



The CommandPost

THE NEWSLETTER FOR NEGOTIATORS, INCIDENT COMMANDERS, SCRIBES, AND TACTICAL LEADERS

Presented By



**Canadian Critical
Incident Inc.**

Volume 34
Winter/Spring Edition

THE PRESIDENTS MESSAGE

This winter in Ontario has offered a lot for those who enjoy the great outdoors, with its record cold temperatures and abundant snowfall. I managed to enjoy some ice fishing last month which included an excellent fish fry. I am sure like most; we are looking for an end to the winter. It's time for the snow to melt and get ready for some boating, biking, golfing, gardening or whatever outdoor interest you may have.

I am pleased to report that the CCII membership has grown over the last year. It is the only Canadian publication, that I am aware of, which deals specifically with Crisis Negotiation and Critical Incident Command. In order to keep up with the changes and demands of policing today, I have broadened the publication to include matters of mutual interest among the membership. Topics such as, social media and mental health have an enormous influence on our day to day lives and places real challenges on the duties of an Incident Commander, Tactical Officer or Crisis Negotiator.

"I truly believe that Crisis Negotiations and Incident Command is a learned skill, based on sound training practices, procedures, knowledge and experiences."

The Command Post will continue to feature Incident Command/Crisis Negotiation call outs, which provided interesting scenarios with a "lessons learned" element to it. I truly believe that Crisis Negotiations and Incident Command is a learned skill, based on sound training practices, procedures, knowledge and experiences. The lessons learned and new or interesting techniques are freely shared among our members.

The CCII Fall Conference will be co-hosted this year with the Guelph Police Service. It will be taking place at the Holiday Inn Hotel and Conference Centre, 601 Scottsdale Road Guelph, October 27 to 29 2014. Inspector Scott Green and his team and I are working at building another outstanding fall conference. The theme this year is "Critical Incident Command In The Future".

CCII delivered a Critical Incident Commanders course to the Chatham-Kent Police Service. With the assistance of CCII Advisory Board member, Waterloo Regional Police Inspector Greg Lamport and me. This course was accredited by the Ontario Ministry of Community Safety and Correctional Service via the Ontario Police College (OPC). Meeting and exceeding the OPC course training standards ensures quality and court defensible training to the police services.

CCII's 2013 Fall Conference hosted by the Ottawa Police Service was a tremendous success. Ottawa Police Service experienced team did a terrific job ensuring that every detail was taken care of, making it a huge success. S/ Sgt. Lynne Turnbull is stepping down from her position as Vice President of CCII Executive. Her professionalism, dedication and experience as Crisis Negotiator, was a valuable asset to CCII. I want to sincerely thank Lynne for sharing her knowledge and advice during her time with CCII Executive.

OPP S/Sgt. Krista Miller she has moved on to the operational side of policing. Krista was a valued member of the CCII Advisory Board. Her experience as a Crisis Negotiator and the Provincial Coordinator for the O.P.P. Crisis Negotiation Program was a tremendous benefit to the CCII membership and complimented the Advisory Board. Krista was always very helpful and willing to share her knowledge and experience. I want to earnestly thank Krista for her unconditional support.

I am grateful to have S/Sgt. Monique Rollin of the Sault Ste. Marie Police Service join the CCII Advisory Board. Monique will be representing northern Ontario. Monique has been a Crisis Negotiator, Team Leader and Team Training Coordinator for the last 17 years. Monique brings a great deal of knowledge, skill and experience to the CCII Advisory Board. The Sault St. Marie Police Service is seriously committed to handling any type of critical incident, with its very well trained and equipped Emergency Services Unit. The Sault Ste. Marie Police Service, Emergency Services Unit is profiled in this edition of the Command Post.

There are several CCII courses in the near future, beginning with two accredited Crisis Negotiators

Course. The first hosted by the Windsor Police Service from March 17 to 21 followed by the second course hosted at York Regional Police Service from March 31 to April 4, 2014.

Also Brantford Police Service is hosting a CCII Critical Incident Refresher Workshop from April 14 to 16, 2014. And later in the year the Greater Sudbury Police Service will be hosting a Critical Incident Refresher Workshop from November 3 to 5, 2014.

We will also be providing a one day Crisis Negotiation Workshop at the Blue Line Expo, on April 29, 2014. The Blue Line Expo and Awards Gala will be held at the Ajax Convention Centre, 550 Beck Crescent Ajax, ON.

Please check the CCII website for details on courses, workshop and the fall conference.

One last comment, I want to thank the Executive Team and the Advisory Board members for their continued support. The CCII Advisory Board is unique, like no other training organization in crisis negotiations and incident command. The education, skill set and depth of experience is truly second to none.

Tom Hart

President

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CCII Canadian Critical Incident Inc.

"Make the Call Count"

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CCII Welcomes Monique Rollin

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St. Joseph's Healthcare Hamilton and Assistant
Professor at McMaster University

Dr. Jim Cairns, Deputy Regional Coroner (Ret)

S/Sgt. Monique Rollin, Sault Ste. Marie Police Service
Crisis Negotiator Unit Team Leader and
Training Coordinator, CCII Northern Representative

Professor Frank Trovato
University of Guelph-Humber
Justice Studies Program



PROFILING

CCII PROFILES THE SAULT STE. MARIE EMERGENCY SERVICES UNIT

With the implementation of Provincial Adequacy Standards, the Sault Ste. Marie Police Service put into operation an Emergency Services Unit in 1998. It is the tactical unit of the Sault Ste. Marie Police Service. It is mandated to deal with high risk situations like gun calls, hostage taking, barricaded persons, emotionally disturbed persons, high risk arrests and warrant service, and protection details. They respond to emergency and high-risk situations that occur outside the scope of duties of responding patrol units and support the Service's Canine Unit.

However, members of the Emergency Services Unit also participate in every day patrol functions and augment staffing within the City of Sault Ste. Marie and Township of Prince. They patrol in a proactive, reactive, and crime preventative manner while enforcing all federal, provincial, and municipal statutes along with all uniform patrol officers.

Emergency Services Unit members must maintain the highest level of physical agility and personal health at all times in order to meet the crisis challenges of tactical situations.

Training is an intense, ongoing process. Members attend the Basic Tactical Orientation Course hosted by the Toronto Police Service's

Emergency Task Force which is five weeks in length. This is followed by regular and specialized training in weaponry and skills such as rappelling, hostage rescue, and crisis intervention first response. It is their goal to provide an effective response using the minimum amount of force.

"Members of the Emergency Services Unit are equipped with specialized firearms and utilize equipment including heavy body armour, ballistic shields, entry tools, and vehicles."

A new Tactical Armoured Response and Rescue Vehicle was recently purchased by the Sault Ste. Marie Police Service. This vehicle will assist the Emergency Services Unit to continue to resolve critical incidents in a manner that will further minimize the possibility of injury to the public, police, and suspects as well. The vehicle is referred to as the BATT – Ballistic Armoured Tactical Transport. And the nearest armoured vehicle like it is the OPP's in Orillia.

The Sault Ste. Marie Police Service, Emergency Services Unit responds to approximately 120 calls per year, ranging from high-risk warrant execution to hostage/barricade calls. The Emergency Services Unit averages one full team critical incident call out per month.

Thanks to Sgt. Bill Freeman of the Emergency Services Unit, for providing the interesting facts.

The Canadian Critical Incident Inc. provided the Sault Ste. Marie Police Service with a Crisis Negotiators Refresher Course, February 3-5, 2014. The three day course included a half day lecture on common mental illnesses and crisis intervention techniques by Dr. Jean Guy Gagnon. The course was attended by members of the OPP Crisis Negotiators Team and two members of the Niagara Regional Police Service, Crisis Negotiators Unit.



Sgt. Bill Freeman
Emergency Services Unit



CCII AND THE GUELPH POLICE SERVICE ARE PLEASED TO PRESENT

2014 FALL CONFERENCE

OCTOBER 27-29

The Canadian Critical Incident Inc. (CCII) and the Guelph Police Service are very excited to announce this year's Fall Conference, October 27, 28 and 29, 2014. Our location is the recently renovated Holiday Inn, conveniently situated at 601 Scottsdale Drive Guelph Ontario, N1G 3E7.

This year's theme "Critical Incident Command In The Future" will focus on the current and future technical demands placed on Incident Commanders and Crisis Negotiators, while highlighting the continuing challenges while attending to those suffering from some form of mental illness and is in a state of crisis.

CCII and the Guelph Police Service will be presenting a list of dynamic and informative guest speakers. They will be presenting on a number of current and vital issues that relate to the challenging demands of Critical Incident Command and Crisis Negotiations. Members who register and pay before July 1st, will receive a special price of \$375.00. (Includes HST) After July 1st registration will be \$400.00. Please complete coupon below and mail-in with your payment.

Registration and a hospitality suite will be held Sunday October 26, 2014



CCII Canadian Critical Incident Inc.
"Make the Call Count"



Canadian Critical Incident Inc. 2014 Fall Conference \$25.00 Discount Coupon

*Members pay only \$375.00 when you register and pay prior to July 1, 2014 for the CCII 2014 Fall Conference
hosted by the Guelph Police Service, Guelph, ON. October 27 – 29, 2014*

NAME: _____ Badge Number: _____ E-mail: _____

Agency: _____ Telephone: _____

Address: _____ City: _____ Postal Code: _____

HST #860377886

www.canadiancriticalincident.com

BLUE LINE expo 2014

**NEW
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Hwy 401 and Salem Road Exit

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APRIL 29 & 30, 9AM – 4PM

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WWW.BLUELINE.CA/EXPO



**18th
ANNUAL
EVENT**

April 29th, 9am – 4pm *Crisis Negotiation*

Presenter: Tom Hart, President CCII

Fee: \$100

**PROUDLY OFFERING
TRAINING WITH**

**CCII Canadian Critical
Incident Inc.**

CCII has developed a dynamic and informative one day workshop designed for police officers, 911 communicators, EMS, social workers, security staff and law enforcement students. It was created to assist those professionals facing challenging, demanding and potentially violent interactions with persons suffering from a mental illness or emotionally disturbed and in a state of crisis.

REGISTER AT BLUELINE.CA/EXPO OR 905-640-3048



BARRICADED PERSON – ST. THOMAS POLICE SERVICE

On November 5th, 2013 the St. Thomas Police responded to a domestic complaint between a 31 year old male and his girlfriend that had spanned over several days. An investigation commenced resulting in the male accused being wanted by police for assault, threatening, assault with a weapon and failing to comply with his probation.

At approximately 7:20pm the accused returned to the victim's residence as she was removing her dog from the premises. The victim left the residence and called the police while the accused remained inside. Upon police arrival the accused had barricaded the townhouse doors. The accused proceeded to screw boards and pantry doors across the door and window frames preventing a forced entry by police. The accused also covered the windows with blankets.

The patrol Sergeant and responding officers arrived on scene and a perimeter was set up. The townhome was the last Unit in a row allowing police to secure three sides. A neighbouring townhouse was vacated. The townhouse was located well within the complex and away

from the street. The victim confirmed that there were no firearms in the residence. Fortunately, responding officers had just completed IRD and Containment training a few weeks earlier.

Negotiations between the accused and the police were set up. From the onset the accused had stated that he was not going to harm anyone and he was not coming out. There was no indication from the victim or to the negotiators that the accused was intoxicated by drugs and/or alcohol. OPP incident command was contacted and placed on standby while a CIB officer started a Feeney warrant. The negotiators felt that the accused was not a threat to anyone and any tactical response may instigate him to act out. Time was on our side.

“Given the accused history and a recommendation from the negotiator’s, a crisis worker attended and assisted the negotiator’s which resulted in a calming effect on the accused.”

It became apparent that social media was running rampant with inaccurate information about the incident. As a result the police Media Officer sent out a media release and monitored Facebook and Twitter to ensure accurate and factual information was being relayed to the public advising that their safety was not in jeopardy. The accused was also following social media via Facebook.

Incident command and negotiators discussed shutting off the hydro but decided against it after the accused had ripped apart the basement walls when he realized his cell phone and landline was locked.

Just prior to midnight the accused told negotiators that he had consumed approximately 30 milligrams of his own prescribed anxiety medication. The emergency room Doctor was consulted at the local hospital and there was no immediate concern for the health of the accused.

At 5:00am the accused opened a second floor window and struck up a conversation with a perimeter officer who was also a

trained negotiator. It was decided to switch up negotiators in the Command room. The perimeter officer attended the station and commenced negotiations with the accused.

This tactic, changing negotiators, started to work to our advantage and the accused became more talkative explaining that he knew he was going to jail but did not want to spend the night in police cells prior to attending court and being remanded to the Elgin Middlesex Detention Centre. The accused, familiar with the justice system, knew court started at 9:00am.

Negotiations continued with the accused and a surrender plan was devised resulting in the accused finally exiting the residence shortly after 9:00am, 14 hours after the incident had commenced. No injuries were sustained by anyone.

Key issues with this incident, was our trust in the negotiators, the perimeter officers and the subject assessment. The police did not force a

confrontation, used time to our advantage and the incident was resolved peacefully. Patience and persistence by all involved paid off.

A debrief was held and several key learning points emerged from this incident including:

1. Additional Negotiators: All three of the Service's negotiators were utilized and on duty for over twelve to fourteen hours. If the incident had continued much longer all three would have been exhausted. As a result, additional Negotiators will be trained in the near future.

2. Consider bringing in Media Officer sooner: Social media was fast and by the time the Media officer arrived, over 100 Facebook comments and not always accurate, had been posted. We need to ensure the public's confidence in their police service and work with the media to get our message out to the masses to prevent rumours.

3. Communication: Lack of communication seemed to be the common negative theme

throughout the debrief. Frontline personnel and communication staff felt left out of loop during the incident once resources had been established and in place. As in any major incident, communication is fast and furious at the onset for everyone working eventually focusing more specifically on those involved directly with the incident. From the feedback provided communication must remain a priority for future major occurrences.

Chris Herridge
*Inspector,
St. Thomas Police Service*



CRISIS NEGOTIATORS COURSE

MARCH 31- APRIL 4, 2014



Location:

**York Regional Police Service
Headquarters**

47 Don Hillock Drive
Aurora, ON
L4G 0S7

The Canadian Critical Incident Inc. and the York Regional Police Service will be hosting a Ministry accredited five day Crisis Negotiators Course March 31 to April 4, 2014.

- | | |
|-------------------|--|
| Day One: | Crisis Negotiation Techniques - Subject/Suspect Profile and Assessment

Crisis Negotiation - Procedures and Best Methods |
| Day Two: | Crisis Negotiation – Social Media

Crisis Negotiation – Critical Incident Stress |
| Day Three: | Present and review Crisis Negotiation Team case studies

Demonstration of the Emergency Response Unit, equipment, use of force options |
| Day Four: | Dr. M. Mamak, Senior Psychologist will provide a comprehensive review of the common mental health illnesses and the characteristics of the emotionally disturbed person. |
| Day Five: | The course candidates shall participate in a hypothetical and multifaceted hostage / barricade person scenario. The candidate will demonstrate effective subject assessment, formulate negotiation strategies and work as a team to support the Incident Commander to achieve a successful tactical intervention. Following the scenario there will be a critique, course evaluation and certificate presentation. |

WHEN THEY GO TOO FAR...

THE ROLE OF MEDIA DURING A CRITICAL INCIDENT

Written By: Staff Sergeant Dean Streefkerk
*Emergency Support Section
London Police Service*

It is understood that a Police Officer's job is at times incredibly dangerous and unpredictable due to the nature of the work and the mind set of those they come in contact with who are unwilling to comply with police commands and direction. Complicating matters during these high risk incidents is the reluctance of the media to follow direction and remain outside of established perimeters which have been created to ensure the safety of the citizens including the media in the area. What is unacceptable is when members of the media knowingly and deliberately disobey this direction and breach the established safety perimeter through surreptitious means and then broadcast live updates of the incident including the location and or movement of inner perimeter officers to the world including the subject(s) involved in the incident. In doing so, those individuals are exposing both police officers and citizens located in the immediate area to increased personal risk while also jeopardizing the success of the mission.

Police Officers understand and appreciate that members of the media have a legitimate role to play in informing the public, it is also understood that members of the media will attend the scenes of newsworthy incidents and that the presence of a photographer or reporter at an incident does not, in itself, constitute any unlawful obstruction or interference. Further, it is accepted by the police that as long as a member of the media does not break the law, interfere with an investigation or cross a police cordon, officers will not impede them as they perform their jobs. However, the media must also appreciate the responsibility and duty of the



police to resolve high risk critical incidents and that until such time that the incident is brought to a safe conclusion the media need to respect and follow the direction of the officers at the scene.

During my 25 year career as a Police Officer and specifically during my tenure as a tactical officer I have been involved in hundreds of calls in which the creation of a safety perimeter was required not only to contain the threat being faced, but also to allow for the free movement of those tasked with bringing about the safe resolution of the incident while also ensuring the safety of the public including the members of the media. During many critical incidents most of which involved either actual gunfire or the threat of gunfire members of the media in an effort to report events as they happened knowingly placed not only Police Officers but citizens and members of the public at great risk. Examples include:

During an 11 hour standoff in 2000 with a heavily armed subject who shot (2) people prior to police arrival and then engaged police in an exchange of hundreds of rounds of gunfire throughout the incident. During the first 6 hours of the call the subject continued to shoot both randomly and deliberately into a densely populated residential London neighborhood using (6) various high powered scoped hunting rifles and shotguns.

In an attempt to contain and control the actions of the armed subject Tactical Officers deployed on foot in and around the subject's residence. Due to the volatile nature of the ongoing call and the fact that the subject was continuously firing out all windows of the residence, the decision was made to have the London Police communications staff contact by phone all residences in the neighborhood and inform them of the incident and direct them to seek shelter in their basement until such time that police could safely remove them from their homes or until the conclusion of the incident.

At 7:00am (approximately 6 hours after the initial police response to the scene) members of the media using a local reverse telephone directory commenced calling residents located directly across the street from the subject's home. In doing so members of the media asked citizens and neighbors to provide them with live, on-air updates of what was going on and what they could see from the windows in their homes. As such some of these citizens left the safety of their basement and went to their windows located

on the main and upper floors in their homes that would provide them with the best view of the subject's residence. These citizens then provided descriptions of the scene including their address and the location of officers that could be seen from their vantage point.

Examples that were broadcast live included;

" My name is ##### and I live at, ##### _____ St. and I can see from my front window a tactical officer laying in the bushes next to my car in my driveway."

" My name is ##### and I live at, ##### _____ St. and a tactical officer asked to borrow my ladder and has gone up on my roof."

To anyone ever involved in this type of incident you understand the critical importance of keeping officer movements, positions and tactics strictly confidential and you certainly would never broadcast it to the public and potentially the subject himself.

Another example involved a 7 hour standoff which commenced on April 8th 2013 at 05:28 hrs when London Police received a 911 call to an address in London in relation to a domestic disturbance. The first officers arrived on scene to find a female victim naked at her neighbor's residence where she had run to get help. Police learned that the victim had been assaulted,

forcibly confined and threaten with death by her boyfriend who was believed to still be inside the residence. The victim advised police that the subject had also threatened to shoot an associate and that the subject was in possession of a revolver style handgun that was stored in a back bedroom of the residence. As a result the residence was contained and both an inner and outer perimeter was established by the responding officers while they awaited the arrival of Crisis Negotiators, Tactical Officers and an Incident Commander. As this was taking place a media relations officer was also responding to the scene to deal with any media who may attend. As the call progressed more and more members of the local media attended the scene. Despite the fact that the media sources were briefed by our media relations officer and informed of the location of the incident and the location of the inner perimeter and a safe location with which to take photos and video from, some were observed on foot trying to get closer to the scene by cutting through neighboring backyards. In addition some media outlets began running on-line, real time updates with photos and video from the scene which were being taken both by members of the media and also pictures and video being forwarded to them via the internet from neighbors using personal cell phones and on-line video cameras which they simply directed out the front windows of their homes towards the location of the officers.





As tactical officers on the East side of the perimeter made preparations to board a Light Armored Vehicle and advance on the residence to deploy reconnaissance equipment, a containment officer on the West side of the scene (approximately 1 block away) received a text message from a family member in Hamilton advising that local London media were streaming live updates and video of the tactical team preparing to approach and make entry into the residence via a ladder system mounted to a Light Armored Vehicle through a second story window on the east side of the residence. The officer who received the text later advised that he learned of the intended tactic via his family member in Hamilton prior to the plan being given out over the air via police radio. The pictures included below were provided to local media outlets by neighbors occupying homes in the immediate vicinity of the incident.

It is understood that these issues are not exclusive to London and it is known that Police Services in and around the GTA routinely find themselves being followed by members of the media as they respond to calls for service. In an effort to better ensure the safety of all involved and the success of the mission we the Police must do a better a job of scene security and control and the unintentional release of intelligence and tactics by taking some simple steps which include:

- Ensure that your media relations officer develops a media protocol and that he meets with all members of the media in advance of a critical incident to ensure understanding and compliance during a critical incident,
- Never ignore or dismiss members of the media during a critical incident,

- Utilize your Intelligence officers to assist you throughout the incident by having them monitoring all media and social media sites in an effort to identify the source and location of the compromise,

- Utilize mobile and static surveillance officers to monitor the outer perimeter for members of the public and media who may be attempting to breach your perimeter points.

- Ensure that when establishing your staging area for Incident Command, Negotiators, Tactical, EDU, or POU that you also identify a separate staging area for the media that is nearby but far enough away from the Command Post that the media do not interfere or compromise your operation, intelligence or tactics,

- Ensure that all media enquiries are directed to the on-scene media relations officer,

- Ensure that all information being released to the media has been first cleared for release by the O.I.C.,

- Ensure consistency, do not make exceptions with respect to allowing media to get closer to the scene,

- Ensure that you do not engage the media in small talk while maintaining a containment or perimeter point,

- Ensure that your MDT screen lid is kept down and closed and not open and visible to others,

- Ensure that your in-car police radio is turned down and the windows of your cruiser are up if left unattended,

- Ensure that you keep your portable radio turned down or use your issued ear piece,

- Ensure that you treat all members of the media with consistency and professionalism,

- Ensure strict compliance of your perimeter as you would with anyone attempting to breach it,

- Ensure you report incidents in which members of the media jeopardized scene security, officer or public safety,

- Be aware that the media and social media are here to stay and be mindful of the many ways it can compromise your scene control along with officer and public safety.

In conclusion, learn to interact and work consistently with members of the media and always be mindful of the fact that everything we do as Police Officers is likely being viewed and recorded from multiple sources. Even more important is the fact that your position, movement and approach on a subject's location may in fact be streaming live and in real time directly to the subject you are involved with.

Staff Sergeant Dean Streefkerk
Emergency Support Section
London Police Service

Staff Sergeant Streefkerk is in his 25th year with the London Police Service. He is presently assigned to the Emergency Support Section which includes the Emergency Response Unit, Canine Unit and Light Armored Vehicles Unit. His is also active in ongoing in-house training with respect to; Incident Command, Operational Planning and Crisis Negotiating. During his career S/Sgt. Streefkerk has spent a combined 12 years within the Emergency Response Unit, during which he has carried out duties as a Tactical - Officer, Sergeant, and Section Commander. He has also served within the Criminal Investigation Division as the Commander of the Guns and Drug Section.

CRITICAL INCIDENT REFRESHER WORKSHOP

APRIL 14-16, 2014



Brantford Police Service

344 Elgin Street
Brantford On
N3T 5T3

Course Coordinator

Sgt. Jason Saunders
Tel: (519) 756.0113
Ext. 2509

Critical Incident Command

- Incident Command Triangle
- Assessing Subjects Behaviour
- Negotiating/Communicating Techniques and Strategies
- Compromise Authority, Deliberate and Alternative Action Plans
- Incident Command Guidelines and Checklists
- How to Deal With Demands and Deadlines
- Traumatic Bonding, Stockholm Syndrome
- Use of Mental Health Professionals at Scene
- Proper use of Third Parties (TPIs)
- The use of Social Media
- Media Relation
- Case Studies
- Scenario based course evaluation

Instructed by

Tom Hart, President of the Canadian Critical Incident Inc.
Dr. M. Mamak, Psychologist- half-day lecture

Location

Brantford Police Service
344 Elgin Street,
Brantford
Ontario
(Free Parking at location)

Dress

Business Casual

Course Hours

8:00 am to 4:00 pm

POLICE IDENTITY DISORDER

Police work changes people. Think back to who you were when you entered policing. How did you feel about the world around you? Was it filled with people you would help, who would appreciate and respect you and the sacrifices you make to keep them safe? How's that outlook now? Chances are pretty high that you do not have the same rosy outlook on the world around you.

One could argue that you are a bit wiser and that you're initial belief in the good of mankind was to be chocked up to naiveté. Although I don't deny that police work opens your eyes to the dark side of human nature, I believe that is a very limited glimpse of humanity. The struggle becomes how to remember that there is a whole other world of people out there that you are not encountering in the course of your daily work. People do not call police to their homes when everything is just peachy. A personal story will illustrate this point. I patrolled the highest crime area of the city and was used to see the worst of society. One afternoon my own jaded view became apparent after only a couple of years as a police officer. I was working traffic detail for a marathon in a different area of the city and was very shocked at how friendly and appreciative the runners were. Even the drivers were friendly as I blocked and redirected their route. How could this be? I thought all people were jerks. The problem is that my world had gotten really small. I bet many of your worlds have too.

So, what do you do about this? Moving to another side of town will only reinforce your belief that the world is full of jerks because you will only respond to problems in that area too. What would be more helpful is broadening your worldview by taking action in your personal life. Unfortunately, research shows that many first responders narrow their non-work activities during their years on the job. When this happens, it limits their exposure to positive experiences and people. I'm not suggesting that all non-work interactions are pleasant either. We all have problems in our personal lives as well. However, the chances of you having more positive experiences are greater if you have a full life outside of work. Not only do you have more chances for positive experiences, but you have more sources of support. Having more sources of support is



vital when you face adversity because you get different benefits from various sources.

Another benefit of having an active life outside of your work is it allows you to develop a broader sense of meaningfulness. In police work you are likely to have days when it is a struggle to feel that you are having any impact on anything. If you find other ways to feel effective and experience a sense of purpose, then you can manage the rough days on the job much easier. Police work can be a very thankless job, at times, and it's nice to do other activities that are rewarding.

Having more interests also typically translates to more skills which may prove helpful on the job or even after retiring. Many police I talk to say they wish they had maintained a fuller social life and continued to do the things they loved to do when they entered policing.

They report feeling very limited in their ability to do anything else but police work. Many police officers who retire turn to security work because it is the closest thing to policing that they know how to do when they retire.

In short, what I am suggesting is for you to develop "multiple identity disorder". There's no magic formula that says how many identity (life) roles you should have because it's different for each person. If you find that your world has gotten pretty small because you don't

have a lot of interests outside of work, start by adding one activity to your weekly routine. Join a sporting team or take a photography class or whatever floats your boat. If you like it, make it a regular part of your life in some way. Interests will change so it's okay to change your activities based on changing preferences. I just encourage you to keep trying new things. The life you build outside of work develops your resilience by making your world a little bigger.

If you are interested in participating in a study on how you maintain multiple life roles, please contact me for further information.



Stephanie Conn
M.A. in Counselling
Psychology and M.Sc. in
Criminal Justice

Stephanie is a cop-turned counsellor in Vancouver, BC. She holds her M.A. in Counselling Psychology and M.Sc. in Criminal Justice, and is a Registered Clinical Counsellor. She is currently completing her Ph.D. in Counselling Psychology at the University of British Columbia. Stephanie is an experienced police officer having served 9 years with Fort Worth Police Department in various roles including patrol, gang, and on the Critical Incident Stress Management Team, where she offered support to police employees and their family members. She was a member of the Texas Association of Hostage Negotiators for several years and researched and published her work on hostage negotiations. Stephanie's research is in the area of police stress and trauma. Stephanie has presented widely to police audiences on critical incident stress, trauma, secondary trauma, resilience, and crisis intervention. Stephanie works with police officers and their family members in her private practice, and writes a monthly column for Blue Line Magazine on police mental health. Comments and questions may be directed to Stephanie at conncounselling@gmail.com



CRITICAL INCIDENT REFRESHER WORKSHOP

NOVEMBER 3-5, 2014



Greater Sudbury Police Service

190 Brady Street,
Sudbury, ON
P3E 1C7

Course Coordinator

S/Sgt. Dan Despatie
Emergency Operations Division
(705) 675 - 9171 x 2446
daniel.despatie@police.sudbury.on.ca

Critical Incident Command

The Greater Sudbury Police Service will be hosting this exciting three day Critical Incident Refresher workshop for Incident Commanders and Crisis Negotiators. The three day workshop will provide a current and comprehensive review of strategic planning and tactical considerations. Planning and directing multiple aspects which face the Commander can be among the most stressful facing a crime scene manager. This refresher workshop is designed to provide personnel (at the situation commander level) a review of their knowledge, skills, and commonly accepted practices and procedures essential to effective planning and direction of operations in hostage and/or barricade person(s) situations. Examine the fundamentals of crisis negotiations, subject assessment, communication skills, demands, deadlines and negotiations techniques. Discuss the need for ongoing training, particularly with those agencies with a shared service agreement.

Instructed by

Tom Hart, President of the Canadian Critical Incident Inc.

Location

190 Brady Street,
Sudbury, ON
P3E 1C7

IT'S TIME TO RENEW!

Canadian Critical Incident Inc. 2014 Membership Renewal

CCII has made enhancements to both the Command Post Newsletter and our website, www.canadiancriticalincident.com, but the membership price remains the same!

\$56.50

Individual membership Application

\$169.50

Police Service and Government Agencies

All prices include HST (HST #860377886)

The CCII newsletter "The Command Post" features great stories, articles, training experiences, lessons learned, trends and concerns relating to tactical, incident command and crisis negotiation. A CCII member can access this valuable information via the web site and read current and past issues of the Command Post.

CCII membership will allow you secure and complete access the web site, which includes learning solutions, conference information, photos and the CCII Advisory Board members.

Renew your CCII membership to take advantage of all the positive changes we've made!

CCII Canadian Critical Incident Inc.

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Please register online or fill out the form located on the last page of this issue.

CCII / OTTAWA 2013 FALL CONFERENCE OVERVIEW

CCII and the Ottawa Police Service provided an excellent Fall Conference at the National Hotel, October 28, 29 and 30, 2013. The theme was social media and the influence it has on critical incident command. The conference presented a list of dynamic, well-informed speakers, which presented interesting case studies.

Some of the guest speakers included;

FBI Supervisor Special Agent Michael Yansick, instructs FBI Agents and police officers in crisis negotiation, suicide intervention and crisis management. He is assigned to the Quantico, Virginia Office.

Some of Special Agent Yansick presentation included the following: The Impact of Social Media and texting during crisis negotiations and how negotiators use social media. Things for a crisis negotiator to consider are; postings may provide information about recent events in subject's life, emotions of the party, subject may post about ongoing incident, friends/family or third person intervention (TPI's). Contacts may influence subject's emotions and behaviour and provide a means to communicate with the subject. Blogs may be on anyone or thing, such as a particular individual, company or event and there may be personal on-line diaries. These considerations are valuable intelligence gathering tools.

During a hostage taking, Emails and You Tube can be helpful to review demands and proof of life. Consider the team approach, whereby the Primary Negotiator does not have to be the one texting, leave that to best skilled member of the negotiating team. The Negotiating team review the text messages and preparing a calculated response.

Detective Constable Warren Bulmer of the Toronto Police Service is an expert in victim identification, electronic evidence and open source intelligence on the Internet. He recently qualified in Ottawa Superior Court as an expert witness on Facebook, specifically on the functionality of the social network.

Some of Det. Bulmer's presentation included

the following:

"Social networking is a tool and a utility for connecting with others. Social media can be called a branding strategy and an outlet for broadcasting. Social media is meant to sell your product."

He asked the following question: What can technology bring into criminal investigations? Warrants, tracing 30 days' worth of the 'bad guy' calls, isolate tower addresses; map out where he hangs out based on the towers, etc. Facial recognition looks at a biometrical component for the iris identification.

Things that Det. Bulmer provided for consideration: Social network is increasing and that using social media in operations is no longer a choice. Det. Bulmer also addressed where this fits in legally. For example; Open Source Intelligence (OSI) vs. Reasonable Expectation of Privacy (R.E.P). Other legal issues include; data retention (who is going to store it?), criminal disclosure (who determines what gets disclosed and what doesn't?).

Det. Bulmer closed with the following summary: "We need to investigate crime and prevent tragedies. Social networks provide [a great deal]

of information but it's only a tool, don't abandon traditional investigative strategies, and continue to respect individual rights."

Warren Bulmer Detective Constable (1406)-
Toronto Police Service-Instructor – Computer
and

Technology Facilitated Crime-Toronto Police
College - Criminal Investigation Section-warren.
bulmer@torontopolice.on.ca

Dr. M. Mamak is the Senior Psychologist on the Forensic Service of St. Joseph's Healthcare Hamilton and Assistant Professor with the Department of Psychiatry and Behavioral Neurosciences at McMaster University. Dr. Mamak presented a lecture on Emotionally Disturbed Persons and Crisis Negotiation. Some of Dr. Mamak outlined included the following: Understanding crisis, recognizing mental illness, assessing risk, managing crisis situations, facts and stats and the characteristics of a good crisis negotiator. The following is some highlights of her presentation.

Dr. Mamak provided a definition of crisis, "Crisis is a perception or experience of an event or





situation as an intolerable difficulty that exceeds the person's current resources and coping mechanisms." Four stages:

1. Pre-Crisis: normal, stress is manageable, adequate coping skills
2. Crisis: overwhelming emotions with physiological changes. Negative emotions, difficulty with thinking rationally, attempting to produce solutions, use of intense emotional content.
3. Accommodations /negotiations: Reasoning ability improves, able to explore alternative solutions, agitation may decrease, swearing decreases.
4. Resolution: more controlled behaviour more predictable.

Dr. Mamak stated the most dangerous period is the first 15-45 minutes. And Crisis Negotiators should consider the following guidelines: define, ensure safety, provide support, examine alternatives, allow venting (not spewing), modulate voice, show concern, respond calmly, and continual subject assessment.

Dr. Mamak provided a basic review of 'Emotionally Disturbed and Mental Disorder.' It was noted that "symptoms must impair their everyday activity." What factors cause mental

illness? Drugs, abuse, injury, history, chemical imbalance in the brain, emotional trauma, head injury, upbringing, life stressors, loss of job, etc.

Dr. Mamak stated 52% of barricaded/ hostage situations involve suicide with a diagnosis of a mental disorder. Antisocial Personality Disorder facts: 60-75% of prison population, childhood conduct disorder, adult antisocial behaviours. Psychopath: approximately 25% of prison population. There is a greater potential for aggression, treatability is questionable. Borderline Personality Disorder: Talk about emptiness, could be misdiagnosed as bipolar, highly impulsive, vulnerable to a crisis response, and limited coping skills.

Crisis Negotiating Tips consider: avoid getting personal, keep it professional, and give time to calm down. Negotiation with someone who is psychotic: they will feel fear and anger, don't agree or disagree, acknowledge their delusion but keep reality focused.

Negotiation with paranoid subjects: open negotiations in logical order, keep voice calm, show reasonableness and interest, and ask for subject's view.

Negotiation with a depressed individual: take nurturing, supportive, authoritative figure stance, begin slow pace and pick it up, and use open-ended questions.

Dr. Mamak provided suicide myths and suicide facts. Myths include: those who threaten don't really do it, discussion will motivate suicide, runs in the families. Suicide facts: suicide crisis tend to be short, 70% of suicidal people are treated well in a few weeks, and most effective is treatment, psychotherapy and family support.

Suicide by Cop (SBC) Facts and Stats: 10 of 600 fatal police shooting per year maybe promoted or provoked by SBC incident. Most incidents involve uniformed on duty. Typical SBC: Caucasian, mid 20's, alcoholic, depressed, break up, mental disorder.

Dr. Mamak noted the characteristics of a successful Crisis Negotiator include: cognitive skills, insightful, general intelligence, practical and street-wise. Logical and clear thinking, good talker, imaginative problem solver, can tolerate ambiguity, committed to the process, decisive, self-controlled and assertive, confident, persistent, excellent frustration tolerance, intuitive, comfortable in a leadership role but can be a team player.

Dr. Mamak concluded with the following: you need to know who you are dealing with, remain flexible, you don't need to diagnose, assess risk, continual subject assessment, utilize negotiation or crisis intervention strategies, and use a health care professional.

Other guest speakers included;

Inspector Gail Webster and Detective Kris Size of the OPP Kawartha Lakes Detachment presented an interesting case study relating to a violent hostage taking incident in Emily Township. As the Primary Negotiator was establishing contact with the suspect, the Secondary Negotiator was texting the Command Post with updates.

Sgt. Craig MacFarlane and Cst. Jeff Huddleston of the Kingston Police Force delivered an interesting case study involving a violent suspect barricaded in a motel room. The demands and challenges placed on the Emergency Response Team will be presented in detail.



Dr. Jim Carins, Deputy Regional Coroner (Ret.) presented the Aron James Firman Inquest overview. During Mr. Firman's arrest a CEW was deployed to reduce injury to the arresting Officers and himself. The circumstances surrounding the unfortunate death of Mr. Firman and the findings and recommendations made by the Coroner's Jury, was discussed by Dr. Jim Carins.

D/Sgt. Rob Jamieson of the Ontario Provincial

Police and representing the Crisis Negotiation Program, provided the annual review of the Critical Incident Command call outs for the OPP.

Sgt Dean Croker of the OPP West Region TRU Team presented the SOLES incident a case study involving an armed barricaded male. During the 12 hour standoff, the suspect fired over 80 rounds at police Armoured Responses Vehicle. His actions forced a lethal confrontation with the TRU Team Members.

S/Sgt. Jim Darbyshire and Cst. Chris Lussow of the Toronto Police ETF discussed their current tactics, and techniques procedures as it relates to dynamic entries and breach and hold tactics.

Cst. Cinda Michael and Cst. Susan Sharp of the Vancouver Police Service Crisis Negotiation Unit presented an interesting case study relating to a standoff with an armed suicidal male at the Fairmont, Pacific Rim Hotel, Vancouver.

Det. Brad Williams of the OPP, Intelligence Bureau, Hate Crime/Extremism Unit discussed The Freeman Group and their leader, Robert Menard.

Helen Lightstone
Chartered Mediator, Licenced Paralegal
and College Instructor

CRITICAL INCIDENT COMMANDERS COURSE



CCII, President Tom Hart and Inspector Greg Lamport, CCII Advisory Board Member and Inspector with the Waterloo Regional Police Service, provided a comprehensive and Ministry accredited Critical Incident Commanders Course.

Members of the Chatham-Kent Police Service, Toronto Police ETF, Niagara Regional Police, Windsor Police Service, St. Thomas

Police Service, Sarnia Police Service and the Brantford Police Service attended the accredited Critical Incident Commanders Course.

Sgt. Jon Mulder and his team provided an excellent venue for the course.

CCII WELCOMES MONIQUE ROLLIN TO THE CCII ADVISORY BOARD

Welcome

CCII welcomes Staff Sergeant Monique Rollin of the Sault Ste. Marie Police Service to the CCII Advisory Board. Monique will be representing northern Ontario. Monique has been a Crisis Negotiator, Team Leader and Team Training Coordinator for the last 17 years. Monique brings a great deal of knowledge, skill and experience to the CCII Advisory Board.

Biography

Staff Sergeant Monique Rollin is a member of the Sault Ste. Marie Police Service with 26 years experience. She recently transferred from the Professional Standards Branch to Uniform Patrol Services as a Platoon Leader. Monique has 15 years experience in Criminal Investigations with the morality unit, youth bureau, fraud unit, major crimes and as the domestic violence coordinator. She has been a member of the

Crisis Negotiator Unit in Sault Ste. Marie since 1997 and the Crisis Negotiator Unit Team Leader and Team Training Coordinator since 2001. She has also had the opportunity to cross train with other northern police services and correctional institutions including USA Homeland Security and understands the geographical and distinct challenges crisis negotiators face in northern Ontario.



Contact Info

Monique Rollin
Staff Sergeant
Crisis Negotiation Unit Coordinator

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m.rollin@ssmps.org

CCII IS PROUD TO JOIN EXECUTEK INTERNATIONAL

CCII is proud to join Executek International, by providing additional training opportunities to security staff and the private sector. Executek is one company under the Reilly Group of companies that provide integrated safety and security expertise, support and specialty services to national and international clients.

Executek President, is retired Toronto Police Service, Deputy Chief Kim Derry. Kim has 38 years of law enforcement experience with the Toronto Police Service. He is the past President of the National Board of the FBI National Academy Associates.



At Executek International, we pride ourselves on being a global security and risk management organization specializing in the integration of a wide range of security disciplines that enable the development of innovative and multi-faceted security solutions custom fit to our national and international clientele's interests.

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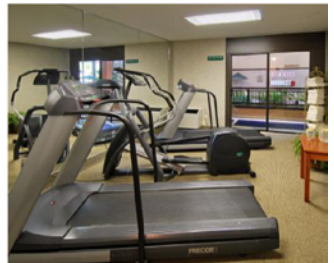
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