

DESCHUTES COUNTY SHERIFF'S OFFICE

Policy Title: Special Operations Team	Effective Date: March 5, 2014			
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I. PURPOSE

The mission of the Special Operations Team (SOT) is to respond to high-risk situations calling for the use of specialized training, tactics, techniques, and/or the use of specialized weapons and equipment; to first isolate and contain the situation to prevent a further degradation of the situation; and then to permit or cause a peaceful resolution, or to take those steps necessary to counteract and neutralize the threat to the community.

II. POLICY

To define the mission and structure of, and to establish the operational procedures for, the SOT.

The following policy and procedures govern the mission and structure of the Deschutes County Sheriff's Office SOT. It is the policy of the Deschutes County Sheriff's Office that deputies from this agency, after applying and being appropriately selected, will be assigned to the SOT. The number and structure will be sufficient to provide the agency with a true tactical capability to mitigate the danger to the community and agency personnel in high risk situations. While operating as a member of the SOT, assigned deputies and others involved with the SOT will follow the procedures in this policy.

III. DEFINITIONS

SO Command means the Sheriff and Division Captains that oversee the SOT and shall be responsible for the effective management, direction, and policies of the SOT.

Field Threat Assessment Guide (FTAG) (Risk Analysis for Tactical Planned Operations and High Risk Warrants Checklist) is a checklist used to assess the amount of risk to deputies/officers from the suspects and circumstances associated with impending or future operations, including the service of high risk arrest and search warrants.

High-Risk means there is a greater chance of serious injury or loss of life to citizens, deputies or suspects.

Incident Reporting Officer (Scribe) is a member of the Deschutes County Sheriff's Office whose primary responsibility is to document the operational commitment of the SOT.

Negotiations Team is a designated negotiations team whose members, under the direction of the SOT Commander(s), participate in operational planning and the agency's negotiations in the response and resolution of a critical incident.

Negotiations Team Leader is a sworn deputy assigned to the Negotiation Team who, under the direction of the SOT Commander, is assigned to direct the Negotiations Team activities.

SOT Commitment means the period in time of any operation when the official in charge at the scene passes the authority and responsibility for the resolution of the critical incident to the SOT Commander(s).

Scenario-Based Training are those types of training events where role players are utilized to represent hostages and suspects in which deputies are tasked with resolving a particular scenario through the use of multiple force options, up to, and including, deadly force as one of the options. Examples of this type of training would include, but not be limited to, barricaded suspects, hostage situations, and other types of training where deputies and role players simulate situations that involve the use of firearms and munitions typically used in controlling or stopping violent or otherwise hostile subjects.

SOT Assistant Commander is a sergeant or above assigned to act in the place of the SOT Commander to direct team activities when the SOT Commander is unavailable. Additionally, the SOT Assistant Commander will assist the SOT Commander in those duties specifically assigned to the SOT Commander or otherwise assigned by the SOT Commander.

SOT Commander is a Sergeant or above, selected for the purpose of establishing and reviewing policy relevant to the SOT; evaluating operational readiness and tactical capability; developing and/or reviewing operational plans and submitting to incident command authority for approval; and advising SOT Team Leaders on operational and training matters. This individual will be responsible for all supervisory activities, including, but not limited to, team member selection, evaluating individual performance, maintaining discipline, ensuring adherence to all policy and procedural matters, identifying and prioritizing training, planning, directing and executing operations, and maintaining operational readiness of both personnel and equipment.

SOT Medic Team Member is a team member with training to paramedic status or above deputized by the Sheriff whose primary responsibility is to provide first-aid.

SOT Members: Sworn deputies who will have primary responsibilities in Patrol, Corrections or Detectives. Upon being selected as a member of the SOT, they will have the collateral responsibility of attending SOT training and being available for SOT call-outs as work schedules allow. As SOT members, they may be assigned sub-specialties within the SOT structure, developing and maintaining advanced areas of knowledge, skills, and abilities in highly specialized areas, and may be assigned by the SOT Commander(s) to instruct and manage many of the sub-programs within the team's structure.

SOT Team Leader is an SOT member assigned for the purpose of directing team activities when the SOT Commander is unavailable. This individual will be selected by the SOT Commanders based on experience and a demonstrated record of high level special operations performance.

Special Operations Team (SOT) is a function of the Deschutes County Sheriff's Office established to assist with the resolution of high threat/high-risk incidents. SOT is comprised of deputies from the Corrections, Patrol and Detectives divisions of the Sheriff's Office.

Training Area (Set) refers to the immediate area where deputies and role players are involved in a training exercise. Multiple areas may be used during a single training scenario.

IV. PROCEDURES

Sheriff's Office Command Staff and SOT Commanders shall determine the team's composition and the standards by which SOT members will be selected. Command Staff and SOT Commanders will determine the number of personnel assigned to the SOT from each division (Patrol/Corrections/Detectives).

A. SOT Organizational Structure and Chain of Command

- 1. SO Command
- 2. SOT Commander
- 3. SOT Assistant Commander
- 4. SOT Team Leaders

- 5. Negotiations Team Leader
- 6. Incident Recording Officer (Scribe)
- 7. Sub-Specialties:
 - a) Entry or Assault Team
 - b) Sniper/Observer Team
 - c) Chemical Agents delivery Specialist (Grenadier)
 - d) Breacher
 - e) Medic
 - f) Riot or Crowd Control Specialist
 - g) Negotiation Team
 - h) K-9
 - i) Marine
 - j) Medic Team Members (EMS Personnel)

Medics participate as SOT members in order to provide for the more immediate treatment of injuries.

Medics provide first-aid but do not transport injured subjects from the scene. Transport is left to the local Emergency Medical Service (EMS).

B. Qualification Factors

1. Sheriff's Office Applicants

Sheriff's Office applicants to the SOT will be required to be a deputy sheriff and shall meet the following qualifications to apply for the SOT:

- a) Be non-probationary sworn deputies with at least thirty-six (36) months of recent full-time law enforcement experience;
- b) Maintain satisfactory annual evaluations which will be reviewed periodically by the SOT Commander(s);
- c) Pass a thorough background investigation;
- d) Pass a physical agility test;
- e) Pass various firearms qualification courses; and
- f) Maintain satisfactory levels of demeanor and performance in the day-to-day execution of their primary duties and responsibilities of their full-time assignment.
- 2. Medic Team Member Applicants

Medic Team Member applicants shall meet the following qualifications to apply for the SOT:

- a) Be a non-probationary member of a fire department within Deschutes County or a current SOT member who;
- b) Possesses a paramedic level certificate or above;
- c) Maintains satisfactory annual evaluations;
- d) Is legally qualified to be deputized by the sheriff, enabling them to legally act with the full authority of a law enforcement officer;
- e) Passes a thorough background investigation;

- f) Passes a physical agility test; and
- g) Passes various firearms qualification courses.

A review of the applicant's personnel file to determine that applicant's suitability for this assignment will be conducted on all applicants (prior to their evaluation in other qualification phases). Those who pass all phases of the qualification review will be placed on an eligibility list by the SOT Commanders. Prior to appointment to the SOT, the eligibility list will be presented to Command Staff for further consideration.

C. Application Process

SOT applicants requesting to apply for a position on the SOT shall submit the following to the SOT Commanders:

- 1. Sheriff's Office Applicants:
 - a) A written recommendation from the applicant's immediate supervisor stating the applicant is eligible to apply for the SOT;
 - b) Approval to apply to the SOT by his Division Captain;
 - A current resume detailing individual qualifications. The resume should include all experience and training relevant to the SOT position; and
 - d) Accompanying the resume, the applicant shall include a written letter of interest explaining the reasons why the applicant wants to become a member of the SOT.
- 2. Medic Team Member Applicants:
 - a) Written approval by the applicant's fire department chief or agency head,
 - b) A written application:
 - c) A current resume detailing individual qualifications. The resume should include all experience and training relevant to the SOT position; and
 - d) Accompanying the resume, the applicant shall include a written letter of interest explaining the reasons why the applicant wants to become a member of the SOT.

D. Selection and Testing Process

Sheriff's Office and Medic Team Member applicants who meet the above qualifications and submit the required documentation will be invited to participate in the SOT testing process. The testing process will consist of three phases:

- Physical Agility Test: A timed course set by the SOT Commanders. The timed portion has a
 maximum time limit allowed. The course will be determined by the SOT Commanders prior to
 quarterly qualification and will be of an obstacle course in nature. This test will evaluate the
 performance of job-related physical activities requiring a demonstration of physical strength and
 agility, coordination, stamina, and determination.
 - Additionally, the test may include separate phases or stations, each having its own time frame for completion, requiring demonstration of judgment or decision-making ability while under the stress of physical activity. Details and minimum requirements to pass will be provided for SOT applicants for the purpose of allowing individuals to train and prepare for the maintenance of the minimum qualification requirements.
- 2. Firearms Qualification Course: SOT applicants will be required to pass with a minimum qualifying score of 80%. Details of these courses will be provided for the purpose of allowing individuals to train and prepare for the maintenance of the minimum qualification requirements.
- 3. Oral Board Assessment: This assessment will be conducted by an interview panel composed of current SOT members and team leaders (one each) and at least one member of the Sheriff's Office Command Staff. A scoring system will be applied to the oral board assessment phase.

Applicants who pass all phases of the testing process will be placed on an eligibility list from which SOT members will be selected, pending Command approval.

E. Quarterly Qualifications and Training

1. Purpose

Once selected and assigned to the SOT, all operational team members, regardless of rank or position, and medic team members must maintain minimum standards of performance, as listed below, to ensure that team members are physically fit and trained to participate in SOT operations.

Failure to meet the minimum standards will result in the team member being placed on temporary, non-deployable status until the minimum standards are met. During this non-deployable status, as staffing permits, members are still required to attend training and meetings but are not available for call-out. The member will have two (2) months to meet minimum standards or be administratively removed from the team. Authorized medical conditions may qualify as an exception to this policy. Written documentation from a physician must be provided to the SOT Commanders in order for the medical condition to be considered as an exception to this policy.

Medic team members will attend bi-monthly SOT training and will qualify quarterly on the SOT obstacle course and the firearms qualification course.

2. Quarterly Qualifications

Physical Agility Test: A timed course set by the SOT Commanders. The timed portion has a maximum time limit allowed. The course will be determined by the SOT Commanders prior to quarterly qualification and will be of an obstacle course in nature.

Firearms Qualification Course: Mandatory firearms qualification courses will determine proficiency in and the safe handling of the handgun and shoulder weapons used by deputies of the Sheriff's Office.

3. Training

A minimum of twelve (12) hours of SOT training will be scheduled each month and attendance by SOT members will be based on the operational needs and necessities of the on-duty shifts.

Training outlines and/or lesson plans will be submitted for review and then filed with the Training Division of the Sheriff's Office.

a) Mandatory Training

1) Firearms: Firearms training will be held a minimum of six (6) times per year and team members will be required to pass with a minimum qualifying score of 80%. Team members will train in the proper operation of all firearms they may employ in the scope of their duties with the SOT. SOT members are expected to be proficient in the use of firearms in all environments and conditions.

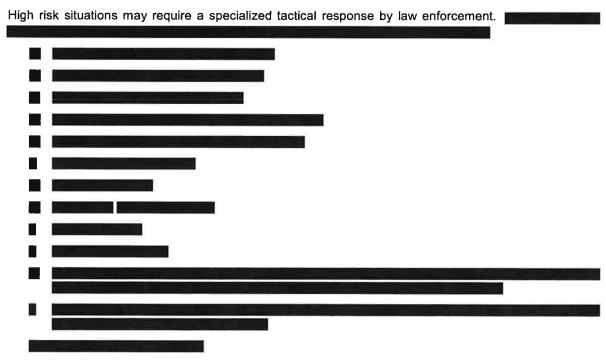
Medic team members will be trained in the proper operation of all team weapons sufficient to accomplish disabling the weapon of an injured team member. They will also be required to carry handguns for their own protection during SOT missions; consequently, they will be trained in the use of handguns during SOT firearms training. Firearms training provided for SOT Medics will include making them knowledgeable of the laws governing the use of deadly force.

During firearms training and any live fire exercise, all firearms range safety rules will be observed in accordance with Policy 3.14, VII Safety, Firearms Range Safety Rules and X Firearms Range Rules. As always, every individual at the training site is responsible for being a "range safety officer" and identifying any dangerous or hazardous situations.

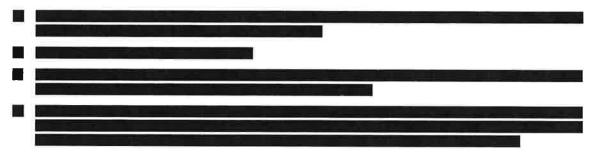
2) Chemical Agents: There will be required annual reviews and testing on the use of chemical agents. Team members will be required to be familiar with the recognition, effects of contamination, use and operation of various types of chemical agents and their methods of delivery, and the use of protective equipment.

- 3) Flash/Sound Diversionary Devices: There will be required annual reviews and testing on the use of flash/sound diversionary devices. Team members will be expected to be familiar with the effects, use and delivery of these devices; and
- 4) Riot and Crowd Control: Team members will be trained annually on riot and crowd control techniques.
- 5) Tactical Specialty Impact Munitions: Team members will annually review and test in the application of impact munitions.
- 4. Scenario-Based Training. Whenever scenario-based training is utilized, where deputies and role players simulate shooting at each other, there will be no lethal ammunition or weapons loaded with lethal ammunition present within the training area or training set. This rule applies to ALL personnel deputies, safety monitors, observers, and role players involved in the training. NOTE: Absolutely no one will be allowed on the training set or area with lethal ammunition or weapons loaded with lethal ammunition. Observers will be required to remove any lethal ammunition and/or weapons loaded with lethal ammunition and secure those items off the training set. Safety Officers and/or safety monitors will be employed during all such training to ensure adequate inspections are conducted before and during training in order to comply with this policy.
 - A minimum of one deputy will be designated as a safety officer at each scenario-based training exercise.
 - b) Prior to training, there will be a check of all firearms. Weapons will be checked for lethal ammunition and then marked as checked and safe by placing colored plastic tape around the barrel of each weapon checked.
 - c) Prior to the beginning of training, the safety officer will check the training set, all persons involved, and all weapons for lethal ammunition. Any lethal ammunition found will be removed from the training set prior to training.

F. Deployment Process



1. Call-Out Criteria



2. Call-out Procedures

- a) Corrections Call-out
 - 1) In the event of an emergency situation in the Jail, Work Center or Courthouse that requires the response and assistance of the SOT, the on-duty supervisor will continue to adhere to and follow the Deschutes County Adult Jail Emergency Operations Policy relative to the incident. The on-duty supervisor will continue as the designated Incident Commander until relieved by a higher authority. The on-duty supervisor will be responsible for maintaining the safety and security of the areas of the Jail or Work Center not affected by the emergency situation.
 - on-duty supervisor will evaluate the situation. If response by the SOT is deemed necessary, the on-duty sergeant(s) shall notify the Captain or Sheriff. Once authorized to activate the SOT, the on-duty supervisor shall notify the SOT Commander(s) of the call-out, outline the situation and discuss the appropriate tactical response.



b) Patrol Call-out

the on-duty Watch Commander will evaluate the situation. If response by the SOT is deemed necessary, the Watch Commander shall, as soon as possible, notify a Captain or the Sheriff. The Watch Commander(s), once authorized to activate the SOT, shall notify the SOT Commander(s) of the call-out and:

- 1) Outline the situation;
- 2) Discuss the appropriate tactical response; and
- 3) Supply the assistance requested by the SOT Commander(s).

The SOT Commander(s) will initiate an SOT call-out and designate an assembly location for the team. A call-out for SOT will include all available team members. Only the SOT Commander(s) can decide to activate a limited number of team members.

3. Watch Commander Responsibilities

The Watch Commander at the scene will establish:



When the SOT Commander(s) or first SOT Team Leader arrives at the scene, the Watch Commander will brief the SOT Commander(s) or Team Leader of the situation, outlining known factors.

The Watch Commander and the team leader are responsible for maintaining communications with each other and for coordinating their respective efforts. Unless relieved by a higher-ranking authority, the Watch Commander shall have authority to direct the operation until he commits the SOT to a tactical solution.

4. SOT Commander(s) Responsibilities

The SOT Commander(s) shall be responsible for developing the tactical plan to resolve the situation. He shall take the necessary and appropriate steps to inform himself of all possible facts concerning the situation in order to determine the appropriate tactical action, and will rely on the assistance of his team leaders for the plan development. He shall brief a member of the SO Command of the tactical plan and solicit approval of the plan.

The SOT commitment shall be authorized only by a Captain or the Sheriff. Once committed, tactical control of the situation passes to the SOT Commander(s), or, in his absence, to a Team Leader.

The SOT Commander(s) shall assume full authority and responsibility for the tactical methods employed to resolve the situation in accordance with the approved tactical plan.

5. Team Leader Responsibilities

- a) The SOT Team Leader(s) shall direct and oversee the actions of Team Members during the implementation of the tactical plan developed by the Team Commander.
- b) The SOT Team Leader(s) shall act in place of the Team Commander(s), if unavailable.

G. High Risk Warrant Operations

1. Warrant Services Process and Operations

Purpose and advantages of using the SOT for warrant services:

- a) Provides detectives and others with a safer method of serving high risk warrants and, according to national research, reduces the potential for police use of deadly force. (Balance of Force IACP 1988); and
- b) Assists SOT in maintaining proficiency when activation for other purposes is infrequent.
- 2. Criteria for Requesting the SOT for Warrant Services:
 - a) The location in question is barricaded against entry or the suspect is believed to be inside a location, vehicle or hidden from view and refuses to submit to arrest; or
 - There is reason to believe the suspect(s) is (are) armed and will use the weapon against law enforcement officers; or
 - c) There is no practical way the suspect can be arrested outside the location.
- 3. Operational Sequence on Warrant Services
 - a) A request for the SOT will be made by the supervisor responsible for the execution of the warrant. The request will be made to the appropriate division Captain or the Sheriff.

 All planned operations will be planned as time and circumstances permit. This is in contrast to an unplanned or spontaneously occurring event.
 - b) A planning meeting will be held involving the SOT Commander(s), Team Leaders, designated SOT scouts and investigators to:
 - 1) Obtain and evaluate available intelligence information;
 - 2) Identify and address all jurisdictional issues and plan for appropriate interagency notifications

and/or cooperation;

- 3) Determine and assign areas of responsibility for operation; and
- 4) Define the mission objectives, i.e., arrest of suspect(s), seize evidence, coordination of multiple sights, simultaneous or synchronized activities, etc.
- c) At a minimum, obtain information from the following sources:
 - 1) Investigators
 - 2) Corrections deputies and patrol deputies/officers
 - 3) Reconnaissance of the location
 - 4) Informants/witnesses/victims
 - 5) Photos/maps/video tapes/etc.
 - 6) Law enforcement computer data sources, e.g., criminal history records, firearm registration records, past police reports, warnings, field interrogation reports, etc.
 - 7) Deschutes County Behavioral Health (i.e., Mobile Crisis Assessment Team), if possible
- 4. Tactical Plan Preparation

When time and circumstances permit, |

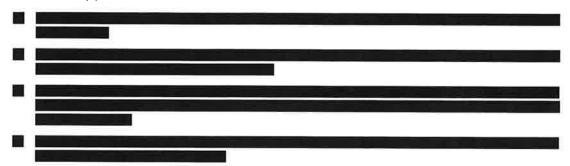
- a) The overall operations plan will be submitted internally for approval.
- b) Approval by division Captain shall be indicated in writing on the approved operations plan and that document shall be recorded within the Deschutes County Sheriff's Office Records.
- 5. Briefing on Warrant Services

When time and circumstances permit, briefings will be conducted. Briefings will include "brief backs" by involved personnel.

- a) The primary briefing will be held and will include all personnel for all agencies involved in the operation.
- b) A secondary briefing will be held involving SOT personnel.
- 6. Warrant Service Rehearsal
 - a) When time and circumstances permit, rehearsals will be conducted.
 - b) Rehearsals will include order of march; the order of movement from transport vehicles will be practiced, when possible.
 - c) Personnel to be used as convoy drivers and as drivers for delivery of SOT will conduct reconnaissance of the primary and secondary routes to be used for the operation. This will be done with SOT Commander(s), when appropriate, and may be considered the SOT Commander(s)'s Recon
- 7. Warrant Services Deployment
 - a) Non-SOT personnel not involved in the initial service of the warrant will respond to a pre-selected staging area(s) and will remain there until called into the target area(s) after it has been secured by the SOT.



- c) A Command Post (CP) will be established and made operational. The CP will be staffed by the SOT Commander(s), Watch Commander, negotiators, and other personnel as needed.
- d) The SOT perimeter and entry teams will respond to the location at the direction of the SOT Commander(s):



- 5) If shots are fired, the location will be contained and treated as a barricaded suspect situation.
- 6) The investigative units at the staging area will be provided with periodic situation reports over the radio by the SOT.
- 7) Once the location is cleared and secured, the investigators will be called to the location from their staging areas to take control of the sites which will be handed off to them by the SOT Commander(s). Investigators will then be responsible for conducting authorized activities pursuant to the warrant.
- 8) All SOT activities will be logged by an assigned Incident Recording Officer. The documentation will be reviewed and attached to the after action report.
- e) A Command Post (CP) will be established and made operational. The CP will be staffed by the SOT Commander(s), Watch Commander, negotiators, and other personnel as needed.

8. Warrant Service Post Operation Activities

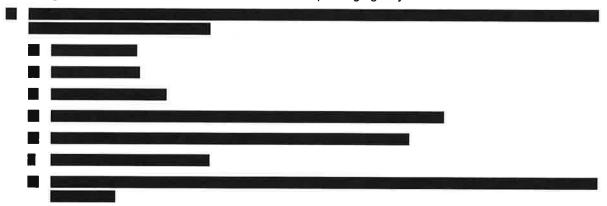
- a) SOT Commander(s) will provide pertinent information to investigators prior to being released and before leaving the scene;
- b) All SOT personnel and equipment will be accounted for;
- Unless needed for security, all SOT personnel will depart in an organized manner and as per the
 operational briefing as soon as possible after the scene is secured and turned over to
 investigators; and
- d) A comprehensive post-operation critique will be conducted. All personnel involved in the operation from all involved agencies should participate for the purpose of identifying methods and procedures which worked well and items or activities which did not. This "after-action" procedure is imperative for the professional development and growth of all entities involved in managing critical incidents, identifying needed changes to policy or practices, for the development or adoption of different techniques, tactics and procedures and for continuous improvement in all operations.
- e) In addition to the comprehensive post-operation critique described in the preceding paragraph, the SOT will conduct its own internal critique to focus on its tactical effectiveness.

H. Outside Agency Aid

Requests for aid outside of the jurisdiction of Deschutes County will initially be referred to the Central Oregon Emergency Response Team (CERT). In the case where the situation is larger in scope than the capabilities of one tactical team, CERT, in conjunction with outside law enforcement agencies, may request assistance from the SOT. Operation approval outside of Deschutes County will be on a case by case basis to be approved by the Sheriff or the Sheriff's designee. The team leaders shall inform the

requesting agency's representative of the SOT policies and that the provisions of ORS 402.200-.240 (Mutual Assistance Compact) apply. The following operational guidelines will be established:

- 1. Primary Assistance: Primary Assistance denotes that the SOT will assume primary responsibility or be the lead tactical team with operational control for the tactical resolution of the situation.
- Secondary Assistance: Secondary Assistance denotes that the SOT will assume a support role to the
 requesting agency's tactical team. The requesting agency will retain complete operational responsibility
 and control of the incident. The SOT Commander(s) will respond to the scene and will accept mission
 assignments from the incident commander of the requesting agency.



I. Media Relations and Press Releases

Media contacts for all SOT operations will be the responsibility of the Watch Commander or competent authority of the requesting agency. This includes media contacts at the scene, distribution of timely press releases, and/or scheduling of press conferences.

J. Mission Documentation

All SOT activities will be logged by an assigned Incident Recording Officer. The SOT Incident Recording Officer will be located in the command post and will monitor the SOT Commander(s)'s activities and the radio channel/traffic used by the SOT. The Incident Recording Officer will log any information broadcasted or discussed relating to the incident, including, but not limited to, any decisions made by the SOT Commander(s), Team Leaders or other SOT personnel. The log will contain the names of the parties involved and a brief description of what has occurred. The log will be turned over to the SOT Commander(s) after the mission is resolved, to be included with all other necessary documentation of the event.

K. After Action Reports

In all cases where an SOT call-out is authorized, the SOT Commander(s) or his designee, shall submit a report to command staff. The report shall include:

- 1. Outline of the critical situation or event:
- 2. Tactical plan utilized and approved by him;
- 3. Summary of activities;
- 4. Injuries to any person;
- 5. Use of weapons or chemical agents;
- 6. Any property damage;
- 7. Team and individual performance;
- 8. Suitability of procedures and appropriateness of call-out; and
- 9. Recommendations regarding the team's mission, operational guidelines, tactics, composition,

equipment and training.

L. Equipment

Standard Equipment

SOT members will be provided the following equipment:



SOT members will wear appropriate utility-type uniforms of an approved pattern/color determined and directed by an SOT Commander, based on the needs of the operation or training scenario. Uniforms will utilize clearly visible and identifiable uniform placards, patches, badges or lettering that identifies the wearer of the uniform as a Deschutes County Sheriff's Deputy. All other items of personal wear or equipment must be approved by the SOT Team Leaders.

SOT members are individually responsible for any and all departmental equipment they have been issued and will appropriately maintain and care for all issued equipment. Failure to appropriately care for or maintain equipment in full mission readiness will be grounds for removal from the team.

Special Equipment

Recognizing that missions of the SOT are performed in a hazardous environment and recognizing that the safety of citizens, law enforcement officers and suspects is often jeopardized by those hazardous conditions, it shall be the intent of the SOT to utilize specialized equipment and weapons in an attempt to lessen the risk of injury or death to all involved during the performance of an SOT operation.

These specialized tools, in combination with specialized training, provide the Sheriff's Office with a capability which, if used appropriately, will mitigate risk to:

- a) the community;
- b) law enforcement personnel;
- c) the suspects who have created the critical incident; and
- d) the correctional facility.

It must be recognized, however, that the use of special equipment in no way implies or guarantees that injury or death will not occur during an SOT operation.

