



# Directive 13.3 Annex 7 HOSTAGE OR BARRICADE SITUATIONS

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### I. PURPOSE:

The purpose of this document is to outline responsibilities and procedures for hostage/barricade incidents.

### II. POLICY:

It is this Department's policy to resolve hostage/barricade incidents under controlled conditions and to minimize risk to the lives of all individuals involved. The goal is to resolve these incidents in the safest manner possible without regard for the fiscal impact such an operation may have.

### III. DEFINITIONS:

**Command Post** – a temporary location from which the incident will be operationally controlled. The circumstances of each incident will dictate the command post type and location.

**CP1** – the radio identifier for the Incident Commander.

**Evacuation Supervisor** – a supervisor who is appointed as needed to manage any evacuation effort and reports to the Operations Officer.

**Hostage Negotiations Team (HNT)** – a team of officers specially trained to communicate with hostage takers and individuals who are barricaded.

**Hostage Situation** – In order for a watch commander to declare a hostage or barricade incident, the following three conditions must be present:

1. Legal justification for police action, including sufficient probable cause for an arrest or emergency mental detention order for the subject, or

sufficient information to justify the belief that the subject poses a substantial and immediate threat to the lives and safety of him/herself or others;

2. A credible belief that the subject is holding others against their will, or has placed him or herself in a position by action, cover, or concealment so as to prevent detection or apprehension by police (such as behind a door, in a motor vehicle, or inside a building); and
3. The subject has not responded or has refused to respond to police attempts to communicate with him/her or expressed refusal to peacefully surrender.

**HNT Commander** – a specially trained commander who reports to the Incident Commander and manages the negotiation aspects of hostage/barricade situations. The HNT assistant commander will assume the HNT commander's duties in the commander's absence.

**HNT Supervisor** – a trained negotiator designated by the HNT commander to coordinate the activities of the HNT. The HNT supervisor will assume the HNT commander's duties in the commander's absence.

**Incident Commander** – a specially trained commander who assumes overall responsibility in designated major incidents.

**Logistics Support Team (LST) Commander** - a specially trained commander who reports to the Incident Commander and manages the logistical support aspects of the incident.

**Logistics Support Team** – specially trained Resource Sergeants used to provide support at the command post area and report to the LST Commander.

**Negotiations Operations Center (NOC)** - the space located near or adjacent to the command post from which negotiations are conducted.

**Operations Officer** – a commander who reports to the Incident Commander and is responsible to assist the Incident Commander in general command strategy development and to ensure the execution of the Incident Commander's directions.

**Perimeter Control Supervisor** – a supervisor who manages the outer perimeter and reports to the Operations Officer.

**Recorder** – a lieutenant or higher, appointed by the Incident Commander to record the actions, orders, and general timeline of the incident.

**Special Operations Team (SOT)** – officers and medics trained in the use of special weapons and tactics, and responsible for the containment and apprehension of subjects in the inner perimeter.

**SOT Commander** – a specially trained commander who reports to the Incident Commander and manages the use of special weapons and tactics that relate to the containment and apprehension of subject(s) in the inner perimeter. The SOT assistant commander will assume the SOT commander's duties in the commander's absence.

**SOT Team Leader** – a sergeant or other member of the SOT team authorized by the SOT commander to serve as a leader.

**Staging Area Supervisor** – supervisor(s) who are appointed as needed to manage the orderly collection and dispatching of equipment and personnel.

**Tactical Operations Center (TOC)** – staffed, when and if needed, by personnel who gather intelligence and tactical information. This information is then passed onto the SOT and HNT commanders.

**Watch Commander** – the Patrol commander on-duty.

#### IV. **APPROACH:**

A. Hostage/barricade situations will be controlled and contained by the Incident Commander using the Special Operations Team (SOT) and the Hostage Negotiations Team (HNT), assisted by other units as needed.

1. The objective of HNT is to establish and maintain communications with the hostage taker and/or barricaded subject and to resolve situations in a manner most likely to minimize loss of life, injury, or property damage.
2. The objective of SOT is to use their highly trained personnel and specialized equipment to contain and apprehend hostage taker(s) and/or barricaded subject(s) in a manner most likely to minimize the loss of life, injury, or property damage.

B. In addressing a hostage/barricade incident, the SOT and HNT commanders will remain with and assist the Incident Commander at the command post. The mutual cooperation of these three (3) commanders is essential in finding the best solution to the incident.

C. Overall responsibility for handling of the incident rests solely with the Incident Commander.

#### V. **RESPONSIBILITIES:**

A. First Officer on the Scene: Whenever officers realize that a possible hostage/barricade situation or other circumstances indicate the need for SOT and/or HNT, they will:

1. Immediately notify a supervisor.
2. Continue to evaluate the situation.
3. Take due care for their own safety and those of others.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

7. Brief the first field supervisor on the scene as to the situation and the positions of all involved officers.

B. Whenever a supervisor or watch commander becomes aware that a possible hostage or barricade situation (including suicide threats by a person who is barricaded or cannot be readily secured) has been reported or may be developing, both the supervisor and the watch commander will immediately respond to evaluate the incident. Members of SOT and HNT may be on duty and can be called to the scene to assist with operations and/or evaluation of the incident.

[REDACTED]

C. First Field Supervisor on the Scene will:

1. Request the watch commander respond, if he or she is not already there or en-route.
2. Request any additional needed personnel to respond.

3. [REDACTED]

4. [REDACTED]

5. [REDACTED]

6. [REDACTED]

7. [REDACTED]

D. Incident Commander

1. When the watch commander arrives, he or she will become the Incident Commander and be so identified over the radio. He or she will retain overall responsibility for the scene until properly relieved by one of the specially trained designated Incident Commanders and be so identified over the radio.
2. The Incident Commander will:
  - a. Designate a recorder to record significant command post activities.
  - b. Establish a location for the command post and subsequently a NOC and TOC (if necessary). Notify the LST commander to have the Command Bus brought to the command post.
  - c. Confer with the scene supervisor on the status of the situation and the position of all personnel assisting.
  - d. Advise the Department of Emergency Communications (DEC) of the identity of the Incident Commander and the location of the command post.
  - e. Ensure that SOT, HNT and LST have been notified.
  - f. Appoint an Operations Officer and Perimeter Control supervisor.  
[REDACTED]
  - h. Identify a staging area and appoint a staging area supervisor, if needed, for non-SOT personnel.
  - i. Advise DEC to have all unassigned officers report to the staging area, if one was created.
  - j. Early in the handling of the incident, assign an officer to handle the incident report (APD-7).
  - k. Ensure the following persons and equipment report to the staging area, if needed:
    - i. Medic unit, fire engine and a Fire Battalion Chief.
    - ii. City Emergency Manager.
    - iii. [REDACTED]

- iv. Public Information Officer (PIO).
  - v. Evidence technician.
  - vi. K-9 team(s).
  - vii. At least two (2) Criminal Investigations Section (CIS) investigators who are not performing some other function in support of the incident.
  - viii. Any other responding persons and equipment.
- l. Wear the identification that designates him or her as the incident commander.
  - m. Ensure the SOT and HNT and commanders remain with him or herself and provide constant coordinated assistance.
  - n. Determine if an evacuation is needed and if so, assign a supervisor to manage it.
  - o. Request assistance from, and establish communications with, other agencies, if needed.
  - p. Authorize uses of force and use of chemical agents, when necessary (also see Police Directive 10.32, Use of Force).
  - q. At the conclusion of the incident, once advised that the SOT commander has declared the inner perimeter safe, designate a supervisor to assume control of the scene using normal crime scene procedures (i.e., police officers will provide crime scene security, and Crime Scene Investigations personnel will be called to process it, etc.).
  - r. Notify DEC when restricted radio traffic is no longer needed.
  - s. Determine the time and place for the after-incident debriefing and broadcast a radio announcement for all personnel involved in the incident to attend.
  - t. Send an after-incident page.
  - u. Ensure the incident is added to the Patrol Daily Activity Report
  - v. Forward an after-action report, along with the after action reports from the SOT, HNT, LST, Patrol, DEC, and PIO commanders (if applicable), to the Police Chief (with a copy to the Planning, Accreditation and Directives Section) within forty-five (45) days after the incident.]
- E. The Operations Officer reports to Incident Commander in the command post and has the following responsibilities:
- 1. Develops and implements strategy and tactics to carry out incident objectives as articulated by the Incident Commander.

2. Organizes, assigns, and supervises field resources (for example, staffing issues, perimeter control and the staging area).

F. The Perimeter Control Supervisor reports to the Operations Officer and has the following responsibilities:

1. Set up, management, and control of the outer perimeter, [REDACTED]  
[REDACTED]
2. [REDACTED]
3. [REDACTED]
4. [REDACTED]
5. [REDACTED]
6. [REDACTED]

G. The Staging Area Supervisor (non-SOT) reports to the Operations Officer and has the following responsibilities:

1. Locate and manage the staging area [REDACTED]  
[REDACTED]
2. Manage all arriving personnel and equipment, and direct their assignment.
3. Require that vehicles be parked and equipment be stored in an orderly fashion.
4. Track the status of all personnel and equipment coming to, or going from, the staging area.

H. Special Operations Team

1. The SOT commander will:
  - a. Report to the Incident Commander at the command post to provide staff assistance and to direct SOT activities.
  - b. Remain with the Incident Commander until the event is concluded.
  - c. [REDACTED]
  - d. [REDACTED]
  - e. Forward an after-action report to the Incident Commander within thirty (30) days after the incident.
2. SOT members will:

- a. Respond to a scene when directed by the Incident Commander or SOT Commander.
  - b. [REDACTED]
  - c. Attend a separate SOT debriefing after the incident.
3. The SOT team leader in charge of the perimeter will determine if the inner perimeter is safe after the conclusion of the incident and notify the SOT commander. The SOT Commander will notify the Incident Commander who will then designate a Patrol supervisor to assume control of the scene using normal crime scene procedures (i.e., police officers will provide crime scene security, and Crime Scene Investigations personnel will be called to process it, etc.).
- I. Hostage Negotiations Team (HNT)
1. The HNT commander will:
    - a. Report to the Incident Commander at the command post to provide staff assistance and to direct HNT activities.
    - b. Remain with the Incident Commander until the event is concluded.  
[REDACTED]
    - c. [REDACTED]
    - d. [REDACTED]
    - e. [REDACTED]
    - f. [REDACTED]
    - g. Forward an after-action report to the Incident Commander within thirty (30) days after the incident.
  2. HNT members will:  
[REDACTED]
  3. Negotiations:

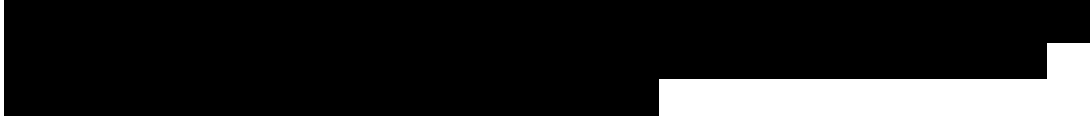


[REDACTED]

- J. The Logistics Support Team (LST) (Resource Sergeants) report to the LST commander and have the following responsibilities:
  - 1. Drive the Command Bus to the command post location and set up the vehicle for use.
  - 2. Manage the internal workings of the Command Bus.
  - 3. Maintain the communications and technology capabilities of the command post.
  - 4. Wear proper identification.
  - 5. Determine the immediate needs and available resources.
  - 6. Acquire supplies, food and equipment as needed or directed.
- K. The Evacuation Supervisor reports to the Operations Officer and has the following responsibilities:
  - 1. Manage evacuations. [REDACTED]
  - 2. Wear proper identification.
  - 3. Develop and provide a plan on how to evacuate the designated area.
  - 4. Move the evacuees to a safe location that provides for their needs.
  - 5. Ensure evacuees are returned after the incident is over.
- L. The Public Information Officer reports to the Incident Commander and has the following responsibilities:
  - 1. Obtain a situation briefing.
  - 2. Wear proper identification.
  - 3. Establish a public information area at or near the outer perimeter, away from the command and staging posts.
  - 4. Provide media updates cleared by the Incident Commander in consultation with the HNT and SOT Commander.

5. Prepare press releases and City Manager Bulletin Notices at the conclusion of the incident.

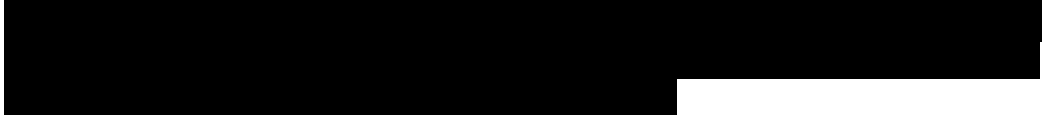
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N. The Department of Emergency Communications (DEC) Personnel, upon being advised of a hostage/barricade situation, will:

1. Immediately dispatch police units and a patrol supervisor.
2. Notify the:
  - a. Watch commander.
  - b. DEC supervisor.
  - c. Any others as directed by Incident Commander.
  - d. Be prepared to support the event with alternate radio channels and a second dispatcher, when and if requested.

3.



4. Dispatch responding units as directed by the Incident Commander or designee.