



NORTH MIAMI POLICE DEPARTMENT

STANDARD OPERATING PROCEDURES



CRISIS NEGOTIATION TEAM 300.27

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Chief of Police

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Contents:

- I. Purpose
- II. Policy
- III. Scope
- IV. Selection of CNT Members
- V. Criteria for CNT Notification
- VI. Officers' Responsibilities
- VII. Supervisors' Responsibilities

- VIII. Incident Command
- IX. CNT Responsibilities
- X. Negotiations Considerations
- XI. After-Action Reports
- XII. Equipment
- XIII. Training

I. PURPOSE

To establish guidelines for the Crisis Negotiation Team (CNT). The Team's purpose is to save lives through specialized training geared towards resolving crisis incidents while attempting, whenever possible, to avoid unnecessary risk to officers and other persons.

II. POLICY

The Department will use properly trained, equipped, and supervised crisis negotiators that will respond to barricaded subject, hostage taking, and other applicable incidents. The CNT's goal is to initiate and maintain communication, build rapport, and resolve certain critical incidents as peacefully as possible. The preservation of human life is the ultimate goal in crisis negotiation. The crisis negotiation approach is to attempt to ease anxieties and tensions, and to assist the subject to assess the situation in a more rational fashion. Crisis negotiation provides an opportunity for the subject(s) to free any hostages and surrender to police custody peacefully.

III. SCOPE

This policy applies to all sworn members of the Department.

IV. SELECTION OF CNT MEMBERS

- A. The CNT will be under the direct supervision of a designated Commander, as determined by the Chief or Police, or his/her designee, with oversite by the Uniform Patrol Section Major.
- B. That CNT Commander will be responsible for the Team's selection process.
- C. Team members' selection criteria: **CFA 17.05A**
 - 1. The CNT Commander will publicize the CNT opening via memorandum.
 - 2. Interested sworn members will submit a memorandum to the CNT Commander.
 - 3. Interested members must have a minimum of four (4) years police experience to qualify.
 - 4. The CNT Commander will review the candidate's Departmental performance record.
 - 5. Interested members must be recommended by their immediate supervisor.
 - 6. Following an interview process, the CNT Commander will forward any recommendation to the Chief of Police, or his/her designee, who will make the final decision on the selection.
- D. Selected members will attend and successfully complete formal training in Hostage/Crisis Negotiation. Prior to receiving training, the member selected may assist the CNT during an incident, but he/she shall not engage in actual negotiations with any subject(s). **CFA 17.05C**

V. CRITERIA FOR CNT NOTIFICATION

- A. The Crisis Negotiations Team may be called out for: **CFA 17.05D**
 - 1. Hostage situations;
 - 2. Suicidal subjects;
 - 3. Barricaded subject situations, where the subjects:
 - a. Have secured themselves within a structure or conveyance; and

- b. May be armed, or believed to be armed with a weapon; or
- c. Have threatened to do acts of violence to themselves or others, and have refused to surrender to police custody, or medical personnel for mental health treatment pursuant to a court order or other legal authority.

4. Any situation where the specialized training of the CNT may be beneficial to assist with the peaceful resolution of an incident.

B. Prior to notification, the first responding officer at the scene must determine if the situation that meets the criteria for a CNT callout is genuine. Once the situation is verified, the officer will notify the on-duty supervisor, who will respond to the scene and contact the Communications Unit. Communications personnel will notify the S.W.A.T. Commander and the CNT Commander, and, if so directed, will proceed with the call-out of both Teams' members noting on a log the name of the members contacted and the time of the contact. **CFA 17.06A 17.05E**

C. If a situation arises where CNT is needed, and S.W.A.T. is not, the CNT Commander will request a call-out of the CNT only.

VI. FIRST RESPONDING OFFICERS' RESPONSIBILITIES

Once a situation requiring the CNT has been identified, on scene responsibilities become crucial as to how the situation will progress and ultimately be resolved. For that reason, it is important that officers involved at every step of the process are aware of their responsibilities.

First responding officer's responsibilities: **CFA 17.06A 17.05E**

- A. Determine if the incident involves an active shooter(s), barricaded suspect(s), and/or hostages;
- B. If the incident involves hostages, attempt to determine how many and their condition;
- C. Determine the number of suspects, whether threats have been made, and type(s) of weapons involved, if possible.
- D. Secure the area to the extent possible, establish a perimeter, and arrange for the safe evacuation of the injured, if possible. **CFA 17.06D**

- E. Request emergency personnel and resources as needed, such as Miami-Dade Fire Rescue, and direct them to a safe area. **CFA 17.06B**
- F. Once adequate personnel are present, provided it is reasonably safe to do so, attempt to allow the suspect(s) the opportunity to surrender prior to the activation of the CNT and S.W.A.T. Teams.
- G. Detain witnesses and other persons having pertinent information to gather intelligence and secure statements.
- H. Any time an active shooter(s) incident is involved, the first responding officer will promptly assessment the situation and will address the threat to “stop the killing” pursuant to the Department’s Active Attack Incidents policy, 300.26. Should immediate deployment be necessary, the officer(s) will:
 - 1. Use the necessary and proper level of force to neutralize the threat, isolate or contain the subject, or force the subject to flee from the incident location; and
 - 2. As soon as possible, notify and continue to update the on-duty shift supervisor, who shall respond to the scene. **CFA 17.06A**

VII. FIRST RESPONDING SUPERVISOR RESPONSIBILITIES

If the initial attempt to resolve the situation is unsuccessful, the first arriving on-duty supervisor will request the necessary and appropriate resources, whether from within, or outside the Department, such as S.W.A.T., CNT, Drone support, Investigators, Marine Unit, Canine officers, Miami-Dade Fire Rescue, the Miami-Dade Police Department Aviation Unit, etc., and do the following:

CFA 17.06A,B

- A. Assess the situation, and ensure the responsibilities of the first responding officer(s) on the scene have been executed.
- B. Request Communications notify the on-duty Shift Commander, who shall forward notification of the incident to the Chief of Police via the chain of command.
- C. Reinforce the necessity of maintaining firearms discipline to avoid a crossfire situation.

- D. Designate a staging area for responding personnel and an area for the Command Post. The Command Post must be out of the suspect's sight and line of fire. **CFA 17.06E**
- E. Determine and, if necessary, commence the safe evacuation of injured persons, bystanders, and residents of the area. **CFA 17.06D**
- F. Ensure an inner and outer perimeter have been established. Upon arrival of the S.W.A.T. Team, S.W.A.T. Team members will relieve uniformed officers from the inner perimeter. Uniformed officers will remain on the outer perimeter to control the flow of vehicular and pedestrian traffic through the area. Provisions should be made for additional responding resources, including medical personnel. **CFA 17.06C**
- G. At no time will unauthorized persons be allowed inside the outer perimeter, and all persons leaving the outer perimeter should be identified.
- H. When possible, the supervisor on scene shall perform or identify the following:
 - 1. The location of the suspect(s).
 - 2. Type of weapons available to the suspect(s).
 - 3. Identification of the suspect(s), including physical description, mental state, and physical condition.
 - 4. The crime(s) committed.
 - 5. Physical description of any hostages, and their physical and mental state.
 - 6. Deploy additional personnel as needed.
 - 7. Provide a complete status report to Department Command Staff.
 - 8. Designate an assembly area for the media with notification to the Department's PIO Commander.
 - 9. Maintain the outer perimeter, crowd control, and support functions.

VIII. INCIDENT COMMAND

During crisis situations involving hostages and barricaded subjects, officers will follow the guidelines listed in the Department's Critical Incidents/Incident Command policy, 100.09, which include establishing a Command Post and the **CFA 17.06E**

- A. For prolonged events, incident command and responsibilities are established as follows:
 1. Incident Commander: Filled by the first responding officer to arrive at the scene, and relieved of this duty when a supervisor or a designated Incident Commander arrives. However, once the decision to employ S.W.A.T. has been made, all tactical decisions relating to deployment and tactics of S.W.A.T. shall be the responsibility of the S.W.A.T. Commander, including specialized requests for tactical assistance from other agencies.
 2. The Shift Commander shall exercise command of those personnel directly involved in:
 - a. Outer perimeter security.
 - b. Command Post security.
 - c. Traffic control.
 - d. Evacuation.
 - e. Information to support the S.W.A.T./CNT function.
 3. The Investigative Section supervisor shall exercise command of the personnel directly involved in:
 - a. The criminal investigation surrounding the cause of the critical incident, if applicable.
 - b. Debriefing of personnel involved or knowledgeable about the incident and/or subjects involved.
 - c. Intelligence support to the S.W.A.T./CNT function.
 - d. Crime scene management.

IX. CRISIS NEGOTIATION TEAM RESPONSIBILITIES

Upon arrival at the scene, each CNT member will be assigned a responsibility.

The CNT positions are: **CFA17.05E**

- A. **COMMANDER:** Works in conjunction with the S.W.A.T. Commander in an attempt to reach a peaceful resolution through communication in situations involving hostage takers, barricaded subjects, suicide threats, and other incidents involving people in crisis situations.
 - 1. Ensures that dialogue and negotiation is established with the subject as soon as possible, and communication is maintained with the Command Post and supervisors on the scene.
 - 2. In the event the CNT Commander is unable to respond to an incident requiring his/her response, the most senior negotiator on the scene shall act in the CNT Commander's place.
- B. **TEAM LEADER:** Briefs and assigns CNT members' responsibilities (once on the scene).
 - 1. In the event the Team Leader is unable to respond to an incident requiring his/her response, the most senior negotiator on the scene shall act in the Team Leader's place.
- C. **PRIMARY NEGOTIATOR:** The primary negotiator will communicate directly with the subject(s).
- D. **SECONDARY NEGOTIATOR:** The Secondary Negotiator shall monitor the incident and all communication between the Primary Negotiator and the subject(s). The Secondary Negotiator shall act as a backup to the Primary Negotiator, and will be ready to take over in the event the Primary Negotiator cannot continue for any reason. The Secondary Negotiator listens to the dialogue, takes notes, analyzes the responses, and passes on intelligence.
- E. Other CNT members on the scene will act as support personnel assisting in the following areas:
 - 1. **SCRIBE:** The Scribe documents all aspects of the incident, noting

the actions of the Primary Negotiator, the actions of the S.W.A.T. Team, and the exact times of all significant events.

2. **S.W.A.T. LIAISON:** The S.W.A.T. Liaison will work directly with the S.W.A.T. Commander or S.W.A.T. Team Leader to ensure instantaneous communication between CNT and S.W.A.T. **CFA 17.05F**
3. **INTEL:** Gather intelligence and relay the information to the Secondary Negotiator and the CNT Commander.

X. NEGOTIATIONS CONSIDERATIONS

- A. If the CNT members have not yet arrived on the scene, and an officer or other person has established a constructive dialogue with the subject, the CNT Commander, will make the determination whether that person shall continue, or if the negotiations will be taken over by a Crisis Negotiator.
- B. During the negotiation process, a line of communication will be maintained between the CNT supervisor and the S.W.A.T. Commander to provide a current status of the negotiations. **CFA 17.05F**
- C. Relatives and Friends: Care should be taken in allowing friends or relatives to communicate to the subject. However, valuable intelligence can be gathered from individuals close to the subject that could enhance the negotiation process.
- D. Surrender: During a hostage or barricaded subject situation, once the subject agrees to surrender, a coordinated effort must be established to ensure that the subject exits the structure, or area, in a tactically-controlled manner.

XII. AFTER-ACTION REPORTS

- A. At the conclusion of the operation, within seventy-two (72) hours, the CNT Commander will complete an After-Action Report evaluating the overall response of the CNT to the crisis situation. CNT After-Action Reports shall be forwarded through the chain of command to the Chief of

Police, or his/her designee. **CFA 17.06F**

- B. The CNT and S.W.A.T. Commanders will communicate to each other any training needs that might become apparent after an operation to facilitate future joint efforts.

XII. EQUIPMENT/ INSPECTION

CNT members will have access to the following equipment: **CFA 17.05B**

- A. A specialized ballistic vest indicating their “Negotiator” role.
- B. Their police vehicle Public Address system.
- C. Laptops for intelligence gathering.
- D. Cellular phones (if assigned).
- E. Any other equipment approved by the CNT Commander to facilitate negotiations.

XIII. TRAINING

- A. In order to maintain a proper state of readiness, and ensure a coordinated response by the CNT and S.W.A.T., both Teams will conduct joint training sessions yearly, at a minimum, or as needed.
- B. CNT members will conduct quarterly training, at a minimum, or as needed.
- C. In addition to their initial training, schedule permitting, CNT members should attend training seminars, courses, or other negotiator’s meetings.

CFA 17.05C