

# The CommandPost

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

Presented By

**CCII** Canadian Critical  
Incident Inc.

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# THE PRESIDENTS MESSAGE

Greetings!

The majority of the CCII members reside in Ontario and for us, it's been a long and cold winter. I have found that to survive the winter you must either embrace it, or go south. My wife and I did both. I have a number of matters worth mentioning in my message for this issue of the Command Post.

Firstly, I am pleased to advise you that Jon Beninger has joined the CCII Advisory Board. Jon is the Provincial Coordinator for the Crisis Negotiator Program and Emergency Response Team, at the Ontario Correctional Services College. Jon has been a negotiator for 14 years and brings a great deal of knowledge and experience to the Advisory Board (More on Jon in the Command Post).

Secondly and equally important, is the addition of two co-instructors to the Crisis Negotiators course. The core business of CCII is to instruct and qualify police officers in Crisis Negotiation and Major Incident Command by providing quality course training material and experienced instructors, allowing the hosting police service to receive their Ministry accreditation. CCII is pleased to have Det. Kate Harrison and Detective Inspector Monique Rollin, co-instruct the Crisis Negotiators course. Crisis negotiation and major incident command requires quality and consistent course training standards and equally important are the instructors. They must have the knowledge, skill and depth of experience to effectively instruct police officers in this challenging, demanding and dynamic area of policing.

Det. Kate Harrison recently retired from Durham Regional Police Service, with 14 years as an active crisis negotiator and 30 years of policing. Kate co-instructed with me at the CCII crisis negotiators course hosted by the Toronto Police ETF, and I must say, it was a privilege for both Kate and I to instruct the ETF. They are without doubt one of North America's most skilled tactical teams.

Detective Inspector Monique Rollin is a member of the Sault Ste. Marie Police Service.

Monique has a great deal of experience as a crisis negotiator, team leader and team training coordinator, and is an active incident commander. Monique co-instructed with me at the CCII crisis negotiators course hosted by the Greater Sudbury Police Service, which also included other police services in central northern Ontario area. We received great feedback from both courses and I am grateful for Kate and Monique's exceptional contribution.

Another addition to the CCII training team is Amy Meeks. Amy is the Communication Trainer for the Waterloo Regional Police Service, with 15 years experience as a Scribe for the WRPS Major Incident Command Team. Amy did an excellent job instructing members of the Greater Sudbury Police Service. I am grateful for her positive and professional contribution.

The OACP established the Incident Response – Education, Training and Professional Development Best Practice Guidelines Sub-Committee, to review and recommend the training standards for all levels of Incident Command. CCII fully supports the great efforts which the committee has done so far. It is so important that the province have current, quality and consistent training standards. Having said that, CCII supports the larger police services in delivering quality training in major incident command, from first responders to the senior commanders.

I am pleased to say, that the annual CCII Fall Seminar in November was a tremendous success. The CCII fall seminar continues to build on its success, which is largely due to the quality guest speakers, excellent location and venue. The case studies presented demonstrated the enormous, skill, competence and expertise of crisis negotiation and major incident command, managing some very difficult and stressful events throughout the province.

Among the quality speakers, was the CCII Life Time Achievement Award presented to Dr. Peter Collins. Dr. Collins is the Operational Forensic Psychiatrist for the Ontario Provincial Police. Dr. Collins has been supporting major incident commanders and crisis negotiators,

for the OPP, Toronto ETF and many other police services for over 25 years. It was a pleasure and privilege to present Dr. Collins with the CCII Life Time Achievement Award. Superintendent Chris Newton of the London Police Service and Inspector Tim Crone of the Toronto Police Service said a few words expressing their sincere appreciation of the tremendous support Dr. Collins has and continues to provide their service. Read more about Dr. Collins in my "lunch with Peter" article.

The CCII Fall Seminar will again be held at the Double Tree Hotel in Niagara Falls, November 5 to 7, 2018. It is a great location and an excellent venue. I am pleased to say, that CCII has not increased the cost for the annual fall seminar in 7 years and continues to improve the quality of the seminar, which is indicative of the continuing increase in attendance and positive feedback. Last year was the highest turn out so far, with nearly 190 participants.

I want to express my sincere thanks to the guest speakers and a special thanks to Sam Farina, President of the New York association of Hostage Negotiators, which equally contributed to its' great success.

CCII continues to make improvements to the courses and the website. CCII recently added a testimonial tab on the website. I encourage you to check it out and if you would like to add a comment, please email me. You will also see that the Sarnia Police Service will be hosting a Crisis Negotiators course in April.

A great training opportunity is the New York Association of Hostage Negotiators (NYAHN) annual spring conference, held on May 23 to 25, 2018 at the Holiday Inn Downtown, Rochester N.Y. The conference will provide the negotiator with real world case studies from New York city, Illinois, Australia and Canada. This is an excellent training opportunity at a very good price, and a great chance to professionally network with our brothers and sisters south of the border. I encourage you to attend.

***Continued on page 4...***

# IN THIS ISSUE

2

The Presidents Message

5

Terrorism & Hostage Negotiation

9

Suicide Intervention for a Person Threatening to Jump

11

Negotiating with an Expressive Criminal in Crisis

13

Negotiation and the Art of Going with Your Gut

15

Lunch with Peter

16

2018 Fall Conference

18

2017 Class and Seminar Review

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# THE PRESIDENTS MESSAGE (CONT.)

I trust you will enjoy this issue of the Command Post. I have added interesting articles from fellow crisis negotiator, Sergeant Sally Panzer of the St. Louis Police Department, part two of the two part article prepared by Jeff Thompson, Ph.D., and Sam Farina President of the New York Association of Hostage Negotiators. Thanks Sally, Jeff and Sam for sharing your knowledge and experiences.

CCII strongly supports sharing ideas, experiences, strategies and techniques that have worked or failed. It's all about learning. It's a skill not an applied science, that requires constant training to remain skilled, proficient and to be held accountable to yourself, your team members and your service.

Enjoy!

## Tom Hart

President

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*"I was very interested in obtaining the knowledge, skills and abilities for the CCII Crisis Negotiators course, hosted by the Greater Sudbury Police Service. I was engaged and throughout could relate the information to many calls for service. I feel this course is an asset and will enhance my road knowledge, skills and abilities and in addition I can be called upon to crisis negotiate and assist in moving towards a peaceful solution."*

Sherry Young

Sergeant Greater Sudbury P.S.

*"CCII provided Incident Response training for Scribes, Negotiators and Incident Commanders to members of the Greater Sudbury Police Service and other Services in Northern Ontario. This was done with the assistance of local and provincial experts. CCII also tailored the courses to ensure the scenarios were beneficial to all members of the Incident Response Team, being Incident Commanders, Scribes, and Negotiators and met the Ministry standards for certification and recertification."*

Inspector Todd C. Zimmerman

Greater Sudbury Police Service

## JON BENINGER JOINS THE CCII ADVISORY BOARD



### Jon Beninger

Provincial Coordinator Crisis Negotiator  
Program, Emergency Response Team  
Ontario Correctional Services College

CCII is pleased to have Jon Beninger join the Advisory Board. Jon has a great deal of knowledge and experience in crisis negotiating. Negotiating with inmates in a correctional facility has unique challenges, such as limited tactical options, which places more pressure on the crisis negotiating team. Jon has developed those special negotiating skills.

Jon Beninger began his career with the Ministry of Community Safety & Correctional Services in 2002 as a Correctional Officer at the Central North Correctional Centre in Penetanguishene Ontario, which houses approximately 1200 inmates. In 2004 Jon promoted to Sergeant and became a Crisis Negotiator. As a Crisis

Negotiator he was involved in multiple team negotiator activations including suicidal and barricaded inmates, inmate protests and several large scale violent prison riots. In 2014 Jon was offered a unique opportunity to join the Ontario Correctional Services College as the Provincial Coordinator for the Negotiator program under the Provincial Emergency Response and Security Unit. Jon has since expanded the Provincial Negotiator Program membership and elevated the training to match the ever evolving and challenging inmate population throughout the diverse variation of Provincial institutions. Through his vast personal and professional experiences, Jon has seen and believes in the power of communication to resolve crisis.



# TERRORISM & HOSTAGE NEGOTIATION

## LAW ENFORCEMENT STRATEGIES, PREPARATION, AND TRAINING

*Part two of two, continued from previous issue of the Command Post.*

### Negotiation Operational Center (NOC)

When selecting the NOC, attempt to find a location where distractions are as limited as possible, but also realize that conditions might not be ideal. Keep in mind, a key aspect to success is the ability to adapt. This also applies to the selection of an NOC. Just because a location has been selected during the early stages of an incident, it does not mean it cannot be switched to another location later on. Recent incidents have displayed how NOC selection can be effective in some instances, but not in others.

Sometimes teams start off using their vehicles as the NOC, then later move to a nearby building. For example, moving to a building might become necessary in instances where phone lines are limited, or when there are distracting background noises that could adversely affect communication with the subject and hostages.

### It Works Even When It Doesn't Work

The primary goal of the negotiator is to influence a behavioral change in the subject to gain his or her compliance. It is said that using these skills “work even when they do not work.” This shines light on the duality of the work being done by multiple teams during a crisis – primarily between the negotiation team and the tactical team.

The negotiation team works toward reaching a peaceful conclusion while also “buying time” for the tactical team, giving them the opportunity to thoroughly develop a tactical plan. Recent terrorist incidents have demonstrated this approach to be an effective tactic.

A negotiator can help themselves achieve this by attempting to “buy time” and slow the process down by using a variety of tactics. One includes using the Law Enforcement Stairway (LENS) Model. This model can serve as reminder that crisis and hostage negotiation is a process and utilizing each step assists the negotiator to try and move toward achieving the goal while at the same time allowing the tactical team to develop a plan.

The Law Enforcement Negotiation Stairway (LENS) Model can help remind the negotiator to slow the process. It is based on the Behavioral Change Stairway Model (BCSM) created by

### Law Enforcement Negotiation Stairway Model



the Federal Bureau of Investigation's Crisis Negotiation Unit.

### Strategies for Negotiating With a Terrorist

The role of the negotiator is to negotiate, that is clear, but sometimes it is a daunting task. When a negotiator faces a terrorist who has taken hostages after murdering multiple people in a horrific manner, negotiating seems like an impossible task.

“What is there to negotiate?” is often the first question a negotiator could understandably ask. Realizing a negotiator must attempt to negotiate, it is important to consider what options are

# TERRORISM & HOSTAGE NEGOTIATION (CONT.)

available. Admittedly, options are very limited. In development of this paper, two are presented below.

Displaying empathy is the first tactic a negotiator should attempt to utilize. Seeing the incident from the perspective of the subject can provide insight to their current behavior and the reasoning behind the attack.

For example, consider a situation in which the subject states they have attacked people in a café in response to the “atrocities committed by the U.S. military in Syria, including the killing of innocent women and children.”

Taking the subject’s perspective is one possible strategy. You might realize that the subject’s perspective of the U.S. military has driven him or her to commit this act. The subject seems deeply committed to what they did. Additionally, it is possible that the subject is highly emotional and their emotions are dictating their actions. Acknowledging this allows the negotiator to realize active listening skills can be used to encourage the subject to express their perspective.

Eventually, the negotiator will try to move from large-scale and more abstract concerns (“the war in Syria” and the negotiator saying, “I don’t think innocent people should be killed anywhere—there or here”) to more immediate and specific concerns (the negotiator saying, “...I am here to talk with you, and work with you.”). This approach is connected to the second strategy which is detailed further below. The goal is here is to acknowledge the concerns that drove the subject to commit the act and eventually move toward addressing specifically the incident.

Remember, when the subject is talking, they are not following through with everything they are threatening to do. If the subject is committed to their cause and is emotional, there is a chance to exploit that by attempting to get the subject to talk about it.

This can be accomplished in a variety of ways. A negotiator could let the subject know that he or she wants to understand more and that the negotiator would like to share their message with others, but first they need to know more.

A second strategy is appealing to the subject’s self-survival needs. Subjects will often state they are willing to die, or that they want to die, making negotiation appear pointless. However, be aware that the subject has yet to initiate this deadly conclusion and the opportunity to communicate (not necessarily negotiate) remains present.

It is possible the subject intends to kill himself/herself with the goal being to ambush or maximize casualties. It is imperative to gather as much intelligence as possible and to consider all options so situations like this can be managed effectively.

From a negotiation perspective, influencing the subject’s viewpoint is another potential avenue of exploitation. A negotiator can tell the subject that if they act on their threats (killing themselves or others), the subject’s message will end along with them. Although their act might be remembered, the subject will not be able to continue sharing their message. Memory of their act will quickly fade as someone else commits a similar act in another part of the world, taking the spotlight from them and their (horrific) actions. Therefore, it is inevitable that their name and actions will be quickly forgotten.

The alternative is deciding to come out alive.

The subject will be taken into custody, and although the negotiator does not agree with their message, negotiators understand how the judicial system works. The subject will not be locked in a room alone and disconnected from the world. Rather, they will be able to continue sharing their message through their lawyer and others. It is important for the negotiator to remember that the goal is voluntary compliance and getting the hostages out safely.

These suggestions may not work, considering the dire situation that has been presented, but a negotiation team must consider all options. Teams should consider traditional crisis negotiation strategies while also incorporating unique approaches.

## Mental Illness

According to research, only 41% of adults in the U.S. with a mental health condition received treatment in 2014. These adults may be at risk of

having a mental illness that is never diagnosed or addressed. Recent research found that mental illness is more prevalent among lone attackers (32%) compared to those who attack as part of a group (3.4%).

In a study of 98 lone-wolf attacks, 40% of the lone-wolf attackers had identifiable mental health problems (compared to 1.5% found in the general population).

Other research has shown that, although a lone-attacker might have a mental illness, their actions are not necessarily irrational or spontaneous. Lone-actor terrorists with a mental health disorder were just as likely to engage in a range of rational attack planning behaviors as those without mental health disorders (see the end of this article for references to the studies).

Negotiators are not clinicians and we cannot diagnose a subject, but an advanced understanding of mental illnesses, their indicators and symptoms, and the corresponding communication strategies specific to each illness, will assist in the development of an effective approach to engage the subject.

Understanding what happens to a person psychologically and physiologically during a crisis can help the negotiator display empathy and develop a communication strategy. For example, trying to build trust might not be realistic but establishing a dialogue and getting the subject to talk might be more feasible.

Next, consider the value in understanding a subject who is displaying symptoms of anti-social personality disorder. A negotiator who knows this will not encourage the subject to empathize or sympathize with their hostages. Instead, the negotiator might attempt to work collaboratively with the subject to develop a strategy to ensure their survival.

Even if a subject’s mental illness is known to the C/HNT (there is a clear diagnosis), or if there are signs of mental illness, a negotiator should expect only minimal trust from the subject. Knowing which mental illness a subject has and understanding their corresponding negotiation strategies will help a negotiator to develop an appropriate plan to engage the subject.

# TERRORISM & HOSTAGE NEGOTIATION (CONT.)

## No Plan In, No Plan Out

In some of the incidents mentioned above, it is impossible to know exactly what the subject's plans were as he died by the conclusion of the incident.

We cannot know (with certainty) what the subject's motives were, or what their strategy was, so we must rely on an analysis of the available data and other information to help us better understand these situations.

We can refer to a classic crisis negotiation tenet: if the subject did not have a plan to get in, then they do not have a plan to get out.

Presumably, either the subject's plan is to die or their lack of a plan indicates they intend to die. Either is possible, but we cannot be certain whether the subject truly intends to die. Even so, we know the subject has no exit plan, and that presents negotiators with an opportunity to work with subject. A negotiator can describe alternative outcomes (by providing the subject with a different perspective) in which the subject does not need to die. This can serve as a reminder to the negotiator that influencing a behavioral change takes time.

## Resources and Deployment

During a terrorist incident, a C/HNT requires extensive resources, and this can be exhausting for all who are involved. A C/HNT should consider prior incidents and have a plan that accounts for the possibility of similar outcomes. For example, a C/HNT might consider deploying members to multiple locations because in previous attacks, the subject and hostages made phone calls to media stations as well as to 911. A C/HNT supervisor should consider the advantages of deploying negotiators to both of those locations.

There should also be additional negotiators kept on standby, ready to be deployed (including to unrelated crisis incidents), as well as off-duty teams that can become active quickly (within a day).

## Handling Stress and Emotional Contagion

It is vital that a negotiator controls their emotions during a crisis situation. A crisis incident is already tense, unpredictable, potentially volatile, stressful, and anxiety-filled. If the subject's actions are driven by a cluster of negative emotions, a negotiator must control their emotions so they are not overwhelmed by the chaos.

Emotions can be "caught" by those around them (emotional contagion). This can be used to a negotiator's advantage—display a sense of calm amidst the chaos. Various verbal and nonverbal signals can indicate feelings of calm and collectedness. For example, a negotiator should be aware of their voice tone, as it can help or hinder the de-escalation of a situation.

Looking beyond the realm of crisis negotiation, hostage negotiators can learn from the skills practiced in other areas of crisis and adapt it to their trade in order to remain ready for the next call to a crisis job. United States Navy SEALs are elite soldiers and among the most highly trained military personnel in the world. Although their work in crisis is much different, there is still much that crisis negotiators can learn by examining what makes them effective.

This includes strategies on how Navy SEALs prepare for their grueling training exercises underwater as well as during real crisis incidents. Four strategies Navy SEALs use are 1) goal setting, 2) mental rehearsal, 3) self-talk motivation, and 4) emotional control (for more on this see the reference section).

## Perception Shapes Reality

Numerous people are affected by a crisis incident. This includes the terrorist/hostage taker, the hostages, and it also includes family members, co-workers and friends. When considering that the strategy for a negotiator is to "slow the situation down" and "stall for time," it is not surprising the previously mentioned stakeholders will be frustrated with this as they all want the exact opposite – a quick resolution. The crisis therefore can take a toll on each of these stakeholders.

The C/HNT needs to take into account the perception of these stakeholders. If their emotional and psychological feeling of stress,

fear, tension, anxiety, despair and hopelessness leads to the perception of being ignored and abandoned by law enforcement, specifically by the crisis negotiation team, it can result in actions being taken by these stakeholders that are detrimental to a peaceful resolution. A negotiator's non-empathetic actions, especially towards the hostage or hostage taker, can further contribute to this.

When possible, the negotiator should make efforts to acknowledge and address the concerns of stakeholders while also being aware that placing a higher value on the victims can have a detrimental impact on the negotiation.

Acknowledging these emotions and perspectives does not have to be an extended interaction. Rather, it can be a few, simple statements.

## Training and Planning for a Terrorist Incident

Training is necessary to ensuring a negotiator and their team is prepared for any crisis incident. Practicing what has been taught during a training helps individuals to reinforce what has been learned. It is important that peers are given the opportunity to practice their skills with one another and discuss ways to improve, so their skills can be well-honed.

Training for a terrorist incident can be done in a variety of ways. The following includes modules that could be included as part of a crisis negotiation training program:

- Overview of the history of terrorism-related hostage/barricade incidents.
- Overview and explanation of terrorist groups.
- How to handle multiple incidents, calls to the 911 call center and overall deployment of C/HNT resources.
- Explanation of Islam, provide clarification and dispel myths.
- Overview of non-Muslim incidents as a reminder that not all terrorist incidents will involve radicalized Muslims.



# TERRORISM & HOSTAGE NEGOTIATION (CONT.)

- Recent terrorist incidents that involved the use of C/HNT's.

- Interactive case study of recent, notable incidents where attendees break into groups to discuss possible tactics and compare them to those used in the incident.

- Role-play scenarios based on real incidents (use professional actors when possible, and ensure ample time is provided for group discussions).

- Active listening skill exercises based on actual incidents.

- For example, the calls between the negotiator and the Orlando Pulse Nightclub attack have been released to the public, along with transcripts of the phone calls. The audio and transcripts can be modified for negotiators to practice what they would say in that situation.

*(For a detailed example of a schedule, contact the author)*

## Conclusion

Law enforcement crisis and hostage negotiators can learn from the data that has emerged from academia on terrorism. Properly designing a

training that incorporates research data with case studies from recent incidents can increase knowledge of negotiators. Integrating this knowledge with interactive exercises during training will allow a C/HNT to adapt what has been learned and apply it proficiently. Ultimately, the goal is to increase a negotiator's understanding of terrorism and hostage negotiation, and to enable them to apply their expertise during an incident if they are called into action.

We cannot predict when or where the next terrorist attack will occur, but another hostage-taking or barricaded incident is expected. Therefore, members of crisis and hostage negotiation teams must know how to effectively utilize communication strategies, and to work as a team, to increase the likelihood of a subject's voluntary surrender. The more a C/HNT trains and practices, the better equipped negotiators will be to save innocent lives.

## Additional reading

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## ANNUAL HOSTAGE NEGOTIATION CONFERENCE

New York Association of Hostage Negotiators (NYAHN) annual spring conference, held on May 23 to 25, 2018 at the Holiday Inn Downtown, Rochester N.Y.

The conference will provide the negotiator with real world case studies from New York city, Illinois, Australia and Canada. This is an excellent training opportunity at a very good price, and a great

chance to professionally network with our brothers and sisters south of the border. I encourage you to attend.

To register online, please visit:  
[http://www.nyahn.net/content/annual\\_conference](http://www.nyahn.net/content/annual_conference)

I hope to see you there!



# HIGH RISK NEGOTIATIONS

## SUICIDE INTERVENTION FOR A PERSON THREATENING TO JUMP

According to the Public Affairs Office for the Golden Gate Bridge, there have been about 20-35 suicides a year since 2000 and a total of more than 1,400 since the bridge's first suicide in 1937. Mary Currie, public affairs director for the Golden Gate Bridge, Highway and Transportation District, reported in 2012 that, "We stop about 80% of the people that come to the bridge to hurt themselves." For the other 20%, as most negotiators realize, they were extremely committed on acting on their suicidal ideations. For the others, negotiators know that these are people seeking help and persuasion to live.

As negotiators, it is important to act quickly, safely, attentively and with an extreme sense of compassionate resolve when addressing a suicidal "jumper." Although the tenants of suicide intervention are extremely important, there must be emphasis on understanding and empathy when dealing with the jumper in conjunction with a conscious effort on personal safety as well as pre-planning for the jumper's return from the ledge.

As someone who has supervised over 20 events involving a bridge jumper, I've noticed a number of commonalities in the process of negotiating with a suicidal individual who is

threatening to jump. The most noteworthy and pertinent scenario destined for success is the presence of the suicidal jumper upon arrival of the negotiators. For someone who has a commitment to end their life, police involvement is typically an effort to recover the actor's body. For those who have not committed to the act or have the slightest doubt, the negotiator will have a high statistical probability of success with convincing the jumper to reconsider his/her choice.

When approaching a jumper, it is important to perform an introduction from an empathetic position and to communicate in the sequence commonly referred to as the "Stairway of Behavior Change." One should move through the behavioral change steps (active listening – empathy – rapport building – influence – behavioral change) deliberately and effectively in order for the final act of convincing the jumper to live.

An important consideration when first approaching a jumper to negotiate is gauging their level of comfort as to your physical proximity to him or her. The "John Wayne" style of gaining a position to try to tackle the jumper or pull him off the ledge is a high-risk maneuver that has seen a low level of success in two regards – a loss of

trust between the negotiator and the jumper and the potential of not only the jumper falling but the negotiator falling as well. Therefore, the need for a "safety first" protocol and the use of safety harnesses whenever possible. Remember, your priority is to resolve the situation with your safety and the safety of those involved. I would encourage training and practice with harnesses as part of in-service instruction with your local fire department or emergency services unit in preparation for jumper scenarios.

An important question to ask in the initial stages of your suicidal intervention consists of, "What has happened in the last day or two to make you want to hurt yourself and Why today?" Although you may not get to the answer quickly, the use of Active Listening Skills and empathetic responses will ultimately lead to the trust for the jumper to identify the catalyst for his or her suicidal behavior.

Once that information is gained, you can begin to work with the jumper to develop alternatives to suicide. Let the jumper provide the possible alternatives – even the bad ones – and work toward identifying the least objectionable one. Develop a specific plan to achieve the most realistic option. In my experience, the subject's ultimate request involves such things



# HIGH RISK NEGOTIATIONS (CONT.)

as: smoking a cigarette, having a drink, eating a sandwich, arranging to talk to a loved one once off the ledge or a variation of the aforementioned. Once off the ledge, it is equally important to honor a reasonable request prior to final custody. Many jumpers are repeat customers.

The easy part to the jumper is the negotiation itself in comparison with managing the incident. The difficulty of any jumper scenario consists of crowd management issues, police managers who are impatient with the negotiations process and the presence of a large response of emergency personnel and equipment. At every scene it is important to isolate the jumper to prevent on-lookers from passive or active interference. I recall supervising one scene where a crowd was too close to the suicidal jumper and they were actively enticing him to leap to his death. The location should be clear of all on-lookers as well as unnecessary law enforcement, EMS or fire personnel. They should all be out of sight. The phenomena known as a "Circus Mentality" will exist when the emergency equipment is so

close that it detracts from the negotiation and the suicidal person's effort to de-stress. Your Incident Commander should be made aware of the need to isolate the jumper as much as possible from sight and sound of people, emergency equipment and personnel. Lastly, for the police management officials on scene asking how long the negotiation will last, your response should always remain respectfully, "As long as it takes." According to FBI statistics via HOBAS, 90% of suicidal events reach conclusion within 6 hours. Each incident is unique and your Hostage Team Commander should take the role of advising the Incident Commander of the progress of the intervention.

In conclusion, remember the negotiation basics when dealing with a suicidal individual. The unique and important variable with a jumper involves face-to-face negotiations with someone who feels hopeless and helpless. This is a very dangerous scenario. However, if you stay true to the suicide intervention process and remain cognizant of the safety and security issues, you

will yield a successful conclusion. Don't be in a hurry to resolve the situation. As you know, you will be addressing a person in crisis who has taken months or years to get to a suicidal state. You will need to build upon rapport and trust before ever getting to a state of willingness to change behavior. In the end, the jumper wants to be saved by you.

**Samuel A. Farina**  
President of NY Association of  
Hostage Negotiators

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## NEGOTIATING WITH AN EXPRESSIVE CRIMINAL IN CRISIS

Police Crisis Negotiators will rarely deal with the instrumental type of hostage taker whose demands are clear and substantive. The instrumental hostage taker will be organized, goal driven and will not be concerned by the presence of police or their tactics.

A crisis negotiator is more likely to deal with an expressive type criminal, or a person with limited coping skills, a person with a personality disorder or a person who suffers from a mental illness and is in a state of crisis. The common theme is crisis. If a person suffers from a mental illness such as schizophrenia or depression and enters into a crisis situation, it is the crisis the police negotiator must manage, not necessarily the mental illness. The person had the mental illness or personality disorder prior to the crisis and will continue to have the illness post crisis. The police negotiator must have quality training, skills and knowledge to effectively manage the person through the crisis.

The overall objective of the police is to resolve high-risk critical incidents peacefully using the concept of "contain and negotiate". The negotiator's job is to arrange a settlement by

communicating, conferring and discussing with the person in crisis. The negotiator must recognize that it is an emotionally driven event which means that they must acknowledge the emotions and work with them. Much easier said than done! A police negotiation is one of the most demanding and stressful events that a police officer will face. With the use of active listening skills, persuasion techniques, problem-solving and bargaining skills, it will significantly increase a successful and peaceful outcome.

A case in point, a forty two year old male was armed with a handgun and had forced his way into his ex-girlfriend's residence where he forcibly confined her for several hours before she was able to escape and call 911. Uniform members quickly responded, followed by the tactical team and the incident commander. Placing a call to the suspect is a priority for the Incident Command Team. Having the suspect on the phone greatly assists in knowing the suspect's location and state of mind. Both of which are critical in developing the subject assessment and subsequent negotiation strategy.

The primary negotiator made several

unanswered introduction calls to the suspect's cell, which were then followed by several text messages. The introduction call is important. The negotiator must give his/her name, identify themselves as a police officer and offer to help. The primary negotiator must be calm, reassuring and empathic. At this time, the suspect had challenged the police by going to the windows and pointing his handgun towards areas where he thought the police were.

The negotiator received a text from the suspect demanding the police leave the area immediately or he would come out and confront the police. Texting is a one-way form of communication with no emotional cues and can be easily misinterpreted. However, it does give the negotiation team time to formulate an appropriate text response, and to encourage the suspect to speak directly with the negotiator. Following several texts messages, the negotiator managed to convince the suspect, that in order to meet his demands, they must speak directly with the negotiator. The suspect agreed to this, which is a good indicator of a successful negotiation.

# NEGOTIATING WITH AN EXPRESSIVE CRIMINAL IN CRISIS (CONT..)

## BEHAVIOURAL CHANGE STAIRWAY



The primary negotiator introduced himself and his partner and offered to help the suspect. It's important to introduce your partner and to let the suspect know that he or she is listening and wants to help. In the event that the primary negotiator is not able to build that rapport, transitioning to his or her partner (secondary negotiator) will be less complicated.

### **The Behavioural Change Stairway to a successful negotiations and a peaceful resolution**

The first step is active listening and assessing the subject. The subject assessment determined that they were dealing with the expressive type criminal. He was unorganized, acting on the emotions of fear and anger. Keeping the suspect on the phone, showing empathy and allowing him to vent his frustrations, was key to de-escalating the situation. It also allowed the negotiating team to formulate a negotiation strategy. As long as the suspect is talking with the negotiator, he is not confronting the tactical officers and compromising his safety and their safety. Active listening is vital in developing negotiating strategies, considerations, hooks, triggers and critical in developing a rapport.

Getting as much information as possible relating to the suspect is fundamental in developing the negotiation techniques, strategies and in building a rapport with the suspect. Background information which may seem insignificant such as a pet, hobby, personal interest, job, family member is imperative in developing the hooks

and triggers. The typical question and answer just the facts approach will not work in crisis negotiations.

The negotiating team will consider potential third parties to assist in developing the negotiation strategy. The third party could be reliable and trusted friends or family members, a family doctor, a lawyer or a member of the clergy. Another asset for the negotiating team is to have a psychiatrist or psychologist at the scene to assist in developing negotiation techniques and strategies. If the doctor cannot attend the scene you can at least consult over the phone.

In this case, the psychiatrist provided valuable support to the negotiating team with recommendations and in developing themes and ideas relating to the suspects hooks and triggers.

The negotiations went on for five hours, the suspect de-escalated and a rapport was developed between the suspect and the primary negotiator. These developments are critical to any successful crisis negotiation. Without trust and rapport with the suspect you cannot go to the next level of influencing the suspect behaviour leading to behavioural change.

The negotiating team noticed a change in the subject assessment. He gave the primary negotiator verbal clues indicating that he was suicidal. The primary negotiator asked him if he was going to kill himself. Confronting the intent to commit suicide and the emotions behind it are important. The more details and planning that have gone into committing the act of suicide indicate a greater risk.

The shift in the negotiation strategy was used effectively to convince the suspect to be taken into custody while accepting his situation, which involved a positive recovery plan to get help. Saving face was achieved by reassuring the suspect that seeking professional help and confronting his illness showed character and strength.

The suspect accepted the negotiator's advice and was given detailed instruction on where to come out and what to expect.

**Tom Hart**  
President of Canadian Critical  
Incident Inc.

*AMW Counselling and Consultation*

Amanda M. Wilson, MA,  
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# NEGOTIATION AND THE ART OF GOING WITH YOUR GUT

The St. Louis Metropolitan Police Department has approximately 1300 sworn officers. As of today, we have 21 crisis negotiators and 20 SWAT officers not including scene commanders. To be more accurate, we have a Crisis Response Team of 41 members. We are no longer two units working at the same scene. We are one unit. We have different functions ultimately, but our ultimate goal is the same and that is to come to a peaceful resolution where no one is injured or killed.

In 2003 when I started negotiating, we were two separate units coming together on a scene. We did not work together. We had little patience. We did not work as a team. We, the negotiators, did not train on a regular basis. We did not train as a team. The negotiators did not receive any training at the time.

Later we (negotiators) participated in a 40-hour Basic Negotiator class conducted by the St. Louis FBI Crisis Negotiation Team. This same training happened three times over the next roughly five years. It was great training. Unfortunately, we still operated as two separate units. We experienced turnover to varying degrees like promotions, retirements etc., but we didn't get it together until May 2017 when everything changed.

The Chief created a position for a CIT & Officer Wellness Program Coordinator thanks to the assistance of two commanders Major Mary Warnecke and Lieutenant Tim Sachs. Major Warnecke and Lt. Sachs recognized that the old way was okay, it worked, but we could be so much better and we as a Department needed to catch up to the larger cities when it came to crisis negotiation and response. What also changed was the command structure of the scene commanders. A new scene commander in charge of the "hostage response team" came into play, Lt. John Blaskiewicz.

Since I became the CIT & Officer Wellness Program Coordinator plus the Crisis Negotiation Coordinator, we have come along way. Lt. Blaskiewicz and I have recruited new negotiators and new scene commanders. We started by creating a wish list, talking about the needs and wants of a cohesive strong crisis response unit. We started asking questions; what would make us better, what were other large departments

doing, and where do we see this unit in five years?

We worked together to bring in a training program for our scene commanders and negotiators. Our Scene commanders, SWAT commander, his Sergeants and future scene commanders attended the Scene Commander training conducted by the National Tactical Officer Association (NTOA). After the training, we all understood our roles and how to better make critical decisions by understanding the larger picture of a crisis incident.

Negotiators got trained next and now we were all on the same page. Now we are one team and we work as one assisting each other for the same goal.

I have implemented negotiator best practices. This document brings us further together establishing guiding principles, methodology, eligibility and defined roles. One of the eligibility criteria is that all negotiators are certified as CIT Officers. It allows for everyone to understand the best practices we have set forth based on industry standards. In best practices, I also created a caveat for when there is an officer involved barricaded incident. If that occurs, Lt. Blaskiewicz or I have the responsibility of selecting negotiators for that scene. The determination will be on a case by case basis, but also upon the determination of who is emotionally involved. You can't negotiate clearly if you are emotionally compromised.

I've structured my CNT into 4 teams of 5. Each team is on callout for three weeks at a time. In that team structure, each person knows and understands their role based upon our written best practices. I have a primary and secondary / scribe negotiator, 1-2 intel negotiators, and 1-2 negotiators on sit-rep boards depending on the size of the scene. Each will assist in intelligence gathering, but in the end, they have assigned roles.

The one thing we were missing was a Negotiation Operation Center (NOC). When we would arrive at scenes we were very haphazard in where we set up. We used whatever vehicle we could find to negotiate from. That was a major issue! We needed a place of our own that allowed us to perform our job to the fullest. After

loads of finagling, we found a vehicle within the Department and got permission to use it. We got it outfitted with white boards, a laptop and dry erase markers. We are ready to roll!

Since our training we have had maybe four callouts. The new team effort is clearly working. We have two-way communication with SWAT. They know what we need to know and we understand what they need to know. It is mutually beneficial for all involved! And we are only getting better with each callout.

Before all this change took place, I was a district line platoon sergeant. It was a busy day in the district with a plethora of opportunity! I remember the day. It was hot and cloudy and we were busy. Calls for service were going crazy. It was the summer of 2015.

I was on another call, when a call came out for a teenager threatening to jump. I was familiar with the location. The location was a residential center for adolescents many of which had a mental health diagnosis or behavioral problems.

Some of the adolescents have been taken away from their parents, or in legal proceedings with their parents. The residential center has 24-hour staff including counselors.

The information coming over the air was that the teenager was a 16-year-old black female, no known weapons, threatening to jump. Not much to go on, but a start. The Lieutenant and area sergeant were responding and requested me to respond. I switched gears, wrapped up what I was working on and zoomed over there. I fully believe that as CIT officers or crisis negotiators and supervisors of such, we can gain a lot of information while en route. I advised the CIT officers responding to immediately get back with me with more information once they arrived. They did.

They let me know that the girl was sitting on a third-floor window ledge. Below was a pike wrought iron fence. It was confirmed she did not have any weapons. Two counselors were in with her keeping her talking and trying to gain voluntary compliance for her to come off the window sill. She was refusing to speak to police. She did not want to see any police or EMS threatening that she would jump if she did.



# NEGOTIATION AND THE ART OF GOING WITH YOUR GUT (CONT.)

It was a pretty hairy situation. Based upon what she was saying, I informed all responding officers to not enter the room and let her counselors continue to talk to her. The Lieutenant called a 7250, which is our code for a hostage/barricaded subject situation as I arrived.

Once there I reassessed. The situation was not going well inside as I listened from the door. She kept getting angry because she kept seeing police cars and EMS/Fire Alarm vehicles drive by and park. She was moving closer to the edge and this was not looking good. I got on the air and told all first responders to move their vehicle immediately out of her sight and to have vehicles secure the two streets so that no other first responder vehicles could drive down the streets she could see. One problem solved.

The counselors were doing ok, but needed help. Crisis negotiation is not quite the same as counseling. The problem was I was in uniform. As luck would have it, there was a hoodie on the couch in the hall outside of her room. I started taking off my shirt to the chagrin of everyone there, handed my duty belt off to an officer whom I work with and donned the hoodie over my body armor. My gut was telling me I had to get in there and talk to this girl.

This was a face to face negotiation. Typically, we don't do that for officer safety reasons. I believe that this needs to be assessed on a case by case basis because officer safety is paramount. In this particular case, I knew the subject did not have a weapon, and that I would not be anywhere near her for her to grab me and take me with her. The window ledge was above her bed and approximately 6 feet off the ground. I would be standing about 6 feet from her and out of arms reach. My assessment was that I was safe.

The counselors were also a safe distance away, so I was not concerned for their safety at the time. If by chance she did jump and they reacted, I was in close proximity to them to grab them.

I walked in her room and introduced myself as Sally. I listened and occasionally interjected a question, but mostly listened. She was very negative. She kept saying things like, "Why is there so much hate in the world?", or "This hurts my heart so much I just want to end it all", or

"There are people out there starving and no one is doing anything about it. I just hate it." Her overall theme was that all the negativity in the world was hurting her and she could no longer deal with it. She wanted to end it. She was sad, despondent and feeling the weight of the world on her.

I always say listen to your gut. Your gut plus your training will give you the information you need. I said to her, "I can hear how sad you are about all these things and that they bother you a lot. But everything you've talked about makes you sad and unhappy, what makes you happy? What are the things that make you smile?" She looked right at me and I knew I had her. It was the hook I needed to get in.

She began telling me how she loves her mother, family and likes to be creative. But the thing that got my attention was that she loves animals. She wants to help animals. She wants to work with and rescue them. She said they make her smile more than anything. They love you no matter what. BOOM! That was my cue! I told her that I share the same love for animals as she does. I've rescued many dogs in north City and taken them to St. Louis Stray Rescue. I asked her if she wanted to see the photos of some of the dogs I've rescued. I handed her my phone so she could look at the pictures. I told her that I was friends with the director of Stray Rescue and that if she wanted I could probably get her a volunteer position there working with the rescued dogs. That really got her attention. She started moving in from the ledge. We continued to talk about her love of animals and how she could really benefit from working with them and they would benefit from her too.

I finally told her that for this to happen she needed to come down off the ledge. She stated she would, but refused to go to the hospital and did not want to talk to police or EMS. Ultimately, I still got her to come down and walk out of the room with me.

We got her safely to the hospital and the outcome couldn't have been better!

The moral of this story is listen to your gut when negotiating. Even with best practices in place sometimes you have to deviate a bit to get the job done, but never compromise officer safety to get the job done.



**Sergeant Sally Penzer**  
St. Louis P.D.

*Sgt. Panzer is an 18 year veteran of the St. Louis Metropolitan Police Department. Sgt. Panzer is trained in crisis negotiation, de-escalation techniques and strategies, CIT, trauma informed care and suicide. She is an instructor at the St. Louis P.D., Police Academy. She has developed the Officer Wellness Program and expanded the CIT Program within her Department.*

*Sgt. Panzer is a liaison with mental health professionals, hospitals, the criminal and mental health courts and the community. Sgt. Panzer presented at the 2017 CIT International Conference and Maryville University. Sgt. Panzer has received 4 awards for her work in CIT and 2 for crisis negotiation. She holds a master's degree in social work (MSW) from Washington University.*

# LUNCH WITH PETER COLLINS



Back in January, I had the pleasure of having lunch with Dr. Peter Collins

I have wanted to get together for some time to prepare this article so that the members can have a better understanding and appreciation of Peter Collins and his work.

As a former crisis negotiator with the Durham Regional Police Service and current president with CCII, I've had the pleasure of knowing Peter for some 25 years. I was also a student at many of his lectures and case presentations. Understanding basic psychology and psychiatry can be complicated, but Peter has a unique way of sharing his knowledge by using personal stories with an added sense humour.

When the RCMP established their first profiling unit in June 1990, Peter was added to the unit in December 1990. He left, in 1995, to become the operational forensic psychiatrist with the Criminal Behaviour Analysis Unit of the Ontario Provincial Police since and has been a member of the crisis negotiation team of the Toronto Police Service Emergency Task Force since 1992.

In addition, Peter provides consultation to the Behavioral Analysis Unit of the U.S. Marshal's Service, the RCMP Criminal Investigative Analysis Section, the Profiling Unit of the Florida Department of Law Enforcement, the Investigative Psychology Unit of the South African Police, and the Behavioural Sciences Section of the Calgary Police Service.

Peter obtained his Masters in Applied Criminology from the University of Ottawa, his Medical Degree from McMaster University and completed his postgraduate medical training

in psychiatry and forensic psychiatry at the University of Toronto.

His clinical appointment is with the Complex Illness and Recovery Program at the Centre for Addiction and Mental Health (CAMH) and he is an Associate Professor, in the Division of Forensic Psychiatry, at the University of Toronto. Peter is also a co-investigator with the Health Adaptation research on Trauma (HART) Lab and an advisor to the International Performance Resilience and Efficiency Program for police tactical teams at the University of Toronto (Mississauga).

Peter is on the board of the Canadian Association of Threat Assessment Professionals and a consulting editor with the Journal of Threat Assessment and Management, published by the American Psychological Association.

Peter retired from the Canadian Armed Forces (Reserves), at the rank of Lieutenant-Commander and served on 2 deployments in Southern Afghanistan. On October 2012, he was awarded the Queen's Diamond Jubilee Medal in recognition of his contribution to the Canadian Forces.

In 1997, Peter was elected a member of the International Criminal Investigative Analysis Fellowship. He is an authority on violent crime and has worked with and instructed, numerous criminal justice agencies in North America and internationally, including the FBI, the U.S Department of Homeland Security, Interpol, and Europol.

Since the early 1990's Peter assisted in many high profile homicide investigations. He was also was one of the pioneers in developing the ViCLAS

program along with some very knowledgeable and talented members of the OPP and RCMP.

Throughout the 90's and to this day, Peter is considered the go-to Doctor for crisis negotiators and major incident commanders.

During my 20 years as a crisis negotiator, Peter was called upon many times. He would either attend the call or consulted by phone. Either way, when Peter was called, he would offer his very best to assist, whether that was obtaining medical information, assisting with developing the subject assessment, or various negotiation strategies and techniques.

Peter's enthusiastic and willingness to assist anytime and anywhere is a remarkable part of his character. He also has great sense of humor that can ease the tension on high risk calls

He has spent a great deal of time with police officers of all ranks and speciality units whether it is a on a call out at 3 in the morning in downtown Toronto or rural Ontario. Or while he lectured at the Canadian Police College, OPC, Toronto Police College, conferences and seminars. It is Peter's long term involvement with the police, which has given him the unique and remarkable understanding of the police culture.

His involvement helping the police manage a person in crisis over the years has led to a reputation as the one of the best in the field, which is why he received the CCII Life Time Achievement Award for over 25 years supporting police services in major incident command when negotiating with a suicidal / barricaded person.

In closing, Peter is a pioneer and well respected among the police community throughout Canada.

In my humble opinion (shared by many) that Peter is one of the very best.

Thanks Peter for your continued contribution to the police when they really need it.

**Tom Hart**  
President of Canadian Critical  
Incident Inc.

CANADIAN CRITICAL INCIDENT INC. IS EXCITED TO ANNOUNCE

# THE 2018 FALL SEMINAR

NOVEMBER 5 - 7



“Make the Call Count”

Canadian Critical Incident Inc. (CCII) is excited to announce this years CCII Fall Seminar, November 5 to 7, 2018 at the Double Tree Fallsview Resort, Niagara Falls, Ontario.

Registration starts on Sunday November 4, 2018 at 4:00 PM to 9:00 PM and Monday November 5, 2018 at 7:00 AM, with the opening ceremonies starting at 8:00 AM.

Building on the tremendous success of last year's seminar, CCII is excited to work with the Double Tree Staff in providing a great venue for the annual CCII Fall Seminar. The cost remains the same as the last few years, \$400.00 (includes HST). Registration includes a full buffet lunch,snacks and beverages as well as a hospitality night on Sunday November 4, 2018.

The Fall Seminar is an excellent learning and networking opportunity, by providing current and compelling case studies and lectures, relating to crisis negotiations, major incident command and tactics, with both Canadian and U.S content. This year CCII will be reaching out to it's good friend and neighbor, the New York Association of Hostage Negotiators, to assist in providing dynamic guest speakers.

The Double Tree Fallsview Resort is offering a special blocked rate of \$151.34 per night which includes a buffet breakfast, parking and Wi-Fi. Attendees are responsible for making their own individual reservations by calling the reservation department at (905) 358-3817. Callers must identify themselves as being with the CCII Fall Seminar.

Plan now to attend the annual CCII Fall Seminar.



CANADIAN CRITICAL INCIDENT INC. IS EXCITED TO ANNOUNCE

# THE 2018 FALL SEMINAR

NOVEMBER 5 - 7

## 2018 Fall Seminar Registration Form

### Double Tree Fallsview Resort, Niagara Falls, Ontario

November 5 - 7, 2018

Name: \_\_\_\_\_

Rank/Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Badge Number: \_\_\_\_\_

Day Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

City: \_\_\_\_\_ Prov: \_\_\_\_\_ Postal Code: \_\_\_\_\_

Cancellations made by October 31, 2018 will receive a refund less a \$50 administration fee.  
After that date we gladly accept substitutions.

**Conference Registration Fee: \$400.00** (\$353.98 + \$46.02 HST - No. 86037 7886)

Register online at <http://canadiancriticalincident.com>

Register by mail; please return the completed Registration & Invoice Form with the appropriate fees payable to:

Canadian Critical Incident Inc.  
149 Westmount Dr N. P.O. Box #20028  
Orillia, ON  
L3V 7X9

Phone Inquiries: 289-387-3250



## 2017 CLASS AND SEMINAR REVIEW

The 2017 CCII Fall Seminar held at the Double Tree Resort in Niagara Falls, was another great success.

The CCII Fall Seminar is eastern Canada's premier seminar for Crisis Negotiators, Tactical Officers, Incident Commanders, Correctional Officers and First Responders.

The agenda will include the Pulse Nightclub, Orlando Florida, OPP case studies and Ontario Correctional Officer hostage taking. Lt. Jack Cambria (ret.) NYPD presented the Orlando Pulse Nightclub shooting and subsequent barricade and negotiations. Jack Cambria was one of five members of the National Police Foundation (NPF), asked to participate in reviewing the Pulse Nightclub mass shooting incident, which occurred in June of 2016, where 49 victims were killed and 52 others seriously injured. Jack brought a unique insight and lessons learned from this heinous incident.

The OPP presented three compelling case

studies; North West Region active shooter/barricade under challenging weather and logistical conditions. Blue Water Bridge Sarina, suicide attempt and closing down the bridge to Port Huron Michigan. A Kawartha Lakes domestic related hostage taking, presented by the primary crisis negotiator and the victim taken hostage. The presentation was a very insightful perspective involving a violent hostage taking incident.

Sgt. Jon Beninger, Ontario Corrections presented a compelling case study with video footage of a dramatic hostage taking of a Correctional Officer in Thunder Bay.

Toronto Police Inspector Tim Crone discussed the current challenges relating to emergency event management, from an ETF, K-9 and Marine Unit perspective.

Dr. Peter Collins shared his expertise and experiences relating to managing people suffering from a mental illness and in a state of crisis.

I am very grateful for the guest speakers, that took the time to prepare and present excellent case studies. Thank you.

A special thanks to my friend and seminar partner, Sam Farina, President of the New York Association of Hostage Negotiators, for assisting and we are looking forward to working together this year as well.

The Double Tree Resort staff and excellent venue added to the tremendous success of the 2017 Fall Seminar.

And a special thanks to those that attended from both sides of the border.

Please mark this date, November 5 to 7, 2018 for this year's CCII Fall Seminar to be held again at the Double Tree Resort Niagara Falls Ontario.



## 2017 CLASS AND SEMINAR REVIEW (CONT..)



OPP Sgt. Aaron McClure at the CCII Fall Seminar 2017



The CCII Crisis Negotiators class hosted by the Greater Sudbury Police Service. Members of Timmins, Anishinabek, Espanola and Sault Ste. Marie Police Service attended as well.



CCII Crisis Negotiators course instructors, Tom Hart and D/Insp. Monique Rollin



Dr. Peter Collins receiving the CCII Life Time Achievement Award



Dr. Peter Collins providing a mental health lecture



CCII Major Incident Commanders course hosted by the Greater Sudbury Police Service, Members of Timmins, Anishinabek and West Nipissing attended as well.



# 2017 CLASS AND SEMINAR REVIEW (CONT..)



Jack J. Cambria Lieutenant – Commander Detective Squad Commanding Officer – Hostage Negotiation Team (Retired) providing the Pulse Night Club lecture.



OPP Insp. Chris Whaley and D/Cst. Julie Cecchini, North West Region case study



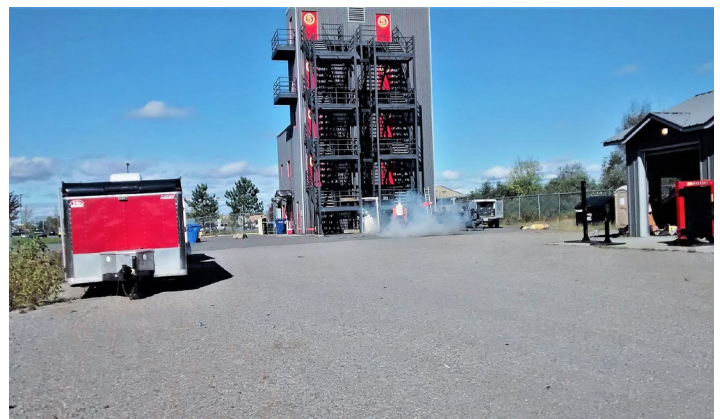
OPP Sgt. Kris Size and Andra Hughes, Kawartha Lakes hostage taking case study.



Fall Seminar main room.



Fall Seminar Team, Wayne Genders, Sam Farina, Tom Hart and Dave Sugg.



Sudbury P.S Tactical Unit explosive force entry exercise during tactical demonstration



# 2017 CLASS AND SEMINAR REVIEW (CONT.)



Members of the Sudbury Tactical Unit, taken during tactical demonstration.



Tom Hart and Jack Cambria Fall Seminar



Wayne Genders and CCII Past President Barney McNeilly



CCII crisis negotiators course hosted by Sudbury P.S training scenario



CCII crisis negotiators course hosted by Sudbury P.S training scenario



CCII crisis negotiators course hosted by Sudbury P.S training scenario

## **What CCII Can Offer You**

- CCII provides the course training material and knowledgeable and experienced instructors to the hosting police service, to acquire accreditation by the Ontario Ministry of Community Safety and Correctional Services, via the Ontario Police College.
- CCII has recently instructed and qualified critical incident commanders and crisis negotiators within the Canadian Armed Forces – Military Police CFB Trenton, Toronto Police – ETF, Hamilton Police, Windsor Police, Niagara Regional Police, York Regional Police, and the Sudbury Police.
- CCII courses can enhance community safety, police accountability, and reduce civil liability.
- All courses and workshops are taught by knowledgeable and experienced experts in critical incident command, crisis negotiations and tactical.
- The Crisis Negotiations for First Responders Workshop is excellent for by-law/security personnel, communicators, and college/university students.
- Our courses are co-instructed with forensic psychologists and psychiatrists who have years of on-call experience and unique knowledge assisting police during critical incidents relating to barricaded and/or suicidal subjects experiencing mental health issues.

## **Accredited Education & Learning Solutions**

Canadian Critical Incident Incorporated (CCII) provides the course training material and qualified, experienced instructors, which supports the hosting police service to acquire accreditation by the Ministry of Community Safety and Correctional Services, via the Ontario Police College. Having met and exceeded the high standards required for accreditation purposes CCII is able to serve as a vital resource for the police services.

CCII is unique; it brings quality course training material, current case studies and experienced instructors to the police facility, thereby reducing cost and qualifying more members. Police personnel/services are better able to support community safety and use peaceful resolution in high-risk incidents when they have received quality training in crisis negotiations/incident command, particularly in situations while attending to those suffering from mental illness and in a state of crisis.

## **The Command Post**

The Command Post newsletter offers members a unique opportunity to access quality articles, case studies, training methods, and mental health issues relating to crisis negotiations and critical incident command. (Visit our website to become a member today).

## **Annual Fall Seminar**

CCII hosts an Annual Fall Seminar for Incident Commanders, Tactical Members, Crisis Negotiators, and Correctional Staff. This event is co-hosted by a local police service. This seminar provides a superb training venue by bringing together subject matter experts and case studies for an informative and enjoyable learning experience. It also provides an excellent opportunity for vendors to connect with a targeted group. (The 2015 Seminar is being hosted by the Stratford Police services between October 26th – 28th in Stratford, Ontario. To find out more information or register for this event please visit our website).

## **Company Roots**

Incorporated in 2002 by Past President Barney McNeilly, CCII is founded on his dedication and experience as a Crisis/Hostage Negotiator for the Toronto Police Service, and Lead Instructor at the Canadian Police College.

In March 2012 immediately following retirement with the rank of Detective, Tom Hart became President of CCII. He previously served 32 years with the Durham Regional Police Service, on the Tactical Support Unit, Criminal Intelligence Branch, and Major Crimes Branch. Tom is a seasoned Crisis Negotiator with twenty years of experience and seven years as a Tactical Officer in the field, allowing him to bring a depth of knowledge and expertise to his leadership and vision of CCII.

Our expert Executive and Advisory Board consists of experienced critical incident commanders, crisis negotiators, tactical members, academics, mental health professionals, in addition to forensic psychologists and psychiatrists with unique on-call experience attending those experiencing an episode of mental illness during critical incidents. This team offers advice and guidance in managing the dynamics and challenges relating to critical incident command, crisis negotiations and mental health.



***Contact CCII for competitive course pricing and promotional opportunities***

**Tom Hart, President**

1-289-387-3250

[tom@canadiancriticalincident.com](mailto:tom@canadiancriticalincident.com)

149 Westmount Dr N  
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## CCII MEMBERSHIP APPLICATION FORM

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### Service/District/Divisional Membership Application

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Agency Telephone:	Agency Email:
Name of Contact Person:	Contact Email:

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**194 Westmount Drive North P.O. Box 20028, Orillia ON L3V 7X9**

**Application can also be completed and paid for online via our website:**

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## What is Expo?

Blue Line Expo brings together the best of law enforcement for a day of learning, networking and review of the latest technology, services and products shaping the market.

Besides an extensive and action-packed trade show floor that showcases the latest products and services in the law enforcement, corrections and security industries, Blue Line Expo also features an education conference that boasts national speakers and industry experts as well as an exclusive new workshop on resiliency for officer wellness.

## Who is it for?

- Police chiefs
- Police service procurement staff
- Customs officers
- Military, local, municipal, provincial and aboriginal police
- Federal and provincial corrections officers
- RCMP
- Security professionals
- Fire chiefs and other fire department personnel

## What will you take away?

- Learn from leading law enforcement experts about topics such as utilizing drones, smart city technology and hear from all sides of the body worn cam debate
- Network with fellow law enforcement professionals
- Purchase the latest technology, products and services

# FREE TO ATTEND

## SPEAKERS INCLUDE:



### Colin Giles

The UAS (Unmanned Aerial Systems) program co-ordinator, Aviation Services with the Ontario Provincial Police.



### Peter Sloly

Former deputy chief of Toronto Police Service, partner and national security & justice lead at Deloitte Canada.



### Tim Berthiaume

The Chief of Police of the Amherstburg Police Service in Ontario.

**PLUS MORE!**



**TO BE PRESENTED  
DURING LUNCHEON!**



# ENFORCEMENT Technology Group

## CRITICAL INCIDENT RESPONSE EQUIPMENT

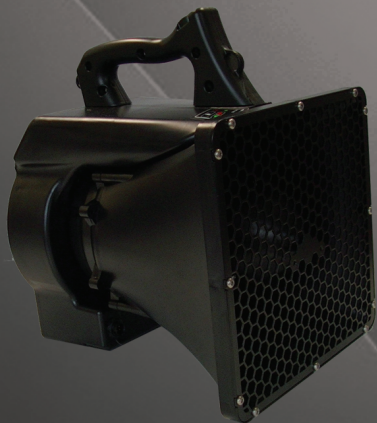
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