

# CRISIS MANAGEMENT TEAM

Directive: **6.65**

## **PURPOSE**

*It is the purpose of this Directive to provide general guidelines for handling hostage/barricaded subject situations.*

## **POLICY**

*In hostage/barricaded subject situations it shall be the policy of The Wilmington Police Department to consider the lives of the hostages, civilians, and officers involved to be of the utmost importance; whenever possible, to enhance the prospects of peacefully resolving the incident through communication with the suspect; whenever possible, to develop and maintain the ability to use alternative approaches to resolve the incident should communications fail; and in hostage situations, to make every reasonable effort to effect the safe release of the hostages.*

*This plan will be reviewed annually.*

## **DEFINITIONS**

*Barricaded Subject: Any individual who is reasonably believed to be a threat to commit serious bodily injury or death to hostages, officers, or others in the community and who is in a stronghold position.*

*Hostage: Any person held by another against his or her will by force or threat of force, expressed or implied.*

*Command Post: A field headquarters from which the Incident Commander directs operations and from which all planning is done.*

*Legal Advisors - The Deputy Attorney General or his/her designee shall advise the **Incident** Commander on those elements of criminal law and procedure applicable to the situation.*

*Legal Advisors - The City Solicitor or his/her designee shall advise the **Incident Commander** of those elements of civil law and procedure applicable to the situation.*

Bomb Disposal Unit - **Officers** who are specifically trained in handling, transportation and disposal of explosives and ordinance.

Public Information Officer - The officer designated to coordinate and inform the media (radio, television, newspapers) concerning the hostage situation.

Support Services - Those elements within the Department of Police with resources to support the mission in the situation.

B. Initial Notification and Response

When a hostage/ **barricaded subject** situation occurs within the City of Wilmington, the following procedure will be implemented:

1. Initial Responding Unit

Once an officer determines that a hostage/**barricaded subject** situation exists, he should:

- a. Notify Communications that a hostage/ **barricaded subject** situation exists.
- b. Gather field information on the situation for

[REDACTED]

- c. [REDACTED]

[REDACTED]

**NOTE:** *Patrol (Uniformed Services) Officers confronting hostage/barricaded subject incidents* [REDACTED]

[REDACTED]

*In some cases, the first arriving officer may be in a position to make initial contact with the barricaded person or hostage taker. If this occurs,* [REDACTED]

[REDACTED]

[REDACTED]  
[REDACTED]

2. First Supervisor On The Scene Will:

- a. Establish a field command post location
- b. Modify or firm the back-up unit requirements, direct all responding units to the Command Post, and select a vehicle marshalling area.
- c. Keep the Communications Unit apprised of all decisions and actions for record keeping purposes.
- d. Advise the Communications Unit to notify the [REDACTED]  
[REDACTED]  
[REDACTED]
- e. Be sure the crime scene is secured.
- f. Attempt to establish [REDACTED]  
[REDACTED]

3. General Information

- a. No officer will respond to the crime scene unless directed to do so.  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]
- e. All officers sent to the crime scene will report to the Command Post for their instructions.
- f. Until relieved, the senior ranking officer at the scene will assume command of the crime scene area.

4. Command Operation

- a. The **Incident Commander** shall **delegate personnel in the Incident Command System to:**
  - (1) Enhance assignments of officers [REDACTED]  
[REDACTED]  
[REDACTED]
  - (2) [REDACTED]  
[REDACTED]
  - (3) [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]
  - (4) Establish a system for full documentation of every action and order communication at the crime

- scene; this shall include [REDACTED]
- (5) Coordinate the media at the scene. [REDACTED]
  - (6) Fully document and analyze all intelligence concerning [REDACTED]
  - (7) Except in an emergency, the Commander shall confer with the Chief and his legal advisors prior to the commencing an [REDACTED]
  - (8) Establish medical facilities at the scene, including [REDACTED] as would be appropriate under the circumstances.
  - (9) Coordinate with the director of the Communication Bureau or the Commanding Officer of the Communications Unit or his designee to insure the availability of additional radio communication needs, including maintenance and spare parts and obtain any additional transportation requirements needed.
  - (10) Coordinate securing of food and other essentials necessary during the operation for both departmental and support personnel, [REDACTED]
  - (11) Where the hostage situation/*barricade* is in a building, [REDACTED].

C. Activation of the *Crisis Management Team*

Upon notification that a hostage/*barricade* situation exists, the Team Coordinator will activate members of the team and establish a work schedule on a [REDACTED] basis. **All members of the Crisis Management Team are equipped with alpha numeric digital text pager. The Communications supervisor, The Team Commander, Team Leaders, and Senior Operators are all capable of recalling the Team.**

The intent of this order is to provide an orderly procedure for the recall and/or deployment of the Crisis Management Team and related police resources in the event of a crisis situation.



[REDACTED]

4. Legal Advice

The commander shall confer with the Legal Advisors at the Command Post to insure the following:

- a. That all evidence is protected and criminal law procedures are compiled with for future prosecution of the Hostage Taker/**barricaded person(s)**.
- b. That every effort is made to insure the safety of the hostage(s) and seized property.
- c. That all record keeping and documentation procedures are properly compiled with.

5. Support Services

The Commander shall call for such other supplies and equipment necessary to support the mission.

**6. CRIMINAL INVESTIGATIONS DIVISION**

- a. Although [REDACTED] [REDACTED] the **Criminal Investigations Division** will handle the arrest and the investigation.
- b. The **Criminal Investigations Division** will be responsible for interviewing all witnesses, hostages, suspects, and police officers involved in the incident.
- c. The Detectives will control and direct the crime scene after the incident to insure the proper gathering of all evidence necessary for successful prosecution of the case.
- d. The Evidence Detection Unit will be responsible for physically gathering the evidence under the direction of the **Criminal Investigations Division**.
- e. During the hostage/barricade situation, the Detectives will render their services to the **Incident Commander**.

7. Operations - [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

8. Reports

- a. Immediately following the conclusion of the **hostage/barricade** situation, all logs, tapes, and photographs will be collected by the **Incident Commander** or his designee.
- b. All coordinators will file a consolidated report of the activities of their respective units which shall consist of detailed reports from each officer summarized by the Unit Coordinator.
- c. No information pertaining to the **hostage/barricade** situation will be released to the media or any private or public agency except by the Public Information Officer.

D. CRISIS MANAGEMENT TACTICAL TEAM (C.M.T.T.)

1. PURPOSE

The purpose of this section is to establish the Departments Crisis Management Tactical Team (C.M.T.T) policies and to describe procedures to be followed by the team.

2. CRISIS MANAGEMENT TACTICAL TEAM (C.M.T.T)

The C.M.T.T. Team is a specialized unit comprised of specially selected sworn personnel from various units throughout the department who respond to strategic and life-threatening situations requiring tactics, weapons, and training not normally available to routine patrol operations.

3. MISSION

To maintain a unit of selected, trained and equipped personnel to contain, stabilize and resolve situations including, but not limited to, armed and barricaded subject(s), demented persons, hostage takers, sniper incidents, and any known or threatened ambush attacks with the ultimate goal to protect the lives of citizens.

4. CHAIN OF COMMAND

The chain of command for members of the C.M.T.T. team will be:

- a. Chief of Police;
- b. Inspector of Uniform Operations;
- c. Patrol Division Commander
- d. On-Scene Commander;
- e. C.M.T.T. Commander;
- f. C.M.T.T. Team Leader.

5. SCOPE OF UNIT

- a. While this unit is specially trained and equipped for dispersing deadly force, chemical agents, and other pyrotechnics, members are advised that the Department of Public Safety places an extremely high value on the preservation of human life; therefore, special emphasis on this preservation is expected from team members.
- b. While these unit members might and can anticipate circumstances that necessitate the taking of a life, these encounters should never be construed as a lessening or diminishing of moral or legal obligations in deciding on the use of deadly force.

6. COOPERATION

The need for cooperation and coordination between special details such as C.M.T.T. and other operational components of the Department cannot be understated. A misunderstanding, lack of communication, or lack of cooperation could jeopardize the safety of officers and the success of the operation at hand. With this in mind it is important that the appropriate Patrol Watch Commander and Patrol Supervisors be informed of activity in their area of responsibility. Patrol Officers should be notified as well, except in those cases when disclosure may jeopardize a tactical operation.

7. SELECTION OF CRISIS MANAGEMENT TACTICAL TEAM MEMBERS

C.M.T.T. members have other full-time assignments within the department and function as members of this unit on a part-time basis only. Due to the size and workload of the department, it is unrealistic to assign a separate, full-time component to accomplish special operations. Assignment to the C.M.T.T. team is voluntary and select.

Officers wishing to be considered must submit a Departmental Information report through the chain of command:

- a. The officer should describe why he/she desires this duty and what talents or training, if any, the officer feels he/she can contribute to the team.

Criteria considered for acceptance to the C.M.T.T. team are:

- a. Shall have at least **three** years experience as a police officer;
- b. Shall be in good physical condition;
- c. Shall be in good mental health and may be subject to psychological test;
- d. Shall possess a good mental attitude and be willing to work with others with close or no supervision;
- e. Must have good communication skills;
- f. Must be mature and highly motivated;
- g. Must work well under pressure with flexibility in changing situations;
- h. Must have maintained a good work attendance record;
- i. Must be willing to report for duty on short notice and at any hour; Applicants will be screened by other members of the **Crisis Management Tactical Team**, with a final recommendation being made by the unit Commander to the Chief of Police.

8. C.M.T.T. EQUIPMENT

- a. Each officer assigned to the C.M.T.T. Team is required to carry special equipment.
- b. Besides individual equipment, each team needs a certain amount of specialized equipment. All of which will not be needed in every situation the team might be called to handle, but each item has its use by tactical teams at one time or another.





Members of the department shall abide by the following guidelines pertaining to the [REDACTED]:

- a. The intended usage of [REDACTED] is limited to Crisis Management Team functions, unless prior authorization for a secondary use is obtained from the Crisis Management Team Commanding Officer (Patrol Captain, or designee in his/her absence;
- b. Authorization for the usage of [REDACTED] in a CMTT function may be granted by a CMTT Team Leader;
- c. The CMTT Leaders will be responsible for ensuring that [REDACTED] is kept in a serviceable state of readiness. This shall include scheduled preventive maintenance checks and the overall cleanliness of [REDACTED];
- d. Any sworn member of the Department may operate [REDACTED] at the discretion of the CMTT Team Leader;
- e. In all cases, only those personnel who hold a valid [REDACTED] will be allowed to [REDACTED];
- f. Regularly scheduled [REDACTED] [REDACTED] will be considered adequate training to operate [REDACTED];
- g. Additional CMTT equipment will be [REDACTED] [REDACTED] on an as needed basis, depending on the situation at hand.

## 12. TRAINING

- a. The successful execution of any special operation comes from good training. A training schedule has to be set up and must be attended by all team members. This is especially important so that all members will become aware of each others abilities and can learn how to work as a team.
- b. One of the most important segments of the teams training is the teams physical fitness. All team members must adhere to a strict physical fitness program. This type of program should be practiced on the officers own time as well as during team training sessions.
- c. The Team Leaders should be informed of appropriate

training seminars and schools available for team members. It will be the Team Leaders responsibility to coordinate and schedule training so that teams are continually prepared to accomplish the objective.

- d. The nature of the training will be recorded by the Team Leaders and training records will be maintained by the Training Officer.
- e. The Team Leaders should schedule periodic team meetings to provide informal training and to take care of administrative matters. In addition, the teams should conduct simulated tactical exercises so that all team members become proficient at the various task to be performed by the teams. In training exercises, team members should learn each others assignments. Training shall be coordinated by the Commander of the C.M.T.T. Teams, as needed, to ensure optimum performance of the unit.
- f. Tactical Team leaders should meet periodically with the Hostage Negotiation Team leaders to coordinate the preparedness activities of both units.
- g. All officers must be qualified with all the team's weapons. The qualification should be above that normally required of duty officers. Not all members will have the same ability, but all should have an expert rating.
- h. Members of the C.M.T.T. Team will initially be trained in marksmanship, tactics, and chemical agents.
- i. If any officer initially fails to fire qualifying scores, or fails to maintain the required proficiency during qualifications, he/she be dismissed from the team and replaced.

12. DEFINITIONS:

- a. Watch Commander

The Watch Commander may be responsible for containing [REDACTED], and supervising normal police service during situations including, but not limited to, armed and barricaded subject(s) and hostage takers.

- b. On-Scene Commander

The Patrol Captain or the Duty Officer may coordinate all elements including, but not limited to, armed and barricaded subject(s) and hostage takers.

c. Command Post

A field headquarters from which the **Incident** Commander directs operations and from which all planning and reaction shall be coordinated against elements including, but not limited to, armed and barricaded subject(s) and hostage takers.

d. C.M.T.T. Commander

The Commander in charge of the C.M.T.T. team who coordinates with the On-Scene Commander in order to formulate a plan of execution.

e. Team Leader

The supervisor in the C.M.T.T. team who directs activities at the inner perimeter.

13. GOALS and RESPONSIBILITIES OF THE C.M.T.T. TEAM

In order to distribute the responsibility and ensure the teams are adequately trained and equipped, the C.M.T.T. Commander will:

- a. Ensure that all weapons, equipment and munitions are in good working order, maintained an adequate supply and inspected once a month.
- b. Provide a current emergency call list every 90 days which would be distributed and maintained by the Patrol Commander, Communications Center, and the Watch Commanders Office.
- c. Be responsible for coordinating training for all teams and their members.
- d. Ensure that all teams receive that amount of training necessary to accomplish the objectives of the unit.
- e. Keep the teams informed of any specialized schools available.

- f. Maintain records of all instruction received by the unit including the name of the instructors.

14. C.M.T.T. TEAM

- a. Each officer will be in a continual state of readiness, both mentally and physically. Any change from normal daily routine will be reported to the C.M.T.T. Commander. The following changes will be reported:
  - 1. Vacation
  - 2. Injury
  - 3. Death in immediate family
  - 4. Inability to attend scheduled training
  - 5. Any other factor and any new addresses and phone numbers
- b. The C.M.T.T. team is responsible for [REDACTED]  
[REDACTED]  
[REDACTED]
- c. The C.M.T.T. team operates under the control of [REDACTED]  
[REDACTED]
- d. The Team Leader will ensure that each team member is equipped.
- e. No member of the unit shall commence [REDACTED]  
[REDACTED].
- f. The team is responsible for making the [REDACTED]  
[REDACTED]  
[REDACTED]
- g. A record of all C.M.T.T. personnel on the scene and their assignments shall be kept at the command post.

15. USE OF DEADLY FORCE BY UNIT MEMBER

It is paramount that C.M.T.T. members maintain accountability for every shot fired. Because of the deadly nature and accuracy of the projectiles utilized in the teams weapons, each member of the unit bears an extreme personal burden of being certain the intended subjects crime and circumstances fall within the Departments Deadly Force Policy.

If the use of [REDACTED] become necessary, it will only occur under the guidelines outlined in Directive 6.21, Use of Force, and, if time permits, with the approval of the On-Scene Commander. If time and



function of C.M.T.T. [REDACTED]  
[REDACTED]

- c. All information received from the scene, as provided by the initial officer on the scene and Watch Commander, shall be relayed to the C.M.T.T. Commander and members as quickly as possible.
- d. C.M.T.T. members will be briefed by the C.M.T.T. Commander prior to responding to the scene and kept informed of any additional information regarding the incident.
- e. C.M.T.T. will assemble at the designated Command Post determined by the Watch Commander and the on-scene supervisor.
- f. After evaluation of all available information and careful observation of the area, the C.M.T.T. Commander will:
  - 1. Cooperate with the Watch Commander, Commander and Chief of Police in the formulation of a plan which will be relayed to all involved police personnel and;
  - 2. Brief C.M.T.T. personnel as to the plan of action and their responsibilities.
  - 3. Relay information that may change the course of action.
  - 4. Keep officers informed of progress; and
  - 5. Request aid or additional equipment if necessary.
- g. Contact with the perpetrator(s) may be made, dependent on the situation.
- h. In the event of a hostage situation:
  - 1. The C.M.T.T. team will be under the supervision of the C.M.T.T. Commander and their Team Leaders.
  - 2. The unit will not be committed until the C.M.T.T. Commander or his designate arrives at the scene, except in circumstances that would unnecessarily jeopardize a human life.
  - 3. [REDACTED]  
[REDACTED]

4. [REDACTED]  
[REDACTED]  
[REDACTED]

19. DEACTIVATION

- a. Upon completion of an assignment, the unit shall be debriefed by the ranking unit member. If the mission has resulted in [REDACTED]  
[REDACTED]  
[REDACTED]
- b. Under no circumstances is any member of the unit to be utilized for [REDACTED]  
[REDACTED] Upon completion of any mission reports will be forwarded.

20. REQUESTS BY OUTSIDE AGENCIES

- a. The Wilmington Police Department C.M.T.T. Team's primary response is to the needs of the City of Wilmington. However, the team is available, upon request by the ranking officer on-duty, to provide assistance to any other law enforcement agency within the State of Delaware.
- b. It is not the intent of the Department to take over every situation where our C.M.T.T. team would be of service. Each law enforcement agency has a responsibility to prepare itself for such emergency situations. The Department realizes that circumstances, times, size, and capability of other agencies may, on occasion, necessitate their need to request assistance from our Department.
- c. It is the policy of the Wilmington Police Department to assist other law enforcement agencies in times of need, provided that they have made an effort to resolve the incident utilizing their own resources.
- d. All requests made by outside agencies shall be directed to a member of our Department's senior staff, or in their absence, the appropriate Duty Officer.
- e. Each request shall have the consent of the Chief Law Enforcement Officer, or his designee, of the agency in need and will be made in writing when the time and circumstances allow. Also, each request shall state the specific reason(s) for such assistance ([REDACTED])  
[REDACTED]

needed to handle the situation.

- f. Every request to utilize the team outside its primary jurisdiction must be approved by the Chief of Police, or in his absence, his designee.

#### E. HOSTAGE NEGOTIATION TEAM

##### 1. PURPOSE:

The purpose is to delineate the organization, responsibilities and operating procedures for the Negotiation Teams which ~~are~~ **is** part of the Crisis Management Team.

##### 2. OPERATIONAL OBJECTIVES

- a. To maintain a unit of selected, trained, and equipped personnel ~~to~~ conduct negotiations with perpetrator(s) of incidents involving hostages, barricaded persons or situations where negotiations could prevent injury or loss of life.
- b. In addition to conducting the negotiations, it is the objective of the teams to provide certain logistical services at the scene of such incidents.

##### 3. ORGANIZATION AND STAFFING

- a. The Negotiation Team **is** made up of [REDACTED] with approximately [REDACTED] [REDACTED] of the Department on **the** team. The team members will perform in a generalist-specialist capacity. This basic staffing pattern may alter depending on manpower.
- b. The **Commanding Officer and the** team leaders will have a minimum of two years experience as a negotiator. The Commanding Officer of the Crisis Management **Hostage Negotiation** Team and team leaders will be responsible for selecting the other members of the Negotiation Teams. Final decision of selection rests with the Chief **of Police**.
- c. Selection of team members will be made on the basis of speaking and interviewing abilities and particular individual skills which augment the team's effectiveness. Because tactical team personnel have specific responsibilities in hostage/barricade situations, members of the C.M.T.T. teams should not be selected as negotiators.

4. The following criteria will be used **to determine the qualification of interested officers for negotiation team positions:**
  - a. **Officers** with a minimum of three (3) years with this agency, unless waived by the Chief.
  - b. **Officers must** possess the ability to communicate with people at various levels and to be a close and active listener.
  - c. **Officers must** possess the ability to respond well under pressure in changing situations.
  - d. **Officers must** possess the ability to work with team members and respond to close discipline.
  - e. **Officers must be** emotionally mature, with the capacity to absorb verbal abuse without reacting unprofessionally.
  - f. **Officers must be** a patient person who possesses the ability to withstand long periods of inactivity.
  - g. **Officers must** possess the ability to exercise extreme levels of good judgment under situations of great stress and remain calm and composed, with the ability to conceal and control emotions.

5. SUPERVISION

When the Negotiation Team is called into service at the scene of a hostage/barricade situation, the team will serve as a unit of the Crisis Management Team and will be under the supervision of the **Crisis Management Hostage Negotiation Team Commander or his/her designee.**

6. TRAINING/**Meetings**

- a. **The commanding Officer will be responsible for scheduling periodic training and/or meetings.**
- b. **Team Leaders will be responsible for conducting monthly training for the team throughout the year.**

**Note:** A member's failure to attend a **minimum of four training sessions per calendar year (January to December), that are scheduled will result in**

*a mandatory meeting with the CMT commander to access his/her status on the Crisis Management Hostage Negotiation Team.*

*In the event that a member is not able to attend the scheduled meeting, the member must make verbal notification to one of the designated team leaders at least 24 hours in advance of the absence. In the event you are unable to attend for emergency reasons, i.e. Street activity; a team leader must be notified immediately.*

- c. The nature of the training will be recorded by the **Crisis Management Team Commander or his/her designee** and training records will be maintained by the Training Officer.
- d. The Negotiation team leaders should meet periodically with the C.M.T.T. Team leaders to coordinate the preparedness activities of both units.

7. EQUIPMENT

- a. The team will maintain necessary reference material, recording and communications devices, and other equipment needed in emergency situations.
- b. The team will maintain a current listing [REDACTED] [REDACTED] which might be needed in hostage/barricade situations. The team will periodically check and update any telephone numbers. The team leader is responsible for forwarding a copy of such listings to the Communication Center.

8. RESPONSE PROCEDURE

- a. The Communications Center notifies The Crisis Management Commander, or his designee, upon the Watch Commander's request.
- b. The Crisis Management **Hostage Negotiation** Team Commander, or his/**her** designee, determines the number of hostage negotiators to be notified and will contact the team leader **In all cases personnel will include at the least** [REDACTED]  
[REDACTED]  
[REDACTED]

- c. The Hostage Negotiation Team leader, or his designee, advises the Communications **Division to** begin call out of Hostage Negotiation Team Members.
- d. The Hostage Negotiation Team Leader, or his designee, **and team members** shall report to the established command post.
- e. The Hostage Negotiation Leader, or his/**her** designee, designates [REDACTED].

9. OPERATING PROCEDURE AT THE SCENE

- a. Upon notification by the Communications Center the Hostage Negotiation Team will respond to the designated Command Post.
- b. The Hostage Negotiation Team Leader, or his designee, will establish through the Commander a relief schedule.
- c. Debrief the initial contacting personnel.
- d. [REDACTED]
- e. **Teams members must respond to call-outs with** [REDACTED]
- f. The designated negotiator shall begin [REDACTED]
- g. It will be the specific responsibility of the Negotiation Team to provide the following logistical services at the scene of a hostage or barricaded person situations:
  - 1. Provide operational support to the command post;
  - 2. Obtain and utilize the services of language and technical experts, as needed;
  - 3. The non-negotiating member will maintain a log of all actions, communications, activities by the team and others;
  - 4. [REDACTED]

[REDACTED]

5. The Negotiation Team will work in close cooperation with the C.M.T.T. Team, which is responsible for containing and stabilizing the situation in order that negotiations can be carried out safely, and assist in the preparation of an emergency contingency plan for the C.M.T.T. Team.

6. [REDACTED]  
[REDACTED]

7. [REDACTED]  
[REDACTED] [REDACTED]  
[REDACTED] [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]