

5. Civil disorder or disorderly crowds (i.e., when a group of people cannot be effectively managed by normal patrol operations and a threat to life and/or safety exists).

B. Responsibilities of First Responding Officer(s)

1. After arriving at the scene of an emergency situation and based on preliminary information available, the officer may decide that special operations should be utilized. If so, the supervisor will be immediately contacted to request backup support. The first officer on scene will remain in command until the on-duty supervisor arrives at the scene and takes over the mission. The on-duty supervisor is responsible for requesting that the Special Response Team (SRT) be called out, and for notification to the Chief of Police or his designee.

2. The Chief of Police, Operations Division Commander or Support Services Division Commander must authorize SRT use. If none of them are available, the on-duty supervisor has that authority.

C. Establish an inner perimeter to contain the incident into the smallest area possible, and an outer perimeter to keep non-essential people out of the area.

D. If there are any injured people, medical assistance will be requested to respond to the outer perimeter entry point. If it is safe to do so, the victims will be evacuated to that location. If necessary, medical assistance should remain on standby at the scene in case additional people are injured.

E. A command post will be established inside the outer perimeter, but out of the sight of suspects. Responding officers will be notified of a safe route by which to respond to that location.

F. All innocent bystanders, residents and other victims will be evacuated. Anyone who has information regarding suspects or hostages should be detained at the command post until intelligence information is gathered.

G. The on-duty officer shall gather intelligence information, especially:

1. Concerning all the people at the location (e.g., suspects, hostages, others) as to their location, weapons involved, names, physical and clothing descriptions, mental condition, are alcohol or drugs involved, circumstances leading up to the current status, determination of criminal acts or activities, known demands and any prior contact or history (check communications or booking records).

2. Concerning the location itself as to interior and exterior layouts, escape routes, description of any vehicles available to suspects, location of telephones, location of doors and windows and location of utility connects.

H. All personnel responding to the scene shall report to the Command Post for briefing and assignment.

I. While on the scene, all personnel will maintain strict fire discipline, invisible deployment, and remain in their assigned position until cleared to move by the Command Post.

J. All officers assigned to outer perimeter points will stop and question all persons attempting to enter or leave the area for possible involvement or intelligence information.

K. Generally, officers will maintain a defensive mode, unless an immediate life-threatening situation exists.

III. Command Post & Incident Commander Responsibilities

A. The Chief of Police, or his designee, is the Incident Commander and is responsible for the overall mission objectives.

B. The Chief of Police, or designated Public Information Officer (PIO), will deal with the press at a safe location away from the command post. The PIO is the only person authorized to give press releases and other information to the media. It is to be assumed that suspects have access to television and radio and, therefore, assume that anything told to the press is relayed to the suspect. Because safety of the officers on the scene may depend on secrecy, all press inquiries will be consistently, but courteously referred to the PIO.

C. All personnel will report to a designated location (usually the Public Safety Center) for debriefing immediately following the incidents conclusion.

D. If negotiations have failed, and/or at the discretion of the incident commander, the incident may be resolved by using one or more tactical options, including, but not limited to: chemical agents, physical assault on the location by entry team, fire from selected marksmen or other appropriate police action.

E. Except in situations where the use of deadly force is authorized by policy, the decision to authorize the use of deadly force or chemical agents will be made only by the Incident Commander.

F. The Incident Commander is responsible for overall scene control and requesting additional resources, i.e. fire department, power, water, etc.

G. After resolution of the incident, the Incident Commander will assign the following responsibilities to officers: recovery and preservation of evidence, clearing the scene, securing the premises, referral of displaced occupants, if not in custody and critique of the incident.

VI. SRT Responsibilities

A. The SRT Commander, who reports to the Incident Commander, also functions as the Tactical Operations Commander and is responsible for tactical operations pursuant to the Moffat County Multi-Jurisdictional Special Response Team Procedure Manual.

V. Hostage Negotiations

A. Use of trained negotiators is crucial to positive resolution of a high-risk incident. Normally non-trained people should not attempt lengthy negotiations or even contact with the subject, unless trained negotiators are not immediately available.

B. In negotiations, the focus is on the safety of hostages, the public, the officers involved, and the arrest of the subjects and the restoration of normal operations without property damage.

C. Make every effort to lower tensions, buy time and prolong negotiations. Create delays in a hostage barricaded incident to give the hostage negotiator time to interact with the subjects while facilitating the decision making process.

D. The principal method of resolving a hostage situation is through negotiations. Communications or negotiations with hostage takers are an attempt to gain time for the safe release/surrender or rescue of hostages and gain a tactical advantage over the incident. Time is unimportant (take as much time as necessary) in removing hostage takers, unless, there is an immediate danger to life. Use of force, such as an assault, is a last resort. Hostage negotiators seek to achieve three objectives:

1. Resolve the situation through non-violent means.
2. Gain tactical advantage in order to gain the release or rescue of the hostages.
3. Contribute to the arrest of subjects, when required.

Primary Negotiator: Establishes and maintains an open line of communication with the perpetrator and attempts to establish rapport to effect release of hostages and the surrender of the perpetrator.

The Back-up Negotiator: Provides relief for the Primary Negotiator and remains ready to assume those duties, should the Primary Negotiator become unable to continue or lose credibility with the perpetrators. Maintains the log and advisory notes for the Primary Negotiator (may assign a scribe) by monitoring the conversations and forwards information to the command post.

Negotiators: Negotiators are officers who have limited decision-making authority. When used, they should wear civilian clothing. The wearing of the uniform should be determined on a case-by-case basis; however, the wearing of civilian clothing is recommended. They should be located close to the incident commander but separated by a divider or in another room.

E. The negotiator should:

1. Demonstrate empathy with other individuals.
2. Have ability to role-play.
3. Be persuasive.
4. Have the ability to accept the tension that might develop between the conflicting views of the perpetrators and response forces while maintaining a proper perspective and remaining calm.
5. Have moral courage and integrity.
6. Be a good listener and communicator.
7. Be patient.
8. Have the education, training or background that would lend insight into the criminal or mentally ill psyche.

F. General Negotiations Issues

1. The Use of Force policy must be reviewed and understood by all personnel.
2. Keep all participating personnel informed of plans and developments. If, during the course of negotiations, any hostages are harmed, realize that the safety of other hostages may be in jeopardy; and decisive, quick action may be required.
3. While mobile hostage situations cannot be discounted, they should not be allowed to develop because they are extremely difficult to manage. Consider allowing the mobility of hostage situations only when clearly to the advantage

of rescue forces or to remove the incident from a critically sensitive area. This will only be done with the authority of the Incident Commander.

a. However, the possibility exists that the suspect(s) could break free from the confined area and become mobile. Provisions will be made to provide chase and/or surveillance vehicles and control of routes should this occur.

b. Negotiations mean the willingness to establish dialogue on any subject to arrive at a settlement; it does not imply yielding to demands. Food, drink, personal comforts, medical treatment and some media coverage may be negotiable tradeoffs; however, tie every concession to something in return (such as continued dialogue, release of sick or wounded or conclusion of the incident).

c. Do not negotiate an exchange of law enforcement personnel for any hostage. The exchange of any hostages is often dangerous and has certain psychological disadvantages for the law enforcement response force.

G. Non-negotiable Demands

The following demands, if made by a hostage taker, will not be conceded:

1. Release of prisoners (includes prisoners held by third party that are somehow connected to the hostage taker).
2. Weapons, ammunition and explosives.
3. Non-prescription drugs, or prescription drugs unless approved by a Doctor.

NOTE: Alcohol cannot entirely be ruled out, nor can the provision of certain medications for injured or sick hostages. The Incident Commander must approve these.

H. Strategies

1. Strategies to be employed may vary depending on the type or number of perpetrators involved. Every effort must be made to reduce the tension level early in the situation and keep it down.
2. All suspects will be referred to by a designed number. All hostages will be referred to by a designed letter.
3. Basic strategy: no strategy should be considered as absolutely failsafe. However, the following general rules apply:

- a. Stabilize the situation and take actions to lower tensions.
- b. Keep subject talking as long as possible.
- c. Be certain the hostage taker understands the negotiator cannot make major decisions.
- d. Allow negotiators to control minor rewards (food, water, electrical power, and other items)
- e. Do not give rewards without attempting to get something in return.
- f. NOTE: Exceptions to this policy may be appropriate in order to show good faith or building rapport with the hostage taker. For example, the provisions of medication for sick or injured hostages may be appropriate. In all cases, the negotiator should never offer a reward, but should negotiate any and all requests.
- g. Control communications, electricity, water, heating and cooling within and surrounding the affected area, as determined by the Incident Commander.
- h. Get all-available information concerning the hostages, hostage takers, weapons, building plans, and area maps. Obtain up-to-the minute intelligence.

I. Barricaded subjects will be handled in much the same manner with more emphasis placed on resolving the situation and the surrender of the barricaded subject(s).

J. Outside Tactical Resources

Routt County Sheriffs Office 970-879-1090

Steamboat Springs Police Department 970-879-1144

Grand Junction Police Department 970-244-3560

Authorized By:

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