

	FOX CROSSING POLICE DEPARTMENT
TITLE	USE OF FORCE
GENERAL ORDER	83-07
SECTION/CHAPTER	Section II, Chapter I
ISSUED BY: Chief Tim Seaver	

A. GENERAL POLICY

The use of force is a privilege which may be exercised by law enforcement officers. The privilege to use force is governed by legal and ethical limits and can only be exercised when absolutely necessary, WI S.S. §939.48(1).

The use of force is governed by the general principle that the amount of force used be objectively reasonable. (Graham v. Connor.) The misuse of force, particularly deadly force, may have drastic ethical and personal consequences for the law enforcement officer. Officers shall use de-escalation techniques whenever possible and appropriate, before resorting to force and to reduce the need for force. Whenever possible, officers should allow individuals time and opportunity to submit to verbal commands before force is used.

An officer who has employed excessive force in a given situation may be subject to both criminal and civil liability. Even when officers make a reasonable judgment to apply force, it is possible they are unreasonable in their specific application of force. Whenever officers use force, they must be prepared to defend their application of force as being reasonable and necessary under the circumstances, and when officers apply deadly force, they must be prepared to indicate that they had no other alternative.

The general policy regarding the use of force includes the following:

1. Officers may use force legitimately when it is needed to achieve and maintain control of resistive subjects. It may also be used when detaining person(s) reasonably suspected of criminal activity, to make lawful arrests, to defend themselves or others, or to prevent escape.
2. Fox Crossing Police Department will use the TraCs Use of Force and Death (UFAD) form, and a written report must be completed whenever an employee:

- a. Discharges a firearm, other than for training or dispatching of animals;
 - b. Takes an action that results in, or is alleged to have resulted in, injury or death of another person;
 - c. Applies force through the use of lethal or less lethal weapons;
 - d. Applies physical force needed to overcome any resistance; or
 - e. Points a firearm at an individual.
 - f. Points a less lethal weapon at an individual.
 - g. The Chief shall review all use of force reports and ensure that investigative procedures outlined within G.O. 83-07(E) and (F) are followed.
3. Annually, for the purpose of revealing patterns or trends that could indicate training needs and/or policy modifications, the Police Chief will conduct an analysis of the Use of Force reports.

B. DEFINITIONS

1. *Active resistance*: Behavior which physically counteracts an officer's control efforts and which creates a risk of bodily harm to the officer, subject, and/or other persons.
2. *Critical Incident*: An incident involving the use of force and could include: death of, or serious injury to, a department employee or another person as a direct result of the action or involvement of a department employee, or a psychological response to the stressful incident by the department employee while on duty or acting in an official capacity.
3. *Critical Incident Stress Debriefing Team*: A group of people available to help an employee or group of employees cope with their anxiety and emotions after being involved in a critical incident. The debriefing team could also conduct a department debriefing. The information in a group debriefing would be confidential and the group would show support to the involved officers and support staff.
4. *Companion Officer*: A fellow officer assigned to accompany an officer involved in a critical incident. His or her purpose is to offer support to the officer involved in a critical incident.

5. *Deadly force* (lethal force): The intentional use of a firearm or other instrument that creates a high probability of death or great bodily harm.
6. *De-Escalation*: Taking action or communicating verbally or non-verbally during a potential force encounter in an attempt to stabilize the situation and reduce the immediacy of the threat so that more time, options, and resources can be called upon to resolve the situation without the use of force or with a reduction in the force necessary. De-escalation may include the use of such techniques as command presence, advisements, warnings, verbal persuasion, and tactical repositioning.
7. *Defensive and Arrest Tactics (D.A.A.T.)*: A system of verbalization skills coupled with physical alternatives.
8. *Department Therapist*: Individual the department has an ongoing contract with to support the mental health of the officers in the time of an incident. Occasionally will do a ride-along with officers to have a rapport with them, so they feel more comfortable talking to them in time of stress from an incident.
9. *Disturbance Resolution* and R.E.S.P.O.N.D. theory (review Appendix A and B).
10. *Electronic Control Device (ECD)*: A battery powered device that uses propelled wires and probes or direct contact to conduct sufficient energy to affect the sensory and motor functions of the human and animal nervous system. The intended purpose of the device is to incapacitate and help control actively resistive, potential active resistive, and/or violent persons or animals with reduced potential for great bodily harm or death.
11. *Great bodily harm*: Bodily injury which creates a substantial risk of death or which causes serious permanent disfigurement, or which causes a permanent or protracted loss or impairment of the function of any bodily member or organ or any other serious bodily injury, WI S.S. §939.22(14).
12. *Impact Projectile (IP)*: Also called Impact Munitions (IM), Specialty Impact Munitions (SIM), and bean-bags. Projectiles of various sizes and configuration that occupy a specific place in the Disturbance Resolution Model as an Intermediate Weapon. Fired from a firearm, the impact from the projectile impedes the subject by pain and shock to muscle and tissue. Projectiles are designed to be non-penetrating and therefore, less likely to cause death or serious injury than standard firearm ammunition. Many IP types can be deadly if they impact the head, neck, and solar plexus. Deployment procedures and considerations must be trained and evaluated to ensure proper use.

13. *Less lethal force*: The amount of force which does not meet the definition of deadly force, but which is an amount of force which in normal circumstances can cause bodily harm.
14. *Non-Deadly force*: The use of any weapon or instrument or any physical action taken by an officer which is not likely to cause death. Officers' use of force must fit into one of the following categories:
 - A trained technique
 - A dynamic application of a trained technique
 - A technique not trained but justifiable under the circumstances
15. *Passive resistance*: Non-compliant and non-threatening behavior.
16. *Physical restraint*: Holding, restraining, handcuffing, or other physical manipulation without the use of any weapon by one or more officers acting alone or in concert to control a person or affect an arrest.
17. *Reasonably believes*: Means that the actor believes that a certain fact situation exists and such belief under the circumstances is reasonable even though erroneous. WI S.S. §939.22(32).
18. *Winnebago County Peer Support Team*: Trained officers throughout the county to help peers (officers and civilian staff) cope effectively with stress encountered in their personal and/or professional lives. Peer support provides a way for employees to “talk out” problems with co-workers who understand and want to help. Peers can seek out a supporter or be referred to a supporter. Peer supporters can also refer to professional services, if further assistance is needed. Confidentiality is key to the success of the program. The exceptions are: danger to self, danger to others, suspected child abuse, drug offenses (sales or transportation), domestic violence, factual elderly abuse, criminal activity- felony related, in cases where law requires divulgence, and where divulgence is requested by the peer seeking assistance.

C. DUTY TO INTERVENE

1. Officers shall intervene to stop illegal or unethical behavior, or misconduct, when they witness such conduct being committed by a member of the Fox Crossing Police Department or a member of another agency.

D. USE OF NON-DEADLY FORCE

1. An officer shall use only the minimum amount of force that is reasonably necessary to perform lawful duties.
2. Under no circumstances may any officer continue to use force, except mere physical restraint, against an individual who has ceased resisting.
3. When a subject offers only passive resistance to arrest, officers shall only use escort holds, compliance holds, or passive countermeasures with as much regard for the subject's safety and welfare as reasonable, practical, and possible.
4. No weapons shall ever be displayed or brandished as a threat unless their actual use in the situation would be proper. However, weapons may be readied for use in situations where it is anticipated that they may actually be required.
5. Use of Oleoresin Capsicum Spray (O.C.):
 - a. Sworn employees trained in the use of O.C. Spray are authorized to use it in a manner consistent with defensive tactics training.
 - b. Defensive tactics training regarding the use of O.C. Spray will include, but is not necessarily limited to:
 - i. The theory of O.C., application principles, body mechanics, psychomotor skills, justification for use, department policy, follow-up care, and documentation.
 - ii. Officers may use O.C. spray when they reasonably believe they are facing active resistance, or its threat, from the subject. O.C. spray is not to be used against subjects who are offering passive resistance.
 - iii. Officers shall only direct O.C. spray in a manner as prescribed through departmental training.
 - iv. O.C. spray shall not be used once an individual is subdued and under control.
6. Use of Electronic Control Device (ECD)
 - a. An ECD may be used by trained personnel when a subject is threatening to actively resist or is actively resisting the officer and the risk associated with closing on the subject to take control makes other alternatives unsafe. This option may also be used when a person poses a threat of harm to self or others and unarmed tactics have been exhausted or would not be

effective or safe given the circumstances known to the officer at the time.

- i. Officers may also include in the decision to use this intervention option information known to the officer at the time of the incident, including conduct or statements of the subject or prior history of resistive or assaultive behavior.
- b. In each instance when the ECD may be deployed on a subject, a determination will be made regarding the need for lethal cover. Lethal cover will be required in all instances in which the subject possesses a firearm.
- c. Department personnel shall only carry and use the Taser X26P ECD and no other electrical incapacitation device unless approved by the Chief of Police. An officer will not be required to carry the ECD as part of their standard equipment unless the officer has opted to remove their baton from their belt. See 5(d). Trained officers will use discretion for its use in the instances where the unit may be needed for the safe control of a subject.
- d. Personnel will be allowed to carry the ECD unit after completion of training in the use of this unit. After initial training, officers trained in its use shall receive refresher training annually.
- e. Elevated ECD deployment risk factors: The following factors, when reasonably perceived by the officer(s) at the time of the incident, require elevated justification(s) for deployment. Under the following conditions the risk of direct or secondary injury to the person is foreseeably elevated, thus the justification for ECD deployment is also elevated. The officer(s) must balance the elevated risk(s) of injury with the need for immediate apprehension or protection.
 - Presence of flammable materials
 - Person in an elevated position
 - Person operating a vehicle (capable of moving)
 - Person running
 - Person obviously or known to be pregnant
 - Person in water who could drown
 - Person obviously frail or infirm
- f. ECD deployment methods: The primary deployment method is to discharge the ECD cartridge propelling the probes and probe wires. The back-up deployment method is to firmly drive the attached fired ECD cartridge into the person's body.

- Removing the ECD cartridge to apply a drive stun is not a primary deployment technique.

It is discouraged because it provides limited effectiveness and has a higher propensity for causing minor burn marks or friction abrasions to the skin than probe deployment.

- g. Departmental personnel who use an ECD against a person shall ensure the person is monitored for injury as soon as practical after the person is under control.
- i. Advise the shift supervisor immediately of the unit's deployment.
 - ii. Contact dispatch and have Gold Cross respond to the scene to evaluate the subject. If there is a high probability of the unit being deployed, Gold Cross can be asked to stand by prior to the actual use of the unit. After their examination of the subject it will be the discretion of the paramedics whether or not any follow up care will be necessary at an emergency room.
 - iii. ECD probes that are embedded in sensitive tissue areas such as neck, face, groin, or the breast of a female shall be removed by emergency room staff. Removal from any other areas shall be done by a trained officer at the discretion of the shift supervisor.
 - iv. If the subject is to be transported to the Winnebago County Jail, the subject must be transported to a medical facility for medical clearance prior to being transported to jail.
 - v. After the probes have been removed from the subject, they shall be handled as a biohazard and packaged according to the trained procedure.
 - Collect probes, wires and the cartridge as a unit if possible. (do not break the wires from the probes or cartridge)
 - Gently press the probes into the wire channels that house the wires on the front of the cartridge.
 - Do not wrap or attempt to untangle the wires.
 - Place the whole cartridge unit into a paper bag. Mark the bag with a bio-hazard sticker and place into evidence
 - Photographs of the subject and the wound site shall be taken, if possible.

- h. Documentation of the use of ECD shall be consistent with reporting requirements for the TraCs Use of Force and Death (UFAD) form.
7. Use of Less Lethal Impact Projectiles (LLIP):
- a. A LLIP may be used by trained personnel when a subject is threatening to actively resist or is actively resisting the officer and the risk associated with closing on the subject to take control makes other alternatives unsafe. This option may also be used when a person poses a threat of harm to self or others and unarmed tactics have been exhausted or would not be effective, or safe given the circumstances known to the officer at the time.
 - i. Officers may also include in the decision to use this intervention option information known to the officer at the time of the incident, including conduct or statements of the subject, or prior history of resistive or assaultive behavior.
 - b. In each instance when the LLIP may be deployed on a subject, a determination will be made regarding the need for lethal cover. Lethal cover will be required in all instances in which the subject possesses a firearm.
 - c. Department personnel shall only carry and use department-issued, tail-stabilized bean bag LLIP delivered from a department issued 12 gauge pump action shotgun designated for LLIP. These weapons will be easily identifiable as less-lethal by their orange coloring. The department will maintain an inventory of ammunition for training, duty, and specialty applications.
 - d. Less Lethal shotguns will be stored unloaded in a case until such time as they are deployed for use at the scene of an incident. The officer deploying the Less Lethal shotgun will verify each round loaded into the shotgun is a Less Lethal Impact Munition and, if feasible, will have a second officer verify each round is a LLIM.
 - e. The Police Chief, or his designee, will select and authorize certain officers to use LLIP. Designated officers are required to complete all assigned training and qualification courses, including basic certification and regular in-service biennially by the Training Coordinator. LLIP instructors will provide the training and the Training Coordinator will maintain documentation of the training.
 - f. All uses of LLIP are governed by the Disturbance Resolution Model and deployment shall be considered as an intermediate weapon for the

purposes of subject control or defense.

- g. Target areas of the body shall be selected according to training protocols for impact weapons, taking threat and fact circumstances into consideration.
 - i. Primary Target Zone: Upper leg, lower leg, buttocks.
 - ii. Secondary Target Zone: Lower abdomen, arms, shoulders.
 - iii. Intentional impact of the head, neck, spine, kidney area, groin, and Upper Thorax (chest) will be avoided unless deadly force is justified.
 - h. When circumstances and resources allow, the deploying officer shall use a lethal cover officer in Contact/Cover technique. Lethal cover is required in cases in which the suspect possesses a firearm. To the extent feasible, and without compromising officer safety, the deploying officer shall notify other officers of the plan to use LLIP and make an announcement at the time of firing.
 - i. Officers involved in a LLIP deployment shall perform standard DAAT follow-through procedures. Officers shall arrange for a medical evaluation and clearance of any person struck by an IP launched from a firearm.
 - j. Officers involved in a LLIP deployment shall, as soon as practical, notify a supervisor of the deployment.
 - k. Documentation of the use of LLIP shall be consistent with reporting requirements for the TraCs Use of Force and Death (UFAD) form. Photographs shall be taken of the suspect and their injuries. Impact munitions that were deployed will be collected and placed into evidence.
8. Use of handcuffs, flex cuffs, restraints:
- a. Officers shall handcuff/restrain all persons, including juveniles, who are in custody or under arrest, understanding that injuries, disabilities, physical stature or the subject's age may prevent proper handcuffing/restraining techniques.
 - b. Flex cuff restraining ties are a supplement to regular handcuffs to help facilitate multiple arrests, not a substitute for them.

- c. The hobble restraint shall only be used in accordance with department training.
 - d. Police officers occasionally deal with people who need to be restrained, but who are not to be arrested or taken into custody. In that situation, particularly in an emergency situation, police officers may use handcuffs or other restraints to detain that person and/or transport that person to an appropriate facility.
 - e. The ramifications when police officers fail to use handcuffs are similar to the ramifications that confront officers who neglect to properly search a person in custody.
9. Use of police baton:
- a. A police baton may be used by an officer only when it is reasonably apparent that a lesser degree of force would be inadequate to control the situation.
 - b. An officer shall not intentionally strike an individual with a baton above the shoulders, unless such an action would be justified under the use of deadly force guidelines.
 - c. Department approved batons are the only authorized impact weapons. Flashlights, radios and firearms are not recommended as impact weapons; however, the department recognizes that emergency self-defense situations involving other objects and instruments may occur.
 - d. Uniformed officers carrying the ECD have the option of removing their baton from their duty belt if they so choose. If the baton is removed from the duty belt, a baton must be reasonably available to the officer while on-duty.
10. If necessary, officers are responsible for rendering medical aid after the use of any force:
- a. Call for medical assistance when necessary.
 - b. Continue to monitor and provide custodial care to the person affected.
 - c. Incarceration in the Winnebago County Jail may require a medical release.
 - d. Treatment for O.C. contamination would be flushing of the eyes with water or the saline solution carried in patrol vehicles.

E. USE OF DEADLY FORCE

1. Deadly force shall only be used as the last resort, and then only after all reasonable means of executing the arrest have been exhausted or would be ineffective, and then only:
 - a. When the police reasonably believe their action is in defense of human life whereby they or others are threatened by imminent death or are in immediate danger of great bodily harm.
 - b. The use of deadly force shall not be threatened unless its use would be justified under this policy. No weapons shall be displayed as a threat unless their actual use in the situation would be proper. Weapons may be readied for use in situations where it is anticipated they may be required.
 - c. Before using deadly force police officers shall, when reasonably possible, attempt to identify themselves, give the suspect a lawful order, and threaten to use deadly force when necessary.
 - d. Warning shots are prohibited.
 - e. The level of force used shall be documented on a TraCs Use of Force and Death (UFAD) form and included in the incident report.
 - f. The use of neck restraints, choke holds or similar techniques that rely on cutting off the flow of oxygen to the brain are prohibited unless deadly force is justified.
2. The following practices are specifically prohibited:
 - a. Firing a weapon from or at a moving vehicle, unless there is outstanding justification and police officers or others are threatened by imminent death or great bodily harm.
 - b. Firing a weapon into a building or through doors, unless police officers or others are threatened by imminent death or great bodily harm.
 - c. Deadly force of any nature against a fleeing felon, unless that person has already applied or is threatening to apply deadly force.

- d. Deadly force of any nature in misdemeanor cases, unless police officers have reason to believe they or others are in imminent danger of death or great bodily harm.
3. Officers are responsible for utilizing proper follow through considerations after the use of any lethal or less lethal weapon.

F. OFFICERS INVOLVED IN CRITICAL INCIDENTS

1. The Chief shall evaluate the specific needs of officers who have been involved in the use of force. The Chief shall take whatever action is necessary to ensure the officer's well-being, including personal contact with the officer's family. Due to the possible traumatic effect of shooting incidents and other use of force situations, officers who are involved will be provided counseling by a qualified psychologist at department expense.
2. The officer(s) involved will be immediately removed from line-duty assignments pending the completion of an administrative review of the case and a report from the psychologist. The Police Chief may grant additional time off with pay to assist in the adjustment period after high stress situations (Refer to Employee Assistance Program).
3. Unless evidence of a crime exists, the investigation begins with the premise that the officer(s) involved acted properly within the scope of their authority. The police officer(s) directly involved in the shooting is treated as a victim or witness. They are not a suspect.

G. INVESTIGATIONS & RESPONSIBILITIES OF OFFICERS / SUPERVISORS

1. Refer to G.O 19-01, Officer-Involved Deaths & Critical Incidents.
2. When deadly force is used against an animal:
 - a. When the deadly force requires the shooting of a firearm, the officer shall inform the communication center and complete a short form report.
3. When the deadly force is the accidental discharge of a firearm:
 - a. The officer shall inform the communication center of the incident.
 - b. The officer shall notify a supervisor or Police Chief.

- c. The officer involved shall complete a written report of the incident on ADM-55, *Internal Investigation & Critical Incident Critique*.
- d. The Police Chief shall review the report and consider the need for any remedial training or disciplinary action.

H. NON-DEADLY FORCE INVESTIGATIVE PROCEDURE

- 1. Any officer responsible for the use of non-deadly force defined under B(8) in which no death or great bodily harm occurred, shall complete a written report of the incident. A Police Lieutenant who is a D.A.A.T. instructor shall review incidents involving the use of force to determine if the force used meets D.A.A.T. standards. If the force used does not meet D.A.A.T. standards, the Police Lieutenant shall prepare a written evaluation on form ADM-55, *Internal Investigation & Critical Incident Critique*, which will be forwarded to the Chief of Police.
- 2. Police officers' use of force shall be documented on a *TraCs Use of Force Arrest Related Death* form, (UFAD), and within the incident report.
- 3. The Chief shall review the report and consider the need for any remedial training or disciplinary action.

J. TRAINING RECORDS

- 1. All training relative to the use of force and de-escalation will be documented. The records will be kept by the D.A.A.T. and firearms instructor respectively.
- 2. The use-of-force policy will be reviewed with all sworn officers on an annual basis.
- 3. All sworn personnel receive an electronic file of all of the Fox Crossing Police Department policies including the Use of Force policy on the date of hire. They must then demonstrate their understanding of that policy before being authorized to carry a firearm.

K. TRAINING (DEADLY FORCE)

- 1. Officers are required to train and qualify with firearms according to department standards. Proficiency also means officers attain and demonstrate knowledge of

the laws concerning the use of firearms and are familiar with the recognized safe-handling procedures of firearms. Only those officers demonstrating proficiency in the use of agency-authorized weapons shall be approved to carry such weapons.

- a. Annually, sworn employees are required to demonstrate proficiency with any approved weapon. Training consists of practical firearms training which includes a review of the department's use of force policies. Training will be conducted and documented by a state certified firearms instructor.
- b. Sworn employees will receive handgun and long gun training annually, in accordance with Wisconsin State Department of Justice Bureau of Training and Standards current guidelines.
- c. Officers not attaining firearms training standards will receive remedial training from a state certified firearms instructor.
- d. Officers unable to achieve the minimum firearms standards after remedial training will be evaluated by the firearms instructor. The Police Chief will review the evaluation and prepare a recommendation for additional training or progressive discipline which may include termination.
- e. In addition to firearms range training, and before being authorized to carry a firearm, all sworn employees are issued copies of G.O. 83-07, *Use of Force*, and receive instruction in the policies addressed within the general order.

L. TRAINING (D.A.A.T.)

1. Sworn employees will participate and qualify in Defensive And Arrest Tactics (D.A.A.T.) and De-Escalation training annually. This training may include videos, policy reviews, classroom participation, active personal participation, high-level simulations, etc. A state certified D.A.A.T. trainer will conduct and document the training sessions and evaluate each participant on their performance. Only those officers demonstrating proficiency in the use of agency-authorized less lethal weapons shall be authorized to carry such weapons.
2. In addition to D.A.A.T. training, and before being authorized to carry less lethal weapons, officers are issued copies of and instructed in the procedures addressed in G.O. 83-07, *Use of Force*.
3. Sworn employees not attaining less lethal weapon training standards will receive remedial instruction from a certified D.A.A.T. instructor.

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09/26/19
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11/12/20
11/17/20
03/30/21
06/16/21

APPENDIX A

Disturbance Resolution first approved by the Law Enforcement Standards Board on March 2002 and revised March 2007

1. APPROACH CONSIDERATIONS

- | | |
|------------------------|--|
| A. Decision-Making | Justification
Desirability |
| B. Tactical Deployment | Control of Distance
Relative Positioning
Relative Positioning w/Multiple Subjects |
| C. Tactical Evaluation | Threat Assessment Opportunities
Officer/Subject Factors
Special Circumstances
Level/Stage/Degree of Stabilization |

2. INTERVENTION OPTIONS

- | <u>Mode</u> | <u>Purpose</u> |
|----------------------------|---|
| A. Presence | To present a visible display of authority |
| B. Dialog | To verbally persuade |
| C. Control Alternatives | To overcome passive resistance, active resistance, or their threats |
| D. Protective Alternatives | To overcome continued resistance, assaultive behavior, or their threats |
| E. Deadly Force | To stop the threat |

3. FOLLOW-THROUGH CONSIDERATIONS

- | | |
|----------------------|--|
| A. Stabilize | Applications of restraints, if necessary |
| B. Monitor/Debrief | |
| C. Search | If appropriate |
| D. Escort | If necessary |
| E. Transport | If necessary |
| F. Turn-Over/Release | Removal of restraints, if necessary |

APPENDIX B

INCIDENT RESPONSE

First approved by the Law Enforcement Standards Board on March 2002 and Revised March 2007

R Report

- Become aware
- Plan response
- Arrive/Assess
- Alarm/Inform

E Evaluate

- Look for Dangers
- Determine backup needs
- Enter when appropriate/tactically sound

S Stabilize

- Subject(s)
- Scene

P Preserve

- Life
 - Conduct an initial medical assessment (as trained)
 - Treat to level of training
 - Continue to monitor the subject(s)
- Evidence

O Organize

- Coordinate additional responding units (if necessary)
- Communicate with dispatch and others
- Organize the collection of evidence (if appropriate)

N Normalize

- Provide long-term monitoring (as appropriate)
- Restore scene to normal
- Return radio communications to normal

D Document/Debrief

- Debrief self, other responding personnel, subject(s), other persons
- Document incident appropriately

APPENDIX C

Active Shooter Checklist- Law Enforcement Supervisor Considerations

- Initial Arriving Officer(s) Locate/Neutralize Threat**
- Establish Perimeters**
 - Inner Perimeter to contain threat
 - Outer Perimeter to control access to incident location
- Establish Forward Operation Base (FOB)**
 - Serves as a rally point for responding units to receive assignments
- Establish Emergency Evacuation Points (EEP)for people fleeing the scene**
 - May be off site with bus transportation to EEP (Valley Transit/Lamers?)
- Establish Casualty Collection Points (CCP)**
 - May be in a secured area of target location
 - Coordinate with Gold Cross Ambulance/Fire Rescue
- Provide Tactical Security Teams to Paramedics needed inside scene**
 - May need to treat where they are found prior to moving due to seriousness of injuries
- Notify area hospitals of potential influx of mass casualties**
- Notify Police Chief/Command Staff/Investigations**
- Assemble arriving law enforcement into clearing/evacuation teams**
 - Assign OIC for clearing verification detail to note each room cleared
 - As clearing progresses, stage officers at “Link Points” to maintain security and assist evacuation
- Attempt to locate contact person such as school administrator, facility manager**
 - Gather as much information as possible about incident
 - Obtain maps, attendance rosters, etc.
- Establish Media Rally Point**
 - Have Community Liaison Officer (CLO) contact media, provide briefings
- Consider additional resources**
 - **SWAT** if situation changes into barricaded subject or hostage situation
 - Bomb Squad** or **HAZMAT** for explosive/hazardous materials
 - Street Dept.** for traffic control barricades
 - FBI** can provide numerous services to augment local response
 - Evidence Response Team, Crisis Management Team