be selected by the Chief of Police or his/her designee from active members of the SWAT Team. Selection of the SWAT Team 1 Leader shall be based on the member's training, experience, tactical proficiency, and leadership traits. The member's current departmental rank (i.e., Sergeant, Detective, Senior Officer or POII), will not be a consideration in the decision.

- A.** The Team 1 Leader reports to the SWAT Commander.

- B.** The Team 1 Leader may act as SWAT Commander in the absence of the SWAT Commander.

- C.** During SWAT related operations, the Team 1 Leader may act as Incident Commander in the absence of the Special Operations Commander and the SWAT Commander, or as delegated.

SWAT Team 2 (two) Leader

61.1.05 The SWAT Team 2 Leader will be selected by the Chief of Police or his/her designee from active members of the SWAT Team. Selection of the SWAT Team 2 Leader shall be based on the member's training, experience, tactical proficiency, and leadership traits. The member's current departmental rank (i.e., Sergeant, Detective, , Senior Officer, or POII), will not be a consideration in the decision.

- A.** The Team 2 Leader reports to the SWAT Commander.
- B.** The Team 2 Leader may act as Assistant SWAT Commander in the absence of the Team 1 Leader/ Assistant SWAT Commander.
- C.** The Team 2 Leader may act as SWAT Commander in the absence of the SWAT Commander, and Team 1 Leader/ Assistant SWAT Commander.
- D.** During SWAT related operations, the Team 2 Leader may act as Incident Commander in the absence of the Special Operations Commander, the SWAT Commander, and the Assistant SWAT Commander, or as delegated.

Marksman Team Leader

61.1.06The Marksman Team Leader will be selected by the Chief of Police or his/her designee from active members of the SWAT Team. Selection of the Marksman Team Leader shall be based on the member's training, experience, tactical proficiency, and leadership traits. The member's current departmental rank (i.e., Sergeant, Detective, Senior Officer, or POII), will not be a consideration in the decision.

A. The Marksman Team Leader reports to the SWAT Commander.

B. The Marksman Team Leader may act as Assistant SWAT Commander in the absence of the Team 1 Leader/ Assistant SWAT Commander, and Team 2 Leader.

C. The Marksman Team Leader may act as SWAT Commander in the absence of the SWAT Commander, Team 1 Leader/ Assistant SWAT Commander, and Team 2 Leader.

D. During SWAT related operations, the Marksman Team Leader may act as Incident Commander in the absence of the Special Operations Commander, the SWAT Commander, and the Assistant SWAT Commander, or as delegated

E. The Marksman Team Leader will be responsible for the training, certification, management, and deployment of assigned personnel.

TEMS Team Leader

61.1.07 The TEMS Team Leader will be selected by the Chief of Police or his/her designee from active members of the SWAT Team. Selection of the TEMS Team Leader shall be based on the member's training, experience, tactical proficiency, and leadership traits. The member's current departmental rank (i.e., Sergeant, Detective, Senior Officer, or POII), will not be a consideration in the decision.

A. The TEMS Team Leader reports to the SWAT Commander.

B. The TEMS Leader may act as Assistant SWAT Commander in the absence of the Team 1 Leader/ Assistant SWAT Commander, and Team 2 Leader.

C. The TEMS Leader may act as SWAT Commander in the absence of the SWAT Commander, Team 1 Leader/ Assistant SWAT Commander, and Team 2 Leader.

D. During SWAT related operations, the TEMS

Leader may act as Incident Commander in the absence of the Special Operations Commander, the SWAT Commander, and the Assistant SWAT Commander, or as delegated.

TRAINING

GOAL

61.1.08 The Santa Fe Police Department Special Weapons and Tactics (SWAT) Team will train and maintain professional, highly trained, skilled law enforcement personnel capable of achieving Team missions, goals, and objectives.

OBJECTIVE

61.1.09 The Santa Fe Police Department Special Weapons and Tactics Team will train in the area of tactical deployment a minimum of 360 hours per year.

They will be trained and equipped to respond to assignments that may exceed the capabilities/equipment possessed by the average police personnel.

METHOD

61.1.10 The following procedures are the methods employed in training members of the SWAT Team:

- A. The Santa Fe Police Department SWAT Team will conduct actual tactical deployment training a minimum of thirty (30) hours per month. Training will be conducted "on duty" time and will be considered hour for hour/day for day training. Training will be "hands on" and will deal with simulated tactical situations to include but not limited to:
 1. Barricaded Suspects
 2. Hostage Incidents
 3. Officer Rescue
 4. High Risk search/arrest Warrant Service
 5. Dignitary Protection
 6. Active Shooter/Rapid Deployment
 7. Weapons Of Mass Destruction/Chemical Agents
 8. Terrorist Activities

9. Civil Disobedience
 10. Firearms
 11. Equipment Deployment
- B.** The Santa Fe Police Department SWAT Team will receive Advanced and Specialized training in the areas identified in paragraph A, (1-11) of this section. Advanced and Specialized training may not be considered a portion of the 360 hours of annual training specified in this section.
1. Advanced and Specialized Training will be reviewed by the Special Operations Commander and the SWAT Commander. When a deficiency in training is identified, a request will be made to the Training Unit outlining the training required and avenues available in which to correct the deficiency.
- C.** The SWAT Commander will ensure a training calendar is developed and maintained outlining training dates and times by month and topics of training. All training schedules will be approved before implementation. All members will be apprised of the training as well as the division commanders for scheduling purposes.
1. Attendance of training sessions is mandatory. Failure to attend training without prior approval from the Special Operations Commander, SWAT Commander, Assistant SWAT Commander, or a Team Leader or absent unforeseen conditions may result in suspension and/or removal from the team.
 2. Requests for approval must be in memo form and submitted through the chain of command. The request should identify the date of absence, and reason.
 3. Verbal authorization is acceptable under unforeseen circumstances; however, a memo must be submitted as soon as practicable.
 4. Special Weapons and Tactics Team members must attend a minimum of 120 hours of training each six-month period (July to December and January to June). Failure to meet the minimum hours may result in suspension and/or removal from the team.
5. All training conducted by the Special Weapons and Tactics Team in accordance with this standard will be documented and placed in the training file for SWAT and the department training unit files.
- D.** The Santa Fe Police Department SWAT Team will train and cross train team members by assignment within the team. Training by assignment will include, but is not limited to, the following:
1. Special Operations Commander
 - a. National Tactical Officers Association (NTOA) SWAT Team Leader Development or equivalent
 - b. National Tactical Officers Association (NTOA) SWAT Command and Decision Making I, or equivalent.
 - c. Hostage Negotiations/Basic
 2. SWAT Commander
 - c. Basic SWAT or equivalent Advanced SWAT or equivalent
 - d. National Tactical Officers Association (NTOA) SWAT Team Leader Development or equivalent
 - e. National Tactical Officers Association (NTOA) SWAT Command and Decision Making I, or equivalent.
 - f. Hostage Negotiations/Basic
 - g. First Line Supervisor Course
 - h. SFPD Sergeant Certification Course for those at or below the rank of sergeant.
 3. Assistant SWAT Commander/
Team Leader 1 and Team Leader 2
 - a. Basic SWAT or equivalent
 - d. Advanced SWAT or equivalent National Tactical Officers Association (NTOA) SWAT 1 Team Leader Development or equivalent

- d. National Tactical Officers Association (NTOA) SWAT Command and Decision Making I, or equivalent.
 - e. Basic Hostage/Crisis Negotiations
 - f. Chemical Munitions/Diversion Device Deployment
4. Marksman Team Leader
- a. Basic SWAT or equivalent
 - b. Advanced SWAT or equivalent
 - c. National Tactical Officers Association (NTOA) SWAT Team Leader Development
 - d. National Tactical Officers Association (NTOA) SWAT Command and Decision Making I, or equivalent
 - e. Basic Marksman Long Rifle Certification
 - f. Advanced Marksman Long Rifle Certification, or equivalent
 - g. Basic Hostage Negotiations
5. TEMS Team Leader
- a. Basic SWAT or equivalent
 - b. Advanced SWAT or equivalent
 - c. National Tactical Officers Association (NTOA) SWAT Team Leader Development
 - d. National Tactical Officers Association (NTOA) SWAT Command and Decision Making I, or equivalent
 - e. National and State Basic EMT or higher
 - f. Basic TEMS Course or equivalent
 - g. Basic Hostage Negotiations
6. Marksman/Observer
- a. Basic SWAT or equivalent
 - b. Basic Marksman Long Rifle Certification
 - c. Basic Hostage Negotiations
7. Entry Team Member
- a. Basic SWAT or equivalent
 - b. Hostage Negotiations/Basic
8. TEMS Team Member
- a. Basic SWAT or equivalent
 - b. National and State Basic EMT or higher
 - c. Basic TEMS Course or equivalent
 - d. Basic Hostage Negotiations
- E. The Tactical Emergency Medical Services (TEMS) Team will receive Advanced and Specialized training in the areas identified in paragraph A, (1-11) of this section as well as training in simulated tactical emergency medical situations to include but not limited to:
1. Officer Rescue/Triage
 2. Airway Control/Stabilization
 3. Mass Casualty
 4. Hemorrhage Control
 5. Medical Pre Planning Assessment
 6. Care Under Fire
 7. TECC/TCCC Principles
 8. K-9 Medical Care
 9. Advanced Medical Procedures
 10. Environmental Emergencies
 11. Blast Injuries

SPECIAL WEAPONS AND TACTICS TEAM SELECTION

GOAL

61.1.11 The Santa Fe Police Department Special Weapons and Tactics Team (SWAT) will select

personnel for team assignment, capable of achieving Team goals and objectives.

OBJECTIVES

61.1.12 The Santa Fe Police Department Special Weapons and Tactics Team will select personnel utilizing a series of tests designed to measure psychological well-being, physical strength, agility, stamina, weapons proficiency, decision making ability under extreme stress, and the character of the applicant (i.e., disciplinary actions, work history). The Special Operations Commander will ensure compliance with the Union contract agreement in regards to the Filling of Vacancies section.

METHOD

61.1.13 The following procedures are the methods employed in selecting members of the SWAT Team:

A. Physical standards test

1. The Operational Physical Standards Test is designed to measure physical strength, agility, and stamina in a practical task-related manner. The test is divided into (7) separate tasks which will be completed as one continuous test with no rest between stations. Participants will be required to wear a long sleeve shirt, BDU type pants and boots during the (1) mile run. Participants will don a standardized set of tactical equipment after the completion of the (1) mile run. The equipment will include but not be limited to: Tactical Vest, Load Bearing Equipment, elbow pads, knee pads, tactical gloves, and boots. The participant will also carry their own gas mask to be used during two sections of the test.

a. Station 1 (Run):

Will consist of a (1) mile run. Participants must complete the run and don all tactical equipment in a maximum time of 12 minutes. After passing the designated finish line, participants will walk to station 2. As they walk, the participant will don the gas mask. Once the gas mask is donned, the participant cannot remove or break the seal of the gas mask until the completion of station #3.

b. Station 2 (60 yard dash):

Upon reaching station 2, the participant will pick up a [REDACTED] and while wearing the gas mask run as quickly as they can to a designated marker which will indicate 60 yards. (The marker at the end of station 2 will also serve as the start of station 3)

c. Station 3 (High Crawl):

Upon completing station 2, the participant will turn around, drop to the ground and "high crawl" to another designated marker which will indicate 30 yards. This will also be done while wearing the gas mask. (During the high crawl the participant will use elbows/forearms and knees only.)

d. Station 4 (Officer Rescue):

Upon completing station 3, the participant will stand up, remove and stow their gas mask. At that time a designated training dummy which will be simulating a "downed officer" will be lying supine on the ground. The participant will grab the downed officer/training dummy and drag him to a designated marker which will indicate 30 yards. The participant will then proceed to the starting marker of station 5.

e. Station 5 (Obstacle negotiation):

Upon reaching station 5, the participant will climb up and over an 8' chain link fence.

f. Station 6 (push ups):

Upon reaching station 6, which will be the other side of the fence, the participant will complete 10 (ten) proper, full extension push-ups. The participant will then jog to station 7.

g. Station 7 (stair climb/descent):

Upon reaching station 7, the participant will grab a [REDACTED] and run up a designated flight of stairs. At the top of the stairs the [REDACTED] will be grounded and the participant will run down

the stairs to the start of station 7. This must be accomplished in a maximum time of 30 seconds.

B. The test is then complete. In order to pass the test, the participant must complete every station without stopping/resting between stations and complete the two timed stations within the designated time. A ten second count will begin should a participant stop or attempt to rest between stations or in the middle of the station being performed. If the participant does not continue the physical assessment by the time the ten seconds is up, the participant will be disqualified from continuing the test.

C. The physical assessment must be fully completed in 16:00 or less. Failure to complete the full assessment in this time frame will result in a failed test.

C. All physical strength, agility, and stamina tests will be task related. A review of these tests will be conducted on an annual basis to assure compliance with Policy and Procedure of the City of Santa Fe, The Santa Fe Police Department, Union contract, and all applicable State and Federal Statutes, Rules and Regulations.

D. Psychological well-being.

1. Psychological well-being will be measured by utilizing the following means:

- a.** Psychological screening examination as per Union Contract.
- b.** A clinical interview by the licensed psychologist/psychiatrist on contract with the City of Santa Fe Police Department.

E. Weapons Proficiency

1. Weapons Proficiency will be determined utilizing the following means:

- a.** Handgun (Semi-Automatic) will be measured in both target and tactical qualification.
- c.** The New Mexico Law Enforcement Annual Firearms Handgun

Qualification will be utilized for this portion of weapons proficiency. Target qualifications will be conducted by use of department authorized targets. Scoring will be determined based on hits on target in the approved hit area. A score of 90% will be considered passing. Tactical qualifications will be conducted by use of Combat targets. Scoring will be determined based on hits on target, time limits and penalties may be implemented as part of the course design. Targets will be assembled and placed in simulated tactical positions requiring the use of cover, tactical reloading and shooting while moving. A score of 90% will be considered passing.

d. Time elements and course of fire will be outlined by the SWAT Commander prior to conducting assessment/qualification. The course outline may be designed to add stress and high physical exertion.

F. An oral exam will be conducted to assess decision making skills that will be measured by a series of questions/answers developed by SWAT Team members and approved by the SWAT Commander, Special Operations Commander, and City of Santa Fe Human Resources Department.

- 1.** Questions/Answers will be developed to solicit responses that are quantifiable and not subject to interpretation by person(s) administering the test. A minimum qualifying score will be placed on all candidates.
- 2.** The oral exam may be conducted utilizing time, fatigue, and exercise to induce artificial stress environments.

G. The character, disposition, and temperament of the applicant will be measured by utilizing the following means:

- 1.** Review of department personnel file.
- 2.** Interview with the Command Officer(s) directly responsible for the supervision of the applicant and/or Memorandum of

recommendation or non-recommendation from immediate supervisor of candidate.

a. The interview or Memorandum of recommendation/non-recommendation should ascertain the applicant's attitude, work ethic, work product, and reliability/dedication to their assignment and department. (Questions and answers will be developed and approved by the City of Santa Fe Human Resources Department.)

H. Additional criteria for selection will include the following requirements:

1. A minimum rank of PO II and not be on probationary status.
2. A written endorsement from the applicant's chain of command; in the form of a memo from the applicant's Sergeant and Lieutenant.
3. May reside within the authorized unit take-home mileage as outlined in the Union contract.
4. Applicants must reside within a 10-mile radius of the authorized unit take-home mileage.
5. Applicant's vehicle must remain within the authorized unit take-home mileage at all times.

I. Upon Completion of the aforementioned selection process, The SWAT Commander, Assistant SWAT Commander and Team Leaders will review the results of the selection process with the Special Operations Commander and City Human Resources Department for each applicant. A formal list of eligible candidates will be forwarded to the Office of the Chief of Police for selection in accordance with the Union Contract. In cases where more than one opening on the team exists, selection will be made based on numerical ranking.

J. The selected applicant shall serve a one year probationary status on the SWAT Team. A performance and proficiency review will be conducted at four months, eight months and twelve months. If the member fails to meet

the required performance or proficiency standards, during either review, the member may be dismissed from the SWAT Team.

K. Current active TEMS members on the team prior to January 31, 2024, shall not be required to re-test for the SWAT Team. These members will be absorbed into the SWAT Team.

**SPECIAL WEAPONS AND TACTICS TEAM
RETENTION**

GOAL

61.1.14 Upon appointment to the Santa Fe Police Department Special Weapons and Tactics Team, Team members will maintain the highest Ethical, Physical, Tactical, and Weapons proficiency Standards.

OBJECTIVE

61.1.15 Utilizing a series of tests/surveys members of the Special Weapons and Tactics Team will be required to successfully complete psychological, physical, weapons, and character evaluations within prescribed time limitations. This will assure competence and professionalism of all team members.

METHOD

61.1.16 The following procedures are the methods employed in training members of the Santa Fe Police Department SWAT Team:

A. Physical strength, agility, and stamina will be measured in accordance with the following physical fitness standards.

1. Physical standards test;

The Operational Physical Standards Test is designed to measure physical strength, agility, and stamina in a practical task related manner. The test is divided into (7) separate tasks which will be completed as one continuous test with no rest between stations. Participants will be required to wear a long sleeve shirt, BDU type pants and boots during the (1) mile run. Participants will don a standardized set of tactical equipment after the completion of the

(1) mile run. The equipment will include but not be limited to: Tactical Vest, Load Bearing Equipment, elbow pads, knee pads, tactical gloves, and boots. The participant will also carry their own gas mask to be used during two sections of the test.

a. Station 1 (Run):

Will consist of a (1) mile run. Participants must complete the run and don all tactical equipment in a maximum time of 12 minutes. After passing the designated finish line, participants will walk to station 2. As they walk, the participant will don the gas mask. Once the gas mask is donned, the participant cannot remove or break the seal of the gas mask until the completion of station #3.

b. Station 2 (60 yard dash):

Upon reaching station 2, the participant will pick up a [REDACTED] and while wearing the gas mask run as quickly as they can to a designated marker which will indicate 60 yards. (The marker at the end of station 2 will also serve as the start of station 3)

c. Station 3 (High Crawl):

Upon completing station 2, the participant will turn around, drop to the ground and "high crawl" to another designated marker which will indicate 30 yards. This will also be done while wearing the gas mask. (During the high crawl the participant will use elbows/forearms and knees only.)

d. Station 4 (Officer Rescue):

Upon completing station 3, the participant will stand up, remove and stow their gas mask. At that time a designated training dummy which will simulate a "downed officer" will be lying supine on the ground. The participant will grab the downed officer and drag him to a designated marker which will indicate 30 yards. The participant will then proceed to the starting marker of station 5.

e. Station 5 (Obstacle negotiation):

Upon reaching station 5, the participant will climb up and over an 8' chain link fence.

f. Station 6 (push ups):

Upon reaching station 6, other side

Of the fence, the participant will complete 10 (ten) proper full extension push-ups. The participant will then jog to station 7.

g. Station 7 (stair climb/descent):

Upon reaching station 7, the participant will grab a [REDACTED] and run up a designated flight of stairs. At the top of the stairs the [REDACTED] will be grounded and the participant will run down the stairs to the start of station 7. This must be accomplished in a maximum time of 30 seconds.

2. The test is then complete. In order to pass the test the participant must complete every station without stopping/resting between stations and complete the two timed stations within the designated time. A ten second count will begin should a participant stop or attempt to rest between stations or in the middle of the station being performed. If the participant does not continue the physical assessment by the time the ten seconds is up, the participant will be disqualified from continuing the test.
3. The physical assessment must be fully completed in 16:00 or less. Failure to complete the full assessment in this time frame will result in a failed test. All physical strength, agility, and stamina tests will be task related. A review of these tests will be conducted on an annual basis to assure compliance with Policy and Procedure of the City of Santa Fe, The Santa Fe Police Department, Union contract, and all applicable State and Federal Statutes, Rules and Regulations.
4. The aforementioned physical tests will be conducted semi-annually.

B. Psychological well-being;

1. Psychological well-being will be measured by utilizing the following means:

- a. Psychological screening examination to include a testing device designated by the mental health professional.
 - b. A clinical interview by the licensed psychologist/psychiatrist on contract with the City of Santa Fe Police Department.
2. The aforementioned psychological examination will be conducted every two years.

C. Weapons Proficiency

1. Weapons Proficiency will be determined utilizing the following means:
 - a. Handgun (Semi-Automatic) will be measured by target qualification.
 - Target qualifications will be conducted by use of department authorized targets. The New Mexico Law Enforcement Annual Firearms Handgun Qualification will be utilized for this portion of weapons proficiency. Scoring will be determined based on hits on target in the approved hit area. A score of 90% will be considered passing.
 - Time elements and course of fire will be outlined by The NMLEA Firearms Qualification standards.
 - b. Long Rifle/AR15- Will be measured with target qualifications.
 - Target qualifications will be conducted by use of department authorized targets. The New Mexico Law Enforcement Annual Firearms Qualification for Long Rifle/AR-15 will be utilized for this portion of weapons proficiency. Time elements and course of fire will be outlined by the NMLEA Firearms Qualifications.
 - c. Precision Rifle will be measured in both target and tactical qualifications.
 - Qualifications will be conducted by use of silhouette targets of size and design acceptable for course design.

The course of fire will be based on the Federal Bureau of Investigation's (FBI) Sniper qualification course or similar. A minimum of 8 rounds will be necessary for qualification. Scoring will be determined based on hits on target in the area designated by course design. A score of 100% will be considered passing. Missing the initial "cold bore" shot shall constitute a failure of the course of fire regardless of the overall score.

- Time elements and course of fire will be outlined by the Special Weapons Team Commander, or designee, prior to qualification. NMDPS standard qualification targets and a simulated hostage target will be used for the Precision Rifle Qualification.
- The Course of fire will consist of the following:
 - Shooter will begin standing behind grounded rifle at the one-hundred (100) yard line. Once the test proctor instructs the shooter to begin the test, the shooter will drop into prone, and fire one "cold bore" shot at their indicated target. The shot must strike within the credit card area of the head shot on a NMDPS target. The shooter will have twenty (20) seconds to fire the "cold bore" shot. Failure to fire the shot in time will result in a disqualification from this particular qualification.
 - The shooter will then run from the 100 yard line to their target and back to the one-hundred (100) yard line. They will immediately

assume a prone position and fire two (2) hostage shots (one on left target, one on right target), pick up the rifle and move to the seventy-five (75) yard line, assume a prone position and fire two (2) hostage shots (one on left target, one on right target). The shooter will have one (1) minute and forty-five (45) seconds to complete this stage of fire. All fired rounds must strike the hostage taker and cannot strike either the hostage or outside the hostage taker. Should any round not hit within the scoring area, this test will be considered a failed attempt.

- The shooter will run from the seventy-five (75) yard line to their indicated target and back to the seventy-five (75) yard line where they will begin the final stage of this qualification. The shooter will shoot from three (3) different positions at this stage (standing, either kneeling or sitting, and unsupported prone). The shooter will have forty-five (45) seconds to complete this stage and can complete this stage in any positional order they deem necessary. Once the shooter fires their last of the three shots at this stage the test will be complete. The rounds fired for this stage must hit within the NMDPS scoring area for handgun/rifle qualifications (coke bottle scoring ring). If any round does not hit within this scoring area this

qualification is considered a failed attempt.

- d. Pump Action 12 Gauge Shotgun will be measured with target qualifications.

- Target qualifications will be conducted by use of department authorized targets. The New Mexico Law Enforcement Annual Firearms Qualification will be utilized for this portion of weapons proficiency. Scoring will be determined based on hits on target in the approved hit area. A score of 90% will be considered passing.
- Time elements and course of fire will be outlined by The NMLEA Firearms Shotgun Qualification standards.
- Not all operators are required to be issued a shotgun, but this will be expected of the Operators that have a shotgun issued to them while they are a member of the SWAT Team.

- 2. The aforementioned weapons qualifications will be conducted semi-annually at a minimum.

D. Character evaluations will be conducted in conjunction with psychological evaluations.

- 1. SWAT Team Members may be recommended for removal from team assignment upon receipt of a Performance Related disciplinary action (in accordance with Union contract). It will be the responsibility of the SWAT Commander to evaluate and make recommendations on any such violation to the Special Operations Commander.

E. In addition to A-D of this section, the TEMS Team members shall be responsible for their own training and updates related to the field of emergency medical services. All TEMS personnel shall maintain their own medical certifications and training standards in order to hold a basic New Mexico EMT license or higher. The TEMS Team Leader will ensure that all members of the TEMS team are in

compliance with national standards and that all certifications and training standards are current and up to date.

- a. Members who do not possess an EMT basic certification upon appointment to the TEMS team will be responsible with obtaining their EMT certification within 18 months of being appointed. Personnel can request Educational Leave and Employee Tuition and Training Assistance in accordance with Directive 22.1.04, Educational Leave.

- e. All fees for certification/recertification for EMS licensure will be reimbursed or paid for by the Santa Fe Police Department.
- f. Conduct required continuing education for licensure level being held.
- g. Complete the Tactical Medic (TEMS) certification/recertification in accordance with national standards.
- h. Members appointed to the TEMS team must be willing to commit to the team for a minimum of two (2) years.
- i. Provide the SWAT Team with a minimum of two (2) TEMS members at any given time. If minimum is not met, members within the SWAT team may be appointed to the TEMS team by the SWAT Commander.

F. As prescribed in paragraphs A-E of this section SWAT Team members will be required to meet the aforementioned standards.

- Failure to meet the prescribed standards during the specified time periods will result in immediate remedial training and/or an evaluation of the underlying cause of the failure.
- Failure to meet the prescribed standards during the remedial training period will result in immediate suspension. During suspension it will be the responsibility of the individual team member to bring himself/herself up to acceptable levels of

performance. The suspension period will be a minimum of one month and a maximum of three months. During any period of suspension, the suspended member must attend all scheduled training; however, the suspended member will not participate in SWAT operations or special events.

- Failure to correct the deficiency as provided within the aforementioned time frame will result in dismissal from the team.

SECTION E. 1-3 WILL BE IN ACCORDANCE TO UNION CONTRACT

G. Seniority and Promotion

1. An officer's rank outside of SWAT shall have no bearing on the member's seniority within the SWAT Team, rather, longevity on SWAT, proficiency and/or team position title shall be benchmarks with regard to a member's seniority. These measures will also be factors considered when appointing a member to Team Leader or Assistant Commander.
2. Promotion to the rank of Sergeant shall necessitate removal from the SWAT Team, unless the member promoted holds the title of Team Leader.
3. Promotion to the rank of Lieutenant shall necessitate removal from the SWAT Team, unless they hold the position of SWAT Commander.

SPECIAL WEAPONS AND TACTICS TEAM DEPLOYMENT

GOAL

61.1.17 Provide a highly trained tactical Unit capable of responding to situations requiring specialized equipment and/or tactical training.

OBJECTIVE

61.1.18 Rapid response to calls for service as deemed necessary by the City of Santa Fe Police Department with highly trained and skilled personnel.

METHOD

61.1.19 The following procedures are the methods employed in training members of the SWAT Team and the criteria routinely utilized to request deployment of the SWAT Team.

A. The Santa Fe Police Department Special Weapons and Tactics Team will respond to situations requiring specialized equipment and/or tactical training. These situations will include, but are not limited to:

1. Barricaded suspect
2. Hostage incidents
3. Officer rescue
4. High risk arrest/search warrants
5. Dignitary protection
6. Civil disobedience
7. Special events
8. Terrorist activities
9. Active shooter/rapid deployment

B. The Special Weapons and Tactics Team will be activated in all required situations provided at least one of the following criteria is met:

1. Initial officer response to a call for service has met with sufficient resistance by an armed subject(s) who have threatened injury to themselves or others, and has the means to carry out the threat.
2. A subject(s) has taken one or more hostages and has refused to release them at the request of on scene officers, and has the means to cause injury to themselves or others.
3. An officer(s) has been taken hostage and/or has been injured and is unable to remove themselves from the immediate threat or threat of additional serious injury and/or death.
4. A Risk Assessment Matrix has been completed and reviewed by the SWAT Team Commander or his designee, and the warrant requires service by the SWAT Team.

5. Person(s) have been identified as requiring personal protection and intelligence gathering capabilities. This would include but not limited to; visiting dignitaries, person(s) receiving a verifiable threat of personal safety pertaining to serious bodily injury or death (as deemed necessary through the Office of the Chief of Police).

6. Civil disobedience in the form of demonstrations designed to promote illegal activities that pose a threat to the safety and well being of the community.

7. Request from agencies in close proximity to the jurisdictional boundaries of the City of Santa Fe, who require assistance in the aforementioned areas.

8. Special Events, which by virtue of projected crowd figures present a possible means for initiation of civil disobedience or other situations requiring a coordinated uniform presence.

9. A Terrorist threat has occurred or has been identified and information is from a credible source (this does not relieve the department of the required notification and cooperation with Federal agencies).

10. An armed person(s) are actively shooting/attacking and have the ability to cause injury and/or death by their actions.

11. The incident is of a nature that requires specialized equipment and/or training that the normal officer does not possess.

12. TEMS Members may be activated in all situations deemed necessary by the Chief of Police or his/her designee, Special Operations Commander and/or SWAT Commander for the purpose of providing medical support.

C. Deployment of the Special Weapons and Tactics Team requires an element of Control prior to arrival of the Team. Command Staff at the scene prior to the arrival of SWAT will be responsible for the following activities.

1. Establish inner perimeter to contain the suspect(s) and the location. Containment is the primary consideration at the onset of any tactical operation. The containment team is

to ensure the suspect(s) is not allowed movement that would compromise efforts to take the suspect(s) into custody.

- 2. Notification of the Special Operations Commander/ Special Weapons and Tactics Tactical Commander and/or Assistant Commander and briefing them as to the situation that required the deployment of the SWAT Team. Information regarding avenues of ingress, location of the Command Post, and the staging area.
- 3. Establish an outer perimeter to assist in the redirection of traffic entering the target area. This is to include both vehicular and pedestrian traffic, to include members of the media.
- 4. Initiate Critical Incident Management.
- 5. Designation of an Officer assigned to the initial case for the purpose of maintaining an accurate report of the incident.
- 6. Identification of buildings surrounding the target that may require evacuation.
- 7. Upon arrival of Special Operations Commander, SWAT Commander, Assistant SWAT Commander or a Team Leader provide an accurate briefing of the aforementioned as per their status towards completion.

D. SPECIAL OPERATIONS COMMANDER, SWAT COMMANDER, ASSISTANT SWAT COMMANDER, , OR TEAM LEADERS WILL ASSUME TACTICAL COMMAND AND ALL SPECIAL OPERATIONS PERSONNEL (i.e. SWAT, K9, EOD, CNT, or ERT) RESPONDING WILL REMAIN AVAILABLE FOR ASSIGNMENT BY THE SPECIAL OPERATIONS COMMANDER, SWAT COMMANDER, ASSISTANT SWAT COMMANDER, AND/OR TEAM LEADER.

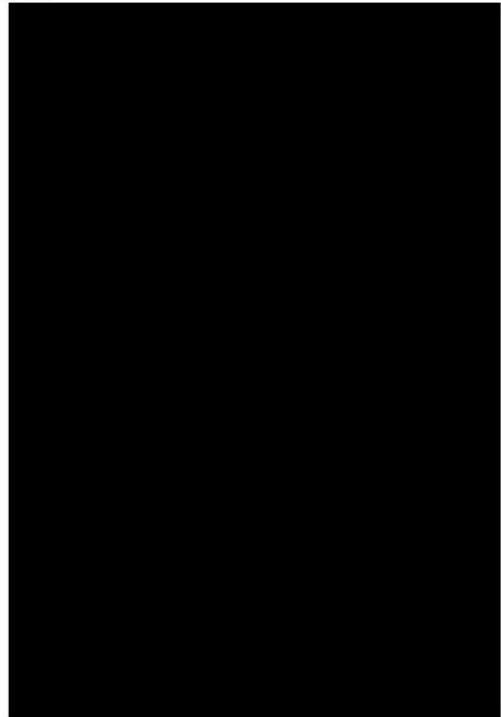
E. Upon completion of any tactical assignment the Special Weapons and Tactics Team will hold an incident de-briefing. The de-briefing will be facilitated by the SWAT Commander, Assistant SWAT Commander or ranking Team Leader, however, it will be considered a “no rank” critique and only specifics of the assignment

which could or should be improved will be discussed.

- F. An incident After Action Report (AAR) memorandum will be forwarded to the Office of the Chief of Police by the ranking member facilitating the debriefing. Contents of the memorandum should include an overview of the assignment itself, any equipment failure and/or identifiable requirements (equipment), cost analysis, and overall team and operational support performance.
- G. The Santa Fe Police Department Special Weapons and Tactics Team members may be issued and deployed with the following equipment, depending on mission, to include but not limited to:

1. Weapons:

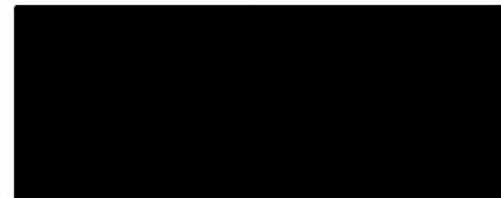
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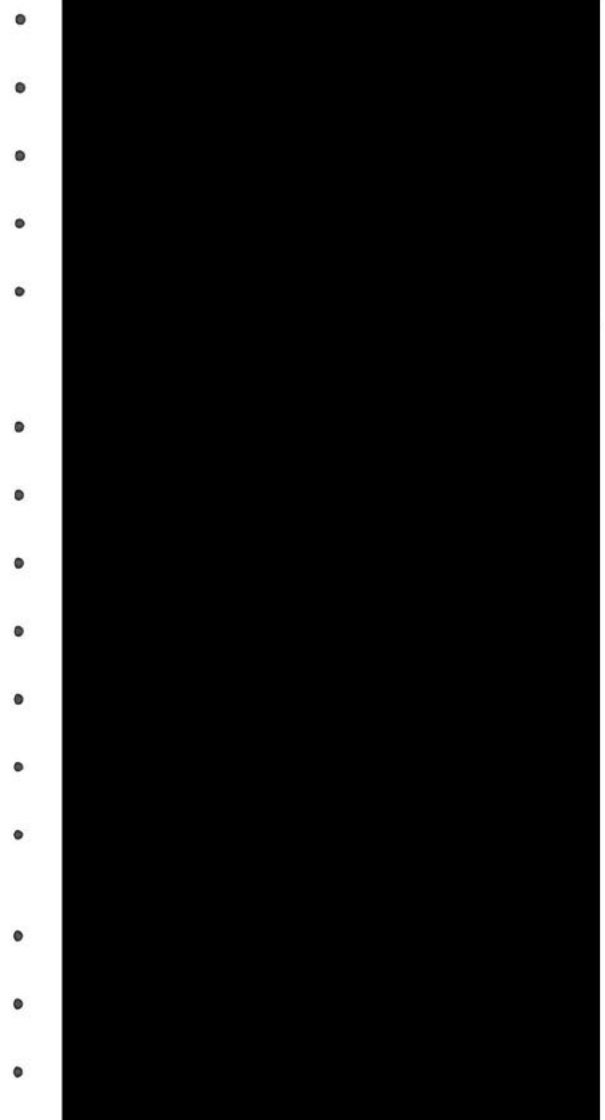


2. Uniform/Support Equipment

- BDU type uniform (color as necessary for mission), clearly marked as a Police Uniform having patches or other identifiable markings.

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H. Equipment as listed in section G 1 and 2 will be assigned individually and carried in the department issued vehicle of the SWAT Team member. Vehicles equipped with a trunk will be secured with a lock and chain to prevent unauthorized entry. Vehicles equipped with a storage vault will be secured with a locking mechanism at all times to prevent unauthorized entry.

I. The Santa Fe Police Department Special Weapons and Tactics Team will maintain the following Specialized Support Equipment to include but not limited to:

J. The Primary use vehicle currently assigned to the Special Weapons and Tactics Team is the Lenco BearCat.

K. Vehicles assigned to the Santa Fe Police Department's Special Weapons and Tactics Team shall not be used by any other personnel other than SWAT members, unless the SWAT member is on a non-deployable status and his/her issued SWAT equipment has been turned in. Due to the critical nature of SWAT operations, and the amount of critical equipment carried, active SWAT members will have priority in receiving loaner vehicles.

Amended by: AAP 01/13, (bpv) 04/17, (leb) 2/21, (ER) 10/23 (ZF) 4/24

CRISIS NEGOTIATIONS TEAM

GOAL

61.1.19 To Provide the Santa Fe Police Department with a team of personnel trained in the tactics of negotiation.

ORGANIZATION

61.1.20 The Crisis Negotiations Team will consist of sworn personnel drawn from diverse units within the Police Department. For administrative purposes, the Crisis Negotiations team is a subcomponent of Special Operations, within the Operations Division. The Crisis Negotiations Commander, when functioning in that capacity, will report directly to the Special Operations Commander regarding administrative or operational matters related to negotiations.

The order of rank and positions for the Santa Fe Police Department Crisis Negotiations Team is as follows:

Special Operations Commander (Sergeant, Lieutenant, or Captain)

Crisis Negotiations Commander (Sergeant or Lieutenant, as designated by the Chief of Police)

Lead Negotiators: (2) shall receive the already approved incentive pay.

Crisis Negotiators: (7) are not eligible for the incentive pay and their positions are voluntary and they must pass an interview process.

61.1.21 Special Operations Commander

A. The Special Operations Commander will be a Sergeant, Lieutenant, or Captain appointed by the Chief of Police or his/her designee. Selection of the Special Operations Commander shall be based on the commander's training, experience, tactical proficiency, and leadership traits.

B. The Special Operations Commander reports to the Operations Deputy Chief.

C. The Special Operations Commander has overall command of the Special Operations Teams and will

serve principally as incident commander during SWAT / TEMS / K-9 / EOD / CNT / ERT related incidents.

D. The Special Operations Commander may delegate or assign functions, duties, assignments and/or responsibilities as deemed necessary for the effective and efficient operation of the Unit.

61.1.22 Crisis Negotiations Team Commander

A. The Crisis Negotiations Team Commander will be selected by the Chief of Police or his/her designee from active members of the Santa Fe Police Department holding the rank of Sergeant or Lieutenant. Selection of the Team Commander shall be based on the member's training, experience, proficiency, and leadership traits.

B. The Team Commander reports to the Special Operations Commander.

Responsibilities

61.1.23 The Crisis Negotiations Team will be activated in all situations deemed necessary by the Chief of Police or his/her designee, and/or the Special Operations Commander. They may be used in all situations including hostage situations, barricaded subjects, potential suicides, high risk warrant service, and other SWAT situations.

Function

61.1.24 The Crisis Negotiation Team Commander is responsible for training and updates of negotiation techniques, and tactics. Training will be conducted on a monthly basis partially in conjunction with the Santa Fe Police Department SWAT Team. All negotiators shall constantly update themselves with available data from police magazines, journals, seminars, formal training classes, video material, etc. Negotiators will be trained in telephone procedures and become familiar with telephone company policies and procedures.

Training

61.1.25 CNT members will train a minimum of 20 hours monthly on days to be determined by the CNT

Commander, and/or the Special Operations Commander. Attendance at CNT training is mandatory. Any missed training dates must be approved by the CNT Commander and/or Special Operations Commander. Approval must be obtained prior to the training event.

A. The Crisis Negotiations Team Commander will assure a training calendar is developed and maintained outlining training dates and times by month and topics of training. All training schedules will be approved before implementation. All members will be apprised of the training as well as the division commanders for scheduling purposes.

1. Attendance of training sessions is mandatory. Failure to attend training without prior approval from the Special Operations Commander or CNT Commander, or absent unforeseen conditions may result in suspension and/or removal from the team.
2. Requests for approval must be in memo form and submitted through the chain of command. The request should identify the date of absence and reason.
3. Verbal authorization is acceptable under unforeseen circumstances; however a memo must be submitted as soon as practicable.
4. Crisis Negotiations Team members must attend a minimum of 80 hours of training each six-month period (July to December and January to June). Failure to meet the minimum hours may result in suspension and/or removal from the team.
5. All training conducted by the Crisis Negotiations Team in accordance with this standard will be documented and placed in the training file for CNT and the department training unit files.

Procedures

61.1.26 Request for callout shall be made from the on-scene commander through the Special Operations Commander or in response to a SWAT situation.

When called out, the CNT Commander or responding negotiator shall report directly to the Special Operations Commander or SWAT Commander, unless otherwise directed by the SWAT Special Operations Commander. Once on scene the CNT Team will answer to the Special Operations Commander or the SWAT Commander only. In the event the Special Operations Commander is not on scene the CNT Commander will report directly to the SWAT Commander, Assistant SWAT Commander and/or SWAT Team Leaders for situation briefing.

Negotiating Point

61.1.27 The negotiating point will be designated by the CNT Team Leader and/or Incident Commander. The CNT Team Mobile Command Post may be utilized at this designated location. Access to the CNT Mobile Command Post will be strictly limited to the Chief of Police, Special Operations Commander, SWAT Commanders/SWAT Tactical Team Leaders, CNT Team Members, and SWAT Team Members. The Negotiation Point is not necessarily the Operational Command Post, but may be designated as such by the Incident Commander.

Communications with Negotiators

61.1.28 At no time will anyone other than the Special Operations Commander, SWAT Commander and CNT Commander interrupt negotiators during the negotiations. It is the responsibility of the CNT Commander to ensure that all information is disseminated to the Special Operations Commander and/or the SWAT Commander. The CNT Commander will be notified of any deliberate movements by the SWAT Team prior to that movement. This is so the negotiator can defuse and downplay the movement if detected by the hostage taker/barricaded subject.

Termination of Negotiations

61.1.29 In the event that CNT Commander /Primary Negotiator determines that the subject is not responsive and/or the situation cannot be resolved by negotiating, or that the hostages and/or others are in danger of being harmed, the CNT Commander/Primary Negotiator will immediately inform the Special Operations Commander and/or SWAT Commander that the negotiations have broken

down or hostages are in danger. The ranking tactical commander will then make the determination to resolve the situation by tactical means. The Special Operations Commander and/or SWAT Commander may re-evaluate the situation and order an attempt to re-initiate negotiations.

9. Applicants will also participate in practical exercises designed to simulate stressful scenarios which may be encountered in real-life negotiations.

10. Seniority and Promotion

- A. An officer's rank outside of the Crisis Negotiations Team shall have no bearing on the member's seniority within the Team, rather, longevity in negotiations, proficiency and/or position title shall be benchmarks with regard to a member's seniority.
- B. Promotion to the rank of Sergeant shall not necessitate removal from the Crisis Negotiations Team.
- C. Promotion to the rank of Lieutenant shall necessitate removal from the Crisis Negotiations Team, unless he or she has been designated by the Chief of Police as the Crisis Negotiations Team Commander.

Selection

61.1.30 When it becomes necessary to recruit or replace the (2) two Lead Negotiators or the (7) seven Crisis Negotiators, the following process will be used:

- 1. The Special Operations Commander, and/or CNT Commander will advertise the vacancy in writing.
- 2. Applicant must be a PO II or higher, not on probation at time of testing.
- 3. Applicants must have a written endorsement from their chain of command.
- 4. Applicant must reside within the authorized unit take-home mileage limit as outlined in the union contract.
- 5. Applicants may reside within a 10 mile radius of the authorized unit take-home mileage.
- 6. Applicant's vehicle must remain within the authorized unit take home millage at all times.
- 7. Applicants will be administered a psychological screening examination in accordance with the Union Contract.
- 8. Applicants will participate in an oral examination and answer a series of questions developed by SWAT and CNT members and approved by the City of Santa Fe Human Resources Division. These questions will be developed to solicit responses that are quantifiable and not subject to interpretation by test administrators. A minimum qualifying score will be applied to all candidates.

Drafted 03/05 (awm) amended 09/04 (awm) 06/07 (njb) 07/07 (njb) 06/10 (wrj)

Amended by: AAP 01/13, (bpv) 04/17, (leb) 02/21

Approved: 
PAUL JOYE
Chief of Police

Date: 4/16/24