




COLUMBIA POLICE DEPARTMENT

“Policing Excellence through Community Partnerships”

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1.0 DIRECTIVE

All special operations such as hostage situations, barricaded suspects, VIP security, special events, and civil disturbances will be conducted with utmost professionalism and with the highest regard for the safety of the general public and departmental personnel. Toward this end, the Department will maintain decentralized Emergency Services Unit (ESU).

Due to the sensitive nature of certain techniques, methods, and procedures related to mission accomplishment, publication will be restricted to those individuals involved.

2.0 EMERGENCY SERVICES UNIT (ESU)

The Columbia Police Department will maintain an Emergency Services Unit consisting of a SWAT team, Crisis Negotiations Team, and a Mobile Field Force Team.

The Chief of Police appoints the ESU Commander.

ESU members will be responsible for:

- Responding within one (1) hour of notification while on call.
- Maintaining all issued equipment, so that it will be readily available for "on call" personnel.

The ESU will respond at a minimum to:

- Barricaded suspects
- Hostage situations
- High risk warrant service
- Sniper situations
- Escapes from custody/manhunts
- Crisis Intervention
- Terrorist threat
- VIP security
- High risk canine tracking
- As directed by the Chief of Police
- Civil Disturbance
- As directed by the Deputy Chief of Police

2.1 Criteria for Selection to Special Weapons and Tactics Team

All positions for the SWAT Team will be on a voluntary basis. Application must be made by memorandum, with a current resume attached, through the chain of command. Application and selection will be made in accordance with this directive and in addition complete the following five (5) phase process:

Phase I - Initial Application

The SWAT commander will initiate a selection process report for each candidate. The completion and review of this section and all subsequent sections through Phase III will be a joint effort between the Human Resources unit and the SWAT commander.

Administrative Screening:

- Screening of Medical Examination (most recent) for any medical problems. At this time the officer candidate will sign a release waiver for any unaccounted for claims from previous injuries or conditions that were not disclosed.
- Disciplinary problems: Personnel records will be reviewed to insure that there are no instances of recurrent deficiencies indicated or conduct which would reflect unfavorably if selected. The SWAT and ESU commanders will review all disciplinary actions and a determination made as to selection.

Applications will not be processed past this phase if unacceptable information is discovered.

Phase II - Weapons Qualifications (285 pts minimum qualifying score)

Training records will be reviewed to insure a minimum score has been achieved. If the applicant has not met this standard, he or she may elect to return to the range and raise their score to an acceptable level.

Applications will not be processed past this phase if an acceptable score is not obtained.

Phase III - Physical Fitness Testing

Each applicant will undergo various physical tests to determine his or her level of physical ability. The tests will include an obstacle course, body drag and carry exercise and agility, strength and confidence testing.

Phase IV - Basic SWAT School

Each candidate will undergo an intensive IACP recommended course to include tactics, marksmanship, first aid, and negotiations. Upon satisfactory completion candidates will be eligible for appointment to a position on the Special Weapons and Tactics Team.

Phase V - Board Interview

Applicants will be interviewed by a three (3) member Assessment Board to determine further job task suitability.

After completing all five (5) phases of this selection process, all recommendations will be made by the SWAT commander and forwarded to the ESU commander and Deputy Chief of Police for review and implementation. .

2.2 Training

Due to the specialized requirements, training will be accomplished by attending formal programs and ongoing

team level instruction. Supervisory personnel will be responsible for identifying, developing and evaluating training needs. Recommendations will be forwarded to the ESU and SWAT commanders for review and implementation. The SWAT commander will maintain all Tactical team records.

2.3 Eligibility for SWAT/Crisis Negotiation Team Positions

Team members will maintain physical conditioning appropriate to meet the demands of operational needs. Each team member must maintain proficiency in all areas as necessary to perform in a satisfactory manner. All assigned members will be required to submit to periodic technical and physical evaluations.

Team members may request a leave of absence from active duty assignments for personal reasons by submitting the request to the ESU commander for review and approval. As skills that are needed for effective functioning of the SWAT/Crisis Negotiation team are perishable, leaves of absence will be limited to a maximum of ninety (90) days unless further authorized by the SWAT commander.

Any team member who conducts himself in such a manner as to subject the member to disciplinary action may be removed from the SWAT/Crisis Negotiations team by ESU commander upon review of the incident.

3.0 CRISIS NEGOTIATION TEAM (CNT)

The Columbia Police Department will maintain two (2) Negotiations Teams. The teams will be supervised by a CNT commander. The CNT Commander will be appointed by the ESU commander. The CNT Commander will be responsible for record keeping, on call scheduling, and training. The Negotiation Teams will be "on call" and may be deployed for:

- Hostage situations
- Barricaded suspects
- Civil disturbances
- Suicide attempts
- Crisis intervention
- As directed by the Deputy Chief
- As directed by the Chief of Police

The CNT commander will be responsible for maintaining relations and cooperation with Departmental units.

3.1 Criteria for Selection of Crisis Negotiations Team

All sworn personnel wishing to make application for the Crisis Negotiations Team must be a volunteer. Applications will be submitted to the CNT commander. Individuals considered for selection to the Crisis Negotiation Team should also possess the following skills, knowledge, and abilities:

- Good verbal skills and the ability to effectively communicate with persons from widely diverse backgrounds.
- Wide experience as a law enforcement officer in a field assignment.
- Demonstrated problem-solving ability.

Selection for the CNT will be made by the CNT commander, subject to approval by the ESU commander.

3.2 Training

Personnel selected for CNT positions will attend an approved training course. Specialized training in the field of negotiations techniques will be presented to team members when available.

4.0 NOTIFICATIONS AND ACTIVATION ESU PERSONNEL

When it is determined by the Watch Commander that all or any part of the ESU is needed to respond to a situation or potential threat scenario, all supervisory personnel will immediately release those personnel who have been activated.

The supervisor losing operational control will make necessary arrangements for this occurrence, and if necessary and depending on projected duration of incident may:

- Request additional assistance from other Regions to handle call response.
- Call personnel to duty from off duty status.

Unless needed, response to special operations situations will be limited to those patrol units involved and special operations response personnel called to the scene.

It is the responsibility of the "on scene supervisor" to coordinate with the special operations personnel in the best possible manner until relieved by an ESU supervisor.

5.0 SPECIAL THREAT - COMMAND AND CONTROL

The purpose of this plan is to establish the Department's response to a special threat situation. **A special threat situation is one in which lives are in imminent danger involving, but not limited to, a barricaded suspect, hostage, sniper or terrorist activity.**

The success of any special threat situation plan hinges on the team approach, good communications and coordination of tactical maneuvers under one command. All levels in the chain of command have identifiable responsibilities that ensure an effective and efficient implementation of this plan.

5.1 Initial Response

The initial officer responding to a situation will be responsible for determining if a special threat situation exists and for notifying a supervisor.

The initial supervisor on the scene will evaluate the situation and will request the needed support units and personnel (i.e. ESU, Fire Units, Ambulance).

The initial supervisor on the scene will assume command of the situation and notify the Watch Commander. The initial supervisor will attempt to avoid confrontation and contain the situation until relieved by the ESU commander or a higher authority. The following procedures will be implemented:

- Assure the evacuation of injured victims and bystanders. The evacuation of persons in surrounding residences or buildings must be voluntary.
- Designate the radio frequency to be utilized during the operation and implement procedures for notifying and communicating with other agencies.
- Establishment of an inner and outer perimeter and traffic control points as well as public sheltering and containment, if necessary
- Selection of a location for a field command post and transportation of the Mobile Communications Center if it will be utilized as the field command post.
- Notification of the Chief of Police, Deputy Chief of Police, ESU commander, Operations Bureau Major and the Captain of the region involved. The notification of these personnel will include the type of incident, location of command post, the name of commanding officer at the scene, and the emergency response route.
- Notification of other agencies or personnel, such as dog handlers, gas and electric company, City of

Columbia utilities... etc., if necessary. A representative of the necessary agency or company will be requested through Central Communications, to respond to the command post for liaison responsibilities and communications purposes.

5.2 ESU Response

Any supervisor who believes that the ESU will be useful in the safe and effective de-escalation of a special threat situation shall notify the Watch Commander who may call out ESU. In situations that only require the response of a negotiator, SWAT will be placed on telephone standby. If SWAT and a negotiator are called out, the negotiator and SWAT will be under the operational control of the ESU commander and/or the Chief of Police/Deputy Chief of Police only.

If the Watch Commander requests that a negotiator be sent to the scene, the TRU will be notified to contact a negotiator and notify the ESU commander who will notify an additional off duty negotiator to standby. TRU will maintain a current list of negotiators and will utilize an on-duty negotiator if available. If no negotiator is on duty, the appointed on-call negotiator will be notified to respond to the incident along with the Team Supervisor.

Trained crisis negotiators will have, but not be limited to, the following responsibilities:

- Evaluate the practicality of negotiations and make recommendations to ESU command personnel.
- Attempt to receive something in exchange for every concession given.
- Buy time through the use of psychological techniques for hostage negotiations.
- Negotiators will not command and command will not negotiate any incidents.

Crisis negotiators will work under the philosophy that all demands are negotiable except for the following:

- Weapons and ammunition
- Controlled substances
- Exchange of hostages

This list will be adhered to unless permission of the Chief of Police is granted for deviation from the list.

If the SWAT team is called to the scene, the SWAT and ESU commanders will have the following responsibilities:

- Act as staff advisor to the Incident Commander regarding the capabilities and resources of the ESU.
- The SWAT Commander will be responsible for Supervision and coordination of personnel manning the inner perimeter and limiting access to inner perimeter to only those persons specifically authorized by the incident commander.
- Provide response and marksman/observer teams.
- Coordinate and direct an area for the tactical command post and obtain any specialized or surveillance equipment needed by the team.
- Coordinate and provide means for establishing communication with suspect for negotiations.
- Coordinate and provide drawings and scouting reports of where hostages and/or suspects are located.
- Develop plans where a clear decisive action can be taken when conditions are most favorable, subject to the ESU commander's and or the Chief of Police's authorization.
- Coordinate and direct personnel to follow an escape vehicle and assume immediate perimeter control at new location.
- Direct officers to assume inner perimeter marksman positions to give cover for officers being relieved.
- Relieve inner perimeter patrol officers and replace with SWAT members.

The use of force will be governed by existing Police Department directive. The decision to employ specialized

techniques in specific situations or the use of chemical agents will be made by the ESU commander or the Chief of Police.

The handling of news media personnel will be in accordance with established departmental directive. News media personnel will be restricted from entry past the established outer perimeter. Public notifications for awareness and safety of the community will be determined by the Incident Commander and carried out by the Watch Commander or the Public Information Officer.

A formal After Action Report will be completed by the SWAT commander and forwarded, CNT Commander, and forwarded to the ESU commander and the Chief of Police/ Deputy Chief of Police within three (3) working days of the resolution of the special threat situation. The Chief of Police shall annually review the After Action Reports to review policy and training needs.

6.0 VIP SECURITY PLAN

In the event that the Columbia Police Department becomes involved with providing the security for a VIP, the Chief of Police will designate Special Events Coordinator and the ESU commander for the operation. The Special Events Coordinator will be responsible for, but not limited to, the following:

- Coordinate the development of equipment requirements with the SWAT and ESU commanders to include body armor for VIP's, any special requirements for security officers and special weapons requirements.
- Planning and reconnoitering travel routes and alternates.
- Advance inspection of sites and facilities.
- Arrangements for the gathering of intelligence information.
- Coordination of operations within the agency and with outside agencies.
- Identification of emergency first-aid, ambulance, and medical facilities.
- Communications.
- Means of identification of personnel involved such as lapel pins, etc.
- Complete an After-action Report through the chain of command for review.

If the VIP falls under the protection of the State Law Enforcement Division (SLED) or U. S. Secret Service, all efforts will be coordinated in support of their request for assistance.

7.0 SPECIAL EVENTS

The Special Events Coordinator or designated office in charge will be responsible for all aspects of any pre-planned special event to include:

- Develop a written Operational Plan for each event.
- Provide a written estimate of traffic, crowd control and crime problems anticipated for the event.
- Develop a contingency plan for traffic direction and control.
- Coordinate efforts for review when ESU personnel are needed.
- Develop and initiate all logistical support and requirements.
- Coordinate inside and outside agency efforts, except as outlined in the Emergency Operations Plan.
- Provide written copies of plans as necessary and review operational plans with all personnel involved, prior to the event.
- Designate an on-site First Line Supervisor who will physically be at the event for its duration.
- Complete an After Actions Report that includes recommendations for operational improvements, if any and forward through the chain of command for review.

8.0 SPECIALIZED EQUIPMENT AVAILABILITY

All officers assigned to the SWAT team will be issued specialized equipment. This equipment will be available at all times and/or stored for easy access in case of call out.

This specialized equipment will include but is not limited to:

- Portable radio (W.T.) with headsets
- Gas Mask
- Heavy Body armor and ballistic helmet
- Intermediate ballistic vest
- Specialized utility uniform
- Binoculars
- Approved sidearm(s)
- Special purpose weapon (Shotgun, automatic rifle, center fire rifle with telescopic sight, etc.)
- The SWAT Team will maintain a secure vehicle for storage and transportation of its emergency equipment with all assigned equipment listed and stored in accordance with a storage load plan. Additional secure vehicles with equipment may be designated as necessary to insure a rapid response to an escalating incident.

All officers assigned to the CNT will be issued specialized equipment. The equipment will be available at all times and/or stored for easy access in case of a call out.

This specialized equipment will include but is not limited to:

- Portable radio (W.T)
- Approved sidearm(s)
- Remote communications devices

The CNT will maintain a secure vehicle for storage and transportation of its emergency and specialized equipment with all assigned equipment listed and stored in accordance with a storage load plan. Additional secure vehicles with equipment may be designated as necessary to insure a rapid response to an escalating incident.