

ANNEX 15: HOSTAGE SITUATION

Surviving a Hostage Situation

Hostage situations can generally be described in two basic ways. One is the traditional situation, in which the hostage-taker tries to utilize hostages as leverage to negotiate something else. The other situation, which is becoming more prevalent, occurs when the hostage-taker is bent on death and destruction to “make a statement” and has no other goal in mind. As a situation develops, a potential hostage needs to immediately assess the intruder’s intent—negotiation or murder.

Hostage situations generally go through three phases. Recognizing the phases and knowing what to do in each is fundamental to surviving the situation.

Phase 1: Capture

This is the most dangerous phase and the one during which the intruder is trying to take control. Victims need to assess the intruder’s intent rapidly, avoid attention, and stay low. If the intruder’s intent appears to be detaining people and/or controlling a facility for negotiation purposes, victims will most likely move through phases two and three.

If,

The intruder is actively shooting or using a weapon to kill, *immediate action* is recommended. As the victim, you have two basic options:

GET OUT – Escape any way possible—through doors, windows, or stairs—and run until you are safe.

TAKE OUT – Disarm and disable the intruder as quickly as possible with as much force as needed. Consider that the people on your side probably outnumber the lone gunman. Remember flight 93. Don’t allow the intruder to fire multiple shots and reload by hiding or playing dead.

Phase 2: Internment

Assuming that you are dealing with someone intent on negotiating for what they really want, an internment period will follow. This may last a few hours, a few days, or even weeks. This is the time when negotiations are taking place and the time to do some planning for various contingencies. During this time, hostages should employ the “3 C’s”.

CALM – Stay as calm as you can. When hostages panic, hostage-takers panic, and the situation can escalate beyond the hostage-takers original intentions. You can appear calm by following directions and avoiding sensitive topics in any conversation with the hostage-taker.

CONNECT – By appearing to empathize (not sympathize) with your captor, you will become a person to them rather than a brokering chip. In some cases, by creating a bond, hostages have reversed the Stockholm Syndrome, making captors unwilling to harm their captives. By connecting, you buy yourself time by slowing things down. Encourage the negotiation process and keep the focus on outside contact.

CAPITALIZE – While encouraging a negotiated release or some other peaceful conclusion, remain alert to rescue efforts and escape opportunities.

Phase 3: Resolution

Research indicates that 80 percent of all hostages worldwide survive their ordeal one way or another. Resolutions are typically characterized by one of three options:

NEGOTIATED RELEASE – A negotiated release is the safest and sometimes longest outcome, requiring patience and calmness from all involved.

RESCUE – Success of a rescue operation depends on the rescuer's ability to distinguish between the hostages and the hostage-taker(s). Cooperation of the hostages is critical. Avoid being misconstrued as the criminal by avoiding threatening posture. Do not grab and hold on to the weapon, and make sure the rescuers can see your empty hands (sometimes the good guys have to put their hands up. Remember Columbine). If you are not sure what to do, stay low until instructed to proceed.

ESCAPE – Escape is the most risky resolution. If an opportunity presents itself and the risk of not escaping is greater, take it. Recognize that you are betting with your life.

If at any time your hostage-taker(s) develops into a shooter (killer), refer back to the Phase 1 instructions to **GET OUT** or **TAKE OUT!**

30 Minute, 3 Hour, 3 Day Response

Hostage Situation

30-Minute Response

- **Dial 911 (1st PRIORITY)**
 - Be Prepared to provide the following information;
 - Location of the incident.
 - Number of possible hostage takers.
 - Physical description and names of the hostage takers if possible.
 - Number of possible hostages.
 - Any weapons the hostage takers may have.
- **Campus Administration (2nd Priority)**
- **If at Donaldson Campus**
 - Call (617) 446-3691 (Kelley Turner – Executive Director of Operations)
 - Call (406) 594-3419 (Tommi Haikka – Assistant Director of Facilities)
 - Call (406) 461-0635 (Jason Grimmis – Director of Crisis and Emergency Management)
- **If at Airport Campus**
 - Call (617) 446-3691 (Kelley Turner – Executive Director of Operations)
 - Call (406) 594-3419 (Tommi Haikka – Assistant Director of Facilities)
 - Call (406) 461-0635 (Jason Grimmis – Director of Crisis and Emergency Management)
 - Call (208) 305-1042 (Stephanie Hunthausen- Executive Director of CTE)

IF YOU HEAR OR SEE A HOSTAGE SITUATION ON CAMPUS:

- Immediately remove yourself (and others) from the danger.
- Do NOT intervene or call attention to yourself.
- Be prepared to give the police the following information;
 - Location of the incident
 - Number of possible hostage takers
 - Physical description and names of the hostage takers if possible.
 - Number of possible hostages
 - Any weapons the hostage takers may have

IF YOU ARE TAKEN HOSTAGE:

- Remain calm, be polite, and cooperate with your captors.
- DO NOT attempt to escape unless there is an extremely good chance of survival. It is safer to be submissive and obey your captors.
- DO NOT make any sudden abrupt movements that may jeopardize your well-being.
- Keep your hands clearly visible.
- Do not speak unless spoken to and then only when necessary.
- Comply with instructions as well as you can. DO NOT argue.
- Avoid appearing hostile.
- Treat the captors with respect.
- If you can, establish a rapport with the captor. It is probable the captors do not want to hurt anyone.
- If medications, first aid, or restroom privileges are needed by anyone, say so.
- Be observant. Try to remember all distinguishing characteristics. You can help others with your observations.
- Be thinking about a potential escape plan for yourself and others.
- Be prepared to speak with law enforcement personnel on the phone should a line be patched to your location.

IN A RESCUE SITUATION:

- DO NOT RUN! Drop to the floor and remain still. If that is not possible, cross arms, bow your head, and stand still. Make no sudden moves that a tense rescuer might interpret as hostile or threatening.
- Wait for instructions, and obey all instructions you are given.
- Do not be upset, resist, or argue if a rescuer isn't sure if you are a terrorist or a hostage.
- Even if you are handcuffed and searched, DO NOT resist. Just wait for the confusion to clear.
- You will be taken to a safe area, where proper identification and status will be determined.

FOR THOSE OUTSIDE THE HOSTAGE SITUATION:

- Ensure **911** has been called.
- Evacuate others the best you can away from the Hostage Situation.
 - You may or may not be able to send a Regroup Emergency Alert Notification.
 - You may need to go door-to-door to notify others to evacuate.
- Communicate with the other campus building.
 - Encourage other campus to lockdown immediately.

- Gather all facts regarding the situation for the police. Keep notes on times, any communications from the person(s) holding the hostages, and other witness information.
- Provide law enforcement with floor plans of area and arrange for any assistance as necessary.
- Law enforcement will take command of the situation. Follow their subsequent directions until the situation is resolved.

3-HOUR RESPONSE

- Establish an Off-Site Emergency Operation Center.
- Work with emergency personnel.
- Assign a Helena College Representative to Liaison with law enforcement for incident operations.
- Assign a Helena College Representative to Liaison with Law enforcement for communications.
 - Ongoing notifications/updates;
 - Faculty, Staff, Students
 - OCHE
 - UM-Missoula President

3-DAY RESPONSE

- Depending on outcome of situation:
- Refer to appropriate protocol(s) and Emergency Support Functions (ESF's).
- Provide group and individual counseling as necessary.