

# Hostage Rescue Planning

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# Objectives

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- ◉ Fundamentals of Hostage Rescue Operations
- ◉ Review of Strategic Planning
- ◉ Emergency Planning
- ◉ Deliberate Planning

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# What is a Hostage

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- A person kept as a pledge pending the fulfillment of an agreement.
- A person held by another person as a security for the fulfillment of a certain demand.
- A hostage is a victim held against his or her will by threat of or actual use of force

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# Evaluation of Hostage Incident

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- ⦿ Does the suspect, in fact, have a hostage?
- ⦿ Does the suspect indicate or state he/she will kill the hostage?
- ⦿ Can the fact that the suspect is armed with a deadly weapon or has the potential for killing a hostage(s) be verified, within reason?

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# Initial Command Priorities of Work

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- ◉ Deploy Emergency Rescue Teams and Snipers
- ◉ Establish Negotiations
- ◉ Initiate the TOC
- ◉ Assign Deliberate Plan
- ◉ Assign Delivery/Logistics Element

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# Standard Incident Command Structure



# Command Planning

- ◎ P.I.E
- ◎ Priorities (Who Benefits)
  - Imminent Threat
  - Uninvolved Citizens
  - LE Officers
    - Tactics
    - Training
    - Tools
- ◎ Intelligence (What is happening)
  - Intel Drives Planning
- ◎ Environment (Who has the Advantage)
  - Drives Tactics

# 10 Primary Suspect Actions

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- Release hostage(s) / surrender
- Release hostage(s) / suicide
- Kill hostage(s) / suicide
- Kill hostage(s) / surrender
- Continue to hold hostage(s)
- Kill one hostage / continue
- Kill hostage(s) / flee
- Exit with gun to his/her head
- Exit and confront police with or without hostage(s)
- Exit surrounded by hostages

# Peril

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- Peril to the hostage(s) should be considered extreme if:
  - Hostage taker is unnecessarily cruel to the hostage(s)
  - Where there is no human interaction between the hostage taker and hostage(s) – physical separation or blindfolded

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# Strategy and SWAT Command

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# Strategy and SWAT Command

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“Theory is meant to educate the mind of the future commander, or, more accurately, to guide him in his self-education, not to accompany him to the battlefield.”

- Clausewitz

# Difference

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- Education
- Training

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**STRATEGY WITHOUT  
TACTICS IS THE SLOWEST  
ROUTE TO VICTORY.  
TACTICS WITHOUT  
STRATEGY IS THE NOISE  
BEFORE DEFEAT.**

**SUN TZU, THE ART OF WAR**

**@HARDCORELEADERS**

# Strategy and SWAT Command

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- Strategy evolves from the Civil – Law Enforcement nexus.
- Ultimately, our actions must be.....
- What kind of emergent incidents does government respond to?
  - Natural Disasters
  - Mechanical Calamities
  - Conflict
  - **How is conflict unique?**
    - Degree of danger driven by ...

# Strategy and SWAT Command

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“Therefore the clever combatant imposes his will on the enemy, but does not allow the enemy’s will to be imposed on him.”

-Sun Tzu

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# Five Characteristics of Crises

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1. Atmosphere of Uncertainty
  - Information is incomplete, confusing, contradicting, and unreliable.
2. Always Entail Risk
  - Personal Risk
  - Risk to Others
  - Risk to the Organization
  - Two ways to reduce it . . .

# Characteristics of Crises

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3. Time Sensitive / Competitive
4. Potential for Severe Consequences
5. Human Factor

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# Characteristics of Conflict

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- ◉ Fog
- ◉ Initiative
- ◉ Human Dimension
- ◉ Disorder
- ◉ Friction
- ◉ Chance (Fortune)

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# FOG

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- ◉ Condition that prohibits the Commander from obtaining accurate information in a timely manner.
- ◉ Founded in uncertainty due to dynamic nature of emergent situations.
- ◉ Good news, it impacts \_\_\_\_\_.

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# Initiative

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- It is not action per-se. It is freedom of action with the ability to choose when and how to act or in some cases not act.
- The ability to begin and follow through with some plan or task or force suspect in a reactionary mode.

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# Human Dimension

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- Impacts \_\_\_\_\_.
- Individuals under stress are often less than rational and unpredictable. Moral forces.
- Can be inflamed and shaped by emotion and personalities.
  - Have you had a suspect do something off the hook?
- Make plans based on \_\_\_\_\_ not \_\_\_\_\_.

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# Disorder

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- ◉ State of confusion, disruption in the systematic functioning of order or stability.

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# Friction

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- Founded in the five elements of crises.
- Uncontrollable factors, accompanied by inherent risk and compounded by ***Chance*** creates ***Friction***.
- A force that resists all actions. Can be commander being overwhelmed by risk or Chance favoring the suspect.
- \_\_\_\_\_ reduces friction

# Chance (fortune)

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- Turn of events that cannot be reasonably foreseen and over which neither adversary has any control.
- Can we control chance?

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“In order not to annul our free will, I judge it true that Fortune may be mistress of half our actions, but then even she leaves the other half, or almost, under our control.”

- Machiavelli

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# Overwhelmed by Events (OBE)

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- Loss of ability to efficiently prioritize between competing interests due to the magnitude and complexity of the event and time congestion.
- Deleted, Reprioritized, Neglected.
- What are some remedies
- Avoid OBE by \_\_\_\_\_  
\_\_\_\_\_ and avoiding the circumstances most predisposed for it to occur.
  - Excessive span of control.
  - Maintaining excessive control.

# Principles Governing All Conflict

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- ◉ Maneuver
- ◉ Objective
- ◉ Offense
- ◉ Simplicity
- ◉ Economy of Force
- ◉ Mass
- ◉ Unity of Command
- ◉ Surprise
- ◉ Security

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# Maneuver

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- Movement of personnel and equipment to gain a temporary advantage by position.
- Accommodates factors such as terrain, weather, lighting, etc.
- Interrelated dimensions:
  - Flexibility to provide versatility and pliancy in thoughts and plans.
  - Mobility to enable prompt actions and reactions.
- Involves both movement and speed.

# Objective

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- ◉ Master or controlling principle. In simplest terms, objective means purpose.
- ◉ Mission is an objective with an assignment. Clearly defined, decisive and attainable.
- ◉ Can be obscured by emotions, uncertainty and vague commands.
- ◉ **Decide and direct!**

# Offense

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- ◉ The commander who neglects it surrenders the initiative.
- ◉ Defense is not a principle. Stalemate is not an option.
- ◉ It is the action to achieve the decisive results.
- ◉ The most misunderstood and neglected principle

# Simplicity

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- ◉ Plans which are readily understood, simple and direct are more likely to succeed.
- ◉ The best plan cannot be implemented if it cannot be understood.
- ◉ Friction exists in all tactical operations. Keep it simple.

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# Economy of Force

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- Inherent in every tactical situation. Especially critical in prolonged operations.
- A skillful and prudent use of available forces, at the appropriate time/place, with minimum of power.
- Corollary with Mass.

# Mass

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- ◉ Concentration of superior power at the point and time of decision.
- ◉ Corollary principle with Economy of Force.
- ◉ Incorporating and synchronizing sufficient forces and resources to achieve decisive results.

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# Unity of Command

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- ◉ Single authority ensuring coordination and control are focused toward attaining the objective.
- ◉ Focuses the effort.
- ◉ “Better to have one bad general than two good ones!” – Napoleon

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# Surprise

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- ◉ Striking at an unanticipated time or place or in an unexpected manner.
- ◉ Taking Advantage of a window of opportunity.
- ◉ Key is adversary becomes aware too late to effectively react.
- ◉ You can't have surprise without security.

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# Security

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- ⦿ Essential to the preservation of power
- ⦿ Plans known are plans defeated
- ⦿ Enhances freedom of action
- ⦿ You can have security without surprise

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**M**aneuver  
**O**bjective  
**O**ffense  
**S**implicity  
**E**conomy of Force

**M**ass  
**U**nity of Command  
**S**urprise  
**S**ecurity

# Center of Gravity

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- ◉ Something of which an adversary is dependent upon for to inflict their will upon an opponent.
- ◉ Why do we care?
- ◉ What is the Center of Gravity in a HR? Barricade Suspect?

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# Center of Gravity

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“ . . . A certain center of gravity develops, the hub of all power and movement, on which everything depends. That is the point against which all our energies should be directed. . . If the enemy is thrown off balance he must not be given time to recover.”

- Clausewitz

- For Sun Tzu, attacking the enemy's plans and alliances comes long before attacking the army.

# Critical Vulnerability

- Critical vulnerability identifies a weakness which, if exploited, will create failure.



# Start With End State

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- ◉ Desired results or Final Outcome
- ◉ What is the Desired End State?
  - Not to clear the structure
  - Not to conflict with suspect
- ◉ Separation is preferred
- ◉ Command Interdiction Priorities
  - Open Air
  - Vehicle Assault
  - Strong Hold Rescue

# End State

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- Missions are planned and assignments are made to support desired result.
- Two concepts help to determine the End State:
  - Center of Gravity
  - Critical Vulnerability

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“Opportunities in war don’t  
wait.”

- Pericles

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Time is on our Side

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# Concepts of Time

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- Time is a non-space continuum where events occur in an irreversible succession from past, through present, to the future.
- Time is unique and temporary. Hence, it is critical to leverage windows of opportunity to resolve a tactical situation.
- Time is indifferent and neutral, but favors the prepared.

# Concepts of Time

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- Time is not on anyone's side.
- **Time is not good or bad, it's time!**
- **Time is the Enemy of Containment!**
- Window of Opportunity
  - A period of time giving in which an adversary maintains an advantage over the other.
- Window of Vulnerability
  - A period of time when conditions exist that place a tactical element, or the suspect at a disadvantage.

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“Time which is allowed to pass unused accumulates to the credit of the defender. He reaps what he did not sow.”

- Clausewitz

# Maneuver in Time

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- ◉ Tempo

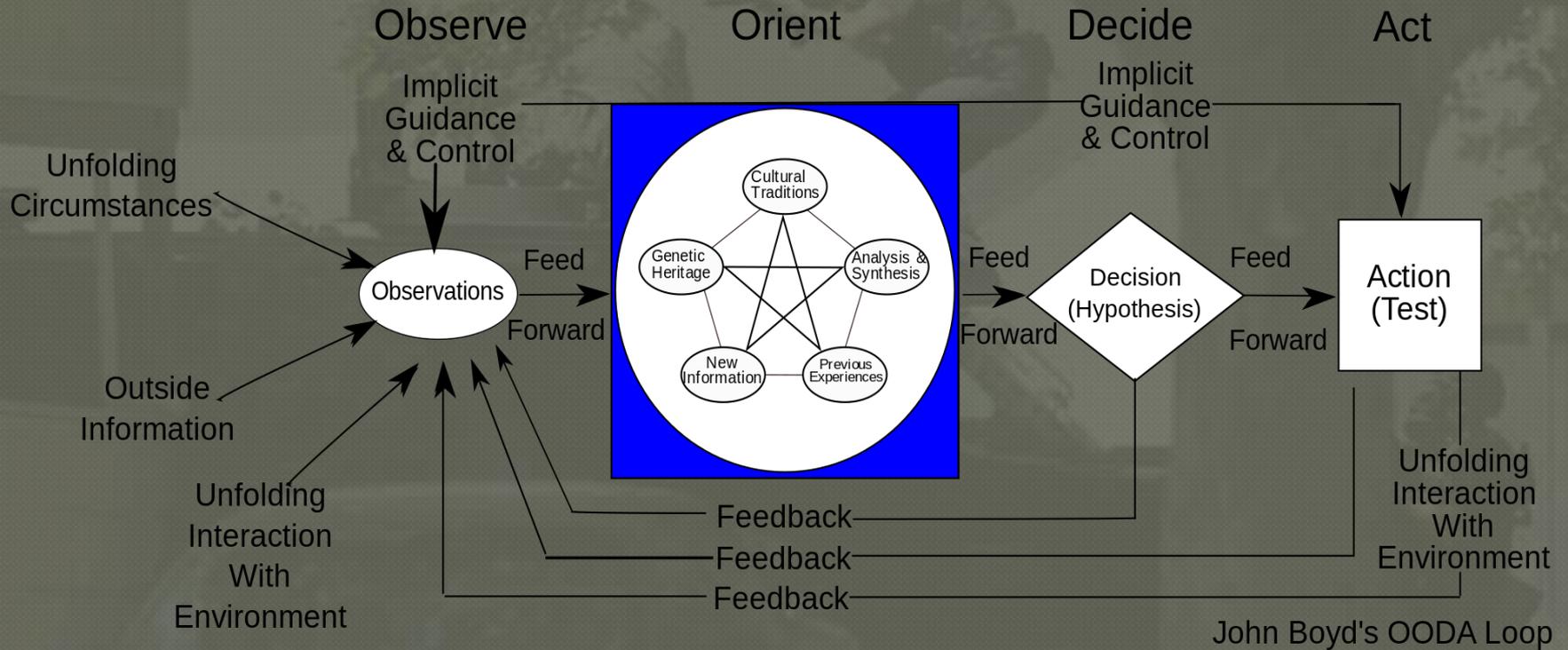
- ◉ Maneuvering in Time

- Boyd's Cycle (OODA Loop)
  - *“If your decision making loop is more streamlined than your enemy's then you set the pace and course of the battle.”* – Major General John Admire
- Higher tempo means . . .
- Lower uncertainty means . . .

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# Tempo and Boyd's Cycle



# OODA Example

02Mar2011

14:24:31



# Fundamentals of Planning

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- ◉ Using the concepts discussed create tactical dilemmas for the suspect
- ◉ Tactical dilemma is a choice in which the suspect must choose between two or more options, all of which are undesirable.
- ◉ Suspect always has a say!!!!

# I'll Fight Him



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“A sudden powerful transition to the offensive. . .is the greatest moment for the defense.”

- Clausewitz

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# Dilemmas

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## ● Use and exploitation of **Space** and **Time**.

- **Space** - Suspect can't stay & can't move!
- **Time** – Suspect is deprived of the ability to react effectively!

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“Strategy is the art of making use of time and space. I am less concerned about the latter than the former. Space we can recover, lost time never.”

- Napoleon

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# Symmetrical v Asymmetrical Conflict

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- Strength v Strength
- Strength v Weakness
  - Mass and Economy of Force

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# Planning along the Priorities of Work

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- ◉ Emergency Rescue Teams
- ◉ Negotiations
- ◉ TOC
- ◉ Deliberate Rescue
- ◉ Deliveries

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# Emergency Rescue Teams

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- Generally the first priority
- Minimum of 6
- Two separate locations, each of which is fully capable of making the rescue.
- What intel is critical
  - Suspect Description
  - Which Options are available
  - Expectations in the 10 contingencies
  - Compromise Authority

# Negotiations

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- Primary intelligence function early on
- Stabilizes the scene when rescue elements are most vulnerable
- Critical to success
  - Negotiation without Tactical
    - No ability to motivate or apply pressure.
  - Tactical without Negotiation
    - No ability to “capture” the mind.

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“To subdue the enemy  
without fighting is the  
supreme excellence.”

- Sun Tzu

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# TOC

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- Primary center of all intelligence and strategy.
- Common operating picture based on balcony views of Team Leaders and Negotiations.

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# Deliberate Rescue

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- ◉ Deliberate Rescues are the most human asset intensive operations SWAT conducts.
- ◉ Should be in place within 1 hour of SWAT arriving and being fully functional
- ◉ Opportunity is the Key Factor (not time)
- ◉ Time may provide opportunities, but passing opportunities may mean they are lost forever

# Deliberate Planning

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- Always plan two effective deliberate rescue courses of action – both of which could be the primary effort and succeed.
- Requires deliberate, covert shrinking of the crises site.

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# Four things Required for Deliberate Rescue

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- ◉ Know the Floor Plan
- ◉ Sufficient Personnel to :
  - dominate 90% of the crises site in the first wave (10-15 seconds)
  - Dominate the entire crises site in 30 seconds
- ◉ In position to intervene when opportunity unfolds
- ◉ From staging to breach point within 10 seconds of alert.

# Phases of the Operation

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- Five phases common to each entry
  1. Approach
  2. Breach
  3. Clear
  4. Control
  5. Stand down

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# Approach

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- Primary Efforts must be covertly deployed, knowing the suspect has the environmental advantage
- Generally accepted to reduce element size to utilize every door in the structure

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# Breach

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- Must use the most effective tools available for rapid breach
- Generally the only time Break n Rake Windows for entry.

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# Clear

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- ◉ Location and safety of the Hostage is most important
- ◉ Elements must understand the impact of separation
- ◉ Much of the crises site will be cleared from the outside (Port & Cover)
- ◉ Each Element gets a Primary, Secondary, and Tertiary Area of Responsibility.

# Control

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- ◉ Hostage handling and holding
- ◉ Dirty, Wash, Clean
- ◉ Medical Plan

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# Stand Down

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- ◉ Equipment
- ◉ OIS considerations
- ◉ Investigations requirements
- ◉ Officer Welfare

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# When to Intervene

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- ◉ When it appears that the hostage taker(s) may kill or seriously harm hostage(s)
- ◉ When a window of opportunity exists
- ◉ Hostage taker(s) places him/herself at a tactical disadvantage
- ◉ An element of surprise exists
- ◉ Required components are in place
- ◉ Supported by diversions
- ◉ Access into stronghold position (gained quickly)

# Critical Leadership Element

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- Once initiated, continue with the intervention until the hostage(s) have been recovered

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# What Constitutes Success

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- ◉ If the Hostage(s) or any hostage is rescued
- ◉ Hostage taker is neutralized
- ◉ Hostage(s) are safeguarded/separated from the hostage taker

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*Questions?*

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# Review

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- ① Hostage remains the focus and priority through out.
- ② Aggressively but covertly shrinking the crises site creates proximity
- ③ Proximity is the foundation of opportunity
- ④ Opportunity is the key factor, not time
- ⑤ First reasonable opportunity to rescue the hostage should be taken. Time tells us that opportunity cannot be guaranteed to repeat itself

# Review

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- ◉ Time is time
- ◉ Time is the enemy of containment
- ◉ Containment is NOT a resolution strategy
- ◉ Four things must be present to effect a deliberate rescue
- ◉ The floor plan not the building constitutes sufficient personnel
- ◉ 90% of the crises site in 10-15, entire crises site in 30.



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# Hostage Survival Probability Model

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- ◉ Justice Academy, NTOA, Cato developed
- ◉ Quantitative instrument using discriminant analysis in attempt to predict the probability of hostage survival.
- ◉ Uses an excel spread sheet to create a numeric representation of the probability.

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◎ [http://www.justiceacademy.org/projects/  
hostage-survival-survey/](http://www.justiceacademy.org/projects/hostage-survival-survey/)

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