



# POLICY & PROCEDURES

## HOLMEN POLICE DEPARTMENT

**SUBJECT: RAPID RESPONSE AND DEPLOYMENT**

**NUMBER: 10.1**

**SCOPE: ALL DEPARTMENT PERSONEL**

**ISSUED: 03/01/2012**

**DISTRIBUTION: POLICY & PROCEDURE MANUAL**

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### **PURPOSE**

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This policy provides initial responding officers to active shooting and similar deadly force incidents, as herein defined, with protocols for assessing the threat and performing rapid intervention tactics to limit serious injury or loss of life.

### **POLICY**

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It is the policy of this department that during barricade and hostage situations initial responders shall contain suspects and secure the perimeter, pending the arrival of a tactical response team, when such containment and perimeter furthers the lifesaving mission. However, where deadly force has been employed, is reasonably likely to be employed, or continues to be employed by suspects, and when delay could result in additional injury or death, rapid deployment of available officers at the scene is authorized when deemed necessary to prevent further injuries or loss of life.

### **DEFINITIONS**

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*Active Shooting:* An incident in which at least one armed person has used, or is reasonably likely to use, deadly force and where victims are under his or her immediate control or are readily accessible. This term is commonly used to identify situations in which rapid deployment is justified. However, as defined herein, rapid deployment may be justified not only when shots have been fired (as the term active suggests) but also when there is a reasonable likelihood that some form of deadly force will be used if immediate measures are not taken.

*Contact Team:* Normally, the first three to five officers at the scene of an active shooting who form a team to locate the perpetrator in order to neutralize his or her aggression.

*Rapid Response and Deployment:* The swift deployment of a patrol officer and/or resources to developing or ongoing life-threatening situations such as active shooter, where delayed deployment of emergency personnel could otherwise result in death or bodily harm to innocent persons.

*Rescue and Recovery Team:* An organized team of officers who make entry after the contact team to provide first aid and evacuate persons from a hostile environment.

### **I. PROCEDURES**

#### **A. Initial Response**

- a. The initial responding officer shall assume incident commander (IC) responsibility and shall notify communications. He or she shall initiate the basic situational analysis and determine initial resource requirements, such as an Emergency Response Team (ERT) hostage negotiators, and emergency medical technician (EMT) and fire services.
  - i. Incident commander responsibilities may be passed repeatedly to a senior officer or an officer with specialized expertise upon his or her arrival once that officer has been briefed.

- ii. Communications and all involved personnel shall be informed of any changes in the IC as they occur.
    - b. The IC shall designate an initial inner perimeter to contain the perpetrator and control access to and egress from the target location, when such containment is logical and appropriate. Civilians should be directed out of the inner perimeter to a designated secure location for identification and debriefing of witnesses.
    - c. The IC shall select a suitable secure staging area for responding officers and other emergency responders and shall provide its exact location to communications for relay to responding units.
      - i. The staging officer shall remain at the staging area at all times to brief arriving personnel and maintain communication with the emergency operations center (EOC) and the contact team.
      - ii. A second secure staging area shall be designated as soon as reasonably possible to accommodate family members of victims who may arrive on site.
      - iii. A third staging area shall be designated, as time permits, to accommodate media personnel.
- B. Initial Situational Analysis
  - a. Based on observation and all available information, the IC may verify that an active shooter situation exists through information provided by bystanders, complainants, telephone communication from persons confined in the target location, escaped hostages or witnesses, reports of gunfire, or other sources.
  - b. Where available and as time permits, witnesses, escaped hostages, and others should be questioned to determine the number of subjects, their armament, and the place where the subjects were last seen; the number of hostages or persons in hiding; the hostages' locations, injuries, or deaths; known booby traps; and related information.
  - c. Upon completion of the initial situational analysis, the IC shall advise communications and request resources as deemed necessary to respond to a designated staging area.
- C. Justification for Rapid Deployment
  - a. The IC shall determine whether rapid deployment is justified. Serious bodily harm or death need not have taken place in order to justify rapid deployment. However, officers should reasonably believe the suspect
    - i. is armed with a deadly weapon,
    - ii. has hostages who are under his or her immediate control or who are readily accessible, and
    - iii. has, by speech, conduct, or other means, provided the basis for a reasonable belief that he or she will use or continue to use deadly force.
  - b. The decision to initiate rapid deployment should also include the following:
    - i. Whether SWAT or ERT officers will be available soon enough to take action in lieu of rapid deployment.
    - ii. Whether sufficient police manpower and equipment is available to deal effectively with the threat. It is ideal to have three officers be available before a tactical entry is attempted but is up to officer discretion depending on situation. This number may vary based on information, as available, concerning the number and potential location of perpetrators, their weapons, and other variables.
    - iii. Whether the target location can be entered effectively to gain access to the perpetrators. This consideration includes, but is not limited to, such circumstances as booby trapped explosives known to exist that are beyond the capability of available officers to bypass or disarm.
    - iv. Whether intervention could potentially neutralize the opportunity of perpetrators to gain access to hostages or other potential victims.
- D. Tactical Intervention
  - Where the situational analysis and related information supports rapid deployment, available officers shall form a contact team under the supervision of the senior officer.

- a. Normally, only one contact team shall be deployed at any given time. Additional teams may be deployed at the direction of the IC to provide tactical advantage. The IC shall ensure that each team is aware of the other teams' location and actions.
- b. The mission of the contact team is to locate and stop the threat.
- c. The contact team shall locate the perpetrators in the most expeditious manner possible in order to stop the threat. In doing so, officers should not stop to render aid or assistance to victims but may, where reasonably possible, inform them that rescue teams are forthcoming, direct them to a safe point of egress, or both.
- d. Where available, the contact team should wear soft body armor and ballistic helmets and deploy service weapons, patrol rifles, and shotguns. The team should deploy according to departmental training in a tactical team formation. Where time is of the essence, entry should not be delayed in order to gather all items of equipment noted.
- e. The team should employ tactical advantages such as entering at a location other than the main entrance to provide an element of surprise and to avoid potential booby traps or ambush.
- f. The contact team shall be provided with a clear channel to provide ongoing communications with the command post and tactical teams regarding the following elements:
  - i. The team's progress and location.
  - ii. The location and number of victims and their medical needs.
  - iii. The estimated number of perpetrators involved.
  - iv. The perpetrators' descriptions and armament if known.
  - v. The location of any booby traps or explosives. Where a booby trap or explosive device is discovered, the contact team leader shall determine whether to post an officer near it, report it, or mark it for later removal.
- g. The contact team should not attempt to conduct a thorough clearing of the location but should follow sounds (such as gunfire and yelling and screaming), observations of victims and bystanders, and related information to help in locate the perpetrators as soon as possible.
- h. Once the perpetrators have been located and the threat terminated, the contact team should proceed to clear all portions of the location in the event that more perpetrators are in hiding. Arriving SWAT, ERT, or other officers should be called upon to help clear the location.

#### E. Rescue Teams

- a. Once the contact team is deployed, and as officers and resources arrive at the incident scene, the IC shall ensure that a requisite number of rescue teams are formed to provide first aid and to evacuate victims. Rescue teams generally consist of four to six officers but may be expanded to include medical personnel or other officers as the situation dictates.
- b. Rescue teams shall be deployed only after the contact team has made entrance, provided a status report, notified the command post of the location of victims, and determined that rescue efforts may begin.
- c. Rescue teams shall be organized under a team leader, deploy in tactical formations consistent with departmental training, and be prepared to respond to hostile action as rapidly changing circumstances may place them in contact with the perpetrators. In such instances, the team shall be prepared and equipped to serve as the contact team.
- d. Wounded and injured persons shall be removed to the emergency first aid area designated by the IC with cover and movement of such persons provided by team members. If emergency medical personnel are not yet in place, basic first aid shall be the responsibility of rescue team members until medical personnel relieve them.
- e. Medical personnel may be permitted to accompany or respond to rescue team members if wounded persons are not deemed capable of being safely evacuated.
- f. Rescue team members shall search uninjured persons in the hostile environment before moving them to the evacuation site.
- g. Rescue and recovery operations shall continue until the IC has declared the scene clear and safe.

- h. Officers assigned to the evacuation center shall maintain custody and control of all victims and document their identity.
- i. As evacuees arrive at the designated safe location, the IC may direct that they be debriefed for information relating to the identity, location, and armament of the perpetrators and other such information as may be deemed important to ongoing contact and rescue operations.

F. Command Post

- a. The IC shall ensure that the following actions are accomplished as their importance is determined on site:
  - i. Establishing a command post
  - ii. Establishing communication
  - iii. Identifying a staging area for the media
  - iv. Requesting mutual aid
  - v. Ensuring unified interagency telecommunications
  - vi. Ensuring traffic control and management
  - vii. Requesting emergency medical assistance and designating a safe staging area for treatment of the injured
  - viii. Initiating intelligence gathering on possible perpetrators
  - ix. Selecting a safe location to move evacuees
  - x. Summoning police chaplains and officers to provide information to parents or other relatives of victims
  - xi. Coordinating with owners or officials of the target location for floor plans, site layout, and a roster (including emergency contact information as available) of employees, students, residents, visitors, or others believed to be on site
  - xii. Assigning a recorder to document actions at the command post
- b. When available on the scene, a SWAT team or an ERT may be assigned as appropriate to
  - i. contain the location,
  - ii. assist rescue teams,
  - iii. help locate perpetrators or relieve the contact team,
  - iv. help locate and safeguard explosives pending removal, and e. provide special weapons and equipment as needed.
- c. Additional officers shall be deployed to control access to the location and monitor the perimeter. Perimeter personnel shall be aware that suspects may attempt to flee the location by posing as victims. Therefore, all apparent victims shall be directed to a position of cover and searched for weapons prior to being directed to the evacuation area.

G. Debriefing

- After the incident, the department shall conduct a debriefing of essential personnel involved in the incident. The debriefing shall identify both positive and negative aspects of the deployment with the intent of determining whether changes in operational protocols, policy, or training are warranted as a result.

H. Training

- This department has the duty to provide rapid response and deployment training to all sworn personnel, including simulation exercises conducted in schools and other facilities.

Chief of Police  
Shane Collins