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STANDARD OPERATING PROCEDURES

SOP# S-010

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SUBJECT: SPECIAL RESPONSE TEAM

INDEX AS: SPECIAL RESPONSE TEAM

EFFECTIVE DATE: 07/10/2007

I. PURPOSE:

To establish procedures, guidelines and composition of the Special Response Team of the Laurens County Sheriff's Department.

II. SCOPE:

The Special Response Team (SRT) is a specially selected and trained group which provides a concentration of resources and expertise at a level that could not be achieved as easily or effectively by conventional operational elements, such as Uniform Patrol or the Criminal Investigations Division. Law Enforcement agencies must have the proper tactical options readily available to them to successfully resolve crisis situations. SRT is necessary to protect lives of innocent citizens and Law Enforcement Officers, as well as suspects. The presence of a highly skilled, highly trained law enforcement tactical unit has been shown to substantially reduce shooting incidents and the risk of injury and loss of life to innocent citizens, law enforcement officers and suspects.

III. SRT COMMANDER

The SRT Commander reports to the Director who is appointed by the Sheriff.

IV MISSION

The mission of the SRT is to save lives. In addition, SRT will assist the Department in accomplishing the goals and objectives and be as responsive to as many requests for their services as possible.

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V. PRIORITIES OF SRT

Recognizing the SRT operations are hazardous and that a successful resolution of an incident may involve the need for decisions that may affect the lives and safety of persons involved, the following is the priority of life during a SRT operation:

- A. Hostages
- B. Citizens/Civilians in the involved area
- C. Law Enforcement Officers
- D. Hostage takers/suspects.

VI. ORGANIZATION AND STAFFING

The Sheriff will appoint a SRT Commander. The SRT commander, with the approval of the Sheriff will appoint an assistant Team Commander. The team is organized as follows:

- A. **Command and Coordination Unit.**
 - 1. Sheriff
 - 2. Major (Chief Deputy)
 - 3. SRT Commander
 - 4. Assistant Team Commander
 - 5. Team of Senior Officers who assist the SRT Commander in making tactical decisions.
- B. **Tactical Unit**
 - 1. Entry and Containment Team
 - 2. Marksmen Team
- C. **Crisis Negotiations Unit**
 - 3. Technical Support
 - 4. Tactical Dispatch
- D. **Medical**
- E. **Tech Support**

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VII CHAIN OF COMMAND

A. The chain of Command, in order of responsibility, is as follows:

1. Sheriff
2. Major (Chief Deputy)
3. SRT Commander
4. Assistant Team Commander
5. Team Leaders

VIII UNIT RESPONSIBILITIES

A. Command and Coordination Unit is responsible for:

1. Command and control over LCSO resources to resolve tactical situations involving the activation of the SRT.
2. Administration functions including policy research and development, equipment testing and evaluation, budget preparation and implementation, maintenance of all SRT related documentation, maintenance of SRT equipment and vehicles.

B The Tactical Unit consists of the following sub-units:

1. The Marksmen Section is responsible for :
 - a. Conducting communication with the SRT commander and/or Command Post.
 - b. Observing, gathering, and disseminating intelligence information.
 - c. Providing cover during certain team movements
 - d. Providing direct counter-sniper fire for immediate defense of life.
 - e. Providing support and protection for Department personnel or others under attack from sniper fire, assault fire, or when such gunfire is anticipated.

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- f. Providing high ground and perimeter security for dignitaries.
- g. Assisting the Entry and Containment Team as needed.

2. **The Entry and Containment Section is responsible for:**

- a. Providing personnel specially trained in entry and containment tactics.
- b. Ensuring the availability of tactical equipment required by the operation.
- c. Ensuring the establishment and control of the inner perimeter if required.
- d. Relieving uniform patrol officers initially manning the inner perimeter, if practical.
- e. Conducting tactical movement and entry subject to the direction of the SRT commander.

3. **The Crisis Negotiation Unit is responsible for:**

- a. Assisting in debriefing witnesses to the event
- b. Establishing communication with a perpetrator or other individuals in crisis to achieve, if possible, a safe and peaceful resolution to the event.
- c. The ongoing gathering of intelligence information concerning significant parties to an incident.
- d. When necessary, supplement tactical team members during operations.

4. **Technical Support unit is responsible for :**

- a. Providing technical assistance to the Command Element, Marksmen and Negotiators.
- b. Assist EOD when used on SRT calls.
- c. Set up communications from the Command to other cells within SRT.

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- d Provide logistical support to the SRT elements.
- e Operate cameras and video equipment for the tactical teams and Negotiator.

5 Medical

IX COMMAND RESPONSIBILITY

All units responding to a SRT incident will utilize the Incident Command System. The senior on-duty supervisor will assume the role of Incident Commander. The SRT commander will assume control of the tactical operations. The senior on-duty supervisor will still be responsible for control of peripheral events such as traffic control, media relations, external perimeter, etc.

A. SRT Team Commander

1. The authority to direct tactical situations involving a hostage, sniper, barricaded person, SRT-assisted warrant service, or other unusual incidents, rests with the SRT team commander or in his absence, the assistant SRT team commander or his designee.
2. The SRT team commander shall evaluate each situation and develop plans to cope with variable conditions.
3. Other on-scene responsibilities may include:
 - a. Coordinating the efforts of all personnel on the scene. This will include designating supporting personnel to be responsible for the following:
 - b. Establishing crowd control
 - c. Establishing and controlling a response route for emergency vehicles.
 - d. Establishing a press information center, if indicated, outside the outer perimeter.
 - e. Establishing a mobilization point.
 - f. Assigning arrest team.

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- g. Supervising coordination and command staff in accomplishing all tasks as may be required. Ultimately, decisions regarding the selection, training, retention and utilization of SRT team personnel rest with the SRT commander.

B. Assistant Team Commander

The Assistant Team Commander is responsible for providing assistance to the SRT Commander. The Assistant Team Commander will function as Team Commander in the absence of the Commander. The Assistant Team Commander will have the same on-scene responsibilities as the Commander.

C. Team Leaders

The Team Leaders are responsible for providing tactical assistance to the SRT Team Commander. Other on-scene responsibilities may include:

1. Providing personnel trained in entry and containment tactics.
2. Ensure that equipment required for the operation is available.
3. Ensure establishment and control of the inner perimeter if utilized.
4. Ensure uniform personnel manning positions on the initial/inner perimeter are relieved, when practical, by appropriate SRT personnel.

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D. Marksmen Team Leader

The Marksman Team Leader is responsible for assisting in the selection of personnel assigned as marksmen. The Marksmen Team Leader provides and documents proficiency training to personnel assigned to the element. Other on-scene responsibilities may include:

1. Assigning personnel and positions.
2. Assigning equipment required by the marksmen function.
3. Conducting communication with the SRT Team Commander and/or Command Post.
4. Providing other SRT Team members with intelligence from a safe distance.
5. Ensure the direct cover of approaches and movements of the entry team.

E. Crisis Negotiation Team Leader

The Crisis Negotiation Team Leader reports directly to the SRT Team Commander. Other on-scene responsibilities may include:

1. Assisting in debriefing witnesses to an occurrence.
2. Assigning Negotiators.
3. Ensuring the availability of sufficient negotiators.
4. Maintaining responsibility for the proper performance of negotiation personnel and equipment.
5. Planning, controlling, organizing, and coordinating all incident negotiations record keeping.
6. Evaluating members of the Crisis Negotiation Team and making recommendations for their retention or separation.

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F. Technical Support

The Technical Support Leader is responsible for assisting in the selection of personnel assigned as Support Personnel, assigning personnel and positions and overseeing the logistic operations.

1. Accounting for all equipment after a SRT call.
2. Assist in conducting an after-action review.

X. ACTIVATION OF SHERIFF'S RESPONSE TEAM.

- A. Personnel assigned to the SRT Team perform regularly assigned job functions unless the SRT Team is activated for a tactical situation or a regularly scheduled training session. Upon activation, all affected team members are detached from their regular duties and will report to the SRT Team commander or designee for assignment. Each year the SRT Team commander will provide a schedule of SRT Team training dates to all SRT Team members, who in turn will provide copies for their supervisors.
- B. SRT Team personnel remain available for assignment at all times. An activation roster designating name, watch, assignment, precinct, work phone, radio number, beeper number, home and cell phone number is maintained by the SRT Team commander and Communications.
- C. The SRT Team may be requested by a watch commander or person of higher rank in the following situations:
 1. Planned high-risk arrest situations or search warrants. Team activation criteria should be based upon the following:
 - a. The suspect is inside a location, vehicle or hidden from view and refuses to submit to arrest.
 - b. There is a reason to believe the suspect(s) is (are) armed and will use the weapon against law enforcement officers.

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- c. The suspect's background reveals a propensity toward violence.
 - d. There is no practical way the suspect can be arrested outside the location.
 - e. Warrant Service Matrix score.
 - 2. Barricaded Subjects.
 - 3. Hostage Situations.
 - 4. Civil disorders, riots and mob actions.
 - 5. Sniper Fire.
 - a. Police Officer or citizen under attack by sniper fire.
 - b. Anticipated sniper attacks.
 - 6. Special events where the possibility of violence exists.
 - 7. Facility defense, when required, such as the Courthouse.
 - 8. Disasters and civil defense emergencies.
 - 9. Search and rescue missions.
 - 10. Dignitary protection details.
 - 11. Other incidents determined by the Shift Sergeant to be beyond the capability of Uniform Patrol elements; or in which additional Law Enforcement Personnel would be beneficial.
- D. An Officer of higher rank may request a Crisis Negotiation Unit Member where a suspect is refusing to surrender and/or is threatening suicide. The SRT Team Commander or designee must approve this request.
- E. Upon receiving an emergency request for SRT response, the Communications Section will initiate a SRT call-out. The alpha-pate/text-message emergency notification system will contain basic information regarding what type of situation, location, and any special instructions. SRT Team members will acknowledge the call out on the channel designated by the Communications Section within 5 minutes. Also each SRT Team Member will notify their respective Battle Buddy. The SRT Team commander will contact the Communications Section and receive a briefing from the senior communications officer or their designee on duty. The SRT Team Commander will either approve or disapprove the continued SRT activation.

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- F. SRT Team members will not respond 10-18 to incidents, except as otherwise directed. The first team member to arrive, regardless of rank, will report to the on-scene supervisor for a brief of the incident. That team member will then select a favorable location for the Command Post for assignment by the SRT Team Commander or assistant team commander. Command responsibility for the incident will switch to the SRT team. The on-scene supervisor will brief the commanding SRT Team member and render necessary assistance as required.
- G. Upon completion of SRT activation, members will conduct a de-briefing. Whenever possible, members of the affected units, other than SRT, should also be included in this de-briefing in an effort to reinforce the positive, correct anything that might have been done differently, and to get a complete understanding of the reason for the call-out and the actions taken after the call-out. The Team Commander and/or Designee will complete a command summary within fourteen (14) days of the incident.

XI. AUGMENTATION OF OTHER DIVISIONS

The SRT Team, operating at the direction of the SRT Team commander, may respond to requests from field supervisors to augment existing personnel. If, for example, a watch or precinct commander has determined that a specific vulnerability exists and that the SRT Team may be of assistance, the precinct commander may forward a memorandum to the SRT Team commander identifying the problem and the area where the problem is located requesting the assistance of the SRT Team. When possible, it is preferable that the watch or precinct commander meet with the SRT Team commander to request assistance.

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XII. PROCEDURES FOR DETACHMENT OF MEMBERS TO OTHER DIVISIONS

Under normal operating conditions, SRT Team personnel continue to answer to the SRT Team Commander or individual team leaders regardless of the detail to which they are assigned. However, under certain conditions, SRT Team personnel may be temporarily assigned under the command of the section of which they are detailed. (I.E. INCIDENT COMMAND FORMAT)

The SRT Team Commander will make the determination whether to temporarily reassign command responsibility of detached SRT team personnel. Should the decision to reassign command responsibility of temporarily detached officers be made, the SRT Team commander may, in memo form, advise the commander of the section to which officers are temporarily attached. The memo should specify the names of the detached officers and an approximate time frame for which the officers will be detached. In order for tactical crime suppression to be effective, the cooperation and coordination of all sections involved is important. It is the responsibility of the SRT Team commander, or a designee, to inform the watch commander any time the SRT team plans to be operating in the watch commander's area of responsibility. The SRT Team commander will brief the watch commander on any planned activities in the area. It is the watch commander's responsibility to advise the affected beat personnel of the activities planned by the SRT Team.

XIII QUALIFICATION CRITERIA FOR SRT TEAM PERSONNEL

Team assignments are divided for administrative purposes into "Tactical" and "Non-Tactical" designations. Tactical personnel are those assigned to entry and containment and the Marksmen function. Non-tactical assignments include command and control, Technical Support, Crisis negotiations and Tactical Dispatch. As the skills required vary within different assignments, selection criteria are also made job relevant.

- A. Qualification criteria for all SRT Team personnel include the following:

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1. The applicant must submit a memorandum for consideration. The applicant must also provide the names of his three (3) most recent supervisors.
 2. The applicant should be a Mandated Deputy and be off of probation prior to making application.
 3. The applicant for a tactical position must qualify at 90 % on the standard qualification course.
 4. The applicant should be in excellent physical condition. Applicants will be required to pass a physical fitness and agility examination.
 5. The applicant should possess the ability to interact with others in the achievement of team goals in high stress situations.
 6. The applicant should have a low absenteeism rate.
 7. The applicant should have a low rate of sustained complaints.
 8. The applicant should have a low rate of at-fault vehicle accidents.
 9. The applicant should have a desirable rating on his/her supervisory evaluations.
 10. Completion of required courses within 12 months, or as training schedule permits.\
- B. Additional job relevant criteria for crisis negotiation personnel include the following:
1. The applicant should be administered a psychological screening examination including a MMPI test and a clinical interview by a qualified psychologist or psychiatrist, results of which will be maintained in the applicant's personnel file during their assignment as a negotiator.
 2. The applicant should possess good verbal and problem solving skills.

XIV SELECTION OF SRT TEAM MEMBERS

The following selection process is designed to provide a verifiable system, which results in the highest quality of personnel being recruited onto the team.

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- A. The SRT Team Commander or designee will review the applicant's application, evaluations and firearms qualifications.
- B. The applicant will have completed the physical fitness and agility examination.
- C. The applicant will have completed a physical fitness assessment.
- D. The applicant will be considered by, and will be asked to appear before a review board to consist of the following:
 - 1. SRT Team Commander
 - 2. SRT Team Leaders
 - 3. SRT Team personnel
- E. The SRT Team commander will review the applicant's personnel file and other pertinent files, for example, evaluations.
- F. The review board will develop a list of all qualified applicants for the SRT Team commander for final selection, subject to the concurrence of the Sheriff.
- G. Applicants who have successfully completed the requirements may be appointed to the SRT Team. This appointment is conditional on successfully completing the 40 hour basic SRT course within 12 months of appointment. Marksmen must complete Sniper Level 1 course (40 hours) or an equivalent course prior to assignment to the Marksmen Team. Crisis negotiators must complete the 40 hour basic Hostage Negotiators course within 12 months of appointment. Tactical dispatchers will complete a basic tactical dispatchers course within 12 months of appointment. Mandatory P.O.S.T. classes for SRT members are Basic Swat, Cell Extraction, High Risk Search Warrants and Officer Survival.
- H. All applicants appointed to the SRT Team will be placed on team probation for a period of 12 months.

XV. PHYSICAL FITNESS

All tactical personnel will have a Physical Fitness Assessment. The following assessments will be use as follows:

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A. Endurance:

- 1) one mile run in ten minutes
- 2) 300 meter run in 90 seconds
- 3) sit ups- 60 in two minutes
- 4) push ups-60 in two minutes

B. Strength:

- 1) Bench press- Body Weight x 1

C. Periodic Fitness:

- 1) All team members should be cognizant of the state of their physical fitness. Periodic (at least quarterly) testing must be passed to remain on the Tactical Team.

XVI INDIVIDUAL TACTICAL EQUIPMENT

- A. Each SRT Team member is responsible for issued equipment.
- B. All personnel are subject to random audits to ensure all equipment is accounted for and in good working condition.

XVII SPECIAL OPERATIONS VEHICLES, EQUIPMENT AND PROCEDURES.

The objective of the special operations vehicles is to protect life and property when other vehicles would be inappropriate or inadequate for the task or mission.

Authorization for the use of special operations vehicles within the command and control of the SRT Team shall come from the SRT Team Commander or his designee.

The SRT Team commander shall issue instructions, specify conditions, and outline limitations of usage of the tactical command vehicle based on his analysis of the situation, task or objective, and communicate such information to the personnel who are responsible for their operation.

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The tactical command vehicle is available for utilization during SRT Team activation or other incident. This vehicle is equipped with specialized equipment used to save lives in a tactical situation. A detailed list of equipment will be maintained in the vehicle.

XVIII PROTECTIVE SERVICES AND RELATED FUNCTIONS

While the philosophy of the Laurens County Sheriff's Office is to protect life and property, certain individuals by virtue of their position, status, or situation may be considered more vulnerable to harm than the average citizen. These individuals may be referred to as VIP's.

The Laurens County Sheriff's Office, when requested, coordinates VIP protective services and other special events with outside agencies whose primary duty is the protection of the VIP's while visiting within this jurisdiction.

A. Command Responsibilities.

1. The Sheriff has the responsibility for the supervision of the protective services and under the direction of the appropriate security agency assigned to the VIP.
2. The SRT Team Commander coordinates personnel deployment for the detail.

B. Protective Services Planning and Operations.

In order to facilitate adequate preparation for the protective services detail, advance notification must be received from the responsible agency. Pre-operational planning includes, at a minimum, the following:

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1. Local, state and federal intelligence sources are consulted to identify known or suspected persons within the jurisdiction who might pose a threat to a VIP. The protective services detail will also coordinate with, and utilize as necessary, the Department's Intelligence Unit and resources.
2. Liaison is conducted with adjacent law enforcement agencies who may become involved in the detail and the VIP itinerary is coordinated. Personnel and units within the Department will be briefed and utilized as needed. Affected commanders should be advised.
3. Primary and alternate motor routes within the county are designated and reconnoitered in advance of VIP arrival.
4. Advance surveys are conducted of buildings and concealment sites along motor routes and at the destination prior to the arrival of the VIP.
5. The Fire Department and EMS are notified of the impending VIP visits for emergency medical response.
6. Fairview Park Hospital is designated as the primary emergency medical receiving point. Depending upon threat levels, an advance survey and liaison may be conducted.
7. All officers assigned to the protective services detail are equipped with body armor. Body armor for VIP's shall be available for use as deemed necessary or at their request.
8. The SRT Team is placed at strategic vantage points, (buildings etc) and marksmen elements equipped with rifles. Officers assigned to close security will wear concealed firearms if in civilian clothes. Uniform officers will utilize issued weapons and leather.
9. All Department personnel assigned to the protective detail are equipped with portable radios and a separate channel reserved for their use.
10. The SRT Team Commander will coordinate methods of identifying non-uniform detail members with other

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participating agencies.

11. Special Vehicle requirements will be coordinated with the VIP escort agency in sufficient time, prior to the detail, if a need exists.

XIX. DISMISSAL FROM SRT TEAM

The mission of the SRT Team is to protect, serve and ensure public safety. This mission is accomplished through superior training, superior equipment/weapons, and superior numbers. In other words, SRT, is successful when trained, equipped, and available personnel staff it.

The authority to dismiss team members from SRT, rests with the SRT Team Commander. Once it has been determined that a Team Member has failed to meet minimum qualifications or for any reason it has been determined that the Team Member is to be removed from the Team, the SRT Commander, or his/her designee, will immediately notify that Team Member. Disciplinary action will be reviewed by a committee of at least three of five sergeants on SRT and will make a recommendation as to the consequences based upon the totality of all circumstances.

Team members may be dismissed from the Team for the following reasons:

1. Failure to meet physical fitness requirements.
2. Failure to respond to SRT Team activations.
3. Failure of personnel to maintain a minimum 90 % on Firearms.
4. Failure to attend training sessions.
5. Team members may be dismissed from the team as a result of disciplinary action that has been taken against the team member from within the department. Team members must immediately report, in writing, any disciplinary actions they have received. The SRT Team Commander, assistant commander, and team leaders will conduct an independent review of the disciplinary action to determine the member's team status.
6. Team members may be dismissed from the team as a result of poor performance/conduct in their normal work assignment.
7. Team members may be dismissed from the team upon the recommendation of team leaders.

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Any team member who fails to score a minimum of 90% on Firearms, after two attempts, will immediately enter Phase 1 of the Firearms Re-mediation. Phase 1 may be entered and completed an indefinite number of times. If the Team member fails to successfully complete Phase 1, that Team member will enter Phase 2. If a team member fails to score a minimum of 90 %, that team member will be removed from Active Status. At the discretion of the Team Commander, the Team member may be activated to respond to a SRT call-out to assist Technical Support units only.

Should a Team Member fail Phase 1, they will immediately enter Phase 2. Failure to complete Phase 2 will result in a recommendation of dismissal to the Team Commander. Phase 2 may be entered and completed only once in a twelve (12) month period. If a Team member enters Phase 2 more than one (1) time in a twelve (12) month period, a recommendation will be made to the Team Commander for dismissal.

Description:

Phase 1- Four hour remedial and two chances to score a minimum of 90 %.

Phase 2- 30 days inactive.

Eight (8) hours of remedial firearms training

Re-shoot after 30 days with two chances to score a minimum of 90 %.

Any Team member who fails to score a minimum of 90% after both Phase 1 and Phase 2 (a total of six attempts) will receive a recommendation for dismissal from the Team.

XX TRAINING

H. All Tactical SRT members will be required to complete a 40 hour POST certified basic SWAT course within 12 months of their appointment to the SRT team. Crisis negotiators must complete a 40 hour POST certified Hostage Negotiators course within 12 months of their appointment. Technical Support members have no prescribed mandatory training requirements.

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- B. The Team Commander and Assistant Commander are required to attend the SWAT Commander Course offered by the N.T.O.A. or the I.A.C.P. either course should be attended as soon as possible upon being assigned to either of these position. Where possible, SRT members should be cross-trained to handle all SRT missions/task
- C. Additionally, monthly training exercises will be conducted and all SRT members must attend, unless excused by the SRT commander or a designee. There will be a minimum of 16 hours of training each month for SRT. Additionally, marksmen will receive an additional eight (8) hours of training specific to their primary role each quarter of the year. Members who are absent from training, or who arrive late/leave early due to department-related duties will submit the circumstances in writing. Members who fail to attend training and whom the SRT Team Command staff has not excused will be deemed to be absent without leave.
- D. Training template for SRT related activities:
1. Mission:
Training is developed to meet and address tactical situations. Officers will participate in training activities that will prepare them for anticipated missions.
 2. Scheduling:
Training will take place Monday and Wednesday of each week at 1600 Hrs. Tactical/mission specific training will be held the second Tuesday of each month beginning at a specified time and culminating at mission completion.
 3. Focus: Officer Fitness for Duty:
Physical- All fitness parameters meet standard.
Tactical- Firearms proficiency, equipment inspection.
Other essential/critical job functions.
Operational- Mutual aid training activities.
 4. Documentation:
Officers will be required to sign in on training roster. Each officer is required to have a total of sixteen training hours per month. Failure to attend Monday/Wednesday training can be made up on Friday's at 1600 hours. Explanations for absences must be made within 24 hours, and team leaders will log such on training log.

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5. Attendance:

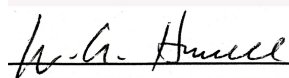
Attendance is mandatory unless in court or other critical activity as released by SRT commander or a designee.

Note: Individual Officer training at the range complex shall be logged through 911 operations center and forwarded to Range Master for documentation.

XXI TEAM MEMBER STATUS

Team members will fall into one of the following categories:

- B. Active Status- Team members meet all physical/firearms qualifications and are able to perform duties relating to SRT. Active members may be on probation.
- C. Inactive Status- Team members, due to inability to meet the physical/firearms qualifications, are unable to perform duties relating to SRT. Inactive members will turn in all issued SRT firearms and equipment, with the exception of the uniforms. Inactive status is not a continuous status. It is designed to assist members who have suffered injury or other circumstances. If it becomes evident that the team member is either unable or unwilling to meet the qualifications, then the team member may be dismissed from the team.



W. A. HARRELL
SHERIFF

07/10/2007

Date