



SRO ROLE AS FIRST RESPONDER TO A BARRICADE, SUICIDAL OR HOSTAGE SITUATION

Retired SRO “Officer Adam” Gongwer
SRO Basic, 2023

❖ SRO Adam Gongwer

- ❖ 15.5 years with Ontario Police (Ohio)
- ❖ 10 years as SRO
- ❖ HNT Member (2006)
- ❖ DARE Class #61 (2009)
- ❖ Education Liaison / Board of Directors
Ohio SRO Assoc. (OSROA.org)

❑ Previous Experience:
JV Corrections Officer
Youth Minister

❑ Family:
4 Kids
Married 32 years



Past Training received:

- OPOTA Basic HNT 40 hrs
- OPOTA Advanced HNT 40 hrs
- FBI Basic HNT 40 hrs
- Crisis Intervention Team 40 hrs
- PATC Phase I HNT 40 hrs
- PATC Phase II & III HNT 40 hrs
- PATC Phase IV Recert 8 hrs
- School Safety Seminar 16 hrs
- OPOTA Scenario House (x2) 72 hrs

Department Policy?

- **What does your policy say about crisis situations and first responders?**
- **Today is a conversation starter....**
- **HNT vs. CIT**
- **Active shooter vs. hostage/barricade situation**

Today's Overview

1

- Role as first responders to a school crisis

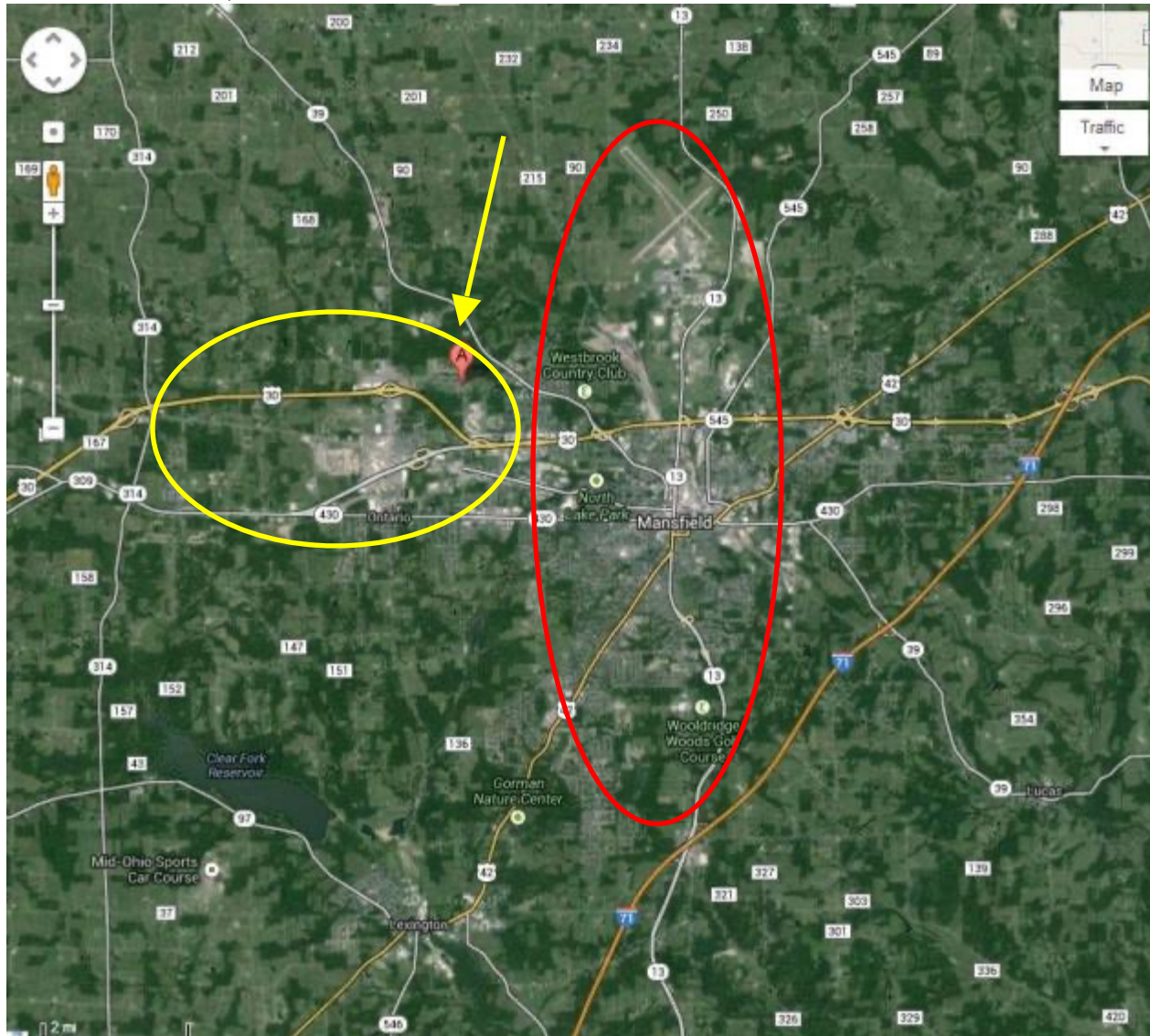
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- What role do you play for HNT/CIT?

3

- Establish communication as well as gathering intel

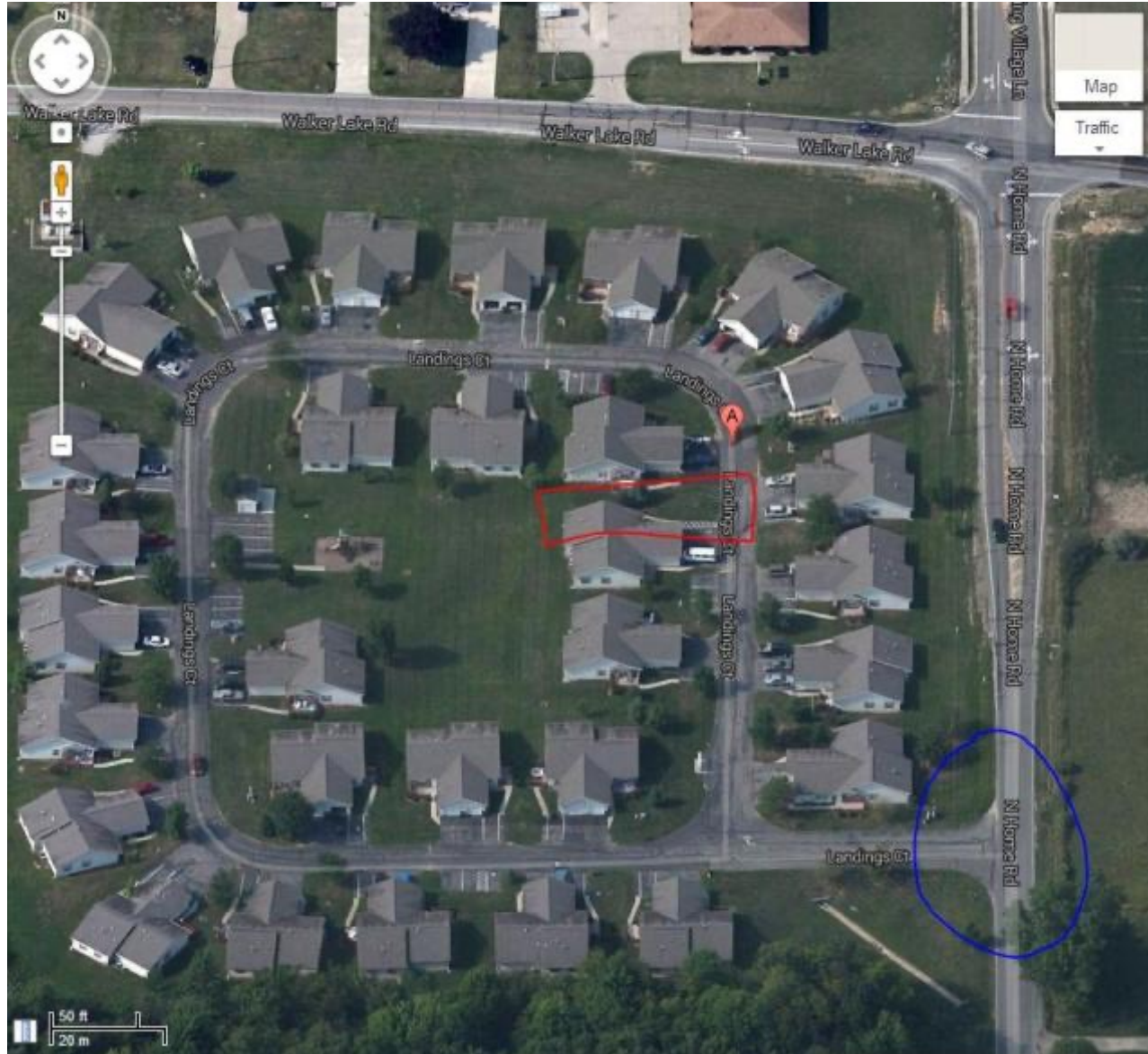
Oct 2013, Ontario OHIO



To Cleveland

To Columbus

Oct 2013, Ontario OHIO



Oct 2013, Ontario OHIO

Davis became a suspect in a fire on the 800 block of Danwood Road around 7 a.m. after he fled from the scene and refused to cooperate with police.

Davis reportedly was watching his two children, ages 9 and 13, at the home when he set the kitchen stove on fire.

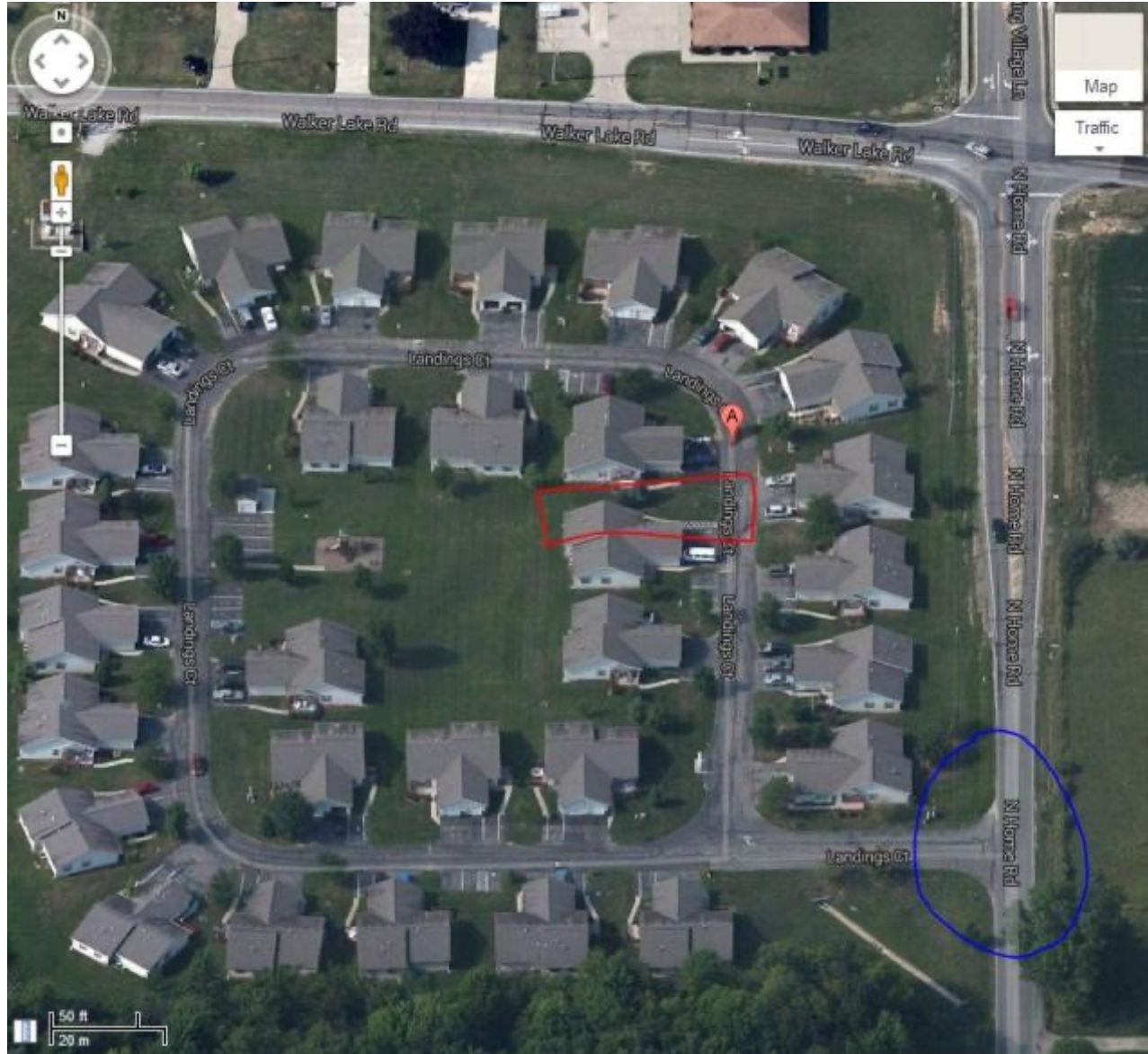


Samuel L. Davis, 41, was found asleep on the couch at 995 Landings Court after the new girlfriend reported his statements to police. Allied Special Operation Response Team served three warrants at the home charging aggravated arson, attempted aggravated murder and attempted murder. Davis' record shows multiple charges for substance abuse, including an incident in 1992 in which he was charged with drug trafficking and CCW.

Oct 2013, Ontario OHIO



Oct 2013, Ontario OHIO



Oct 2013, Ontario OHIO



Only entrance/exit for Landings Court. Students getting off of the bus who Live In the neighborhood while SWAT and HNT are activated.

Could this lead to a crisis incident?

- **Disgruntled Parents**
- **School Bus**
- **Teacher's death**
- **Evacuation Panic**
- **Labor unrest**
- **Ethnic disturbance**
- **Drunk staff or students**
- **Student uprising**
- **Terrorism**

Could this lead to a crisis incident?

✓ Disgruntled Parents

- Kansas City Elementary School: The enraged mother of a kindergartner stormed into her child's classroom. She allegedly punched her kid's teacher in the face, grabbed her by the hair and slammed her head twice into a file cabinet
- Donalsonville, Ga. Elementary School: during Teacher Appreciation Week in May, a 49-year-old mother allegedly beat a teacher with a broomstick and pulled her screaming down a hallway by her hair. The spark that set it off was the teacher's insistence that the woman have a visitor's pass to be in the building.
- A woman and her two daughters were arrested in 2013 for allegedly beating a Los Angeles middle school teacher during the school day in a dispute over scheduling.
- 2013 Springtime, after breaking up a fight between two fourth-graders, a substitute teacher in Brooklyn allegedly was pummeled by the father of one of the boys. The man accused the teacher of choking his son during the altercation.

Could this lead to a crisis incident?

✓ School Bus

- *Jacksonville, AR 2013: Male, 22, hijacks elementary bus with a knife, 10 mile pursuit (20 min). Had tried carjacking a car...*
- one where a student used a sword to hijack a bus and take it across state lines before he was stopped
- A Miami Special Needs bus driver was fooled into taking her bus and students on a 75-minute ride by a hostage-taker who forced his way on the bus but did not actually have a weapon
- School bus driver holds 11-year-old hostage on the bus (Minneapolis)

Could this lead to a crisis incident?

✓ Teacher's death

- Chism (14 yoa) admitted to police that he had followed Ritzer (24 yoa) into a women's bathroom at the school, punched her in the face, and slashed her throat with a box cutter. Chism then put the teacher's body in a recycling bin and brought it to the woods near the school.

- foxnews.com/us/2013/10/24/all-public-schools-in-massachusetts-town-closed-for-homicide-investigation

Could this lead to a crisis incident?

✓ Evacuation Panic

- An early morning fire at Barwise Junior High School delayed classes and caused a temporary panic. The fire broke out at around 7:30 am, just as many students were arriving on campus. School officials evacuated those who were already in the building to the schools track.

➤ newstalk1290.com/fire-forces-evacuations-at-barwise/

Could this lead to a crisis incident?

✓ Labor unrest

- Thousands of public school teachers marched in downtown Chicago and parents scrambled for child care during the first teachers' strike in a quarter century over reforms
- Some 29,000 teachers and support staff in the nation's third-largest school system were involved, leaving parents of 350,000 students to find alternative supervision

Could this lead to a crisis incident?

✓ Ethnic disturbance

- As told by one student.....Knives rule the playgrounds, inter-racial violence soars....
- scared of children from other ethnic backgrounds and of the blades that are now being used
- 20 kids would wait for me at the school gates and beat me up
- picked on for having poor English. The perpetrators were often Asian gangs

Could this lead to a crisis incident?

✓ Drunk staff or students

- Robin Barnhill, a sixth-grade language arts teacher at the Maxton school, had a BAC of .34
- put Barnhill at risk of dying from alcohol poisoning
- charged with two counts of the possession or consumption of fortified wine, liquor or mixed beverages on unauthorized premises
- robesonian.com/news/home_top-news/2669868/Teacher-charged-with-being-drunk-at-school

Could this lead to a crisis incident?

✓ Student uprising

- A brawl involving dozens of students at a Philadelphia-area high school has resulted in the arrests of six teens
- The melee broke out in a hallway outside the cafe
- bad blood between a couple of groups at the nearly 4,000-student school. Anywhere from 60 to 70 students were involved in the brawl but only a handful were arrested

Could this lead to a crisis incident?

✓ Terrorism

- September 2004
- **Beslan (Russia) school hostage crisis**
- lasted three days
- over 1,100 hostages: including 777 children
- death of over 380 people

➤ en.wikipedia.org/wiki/Beslan_school_hostage_crisis

Recent major School HNT events

- **2006: Platte Canyon, CO High School**
 - 53 year old male, took 6 females hostage
 - Killed one, then himself



youtube.com/watch?v=5iM9eLUXmig

Recent major School HNT events

- **2010: Panama City School Board Shooting**
 - 56 year old ex-convict, over 12 shots
 - Upset that his wife had been fired by the board



<https://youtu.be/ZMTIH3-O1Ro>

Recent major School HNT events

- **2013: Dothan, AL kidnapping from bus**
 - Bus Driver killed, 5 year old boy kidnapped
 - 7 days in a bunker, 65 year old Vietnam vet



[youtube.com/watch?v=X_akOqVtxz4](https://www.youtube.com/watch?v=X_akOqVtxz4)

HNT Team Setup and Roles

- **Primary:** builds rapport with suspect
- **Secondary:** monitors primary, gives feedback
- **Intel:** gathers and delivers intel to commander
- **Scribe:** chronological log of all events
- **Commander:** confers with other commanders

Top Priorities

- **Officer Safety 1st!**
 - Scene management
 - Perimeters
 - Evacuation of bystanders
 - Avoid face-to-face
- **Preservation of life (all lives)**
- **Containment**
- **Surrender**
- **Arrest**
- **Protection of property**

YOU, our biggest asset

- **Gather Intel**
- **Interviews**
- **student records/phone #'s**
- **discipline records & known associates**
- **guidance/admin connection**
- **OLEA liaison**
- **school cameras & Lockers, sketch of the room**
- **social media**
- **5 W's**

Philosophy of Crisis Negotiation

- **Self Control:**
 - If you can't control yourself, you can't control the situation
- **Approach:**
 - Lower tension by: the process, understanding, effective listening, respect
- **Empathy:**
 - Eyes of suspect, absorb tension, your tone indicates your attitude
- **Process:**
 - Agree without conceding, problem-solving, don't argue, context
- **Obstacles:**
 - Losing face, unmet needs, not vested/ready for agreement, misunderstood, maligned
- **Basic Human Needs:**
 - Security, Recognition, Control, Dignity, Accomplishment

5 Truths (regardless of culture)

- **All want to be respected / treated with dignity**
 - Disrespect = fight
- **Asked rather than told to do it (ask = respect)**
- **Tell them “why” up front to get cooperation**
- **Options instead of threats**
 - May allow person to save face
- **All want a second chance if available (Save Face?)**

Remember Officer safety is first!!

3 Communication Arts-Aristotle

- **REPRESENTATION: Your department, not you**
 - You are a mouthpiece for an organization, not your ego
 - You are part of a larger group, you are the bigger image
 - *Ethical Appeal*
- **TRANSLATION: Correct words, not misunderstanding**
 - Content, into words, spoken, then interpreted
 - *Logical Appeal*
- **MEDIATION: Helping them see something “new”**
 - You educate, making sense by putting into perspective
 - *Emotional Appeal*

Quick Tips/Basic HNT for SRO's

- **Buy time, slow it down**
- **initiate communication if safe**
- **Avoid saying “No” but not off limits**
- **assume nothing, do not make suggestions**
- **ask if subject/others are ok, do not set a deadline**
- **be honest, non-threatening/non-judgmental**
- **don't make promises you can't keep**
- **ask him to come out/surrender**
- **if he is talking, you should be listening (ALS)**
- **stick around: HNT needs you for intel, rapport**

Should NOT be done:

- **Induce drugs into food or beverages**
- **Provide alcoholic beverages**
- **Negotiate for the exchange of people**
- **Disarm police members**
- **Give weapons of any kind to the perpetrator(s), including “dummy” weapons**
- **Do not show over concern for the welfare of the hostage(s)**
- **Do not agree to the release of any individuals from your custody whose freedom the perpetrator(s) seeks**

Negotiation Strategy & Tactics

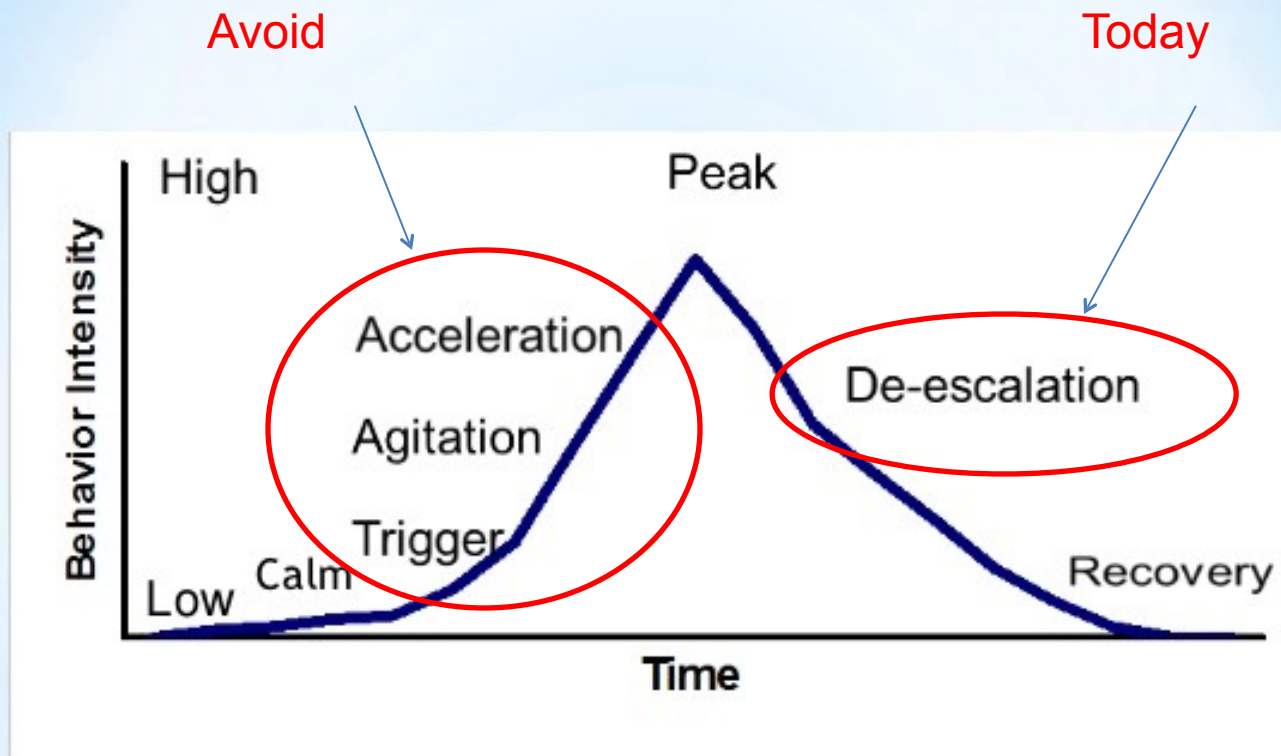
- Intel: basics you would normally get on any call
- Establish Problem-Solving Climate
- Build Trust (will eventually help persuade)
- Avoid Forcing “Your” Climate
- **Attempt to calm the subject: words, tone, voice**
- Attempt to distract from original problem
- Stall for Time

Negotiation Strategy & Tactics (cont)

- **Avoid arguing/provoking**
- **Help suspect “Save Face” (not lose)**
- **Active Listening**
- **Deal with smaller issues first: build foundation**
- **Present both sides of the argument: objective**
- **Point out Similarities: rapport and trust**
- **Delayed Compliance: think about it, sleep on it**
- **Keep hope alive: of winning for both sides**

Negotiation Words and Phrases

- **Could you tell me about it?**
- **I would like to hear your side.**
- **Could you share that with me?**
- **I guess that's pretty important to you.**
- **That's interesting, tell me more about ...**
- **Together, we can work this out.**



* Phases of “Acting Out” Behaviour

Colvin & Sugai, 1989

JV Deliberate/Planned Behavior

- **REMIND:**
 - Subtle words/signals, non-threatening, private/quiet
 - i.e. “I understand you without swearing...”
- **EXPLAIN:**
 - Simple, non-threatening consequences, “if-then”, your choice
- **INSTRUCT:**
 - Clear, Firm, Courteous, Facts
 - Directions to quickly correct behavior
 - State Specific issue at hand and effects of mis-behavior

JV Emotional/Impulse Behavior

- **SPACE/TIME:**
 - To vent, show respect, non-threatening, don't crowd
- **REFLECTIVE LISTENING (Active):**
 - Shows comforting, reaffirming, don't disagree
 - More verbal = less physical
- **POSITIVE OPTIONS:**
 - Ask them for positive options available
 - Try not to suggest unless they don't have any

Active Listening Skills



Can you repeat the part of the stuff
where you said all about the things?

<https://www.youtube.com/watch?v=d8Xb18sljTg>

Active Listening Skills

- **Show interest in what is being stated**
 - If they mention it, it IS important
- **See & Understand their “perspective”**
- **Listen more than talk**
- **Listen carefully to what is being stated**
- **Listen for emotions**
- **Listen for content (the story)**

➤ Frederick J. Lanceley, Director, Crisis Negotiation Associates, Inc

Active Listening Video Clip

- A twist on the trailer for Inception.....



<https://www.youtube.com/watch?v=MkyD2Zh3dx4>

Active Listening Skills #1

- **Emotion Labeling**
 - Respond to the emotions that are “heard”
 - Identify the feeling
 - You sound...
 - You seem...
 - I hear...
 - Demonstrates YOU are listening to them
 - Listen for conflicts
 - Be aware of missing emotions

Emotional Labeling

- Using Empathy: Video



<https://youtu.be/-4EDhdAHrOg>

Active Listening Skills #2

- **Paraphrasing**
 - Restatement
 - Summarize what you just heard
 - Clarifies what has been stated
 - Creates empathy and rapport
 - Makes suspect non-defensive by using their words
 - Are you saying...
 - Are you telling me...

Paraphrasing Video (good)



- <https://www.youtube.com/watch?v=bO-a-Yz4xA8>

Paraphrasing Video (bad)



- <https://youtu.be/i2uD81BD80I>

Active Listening Skills #3

- **Reflecting/Mirroring**
 - Repeating back the last word or phrase said by suspect
 - Asks for more intel without guiding direction

Reflecting/Mirroring



- <https://www.youtube.com/watch?v=4VOubVB4CTU>

Active Listening Skills #4

- **Effective pause (silence)**
 - Most people feel awkward with silence
 - Can provoke the suspect into talking
 - Use before and after YOU have communicated an important message (intensifies meaning)

Effective Pause (Example)



- <https://www.youtube.com/watch?v=0u8KUgUqprw>

Active Listening Skills #5

- **Minimal encouragers**
 - Sounds you can make showing your interest
 - “Oh”, “When”, “Really?”, etc
 - Does not interfere with conversation flow
 - Helps build rapport
 - Encourages the subject to continue TALKING

Minimal Encouragers



- https://www.youtube.com/watch?v=yt96focL_oc

Active Listening Skills #6

- **“I” messages**
 - Shows how you are interpreting what is being said
 - Non-threatening approach
 - Why we feel a certain way
 - What they can do to help remedy situation
 - Can slow down manipulation and verbal attacks

 - I feel....when you.....because.....
 - I feel uneasy about that request....
 - I feel hurt when you.....

“I” Messages

I Messages

I Feel Hurt

When _____

Because _____

- <https://www.youtube.com/watch?v=bYf3H70qldI>

Active Listening Skills: 5 W's

- **Open ended questions**
 - 5 W's + How
 - Cannot be answered with "Yes" or "No"
 - Provokes conversation
 - Demonstrates interest in their feelings
 - *Closed ended questions gives appearance of interrogation*

Active Listening: You!

- **Two Levels of communication:**
 - Content
 - Emotion (CRISIS)
- **Be yourself!**

Active Listening Skills: Time

- **STALL for TIME**
 - Decreases stress levels
 - Increases rational thinking
 - Permits time for intel gathering
 - Gives HNT time to respond
 - Builds Rapport

Review

- PS4 vs Xbox



- www.youtube.com/watch?v=a91T8MdXXMc

SRO Transition to on-scene HNT

- **1st Responders DO NOT replace trained HNT**
- **Transfer to Team:**
 - Written notes
 - Evidence
 - Demands (If any)
 - Suspect intel, location, background, etc
- **Help with witnesses**
- **Introduce Primary to Suspect**
- **Possible use as T.P.I. (Third Party Intermediary)?**

What to do if taken hostage



♥ 21 likes

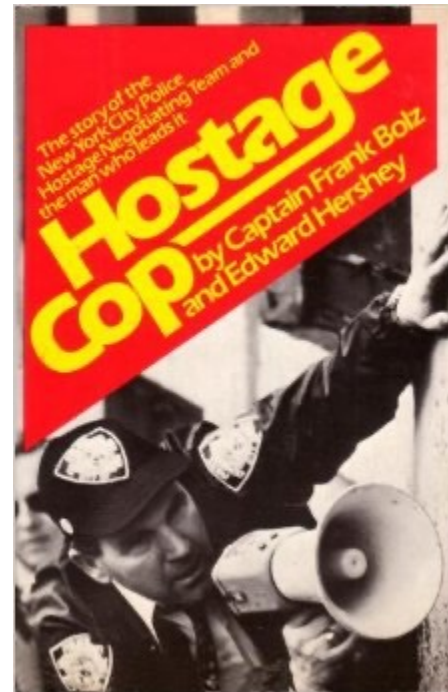
deelveuu Shut up! Or I'll cut u!

afinosaur Wow your creative side? LOL

linaaaaayow Omg that's soooo cute!!!!

What to do if taken hostage

- (or what to tell others if they are taken hostage)
- If “Run, Hide Fight” or “A.L.i.C.E.” is not available
- “Hostage Cop”
 - author Frank Bolz
 - NYPD Hostage Negotiator



“The First 15-45 Minutes Are The Most Dangerous”

- Follow instructions.
- The beginning of the incident is the most dangerous to all concerned.
- Captor is highly emotional.
- He is in a fight or flight reaction state.
- Stockholm Syndrome (transference) develops.
- You are trying to stay alive.

“Don’t Be A Hero”

- **Accept your situation.**
- **Time is a real ally.**
- **Any drastic action on the part of the victim might bring immediate violent action from the captor.**
- **Be prepared to wait for rescue.**

“Don’t Speak Unless Spoken To & Only When Necessary”

- Captor likely agitated and not wanting additional stimuli.
- Try not to be hostile but do not be overly friendly or phony.

“Try To Rest”

- Try to get as much rest as possible without turning your back on the captor.
- Anxiety will be high and he will be in a higher state of perception.
- Fatigue (psych & physical) will eventually effect the captor.

“Don’t Make Suggestions”

- If your suggestions go wrong, the captor may believe that was your plan.
- Negative transference can occur as a result.
- You may become a visible enemy.

“Escape: Should You or Shouldn’t You?”

- Consider the likeliness of your success.
- If you fail, what may the captor do.
- What will be the consequences if you do not escape.
- What will be the consequences if you are captured trying to escape.

“Special Medication or Aid”

- **Be matter of fact about this.**
- **The captor may not want additional stressors or victims.**
- **Don't become a pest about it.**

“Don’t Be Argumentative”

- Don’t create agitation with the captors or other victims.
- Non-cooperation may cause harm and can be perceived as aggression.

“Be Observant”

- You may be released or escape & can help the police.
- Memorize all you can about the captor.
- Voice, language, weapons, names, causing event, eating & drinking routine, sleeping, focus on particular victims, injuries.

“Treat the Captor Like Royalty”

- Don't turn your back on the captor unless ordered to.
- Don't stare at the captor.
- Don't “look down” to the captor.
- A captor is less likely to harm someone with whom he has eye contact. (Exceptions exist)

“Be Prepared to Answer the Police on the Phone”

- Try to answer with yes or no.
- If the captor is listening, you can warn police by saying, “Don’t lie to us because he can hear what you are saying.”
- Try to tip police when you are forced by the captor to lie (i.e.: My brother...and you don’t have one...)

“If a Rescue Comes....”

- **If you believe it is occurring, hit the floor and stay down!**
- **If you hear shots or noises (flash-bangs), hit the floor and stay down!**
- **Keep your hands on your head and don't make any abrupt moves.**
- **Follow directions.**
- **Be prepared to be frisked & cuffed.**

“Be Patient”

- **Police will be doing many things to maximize the chance to save your life.**
- **It may take a lot of time.**
- **Be prepared to wait.**
- **Take advantage of times to eat, drink and use the bathroom.**

What Are My Chances

- These guidelines are based on successful actions.
- You may have to use your knowledge, skills, abilities and trust your instinct.
- Final decisions are made by you.



Ultimate Goal

- **SURVIVE**



Early Warning Signs/Violence

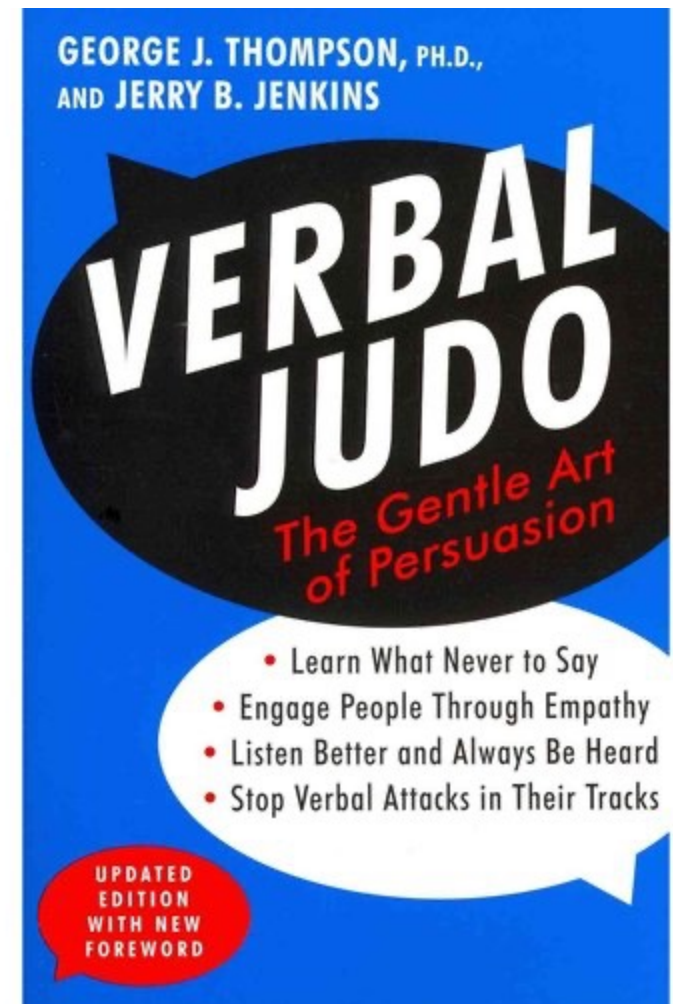
Early Warning Signs/Violence

Neola Policy 8410a

- **Social Withdrawal**
- **Excessive feelings of isolation, rejection**
- **Victim of violence/abuse**
- **Feelings of being picked on and persecuted**
- **Low School interest/poor academics**
- **Expression of violence in writings/drawings**
- **Uncontrolled anger, impulsive hitting, threats**
- **History of discipline problems, violent behavior**
- **Intolerant or prejudiced**
- **Drug & alcohol use, gangs**
- **Access to or infatuation with weapons**

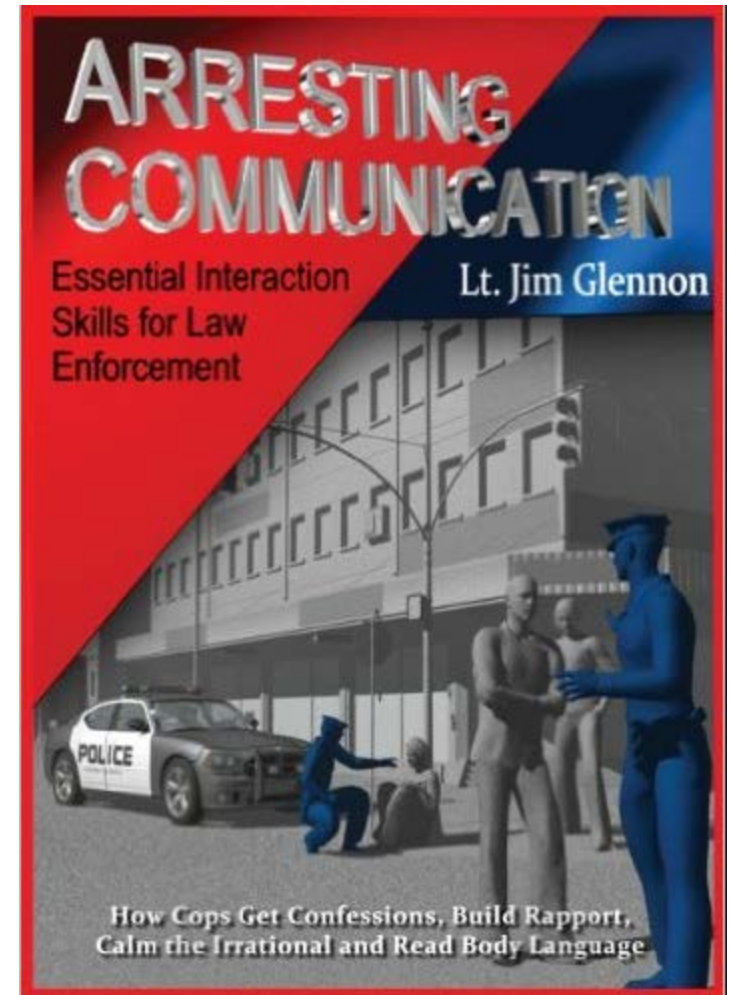
Resources

- Verbal Judo
- George Thompson



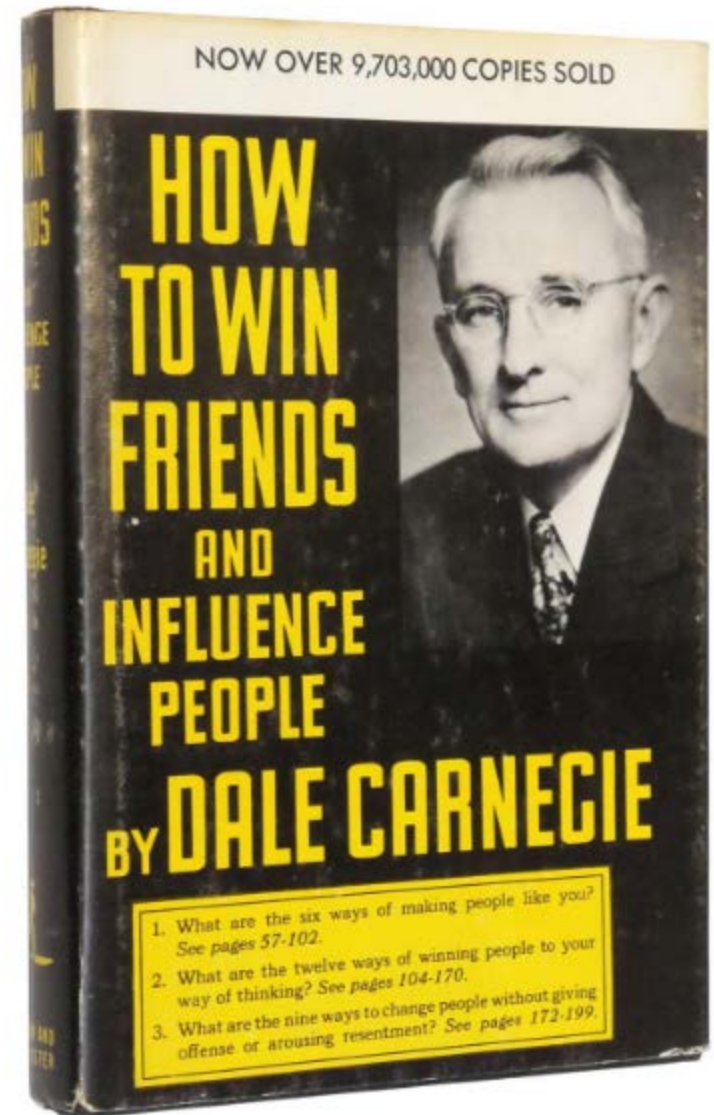
Resources

- Arresting Communication
- Lt. Jim Glennon



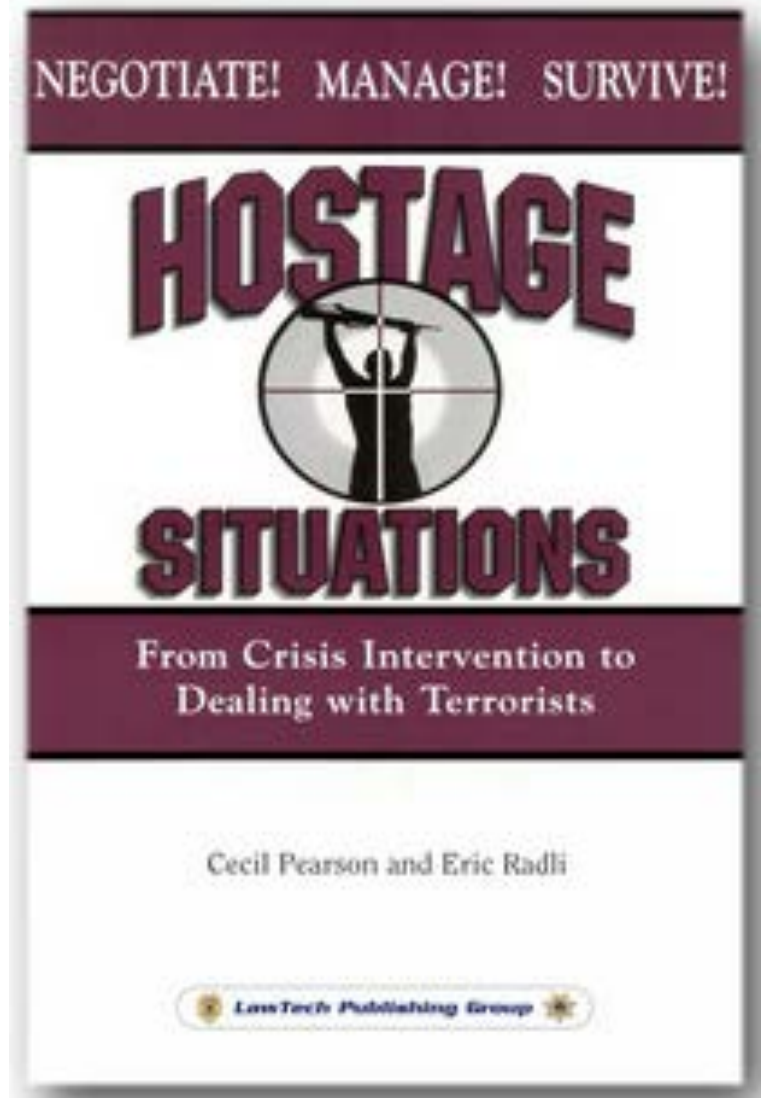
Resources

- How to Win Friends & Influence People
- Dale Carnegie



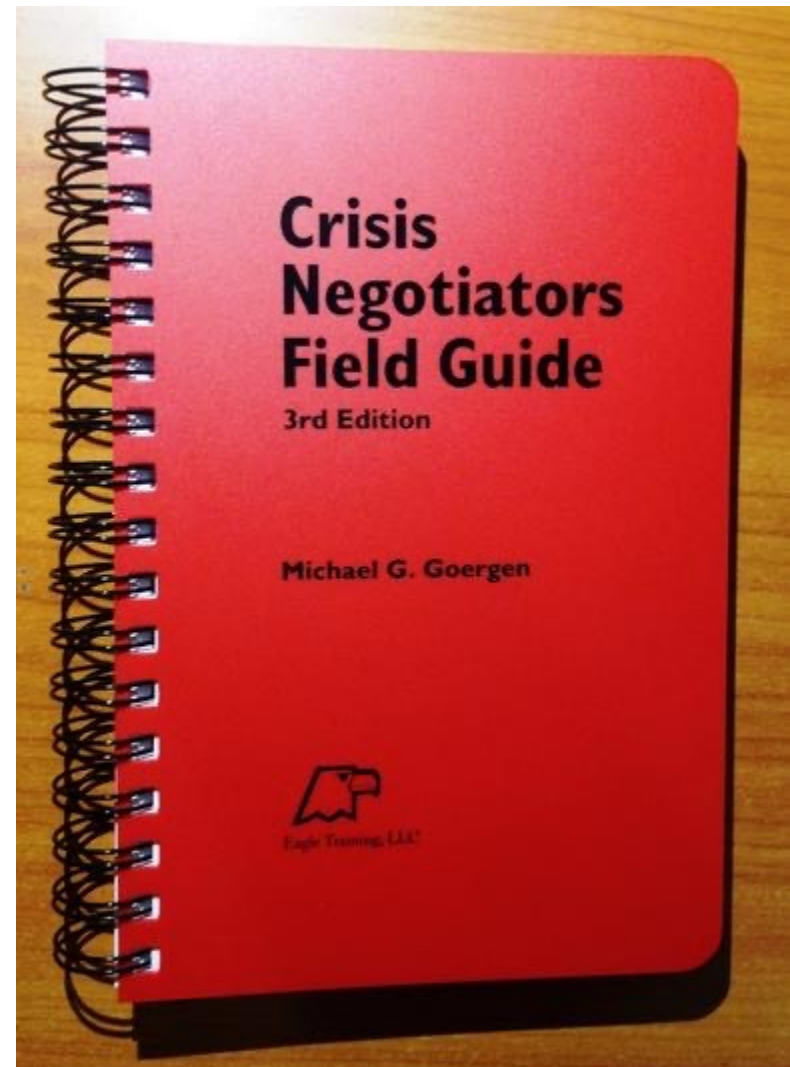
Resources

- Hostage Situations
- Cecil Pearson, Eric Radli



Resources

- **Crisis Negotiators Field Guide (Eagle Training)**
- **Michael G. Goergen**



Resources

- **School Scenario PDF link:**
 - training.fema.gov/EMIWeb/emischool/EL361Toolkit/assets/HostageScenarioInstructor.pdf
- **Public Agency Training Council**
 - [PATC.com](https://patc.com)
- **OPOTA**
 - ohioattorneygeneral.gov/Law-Enforcement/Ohio-Peace-Officer-Training-Academy



QUESTIONS?

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Download this powerpoint:

Sro101.com (click on downloads)