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Alpha Index: High Risk Incidents  
Barricaded Subject Incidents  
Critical Incidents

Evaluation Coordinator: Training Division  
Automatic Revision Cycle: 3 Years

*“Department Training Bulletins shall be used to advise members of current police techniques and procedures and shall constitute official policy.”*

## DEDICATED ARREST TEAMS

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**REVISION RECORD**

The page numbering format has been revised to facilitate updating and tracking revisions to publications contained in this policy.

When a minor revision is made to a publication, the 'Revision Number' will be indicated on the Special Order and shall be accompanied by the updated page(s). The 'Revision Date' and 'Reference Page Number(s)' shall be recorded in the appropriate box on the same line as the indicated 'Revision Number'.

When it is necessary to make a major policy or content revision, the publication shall be rewritten in its entirety. The 'Revision Number' and 'Revision Date' shall be indicated on the new Order. The 'Revision Date' shall be recorded in the appropriate box on the same line as the indicated 'Revision Number'. The term 'NEW' shall be recorded in the 'Reference Page Number(s)' box to indicate the promulgation of a new Order.

<b>Revision Number</b>	<b>Revision Date</b>	<b>Reference Page Number(s)</b>	<b>Revision Number</b>	<b>Revision Date</b>	<b>Reference Page Number(s)</b>
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## DEDICATED ARREST TEAMS

### Overview

A dedicated arrest team (DAT)<sup>1</sup> is a team of officers<sup>2</sup> formed during, or in anticipation of, a critical incident whose mission is to deal with the known or anticipated persons who present a potential threat to members of the public or officers.<sup>3</sup> Despite the name, DATs are not necessarily predisposed to making an arrest – ultimately the primary goal is to facilitate a safe resolution to an incident if necessary. The formal structure of the DAT assigns clear roles, establishes explicit leadership, and facilitates communication between officers most likely to encounter a suspect during a critical incident. A DAT is utilized when the location of the subject is known; the DAT focuses its attention on the subject or where the subject is believed to be located. A DAT is not appropriate for yard searches, building searches, or other incidents where the location of the threat is not known and can come from an unknown direction since a DAT does not have the ability to address a potential lethal threat from any direction. The purpose of a DAT is to increase the safety of members of the public and officers, the ability of officers to assess the risk of actions, the ability of officers to safely detain persons that pose a potential threat, and the ability of officers to respond appropriately to exigencies. A DAT is most effective when fully staffed and equipped, but a DAT’s effectiveness is based on leadership, teamwork, thorough contingency planning, clear communications, and a narrowly defined mission.

### Mission

The primary mission of the DAT is to respond to the actions of known or anticipated subjects. Depending on the availability of officers, additional resources, and/or the scale of the incident the DAT might be tasked with additional missions. Initially, members of the DAT might be responsible for the entire incident. However, as an incident progresses the incident commander (IC) shall consider delegating other assignments and/or missions to allow the DAT to focus solely on its primary mission. When sufficient resources are available, a DAT should only be one component of a preplanned operation or a fully developed incident command system (ICS) structure.

### Supervision and Command

In general, a DAT will be supervised by a sergeant of police. However, it is also feasible for an officer to fill the role of the DAT team leader in the same way an officer of any rank might be the incident commander (IC) until relieved. The team leader of the DAT is subordinate to the IC and shall lead the team in a manner consistent with the IC’s declared mission and intent.

### Composition of a DAT

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<sup>1</sup> Also referred to as a designated arrest team.

<sup>2</sup> “Officers” includes sworn members of all ranks and is used for brevity throughout.

<sup>3</sup> “Persons that present a potential threat to members of the public or officers” is abbreviated as “subject” throughout.



The composition of a DAT will vary depending on the availability of officers and resources, and the specific circumstances of an incident. Minimally, the DAT is expected to have the capabilities of negotiation, detention, less-lethal force, and lethal force. When there are sufficient resources and working space available, each officer should be assigned a single role. However, circumstances of an incident such as the number of subjects or the terrain might necessitate assigning several roles to one officer and/or several officers to the same role. Members of a DAT should operate in close proximity to each other to ensure reliable communications and the ability to respond in unison to direction from the team leader or an exigency. In general, the entire DAT will be positioned close enough together to hear each other speak (e.g. behind one piece of physical cover or adjoining pieces of physical cover).

The roles assigned to officers in a DAT are listed below and discussed in more detail later in this policy. Even when not assigned as primary armed cover or secondary armed cover, all members of a DAT must be prepared to respond to foreseeable exigencies as covered in applicable training.

- Team Leader
- Primary Armed Cover
- Secondary Armed Cover or less-lethal
- Talker/Handcuffer
- Primary Less-Lethal
- Utility

The default configuration of a DAT includes at least one team leader, one primary armed cover officer, one secondary armed cover officer, one talker/handcuffer, and one less-lethal officer for a total of five (5) officers. This ensures the DAT has the capabilities of negotiation, detention, less-lethal force, and lethal force. An incident commander (IC) will expect a DAT to have at least this level of staffing and capabilities. The DAT team leader shall advise the IC as soon as practical when a DAT does not meet this minimum level of staffing and provide updates on the composition of the DAT as appropriate.

#### **DAT Role - Team Leader**

The team leader is the DAT member whose responsibility it is to supervise the actions of the team members, coordinate team efforts, establish contingency plans, and develop plans for a safe resolution of the incident to be approved by the incident commander. Resources permitting, the team leader shall not take on any of the other roles of the DAT (e.g. talker/handcuffer) except under exigent circumstances so that they can maintain a broader situational awareness and focus on their responsibilities. If the team leader leaves from the location of the DAT (e.g. to meet with the IC), another member should be designated as the team leader during this period of absence when feasible.

#### **DAT Role – Primary Armed Cover**

The primary armed cover officer is responsible for being continuously prepared to use a lethal force option while providing armed cover from potential threats. Initially, the role of primary cover armed officer should be assigned to the first available officer. However, the team leader shall consider reassigning the role to another officer who has the right blend of experience, training, and/or expertise with a particular weapon system (e.g. Patrol Rifle Officer) when the opportunity occurs. The primary armed cover officer should be positioned to have a clear angle of fire to the subject or the area where the subject is



believed to be located. When feasible, officers shall be positioned so that they are not in the direct line of fire of any potential threats.

Officers providing armed cover shall consider positions to minimize their exposure – previous incidents, including ones in Oakland, have had negative outcomes due to officers being over-exposed or otherwise not using physical cover correctly. Officers providing armed coverage are effective in part due to their stable position and readiness; these advantages are lost if officers are kept completely behind physical cover and unable to see perceived or actual threats, then required to move into a position where they are exposed while acquiring a target and evaluating if there is an immediate threat. However, situations might arise where the expertise and capabilities of the subject necessitate remaining completely behind physical cover (e.g. a subject similar to a sniper).

An appropriate number of officers shall be assigned as primary and secondary armed cover to ensure adequate armed coverage of the subject and observation of their actions. Typically, no more than two officers per threat area will be the appropriate number of officers as they will be able to triangulate on a single subject or area and provide sufficient armed coverage. More officers might be required depending on the circumstances (e.g. multiple suspects, large area, multiple doors or access points). Staffing fewer officers as armed cover while maintaining adequate armed coverage reduces the number of officers exposed to risk, reduces the likelihood of miscommunication or confusion, reduces the likelihood of lethal force being used, and increases the ability of the team leader to maintain supervisory control. In the event of an officer-involved shooting, the reasonable management of lethal cover will help lessen both the number of officers who discharge their firearms and the number of rounds fired. Consequently, danger to the community and the likelihood of unnecessary force is also reduced by minimizing the number of rounds fired.

#### **DAT Role – Secondary Armed Cover**

The secondary armed cover officer is responsible for being continuously prepared to use a lethal force option while providing armed cover from potential threats. They provide additional armed cover as a contingency should the primary armed cover officer be unable to neutralize an immediate lethal threat. The secondary armed cover officer should be positioned to have a clear angle of fire on the subject or the area where the subject is believed to be located. When in a static position, they should be positioned to triangulate with the primary armed cover officer and provide increased armed coverage of the subject or the area where the subject is believed to be located. When feasible, officers shall be positioned so that they are not in the direct line of fire of any potential threats. Especially in situations where there are a limited number of officers, the secondary armed cover officer may need to transition to a less-lethal force option if circumstances warrant.

#### **DAT Role – Talker/Handcuff**

The talker/handcuff is responsible for giving commands and handcuffing persons who are detained. Simultaneous communications from multiple people can cause confusion and shall be avoided. Circumstances may require the role of talker/handcuff to be transferred, but only one officer at a time should be designated to communicate. When available, an officer who has received crisis intervention training (CIT) or a member of the Tactical Negotiations Team should be assigned to this role. If there is information that the suspect speaks a language other than English, an officer who speaks the suspect's language or



other language assistance should be assigned the role of talker/handcuffer if feasible. The talker/handcuffer should be in a position to see the subject to whom they are speaking without exposing themselves to unnecessary risks and where the subject can hear the talker/handcuffer. When feasible, this can be accomplished without exposing the talker/handcuffer to risk through the use of physical cover (e.g. armored vehicle window) and a public address (PA) system. During an incident, the role of talker/handcuffer might have to be reassigned temporarily to an officer in a better position to fulfill the responsibilities. If this occurs, DAT team members should be made aware of the change to maintain the situation of only one officer addressing the subject.

### **DAT Role – Less-Lethal**

The less-lethal officer is responsible for transitioning to or being prepared to use a less-lethal tool as needed or planned. If feasible, a less-lethal officer should be continuously prepared to use a less-lethal force option while covering the subject or the area where the subject is believed to be located. However, circumstances might require this to be a secondary role where the officer will transition when necessary (see **DAT Role – Secondary Armed Cover**, above).

Less-lethal options for the majority of officers will include oleoresin capsicum (OC), an electronic control weapon (ECW), or direct fired specialty impact munitions (SIM) including but not limited to Drag Stabilized Flexible Batons (DSFB), often referred to as "bean bags". Each option has advantages and disadvantages. When feasible, one officer should be assigned to close-range options (OC or ECW) and another officer to long-range options (DSFB).

### **DAT Role – Utility**

A utility officer is any officer not assigned to one of the other roles specified above. Utility officers can be used to address issues or tasks unique to the incident or that might otherwise overburden the core DAT members. They can also be held in reserve to fill a role when the need emerges. Possible roles include, but are not limited to:

- Specialized equipment – E.g. stop sticks, door keys, bolt cutters, bullet-resistant shields, breaching tools (hook and key); officers shall be trained in any specialty equipment that they deploy or utilize
- Vehicle driver – Armored vehicle, throw-and-go vehicle
- Team security – This would entail acting as an inner perimeter for only the DAT to provide them 360-degree protection and prevent people from distracting or interfering with the DAT.

### **Establishing a DAT**

The first officer(s) on scene assume all the roles of a DAT until other personnel arrive. The initial officer(s) on scene usually will have the most situational awareness and one of them should assume the role of DAT team leader. Additionally, the DAT team leader might also have the role of incident commander until this role is filled by a supervisor or commander. As other officers arrive, the team leader should assign and/or reassign roles as necessary until the DAT is fully developed. Assignments should be based upon officer expertise and experience. If an officer joins a group of officers and discovers there are no established roles, then initiative should be taken to assemble a DAT. If another officer will take over the role of team leader, the new team leader needs to be



briefed by the current team leader until the new team leader has sufficient situational awareness to lead the team.

When choosing a location for the DAT, officers shall consider its distance and available physical cover from the subject or the area where the subject is believed to be located. Proper use of distance and physical cover increases the safety of officers and their decision-making time. The DAT should be positioned as far away from the subject as feasible while taking into consideration factors such as the ability to communicate with the subject, the capabilities of primary and secondary armed cover officers, the effective distance of the weapons of armed cover officers (handgun, shotgun, or rifle), the weapon(s) of the subject, other risks posed by the subject, the terrain, and the environment. The DAT should not be so far away from the subject that they are unable to respond to an exigency such as an immediate threat to a hostage. However, situations might arise where the expertise and capabilities of the subject necessitate the entire DAT remaining behind full physical cover (e.g. a subject similar to a sniper). When feasible, such as for a preplanned surround and call-out, a DAT should be formed prior to deploying to the scene along with a plan to safely move to a specific position at the scene.

### **Isolation, Containment, Stabilization and Evacuation**

The DAT might assist with isolation of the subject, containment and stabilization of the scene, and evacuation of the area, but that is not their primary mission. Ideally, the area of responsibility of the DAT will be limited to the threat or the area where the threat is anticipated to appear. However, the DAT team leader should consider how the above concepts could improve the safety of members of the public and officers while increasing the chance for safely resolving the incident. The DAT team leader shall consider ways to facilitate these concepts and communicate those ideas to the incident commander.

### **Multiple DATs**

Multiple DATs may be established based on the threat, the terrain, and other circumstances. If multiple DATs are established, one should be designated as the primary DAT and all others as secondary. Designation of which DAT is primary, as well as the number of DATs established for the incident, may be changed during the incident but should be clearly communicated to all those involved.

Like the primary DAT, any secondary DATs should be able to deal with the subject utilizing communication, detention, less-lethal force, and lethal force. In order to do this, a secondary DAT will need to have the minimum level of staffing detailed in this policy. Additionally, they will need to have access to the subject or area the subject is believed to be located. When a group of officers does not meet both these conditions, they shall refrain from referring to themselves as a DAT and instead use a more appropriate description (e.g. rear perimeter, blocking force, etc.). Once the minimum level of staffing has been met and access to the threat has been created by removing barriers or relocating the team to a position with access, then the group of officers can be designated as a secondary DAT.

Absent exigent circumstances or prior planning, the secondary DAT should not communicate with the subject. This is similar to the concept that only the talker/handcuffer in a DAT should communicate with the subject. For example, if a primary and secondary DAT are set up on overlapping areas of responsibility, only the talker/handcuffer from the primary DAT should communicate with the subject. However, in a situation where the primary DAT is at the front door



of a house and a secondary DAT is at the backdoor of a house, the plan should be for the secondary DAT talker/handcuffer to give commands if the subject exits from the backdoor.

### **Contingency Plans**

Once a DAT has been established, the team leader is responsible for planning for contingencies common to critical incidents. The team leader then briefs the other members of the DAT and communicates the plans to the incident commander. Contingency plans generally focus on responding to actions by the subject but might also include responding to other exigencies not caused by the potential threat. These plans are grouped into three categories: accept surrender, prevent escape, and respond to exigencies. Plans shall be made with consideration that the DAT has the capabilities of communication, detention, less-lethal force, and lethal force. Plans shall also be made with consideration for deconfliction – the alignment of tasks, goals, and priority of work such that efforts of officers or teams are not in conflict with each other – since other officers could be in close proximity as part of the inner and outer perimeter. Every incident is unique, and plans should be adapted to the circumstances.

#### **Accept Surrender**

A subject might surrender once a DAT has been established, but the safety of the public and officers is still endangered until all potentially involved subjects have been detained. Critical incidents often involve multiple subject; therefore, even though one subject is surrendering additional subjects might remain. Until a subject has been detained officers should remain vigilant to the possibility the subject will not surrender, balancing this against the need to not become hyper-vigilant or otherwise overestimate possible threats.

When developing plans to accept surrender, officers shall consider the following:

- Where will the subject be handcuffed? Can the subject be handcuffed in a position where officers are not exposed to potential threats?
- Who will do the talking and the handcuffing?
- Who will provide close armed cover? Who will be ready with less-lethal?
- Who will focus on threat areas as the suspect is brought back to the DAT for handcuffing?
- Will it be necessary to transfer roles such as primary armed cover and talker/handcuffer as the subject approaches the DAT? Where will this occur and how will officers know to transition?

#### **Prevent Escape**

Even when surrounded, a subject still might attempt to escape. When developing plans to prevent escape, officers shall consider the following:

- How to prevent the subject's escape if they flee on foot?
- How to prevent the subject's escape if they flee in a vehicle?
- How will the terrain hinder or assist the subject or officers? What can be done to improve the chances of preventing escape?
- To which vehicles does the subject have access? Can they be disabled, blocked in, or removed?





- At what point will force be used? Will there be conditions that trigger force to be used or will it be on command of the team leader? What force is reasonable given the current intelligence?
- Is a canine unit available to chase a subject fleeing on foot?
- Will a pursuit vehicle be staged? Is air support available?

### **Respond to Exigencies**

Exigencies are circumstances requiring immediate action by the DAT due to an immediate threat. It is not possible to plan for every possible exigency and if an exigency occurs for which a plan was not made the DAT should act in a manner that supports the incident commander's stated mission and intent. DATs should prepare plans based on the specific circumstances of the incident, such as the number of subjects, the weapons available to the subject(s), and the presence/absence of hostages. Typical exigencies officers shall consider include:

- The subject presents an immediate threat to officers or members of the public from the subject's current location (e.g. shoots at officers)
- The subject approaches officers or members of the public without an apparent weapon and is uncooperative with officers.
- The subject approaches officers or members of the public with an apparent firearm and is uncooperative with officers.
- The subject approaches officers or members of the public with an apparent weapon other than a firearm and is uncooperative with officers.
- The subject presents an immediate threat that will require officers to enter the vehicle or building where the subject is located.

### **Planned Actions for Initiative or Resolution**

Whereas contingency plans involve responding to an action or exigency, a planned action involves actions initiated by officers. Officers planning actions shall consider what exigencies might occur during execution of the plan. It is possible for several action plans to be approved at the same time while officers wait to see which one is appropriate when the proper conditions are met.

Planned actions to maintain initiative or safely resolve the incident are separate from contingencies and shall be approved by the incident commander when feasible. Critical incidents can be rapidly evolving dynamic situations and opportunities might be lost if the DAT waits for the IC's approval. DAT's may take self-initiated action when the benefits clearly outweigh the risks and such action would be in accordance with the IC's stated mission and intent.

Generally, the first resolution planned for and initiated is "surround and call out." This first part is ensuring the steps of isolation, containment, stabilization, and evacuation have been completed to the extent possible given available resources. Officers then announce their presence to the subject(s) and order them to surrender.

Officers shall also consider plans to detain the subject using necessary and proportional force. Circumstances where force might be required include, but are not limited to, the following: the subject has already refused to surrender and negotiations appear unproductive; the situation is escalating and officers reasonably believe there is an imminent risk to the safety of the public or officers; or the current circumstances present a clear opportunity to detain the subject with minimal



risk to the public and officers. The desire to save time and/or manage resources is not in and of itself a reason to force a resolution to an incident.

Actions to maintain the initiative are intended to give officers an advantage and interrupt a subject's ability to observe, orient, decide, and act (OODA loop). Such actions might include, but are not limited to, the use of loud sounds (sirens, horns, barking canine), bright lights, destruction of property to gain an advantage (breaking lights to provide concealment, breaking cameras to prevent surveillance of officers by the subject, breaking locks or barriers to allow access, flattening tires to prevent escape), or deployment of less-lethal SIM against a vehicle or building.<sup>4</sup>

### **Investigation and Intelligence Gathering**

Criminal investigation and intelligence gathering are not the primary responsibilities of the DAT, but the DAT benefits from these activities. The DAT should communicate any relevant observations to the officers handling the investigation and request research into areas that would assist the DAT. Specifically, researching the persons associated with vehicles and residences at the scene will assist with identifying the subject, negotiations, and evacuations. Once subjects are identified, then further research should include, but not be limited to: contact information; associated persons, vehicles, and residences; criminal wants and history; probation or parole status; mental health; and registered firearms.

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<sup>4</sup> When less-lethal SIMs are deployed, officers shall consider whether there is an exigency, warrant, or other legal authority for the rounds to enter the vehicle or building. If none exists, then the rounds can still be deployed against a solid barrier (e.g. license plate, residence door) so that the round does not enter the vehicle or building.



## Reference Section – Additional Resources

### Departmental General Order

- K-05 – Tactical Operations Team

### Informational Bulletins

- Executive Force Review Board Summary and Training Points (13 Oct 10)
- Force Review Boards (20 Nov 14)
- Force Review Boards (4 May 16)
- Lethal Force Investigations (1 Jul 16)
- Force Review Boards (21 Aug 17)

### Lexipol Procedure

- 304 – Electronic Control Weapon

### Training Bulletins

- III-H – Specialty Impact Munitions
- III-N – Police Contact with Mentally Ill Persons