

Model Police Dept. ERT Operations Manual

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MODEL
POLICE DEPARTMENT
EMERGENCY RESPONSE TEAM
OPERATIONS MANUAL

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Chapter I: Definitions and General Policy

A. Purpose of this manual:

No comprehensive training programs or set of procedures, which specifically address the issues contained in this directive, have previously existed within the Police Department. The guidelines and procedures contained in this manual are intended to guide the members of the Police Department in their response to high-risk incidents and special emergency situations. It also provides for the orderly inclusion of the Emergency Response Team into the response.

This manual has been prepared as an educational resource as well as a procedural directive, and contains the guidelines for all department personnel who become involved in high-risk incidents or special emergency situations through their affiliation with the ERT. It has been prepared to encourage all personnel who learn of or arrive at the scene of an incident to evaluate it for its risk potential, or consider its special characteristics.

The principles contained in this manual pertain to high-risk or special emergency situations, which may be encountered by personnel that require the use of the ERT. However, the training and equipment of the ERT may be useful in other situations as well. Members are encouraged to use these guidelines in any situation where they might be of use or value.

B. Definitions:

- 1. Assembly point:** A safe location, out of the sight of the incident scene or an appropriate distance from the emergency area, where responding personnel can assemble and make initial preparations to assist in the operation.
- 2. Authorized Personnel:** Persons given special authority by this directive or who otherwise have lawful authority to exercise a certain privilege of action or presence not afforded to others.
- 3. Barricaded Individual:** A barricaded person is usually one or a combination of two basic types of individuals:
 - (a). Criminals who may be cornered at or near a crime scene with or without hostages.
 - (b). Emotionally unstable person(s) who have taken a position, inside or outside, with or without hostages and have indicated by action or implication that they intend to harm themselves or others.

4. **Emergency Reaction:** Immediate action taken by an individual(s) in response to circumstances which do not reasonably allow a delay in order to consult with others about the situation.
5. **ERT:** Acronym for "emergency response team." The Emergency Response Team of the Police Department.
6. **ERT Callout:** Activation of the entire Team, or of an individual member of the Emergency Response Team of the Police Department to perform an assignment or function.
7. **ERT Commander:** The overall scene or incident commander or supervisor. The higher authority in charge of the ERT. In the event of not having a patrol supervisor on scene, the incident commander will default to the ERT Supervisor. Administratively, the ERT Commander is the Police Chief.
8. **ERT Operation:** On-duty activity of members of the Emergency Response Team functioning in their capacity as Team members.
9. **ERT Supervisor:** The Civil Service supervisor in administrative charge of the ERT (corporal or sergeant).
10. **ERT Team Leader:** A member of the ERT designated by the Team Supervisor to be in operational charge of the tactical unit.
11. **ERT Member:** A member of the ERT who is not the Team Leader.
12. **High Risk Situation:** Any situation that requires a police response and which includes a high probability or an imminent threat that some person or persons will be exposed to death or serious bodily injury. Examples: Terrorist incidents, armed barricaded suspects, warrant service on suspects believed armed or barricaded, threatened suicides, hazardous substance accidents, and natural, or man-made disasters, et. al.
13. **Hostage:** A person held by another as security for the fulfillment of certain terms or who has had their freedom of action criminally withheld by another for any reason tending to advance the interests of the withholding party.
14. **Hostage Situation:** A set of circumstances where one or more persons have engaged in an activity which resulted in another person becoming a hostage.
15. **In-Progress Situation:** A specific, presently occurring incident which was not foreseen, did not allow for advance planning, and caused a reactive response by a member(s) of the Police Department or other agency. Examples: Barricaded gunman, threatened suicides, kidnapping and hostage taking, etc. al.
16. **Intelligence:** Any type of information, which can be applied to the planning, decision-making or operation phases of an incident.
17. **Negotiate:** To arrange or settle by conferring or discussing.
18. **On-Scene:** This term can mean a static, fixed location or it can indicate a changing location, such as surveillances, etc. If there are several fixed locations involved, such as several homes being under surveillance at the same time while trying to locate a single suspect, the overall operation can be considered on-scene if the ERT leader is present.

19. **Patrol Officer:** The officer assigned to a zone of patrol or the incident officer at scene.
20. **Patrol Supervisor:** The designated supervisor during a patrol shift. Under rare circumstances, the Chief of Police can be designated as such if no supervisor is on duty. A senior patrol officer cannot be designated as a patrol supervisor, although at times he/she may be forced to make supervisory decisions in the absence of supervision.
21. **Perimeter:** An imaginary line encompassing an area surrounding the incident site.
22. **Police Chief:** The Chief of Police for the Police Department. The Police Chief is the most senior police officer and head of administration for the entire department. The Police Chief can authorize any type of response for an emergency situation, including that of activating the ERT.
23. **Police Chief Designee:** A member of the Police Department who has been given temporary authority by the Police Chief to act on his behalf while he is absent, unavailable, or unable to personally exercise his authority or assume his responsibility at any location within the - The designee should be authorized to act in that capacity, either verbally or in writing, in such a manner that affected personnel are able to determine their identity and authority. The Police Chief should establish a list of succession of designees in the event an emergency situation arises and the Police Chief is unavailable to make a personal designation. Examples: Acting Chief of Police, Senior Sergeant, ERT Supervisor, etc.
24. **Pre-planned Situation:** An incident in which there is a willful and deliberate commitment of resources and manpower by the Police Department or other agency, to prepare for a specific incident expected to occur at some future time. It is a proactive response to a specific situation that permits advance planning.
25. **Restrict:** When used in the appropriate context, it means temporary or permanent exclusion of an ERT member from actually participating as such, as directed by the ERT Supervisor, Police Chief, the ERT Team Leader, or the ERT member himself. The term "restrict" is further qualified as being "temporary," or "permanent," referring to a time frame, and "partial," or "total," referring to limiting the function which may be performed by the individual, e.g. "temporary partial restriction" means that a member is restricted from performing certain identified functions as an ERT member for a certain limited period of time. "Permanent total restriction" is the same as dismissal from the ERT and may only be imposed by the ERT Supervisor or higher authority.
26. **Senior Officer:** The patrol officer on duty having the longest period of police service, and who may, on certain occasions, make supervisory decisions concerning protocol, in the absence of a supervisor.
27. **Special Emergency:** A combination of circumstances requiring a larger or more complex police response and/or in which the police response could be improved by the use of members with special training and equipment, the ERT. The designation of a special emergency is a command responsibility.
28. **Staging Area:** A safe location out of sight of the incident scene or an appropriate distance from the emergency area where responding personnel and resources can be assembled and final preparations made to conduct a specific tactical operation.
29. **S.W.A.T.:** An acronym for Special Weapons and Tactics. It is compatible with the acronym, ERT, for purposes of designation.

C. General Policy:

1. Overall Management:

A. ERT Members: Members of the police Department who have relatives or close personal associates involved as subjects of an incident shall have no official participation in the police response to that incident.

- (1) If on-duty and at scene, members should be kept in a nearby location so they are available to command personnel for intelligence or other appropriate reasons.
- (2) If off-duty, they shall be permitted inside the perimeters or elsewhere only with the ERT Commander's permission. Their position as a member of the Police Department does not ensure authorization for them to take part or be on the scene.

B. Other responders: The ERT Commander has total authority to manage the police response to the incident and ensure that the overall responsibility and duty of the police is carried out.

- (1) It is the ERT Commander's responsibility to maintain control of the situation and to regulate access to the scene. All responders must be appropriately advised of their role in order to prevent any escalation of the problem.
- (2) Once a situation has been isolated and contained and/or the ERT Commander is on scene, ~ members shall not become involved in a high-risk incident or special emergency situation unless specifically assigned to that situation.
- (3) Personnel whose presence or services are no longer required shall be debriefed and must disengage from the situation in an appropriate manner.

C. "Creeping In" or "Touching" Phenomenon: In high-risk incidents **and** special emergencies, it is a common occurrence for persons involved or in | close proximity to such an incident to want to "be where the action is," to "see for themselves" or to have more than a casual connection with the incident.

- (1) This phenomenon also causes Commanders to gravitate toward the scene of the incident, rather than remain at the command post, etc.
- (2) Commanders must be especially watchful for the development of this phenomenon and realize that it is basically a relaxation of the tight control that must be exercised and maintained throughout the incident.

D. Conditions of Assistance To Outside Agencies:

1. The Police Department will assist requesting agencies by offering their services within the limits of the Department policy, procedure and regulations.

2. In response to such requests, the Police Chief may decide to what degree he is willing to commit the resources of the Department.
 - a If the Police Department receives a request for assistance from another agency, a member shall be assigned to proceed to the scene as soon as practical and make contact with the on scene commander. The on-scene member shall advise the ERT Commander, who shall evaluate the request and recommend the scope of Police Department assistance.
 - b The ERT Commander shall evaluate the situation and clearly explain what the Police Department is offering in response to the outside agency's request and any limitations on that offer.
 - c If the suggested Police Department response is limited to an ERT callout, upon activation of the ERT, sufficient Department personnel shall be assigned to the incident to fulfill the investigative and intelligence functions required by the ERT.
 - d The ERT Commander shall decide any issues concerning the use of Police personnel.
 - e In situations where the ERT has been requested to respond, the team will deploy only when the following conditions exist:
 1. There is a single identified Officer in charge.
 2. There is an identified Command Post where the on-scene commander/supervisor can be found at all times.
 3. There is a communications system set up at the Command Post for both agencies.
 4. When more than two agencies are involved, these conditions are in effect for each agency.

E. Media Relations:

- (1). Incidents of this nature are particularly attractive to the news media.
 - a Depending on the situation, it could become the focus of national or even international attention.
 - b The media has a right and obligation to report such matters.
- (2). Media representatives shall be permitted to do their job within the limits of maintaining the safety of everyone involved, and without hindering those responsible for managing the situation.
 - a. This shall require mutual cooperation.
 1. The best way to avoid problems in this area is to develop an atmosphere of mutual trust with local media representatives.
 2. Meetings should be arranged by the Police Chief's designee and appropriate command personnel and contacts developed.
- (3). The media cannot be totally excluded from any situation.
 - a. To attempt to do so would only force them to seek alternate means of gathering information, often resulting in inaccurate coverage of the incident.

- (4).** Attempts should be made to develop a mutually agreeable set of guidelines for each party to follow. Some points to consider in these guidelines are:
- a.** A separate area (away from the command post) for the use of the media shall be included in any Response Plan or Command Post operation.
 - 1.** Ensure appropriate facilities are available or permitted to be provided by the media.
 - b.** In appropriate incidents, a member of the Police Department shall be designated as a Media Representative.
 - 1.** This representative should have access to as much information about the incident as possible and should act as a rumor control center.
 - 2.** As much information as possible, within the limits of safety and operational considerations should be provided to the media in as timely a manner as possible.
 - 3.** Briefings should take place, which identify specific areas where restraint in reporting should be followed.
 - c.** The media shall be strongly requested to refrain from direct contact with the actors, hostages, etc. They should realize that this type of contact violates the containment concept, which may endanger lives, adding a new dimension to the problems to be resolved.
 - d.** The media shall not be given access to police strategy or tactics during the incident and shall be restricted from specified areas such as: Command Post, Staging Area, Evacuation Area, etc.
 - e.** If the incident is one in which media attention creates an aggravated situation, that situation shall be explained and further restraint shall be required.
 - f.** Some incidents are "staged" for the express purpose of gaining media attention. In those cases, Media Representatives shall work with command personnel to determine the extent of media involvement.
 - 1.** The actual use of media representatives as part of the police response is a decision of the ERT Commander, who must reach an agreement with the appropriate media personnel.
 - g.** Some understanding should be reached about the use of media equipment to aid the police in their intelligence efforts. t
 - 1.** This concept applies to the need for developing a rapport with individual media personnel who may also be an excellent source of intelligence information.

Chapter II: ERT General Policy:

A. The purpose of the Emergency Response Team:

The Emergency Response Team (ERT) has been formed by the Police Department to provide the Department with an additional means of dealing with high-risk, special emergency or other unusual situations where special training in communication, tactics, and the use of special equipment is desirable. The ERT provides specially trained and equipped personnel who are able to respond in a prepared and organized manner to requests for assistance from any officer, bureau, or agency.

B. Organization:

The ERT consists of an ERT Commander, a Negotiation Section, and a Tactical Section. When necessary, acting Team Commander may be designated by the Police Chief.

1. The Negotiation Section consists of a number of Negotiators. The ERT Commander will determine the number of negotiators at a scene.
 - a. The negotiation Section is supervised by the ERT Supervisor designated by the ERT Commander.
2. The tactical Section consists of the members of the Emergency Response Team. The unit can be broken down into sub-teams as necessary.
 - a. Each Team is supervised by a Team leader as designated by the ERT Supervisor.
3. **ERT Chain of Command:** Since the ERT is incident-specific, it has a unique command structure which deviates from normal operations.
 - a. The following members all maintain a place in the ERT chain of command:
 - (1) Chief of Police.
 - (2) ERT Commander.
 - (3) ERT Supervisor.
 - (4) ERT Team Leader.
 - (5) Negotiations Unit member, Tactical Team member.
 - b. The latter four listings have their authority contained in their position within the Team structure rather than in their rank.

C. General Policy:

The Police Department Emergency Response Team is a part-time entity. The entire Team consists of members from various patrol and supervisory positions throughout the Department.

1. In order for this unit to be effective, there must be mutual cooperation between all Department officers and supervision.
 - a. The administration of the Team will be the responsibility of the ERT Commander.

2. Once activated, the Team is placed at the disposal of the ERT Commander or such designee in charge of the incident.

a. In such cases, control of the Team is limited according to this directive.

b. Even though Team members only serve on a part-time basis, any involvement that relates to their ERT status shall be administered as if they were a full-time unit under the joint direction and control of the ERT Commander.

D. The ERT Role in Emergency Operations:

The ERT is intended to be used in an incident-specified support and assistance role.

1. The ERT will perform its mission under the broad mission concept.

a. When the situation is resolved it will formally disengage from the operation, reorganize, debrief and critique, deactivate and depart the scene.

b. Team members will not take possession of evidence or conduct investigation Interviews outside of their assigned mission.

c. If a particular item of evidence or interview of a witness is important to the support of the ERT operation, an ERT member will advise an appropriate investigator from the requesting agency and request that it be obtained for possible future use.

d. The appropriate Department report(s) will be submitted by a designated ERT member(s), so that the ERT operation is documented.

2. **Broad Mission Concept:** This means that the ERT is assigned to an operational objective, e.g., to negotiate the release of a hostage, to arrest the subject, etc.

a. Although the ERT Commander directs the response to the incident, and the ERT has become a part of the agency's capability, the ERT Commander is limited by the broad; mission concept to providing the ERT with a goal to accomplish, not directing the means or method to accomplish it.

b. The ERT Supervisor is responsible for:

1. Assigning the operational objectives to the ERT Team Leader.

2. Assisting with the formulation of an operational plan with the Team Leader. |

c. The Team Leader is responsible for Unit operation and the manner in which missions are carried out.

1. They request any additional assistance.

2. They prepare the Team for action.

3. They forward input from Team members to the ERT Supervisor.

E. ERT Team Files:

The Team Supervisor and Team Leader of the Police Department ERT shall maintain confidential files concerning all phases of the ERT program.

1. Individual files will be maintained for members of the ERT, which will be maintained along with the program files.
2. Access to these files will be considered CONFIDENTIAL. Permission to access these files will be done through the Police Chief.

Chapter III: Response.

A. Initial Response:

1. The actions of the first officer(s) on the scene can determine the course of all that follows.
 - a. They must act quickly and effectively to stabilize and contain the situation.
 - b. They must take steps to assume command and to obtain assistance in managing the situation or prolonging it in order to have the time necessary to recall and use proven I principles.
 - c. The protection and preservation of human life is the primary consideration. This applies to all persons involved in any manner.
1. Unless someone is actually about to be killed or seriously injured, hasty, aggressive acts or reactions can have negative results.
2. Care must be taken not to escalate any situation into a high-risk category.
- d. Arrest of the criminal or the apprehension of actors is a secondary consideration.

B. Containment and Isolation:

1. Success in managing these incidents is the result of planning, organization, deliberate direction, control, and coordination of all available resources.
2. There are certain phases to most incidents of this type that should be identified and controlled as part of the police response. They are:
 - a Immediate action.
 - b Isolation.
 - c Containment.
 - d Evacuation.
 - e Planning.
 - f Negotiation.
 - g Resolution.
3. Each phase should be considered and developed as necessary to effectively deal with the situation.
 - a. During each of these phases, appropriate procedures shall take place to ensure an orderly and efficient response to the incident.
4. The following information addresses these phases:
 - a. IMMEDIATE ACTION: What responding members must do at the outset of the involvement for the protection of life and property.
 1. This phase might involve the employment of cover and concealment to avoid gunfire or detection, evacuation of others from immediate danger, or other appropriate response. |

2. It also involves communication of the circumstances to proper authority and requests for assistance once it is safe to do so.
 3. Responding units shall be advised of any unsafe access routes and/or other locations near the scene that must be avoided.
 4. The officer(s), whenever possible, should attempt to stabilize the situation and prevent it from escalating.
- b. ISOLATION: What the initial responding officer(s) should attempt in order to restrict unnecessary personnel access to any area where they may be placed in danger or would be in a position to interfere with the management of the situation.
1. This may involve denying the subject(s) a line of communication to anyone other than the police or those approved as part of the police response.
 2. At this stage a single person must assume command of the incident.
 3. The officer(s) at this point need to exercise care and act in a calm and deliberate manner.
- c. CONTAINMENT: What must be done to prevent escape or relocation by the suspect(s) and stabilize the situation to the point that the suspect(s) is unable to expand their area of control.
1. In cases where the threat is not a person but is a circumstantial condition, this phase involves taking measures to prevent the threat from spreading.
 2. It includes establishing an inner perimeter.
 3. The principle of "invisible containment" should be employed to the greatest extent possible. (a). This means that all police personnel and equipment should be out of sight of the suspect as much as possible.
 4. This phase allows for a "cool down period" and to use the time for tactical advantage.
 5. It permits more accurate assessment of the threat.
 6. A Command Post must also be established and its location made known to all responding personnel.
 7. Containment shall continue until the situation is resolved.
- d. EVACUATION: What must be done to remove persons not a part of the law enforcement response as rapidly as possible from within the established perimeters.
1. Evacuation should begin from the place of highest risk and progress outward.
 2. It will sometimes be inadvisable or impossible to totally remove persons due to gunfire, etc. In those cases evacuation could possibly involve movement over relatively short distances to places of greater safety, or merely providing instructions to use whatever cover is available and remain in place until instructed otherwise.
- e. PLANNING: The phase in which a more in-depth situational analysis takes place.

1. In preplanned incidents, the planning phase is a proactive response, which is carefully expanded prior to actually placing the plan into action.
 2. Investigation and intelligence Officers, in numbers sufficient to address the incident, should be clearly designated.
 3. An emergency plan should receive priority so immediate action can be taken with on-hand resources if it becomes necessary to do so.
 4. The ERT Commander and ERT Supervisor who identify the goals and objectives of any planning should develop an overall strategy.
 5. This phase also involves the formation of a deliberate Tactical Plan, which must encompass all aspects of the situation including the investigative and intelligence efforts.
- f. NEGOTIATIONS: A negotiated resolution is the preferred solution. Negotiation must be pursued with reasonable determination in order to bring about a safe conclusion.
1. Any appropriate situation, which cannot immediately be resolved by a demand to the suspect(s) to cease their criminal activity and submit to arrest, will result in the implementation of this phase.
 2. In order to implement this phase, an initial contact must be made.
 3. Negotiations may be formal or informal, conducted either personally between a member of this Department and the suspect(s) or by designated personnel on either side.
 4. The objective of this phase is to reduce the probability that any person will be exposed to death or serious bodily injury.
 5. The initial responding member(s) may find themselves informally involved within moments of their arrival. Other members may become involved or the negotiations unit of the ERT could be activated to engage in a full-scale formal negotiation effort.
- g. RESOLUTION: The conclusion of situation through negotiation, tactical, or other means.
5. TACTICAL USE OF TIME: In most situations, once a situation is isolated and contained, time is the ally of the police response.
- a. Time, as a tangible asset, should be exploited and made part of the law enforcement strategy and tactics.
 - b. Simply allowing time to pass while the situation is not getting worse, or while other action is being planned or is taking place to resolve the situation, is an acceptable means of dealing with the situation.
 - c. Time allows for the development of strategy and tactics.

- d. The deliberate use of time by the police demonstrates that they are not acting hastily or without planning.
- e. It is important not to allow time itself to put pressure on the strategy; situational commanders should not set deadlines for themselves.
- f. In situations involving suspects, time forces them to consider their biological needs and gives them a face-saving reason for surrender.
- g. In past situations of this nature, other police departments found that nearly eighty percent of long-term situations were resolved for the simple reason that the suspect(s) fell asleep.
- h. While time permits planning more efficient strategies, it also creates its own problems.
 - 1. Public and private inconveniences may be aggravated and result in pressure to reach a hasty conclusion.
 - 2. In crowd situations it allows for the emergence of a leader and the formation of the crowd into a mob.¹¹
 - 3. The same biological needs that are evidenced by a suspect are also present in the police and others who are involved, and this becomes another element to manage. The use of time, therefore, is not a luxury that is always available.
- i. Time, like any other tactical option, must be considered and managed with the overall goal of achieving a quality resolution.

6. INTELLIGENCE: The timely obtaining, recording, evaluating, disseminating, and coordinating of accurate and pertinent information is vital to the success of the operation. Intelligence must be gathered continuously, and constantly refined. The more extensive the intelligence, the more likely there will be a desirable solution.

- a. Commanders at these types of incidents should assign Investigative Unit officers to work in their assigned capacity for the needs of the operation or should assign as many other members as necessary to ensure that the intelligence needs of the operation are met.
- b. Any reasonable and appropriate source should be purposefully identified and explored for intelligence value.
- c. Any information, which is available about an incident or the person(s) involved, may become good intelligence material. Any Department member who has such information shall report it to the ERT Commander for evaluation and use.

7. MOBILE SITUATIONS: Sometimes a situation is encountered which is moving from place to place. Examples of this are: a hostage situation, where the hostage taker is transporting a hostage from a point of capture to an intended point of escape; a bank robbery suspect who is fleeing from police units at high speeds and may be firing a weapon at them; a hazardous substance leaking from a moving truck, etc.

- a. Every effort must be made to prevent a static situation from becoming mobile.
- b. Allowing it to do so defeats the isolation and containment concept.

- c. Once a situation "goes mobile," there is very little, if any control over the circumstances by law enforcement authorities.
- d. Mobile situations are clearly the most difficult to manage.
- e. If the police agency initially becomes involved when the situation has already gone mobile, an all-out effort must be mounted to gain control.
- f. Once the person(s) responsible for committing the crime or creating the situation moves away from that location, it must be controlled and the appropriate response taken.
- g. This type of situation could easily develop into one where multiple sites are being managed.
 - 1. The total situation could require a multi-agency response.
 - 2. In those types of situations, a person in the command structure of each involved agency must coordinate with; their counterpart from every other involved agency.
 - 3. Once this is done, a primary agency and Officer in Charge should be identified.
- h. PURSUIT IN MOBILE SITUATIONS: Any pursuit, which is evident to the person being pursued, has a great potential to become high-risk to everyone involved in and within the vicinity of the mobile situation.
 - 1. Depending on the circumstances, serious consideration should be given to whether a pursuit should be maintained or if an investigative approach would be appropriate.
 - 2. Pursuit is nothing more than a mobile surveillance designed to end in isolation and containment.
 - 3. If circumstances permit and surveillance can be maintained by other means of observation, e.g., helicopter surveillance, etc., a pursuit may not be necessary.
- i. Obviously, these suggestions work best under ideal conditions, but efforts must be undertaken to deal with the actual circumstances rather than not considering any alternatives to pursuit at all.
- j. Any pursuit initiated must be done within the guidelines of the Police Rules & Regulations governing such pursuits.

8. USING VEHICLES IN OPERATIONS:

- a. Police Department and Municipal Vehicles: If circumstances indicate that there would be a strategic or tactical advantage to using Township vehicles other than those assigned to or being used by members committed to the incident, Incident commanders responsible for the management of the incident shall be authorized to request such vehicles on an emergency basis.
 - 1. If the vehicle requested is a Police Vehicle, authorization is hereby given for its use and those having possession of the requested vehicle shall make every effort to provide it as quickly as possible.
- b. Other Vehicles: If circumstances indicate that there would be a strategic or tactical advantage to using vehicles or types of vehicles which are not in the Department fleet, Incident commanders responsible for the management of the incident are authorized to acquire the use of such vehicles to be used as necessary for the conduct of the police response. In addition, the ERT Command personnel are authorized to obtain such vehicles as may be suited to their particular needs within the police response.

1. Such vehicles may be leased, rented, borrowed or obtained in whatever manner is necessary, in conformance with current laws and existing Department regulations.

C. The Emergency Plan:

Immediately after a situation is isolated and contained, and an ERT Commander is in control, and Emergency Plan must be developed.

1. This is a plan to react to the situation if it suddenly begins to get out of control.
 - a. It is a plan to regain control.
 - b. The plan must involve whatever resources are available at the time it is devised, not what is expected to be available in the future.
2. The Emergency Plan must be upgraded continuously as new resources become available, and become more viable.
 - a. If the services of special Teams are available, those special Teams will have the development of an Emergency Plan as top priority.
3. The Emergency Plan is an option that is always available while more precise planning takes place.
4. If possible, one person should be designated as the emergency planner and should have no other function except to place the plan into action upon orders of the ERT Commander.

D. Special Units:

1. It is the ERT Commander's responsibility to prepare for any eventuality that can reasonably be foreseen.
 - a. Requesting ERT assistance is one factor that should receive deliberate attention.
 - b. There are certain criteria that must be met before a callout should be requested or will be approved.
 - c. In situations meeting the criteria, requesting the activation of the ERT shall be at the discretion of the ERT Commander.
2. A common problem encountered by established teams throughout the country is that they are often perceived to be used only as a last resort.
 - a. The ERT's ability to contribute to the isolation, containment and planning phases of an incident is often overlooked.
 - b. Only their negotiation or tactical assault capabilities are considered.
 - b. This results in unnecessary delay in requesting a callout.

1. Often, a request for ERT activation is not made until a point has been reached in the development of the incident that has gone beyond the appropriate time for team involvement.

E. Negotiations:

A negotiated resolution is the preferred solution. Negotiation must be pursued with reasonable determination in order to bring about a safe conclusion.

1. Any appropriate situation that cannot immediately be resolved by a demand to the suspect(s) to cease their criminal activity, and submit to arrest, will result in the implementation of this phase.

- a. In order to implement this phase, an initial contact must be made.
- b. Negotiations may be formal or informal, conducted either personally between a member of this Department and the suspect(s) or by designated personnel on either side.
- c. The objective of this phase is to reduce the probability that any person will be exposed to death or serious bodily injury.
- d. The initial responding member(s) may find themselves informally involved within moments of their arrival; other members may become involved or the negotiations unit of the ERT could be activated to engage in a full-scale formal negotiation effort.

2. THE NEGOTIATOR/ ERT COMMANDER: A rule which may not be broken by members of the Police Department who find themselves in the position of becoming a Negotiator or Commander in a high-risk or special emergency situation where negotiation is necessary is: A NEGOTIATOR MAY NOT COMMAND, A COMMANDER MAY NOT NEGOTIATE.

- a. The negotiator: a trained negotiator should conduct all police tactical negotiation.
- b. When dealing with the subject, the negotiator may only act as a channel to notify the Commander of the demands of the subjects and to relay the decisions of the Commander back to the subject. When dealing with their police associates, they may only recommend a course of action.

c. They are not an arbitrator.

d. They have an objective and position which cannot change; further criminal activity, must cease. The suspect must submit to arrest. The situation must not get worse.

2(a). A trained negotiator possesses knowledge and skills of psychological theory, intervention techniques, and communication skills and tactics.

2(b). In addition, the Negotiator acts as one of the primary sources of intelligence for the ERT Commander and for any special units, which have been, assigned a tactical responsibility. In turn, the Negotiator receives intelligence from the ERT Commander and special units, which enable them to function more effectively.

2(c). THE COMMANDER: Any person in a command position within the designated chain of command, including the ERT Commander, shall not become involved in and negotiation. If a commander becomes a Negotiator, they must no longer have command authority and someone else must formally assume command. The only person who may make a decision concerning a negotiation point is the ERT Commander.

3. HOSTAGE SITUATIONS:

- a. The term "hostage" should never be spoken by anyone involved in the response.
 - b. Doing so places a unique identification on an otherwise ordinary victim of crime.
 - c. The person(s) held under these circumstances should be referred to by their name(s) or as "the victim," etc.
 - d. The suspect may not have thought of a hostage as such. Once they identify the victim as hostage, the victim is depersonalized and used as a tool against the police.
 - e. Even if the suspect refers to the victim as a hostage, all law enforcement personnel should attempt to humanize the victim and avoid any impersonal references to them.
- 3b. Hostage(s), in and of himself or herself, have no value to the suspect.
- 1. If the hostage were able to give the criminal what they wanted, they probably would do so and end the incident.
 - 2. They are only a tool used by the criminal to get what they want from the authorities.
 - 3. Anything the criminal does, or threatens to do to the hostage is designed to get a response from authorities.
 - 4. If a small demand is met, a larger demand will follow.
 - 5. Sooner or later impossible demands will follow.
 - 6. If the value of a hostage has been reinforced in the mind of the criminal, the criminal is more likely to harm the hostage to win their point against the wishes of the police.
- 3c. The law enforcement response to a hostage situation must be to manipulate the will of the criminal and minimize the importance of the hostage to the criminal.
- 1. The criminal will attempt to place responsibility for the hostage on others.
 - 2. All authorities must understand that the more the hostage is ignored, the less value the victim will have to the criminal.
 - 3. The criminal may begin to feel that the hostage is a liability and not an asset.
 - 4. A law enforcement reaction to every threat or action against the hostage only increases their importance in the mind of a criminal.

4. NEGOTIATION POINTS:

- a. Non-negotiable Demands: The following demands, which might be made by a hostage taker, may not be met under any circumstances. The Negotiator may discuss these demands with the subject in order to take advantage of the negotiating opportunity, but a Commander SHALL NOT agree to the demand:

1. Weapons or ammunition of any kind.
2. Additional hostages.
3. Exchange or substitution of hostages.
4. Controlled substances, except by prescription.
5. Release of inmates from jail.

4b. OTHER DEMANDS: Other demands may be evaluated and decided upon according to the circumstances.

5. THE TEN COMMANDMENTS OF NEGOTIATION: There are generally considered to be "Ten Commandments" of police tactical negotiation. There is no intent to explore each of these areas fully. Before any of these points can be put into practice, the negotiation will not be as effective because no pressure can be applied which will create a need on the part of the subject.

- a. Be conscious of both verbal and non-verbal language.
- b. Listen actively and deliberately.
- c. Avoid meeting deadlines. (1) Work through them, both yours and the subject's, or ignore them. (2) Break off contact and force the subject to make the choice.
- d. Give hostages only the minimum attention necessary; do not increase their importance to the hostage taker.
- e. Give nothing unless you receive something in return. (1) Don't volunteer anything. (2) Don't give anything up easily, make the subject earn it.
- f. A demand known to be prohibited by the Department may be discussed from a negotiation viewpoint; from a command viewpoint it is not negotiable.
- g. Be honest and keep promises. (1) If you can avoid it, do not lie. (2) You may have to negotiate with this person again.
- h. Do your own negotiating. (1) Be wary of civilian or "professional" negotiators actually talking with the subject or doing the negotiation.
- i. Do not violate Department rules regarding face-to-face negotiations. (1) See rules for face-to-face negotiation below.
- j. Maintain the general impression that you are an instrument for helping rather than hurting the subject. (1) Avoid being manipulated and be prepared to be authoritative. (2) If necessary, let the subject know that you can hurt them as well as help them.

6. FACE-TO-FACE NEGOTIATION: Face-to-face negotiation can be an extremely dangerous situation. It is difficult to control even in the best of circumstances and experience has proven that face-to-face negotiation is usually no more successful than negotiation by telephone, it just takes longer to accomplish.

a. The following rules MAY NOT be broken under any circumstances when negotiating face-to-face:

1. The ERT Commander must authorize face-to-face negotiation.
2. A promise must be received from the suspect(s) that the negotiator will not be harmed.
3. There may be no more than one suspect at a time being negotiated face-to-face with.
4. The negotiator shall always wear body armor.11

5. Face to-face negotiating may not take place with a suspect who is holding a weapon.
6. The suspect shall keep their hands in view at all time during the negotiation.
7. The negotiator shall not move within arm's reach of the suspect.
8. Tactical cover shall be provided for the negotiator at all times.
9. The negotiator shall always have an escape route available.
10. The negotiator should not turn their back on the suspect at any time.
11. Prior to negotiation: (1) A full physical and clothing description shall be obtained of~ the suspect. (2) A full physical and clothing description of the negotiator shall be given to111 the suspect.

7. RELEASED HOSTAGES: In order to gain investigative and intelligence information and to ensure that a suspect has not masqueraded as a hostage, all freed hostages, whether they were released or escaped, must be taken into custody, interviewed and debriefed.

- a. They must be offered transportation to a hospital or physician, even if there are no~ apparent physical injuries, and offered advice about contacting a therapist.ti
- b. They must be given an opportunity to telephone family, friends, or associates prior to being released from police control.
- c. It is a command decision when to release a subject from police control. (1) Often, a relationship develops between the suspect and hostages that causes the hostage to identify with and defend the suspect. If such a person is released from police control before the incident is resolved, they could severely aggravate the situation.
- d. If the decision is made to release the subject from police control, and if their speaking to the media would interfere with the police response, they should be so advised and discouraged from speaking to the media.

E. Counteraction:

1. USE OF FORCE TO RESOLVE THE SITUATION: Many high-risk incidents and special emergencies are the result of a specific person posing a threat to human life, health, or property. Most of these types of incidents which police encounter are the barricaded gunman or hostage situations.

- a. A traditional police response has been to meet force with force. (1) The use of force is always a non-reversible act. (2) Once committed, it is often impossible to revert to less forceful means of resolution.
- b. Commanders must anticipate possible changes in the circumstances and be prepared to deal with them before the use of force is employed.
- c. Even if a more considered approach is taken, as time passes there will be increasing pressure to resolve the situation by an application of force.
- d. The use of force as part of the police strategy cannot be discounted but must always be considered a possibility. (1) Accurate intelligence is the greatest asset the Commander has when making a decision regarding the use of force. (2) The decision to use force must be one of matching the appropriate level of force with the level of the threat.
- e. Except to immediately preserve life or avoid serious bodily injury, retain the use of deadly force as a final option.

2. USE OF CHEMICAL AGENTS OR DISTACTING DEVICES: The use of chemical agents or distraction devices is considered to be a less-than-lethal act.

- a. The Police Department uses CS, CN, OC Pepper Spray, and chemical smoke. (1) Chemical agents shall not be dispensed by anyone unless they received previous training in their usage.
- b. The dispensing of a chemical agent is a forceful act, which can have physical and psychological effects upon a person. (1) Once a person begins to feel the physical or psychological effects of the agent, they will react. (2) This reaction must be anticipated and prepared for.
- c. The subject who the chemical agent or distraction device is intended for cannot be the only consideration in the decision to use it. Commanders must consider:
 - (1) The weakest link in those who might be affected by it.
 - (2) The possibility that aged persons, children, persons who are ill or suffering from respiratory problems, etc., might be affected.
 - (3) The undesired possibility of contaminating other areas and the after effects of such area contamination.
 - (4) Cleanup or decontamination may cause problems.
 - (5) All possible precautions must be taken to localize the effects of the chemical agent.
- d. Caution shall be used in deploying pyrotechnic chemical agents and distraction devices as they may cause a fire or explosion.
- e. Whenever a chemical agent or distraction device is considered for use, it must be remembered that physical injury or property damage may result. (1) If circumstances permit, appropriate countermeasures should be on hand prior to the use of the chemical agent or distraction device, i.e. a fire extinguisher at the ready, local Fire Departments on standby, etc.

3. FIREARM SAFETY: High-risk incidents often create an atmosphere that prompts police officers to handle their weapons frequently. In order to ensure firearm safety in these incidents, the following rules SHALL be followed:

- a. Handguns shall be holstered unless there is a reasonable, imminent expectation that the weapon will be fired.
- b. Weapons shall have the safety in the "on" position unless there is a reasonable, imminent expectation that the weapon will be fired.
- c. Except on approval from a supervisory officer, no member may use any firearm or ammunition that is not Department issued, approved, and qualified with.
- d. Members must be alert for and avoid crossfire situations.

4. FIREARM DISCIPLINE: All applicable Department regulations concerning the use of force will be adhered to.

5. TACTICAL RESOLUTION TO RESCUE OR APPREHEND: Once a situation has been isolated and contained, no tactical resolution (except emergency reaction) shall take place, except upon authorization of the ERT Commander.

- a. A tactical resolution is the most dangerous of all options. (1) A tactical resolution should be one of the final options employed. (2) Regardless of the quality of intelligence available beforehand, the actual situation cannot be positively known.

- b. Tactical resolutions shall be conducted only after a deliberate evaluation of the circumstances, and a determination that all other practical means of resolving the situation have been exhausted, or where it is evident that the suspect is about to cause serious bodily injury or death.

G. Phase-Out:

This is the phase during which the on-scene portion of the response comes to an end. This can result either by the surrender of the suspect, a negotiated solution, a tactical solution, or any other circumstances, which bring the risk factor to an end.

This phase also includes the immediate after-action activity, which is necessary to properly document the situation, gather evidence, provide essential information to interested parties, and return the situation to normal.

1. **THE SURRENDER PLAN:** A surrender or apprehension, like any other element of a situation, is a tactical exercise that should be part of the overall strategy. The Surrender Plan is put into operation immediately before and during the surrender or apprehension of suspects and hostages.
 - a. It is not unusual for a suspect(s) and/or hostage(s) to surrender suddenly and place law enforcement authorities in a situation for which they have not prepared. It is vital to have a plan which considers exactly:
 1. When surrender occurs so no one is placed in more danger.
 2. Location of surrender.
 3. How will they be taken into custody.
 4. Who will take them into custody.
 5. What equipment or facilities are needed to restrain, transport, or safeguard them, etc.
 - b. In situations where negotiations have taken place, it is the negotiator's responsibility to coordinate any surrender with the Commander, the surrendering person, and on scene personnel who will take custody.
 1. Suspect(s) or hostage(s) should not surrender unless the process has been worked out, agreed upon, and understood by all concerned.
 2. This is a method of ensuring the safety of the police, the subject(s), and others who might be involved.
 3. The sudden appearance of persons from within the inner-perimeter without warning: or prior planning is dangerous.
 4. Everyone who is in a position to take part in the surrender or see it take place should understand exactly what will happen and who will be involved in the process.
 - c. Without these precautions, an orderly surrender may be in jeopardy despite the best intentions of everyone involved. (1) The surrender may be aborted or escalate into a more serious confrontation.
 - d. All persons coming into police custody shall be regarded as suspects until proven otherwise.
2. **NON-DEPARTMENTAL RESOURCES:**

In any high-risk or special emergency situation, incident commanders should consider the use of available non-departmental equipment of personnel as part of the Police Department response.

- a. Resources may be available from other agencies, private individuals, or may be found at the scene, and are adaptable to the needs of the situation.
- b. Commanders considering the use of such resources shall thoroughly evaluate the advantages and disadvantages and decide accordingly.
- c. (1) If the decision is in favor of using an unfamiliar resource, a rehearsal of the resource should take place if time allows.

3. FINAL SCENE CLEARANCE:

- a. Release of hostages or the apprehension of suspects by the ERT does not automatically end the police responsibility at the scene. The scene should remain secured by the ERT until all necessary investigative steps have been taken.
- b. Only after the on-scene investigation is over should the scene be released. Often there is more pressure to hurry on this issue than on any other.
- c. The job shall be completed properly without regard to time limitations.

H. Debriefing & Critique:

Every high-risk incident or special emergency situation should be critiqued and all involved personnel should be debriefed.

1. The debriefing, which is an investigation procedure, should take place by supervisors as soon as possible after resolution of the incident.
2. The purpose of the critique is evaluation.
 - a. Good procedures and performances should be commended and reinforced.
 - b. Poor procedures and performances should be identified and discussed for the purpose of elimination or improvement.
 - c. Only persons involved in the situation or who have a legitimate purpose should be permitted to participate in the critiques sessions.
3. The critique should be undertaken while the incident is still fresh in the participant's minds.
 - a. It should be under the control of some high-level command person who was not involved.
 - b. In order to have a meaningful exchange of information, the critique should be conducted without regard for the rank of the persons participating.
 - c. It should be considered as an invitation for constructive criticism with the goal being to avoid the same mistakes in the future and reinforce the proper procedures.

I. ERT After Action Report:

After termination of the incident or situation, the ERT Supervisor should prepare a narrative After Action Report. This report should be prepared as soon as it becomes practical to do so, and should summarize the situation and actions taken by the ERT.

Chapter IV: Command & Organization.

A. Command:

1. In order to ensure an orderly and efficient progress of efforts to manage the situation, a well-defined command structure is necessary.
 - a. It is necessary to have all involved personnel cognizant of the identity of the ERT Commander.
 - b. Changes in command shall not take place too frequently.
 - c. Once the situation has been stabilized and a command structure has been established, it should remain so unless absolutely necessary to change.
2. CHANGING COMMAND: In order to ensure a clear, defined, on-scene command structure, there must be an orderly change of command procedure.
 - a. The first member on the scene of an incident where no command has been established shall assume command.
 - b. The senior ranking on-scene member of the primary agency should be the Officer-in charge. (1) Nothing in this directive shall be construed to mean that the senior ranking on-scene person **MUST** be the person in command.
 - c. Command may be transferred when:
 1. A senior ranking person assumes command.
 2. Mutual agreement between the persons changing command.
 - d. Whenever there is a command change, the involved personnel shall record the time and they shall formally affirm in writing that a change has taken place. e. All affected personnel shall be notified of the change as expeditiously as possible.
3. STRATEGY AND TACTICS: The ERT Commander and Supervisor are responsible for developing an overall strategy with the Team Leader(s).
 - a. Within that strategy the Commander shall include different tactical options.
 - b. The strategy and tactics should be thoroughly reviewed to determine their appropriateness for the incident.
 - c. Strategy should be discussed in detail to examine its strengths and weaknesses and adjusted accordingly.
4. REHEARSAL: All strategy and tactics which are capable of being rehearsed and practiced as many times as necessary or possible.
 - a. Rehearsals allow training and ideas to be put into practice under similar circumstances to those that will be encountered in the actual situation.
 1. The result of this is a higher degree of probability that the strategy and plans are valid and can be used to bring about an acceptable resolution to the situation.
 2. Rehearsal are especially important when the plan involves the use of unfamiliar equipment or when

personnel who are responsible for carrying out the plan may be unfamiliar with one another or the planned tactics.

- b. The personnel who will carry out the plan using the actual equipment proposed in the plan should conduct rehearsals.
 - 1. Details and circumstances should be duplicated as closely as possible to make practice valid and realistic.
 - 2. Serious rehearsals decrease anxiety levels of members assigned to the incident by building confidence in the plan.
- c. Rehearsals often identify new approaches to the problem, which might not have been considered previously, improving the overall strategy of the plan.
- d. Nearly any proposal can be rehearsed in some manner.

It may only involve a verbal critique of the proposed plan.

B. Perimeters:

- 1. PERIMETER CONSIDERATIONS - GENERAL: Since perimeter configurations are subject to change at any time according to the circumstances, personnel assigned to the maintenance of a perimeter should be:
 - a. Provided with maps if possible, which note access and exit routes, checkpoint locations, and personnel assignments.
 - b. Provided with information about the command structure and the communications network.
 - c. Provided with information about who is authorized within the perimeters.
 - d. Reminded to be alert for intelligence information and the importance of providing timely information to the Command Post for evaluation.
- 2. OUTER PERIMETER: An area, surrounding the inner perimeter, which is as large as necessary to provide a buffer zone within which police operations can be conducted safely and efficiently. This area will also keep the public a safe distance away from the incident site, police, and support operations.
 - a. It is characterized by the absence of all possible personnel except police and other authorized personnel. It must be maintained with an accountability of all that enter or leave it.
 - b. The terrain and personnel available to maintain it determine its size, shape, etc.
 - 1. It must be capable of being secured at all times.
 - 2. It should be as small as possible within the necessary safety and operational requirements.
 - 3. Uniformed personnel should maintain the outer perimeter.
 - 4. All assigned personal should be able to communicate with one another and the Command Post.

- c. The only person who can change the configuration, checkpoints, landmarks or personnel assigned to maintain the outer perimeter is the ERT Commander or their designee.
- d. The outer perimeter is subject to "creeping up," especially in cases, which appear to have nothing happening.
 - 1. This takes place with the personnel who are responsible for maintaining the perimeter, as well as with the public behind it.
 - 2. Once it occurs, it is extremely difficult to regain control of lost ground.
 - 3. INNER PERIMETER: An area, as small as safely possible, surrounding the incident site.
 - a. Its purpose is to closely contain involved subjects and to prevent unauthorized access or exit, ensuring strict accountability.
 - b. The terrain, radius of danger, and personnel available to maintain it determine its size, shape, landmarks, checkpoints, and access routes.
 - 1. Any changes in the positioning of personnel on the inner perimeter must be cleared through the ERT Commander.
 - 2. All personnel assigned to maintain the inner perimeter must be able to communicate with one another and the Command Post.
 - c. It is characterized by the absence of all possible persons except the suspects, hostages, if any, and law enforcement and support personnel who have been specifically assigned to enter. Only the minimum number of personnel should be within the inner perimeter and all such law enforcement personnel shall be clearly identifiable.
 - d. The ERT Commander is the only person who may authorize anyone to enter or leave the inner perimeter unless it has been turned over to the control of the ERT Supervisor.
 - 1. Once the ERT Commander acknowledges control of the inner perimeter, only they have authority over who may enter or leave.
 - 2. There are no exceptions to this rule.
- 4. THE KILL ZONE: A "third perimeter," located within the inner perimeter, which the subject controls with their weapon(s). Accurate intelligence is necessary to assess the extent of the kill zone.
 - a. The inner perimeter must always encompass the kill zone.
 - b. Law enforcement personnel responsible for resolving the incident must sometimes work within the kill zone.
 - c. Initially responding officers must leave the kill zone as quickly as possible or risk becoming trapped.

C. The Command Post:

1. Every high-risk situation should have an identifiable Command Post.
 - a. This serves as the field headquarters of the ERT Commander(s).
 - b. It must be operated in a strict and deliberate manner in order to be of value.
2. It should be located in the outer perimeter in a position that provides safe, rapid access and is far enough away from the actual scene to allow Command personnel to remain emotionally detached.
 - a. Placement in the outer perimeter \provides the Command Post with security from the public, the media, hostile action or other elements, which might disrupt orderly operations.
 - b. If the Command Post must be located outside the outer perimeter, it must be provided with a level of security, which is comparable to that within the perimeter.
3. The size of the Command Post depends on the magnitude of the incident.
4. It might be as simple as a patrol car on a side street, a mobile Command Post, or a previously identified, fully equipped and functional office or office complex.
5. It should provide a low stress environment.
6. Depending on the incident, provisions for electricity, telephone, radio, television, computer, intercom, CLEAN terminal, and messenger service should be considered. All facilities, including water, restroom, office, shelter, rest and sleep area, parking, mobile Command Post, etc., should also receive consideration.
7. In large operations, it might include assembly points, briefing and staging areas, equipment storage and issue facilities.,
8. Once the Command Post location is established, the preferred and alternative access routes and the identity of the ERT Commander must be provided to all appropriate personnel.
9. In appropriate circumstances, the Command Post could contain a communications center, a command operations area, a conference area, planning area, and a negotiation area.
10. COMMUNICATIONS CENTER: The communications center is for communications personnel, the On-Scene Commanders and their designees.
11. COMMAND OPERATIONS AREA: The command operations area is for various Commanders of the On-Scene units such as police, fire, ERT Commander, ERT Supervisor, and Team Leader.
12. CONFERENCE AREA: The conference area is provided for investigative and intelligence briefings/debriefings, media releases, operational announcements, etc.
13. PLANNING AREA: The planning area is reserved for use by top level Commanders and Managers only, and is intended to be a solitary retreat from the command operations room to provide a place for calm and uninterrupted planning or consideration.

14. NEGOTIATION AREA: The negotiator's area is provided as a base of operations for the negotiators. A remote speaker to the command operations room should be provided for direct monitoring of negotiations at that location.

15. It is recommended that Command Post exercises be planned and rehearsed to identify and correct problems, which might be encountered in actual situations.

D. Communication: In any high-risk or special emergency situation, reliable effective communication is of vital importance.

1. POLICE RADIO: A single radio talk group should be selected and dedicated as the command talk group for the incident.

a. The command talk group is the talk group used by the ERT Commander for general radio communications.

b. All involved personnel should be advised of the talk group being used.

c. Appropriate arrangements should be made to have the majority of radio equipped personnel use the command talk group.

1. In multi-agency situations, it may be necessary to have those agencies which are not compatible within the command talk group, to set up a manned radio base station at the command post so that radio communication can cross agency lines.

d. In order to avoid confusion, or to limit transmissions from the command talk group, especially where certain traffic is confidential or of no general consequence, secondary talk group may be used.

e. Members using a police radio during high-risk or special emergency situations shall call or refer to other members by their badge number.

f. Except for the most basic and commonly used Northampton County "Ten-codes," plain language shall be used.

1. To avoid any misunderstanding, all orders shall be transmitted twice and confirmed by repetition. This is done only when possible, or practical.

2. OTHER COMMUNICATION METHODS: Any other methods of communication can be utilized.

Chapter V: Utilization of the Emergency Response Team.

A. Uses for the Emergency Response Team:

The following are situations in which members of the ERT can perform their specialized functions:

1. The containment and arrest of armed or barricaded suspects.
2. Hostage negotiation.
3. Civil disorder, crowd control, or riot control.
4. Law enforcement negotiation (police tactical negotiation- i.e. threatened suicides, etc.).
5. High-risk warrant service.
6. High-risk surveillance (stakeouts).
7. High-risk escort services (nuclear, hazardous or toxic materials).
8. High-risk prisoner transportation & security.
9. Unusual search and rescue situations.
10. Ceremonies.
11. Team demonstrations.
12. Training.
13. Executive and dignitary protection.
14. Raids with high-risk potential (e.g. clandestine drug-labs, etc.).
15. Special event security.
16. Disaster security.
17. Hazardous materials accident security.
18. Fugitive and lost persons search.
19. Any situation that requires a rapid deployment of specially trained & equipped officers to aid, assist, control, or contain it.
20. Any other situation where the application of the Emergency Response Team's special equipment, skills, training, etc., would benefit other personnel or citizens.

B. Emergency Response Team Notification Information:

1. TEAM LEADER RESPONSIBILITY: Team leaders are responsible for maintaining close contact with members of their Team concerning their availability to perform ERT functions.

C. In-Progress Incidents:

1. ERT Activation: The ERT Unit is trained and organized to respond as a team.
 - a. The Team, as a Unit, provides: Negotiation, sniper, assault, and intelligence capabilities as the primary contribution to high-risk incidents.
 - b. Team members are also trained in situation, behavioral, and conversational analysis and management. This makes each member a valuable resource for command personnel, concerning the management of such an incident.

2. ERT NEGOTIATION UNIT: The ERT Negotiation Unit members have been trained to act as a unit.

- a. A Negotiation Unit response shall consist of at least two negotiators when possible.
- b. They possess the knowledge and skills in psychological theory, intervention techniques, communication skills, and tactics.
- c. If the situation involves another officer acting as a negotiator, it is advisable to use a Negotiation Unit member in a coach, advice, and support role.

3. RESPONSE: The circumstances of the situation shall determine the operational makeup of the Team and the assignment of its members.

- a. The entire or partial Team may be activated at the discretion of the Team Commander and/or Supervisor.

4. RESPONSE INSTRUCTIONS AND ASSEMBLY POINT: When the Team is activated, the approving authority shall designate a Team assembly point or other response instructions.

- a. All activated Team members shall be advised of the assembly point or other instructions and shall proceed by the most rapid and direct route possible.
- b. They shall remain at that location or carry out the instructions, unless directed otherwise by the appropriate Team Leaders.
- c. If appropriate, a member of the requesting Bureau or Agency shall be stationed at the assembly point to direct the Team to the Command Post.
- d. Once assembled, the Team shall report to the Officer-in-Charge as a unit to await an assignment.

5. CALL-OUT CRITERIA:

The ERT shall be activated immediately for incidents involving barricaded suspects or hostage situations.

- a. For other in-progress incidents, the criteria for call-out are more flexible and subject to the decision at the requestor's level. Call-out criteria in those instances are:
 1. It meets the definition of a high-risk incident.
 2. Normal patrol efforts or capabilities have been examined and a need for special assistance exists or would substantially improve the patrol response.

3. The mission to be accomplished is an appropriate ERT function according to these guidelines.

6. CALL-OUT AUTHORITY:

The authority to activate the ERT is vested in different persons, depending upon the circumstances of the situation. Police Department personnel who may authorize a Team call-out are:

- a. Officer-in-charge at incident.
- b. Patrol supervisor.
- c. ERT Team Leader.
- d. ERT Supervisor.
- e. ERT Commander.
- f. Higher authority.

7. CALL-OUT PROCEDURE:

If the criteria for a call-out are met, the highest-ranking readily available officer on duty shall ensure contact with the ERT Commander or Supervisor and request the activation of the Emergency Response Team.

- a. Once contacted, the ERT Commander may:

- (1). Activate the Team.
- (2). Order that Team members be placed on official standby status.
- (3). Delay the decision pending receipt of additional information.

- b. Regardless of the decision of the ERT Supervisor, the Team Commander shall immediately be notified of the request and all available information regarding the incident.

- c. The Team Commander may approve, modify, or disapprove the decision of the ERT Supervisor.

- d. If the ERT Commander is not the Chief of Police, but his designee, the Chief shall be notified, by the most expeditious means, of any Team activation.

- e. HIGHER AUTHORITY: The ERT Commander, the Chief of Police, or the Board of Commissioners under the authority of the Police Chief, have the authority to activate the Emergency Response Team at any time and for any reason that he/they deem appropriate.

8. OTHER SITUATIONS: Situations which do not meet call-out criteria, but have an identifiable potential for escalating to that degree, should be brought to the attention of the Team Commander and the Team Supervisor.

- a. Officers may request, through their supervisor to the ERT Commander, Team assistance in any appropriate situation.

- (1). Upon approval of a Team call-out by the S.W.A.T. Team Commander, the Team Supervisor has full authority to activate individual Team members.

(2). The Emergency Response Team Commander has the authority to direct an appropriate Team response to further assess the situation.

D. Pre-Planned Incidents:

1. PRE-PLANNED INCIDENTS: Outside bureaus and agencies may request ERT assistance in pre-planned incidents by forwarding such requests to the ERT Commander.

- a. There are no special identifiable criteria in pre-planned situations where the ERT may have a function except a realistic assessment of the situation by Command personnel that justifies the request.
- b. Requests for ERT assistance in some pre-planned incidents may be handled the same as in-progress incidents for expediency, under special circumstances.
- c. Upon approval of a Team call-out by the ERT Commander, the Team Supervisor has full authority to activate individual Team members.:

2. RAIDS WITH HIGH-RISK POTENTIAL:

a. The ERT may be requested to assist in conducting raids if there is something of special, unusual, or emergency nature which indicates that either entry to the premises, or the suspect's arrest, should be accomplished by the Team actions. At least one of the following criteria must be met as well for activation to be justified:

- (1). There is a history of violence on the part of any person(s) reasonably expected to be present at the raid location.
- (2). There is a history of difficulty in serving warrants at the raid location or on the person(s) named on the warrant.
- (3). There is information that weapons may be encountered.
- (4). The raid location is believed to be fortified in some manner.

b. In these pre-planned situations, it is desirable that sufficient time be allowed to permit the Team to fully plan the mission.

(1). The warrant shall be given to the Team Supervisor with the mission to serve it. (2). Any assistance required by the Team to accomplish the mission, based upon their planning and evaluation, shall be provided to the requestor. (3). Once the mission is accomplished, the location or suspect(s) shall be turned over to requesting personnel for completion of the investigation.

D. Department Support of the Emergency Response Team:

1. Emergency Response Team activation results in the Team providing assistance and support to the requesting party, agency, or bureau. From time to time, the Team may require the assignment of Department or other agency personnel to act in support of an ERT function.

- a. This could include investigative personnel or patrol members to take photographs, gather information and intelligence, personnel to prepare logs, charts, and other written records of negotiations, etc., or any other type of personnel needs that cannot be supplied from within the Team.
- b. Such requests will not be made unless absolutely necessary to the efficient operation of the Emergency Response Team.

- c. Such requests for support shall be made to the ERT Commander who should make every effort to grant the request.

2. INTELLIGENCE NEEDS OF THE ERT: Members of the Emergency Response Team are trained to be acutely aware of the intelligence value of any information, and the requirement that a constant flow of intelligence information is necessary to function efficiently.

- a. The Negotiation and Response Units rely on the exchange of intelligence information between their units to develop their strategies.
- b. The patrol or investigations Supervisor may be requested to provide other Department members for the exclusive purpose of acting as an Intelligence Officer for the ERT.
- c. If such a request is made, every effort should be made to grant the request.

3. USE OF NON-ACTIVATED ERT MEMBERS IN DEPARTMENT OPERATIONS:

A Team member will carry out his normal assigned duties when not activated. In those cases where a Team member is involved in Team activation, arrangements shall be made to have the affected member(s) relieved of their duties. This should occur immediately upon Team activation, or as soon thereafter as practical.

4. EMERGENCY RESPONSE TEAM INTERGRITY: Non-team members shall not be integrated into the Team or used to perform a Team function for which they have not been trained. However, they can be used in direct support roles for Team functions.

5. WORKING IN CONJUNCTION WITH OTHERS: Once the ERT has been activated, and the ERT Commander decides to assign it to a mission where other agency specialized teams or individuals are on scene, if the Commander determines that there is a need to cooperate with those teams/individuals, the Team Supervisor, or the Team Leader will retain the authority to decide whether or not the Team will work in conjunction with others.

- a. There is no prohibition to use other specialized teams/individual(s) in conjunction with, in support of, or to supplement the Emergency Response Team as long as they agree to be under the direction and control of the Police Department ERT Commander or his designee.
- b. This applies in all situations whether the Police Department is the primary agency or not.

F. Emergency Response Team Reports:

- 1. The Team Supervisor or higher ERT command authority shall ensure that all appropriate department reports are completed to document team action.
- 2. LOGS, CHARTS, ETC.: ERT members or others assigned in direct support of ERT operations may be assigned the duty of maintaining a log, situation board, flow chart, notes, training records, etc., of that particular ERT operation.
 - a. When these types of assignments are conducted, they shall be referred to in all reports submitted in conjunction with the operation and then forwarded to the Team Commander for inclusion in the After-action report and the ERT files.

- b. Any assignments conducted resulting in a form that cannot be included in a standard file, such as blackboard charts, etc., shall be photographed prior to destruction and the photograph handled in accordance with this paragraph.

G. Critique & Evaluation:

Immediately after the incident is resolved and the Team members are released by the ERT Commander, all activated Team members shall privately reassemble for a critique and evaluation of the incident.

2. The entire operation, from an ERT point of view, will be openly discussed and critiqued in a candid and constructive manner.

- a. Its scope will be determined by the circumstances.
- b. It may involve only an identification of the highlights for later discussion or it may be much more detailed & involved.
- c. The ERT Commander, Supervisor, Team Leader, or a designee shall control the critique.
- d. Emergency Response Team members will not be deactivated and/or dismissed until the conclusion of the critique.

3. The ERT Commander may require another Team assembly at another time to evaluate the situation in a more thorough and orderly manner. Additional reports may be required from any member at the discretion of the ERT Commander or higher authority.

4. In conjunction with a Task Force operation, the appropriate ERT Commanders may be required by the Task Force Commander to participate in a critique or evaluation of the operation.

Chapter VI: Administrative Provisions:

A. Training:

The Emergency Response Team is a highly skilled & flexible organization with all unit members cross-trained to some degree in most skills concerning their section. Emergency Response Team members need to be thoroughly trained, not only in basic skills, but also in specialized and unique skills that will allow maximum adaptability to each situation or encounter. In order to insure that the members of the Emergency Response Team maintain a high level of proficiency in the skills required of them, it is necessary to provide continuous training.

1. SCHEDULED TRAINING CYCLE: Training will be conducted on a continuous basis. Each training day shall have a written outline & objective.

a. Training will be coordinated between the ERT Commander, Supervisor, and the Team Leader. It may involve training only within the Negotiation Section or Tactical Section, or it may include a combination of both.

(1). The ERT Supervisor and Team Leader are responsible for locating as many different training sites or sources as possible and identifying their usefulness for Team training. Prior to the beginning of training, the final selection and approval of training sites will be made by the Commander.

(2). The ERT Commander will announce training dates as far in advance as possible.

(3). In order to test and improve certain capabilities, it might be necessary to conduct training exercises with little or no advance notice. Appropriate command personnel will be notified in as timely a manner as possible.

(4). With prior approval from appropriate Department command levels, training exercises which involve Police Department personnel other than Emergency Response Team members, or personnel and resources from outside of the Department may be conducted to test the overall department capabilities.

2. UNSCHEDULED TRAINING: Emergency Response Team members shall be notified of unscheduled training through the normal call-out procedure, initiated by the ERT Supervisor or Team Leader.

3. EMERGENCY RESPONSE TEAM TRAINING ATTENDANCE: Call-outs shall not replace a training date.

a. Team members who do not attend training for two consecutive training sessions will not be activated for any actual situation other than Team intelligence gathering functions, until authorized by the ERT Commander.

b. Team members missing three training sessions in a six-month period will not be activated for actual situations until authorized by the ERT Commander.

c. From time to time, mandatory training may be announced. Any member missing mandatory training will not be activated for any actual situation other than Team intelligence gathering functions. When the Team member has received the mandatory training, only then he can be activated with the authorization of the Emergency Response Team Commander.

4. REPORTING OUT-OF-CYCLE TRAINING: Any ERT member that receives any type of training relating to the ERT, other than the normal ERT training, shall make the ERT Supervisor aware of the training.

5. TRAINING RECORDS: Training records will consist of subject material and related dates, locations, instructors, attendance, and any other pertinent information on all ERT members.

a. The ERT Team Leader or Supervisor shall maintain training records and records of qualification with ERT weapons. If requested, a copy shall be submitted to the ERT Commander.

c. A single copy of any written material provided or used during the training shall be kept with the training records of the Emergency Response Team.

B. Weapons Qualification:

1. Qualification courses and minimum standards for weapons skill shall be determined from time to time by the ERT Commander. All such qualification courses or minimum requirements shall be made a part of the ERT files and shall be distributed as necessary to those with an appropriate interest.

a. Each member required to qualify or meet standards will be given sufficient prior notice, preparation time, and training.

b. Any ERT member who fails to meet any of the qualification requirements or minimum standards may be appropriately restricted.

2. QUALIFICATION: Qualification with Emergency Response Team weapons will be conducted semi-annually, or more often if the need becomes apparent.

a. ERT members will still be required to attend the Department semi-annual qualification session for the service pistol.

b. Any member who fails to qualify shall be restricted from participation in any ERT operation, other than training, where the use of the weapons might be necessary, until the qualification criteria is met. ERT members who cannot qualify with ERT weapons within two months may be removed from the Team.

3. USE OF EMERGENCY RESPONSE TEAM WEAPONS: ERT members may practice with Emergency Response Team weapons during off-duty time.

a. Personally supplied ammunition, if approved, may be used.

b. No one, other than an ERT member, may fire an ERT issued weapon, unless approved by the Commander.

C. Transfers:

1. COMMITMENT: The Emergency Response Team is composed of members who made voluntary application for membership, and as such, is considered to be a voluntary assignment of policing.

a. Even though Emergency Response Team membership is voluntary in nature, it requires a time commitment concerning how long individuals are to remain ERT members.

b. There is no maximum time limit concerning how long an Emergency Response Team member may remain as such.

(1). No person has "a right" to be an Emergency Response Team member.

(2). Emergency Response Team integrity and operational reliability are the overriding factors in determining member retention.

3. REPLACEMENT: Any ERT member may make a written request through the ERT chain-of-command to the Chief of Police for removal from the Emergency Response Team.

- a. The ERT Commander shall evaluate such a request for its effect on Team integrity and operational responsibilities.
- b. The ERT Commander will notify the member to what extent the request will be granted.
- c. It is possible that a member's request will not be immediately granted and they will be required to remain as an ERT member until appropriate arrangements can be made for a replacement.
- d. If, for any reason, there is a vacancy in the ERT, either permanently or temporarily, the Police Chief shall make whatever personnel assignments or additions which are necessary to ensure Emergency Response Team integrity and operational reliability.
- e. If an ERT member is engaged in Federal service, i.e. military reserve training, he will not be considered for replacement in the Team, rather, if the service length is longer than one month, he will be restricted from taking part in operations until authorized by the ERT Commander and has taken part in training up-date classes.
- f. If an ERT member engaged in Federal service desires, he may request that another officer be appointed to replace him on the Team if his time of service is longer than one month. The appointment could be temporary or permanent depending on the individual circumstances.

D. Equipment:

The Emergency Response Team is issued specialized equipment according to needs which may be identified from time to time.

1. EQUIPMENT ISSUE: All Emergency Response Team equipment shall be issued through the Team Supervisor or Team Leader.

2. EVALUATION OF EQUIPMENT: The Team Supervisor is responsible for evaluating any equipment, which could assist the ERT in carrying out its functions.

- a. Equipment provided to the Emergency Response Team will be evaluated in training before being used in actual situations.

3. STORAGE AND SECURITY:

Emergency Response Team members are responsible for ensuring appropriate storage and security of any ERT equipment issued to them.

- a. Equipment may be stored at any location, which allows the member the best combination of security and ease of access.

- b. The member should recommend a final decision on the method and location of storage after consultation with the Team Supervisor.
- c. It is not mandatory that storage be in a Department facility, vehicle, or in any single or stationary location.
- d. If storage is in a Department facility or vehicle, the member must have access to the equipment at all times.

4. PERSONAL EQUIPMENT: Items of personally owned equipment may be used by an Emergency Response Team member only with the permission of the Team Supervisor, even if it is a duplicate of Department issued equipment.

5. OTHER EQUIPMENT:

In actual situations, equipment, which has not been evaluated or previously considered, may be available for use.

- a. The Team Commander or Supervisor shall consider the circumstances and decide the feasibility of using such equipment.
- b. Non-Department equipment shall not be used without the consent of the ERT Supervisor, except in cases of emergency.

6. USE OF EQUIPMENT:

- a. The Team Supervisor will determine the type of clothing and items of equipment and supplied that are appropriate for an incident.

7. MAINTENANCE, REPAIR, AND REPLACEMENT OF EQUIPMENT:

- a. Team members shall be responsible for ensuring that all ERT equipment issued to them is maintained properly and is in good repair at all times.
- b. Team members may be assigned to general equipment maintenance duties after a call-out or training has ended.

8. RETURN OF EQUIPMENT:

- a. Any team member, placed on restricted status or suspension, shall immediately return all of their issued Emergency Response Team equipment.
- b. A member restricted according to this directive may be required to turn in designated equipment as a condition of that restriction.
- c. Members leaving the Team shall turn in all equipment issued to them.
- d. All unassigned Emergency Response Team equipment will be stored in an appropriate location
- e. Any equipment in Department possession for the purpose of evaluation by the Team, when not being evaluated by Team members will also be stored with the rest of the Team equipment.

9. WEAPONS AND AMMUNITION:

- a. Only ammunition that is issued by the Department or approved by the Team Commander, shall be used in Emergency Response Team weapons.
- b. ERT weapons issued to Team members may not be modified in any way, including attachment of any type of non-issued material, unless approved by the Team Supervisor.