





POLICIES AND PROCEDURES MANUAL

	SPECIAL OPERATIONS AND HOMELAND SECURITY	
	POLICY NUMBER: 46-4	ISSUING AUTHORITY 
	EFFECTIVE DATE: January 1, 2025	Christine A. Elow Police Commissioner

I. GENERAL CONSIDERATIONS AND GUIDELINES

Special Operations is a component of the department's response to critical incidents and includes the use of the Special Response Team, the Crisis Negotiation Team, Explosive Ordinance Disposal Unit, the Tactical Patrol Force, and the Cambridge Fire Department for situations with hostage takers or barricaded persons, coverage of special events, dignitary protection, and response to incidents involving hazardous materials. In some cases, these operations will be managed by formally organized department teams and on occasion will be managed by department personnel working cooperatively with other agencies to accomplish the identified objectives. It is important to recognize that each unit, both internally and externally, does not operate alone. A unified approach to critical incidents will often achieve the best result.

II. POLICY

It is the policy of the Cambridge Police Department to:

- A. respond to crises and critical incidents in a timely but measured manner to protect the lives and property of community members;
- B. provide protective services for special events and dignitary visits;
- C. train personnel for the tasks to which they are assigned; and
- D. provide awareness information to the public when appropriate.

III. DEFINITIONS

- A. *CFD*: Cambridge Fire Department.
- B. *CNT*: Crisis Negotiation Team.
- C. *EOD*: Explosive Ordinance Disposal.

- D. *IAP*: Incident Action Plan.
- E. *JTTF*: Joint Terrorism Task Force.
- F. *SRT*: Special Response Team.
- G. *TPF*: Tactical Patrol Force.

IV. PROCEDURES

A. 46.2.1 (M) Special Operations Activities

1. The procedures for special operations activities include the following.
 - a. The responsibilities that agency personnel are to assume until assistance arrives at unplanned incidents include the following.
 - (1) Patrol officers will respond depending on the nature of the incident and threat or risk that it presents. First responding officers will attempt to contain it, if possible, establish a perimeter, provide for medical attention, if necessary, evacuate the surrounding areas, and communicate information through the chain of command.
 - b. Deployment of tactical teams to supplement other operational components.
 - (1) Pre-planned operations of the SRT include any event that allows time to develop a fully organized structure including personnel assignments, equipment, mission, timeframes, and logistics. Pre-planned operations can be high-risk events, such as fugitive apprehension and arrest warrants; and can be of relatively low-risk, such as City events including the Fourth of July Celebration and the Cambridge Carnival.
 - (2) Field requests are unplanned and usually occur when officers responding to calls for service encounter an elevated threat to safety beyond their ability to resolve the situation. These incidents may include a barricaded subject with a weapon, a domestic incident that turns into a hostage situation, or other incident that threatens the lives and safety of community members.
 - (3) SRT members who are already working may be utilized to help resolve an incident.
 - (4) In such cases, the incident commander on scene shall notify the Shift Commander of the incident, who shall alert the Deputy Superintendent, who Commands the SRT Team, to determine if a full call-out of the team is necessary.
 - (5) If the SRT Commander determines that a full call-out is necessary, they will confer with the highest-level command staff available to confirm the decision.
 - (6) There are two methods that the SRT can be on standby. The team can be alerted by text message that there may be a need to deploy; or the team can be called in to the station for possible deployment, such as civil unrest, protests, or to assist in another jurisdiction, if needed.

- c. Required authorization for deployment of tactical team.
 - (1) The SRT may only be deployed with authorization from the Police Commissioner or designee at the highest level available.
- d. Designation of tactical team command and decision-making authority.
 - (1) The commanding officer of the SRT shall be a sergeant or lieutenant designated by the Deputy Superintendent of the Special Operations Division. The lieutenant shall have responsibility for the administration, training, policy, and operations of the team.
 - (2) During an incident when the team is called out, the sergeant or lieutenant shall serve as the commanding officer.
 - (3) The lieutenant shall brief the appropriate command staff regarding field operations and call-outs to include the Police Commissioner when necessary.
 - (4) The team sergeant shall assist the lieutenant in all administrative and functional responsibilities and shall assume command of the team in the absence or incapacitation of the lieutenant. The team sergeant shall serve as the SRT procurement officer.
 - (5) When the TPF is activated, the Duty Chief is in charge and has decision-making authority.
- e. The use of a threat/risk assessment.
 - (1) The department will have available a threat matrix to help command staff with decision making.
 - (2) The Team Commander of the SRT is responsible for developing the matrix and for training command staff in its use.
- f. Coordination and cooperation between tactical teams and other operational components.
 - (1) Within the department, the tactical units will communicate and coordinate with each other.
 - (2) Within the City, the tactical units will communicate and coordinate with the Fire Department HazMat Division.
 - (3) Regionally, the tactical units will communicate and coordinate with teams from other police departments in the metropolitan area. The SRT is part of the Metro Boston Homeland Security Region (MBHSR).

B. 46.2.2 (M) Tactical Team Selection

- 1. The criteria for the selection of personnel assigned to tactical units will assess each applicant's potential performance and mental suitability for a tactical assignment.

- a. The first step is to distribute a posting by email for each type of tactical position.
 - b. Officers who wish to express an interest may do so by sending an email to the commanding officer of the unit including a letter of intent and a resume.
 - c. The SRT Commander will notify potential candidates of a date for the physical fitness test, obstacle course, and firearms qualifications. Candidates who successfully pass the qualification test will move on to an interview. EOD also conducts tryouts to determine suitability for selection to the team. Other tactical units do not conduct tryouts.
 - d. The final step in the process for each of the tactical units is the same: there is a panel interview conducted by designated members of the unit. The panels will determine each candidate's suitability for the position based on their assessment of the candidate's performance, ability, and psychological aptitude.
 - e. Depending on the need for additional members, the interviewing panel will select the candidates to be recommended to the Command Staff, who will make the final selection.
- C. 46.2.3 (M) Tactical Team Equipment
1. The department will provide specialized equipment for personnel assigned to all tactical teams.
 - a. The equipment will be adequate and will follow the recommendations of recognized authorities in each discipline.
- D. 46.2.4 (M) Crisis Negotiator Selection
1. Procedures and criteria for selection to the CNT as a crisis negotiator are as follows.
 - a. When positions on the Crisis Negotiation Team become available, the posting for the positions will be sent out to department personnel by email.
 - b. Interested parties will then submit a resume and letter of intent by the posted deadline.
 - c. An interview panel will be formed to interview the officers who submitted a resume and letter of intent by the posted deadline to determine the extent they need the following criteria.
 - (1) Strong communication skills.
 - (2) Patience and the ability to display empathy.
 - (3) Active listening skills.
 - (4) Risk assessment skills.
 - (5) At least three years of full-time police service.
 - d. The interview panel will then give their recommendations to the Command Staff who will make the final selection.
- E. 46.2.5 (M) Search and Rescue

1. The department does not maintain a search and rescue function but may assist other department search and rescue units as requested and authorized by the Police Commissioner or designee.

F. 46.2.6 (M) VIP Security Plan

1. Depending on the nature of each VIP security detail, the requirements of the person being protected, and which law enforcement agency is in charge, an Incident Action Plan (IAP) shall be written and implemented in a timely manner.
 - a. In some cases, the IAP will be created by a federal agency, such as the Department of State or the Secret Service and provided to the department as part of the execution plan. In these situations, a department supervisor and officer will be assigned to the security detail.
 - b. In other cases, the department will modify the plan to include specific information and directions for the time the VIP is conducting business in Cambridge, visiting a particular site, or passing through the City.
2. The lieutenant of the Traffic Unit is responsible for participation with federal agencies, development, and records maintenance of VIP security plans.
3. Most dignitary visits to the area arrive at Logan Airport with overnight stays in the greater Boston area, often in Boston or Cambridge. The security for these visits is usually handled by a federal agency with the assistance of the Capital Police or State Police. For high-level visits, such as the President or Vice President of the United States, the security detail is handled by the Secret Service with an accompanying security plan.
 - a. If the visit enters Cambridge, the department will be included in the execution of the plan.
4. In a motorcade, the visiting VIP is often situated in the middle car, the state police at the head, and a Cambridge police vehicle in the rear. Motorcades may include more than three cars depending on the nature of the visit.
 - a. Depending on the threat level, the urgency to get to the destination, and the desires of the dignitary, travel plans can change to accommodate the dignitary.
5. The only time specialty weapons are assigned to a security detail is when the SRT is deployed. Otherwise, officers carry the regular duty firearm, body armor, and equipment regularly stored in a marked cruiser. Any specialty weapons will be listed in the IAP along with the personnel they are assigned to.
6. Officers in plain clothes will wear a lapel pin of the day to be identified as a member of the detail team.

G. 46.2.7 (M) Special Events Plan

1. The Administration Unit and/or the Tactical Operations Unit, directed by a deputy superintendent, is responsible for determining the need for a written plan for the handling of

each special event in the City. A member of one of the units will be assigned to write the plan as required.

- a. Depending on the size and scope of the event there may be a written Incident Action Plan. A deputy superintendent or designee is responsible for attending planning meetings and writing the IAP. For smaller events, a sergeant or lieutenant covers the event and may or may not write an IAP.
- b. For exceptionally large events, there are multiple deputy superintendents involved. However, one deputy superintendent is designated as the incident commander who is responsible for managing the event including the writing of the IAP and coordination with other City departments.
- c. Plans, whether written or verbal, may address and include provisions for the following special circumstances: ingress and egress of vehicles and pedestrians, parking, spectator control, public transportation, relief of personnel assigned, news media access, alternate traffic routes, temporary traffic controls and parking prohibitions, and emergency vehicle access.
- d. Each month, there is a meeting of the City's Special Events Committee, which is chaired by a member of a City department, not the police department. A member of the department, either a sergeant and/or a lieutenant, attends these meetings.

H. 46.2.8 (M) Event Deconfliction Process

1. The department does not belong to a formal deconfliction system; however, it participates in an event deconfliction process that provides direction regarding its use and accountability measures, to include the following.
 - a. Qualifying events and contact resources.
 - (1) Qualifying events include gun violence, human trafficking, large drug transactions, high risk activities such as undercover operations, authorized surveillance, execution of search warrants, and fugitive apprehension. Contact resources include the State Police in the District Attorney's Office, certain officers assigned to task forces including JTTF, DEA, DHS, Secret Service, and the Boston Regional Information Center (BRIC).
 - b. Authorized users and administrators.
 - (1) The lieutenants in the Criminal Investigations Unit are the primary authorized users and administrators of all deconfliction processes.
 - c. Information authorized for release to system provider.
 - (1) Information authorized for release includes the name of a suspect, or an address if the suspect is not known, physical description, phone numbers, vehicle descriptions and license plates if known, and a modus operandi.
 - d. System contacts and internal distribution of information requirements.

- (1) The lieutenants in the Criminal Investigations Unit and members of the Crime Analysis Unit serve as the primary system contacts. The Crime Analysis Unit serves as the main outward facing integration function with the BRIC.

I. 46.3.1 (O) Providing Awareness Information

1. The department provides terrorism awareness information within its service area by promoting the Department of Homeland Security's *See Something, Say Something* campaign on the Police Department website.
2. Also, a member of the department is assigned to the JTTF on a full-time basis. The department has a signed MOU with the JTTF and follows the *Records, Reports, and Information Sharing* requirements as set forth in the MOU.

J. 46.3.2 (M) Hazmat Awareness

1. The department will provide awareness level training for events involving hazardous materials.
 - a. The SRT is provided with awareness level training for events involving hazardous materials. The course is called CBRNE: Chemical, Biological, Radiological, Nuclear, and Energetic HazMat.