



**CAPITOL REGION
EMERGENCY SERVICES TEAM**

COVENTRY

CROMWELL

EAST WINDSOR

ENFIELD

GLASTONBURY

MANCHESTER

ROCKY HILL

SOUTH WINDSOR

UNIVERSITY OF CONNECTICUT

VERNON

WETHERSFIELD

**POLICY
MANUAL**

The Capitol Region Emergency Services Team is a group of dedicated and highly skilled Police Officers committed to saving lives through crisis negotiation and superior tactics.

The emblem of the Capitol Region Emergency Services Team represents its core values.



Wings - Protection & Mobility

The duty to protect and shield others from harm.
The ability to rapidly mobilize throughout the region.

Arrows - Speed & Precision

Speed in response and deployment.
Precision in tactics and skill.

Sword - Courage

Courage to go in harm's way when others are in peril.

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SECTION 1 - MISSION

Recognizing that the presence of a highly trained, highly skilled police tactical unit has been shown to substantially reduce the risk of injury or loss of life to citizens, police officers and suspects; and recognizing that a well managed "team" response to critical incidents usually results in successful resolution of critical incidents, it is the intent of the Coventry, Cromwell, East Windsor, Enfield, Glastonbury, Manchester, Rocky Hill, South Windsor, Vernon, Wethersfield, and the University of Connecticut Police Departments to work together to provide a highly trained and skilled tactical & crisis negotiation team as a resource for those law enforcement agencies included in the inter-local agreement who need assistance with critical incidents. (See Appendix A – C.R.E.S.T Agreement)

The purpose of this policy is to establish the governing regulations in the selection, training, equipping and use of the Capitol Region Emergency Services Team (C.R.E.S.T.).

The mission of C.R.E.S.T. is to support the Coventry, Cromwell, East Windsor, Enfield, Glastonbury, Manchester, Rocky Hill, South Windsor, Vernon, Wethersfield, and University of Connecticut Police Departments with a tactical response to critical incidents. Critical incidents are defined as follows:

- A. Hostage Situations: the holding of any person(s) against their will by an armed or potentially armed suspect.
- B. Barricade Situations: the stand-off created by an armed or potentially armed suspect in any location, whether fortified or not, who is refusing to comply with police demands for surrender.
- C. Sniper Situations: the firing upon citizens and/or police by an armed suspect, whether stationary or mobile.
- D. High-Risk Apprehension: the arrest or apprehension of armed or potentially armed suspects where the likelihood of armed resistance is high.
- E. High-Risk Warrant Service: the service of search or arrest warrants where the warrant service matrix or policy recommends or requires the use of the C.R.E.S.T. Team.
- F. Personal Protection: the security of special persons, such as VIP's, witnesses, or suspects, based on threat or potential threat to the well being of those persons.
- G. Special Assignments: any assignment approved by the C.R.E.S.T. Team Commander, based upon a high level of threat.

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SECTION 2 - COMMAND, COMPOSITION & STRUCTURE

2.1 Command

The C.R.E.S.T. Team is commanded by a Team Commander at the rank of Lieutenant or above from one of the member agencies. The Team Commander shall be selected by the Chiefs of Police of the member agencies.

When activated for an operation, the C.R.E.S.T. Team Commander reports directly to the local Incident Commander, where one has been designated, or to the on-scene supervisor.

The Team Commander is responsible for deployment of the C.R.E.S.T. Team, including: tactical decision-making, tactical resolution of the incident and negotiation and intelligence gathering operations. The Team Commander is subordinate to the Incident Commander only in terms of when and if the tactical option will be initiated, not how it will be performed. Unless the Team Commander relinquishes his control to another person outside C.R.E.S.T., no other person, who is not in a leadership position within C.R.E.S.T. will attempt to direct, supervise or control any element or member of C.R.E.S.T.

2.1.1 Chain of Command

Team Commanders & Assistant Team Commanders: will have operational control over the Tactical Unit and Crisis Negotiation Unit; will determine the standards of selection, appointment and retention for team members; will have complete authority and discretion to appoint, discipline and remove team members, will liaison with the Chiefs of Police of the member agencies and will perform related duties as necessary. During a critical incident, the Tactical Assistant Team Commander(s) will assume all the responsibilities and duties of the Team Commander in his absence.

Team Leaders: will lead and direct the activities of their operational units and individual members under the command of the Team Commander and will perform related duties as necessary. Tactical Unit Team Leaders will perform the duties of the Assistant Team Commander in his absence.

Assistant Team Leaders: will lead and direct the activities of operational sub-units and individual members under the command of the Team Leader; will perform the duties of the Team Leader in his absence; and will perform related duties as necessary.

Squad Leaders: will lead and direct the activities of operational sub-units and individual members under the command of the Assistant Team Leader; will perform the duties of the Assistant Team Leader in his absence; and will perform related duties as necessary.

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Operators: will perform arrest, entry, perimeter or protective duties as directed, may be assigned to specialized duties including but not limited to chemical agents, specialty impact weapons, breacher, distraction devices and TASER and will perform related duties as necessary.

Negotiators: will conduct and monitor negotiations; will gather and record intelligence information; will set-up and maintain negotiation and communications equipment and apparatus; will assist in the tactical operations center and will perform other duties as necessary or assigned

Unmanned Aerial System Pilots: will operate unmanned aerial systems; will report observations to the tactical operations center; will set-up and maintain any required landing zones and notify local air traffic control of operations

Technical Support: will set-up and operate team technical equipment including but not limited to the Mobile Command Post, Communication Systems, and robotic systems; will provide security for the tactical operations center

Team members will be assigned to the above positions at the discretion of the Team Commander. A team member's rank within his own agency will have no bearing on his position within C.R.E.S.T. and his place in the C.R.E.S.T. chain of command.

2.2 Tactical Unit

The C.R.E.S.T. Tactical Unit will be composed of sworn police officers selected from the member agencies. The number of officers necessary to adequately staff the Tactical Unit to meet operational objectives will be determined by the Team Commander. Member agencies will contribute officers to the Tactical Unit within the limits of their own resources and individual operating requirements according to the following general guidelines:

Agency Size (Sworn Officers)	Number of Tactical Unit Members
Less than 25	One or more
25-49	Two or more
50-74	Three or more
75-100	Four or more
100 or more	Five or more

Member agencies having fewer than twenty-five (25) officers may elect to contribute a member to the Crisis Negotiation Unit instead of the Tactical Unit.

The Tactical Unit will consist of an Entry Team element and a Marksman/Observer Team element. The Entry Team element will be divided into two teams, designated: Blue Team and Gold Team. Entry Team members will be divided as equally as possible between the Blue and Gold Teams.

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A Team Leader will be designated for each Entry Team element and the Marksman/Observer (M/O) Team. Additionally, each Entry Team and the M/O Team will also have an Assistant Team Leader. Squad leaders will be assigned to each Entry Team element.

Assignment to these designated teams and positions shall be at the discretion of the Team Commander. Nothing in these policies shall prevent the Team Commander and/or his designee from deploying any team member as necessary during a critical incident regardless of the team member's position or assignment.

2.3 Crisis Negotiation Unit

The Crisis Negotiation Unit shall be composed of sworn police officers selected from the member agencies. The number of officers necessary to adequately staff the Crisis Negotiation Unit to meet operational objectives will be determined by the Team Commander.

The Crisis Negotiation Unit shall be divided into two teams, the Crisis Negotiation Team and the Support Services Team. Each team shall be supervised by an Team Leader who reports to the Team Commander.

The Crisis Negotiation Team shall be responsible for conducting negotiation and intelligence gathering operations. An Assistant Team Leader will be designated for the Crisis Negotiation element.

The Support Services Team shall be responsible for setting up crisis communication equipment, transporting apparatus and equipment to the scene and providing support to the Crisis Negotiation Unit, Tactical Unit and Command staff.

Assignment to all positions in the Crisis Negotiation Unit shall be at the discretion of the Team Commander. Nothing in these policies shall prevent the Team Commander and/or his designee from deploying any team member as necessary during a critical incident regardless of the team member's position or assignment.

2.3 Air Support unit

SECTION 3 - USE OF FORCE

3.1 Definitions

C.R.E.S.T. Officer: A sworn police officer who is an active member of the Capitol Region Emergency Services Team and at the time is operating under the command of the C.R.E.S.T. Team Commander.

Lethal Force: Physical force which can be reasonably expected to cause death or serious physical injury of a human being.

Physical Force: As defined by CGS53a-22, police officers are justified in using physical force when and to the extent that he/she reasonable believes is necessary to: (1) Effect the arrest or prevent the escape from custody of a person whom he/she knows that the arrest custody is authorized; (2) defend him or herself or a third person from the use or imminent use of physical force while effecting or attempting to effect an arrest or while preventing or attempting to prevent an escape.

Death: The cessation of life; permanent cessation of all vital functions and signs.

Felony: An offense for which a person may be sentenced to a term of imprisonment in excess of one year.

Imminent: on the point of happening; ready to take place.

Less Lethal Force: That force which has the potential to cause bodily harm (physical injury) or hurt.

Physical Injury: Bodily harm or hurt, which has the potential to physically disfigure, impair health or cause temporary impairment of a bodily part. This excudes mental distress, fright, or emotional disturbance.

Probable Cause: Denotes the fact that the actor believes that a given fact or combination of facts exists, and that the circumstances which he/she knows, or should know, are such as to cause a reasonable person to so believe.

Reasonable Belief: Facts or circumstances that would induce a reasonable and prudent person to believe that the facts and circumstances are as they appear.

Serious Physical Injury: Physical injury, which creates a substantial risk of death, or which causes serious disfigurement, serious impairment of health, or serious impairment or loss of function of any bodily organ.

3.2 Deadly Physical Force

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A C.R.E.S.T. officer is justified in using deadly physical force upon another person only when he reasonably believes that such force is necessary to:

1. Defend himself or a third person from the use or the imminent use of, deadly physical force; or
2. Effect an arrest, or prevent the escape from custody of a person whom he reasonably believes has committed or attempted to commit a felony which involved the infliction, or threatened infliction, of serious physical injury; and if, where feasible, he has given verbal warning of intent to use deadly physical force, or
3. When specifically authorized by the C.R.E.S.T. Team Commander/Assistant Team Commander.

3.2.1 Discharge of Firearms

The discharge of firearms by C.R.E.S.T. officers is permitted under the following circumstances:

1. Use of deadly physical force as described above.
2. Participation in approved training programs, exercises, or competitive shooting.
3. To defend the officer or a third person from an animal, which presents an imminent threat of physical injury to the officer or third person.
4. To discharge a firearm against property to provide a tactical advantage for an officer at a critical incident scene. This includes but is not limited to:
 - a. To disable mechanical light sources, or
 - b. To immobilize and/or disable stationary motor vehicles, or
 - c. To ballistically defeat locking or other security features, and
 - d. The C.R.E.S.T. Team Commander shall authorize the use of firearms for this purpose unless circumstances are such that an emergency exists and officers or third parties would be exposed to imminent harm by delaying such action to obtain authorization.
5. Officers may safely discharge their firearm as an audible signal of their location when they are unable to communicate by any other means.

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6. Discharging a firearm to intentionally warn, scare or frighten a suspect or other person is prohibited.
7. An officer will not discharge firearms from or at a moving vehicle except to defend himself or a third person from the use or imminent use of deadly physical force by an occupant of the vehicle, including by means of the vehicle itself.

3.3 Less Lethal Force

A C.R.E.S.T. officer may use less lethal force upon another person when and to the extent he reasonably believes it necessary to:

1. Effect an arrest or prevent the escape from custody of a person whom he reasonably believes to have committed an offense, or
2. Defend himself or a third person from the imminent use of physical force while effecting or attempting to effect an arrest or while preventing or attempting to prevent an escape, or
3. Maintain order of prisoners, or
4. Restrain persons who are mentally ill and dangerous to themselves or others, or are gravely disabled and in need of immediate care and treatment, or
5. Distract or disorient a person using of a Noise/Flash Diversionary Device (NFDD), or
6. Effect crowd control, or
7. When specifically authorized by the C.R.E.S.T. Team Commander/Assistant Team Commander.

Less Lethal Force includes but is not limited to the following:

1. Handheld impact weapons (Batons),
2. Extended range kinetic energy impact projectiles,
3. Electronic control devices (Taser, XREP),
4. Chemical agents including: personal defense sprays, launched munitions and hand deployed munitions (OC, CS, HC),
5. Noise/flash diversionary devices,
6. Strikes or grappling techniques,

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7. Police K9.
8. Any other means or improvised weapons at the C.R.E.S.T. officer's disposal based on the officer's training and experience.

3.4 Use of Force - General Provisions

C.R.E.S.T. officers will only use the amount of force necessary to effect a lawful objective.

All uses of force shall be documented in the After-Action Report. The Team Commander may request that individual operators complete a supplementary written report detailing the circumstances of their use of force. This report will be attached to the After-Action Report.

When C.R.E.S.T. officers use lethal or less lethal force upon a person and an injury is observed or the person complains of discomfort, pain or injury, a C.R.E.S.T. Tactical Medic shall evaluate the subject and if necessary treat any injuries as appropriate. The C.R.E.S.T. Tactical Medic shall then make a recommendation to the Team Commander regarding further evaluation, care, and treatment. In the absence of a C.R.E.S.T. Tactical Medic, local EMS shall be utilized for this task. All injuries shall be documented in the After-Action Report.

Any time a person is struck with a less lethal extended range kinetic energy impact projectile the C.R.E.S.T. Team Commander shall recommend to the host agency, that the person be transported to a hospital and evaluated by a physician.

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SECTION 4 - TEAM ACTIVATION

The Officer-in-Charge (OIC) of any member agency may activate C.R.E.S.T. for any critical incident occurring in his/her jurisdiction. To activate C.R.E.S.T., the OIC or his/her designee will contact the Team Commander according to the C.R.E.S.T. Activation Procedure (See Appendix C) and brief him on the nature of the incident. If the Team Commander determines it is necessary for C.R.E.S.T. to respond, he will initiate team activation via the emergency notification system. If contacting and briefing the Team Commander would result in an unacceptable delay, the OIC or his/her designee is authorized to activate C.R.E.S.T. directly by contacting Glastonbury Police dispatch and initiating an Hyverbridge notification.

Any division or bureau within the member agencies, such as the Narcotics, Detectives, or Warrants Divisions, may request the assistance of C.R.E.S.T. in planning or conducting related operations. The Division Commander or his representative will contact the C.R.E.S.T. Team Commander who will initiate team activation if appropriate.

C.R.E.S.T. is available to any requesting agency outside of the member agencies with the approval of the Team Commander. If such a request is made, it shall be immediately forwarded to the Team Commander through the C.R.E.S.T. Activation Procedure (See Appendix C) who will initiate team activation if appropriate.

Team activations take precedence for team members over all other assignments within the member agencies. Once activated, C.R.E.S.T. team members from the Coventry, Cromwell, East Windsor, Enfield, Glastonbury, Manchester, Rocky Hill, South Windsor, Vernon, Wethersfield and University of Connecticut Police Departments become subordinate to the C.R.E.S.T. Team Commander until the Team Commander determines the team member is no longer needed.

All team members assigned to C.R.E.S.T. shall maintain a cell phone number where they can receive calls or text messages notifying them of team activation through the emergency notification system. All team members are required to monitor this phone or another media such as email, text message or an alternate phone number at all times for activation messages from the notification system. Team members who are unavailable or unable to respond to an incident or anticipate they will be unable to respond (due to vacation, sickness, geographic location, etc.), will immediately notify their respective Team Leader.

Team members are responsible for notifying the C.R.E.S.T. chain of command immediately anytime their personal contact information, including home, work, or cellular phone number changes.

Team members tasked to respond will be notified via the emergency notification system. The message shall contain at a minimum: the purpose of the page (e.g. CALLOUT), the type of incident, any special information, the location of the staging area and the sender's name.

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Upon activation, team members shall immediately respond to the designated staging area with all assigned personal equipment, weapons and uniforms. Team members responsible for transporting apparatus, special equipment or special weapons to the incident shall do so.

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SECTION 5 - SELECTION PROCESS

All prospective new members of C.R.E.S.T. will participate in a selection process. The selection process will normally be conducted on an as needed basis determined by the Team Commander.

Member agencies that need to fill vacant team positions will choose personnel to send to the selection process according to their own established internal procedures. Candidates selected for assignment to C.R.E.S.T. must satisfy the following requirements:

All C.R.E.S.T. candidates must:

1. Be a current Connecticut P.O.S.T.C. certified police officer,
2. Have a minimum of three years law enforcement or related experience.
3. Have successfully completed their probationary period at their agency by the date of appointment to C.R.E.S.T.
4. Possess sound judgment and the ability to make quick decisions.
5. Maintain consistent passing scores of 80% or better on the basic firearms proficiency course designated by their agency (Factual Unit operators only).
6. Have no sustained excessive use of force complaints within the past 5 years.

The entire selection process will generally take place on a single day. Each phase in the selection process is graded as pass or fail. Candidates must pass all phases to be considered for assignment to the team. In the event there are multiple candidates from one agency, the interview panel will initially rank the passing candidates in the order in which they are recommended for assignment to the team. The panel will forward these preliminary rankings to the Team Commander.

The Team Commanders will then establish a final ranking of candidates who have passed the selection process after considering all available information including input by current team members.

The Team Commander will then notify the member agency in writing of the results of the selection process. The agency will then select a candidate for assignment to the team. Team members who passed the selection process and were not assigned to the team will remain eligible for assignment to the team for 1 year to fill vacancies that may occur. This time limit may be extended for an additional year at the Team Commander's discretion.

Team Commanders retain complete and final authority over membership on the team.

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5.1 Tactical Unit Selections

The selection process for Tactical Unit operators will consist of the following:

1. Physical Fitness Test using the Cooper Standards. The test will consist of a timed 1½ mile run, sit-ups, push-ups and sit & reach test. Candidates must meet or exceed the standards established for their age and gender. (See Appendix D – Physical Fitness Standards)
2. A firearms proficiency test determined, administered and evaluated by C.R.E.S.T. firearms instructors.
3. A standardized interview conducted by a panel of C.R.E.S.T. Team Leaders, Assistant Team Leaders and Squad Leaders.
- 4.

5.2 Crisis Negotiation Unit Selections

The selection process for Crisis Negotiation Unit members shall be as follows:

1. Submission of a letter of interest outlining all qualifications and special skills and training received pertinent to the position.
2. A standardized interview conducted by a panel of C.R.E.S.T. Team Leaders and Assistant Team Leaders.
- 3.

5.3 Air Support Unit Selections

The selection process for Crisis Negotiation Unit members shall be as follows:

1. Submission of a letter of interest outlining all qualifications and special skills and training received pertinent to the position.
2. A standardized interview conducted by a panel of C.R.E.S.T. Team Leaders and Assistant Team Leaders.
- 3.

5.4 Team Leaders, Assistant Team Leaders and Squad Leaders

Team Leaders, Assistant Team Leaders and Squad Leaders shall be selected by the Team Commander from current team members.

The Team Commander shall consider an operator's experience, tactical skill, decision making ability, leadership ability and character when selecting individuals for advancement to tactical leadership positions.

The Team Commander shall consider a negotiator's experience, negotiation skill, decision making ability, leadership ability and character when selecting individuals for advancement to negotiation leadership positions.

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Normally, operators and negotiators selected to leadership positions shall progress from Squad Leader to Assistant Team Leader to Team Leader. A team member's rank within his/her agency shall have no bearing on his/her position within the C.R.E.S.T. chain of command.

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SECTION 6 - STANDARDS

Assignment to the C.R.E.S.T. Tactical Unit shall be voluntary. All Tactical Unit operators shall participate in and pass a selection process before being assigned to the team. Once assigned to the team, Tactical Unit operators shall be assigned to a training status until they have successfully completed initial entry level tactical training and satisfactorily demonstrated proficiency with both their primary and secondary weapon system to C.R.E.S.T. standards.

All Tactical Unit operators will continually demonstrate the ability to complete their assigned roles and display the appropriate attitude and demeanor necessary to operate within a highly specialized and elite team. This includes practicing and maintaining individual and team tactical skills.

Any Tactical Unit operator, who fails to meet any one of the prescribed standards shall immediately be placed on reserve status. Operators placed on reserve status due to a failed standard must successfully qualify within three months. If after three months the operator has failed to qualify, he may be removed from the team by the Team Commander. Tactical Unit operators who fail to maintain the above standards more than once in two years may be removed from the team by the Team Commander. Team members in a reserve status shall respond to call-outs with their assigned weapons and equipment but their deployment will be at the Team Commander's discretion.

All Tactical Unit operators are expected to attend all scheduled training sessions and mission call-outs unless excused by the Team Commander. Operators who miss more than 20% of scheduled monthly training within the previous 12 month period may be placed on reserve status at the Team Commander's discretion. Operators placed on reserve status for more than 3 months may be removed from the team. Reinstatement to full duty status shall be at the Team Commander's discretion.

6.1 Tactical Unit Operators

New Tactical Unit operators shall satisfactorily complete the following before being assigned to full active duty status:

1. A Basic SWAT School (40 hours).
2. A tactical carbine or patrol rifle course.
3. Qualify with both primary and secondary weapons.
4. Qualify with both primary and secondary weapons while wearing an APR/Gas Mask.
5. Qualify with both primary and secondary weapons under low-light conditions.
6. Achieve a passing score on the physical fitness test (See Appendix D).

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All Tactical Unit operators shall meet the following standards to remain on full active duty status:

1. Qualify quarterly with both primary and secondary weapons.
2. Qualify annually with both primary and secondary weapons while wearing an APR/Gas Mask.
3. Qualify annually with primary and secondary weapons under low-light conditions
4. Pass an annual physical fitness test (See Appendix D)

Firearms qualification courses shall be administered and scored by C.R.E.S.T. instructors who are certified by the Connecticut Police Officer Standards and Training Council (P.O.S.T.C.) to conduct firearms training. Weapon qualification courses shall meet P.O.S.T.C.'s guidelines. C.R.E.S.T. Tactical Unit operators shall be required to attain a passing score of at least 90% on the standard firearms qualification course as outlined in Appendix G to qualify with a weapon system.

6.2 Marksman/Observers

Marksman/Observers (M/O's) shall normally be selected by the Team Commander from Tactical Unit operators.

M/O's shall satisfy all the requirements for Tactical Unit operators and the following requirements before being deployed in an M/O capacity.

1. Successfully complete a Basic Sniper or Precision/Scoped Rifle Course.
2. Qualify quarterly with their assigned precision rifle. (See Appendix E for qualification course of fire).

Each M/O will maintain an accurate written data log book for their assigned precision scoped rifle. This data book shall include the following minimum information: the date, time of day, weather conditions and course of fire. These documents shall record all training with the assigned rifle and shall be reviewed at least annually by the M/O Team Leader and/or the M/O Assistant Team Leader and a Team Commander.

Any M/O who fails to meet any of the prescribed standards for their position shall not be deployed in that capacity. M/O's must satisfactorily qualify on their standards within three months. If after three months the M/O has failed to qualify, he may be removed from M/O status by the Team Commander for at least one year. M/O's who fail to maintain standards more than once in two years may be permanently removed from that capacity by the Team Commander. M/O's meeting Tactical Unit standards and maintaining full active duty status may deploy as Entry Team operators.

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SECTION 7 - TRAINING

7.1 Tactical Unit

The Tactical Unit will train on appropriate subjects related to the mission of the C.R.E.S.T. Team. The C.R.E.S.T. Tactical Unit shall use the National Tactical Officers Association (NTOA) recommended training standards for part-time multi-jurisdictional SWAT Teams as a guideline.

Tactical Unit operators shall train two 8-hour days each month except in July. This training shall normally take place on the first consecutive Wednesday and Thursday of each month. Training during the month of June shall consist of five consecutive days during the first full week. The Team Commander may alter the training schedule at his discretion and as necessary to accommodate training needs.

For Entry Team operators, a minimum of one half day of training each month will be dedicated to weapon systems proficiency and the remainder will be focused on tactics.

M/O's shall participate in at least 12 hours of training each quarter specific to their assignment.

Explosive breachers shall participate in an additional 8 hours training each month specific to their assignment and may participate in training with other explosive breachers throughout the Capitol Region.

Ballistic Breachers shall participate in 2 hours of training each quarter specific to their assignment.

The C.R.E.S.T. Tactical Unit shall train on the subjects identified as core competencies (See Appendix F) on a regular and continuing basis and shall train at a minimum annually as prescribed in the core competencies matrix.

A full mission simulation training exercise shall be conducted at least twice annually. This training mission shall include the integration of the Tactical Unit and Crisis Negotiation Unit in the resolution of a simulated critical incident.

Training shall be conducted by team members certified to instruct or otherwise experienced in the appropriate subject matter. All training will be documented and training records will be maintained on file. Instructors shall prepare and submit a written lesson plan for each training exercise and/or training session. A record of attendance shall be kept for all training events. These records will be maintained with team records.

Training may also be conducted by instructors, vendors and organizations outside the team. A record of this training and attendance shall be maintained with team records.

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Members of the C.R.E.S.T. command staff and training cadre shall meet monthly to schedule and plan training activities and exercises. This group shall informally and continually evaluate individual and team performance and address those specific areas and tasks, which may require additional or remedial training. Minutes of this meeting shall be prepared and retained with team records.

7.2 Crisis Negotiation Unit

Initial training for all C.R.E.S.T. Negotiators shall consist of a 40 hour Basic Hostage Negotiation school or its equivalent. Additionally, it is recommended that all Negotiators also attend a 40 hour Advanced Hostage Negotiation school. Negotiators may also attend periodic schools and conferences pertinent to their mission and assignment.

The Crisis Negotiation Unit shall train together as a team at least six times per year. Training shall generally take place during one 8 hour day, once every other month. The Crisis Negotiation Unit should train together with the Tactical Unit and Command staff at least twice annually on the resolution of a full mission simulation training exercise.

The Crisis Negotiation Unit shall also train on topics pertinent to their mission and topics, which address: technology, current trends in negotiations, planning, intelligence gathering, resource procurement, communications, and crisis resolution.

7.3 Air Support Unit

Initial training for all C.R.E.S.T. Negotiators shall consist of a 40 hour Basic Hostage Negotiation school or its equivalent. Additionally, it is recommended that all Negotiators also attend a 40 hour Advanced Hostage Negotiation school. Negotiators may also attend periodic schools and conferences pertinent to their mission and assignment.

The Crisis Negotiation Unit shall train together as a team at least six times per year. Training shall generally take place during one 8 hour day, once every other month. The Crisis Negotiation Unit should train together with the Tactical Unit and Command staff at least twice annually on the resolution of a full mission simulation training exercise.

The Crisis Negotiation Unit shall also train on topics pertinent to their mission and topics, which address: technology, current trends in negotiations, planning, intelligence gathering, resource procurement, communications, and crisis resolution.

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SECTION 8 - UNIFORMS & EQUIPMENT

Member agencies are responsible for supplying their respective team members with all necessary uniforms and equipment. Member agencies will replace or repair uniforms and equipment that become worn out, broken or otherwise inoperable.

Team members will maintain all uniforms and equipment in a mission ready condition. Team members will be subject to both announced and unannounced inspections. Uniforms and equipment that is torn, worn out, badly soiled or otherwise inoperable should be removed from service and/or repaired.

Team members are responsible for the care and maintenance of any item of equipment they are issued. Failure to appropriately care for, or maintain personal equipment and uniforms in mission ready condition may be grounds for removal from the team.

8.1 Uniforms

Tactical Unit operators shall wear olive drab (OD) green 2-piece (shirt & trouser) military style Battle Dress Uniforms (BDU's) or Advanced Combat Uniforms (ACUs) with tactical style boots. Unless otherwise directed by the Team Commander, the default uniform for all tactical operations will be OD green BDU/ACU's for Entry Team operators and camouflage or OD green BDU/ACU's for Marksman/Observers. The default uniform for training for all team members will be OD green BDU/ACU's.

Tactical Unit uniforms shall be marked as follows:

Name & C.R.E.S.T. Strips: Cloth military style 1" strips with ¼" lettering. OD green BDU's will have OD green cloth strips with black letters. The operator's name strip shall be affixed above the right breast pocket of the blouse. The C.R.E.S.T. strip shall be affixed above the left breast pocket of the blouse. Name strips shall extend to the edges of the pockets and the letters shall be centered above the pockets on BDUs. The strips will be 6" in length and sewn horizontally and centered above their respective pockets on the ACUs. A single name strip shall also be affixed to the rear of the body armor centered below the collar. A 5" name strip shall be velcroed to the rear of the helmet.

Shoulder Patches: C.R.E.S.T. logo shoulder patches shall be affixed to both shoulders of the blouse. Olive green/black patches on OD green BDU/ACU's. Shoulder patches shall also be affixed to the shoulder panels of body armor.

Police Markings: The word "POLICE" shall be prominently displayed on the front and rear of the body armor carrier in block letters and shall not be obstructed by equipment. The word "POLICE" is also displayed in addition to the C.R.E.S.T. logo shoulder patch.

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Operators may wear approved black C.R.E.S.T. logo clothing in lieu of the BDU blouse for training. All other outer clothing items must be approved by the Team Commander.

C.R.E.S.T. instructors conducting or supervising training exercises may wear a red C.R.E.S.T. logo ball cap.

8.2 Equipment

C.R.E.S.T. member agencies will supply each of their Tactical Unit operators with the following tactical equipment:

- Ballistic Helmet*
- Safety glasses and/or goggles
- Fire resistant gloves and balaclava
- Hearing protection
- Knee and/or elbow pads
- Level IIIA ballistic body armor including Level IV ballistic plate inserts (front and back), groin protection, upper arm protection, and equipment pouches*
- Duty belt and holster for tactical equipment
- Portable radio with C.R.E.S.T. frequencies, ear piece and PTT device, and charger*
- Air Purifying Respirator (APR) gas mask, filters and carrying pouch*
- Weapon systems (a primary weapon and a secondary weapon)
- Weapon mounted light system for primary and secondary weapon systems
- Ammunition (both training and duty)

* Indicates item must be the exact make and model as approved and specified by the C.R.E.S.T. Team Commander.

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8.2.1 Entry Team Operators

Tactical Unit Entry Team operators deployed during a tactical operation will wear and/or have on their person the following required equipment unless otherwise directed by the Team Commander and/or his designee:

- Primary Weapon System
- Secondary Weapon System
- Min. 90 rounds of duty ammunition for the primary weapon system
- Min. of 4 fully loaded magazines for secondary weapon system
- Ballistic helmet
- Goggles or other eye protection
- Individual First Aid Kit (IFAK)
- Portable radio with C.R.E.S.T. frequencies, ear piece and PTT device
- Level IIIA tactical body armor with level IV plates
- Handheld flashlight and weapon mounted light system
- APR/Gas Mask with filter (carried in pouch)
- Two Noise-Flash Diversionary Devices
- One set of handcuffs and a handcuff key.

The following equipment is approved and recommended for all operators. It is not necessary or the intent that operators carry all these items on their person but rather to have these items with them or available to them (in a gear bag) at the scene:

- Multi-tool
- Knife
- Elbow and knee pads
- Gloves
- Balaclava
- Door wedges
- Expandable baton
- Chemical light sticks
- Black electrical tape
- Camouflage paint
- Power bars
- Flashlight
- Hydration system
- Sunscreen, sunglasses
- Paper
- Pens/Pencils/Markers
- Insect repellent
- Dump pouch
- Spare batteries
- Spare APR filters
- Compass and/or GPS system
- Cold weather clothing, hand/foot warmers
- Spare NFD0 pin(s)
- OC Personal Defense Spray

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8.2.2 Marksman/Observers

C.R.E.S.T. member agencies will supply each of their Marksman/Observers with the following special equipment and Marksman/Observers deployed during a tactical operation will wear and/or have on their person the following required equipment unless otherwise directed by the Team Commander and/or his designee:

- Precision scoped rifle system
- Match grade ammunition (100 rounds minimum)
- Secondary weapon system
- Portable radio with C.R.E.S.T. frequencies, ear piece and PTT device.
- Binoculars or spotting scope

M/O's shall carry any and all necessary equipment needed to sustain themselves for deployment during a tactical operation for a period up to 12 hours, taking into consideration their expected environment, changing weather conditions and temperature.

8.3 Team Equipment

Each member agency shall contribute equipment, vehicles and other resources as necessary to C.R.E.S.T. for the purpose of: deployment during the resolution of critical incidents; to facilitate training activities; and to maintain readiness to respond to mutual aid requests. This equipment shall be stored in an area accessible to C.R.E.S.T. team members. Each agency is responsible for the maintenance and upkeep of their assigned equipment unless otherwise specified. In the event a piece of equipment is damaged or otherwise becomes inoperable, notification shall immediately be made to the C.R.E.S.T. chain of command.

Periodic inspections shall be conducted by C.R.E.S.T. team members to ensure all team equipment is ready for deployment. Munitions and ammunition expended during training or an incident shall be immediately replenished following the conclusion of that activity. All equipment shall be maintained in a mission ready condition when not actively being used.

(See Appendix II - Table of Equipment).

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SECTION 9 - WEAPONS, AMMUNITION & SPECIAL MUNITIONS

Each member agency is responsible for supplying operators from their department with all weapons and they shall be responsible for the servicing and maintenance (armoring), and record keeping of those weapons.

If a weapon breaks or otherwise becomes inoperable, operators shall immediately notify the C.R.E.S.T. chain of command. The operator shall also advise his agency and arrange to have the weapon repaired or replaced.

The Team Commander may reject any weapons, accessories or modifications, if in his opinion they are not appropriate or safe for deployment during C.R.E.S.T. tactical operations.

9.1 Firearms

Member agencies shall supply and assign each operator with a primary and a secondary weapon system. Operators shall only use weapons approved by their agencies. Agencies shall inspect and service all assigned weapon systems according to their departmental policies. Any accessories or modifications to weapons shall be in accordance with the agency's weapon policy. Operators shall be responsible for routine and periodic cleaning of assigned weapons. All weapons shall be maintained in a mission ready condition.

Member agencies shall supply its operators with extra weapon magazines and the pouches necessary for storage and carry.

9.1.1 Primary Weapon System

The primary weapon system shall be a shoulder fired "long gun", either a rifle or sub-machine gun. This weapon shall be select fire and fed by a removable magazine and capable of firing at least 20 rounds without reloading. Rifles shall fire either .223 Remington or 5.56mm NATO caliber rounds. Sub-machine guns shall fire either 9mm, .40 S&W, or .45 ACP caliber rounds.

Primary weapon systems shall be equipped with:

1. Sighting system
2. Dedicated weapon mounted light
3. Sling

The following are approved primary weapon systems:

1. Colt AR15 rifle or variant
2. Colt 9mm sub-machine gun or variant
3. Heckler & Koch MP5 sub-machine gun
5. Heckler & Koch UMP sub-machine gun
6. Heckler & Koch 416 rifle

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During a tactical operation, each operator shall carry no less than three magazines and no less than 90 rounds of ammunition for their primary weapon unless otherwise authorized by the Team Commander or his designee.

9.1.2 Secondary Weapon System

The secondary weapon system shall be a semi-automatic pistol, fed by a removable magazine. Secondary weapons shall be 9mm, .40 S&W or .45 ACP calibers. Member agencies shall supply their operators with a suitable retention holster and belt for carrying the secondary system. A weapon mounted light is required for this weapon.

During a tactical operation, each operator shall carry no less than four fully loaded magazines for their secondary weapon unless otherwise authorized by the Team Commander or his designee.

9.1.3 Precision Rifle System

Member agencies supporting a Marksman/Observer shall supply and assign that operator with a dedicated precision rifle system capable of firing a ½ MOA group with match grade ammunition. The precision rifle shall be .308 caliber and fed by either a removable or an internal magazine. The rifle shall be capable of firing at least 4 rounds without reloading.

Precision rifle systems shall be equipped with:

1. A variable power scope (10x minimum magnification capability)
2. A bi-pod

Marksman/Observers shall carry no less than 100 rounds of ammunition for the precision rifle when deployed as an M/O during tactical operations.

9.1.4 Shotguns

Shotguns shall be 12-gauge and either semi-automatic or pump action. The shotgun is a multi-purpose weapon system capable of firing a variety of rounds. Shotguns shall be deployed as determined by the Team Commander or his designee.

Shotguns may be used to fire or launch:

1. Lethal ammunition (slugs, buck shot, bird shot)
2. Less lethal extended range kinetic energy impact projectiles
3. Breaching rounds
4. Noise/flash distraction munitions
5. Chemical agent munitions

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Shotguns shall only be deployed by operators who have received specific training and demonstrated proficiency. Operators deploying a shotgun shall personally inspect and load all rounds prior to deployment.

Lethal, breaching, and less lethal ammunition shall not be mixed when loading shotguns, either in the magazine tube or on exterior carrying devices.

9.2 Special Weapons

9.2.1 Conducted Electrical Weapon (TASER)

C.R.E.S.T. operators may utilize an approved handheld conducted electrical weapon manufactured by Axon International. Operators assigned TASERs by their respective agency and who have been trained and demonstrated proficiency are required to carry and deploy this weapon system. TASERs shall be considered a less lethal weapon.

TASER cartridges expended during C.R.E.S.T. tactical operations shall be collected and disposed of at the direction of the Team Commander. Additionally, the Team Commander may direct operators to download and preserve internal TASER data and/or video captured during the tactical operation to be made part of the After-Action Report.

9.2.2 OC Personal Defense Sprays

Operators supplied by their agency with OC personal defense spray (PDS) canisters and who have been trained and demonstrated proficiency, are authorized to carry and use this weapon system. OC PDS's shall be considered a less lethal weapon.

Deployment of large volume, crowd control size, OC personal defense sprays shall be pre-approved by the Team Commander.

9.2.3 Handheld Impact Batons

Operators supplied by their agency with collapsible handheld impact batons and who have been trained and demonstrated proficiency, are authorized to carry and use this weapon. Handheld impact batons shall be considered a less lethal weapon.

C.R.E.S.T. shall maintain an inventory of riot control batons. The deployment of riot control batons shall be pre-approved by the Team Commander.

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9.2.4 37mm, 40mm & ARWIN Launchers

C.R.E.S.T. shall maintain an inventory of launchers capable of firing 37mm and 40mm projectiles and munitions. Only operators who have been trained and demonstrated proficiency are authorized to use these weapons.

These launchers shall be used to:

1. Fire less lethal extended range kinetic energy impact projectiles,
2. Launch chemical agent munitions,
3. Deploy noise/flash distraction devices.

9.3 Ammunition

Member agencies will supply their operators with sufficient factory grade ammunition for both primary and secondary weapon systems. Operators will only use ammunition approved by their respective agency. Bullets shall be of an expanding type. Ball or full metal jacketed bullets shall not be used for deployment during tactical operations unless specifically authorized by the Team Commander or his designee. Ball or full metal jacketed bullets may be used for firearms training.

Specialty ammunition, including: extended range kinetic energy impact projectiles, breaching rounds, noise distraction rounds and chemical agent munitions, which are not normally maintained by member agencies shall be of the type and brand specified and approved by the Team Commander.

The Team Commander may reject any ammunition, if in his opinion it is not appropriate or safe for deployment during C.R.E.S.T. tactical operations.

9.4 Special Munitions

9.4.1 Chemical Agents

C.R.E.S.T. shall maintain an inventory of chemical agents and the associated weapon systems necessary to deliver the agents. Chemical agents may be delivered by firing long range projectiles, hand thrown grenades, grenades fixed to a pole or with volume dispensers.

Chemical agents shall include:

- Oleoresin Capsicum (OC)
- Orthochlorobenzalmalono-nitrile (CS)
- Hexachloroethane (HC or smoke)

(Note: This section does not apply to handheld size Personal Defense Spray (PDS) chemical agents.)

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9.4.2 Less Lethal Extended Range Kinetic Energy Impact Projectiles

C.R.E.S.T. shall maintain an inventory of flexible and non-flexible less lethal extended range impact projectiles. These projectiles may be, hand thrown grenades or fired from: 12-gauge shotguns, 37mm launchers and 40mm launchers. Only operators who have been trained and demonstrated proficiency with these munitions and the associated delivery system are authorized to use these weapon systems.

9.4.3 Noise/Flash Diversionary Devices (NFDD)

C.R.E.S.T. shall maintain an inventory of NFDD's. Each Tactical Unit operator shall be issued two NFDDs and carry both on his person while deployed during tactical operations. All Tactical Unit operators shall complete initial training in the safe and proper deployment of NFDDs and shall demonstrate proficiency in this skill. Thereafter, Tactical Unit operators shall receive annual refresher training related to NFDD deployment.

SECTION 10 - GENERAL PRACTICES

10.1 C.R.E.S.T. Insignia

It shall be a privilege for C.R.E.S.T. team members in good standing and those members who have left the team in good standing to be permitted to wear a metal C.R.E.S.T. insignia device on their department issued duty uniform. The device shall normally be worn on the uniform above the right breast pocket centered above the name tag. There shall be two distinctive devices, one for Tactical Unit operators and one for Crisis Negotiation Unit members.

The Team Commander may revoke this privilege from any current or former C.R.E.S.T. team member.

10.2 Crime Scene Considerations:

C.R.E.S.T. operations often involve entering an area that later may be declared a crime scene by the host agency. The primary purpose of a C.R.E.S.T. operation is to preserve the lives of hostages, bystanders, officers and suspects but it is important to consider that the actions of operators may affect the search for and collection of evidence necessary for a successful prosecution.

C.R.E.S.T. team members will in no way attempt to collect, move or tamper with any items of evidence found at the scene of an operation beyond what is necessary to conduct a search for victims, hostages or suspects. Crime scenes will be secured and turned over to the host agency's investigators as soon as possible. Weapons located by C.R.E.S.T. officers will be left in place, if said weapons can be reasonably secured by an officer and poses no threat to anyone on scene. Any item of evidence that is moved or in any way tampered with will be brought to the attention of the Team Leader, who will provide a briefing to the assigned investigator. A written report will be provided to the host agency, by the involved C.R.E.S.T. officer, detailing the circumstances surrounding the movement of evidence, if requested.

10.3 Media Relations

When C.R.E.S.T. responds to a critical incident and members of the media are on scene or are reasonably likely to respond, the Team Commander shall request the host agency designate a Public Information Officer (PIO) for the incident. The PIO will act as a liaison between the media and the host agency, incident command and the Team Commander for the duration of the incident.

The Team Commander shall also request that the host agency keep all media members and their respective equipment beyond the outer perimeter and preferably in a designated and safe media staging area away from the incident scene. The Team Commander may notify the Federal Aviation Administration (FAA) in the event an air exclusion zone is necessary to prevent news helicopters from hovering over the incident site.

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In the event the presence of media personnel and/or their equipment jeopardizes or compromises C.R.E.S.T. operations or creates an unsafe condition for hostages, innocent third parties, emergency personnel or suspects, the Team Commander will either request the host agency or designate C.R.E.S.T. personnel to take steps to limit or prevent the media's access to the incident as necessary.

During a critical incident or prior to a preplanned mission, no C.R.E.S.T. team member shall speak or otherwise communicate with members of the media or other unauthorized person(s) regarding the incident or mission without authorization of the Team Commander or his designee.

It shall be the policy of C.R.E.S.T. not to comment on investigations conducted by the host agency or other investigative entities. C.R.E.S.T. members shall refer all media inquiries to the host agency or the designated PIO. In the event it is necessary for C.R.E.S.T. to release information, it shall only be done by the Team Commander or his designee.

Any requests by the media to report on activities of C.R.E.S.T. outside of critical incidents (i.e.: training, photo/video opportunities, informational or friendly stories, etc.) shall be pre-approved by the Team Commander.

10.4 Mutual Aid/Supplementary Resources

In the event a critical incident or preplanned mission requires resources or capabilities that C.R.E.S.T. does not have, the Team Commander shall request those resources through mutual aid.

These resources may include but are not limited to: additional personnel; additional or specialized equipment; weapons or munitions; vehicles; special intelligence information; technology; funding; etc.

It shall be the policy of C.R.E.S.T. to first seek additional resources from neighboring Capitol Region Task Force tactical teams due to enhanced interoperability with regard to common tactics and shared communications.

Mutual aid may also be requested to relieve or supplement personnel due to extended operations, environmental conditions and the nature of the tactical operation (i.e.: large area search, multiple structures, etc).

C.R.E.S.T. will respond to mutual aid requests for personnel and equipment in other jurisdictions only with the authorization of the Team Commander.

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10.5 Policy Review

The policies contained herein shall comply with all local, state and federal laws and regulations. Additionally, these policies and procedures shall be consistent with currently accepted practices for Special Weapons and Tactics (SWAT) teams and the resolution of critical incidents.

These policies shall be reviewed and updated periodically and as necessary by the Team Commander or his designee(s). The Team Commander shall approve all changes to these policies and he shall notify the chief executive of each member agency whenever a significant change in policy occurs.

Each member of C.R.E.S.T. shall receive a copy of these policies upon being selected for the team and periodic updates shall be distributed, as policies are amended, changed or redacted. All C.R.E.S.T. members will be responsible for complying with these policies and each C.R.E.S.T. member understands that failure to do so may result in suspension and/or removal from the team and/or discipline administered by their respective agency.

The chief executive of each member agency shall receive a copy of these policies and updates as policies are amended, changed or redacted.

SECTION 11 - OPERATIONS

11.1 General Guidelines

This section lays a traditional and commonly accepted framework for the response and resolution of critical incidents. C.R.E.S.T. also recognizes that due to the dynamic and unpredictable nature of these incidents, it may not always be feasible, safe or advantageous to completely follow these guides and some incidents by their nature and circumstances may require creative, aggressive or non-traditional resolutions.

Critical incidents often require decision making which may affect the safety and lives of those individuals involved in the incident. This may include hostages, innocent uninvolved citizens, emergency response personnel and suspects. The following shall be the priority of life during a critical incident:

1. Hostages
2. Citizens (Involved and uninvolved in the area)
3. Police and Emergency Personnel
4. Suspects

11.2 Pre-Arrival of C.R.E.S.T.

Member agencies who request a C.R.E.S.T. response to the scene of a critical incident shall manage the incident until the arrival of C.R.E.S.T. This may include but is not limited to:

1. Identify the Kill Zone: Ensure *all* on-scene and responding personnel (Police, EMS, Fire, etc.) know where the incident is occurring and the potential hazards and dangers.
2. Establish an Inner Perimeter: Deploy available personnel to *contain* the incident and prevent suspects from escaping. Record the position of deployed officers.
3. Establish an Outer Perimeter: Deploy available personnel to *isolate* the incident and prevent unauthorized personnel from entering the Inner Perimeter.
4. Establish Communication & Control: The ranking Supervisor/Officer on scene will assume Incident Command until relieved. Dedicate a radio frequency for the incident.
5. Establish a Command Post: The Incident Commander will position the Command Post between the Inner and Outer Perimeters. The Command Post should be beyond weapon range and out of the line of sight to the incident location.
6. Establish Staging Areas: Identify areas where responding personnel can meet and stage for deployment. Consider staging EMS, Fire, etc.
7. Request Resources: Identify resources necessary to resolve the incident and make appropriate requests. Resources may include: mutual aid, Bomb squad, K9, helicopter air

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support, EMS, Fire, utility companies, heavy equipment, specialized equipment, experts, traffic control, etc.

11.3 Command Operations

The first ranking C.R.E.S.T. Tactical Unit team operator on scene shall assume operational command of C.R.E.S.T. until relieved by a higher ranking C.R.E.S.T. operator. Where no ranking C.R.E.S.T. member (Team Commander, Assistant Commander, Team Leader, Assistant Team Leader or Squad Leader) is on scene, the senior Tactical Unit operator shall assume command until relieved.

Upon arrival at the incident scene, the Team Commander shall identify and confer with the host agency Incident Commander or OIC and obtain a briefing of the situation to include: identification of active violence or trapped personnel; the nature of the incident, location of the incident; ascertain if a crime has been committed; review available intelligence; and identify and evaluate current host agency resources and personnel currently in place.

The Team Commander shall establish a Tactical Operations Center (TOC). The TOC shall include a Command Post, Base of Operations for Negotiations and a Tactical Staging Area. The TOC shall be located within the outer perimeter and outside the inner perimeter. The TOC shall be located out of the line of sight and beyond weapon range from the incident site.

As soon as possible after arrival, the Team Commander shall brief Tactical and Crisis Negotiation Unit Team Leaders of the Situation and Mission.

C.R.E.S.T. Command personnel will request from the host agency all available intelligence and information regarding the location, surrounding area, situation, involved persons, vehicles, weapons, etc. Command staff will brief team members as necessary.

Throughout the incident, the Team Commanders shall be responsible for directing and coordinating the operational units of C.R.E.S.T. The Team Commander shall be responsible for tasking sub-units with assigned missions and approving operational plans.

The Team Commander shall make provisions to ensure the incident scene is contained and isolated.

The Team Commander shall determine any special rules of engagement and/or operational directives and he shall advise all subunits of those rules and/or directives and update personnel as rules and/or directives are supplemented, amended or redacted.

A crisis negotiator or tactical operator may be assigned to the TOC or Command Post to assist Team Commanders with administrative functions.

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11.4 Tactical Operations

The Tactical Unit shall be responsible for the execution of any mission of a tactical nature or where there is a potential threat or hazardous condition. Additionally, the Tactical Unit shall be responsible for executing any tactical intervention necessary for the resolution of the critical incident.

Upon arrival at the designated staging area, Tactical Unit operators shall immediately equip and arm themselves and prepare for tactical deployment.

The default radio communication channel for all Tactical Unit operators will be "SWAT 1" unless that channel is being used or unless another channel is assigned by the Team Commander or his designee. Radio communications will be conducted in "plain talk." Each operator's last name will be his or her radio call sign. Radio traffic directed to the Team Commander or the Command Post will be directed to "Command" unless intended for a specific individual.

The Team Leaders (TL), Assistant Team Leaders (ATL) and Squad Leaders (SL) shall receive their assigned mission from Command. TL's, ATL's and SL's shall be responsible for planning, conducting and leading tactical operations. Tactical operators shall be responsible for carrying out their individual assignments and their responsibilities within their respective team or element.

Tactical unit operators shall not normally self-deploy unless circumstances are such that an emergency exists and delaying to obtain approval would create a substantial risk of injury to a hostage, civilian or police personnel.

Tactical unit operators who are required to wear body worn cameras by their agency's policy will do so. The camera will be activated in accordance with that operator's agency's policy. Requests for video footage will be forwarded to that operator's agency. Nothing in this policy shall require an operator to carry or use a body worn camera if their agency does not have them or policy does not require them to do so.

11.5 Marksman/Observer Operations

Marksman/Observers (M/O) shall immediately equip and arm themselves for deployment upon arrival at the staging area. M/O's will operate on radio channel "SWAT 1" unless otherwise specified by the Team Commander or his designee.

The M/O TL, or ATL, shall receive a briefing from the Team Commander. M/O's shall normally deploy as soon as they are ready and briefed. M/O's shall coordinate their deployment around the target structure and obtain positions advantageous to their mission. The Team Commander shall advise M/O's of the rules of engagement and provide M/O's with operating directives.

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M/O's shall be responsible for gathering operational intelligence; taking a well aimed precision life saving shot to protect hostages, innocent civilians or police personnel; and provide cover and security to tactical unit operators as they execute their assigned mission.

M/O's shall report their location to the TOC as soon as possible after securing a suitable position.

M/O's who are required to wear body worn cameras by their agency's policy will do so. The camera will be activated in accordance with that operator's agency's policy. Requests for video footage will be forwarded to that operator's agency. Nothing in this policy shall require an operator to carry or use a body worn camera if their agency does not have them or policy does not require them to do so.

11.6 Crisis Negotiation Operations

Crisis Negotiation Unit members shall immediately report to the designated staging area upon activation. The Team Commander shall brief the Crisis Negotiation Team Leaders as soon as possible. Team Leaders shall be responsible for planning, conducting and leading negotiation and intelligence gathering operations.

A Base of Operation shall be established for negotiations. Upon the commencement of negotiations, this area shall be secured and access restricted.

A Negotiation Team shall be established which will be responsible for communicating with the suspect(s) and/or involved person(s). The following roles shall be assigned:

- Team Leader and Assistant Team Leader: shall supervise and oversee negotiation operations. The Team Leader shall act as liaison between the Negotiation Team and the Team Commander.
- Primary Negotiator: the person responsible for direct communication with the suspect(s) or other involved person(s).
- Secondary Negotiator: shall monitor all negotiations with the suspect(s) or other involved persons. He/she shall also coach the primary negotiator and be prepared to take over negotiations in the event the primary negotiator is unable to continue.
- Log Officer/Scribe: shall maintain a written chronological log of negotiation activities. This shall include but is not limited to: demands, timelines, intelligence information, threats, warnings, and other significant events or statements. The Log Officer/Scribe shall prepare and submit a written report to the Team Leader upon conclusion of the incident.

An Intelligence Team shall be established which will be responsible for gathering, organizing and disseminating available intelligence information to Command staff and the Negotiation Team.

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Members of the Intelligence Team may be assigned to interview witnesses, suspects, involved persons, hostages, etc. Additionally, team members will also be responsible for liaison with the host agency to obtain photos, floor plans, maps, diagrams, computer records and any other information and intelligence regarding the target site/structure, vehicles, weapons, suspects, hostages, accomplices, etc. Team members will maintain written notes. This team shall be supervised by a TL or ATL. The TL or ATL shall be responsible for liaison with the Team Commander and the Negotiation Team Leader. The Intelligence Team Leader shall designate a team member to maintain and update information on the TOC white board.

The Support Services Team shall be responsible for setting up and maintaining all equipment related to the negotiation and intelligence gathering operations. The Support Services Team shall be supervised by a Team Leader. The Team Leader shall liaison with the Negotiation Team, the Intelligence Team and Command staff.

Crisis Negotiations Unit members who are required to wear body worn cameras by their agency's policy will do so. The camera will be activated in accordance with that operator's agency's policy. Requests for video footage will be forwarded to that operator's agency. Nothing in this policy shall require an operator to carry or use a body worn camera if their agency does not have them or policy does not require them to do so.

11.6 Air Support Operations

11.7 Operations Plans

Operations plans for critical incidents shall be fashioned around a five part Operations Order. This plan may be written or communicated verbally to sub-units dependent upon the circumstances. The five part Operations Order shall define the Situation, Mission, Execution, Equipment & Support and Command, Control & Communications

Tactical Unit Team Leaders, Assistant Team Leaders and Squad Leaders will be responsible for developing operational and tactical plans. Team Commanders shall review and approve all plans where feasible.

Generally, operational plans shall take one of the following forms:

- **Deliberate Tactical Plans**: There is sufficient time available to pre-plan the operation and to gather all of the necessary resources to properly execute the mission. This type of operation may involve a pre-planned search warrant, arrest warrant or a hostage rescue. It may also include deliveries, surrenders, and evacuations. These plans shall be rehearsed where possible.
- **Emergency Plans**: Emergency plans require the rapid deployment of available resources. Limited preliminary planning is done to ensure the initial deployment of

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C.R.E.S.T. operators. Additional planning is then conducted, if time allows, to carry out the mission. The additional planning may be cut short if the situation dictates immediate action by operators.

- **Contingency Plans:** A pre-planned alternative designed to mitigate a failure or unexpected circumstance encountered while executing a deliberate plan or emergency plan. The pre-arranged contingency plan will allow for the smooth transition from one plan to the other. Contingency plans may consist of Immediate Action Drills or a designated plan to follow if a prescribed circumstance is encountered.

11.8 Pre-Planned Operations

C.R.E.S.T. shall pre-plan operations when possible. Although critical incidents such as Barricaded Subjects and Hostage Situations do not normally allow for extensive pre-planning, the execution of Search and Arrest Warrants as well as Dignitary Protection allow for considerable pre-planning.

When possible, C.R.E.S.T. shall formulate a written operations plan. Pre-planning for operations shall be conducted by Team Commanders, TL's, ATL's and SL's. (See Appendix I - Operation Planning Template.)

C.R.E.S.T. shall be activated for a pre-planned operation through the C.R.E.S.T. activation procedures (See Appendix C). C.R.E.S.T. Command shall provide member agencies with a threat matrix to assist in determining if an arrest or search warrant service should be completed by the team (See Appendix L). The Team Commander may send an emergency notification message to team members placing them on stand-by in anticipation of a pre-planned operation. When this occurs, team members shall immediately report their availability for the operation to their respective Team Leader.

The Team Commander shall meet with the host agency Incident Commander or OIC and the Investigating Officer and review any legal documents (Search or Arrest Warrants) pertinent to the mission. Additionally, the Team Commander, TL's, ATL's and SL's shall meet with the investigating officer and or other involved persons to review all available intelligence information.

A TL, ATL, and/or SL shall perform a drive-by scout/reconnaissance of the target location where feasible. Photos and/or video images of the location shall be obtained where possible for review by team members.

The written operation plan may include the following:

- Situation, Mission, Execution,
- Equipment & Support, Command,
- Available Intelligence (Suspects, Weapons, Vehicle's, etc.)

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- Control & Communications (5-part Operation Order)
- Warrant/Incident Summary
- Background Information
- Sequence of Events
- Convoy Order
- Route of Approach
- Scouting Mission Results
- Floor-plans
- Target Structure Description
- Individual and Team Assignments & Responsibilities
- Rules of Engagement/Operational Directives
- Evacuations
- Medical Evacuation
- Entry Point
- Rehearsals
- Contingency Plans
- Weather Forecast

Selected members of the Crisis Negotiation Unit may be activated to stand-by during a pre-planned operation so that in the event the incident turns into a barricaded or hostage situation, negotiators are already available on scene and early negotiations are possible.

A team briefing shall be conducted prior to the mission, at which time Team Commanders and TL's shall assign sub-units and operators their mission and responsibilities and intelligence information shall be reviewed. Where feasible, rehearsals shall be conducted prior to mission execution.

11.9 After-Action Report

The Team Commander shall assign a team member to complete a written After-Action Report (AAR) immediately following the conclusion of a critical incident or preplanned mission. Where possible the AAR author shall be from the host agency of the incident. This document shall serve as the primary documentation of C.R.E.S.T.'s activities related to the incident.

This document may contain the following but is not limited to: date, time and location of incident; type of incident; host agency incident case number; a roster of all C.R.E.S.T. personnel and their assignments; initial complaint information and host agency response; a mission summary; how the incident was resolved; statistical information; property damage; injuries; weapons deployed; use of force; a chronological listing of the order of events; and an analysis of positive and negatives aspects of the incident. Any recording made by a body worn camera must be noted in the AAR. (See Appendix J – After-Action Report Template)

The Team Commander may request any C.R.E.S.T. team member complete a supplemental report regarding that member's personal actions or observations during the incident.

Initial plans, maps, diagrams, photos, floor-plans, incident reports, intelligence information, negotiation records, supplements, or any other document(s) generated or obtained as a result of the incident, may be attached and retained with the AAR.

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The written AAR will be submitted to the Team Commander for review and approval within 10 days following the incident. The Team Commander may extend this due date at his discretion. Upon review and approval, the AAR shall be retained with C.R.E.S.T. records.

SECTION 12 - OPERATIONAL DEPLOYMENT PROCEDURES

12.1 Deployment of Police Canine's

A police canine team shall consist of a specially trained and certified canine and police officer/handler. The deployment of C.R.E.S.T. Tactical Unit operators who are assigned police canines shall be preferred over non C.R.E.S.T. canine teams. In the event a C.R.E.S.T. canine team is unavailable, preference shall be given to canine teams who are tactically trained where possible. Canine teams shall operate under the direction of a TL, ATL or SL during C.R.E.S.T. missions.

Canine teams may be deployed during a critical incident to perform several tactical functions including but not limited to:

- Tracking
- Searches (building and area searches)
- Crowd Control
- Perimeter security
- Apprehension of suspects

When a canine team is deployed to conduct a building search, a verbal warning shall normally be given prior to entry unless it is tactically undesirable or not feasible. The warning should be announced in a loud clear voice, identify the police presence and indicate the intent to deploy the canine. A reasonable time to comply shall be allowed before deployment.

The deployment of all canine teams during a critical incident shall be documented in the after-action report. Where a police canine bites or otherwise injures any person, medical aid shall be rendered as soon as possible. Any bite or injury resulting from the deployment of a canine shall be recorded in the after-action report, including the circumstances, nature of all injuries and medical aid rendered.

Nothing in this policy shall prevent canine handlers from documenting the deployment of their police canine according to their own agency's policy.

12.2 Deployment of Chemical Agents

C.R.E.S.T. shall use the following chemical agents:

- Oleoresin Capsicum (OC)
- Orthochlorobenzalmalono-nitrile (CS)
- Hexachloroethane (HC or smoke)

Where possible and feasible the deployment of chemical agents shall be pre-planned and pre-approved by the Team Commander.

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Chemical agents may be used for the following tactical purposes but is not limited to:

- Space denial (Preventing or limiting a suspect's area of movement)
- Forcing suspect(s) out of a structure
- Locating suspect(s)
- Crowd control
- Obscurant (HC/smoke)
- Distraction or diversion

Tactical Unit operators that have completed training in chemical agents will be responsible for planning the deployment of chemical agents. This includes but is not limited to determining the appropriate agent, the amount of agent, the delivery method and personal decontamination procedures. This plan shall be approved by the Team Commander. Chemical agents may be delivered by any Tactical Unit operator trained to operate the specific delivery system.

The amount of chemical agent deployed will be that amount which is reasonably believed to be necessary to accomplish the intended purpose.

Chemical agents may be delivered by firing long-range projectiles, hand thrown grenades, grenades fixed to a pole or with volume dispensers. If pyrotechnic dispersal systems are utilized, the local fire department shall be notified and staged near the incident scene.

All Tactical Unit operators will be issued and fit tested annually with an Air Purifying Respirator (APR) to protect against chemical agents. All Tactical Unit operators shall have their assigned APR on their person during all tactical operations unless otherwise authorized by the Team Commander or his designee.

Chemical Agent Deployment:

- Prior to deployment of chemical agents and when feasible, notification to police and emergency personnel on scene shall be given notice to avoid unnecessarily exposing unprotected personnel to the agents.
- An evacuation of citizens from the affected area should be accomplished to prevent contamination of uninvolved persons.
- Emergency Medical Services (EMS) shall be notified and staged near the incident scene.
- Announcing the use of chemical agents is neither required nor prohibited.
- Chemical munitions shall not be directly fired at persons except under circumstances where deadly force is justified. Chemical munitions should be fired using a trajectory to minimize injury to persons inside a structure.

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Post Deployment:

- A roll call and wellness check should be made of all Tactical Unit operators.
- A building and area search should be made for persons who may be injured, hiding or left behind.
- All expended chemical munitions shall be collected and accounted for.
- Persons exposed to chemical agents shall be provided with decontamination assistance and if necessary evaluated and treated by EMS.

Tactical Unit operators may deploy chemical agents where an emergency exists and officers or third parties would be subjected and/or exposed to imminent physical harm by delaying such action to obtain authorization.

The use of chemical agents during a tactical operation shall be documented in the After-Action Report.

This section does not apply to deployment of handheld size Personal Defense Spray (PDS) chemical agents.

12.3 Deployment of Noise-Flash Diversionary Devices

Noise-Flash Diversionary Devices (NFDD's) are low explosive, less lethal, mechanical devices that upon initiation emit a loud noise, bright light and heat. NFDD's are also commonly referred to as "Flashbangs."

NFDD's are normally deployed to distract or divert a suspect's attention or briefly disorient a suspect. The deployment of NFDD's may be considered whenever the use of a less lethal diversion would facilitate entry, enable arrest and/or potentially reduce the risk of injury.

All Tactical Unit operators shall complete initial training in the safe and proper deployment of NFDD's and shall demonstrate proficiency in this skill. Thereafter, Tactical Unit operators shall receive annual refresher training related to NFDD deployment.

Where possible and feasible the deployment of NFDD's shall be pre-planned and pre-approved by the Team Commander. Tactical Unit operators may deploy NFDD's where an emergency exists and officers or third parties would be subjected and/or exposed to imminent physical harm by delaying such action to obtain authorization.

NFDD's may be hand thrown, launched or initiated on a pole. Whenever possible, NFDD's shall be deployed to an area visible to the deploying officer. NFDD's shall not normally be deployed under the following conditions:

- Drug laboratories
- Explosive or flammable environments
- Elderly persons or children are present or in close proximity

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A portable fire extinguisher shall be readily accessible whenever NFDD's are likely or expected to be deployed. All expended NFDD's shall be recovered by Tactical Unit operators and accounted for.

The deployment of all NFDD's during a tactical operation shall be documented in the After-Action Report.

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SECTION 13 - TACTICAL EMERGENCY CASSUALTY CARE

The C.R.E.S.T. Team, in collaboration with the Ambulance Service of Manchester (ASM) shall select, train and assign team members and/or ASM Paramedics to the position of Tactical Medic. C.R.E.S.T. and ASM shall maintain at least 4 Tactical Medics, with one being designated as the Medic Team Leader (MTL).

The purpose of Tactical Emergency Casualty Care (TECC) is to provide rapid and potentially life saving interventions to police officers, citizens, and suspects who have been injured during situations that have necessitated the use of C.R.E.S.T. A goal of the TECC program is to extend medical personnel into situations to provide basic and life saving emergency care where it otherwise would be unavailable through traditional means and response. The intent of this objective is to improve survival by providing early treatment and supporting rapid extraction of severely inured people during tactical operations.

Additionally, C.R.E.S.T. recognizes that tactical training is often vigorous and physically demanding as well as potentially dangerous. A secondary purpose of the Tactical Medic shall be to monitor C.R.E.S.T. operators during both tactical operations and training and to advise the Team Commander(s) of potentially hazardous health or environmental conditions.

Each C.R.E.S.T. team member shall complete an Operator Medical Survey (See Appendix K). This inventory shall document information pertinent to an individual team member's medical treatment, including but not limited to: allergies, medications, existing medical conditions, etc. These records shall remain confidential and shall be accessed only by the Tactical Medics. Team members shall update these records as relevant to their changing health. Records will be destroyed when operators leave the team.

A copy of the Operator Medical Survey will be laminated and placed in the operator's individual first aid kit (IFAK) for immediate access by medical providers.

13.1 Tactical Medic Selection & Training

C.R.E.S.T. Tactical Medics shall be selected by the Team Commander. The Team Commander shall consider an Operator or ASM Paramedic's experience, dedication, tactical skill, and character when selecting individuals for this position.

Candidates selected as Tactical Medics shall meet the following requirements:

1. Be assigned full duty status as a Tactical Unit operator or be full time employees of the Ambulance Service of Manchester (ASM).
2. Maintain minimum certification by the State of Connecticut as an Emergency Medical Technician (EMI) for operators or be licensed as a Paramedic (JEMT-P) for ASM candidates. Paramedics must additionally hold certification in Advanced Cardiac Life

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Support (ACLS), Basic Cardiac Life Support (BCLS), and Pediatric Advanced Life Support (PALS).

3. Paramedics must have a minimum of 2 years of medical control and be in good standing with ASM and their sponsor hospital.
4. Paramedics must be eligible to obtain a CT pistol permit. If they do not already hold a CT pistol permit they must do so with in a time period determined by the Team Commander.

Prior to deployment as a Tactical Medic, candidates shall attend and complete the Counter Narcotics and Terrorist Operational Medical Support (CONTOMS) EMT- Tactical Provider's course or its equivalent. ASM Tactical Medics must complete a weapons safety course provided by a C.R.E.S.T. firearms instructor.

ASM candidates shall complete a selection process including the physical fitness test, an oral board interview, and background check.

The Team Commander will select a Medic Team Leader (MTL) from the active Tactical Medics. The MTL will be responsible for assisting the commanders and team leaders with allocation of medical resources. They will also be the liaison between C.R.E.S.T. command and local EMS.

At least once per year, all Tactical medics must pass a Qualifications Standard Test (Appendix M) that includes a variety of tactical medical situations.

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13.2 TECC Equipment

Tactical Medics shall be responsible for maintaining emergency medical equipment necessary to treat and stabilize life threatening injuries that are likely to occur during tactical operations.

Tactical emergency medical equipment shall be divided into 2 categories. The first type of equipment is carried by the Tactical Medic during both tactical operations and training (Appendix N). The second type of equipment is kept on designated C.R.E.S.T. vehicles and are used once the injured individual(s) is/are brought to a safer environment (Appendix O).

13.3 Tactical Medic Deployment

Tactical Medics shall be deployed at the discretion of the Team Commander or his designee.

Tactical Medics shall be responsible for the following:

- Evaluating and treating medical emergencies to police officers, citizens and suspects located in “hot” or “warm” zones during a tactical operation,
- Transfer patient care to local EMS once in the “cold” zone.
- Assist in planning and executing rescue and evacuation operations of injured persons,
- Conducting remote medical assessments,
- Completing a Medical Threat Assessment (MTA) for all tactical operations,
- Monitoring C.R.E.S.T team members for medical fitness during tactical operations and training (i.e.: dehydration, heat and cold related emergencies, fatigue, chemical agent exposure, etc.),
- Acting as liaison between local emergency medical providers and Team Command,
- Advising the Team Commander(s) on the severity and urgency of injuries to police officers, citizens and suspects,
- Assist in preparing a decontamination plan for persons exposed to chemical agents as well as evaluate and treat personnel exposed to chemical agents.
- Provide medical advocacy for injured team members.

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SECTION 14 – EXPLOSIVE BREACHING

The C.R.E.S.T. Team shall select, train and assign team members to the position of Explosive Breacher.

Explosive breaching refers to the deployment of a precision explosive charge to defeat barriers which prevent unabated access to a structure or vehicle. Explosive breaches are intended to allow a tactical team to make rapid entry, defeat fortified and reinforced structures or minimize the amount of time a tactical team may be exposed to hazards at a breach point.

Explosive breaches may be used for, but are not limited to:

- High Risk Warrant Service
- Hostage Rescues
- Barricaded Suspects
- Active Shooter Situations

Targets which may be breached with explosive charges include but are not limited to:

- Doors
- Windows
- Walls
- Floors
- Roofs

The use of explosive charges shall be authorized by the C.R.E.S.T. Team Commander. Explosive Breachers shall advise the C.R.E.S.T. Team Commander regarding the feasibility, reliability and risk associated with deploying an explosive charge.

14.1 Explosive Breacher Selection & Training

C.R.E.S.T. Explosive Breachers shall be selected by the Team Commander. The Team Commander shall consider an operator's experience, dedication, tactical skill, and character when selecting individuals for this position.

Candidates selected as Explosive Breachers shall meet the following requirements:

1. Be assigned full duty status as a Tactical Unit operator, and
2. Attend a minimum of six (6) training sessions annually for Explosive Breachers, including live explosive charge initiations.

Prior to deployment as an Explosive Breacher, candidates shall attend and complete a recognized course in explosive breaching and explosive handling. This course should include: procedures for safe handling of explosives; window, door and wall breaching techniques; target analysis, live charge construction and deployment exercises.

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The C.R.E.S.T. Tactical Unit shall train a minimum of eight (8) hours annually on explosive breaching techniques, with at least four (4) hours dedicated to live charge exercises. Explosive breaching training may be integrated with other related topics including hostage rescue, manual breaching, diversions, reconnaissance, etc. Explosive Breachers shall act as Safety Officers during live charge initiations.

The Team Commander will appoint a "Master Explosive Breacher" from the active explosive breachers to oversee the explosive breachers and to maintain the associated equipment.

14.2 Explosive Breaching Operational Procedures

14.2.1 Pre-Deployment

Where feasible, a pre-deployment reconnaissance of the target(s) shall be conducted by an Explosive Breacher or other suitably trained tactical operator. The reconnaissance will assist in the design and construction of an appropriate charge and identify any other operational issues related to safety or charge placement.

Explosive charges shall not be used in environments or situations where hazardous materials or escaping flammable gases are present or there is a risk of a secondary explosion.

Explosive charges shall be designed and constructed to reasonably accomplish the desired effect for a given target. The size, composition and placement of the charge will be dependent on the target.

A minimum of two (2) Explosive Breachers shall be on-scene for the construction of explosive charges. Explosive Breachers will work collaboratively to ensure proper charge construction and shall independently verify charge calculations. Two (2) Explosive Breachers need not be present at the breach point for initiation of the charge.

14.2.2 Operational Deployment

The Explosive Breacher will brief all team members regarding the minimum safe distance, over pressure and safe stacking distance. Explosive Breachers will coordinate the movement to the breach point and placement of the charge with the element Team Leader.

Explosive Breachers will transport, place and initiate charges at the breach point. If necessary, other team members may transport and initiate charges under the close supervision of an Explosive Breacher. At no time shall any team member carry more than one explosive charge on their person during an operation or training event.

When an explosive breach is authorized by command, the Explosive Breacher initiating the charge will have overall control as to when or if the charge is initiated considering safety and the

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mission. Prior to initiating the charge, the Explosive Breacher will visually verify all team members are in proper position.

14.2.3 Post-Deployment

Upon completion of any operation where an explosive charge is utilized, a target analysis will be conducted. The analysis will include examination of the target and surrounding area.

All damage, both intended and collateral will be photographed or video taped where feasible and recorded in the After Action Report.

If circumstances permit, the target door should be removed to prevent reconnaissance and countermeasure development.

Explosive Breachers will maintain a written "shot log" record of all live explosive breaches both operational and training. This record will include at a minimum: date of charge, target composition; type and amount of charge utilized; effectiveness and name(s) of Explosive Breacher(s) responsible for charge. This record shall serve as a reference database for construction of future charges.

14.3 Explosive Breaching Equipment

- Class 2 Explosive Magazine
- Class 3 Explosive Magazine "Day Box"
- Detonating Cord
- Sheet Explosive
- Blasting Caps
- Initiating Devices
- Shotgun Primers
- Breacher's Tape
- Prop Sticks
- Water bottles/bags
- Measuring devices
- 5 Gallon Water Can
- Tools

The Master Explosive Breacher will maintain an inventory of all explosive materials and maintain records of all explosive uses. These records shall be maintained in accordance with ATF guidelines.

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SECTION 15 – UNMANNED AERIAL SYSTEMS

The C.R.E.S.T. Team shall select, train and assign team members to the position of Explosive Breacher.

Explosive breaching refers to the deployment of a precision explosive charge to defeat barriers which prevent unabated access to a structure or vehicle. Explosive breaches are intended to allow a tactical team to make rapid entry, defeat fortified and reinforced structures or minimize the amount of time a tactical team may be exposed to hazards at a breach point.

Explosive breaches may be used for, but are not limited to:

- High Risk Warrant Service
- Hostage Rescues
- Barricaded Suspects
- Active Shooter Situations

Targets which may be breached with explosive charges include but are not limited to:

- Doors
- Windows
- Walls
- Floors
- Roofs

The use of explosive charges shall be authorized by the C.R.E.S.T. Team Commander. Explosive Breachers shall advise the C.R.E.S.T. Team Commander regarding the feasibility, reliability and risk associated with deploying an explosive charge.

14.1 Explosive Breacher Selection & Training

C.R.E.S.T. Explosive Breachers shall be selected by the Team Commander. The Team Commander shall consider an operator's experience, dedication, tactical skill, and character when selecting individuals for this position.

Candidates selected as Explosive Breachers shall meet the following requirements:

3. Be assigned full duty status as a Tactical Unit operator, and
4. Attend a minimum of six (6) training sessions annually for Explosive Breachers, including live explosive charge initiations.

Prior to deployment as an Explosive Breacher, candidates shall attend and complete a recognized course in explosive breaching and explosive handling. This course should include: procedures for safe handling of explosives; window, door and wall breaching techniques; target analysis, live charge construction and deployment exercises.

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The C.R.E.S.T. Tactical Unit shall train a minimum of eight (8) hours annually on explosive breaching techniques, with at least four (4) hours dedicated to live charge exercises. Explosive breaching training may be integrated with other related topics including hostage rescue, manual breaching, diversions, reconnaissance, etc. Explosive Breachers shall act as Safety Officers during live charge initiations.

The Team Commander will appoint a "Master Explosive Breacher" from the active explosive breachers to oversee the explosive breachers and to maintain the associated equipment.

14.2 Explosive Breaching Operational Procedures

14.2.1 Pre-Deployment

Where feasible, a pre-deployment reconnaissance of the target(s) shall be conducted by an Explosive Breacher or other suitably trained tactical operator. The reconnaissance will assist in the design and construction of an appropriate charge and identify any other operational issues related to safety or charge placement.

Explosive charges shall not be used in environments or situations where hazardous materials or escaping flammable gases are present or there is a risk of a secondary explosion.

Explosive charges shall be designed and constructed to reasonably accomplish the desired effect for a given target. The size, composition and placement of the charge will be dependent on the target.

A minimum of two (2) Explosive Breachers shall be on-scene for the construction of explosive charges. Explosive Breachers will work collaboratively to ensure proper charge construction and shall independently verify charge calculations. Two (2) Explosive Breachers need not be present at the breach point for initiation of the charge.

14.2.2 Operational Deployment

The Explosive Breacher will brief all team members regarding the minimum safe distance, over pressure and safe stacking distance. Explosive Breachers will coordinate the movement to the breach point and placement of the charge with the element Team Leader.

Explosive Breachers will transport, place and initiate charges at the breach point. If necessary, other team members may transport and initiate charges under the close supervision of an Explosive Breacher. At no time shall any team member carry more than one explosive charge on their person during an operation or training event.

When an explosive breach is authorized by command, the Explosive Breacher initiating the charge will have overall control as to when or if the charge is initiated considering safety and the

CAPITOL REGION EMERGENCY SERVICES TEAM

mission. Prior to initiating the charge, the Explosive Breacher will visually verify all team members are in proper position.

14.2.3 Post-Deployment

Upon completion of any operation where an explosive charge is utilized, a target analysis will be conducted. The analysis will include examination of the target and surrounding area.

All damage, both intended and collateral will be photographed or video taped where feasible and recorded in the After Action Report.

If circumstances permit, the target door should be removed to prevent reconnaissance and countermeasure development.

Explosive Breachers will maintain a written "shot log" record of all live explosive breaches both operational and training. This record will include at a minimum: date of charge, target composition; type and amount of charge utilized; effectiveness and name(s) of Explosive Breacher(s) responsible for charge. This record shall serve as a reference database for construction of future charges.

14.3 Explosive Breaching Equipment

- Class 2 Explosive Magazine
- Class 3 Explosive Magazine "Day Box"
- Detonating Cord
- Sheet Explosive
- Blasting Caps
- Initiating Devices
- Shotgun Primers
- Breacher's Tape
- Prop Sticks
- Water bottles/bags
- Measuring devices
- 5 Gallon Water Can
- Tools

The Master Explosive Breacher will maintain an inventory of all explosive materials and maintain records of all explosive uses. These records shall be maintained in accordance with ATF guidelines.

Appendix A – C.R.E.S.T. Agreement

CAPITOL REGION EMERGENCY SERVICES TEAM

CREST

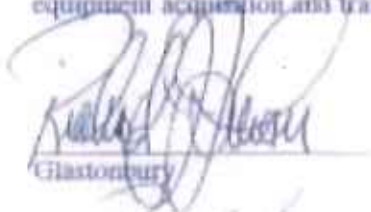
MUTUAL AID COMPACT ADDENDUM

1. Pursuant to Section 7-277a of the Connecticut General Statutes, and as an Addendum to the Mutual Aid Compact, the undersigned representatives, acting as the agent for their jurisdictions, agree to commit the assigned CREST personnel and equipment to the municipalities participating in the regional CREST initiative in accordance with the CREST Purpose and Procedures attached hereto and as may be amended.

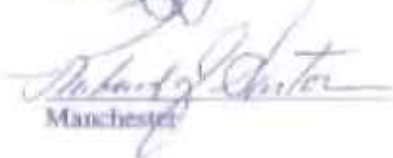
2. Each participating municipality agrees to commit assigned personnel to sixteen hours of monthly training.

3. Each municipality agrees to bear the initial cost of outfitting assigned personnel with the specified personal uniforms and equipment.

4. Each participating municipality agrees to make a good faith effort to appropriate its share of necessary fiscal resources to support the CREST initiative for purposes of equipment acquisition and training.


Robert J. Alcorn
Glastonbury


Matthew Shroyer
South Windsor


Richard J. Carter
Manchester

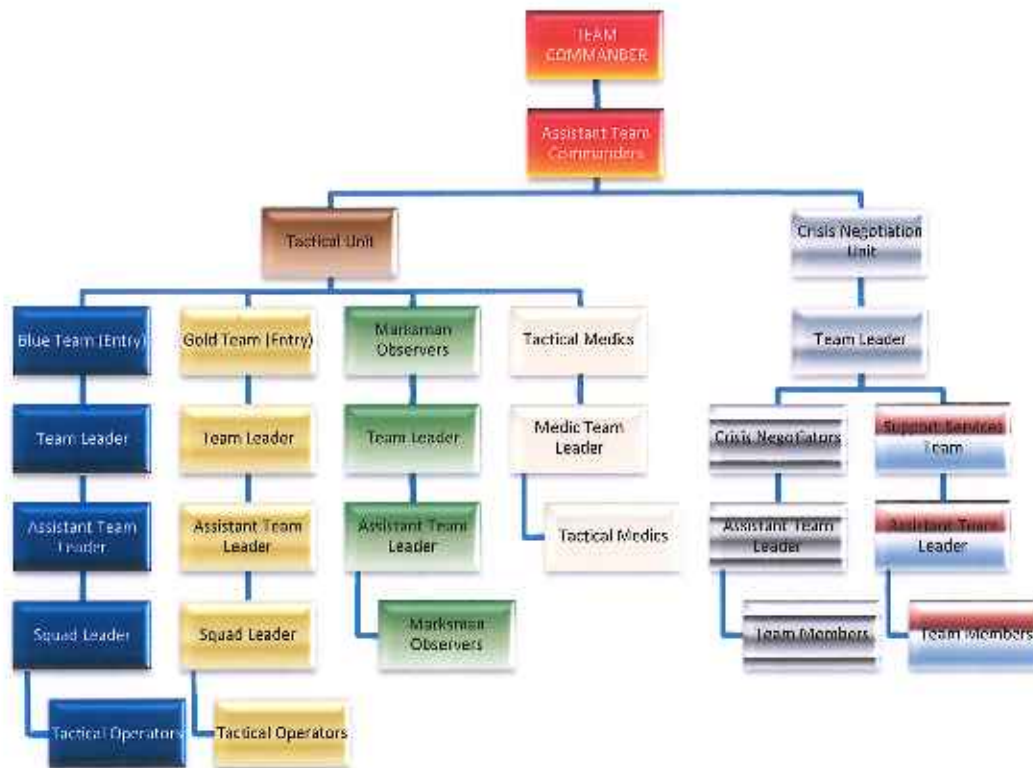

James R. Doffe
Vernon


Bill Blum
Wethersfield


Ben Duran
Denville


Mitch J. Swain
East Hartford

Appendix B – C.R.E.S.T. Organization Chart



Appendix C – C.R.E.S.T. Activation Procedure

ACTIVATION PROCEDURE

The Capitol Region Emergency Services Team (C.R.E.S.T.) responds to critical incidents occurring within the jurisdiction of the member agencies, including:

Barricade Situations
Hostage Situations
High Risk Arrest or Search Warrant Service
Dignitary Protection
Active Shooter/Sniper Situations

or

*Any incident requiring resources unavailable within the member agency where there is an increased level of threat to police personnel or the public.

The Officer-in-Charge (OIC) of a member agency or his designee is authorized to activate C.R.E.S.T. to respond to any of the above critical incidents.

TO ACTIVATE C.R.E.S.T.

1. Notify a C.R.E.S.T. Team Commander by telephone.
(See Contact List – Page 2)
- or
2. If an incident is an **emergency involving active violence**, the OIC is authorized to initiate team activation directly by contacting:

Glastonbury Police Department Dispatch at (860) 633-8301
(Primary)

South Windsor Police Department Dispatch at (860) 644-2551
(Secondary)

Note: Once the Team Commander has been notified, he will determine what resources are required and initiate team activation via the Everbridge emergency notification system.

Appendix D – Physical Fitness Standards



Capital Region Emergency Service Team



Physical Performance Examination Score Sheet

Name: _____ Date: _____

Gender: Male Female Age _____ Weight _____

Event	50% Target	Pass/Fail	Initials
1. Sit-ups			
2. Sit and Reach			
3. Push Ups			
4. 1 ½ Mile Run			

ACCEPTANCE OF SCORES

I certify that to the best of my knowledge the above scores are correct.

Fitness Specialist

Candidate

AGE/SEX	TEST			
MALE	SIT-UP	SIT AND REACH	PUSH UPS	1 ½ MILE RUN
20-29	40	17.5	33	12:18
30-39	36	16.5	27	12:51
40-49	31	15.3	21	13:53
50-59	26	14.5	15	14:55
FEMALE	SIT-UP	SIT AND REACH	PUSH UPS	1 ½ MILE RUN
20-29	35	20.0	26 18	14:55
30-39	27	19.0	21 14	15:26
40-49	22	18.0	15 11	16:34
50-59	17	17.9		17:29

Appendix E – Marksman/Observer Qualification Course

Course of Fire: Marksman/Observer Qualification Course of Fire

Equipment: Precision scoped rifle & 10 rounds of duty ammunition.

Marksman/Observer Qualification Course

Stage	Distance	Rds.	Time	Course
1	100 yds.	1	No Limit	Cold bore shot at ski mask target, firing at smaller of the two circles
2	100 yds.	3	Time Starts	Rapid fire from prone position. Circle target. Timer starts on first shot.
3	75 yds.	3	---	Prone position. Rounds fired on hostage taker with ski mask. (Failure if round hits friendly/hostage).
4	50 yds.	1	---	Seated, kneeling or squatting. Round must hit in designated cranial vault.
5	25 yds.	1	---	Standing. Round must hit in designated cranial vault.
6	100 yds.	1	Time Stops	Position of shooter's choice. Round must hit in designated cranial vault. Timer stops after last shot.
	Total	10	4 Min.	

Notes:

- Firearms and range safety is a must.
- Reloading decisions are up to the shooter.
- A "Coach" will run along side shooter to carry gear, ammo and remind shooter of course of fire.
- The shooter must show proficiency at every stage of fire.
- If a shooter fails any one stage, they are required to re-shoot that stage
- After three attempts the entire course of fire must be re-fired.

Appendix F – Core Training Competencies

TOPIC	MINIMUM FREQUENCY PER YEAR	QUALIFICATION
Firearms		
Handgun	11	Quarterly
Rifle/Subgun	11	Quarterly
Scoped Rifle (M/O's)	10	Quarterly
Low Light (Handgun & Subgun)	1	Annual
APR – Gas Mask (Handgun & Subgun)	1	Annual
Live Fire Shoothouse	2	N/A
Tactics		
Tactical Movement & Entry	4	N/A
Ballistic Shield	2	N/A
Rescues	2	N/A
Bus Assaults	1	N/A
Vehicle Assaults	1	N/A
Hostage Rescue Tactics	4	N/A
K9 Integration	1	N/A
Breaching/Explosive Breaching	2	N/A
Scenario Based Training		
Mini-Missions	2	N/A
Training Missions (with Crisis Negotiators)	2	N/A
Skills		
Defensive Tactics	1	N/A
Chemical Agents	1	N/A
Diversionary Devices	1	Annual
Less Lethal Munitions	1	Annual
Tactical Casualty Combat Care	1	N/A
TASER	1	Annual
Physical Fitness Test		
	1	Annual
Legal Update/Use of Force		
	1	N/A

Appendix G – Firearms Qualification Course

Course of Fire: C.R.E.S.T. Handgun & Rifle/Subgun Qualification Course

Equipment: Handgun, magazines, 32 rounds handgun ammunition, rifle or submachine gun, magazines 28 rounds rifle or sub-gun ammunition, tactical vest, helmet, holster and belt, eye and ear protection.

Target: CT B60 with CM-5

Handgun Qualification Course

Stage	Distance	Rds.	Repeat	Course
1	5 yds.	1	4x	Standing, 1 head shot on command
2	7 yds.	3	2x	Standing, 2 body and 1 head on command
3	7-10 yds.	2	1x	While moving from 7 yds. to 10 yds., 2 body
	10-7yds	2		While moving from 10 yds. to 7 yds., 2 body
	7-10yds	2		While moving from 7 yds. to 10 yds., 2 body
4	10 yds.	3	2x	Standing, 2 body and 1 head on command
5	15 yds.	4	1x	Standing, fire 2 strong hand only, perform a one handed reload, fire 2 rounds.
6	20 yds.	4	1x	Position of shooter's choice. 4 rounds on command
	Total	30		

Rifle/Subgun Qualification Course

Stage	Distance	Rds.	Course
1	70 yds.	3	Fire 3 rounds from prone position.
2	60 yds.	3	Fire 3 rounds from kneeling position.
3	50 yds.	3	Fire 3 rounds from seated position.
4	40 yds.	3	Fire 3 rounds from squatting position.
5	15-20 yds.	3	Fire 3 rounds while moving forward from 20 yds. to 15 yds.
		3	Fire 3 rounds while moving back from 15 yds. to 20 yds.
6	15 yds.	2r,2p (4)	Fire 2 rounds, transition to secondary weapon and fire 2 rounds
7	15 yds.	1	Start facing left, turn and fire 1 round.
		1	Start facing right, turn and fire 1 round.
		1	Start facing rear, turn and fire 1 round.
8	10 yds.	2	Fire 2 rounds to the head.
9	10 yds.	3	Fire 3 rounds, controlled burst.
	Total	30	

Passing score for each course of fire is 90% (27 hits required) The diameter of the round must break the outer boundary line of the CM-5 scoring area.

Appendix H – Table of Equipment

EQUIPMENT	MPD	GPD	WPD	VPD	SWPD	EPD	TOTAL
Vehicles							
Armored							
Command							
Equipment							
Comms/Radio							
Cruisers/STW/Van							
Breaching Tools							
Ram							
Halligan							
Sledgehammer							
Bolt Cutters							
Brake & Rake							
Breacher Backpack							
Ballistic Shields							
Crowd Control							
Plastic Shields							
Riot Batons							
Flex Cuffs							
Helmet Visors							
Chemical Agents							
OC Projectiles 37mm							
OC Projectiles 40mm							
OC Projectiles 12 ga.							
OC Hand Delivered							
CS Projectiles 37mm							
CS Projectiles 40mm							
CS Projectiles 12 ga.							
CS Hand Delivered							
OC Riot Canister							
Smoke Hand Delivered							
Smoke Proj. 40 mm							
Weapon Systems							
Less Lethal 12 GA SG							
XREP 12 GA SG							
Breaching 12 GA SG							
Chemical 12 GA SG							
40mm Multi-Launcher							
40mm Launcher							

Appendix H – Table of Equipment (Cont.)

EQUIPMENT	MPD	GPD	WPD	VPD	SWPD	EPD	TOTAL
Diversionary Devices							
NFDD/Flesh Bangs							
Bang Pole							
Less Lethal							
12 GA Bean Bags							
12 GA XREP							
Taser Cartridges							
40mm Sponge							
37mm Baton							
Ammunition							
9mm							
40 S&W							
45 ACP							
12 GA Slug							
12 GA 00 Buck							
12 GA Bird Shot							
12 GA Breaching Rds.							
223							
308							
Medical							
Medical Pack							
Litter/Stretchers							
AED							
Miscellaneous							
PVS14 Night Vision							
Eyeball Camera							
Pole Camera							
Mirrors							
Fire Extinguisher							
Rope							
Rappel Harness							
Rappel Fasteners							
Stop/Spike Sticks							
Ladders							
Thermal Imager							
Chain & hook							
Robots							
Rescue Phone							
Auxiliary Portable Lights							

Appendix I – Operation Plan Template



CAPITOL REGION EMERGENCY SERVICES TEAM Operation Plan

Incident Information

Date: to
Time: to
Location of Incident:
Type of Incident: Hostage

Host Agency Information

Agency: Cromwell Police Department
Case Number:
Incident Commander:
Investigating Officer:

Operational Order (Summary)

Situation:

Mission:

Execution:

Equipment & Resources:

Command, Control & Communication:

Appendix 1 – Operation Plan Template (Cont.)

**CAPITOL REGION EMERGENCY SERVICES TEAM
Operation Plan**

Background Information & Intelligence

Investigation Summary:

Suspects/Targets:

- Photos
- Criminal History
- Arrest Warrants: Yes (Felony) Yes (Misdemeanor) None
- Weapons: Firearms Knives/Edged weapons Other
- Gang Affiliation

Uninvolved Parties:

- Children Present
- Elderly Present

Weapons:

Mission Execution

Sequence of Events:

Convoy Order:

Route of Approach:

Announcements:

Entry/Assault:

Primary Breach Point:

Diversion/Distrraction:

Porting:

Gas Plan:

Communications:

Appendix I – Operation Plan Template (Cont.)

**CAPITOL REGION EMERGENCY SERVICES TEAM
Operation Plan**

Contingencies

No Bang (NFDD Failure):

No Bang (Hazard):

Secondary Breach Point:

Tertiary Breach Point:

Man-Down/Medical Evacuation:

Shots Fired:

Approach Compromise:

Alternate Approach Route:

Communications Compromise:

Sniper Shot:

Vehicle/APC Failure:

Medivac Facility (Primary):

Medivac Route (Primary):

Medivac Facility (Secondary):

Medivac Route (Secondary):

Chemical Munitions Deployment:

Assignments

Command Post:

Entry/Assault Team:

Perimeter Team:

Marksman Observers:

Support Personnel:

Appendix I – Operation Plan Template (Cont.)

**CAPITOL REGION EMERGENCY SERVICES TEAM
Operation Plan**

Scouting Reconnaissance

Location of Structure:

Doors:

Location:

Type of Doors:

Location of Hinges:

Locks:

Bars:

Windows:

Location:

Type of Windows:

Sizes:

Bars:

- CCTV Surveillance:**
- Motion Lights:**
- Alarm System:**
- Dogs:**
- Fences/Obstructions:**
- Look-outs:**
- Booby Traps:**
- Photos of Target Location**
- Video of Target Location**
- Aerial Surveillance/Fly-over**
- Floor-Plans**
- Vehicles:**

Review & Approvals:

Prepared by: _____ **Date:** _____

Approved by: _____ **Date:** _____

Approved by: _____ **Date:** _____

Approved by: _____ **Date:** _____

Appendix J - After Action Report Template



CAPITOL REGION EMERGENCY SERVICES TEAM After Action Report

Incident Information

Date:

Time:

Location of Incident:

Type of Incident: Hostage

Host Agency Information

Agency: Cromwell Police Department

Case Number:

Incident Commander:

Investigating Officer:

C.R.E.S.T. Personnel and Assignments

Tactical Command Post:

Marksman/Observers:

Inner Perimeter Team:

Entry Team:

K-9 Teams:

Appendix J - After Action Report Template (Cont.)

**CAPITOL REGION EMERGENCY SERVICES TEAM
After Action Report**

Initial Complaint & Response:

Location and Method of Entry:

Mission Summary:

Incident Resolution:

Appendix J - After Action Report Template (Cont.)

**CAPITOL REGION EMERGENCY SERVICES TEAM
After Action Report**

Statistical Information/Results:

	Male	Female	Adult	Child
Suspects				
Hostages				
Victims				
Other				

		Yes/No		Number
Shots Fired	Team	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
	Suspects	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Injuries	Team	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
	Suspects	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
	Other	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Fatalities	Team	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
	Suspects	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
	Other	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Forced Entry	Doors	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
	Windows	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
	Other	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Weapons Recovered	Firearms	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
	Edged Weapons	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
	Explosives	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
	Other	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Less Lethal Used	Impact Projectile	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
	Taser	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
	Chemical Agents	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
	K9	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
	Other	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Narcotics Recovered		<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Distraction Device Deployed		<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Body Worn Camera Used		<input type="checkbox"/> Yes	<input type="checkbox"/> No	

Property Damage:

Appendix J - After Action Report Template (Cont.)

**CAPITOL REGION EMERGENCY SERVICES TEAM
After Action Report**

Order of Events: (Approximate Times)

Time	Action

Debriefing:

Positives:

Negatives:

Review & Approvals:

Prepared by: _____ **Date:**

Approved by: _____ **Date:**

Approved by: _____ **Date:**

Approved by: _____ **Date:**

Appendix K – Operator Medical Survey

CAPITOL REGION EMERGENCY SERVICES TEAM

Emergency Medical Technician – Tactical
EMERGENCY MEDICAL INFORMATION FORM

CONFIDENTIAL

Name: _____ Date: _____
 Position: _____ DOB: _____ Religion: _____
 Office Address: _____ Phone: _____
 Work Address: _____ Phone: _____
 Name of Next of Kin: _____ Phone: _____
 Address: _____

Allergy	Reaction

Name of Physician: _____ Phone: _____
 Name of Dentist: _____ Phone: _____
 Do you wear a medical alert bracelet? Yes - No If Yes, For What?
 Year of last tetanus shot? _____ Year of last Hepatitis A vaccine?
 Year of last Hepatitis B vaccine? _____ Year of last TB Tine Test? POS - NEG

List previous abdominal or chest surgeries

List any metal (fragments, plates or pins) in your body

Are you currently or do you wish to be an organ donor? Yes - No

Do you have an Advanced Directive (Living Will) Instruction on medical efforts in the event of permanent incapacitation (Brain Injury)? Yes - No

Please answer the following	Yes	No
Do you wear eyeglasses or contact lenses?	<input type="checkbox"/>	<input type="checkbox"/>
Do you wear a hearing aid?	<input type="checkbox"/>	<input type="checkbox"/>
Have you lived with anyone who has TB?	<input type="checkbox"/>	<input type="checkbox"/>
Have you had a heart attack?	<input type="checkbox"/>	<input type="checkbox"/>
Have you had angina (chest pain)?	<input type="checkbox"/>	<input type="checkbox"/>
Have you had attacks of wheezing requiring treatment	<input type="checkbox"/>	<input type="checkbox"/>
Have you had recurrent back pain?	<input type="checkbox"/>	<input type="checkbox"/>
Have you had a seizure?	<input type="checkbox"/>	<input type="checkbox"/>

Have you had high blood pressure?	<input type="checkbox"/>	<input type="checkbox"/>
Had you had diabetes?	<input type="checkbox"/>	<input type="checkbox"/>

Current Medications and Dosages		
Medication	Dose	Every hrs

Appendix L – Warrant Service Threat Matrix



CAPITOL REGION EMERGENCY SERVICES TEAM

COVENTRY • CROMWELL • EAST WINDSOR • ENFIELD • GLASTONBURY • MANCHESTER
ROCKY HILL • SOUTH WINDSOR • WETHERSFIELD • VERNON • UCONN

Warrant Service Threat Matrix

To be completed by the host agency primary investigating officer
Obtain updated criminal history before completion

The request for C.R.E.S.T. assistance prior to the issuance of the warrant will shorten response time.

DATE: CASE #: LOCATION:

Points	Facts/ Intelligence	Score
0	Search warrant is for evidence of property crime(s)	
1	Search warrant is for narcotics, marijuana, other	
1	Search warrant is for evidence of a crime against person(s)	
0	Arrest warrant is for property crime(s)	
3	Arrest warrant is for crime(s) against person(s)	
2	Arrest warrant is for possession/ distribution of narcotics, marijuana, etc.	
0	Subject has history of property crimes only	
1	Subject has history of crime(s) against person(s)	
1	Subject has made statements regarding resisting arrest	
1	Subject has a history of arrest/ involvement with narcotics, marijuana, etc.	
3	Subject has a violent criminal history or known "cautions"	
4	Subject has used weapons during the commission of crime(s)	
1	Service of warrant requires minimal to no forced entry	
2	Service of warrant requires the use of a ram or mechanical breaching	
3	Service of warrant requires the use of specialized breaching technique	
4	Location is known to be fortified or have guard dogs	
4	Fire arms are readily available at the location	
3	Subject is known to carry firearms/ been arrested on firearms charge(s)	
5	Subject of the warrant is believed to be armed	
3	Multiple suspects are expected at the location	
3	Subject is a known gang member	
4	Subject has a history of assault or resisting offense(s) against police	
5	Subject is believed to be involved in a shooting or homicide	
Total Score:		

Investigating Officer:

0-14 Points: Service may be handled by the investigating agency based on their policy and or procedure.

15-24 Points: Consultation with C.R.E.S.T. Command is recommended for determination of appropriate service.

Host agency command staff must be notified of the consultation.

25 + Points: C.R.E.S.T. activation is highly recommended. Host agency command staff must be notified.

<input type="checkbox"/> Command Staff Notified	Date:	Time:
<input type="checkbox"/> C.R.E.S.T. Command Contact	Date:	Time:
<input type="checkbox"/> C.R.E.S.T. Activated	Date:	Time:

Appendix M – Medic Skills Qualification



CAPITOL REGION EMERGENCY SERVICES TEAM

COVENTRY • DROMWELL • EAST WINDSOR • ENFIELD • GLASTONBURY • MANCHESTER
ROCKY HILL • SOUTH WINDSOR • UCONN • VERNON • WETHERSFIELD

C.R.E.S.T. Medic Skills Qualification

The following is a list of **minimum** standard skills that must be performed by all active Tactical Medics. Qualifications will be conducted every quarter. All stations must be completed within the time frame given and while wearing full issued tactical gear including helmet, body armor, communications equipment and eye protection.

Tactical Medic Name: _____ Date: _____

1. Sprint for 20 yards to a downed patient (approximate 180 pound live role player); then perform a one-man rescue drag for 10 yards. Time stops when patient's feet cross the 10 yard mark.
Min. Standard 20 seconds Test Time: _____ P or F
2. Sprint for 60 yards in pairs to a downed patient (approximate 180 pound live role player); then perform a two-man rescue carry for 50 yards. Time stops when the second Medic crosses the 50 yard mark.
Min. Standard 1 minute Test Time: _____ P or F
3. Sprint for 30 yards to the rear of the Bearcat (doors open), enter the Bearcat and close the doors; then insert an NPA into the airway manikin
Min. Standard 30 seconds Test Time: _____ P or F
4. Sprint for 30 yards to the rear of the Bearcat (doors open), enter the Bearcat and close the doors; then place an ETT into the airway manikin and verify with BVM. Time stops when chest rise is observed.
Min. Standard 1 min. 15 sec. Test Time: _____ P or F
5. Sprint for 30 yards to the rear of the Bearcat (doors open), enter the Bearcat and close the doors; then place a CAT on the patient's (role player) arm.
Min. Standard 1 minute Test Time: _____ P or F
6. Sprint for 30 yards to the rear of the Bearcat (doors open), enter the Bearcat and close the doors; then place a CAT on the patient's (role player) leg
Min. Standard 45 seconds Test Time: _____ P or F
7. Sprint for 20 yards to the training limb with GSW; then pack the wound with Combat Gauze and place a pressure dressing.
Min. Standard 1 min. 45 sec. Test Time: _____ P or F
8. Approach a downed patient (role player); then place a pressure dressing on the patient's leg
Min. Standard 45 seconds Test Time: _____ P or F

Signature of Tester: _____ Initials of Medic TL: _____

Appendix N – Individual Medic Equipment

Leg Drop Bag

Outside Pockets

Front

- (2) CAT

Back

- Trauma Shears

Inside Pockets

Main Compartment

- (2) Combat Gauze
- (2) NAR S-Rolled Gauze
- (2) 6" ETD NAR Emergency Trauma Dressings
- Tactical Cricothyrotomy Kit

Flap

- (2) Size 28 NPA's
- (2) 14G x 3.25" Decompression Needles
- (3) Pairs of Large Nitrile Gloves
- Laminated Heat Index and Work-Rest Cycle Charts
- (2) Hyl'in Chest Seals
- (2) TCCC Triage Cards
- (3) QuickClot FMS 4 x 4 Dressings
- Sharpie

"M5" Bag

Outside Pocket

Front

- (2) BurnTec Hydrogel Dressings

Inside Pockets

Main Compartment

- King LT-D #4
- 30cc Needleless Syringe
- Pull-Out Pouch -- (2) Morgan Lens, Tetracaine Drops, Numerous Rolls of Cloth Tape, Variety of Band-Aids, Numerous Packages of Sterile 2"x2" Dressings, Numerous Packages of Antibiotic Ointment

"Bandage 1" Pouch

- (2) TCCC Triage Cards
- 6" Flat NAR Emergency Trauma Dressing
- NAR Z-Fold Gauze
- (2) Combat Gauze
- Roll of Gecko Grip Tape
- Acc Bandage
- Roll of Coban Self-Adherent Wrap

- (2) CAT

“Bandage 2” Pouch

- Same as “Bandage 1” Pouch

“IV” Pouch

- Pressure Infuser
- IV Start Bag – 1000ml NS, (2) Veni-Guards, 10cc NS Flush, Saline Lock, 10 Drop Set, Tourniquet, Alcohol Preps, 2x2 Gauze, (2) each Size IV Catheters (14G – 24G)

Flap Bottom Compartment

- (2) SAM Splint II (Military Version)
- (2) Sterile 5”x9” Dressings
- (2) Sterile 7 ½”x8” Dressings
- (2) Ace Bandages

Flap Middle Compartment

- (4) Oxylin Chest Seals
- (2) 3-Way Stopcocks
- 6”x12”x12”x70” Emergency ABD Trauma Dressing

“Airway” Pouch

- (2) 28FR NPA’s
- NAR Tactical Suction Device
- OPA Kit
- Cyclone Pocket BVM
- Pair of Large Nitrile Gloves

“Chest” Pouch

- (2) 10G x 3.25” Decompression Needles
- (2) 14G x 3.25” Decompression Needles
- (2) 14G x 5.25” Decompression Needles
- Trauma Shears
- Bandage Shears
- (2) Kelly Forceps

Appendix O – Vehicle Medical Equipment

C.R.E.S.T. Vehicle Contents

Center Console

- Emergency Response Guide Book
- iPad Air with a Charger
- Package of Baby Wipes
- iPhone Charger
- Waterless Hand Cleaner
- Pens and Sharpies
- Ziploc Bag with a Variety of Band-Aids
- Flashlight
- Narcotics Kit (in a locked box)

Glove Box

- Wireless Hotspot with a Charger
- Eye Glasses Repair Kit
- (3) “D” Batteries for Flashlight

Back Seat Area

- (2) Pediatric Extrication Collars
- (2) Adult Extrication Collars
- Tow Strap
- Jumper Cables
- (3) Towels
- (5) Folding Chairs
- Portable Suction Unit
- Fire Extinguisher
- AED with (1) Pediatric and (1) Adult Defibrillation Pad, (1) Disposable Razor
- SMART Command Friage Pack
- Binder with Pre-Prepared MTA's separated by Town
- (3) Disposable Blankets
- Ziploc Bag with Disposable Ear Plugs

Cargo Area

- Obstetrics Kit
- (1) Box of Each Size Nitrile Gloves (Medium, Large, Extra Large)
- Folding Table
- (2) Cases of Water
- Box of Protein Bars
- Portable Oxygen Bag with Delivery Devices
- Thomas Pack
- BLS Bag
- (2) NAR Hypothermia Prevention and Management Kits
- (3) “M5” Bags

- EZ-UP Canopy
- CPAP Unit with Attachments
- (2) Reflective Safety Vests
- LP15 Monitor

C.R.E.S.T. BLS Bag

Outside Pockets

Front

- Multiple Red Biohazard Bags
- (2) Bite Sticks
- (2) Oral Glucose Tubes
- Ziploc Bags of Individually Packaged Advil, Tylenol, Aleve, Pepto-Bismol, Benadryl, and Imodium
- Bottle of Zyrtec 10mg
- Bottle of Baby Aspirin
- (2) Adult Epinephrine Pens
- (2) Pediatric Epinephrine Pens
- Medicaine Swabs
- Ammonia Inhalants

Left Side

- Pediatric BP Cuff
- Adult BP Cuff
- Stethoscope

Back

- Burn Sheet
- (3) Multi-Trauma Dressings

Right Side

- (4) Instant Hot Compresses

Inside Pockets

Main Compartment

- Numerous Packages of Sterile 4"x4" Dressings
- Numerous Packages of Sterile 5"x9" Dressings
- Ziploc Bag with Numerous Packages of Sterile 2"x2" Dressings, Numerous Packages of Sterile 3"x3" Dressings, (4) Eye Pads, and a Package of Moleskin
- Hard Pull-Out Container -- Fingernail Clippers, (2) Tweezers, Variety of Band-Aids, Numerous Packages of Antibiotic Ointment
- (8) Instant Cold Packs
- (4) Triangular Bandages
- (2) Rolls of Coban Self-Adherent Wrap
- Numerous Different Sizes of Cloth Tape
- 1000ml Bottle of NS for Irrigation
- Roll of Gecko Grip Tape

- Ziploc Bag of Large Nitrile Gloves
- Numerous Rolls of Conforming Gauze

Flap Compartment

- SAM Splint

Flap

- Pen Light
- Trauma Shears

C.R.E.S.T. Thomas Pack

Outside Pockets

Left Side

- Pull-Out Pouch – Full set NPA and OPA, Bulb Device, SurgiLube
- Buretrol Set
- Bag-In Nebulizer Kit
- (2) CAT
- (2) Combat Gauze

Top

- Pull-Out Pouch – Pediatric and Large Adult BP Cuff, Demographic Note Pad, (2) Sharpie, Pen
- Adult BP Cuff
- Stethoscope

Right Side

- Pull-Out Pouch – Albuterol and Combi-Vent Treatments
- Hand-Held Nebulizer
- Adult Nebulizer Mask
- Pediatric Nebulizer Mask
- Adult Non-Rebreather Mask
- Pediatric Non-Rebreather Mask
- Adult Nasal Cannula

Front Top

- (4) HyFin Chest Seals
- Combi-Tube
- Adult BVM
- Pediatric BVM

Front Bottom

- (2) 14G x 2" Decompression Needles
- (2) 14G x 3.25" Decompression Needles
- (2) 14G x 5.25" Decompression Needles
- (2) 3-Way Stopcocks
- (2) 10cc Needleless Syringes
- Clear Tape
- (1) Each Size ET Tube with Stylet (2.5 - 9.0)

- Adult Tube Holder
- Pediatric Tube Holder
- Bougie
- Nasal Intubation Kit
- (1) Each Size French Suction Catheter (6FR – 14FR)
- Adult Magill Forceps
- Pediatric Magill Forceps
- Large Laryngoscope Handle
- Small Laryngoscope Handle
- (2) “C” Batteries
- (1) Each Size Miller Laryngoscope Blades (0 – 4)
- (1) Each Size Mac Laryngoscope Blades (1 – 4)
- Neo-Synephrine
- Lidocaine Jelly
- SurgiLube
- Meconium Aspirator

Inside Pockets

Main Compartment

- (3) IV Start Bags (2 – 1000ml NS, 1 – 1000ml LR) each bag with (2) Veni-Guards, 10cc NS Flush, Saline Lock, 10 Drop Set, Tourniquet, Alcohol Preps, 2x2 gauze, (2) each size IV Catheters (14G – 24G)
- Small Arm Board/ Splint
- King Vision System with (3) Extra “AAA” Batteries and a #3 Channeled Blade
- Pull-Out Pouch – (2) Morgan Lens, Tetracaine Drops, Baby Aspirin, Nitroglycerin Tablets, Pen Light, (2) Oral Glucose Tubes, Glucometer with Strips and Lancets
- EZIO Pouch – Quick Trach Kit, Pressure Infuser, (2) 10cc NS Flushes, Lidocaine, EZIO Drill, (2) 15mm Needles, (2) 25mm Needles, (2) 45mm Needles, (2) Saline Locks

Medication Pouch

- (8) Epinephrine 1:10,000
- (2) Epinephrine 1:1,000 1mg/ml
- Epinephrine 1:1,000 30ml
- (2) Dextrose 25%
- (2) Dextrose 50%
- (2) Calcium Chloride 10%
- (2) Atropine Sulfate 1mg
- Atropine Sulfate 8mg/20ml
- (3) Diltiazem 25mg/5ml
- (2) Vasopressin 20units/ml
- (3) Amiodarone 150mg/3ml
- Procainamide 1gm/10ml
- (3) Adenosine 6mg/2ml
- (2) Naloxone 0.4mg/ml
- Naloxone 4mg/10ml
- (2) Sodium Bicarbonate 50mEq

- (2) Solu-Medrol 125mg
- (2) Diphenhydramine 50mg/ml
- (3) Metoprolol 5mg/5ml
- (2) Haloperidol 5mg/ml
- (2) Metoclopramide 10mg/2ml
- (2) Ondansetron 4mg/2ml
- (2) Glucagon 1mg with (2) Sterile Waters
- Nitroglycerin Tablets
- (6) Lach Size Safety Syringe (1ml, 3ml, 5ml, 10ml)
- (2) Nasal Atomizing Devices

Cover Middle

- Broselow Tape
- Dopamine 200mg/250ml
- (2) Dextrose 10% 250ml
- 10 Drop Set
- (2) 60 Drop Sets
- (2) Magnesium Sulfate 5gms/10ml
- (2) Lidocaine 2% 20mg/ml
- (3) Procainamide 1gm/10ml

Cover Top

- (2) 50ml NS
- (2) 100ml NS
- (2) 60 Drop Sets
- Ziploc Bag with (4) Pairs of Large Nitrile Gloves

C.R.E.S.T. LP15 Monitor

Outside Pockets

Left Side

- 12-Lead Cable Attachment
- 4-Lead Cable Attachment
- Pulse Oximeter/Carbon Dioxide Cables
- Package of Adult Electrodes

Back

- Pediatric BP Cuff
- Adult BP Cuff
- Large Adult BP Cuff

Right Side

- Defibrillation/Cardioversion Cable
- (2) Pediatric Defibrillation Pads
- (2) Adult Defibrillation Pads
- Package of Pediatric Electrodes
- Package of Adult Electrodes

Top

- (2) Disposable Razors

- Pediatric Pulse Oximeter Sensor
- (2) ET Tube Carbon Dioxide Adapters
- Nasal Carbon Dioxide Adapter
- Roll of Monitor Paper
- Spare J.P15 Battery

C.R.E.S.T. Bear Medical Gear

Stand-Up Cabinets Behind Driver's Seat

- Long Spine Board

Lower Cabinet Next to Squad Bench on Passenger Side

- Complete "M5" Bag
- Set of Spider Straps
- Adjustable Adult Cervical Collar
- Fold-Out Treatment Bag
- Fold-Out Airway Bag
- (2) NAR Hypothermia Prevention and Management Kits

C.R.E.S.T. Fold-Out Airway Bag (Located in GPD BearCom)

Inside Pockets

First Row – Left Side

- Adult Tube Holder

First Row – Right Side

- (2) "C" Batteries

"Accordion Style" Second Row

- Bougie
- Nasal Intubation Kit
- King LT-D #4
- King LT-D #5
- (1) Each Size ET Tube with Stylet (6.5 - 9.0)

Third Row

- Adult Magill Forceps
- Large Laryngoscope Handle
- (1) Each Size Mac Laryngoscope Blades (2-4)
- (1) Each Size Miller Laryngoscope Blades (2 and 3)

Fourth Row – Left to Right

- SurgiLube
- (2) 10cc Needleless Syringes
- (2) 30cc Needleless Syringes
- (2) 14g x 3.25" Decompression Needles
- (2) Scalpels

C.R.E.S.T. Fold-Out Treatment Bag (Located in GPD BearCom)

Inside Pockets

First Row

- Pull-Out Pouch – Assorted NPA and OPA, SurgiLube
- Cyclone Pocket BVM
- Tactical Cricothyroidotomy Kit (with an additional Scalpel)
- Ziploc Bag of Large Nitrile Gloves
- Ziploc Bag of Extra Large Nitrile Gloves

Second Row – Left Side

- (2) Multi-Trauma Dressings
- (2) BurnTec Hydrogel Dressings
- Pressure Infuser

Second Row – Right Side

- Adult BP Cuff
- Large Adult BP Cuff
- Stethoscope
- (2) Pen Lights

Third Row

- Trauma and Bandage Shears
- Notepads
- (4) TCCC Triage Cards
- Laminated Heat Index and Work-Rest Cycle Charts
- Pens and Sharpies

Fourth Row – Left Side

- Numerous Packages of Sterile 4"x4" Dressings
- Numerous Packages of Sterile 5"x9" Dressings
- Numerous Packages of Sterile 8"x7" Dressings
- (2) NAR S-Rolled Gauze
- (4) Combat Gauze

Fourth Row – Right Side

- (4) CAT

Fifth Row – Left Side

- (2) 6" Flat NAR Emergency Trauma Dressings
- (2) 6"x12"x12"x70" NAR Emergency ABD Trauma Dressings

Fifth Row – Right Side

- (2) 3-Way Stopcocks
- (4) 11yd/in Chest Seals
- (2) 10G x 3.25" Decompression Needles
- (2) 14G x 3.25" Decompression Needles
- (2) 14G x 5.25" Decompression Needles

Sixth Row – Left Side

- (4) Triangular Bandages
- Numerous Rolls of Conforming Gauze
- Numerous Different Sizes of Medical Tape

Sixth Row – Right Side

- (4) Rolls of Coban Self-Adherent Wrap
- (4) Ace Bandages
- (2) Rolls of Gecko Grip Tape