

Basic Course Workbook Series Student Materials

**Learning Domain 23
Crimes in Progress
Version 4.0**

**Basic Course Workbook Series
Student Materials
Learning Domain 23
Crimes in Progress
Version 4.0**

© Copyright 2005
California Commission on Peace Officer Standards and Training (POST)

Published 1999
Revised June 2002
Revised July 2005
Workbook Correction April 2, 2009
Workbook Update September, 2010

This publication may not be reproduced, in whole or in part, in any form or by any means electronic or mechanical or by any information storage and retrieval system now known or hereafter invented, without prior written permission of the California Commission on Peace Officer Standards and Training, with the following exception:

California law enforcement or dispatch agencies in the POST program, POST-certified training presenters, and presenters and students of the California basic course instructional system are allowed to copy this publication for non-commercial use.

All other individuals, private businesses and corporations, public and private agencies and colleges, professional associations, and non-POST law enforcement agencies in-state or out-of-state may purchase copies of this publication, at cost, from POST as listed below:

From POST's Web Site:
www.post.ca.gov
Go to [Ordering Student Workbooks](#)

POST COMMISSIONERS

Robert T. Doyle - Chairman	Sheriff Marin County
Lai Lai Bui, Vice Chairman	Sergeant Sacramento Police Department
Walter Allen	Mayor City of Covina
Anthony W. Batts	Chief Long Beach Police Department
Collene Campbell	Public Member
Robert Cooke	Special Agent in Charge CA Department of Justice
Bonnie Dumanis	District Attorney San Diego County
Floyd Hayhurst	Deputy Sheriff Los Angeles County
Deborah Linden	Chief San Luis Obispo Police Department
Ron Lowenberg	Dean/Director Criminal Justice Training Center Golden West College
Jeff Lundgren	Deputy Sheriff Riverside County Sheriff's Department
John McGinness	Sheriff Sacramento County
Laurie Smith	Sheriff Santa Clara County
Michael Sobek	Sergeant San Leandro Police Department
Linda Soubirous	Public Member
George Anderson Representing Attorney General Jerry Brown - Ex Officio Member	Director of Division of Law Enforcement

THE ACADEMY TRAINING MISSION

The primary mission of basic training is to prepare students mentally, morally, and physically to advance into a field training program, assume the responsibilities, and execute the duties of a peace officer in society.

FOREWORD

The California Commission on Peace Officer Standards and Training sincerely appreciates the efforts of the many curriculum consultants, academy instructors, directors, and coordinators who contributed to the development of this workbook. The Commission extends its thanks to California law enforcement agency executives who offered personnel to participate in the development of these training materials.

This student workbook is part of the POST Basic Course Training System. The workbook component of this system provides a self-study document for every learning domain in the Basic Course. Each workbook is intended to be a supplement to, not a substitute for, classroom instruction. The objective of the system is to improve academy student learning and information retention.

The content of each workbook is organized into sequenced learning modules to meet requirements as prescribed both by California law and the POST Training and Testing Specifications for the Basic Course.

It is our hope that the collective wisdom and experience of all who contributed to this workbook will help you, the student, to successfully complete the Basic Course and to enjoy a safe and rewarding career as a peace officer serving the communities of California.

PAUL CAPPITELLI
Executive Director

LD 23: Crimes in Progress

Table of Contents

Topic	See Page
Introduction	iii
Introduction	iii
How to Use the Student Workbook	iv
Chapter 1: Officer Safety and Survival	1-1
Overview	1-1
Officer Safety and Survival	1-3
Chapter Synopsis	1-14
Workbook Learning Activities	1-15
Chapter 2: Basic Tactical Considerations	2-1
Overview	2-1
Tactical Approach	2-3
Establishing a Perimeter	2-9
Conducting a Systematic Search for Suspects	2-11
Chapter Synopsis	2-26
Workbook Learning Activities	2-29

Continued on next page

Table of Contents, Continued

Topic	See Page
Chapter 3: Responding to Specific Crimes in Progress	3-1
Overview	3-1
Shots Fired Calls	3-3
Burglary in Progress	3-8
Robbery in Progress	3-13
Chapter Synopsis	3-19
Workbook Learning Activities	3-20
Chapter 4: Responding to Other High Risk Situations	4-1
Overview	4-1
Barricaded Suspects/Hostage Situations	4-3
Violent Suspects	4-8
Rapid Deployment to Deadly Encounter “Active Shooter”	4-14
Officer Ambush/Sniper Attack	4-18
Officer-Down Calls	4-20
Suspicious Persons	4-23
Off-Duty Peace Officer Actions	4-24
Chapter Synopsis	4-29
Workbook Learning Activities	4-31
Glossary	G-1

Preface

Introduction

Student workbooks

The student workbooks are part of the POST Basic Course Instructional System. This system is designed to provide students with a self-study document to be used in preparation for classroom training.

Regular Basic Course training requirement

Completion of the Regular Basic Course is required, prior to exercising peace officer powers, as recognized in the California Penal Code and where the POST-required standard is the POST Regular Basic Course.

Student workbook elements

The following elements are included in each workbook:

- Chapter contents, including a synopsis of key points
 - Supplementary material
 - A glossary of terms used in this workbook
-

How to Use the Student Workbook

Introduction

This workbook provides an introduction to the training requirements for this Learning Domain. It is intended to be used in several ways: for initial learning prior to classroom attendance, for test preparation, and for remedial training.

Workbook format

To use the workbook most effectively, follow the steps listed below.

Step	Action
1	Begin by reading the: Preface and How to Use the Workbook, which provide an overview of how the workbook fits into the POST Instructional System and how it should be used.
2	Refer to the Chapter Synopsis section at the end of each chapter to review the key points that support the chapter objectives.
3	Read the text.
4	Complete the Workbook Learning Activities at the end of each chapter. These activities reinforce the material taught in the chapter.
5	Refer to the Glossary for a definition of important terms. The terms appear throughout the text and are bolded and underlined the first time they appear (e.g., <u>term</u>).

Chapter 1

Officer Safety and Survival

Overview

Learning need Peace officers must recognize that their first responsibility when responding to a crime in progress is to protect their own safety and that of others.

Learning objectives The chart below identifies the student learning objectives for this chapter.

After completing study of this chapter, the student will be able to...	E. O. Code
<ul style="list-style-type: none">• Explain the importance of wearing soft personal body armor and seatbelts while on patrol	23.01.EO1
<ul style="list-style-type: none">• Distinguish between officer safety and officer survival, including:<ul style="list-style-type: none">- current patterns related to deaths and assaults on peace officers- the concept of “will to survive”- officer actions after being wounded- officer as hostage- officer actions in counter-ambush actions when on foot- officer actions in counter-ambush incidents when in a patrol vehicle	23.01.EO2

Continued on next page

Overview, Continued

In this chapter This chapter focuses on basic officer safety issues related to responding to a crime in progress while on patrol. Refer to the chart below for specific topics.

Topic	See Page
Officer Safety and Survival	1-3
Chapter Synopsis	1-14
Workbook Learning Activities	1-15

Officer Safety and Survival

[23.01.EO1, 23.01.EO2]

Introduction

Responding to a call involving a crime in progress is one of several high-risk duties peace officers must perform. Reverence for human life is the guiding principle when responding to crimes in progress.

Although officer safety is always of paramount concern, there are circumstances when officers must consider placing their safety in jeopardy to protect the innocent. The community has a right to expect that peace officers will “step into harms way” on behalf of those endangered by violent crime. While an officer should not sacrifice personal safety merely to apprehend a suspect, the ultimate duty is to protect others.

Dangerous persons

Officer safety is vital when confronting a suspect who is armed and dangerous. When responding to a crime in progress, officers must be prepared to encounter suspects who may be:

- Career criminals with sophisticated skills
 - Drug users who are desperate, disoriented, or possess extraordinary strength
 - Ex-convicts with a “loser” attitude or who may already have “two strikes” against them
 - Intoxicated and lack self-control
 - Thrill seekers who want to fulfill a fantasy experience
 - Highly emotional and unable to reason or capable of violent assaults
 - Severely depressed and seeking some form of self-punishment (e.g., “suicide by cop”)
-

Continued on next page

Officer Safety and Survival, Continued

Dangerous situations

Certain crimes in progress can be particularly dangerous (e.g., robbery, burglary, incidents where shots have been fired, etc.).

No less potentially dangerous are the many other calls peace officers receive. Calls involving vandalism, trespass, requests to check on the welfare of individuals, or numerous other calls that could become a violent crime in progress.

Leadership

Sometimes members of the public exaggerate the seriousness of a situation in order to have peace officers respond quicker. At other times they are honestly mistaken about what they saw. Regardless of how many false calls you go on, you must never become complacent or dismissive about what has been reported to you. A peace officer must retain his or her tactical edge. The next call you answer may be the one that becomes a violent confrontation. Alertness, critical decision-making, and good tactics will keep you alive to protect and serve the community.

Soft body armor

Soft personal body armor (i.e., vests) is the single most effective piece of personal safety equipment that a peace officer can utilize.

Soft body armor is generally rated by:

- Resistance level (IIA, II, IIIA) and
 - Resistance to nonfirearm penetration (i.e., vulnerability to hand-held objects such as ice picks, knives, and other sharp-edged weapons)
-

Continued on next page

Officer Safety and Survival, Continued

Proper function

Although soft body armor aids in **officer survival**, it **does not make the officer invulnerable**.

To function properly, an officer's soft body armor must:

- Be sized to fit properly
- Be worn according to the manufacturer's recommendations
- Allow movement and body flexibility
- Be maintained and cleaned in conformance with the manufacturer's recommendations

NOTE: Peace officers should be aware of and comply with agency policies and guidelines regarding the wearing of soft personal body armor. They should also become familiar with **the capabilities and limitations of the specific soft body armor they use while on duty**.

Tactical Seatbelt Removal

The number of officers killed due to traffic accidents continues to increase. A daily step to ensure officer survival is the consistent use of seatbelts and **tactical seatbelt removal** (TSR). TSR is defined as the complete retraction of the seatbelt as the patrol vehicle is coming to a stop.

Will to survive

Officer survival involves trained responses the officer has developed through training and mental preparation.

The first minute after arrival is the most deadly to peace officers. The use of contact and cover principles, in conjunction with officer safety tactics, are critical to officer survival. (*Commission on Peace Officer Standards and Training, LEOKA Report*, current version, or The Officer Down Memorial Page, Inc., <http://odmp.org>)

Continued on next page

Officer Safety and Survival, Continued

Will to survive
(continued)

Officer Safety Tactics	
<u>“Will to Survive”</u>	<ul style="list-style-type: none"> • The body will readily go where the mind has already been • Physical conditioning • Self discipline through on-going viable training • The mental attitude “I will never give up”
Officers actions after being wounded	<ul style="list-style-type: none"> • The “Will to Survive” is the most important single element in an officer’s ability to survive a wound. Officers must train and prepare to react with actions that may include: <ul style="list-style-type: none"> - administering first aid to one’s self in order to continue addressing a threat - taking necessary measures to stop the threat <p>NOTE: An officer’s mental and emotional response to being wounded can directly affect an officer’s ability to survive the wound.</p>
Counter ambush while on foot	<ul style="list-style-type: none"> • Identify the location of the threat, if able, and return fire to stop the threat • Seek available cover while keeping a visual on the suspects or their location • Notify dispatch “officer needs help” • Communicate with responding units and coordinate their response routes

Continued on next page

Officer Safety and Survival, Continued

Will to survive
(continued)

Officer Safety Tactics	
Counter ambush while in a vehicle	<ul style="list-style-type: none"> • Identify the location of the ambush suspect, if able, and deploy deadly force as appropriate (i.e., vehicle, firearm) • Driving considerations to exit “Kill Zone” <ul style="list-style-type: none"> - beware of secondary ambush - never stop in “kill zone” - possible make quick right/left turn • Exit vehicle after exiting “kill zone” • Notify dispatch that “officer needs help” • Communicate with responding units and coordinate their response routes

Officer safety guidelines

There are additional guidelines officers should know when responding to a crime in progress.

Officer Safety Guideline	Additional Information
Recognize that training must be <i>ongoing</i>	<ul style="list-style-type: none"> • Skills can become outdated or diminished if not constantly reinforced. • Ongoing training assists officers in maintaining a proper mental attitude and preventing complacency. • Investigative techniques, weapons, and the sophistication of criminals are always changing.

Continued on next page

Officer Safety and Survival, Continued

Officer
safety
guidelines
(continued)

Officer Safety Guideline	Additional Information
Use proven tactics in high risk situations	<ul style="list-style-type: none"> • Officers should rely on their training, experience, and proven tactics such as, but not limited to: <ul style="list-style-type: none"> - planning and considering alternatives before taking action - waiting for backup officers to arrive - positioning vehicles in safe locations - using available cover and concealment - maintaining a position of advantage - employing proper containment of the scene
Treat all special operations as very dangerous	<ul style="list-style-type: none"> • Certain special operations, such as building entries and searching for suspects within a building or pursuing a fleeing suspect, are inherently dangerous. • Peace officers must recognize and acknowledge that no amount of evidence seized should ever take precedence over officer safety.
Work as a team	<ul style="list-style-type: none"> • Before entering into a high risk situation, <i>all officers</i> involved should be aware of the tactical plan for the situation. • Officers need to recognize each other's capabilities and the capabilities and limitations of the equipment they use.

Continued on next page

Officer Safety and Survival, Continued

Officer safety guidelines (continued)

Officer Safety Guideline	Additional Information
Work as a team (continued)	<ul style="list-style-type: none"> • Officers who work as partners should establish their roles and responsibilities (e.g., who will function as cover and contact) as well as plan for possible circumstances (e.g., if one officer is injured) in advance of taking action. • Any variance from a tactical or agreed upon plan of action should be communicated to all involved units to avoid confusion and fatal errors.
Ethical Considerations	<ul style="list-style-type: none"> • Reverence for human life • Integrity
Use of Safety Equipment	<ul style="list-style-type: none"> • Soft body armor • Seatbelts

NOTE: For additional officer safety guidelines for officers on patrol assignments, refer to LD 21: *Patrol Techniques* and LD 22: *Vehicle Pullovers*.

Ethics

The community is not well served by an officer who becomes involved in a traffic collision en route to a call and ends up requiring other law enforcement and emergency medical resources for his/her own support. Likewise, at the scene of a crime in progress, reckless, rushed, or complacent actions put both the officer and the community at increased risk. Officers will be held accountable for their actions. They must have the courage to do the right thing all the time.

Continued on next page

Officer Safety and Survival, Continued

Deaths/ assaults on peace officers

Recent studies regarding deaths/assaults on peace officers reflect the continual need for officers to exercise a heightened degree of caution when handling in-progress calls.

NOTE: For the most current information regarding officers killed or assaulted in the line of duty, see *California Law Enforcement, Officers Killed and Assaulted*. For yearly updated information see the FBI website, www.fbi.gov, and access the current data under the uniform crime reports heading. Another website with current information is The Officer Down Memorial Page, Inc., <http://odmp.org>.

Officer as a hostage

An officer's will to survive will never be greater than if the officer is taken hostage by a suspect. Officers must always remember that they should never solely rely on others to free them from their situation. An officer must be an active participant in their own rescue helping not only themselves, but also the other officers attempting to effect their rescue. Officers must control their fears and understand that action is a necessary element in their survival. Be prepared to act, look for an open window of opportunity and do something, anything, which will help lead to your survival.

An officer's decision to give up their weapon will always have far-reaching implications. An officer's weapon may be the only tool in the officer's possession that will save either their life, or the life of another and can help extricate them from a life-threatening situation. Once the officer gives up their weapon, they will have fewer options and less possibilities of surviving the encounter. Officers must possess the will to survive.

Continued on next page

Officer Safety and Survival, Continued

Fatal errors

Analyses of past incidents have shown that one or more common fatal errors are present when officers have been assaulted or killed in the line of duty. The following table identifies a number of these fatal errors:

Primary Cause	Fatal Error	Description
Inappropriate attitude	<ul style="list-style-type: none"> • “Tombstone courage” 	<ul style="list-style-type: none"> • Being overly confident or aggressive • Failure to wait for backup (even when time allows)
Ignoring danger signs	<ul style="list-style-type: none"> • Failure to remain alert • Allowing an assignment to become “routine” 	
Relaxing too soon	<ul style="list-style-type: none"> • Becoming complacent and careless • Letting one’s guard down • Assuming a false sense of security • Not maintaining a position of advantage 	
Rushing and/or poor tactics	<ul style="list-style-type: none"> • Physical/mental fatigue 	<ul style="list-style-type: none"> • Not getting enough rest • Not staying in good physical condition
	<ul style="list-style-type: none"> • Poor positioning 	<ul style="list-style-type: none"> • Letting a person assume a superior tactical position • Abandoning a safe location

Continued on next page

Officer Safety and Survival, Continued

Fatal errors
(continued)

Primary Cause	Fatal Error	Description
Rushing and/or poor tactics (continued)	<ul style="list-style-type: none">• Failure to watch a suspect's hands	<ul style="list-style-type: none">• Allowing suspect to reach for a weapon or use hands to attack the officer
	<ul style="list-style-type: none">• Failure to search or conducting a poor search	<ul style="list-style-type: none">• There are many places a weapon may be hidden by a person, and a person may carry more than one weapon• More than one person may be hiding in different locations within a building or structure

Continued on next page

Officer Safety and Survival, Continued

Fatal errors
(continued)

Primary Cause	Fatal Error	Description
Not using proper equipment	<ul style="list-style-type: none"> No soft body armor 	<ul style="list-style-type: none"> Feeling vulnerable
	<ul style="list-style-type: none"> No use of seatbelt 	<ul style="list-style-type: none"> Feeling vulnerable
	<ul style="list-style-type: none"> Improper use or not using handcuffs 	<ul style="list-style-type: none"> Not handcuffing or improperly handcuffing arrested individuals, who may be able to attack the officer
	<ul style="list-style-type: none"> Poor care and maintenance of weapons 	<ul style="list-style-type: none"> Being less than proficient in maintaining firearms, ammunition, and other forms of essential equipment (e.g., firearm, vehicle, safety equipment, etc.)

NOTE: Additional information regarding fatal errors made by peace officers can be found in LD 21: *Patrol Techniques*.

Chapter Synopsis

Learning need Peace officers must recognize that their first responsibility when responding to a crime in progress is to protect their own safety and that of others.

Personal body armor and seatbelts
[23.01.EO1] Soft personal body armor (i.e., vests) and the use of seatbelts are the most effective pieces of passive safety equipment that a peace officer can utilize. They can be of greater importance than the officer's firearm, baton, or any other equipment immediately available to the officer.

Officer survival
[23.01.EO2] Officer survival involves automatic responses that have been developed through mental preparation in training and conditioning. The "Will to Survive" involves a mental commitment to never give up.

Workbook Learning Activities

Introduction

To help you review and apply the material covered in this chapter, a selection of learning activities has been included. No answers are provided. However, by referring to the appropriate text, you should be able to prepare a response.

Activity questions

1. Self-confidence and mental preparation can be critical to an officer's survival in a crisis or emergency situation. What factors influence your personal self-confidence? What, within your own scope of control, could you do to ensure or improve your self-confidence as a peace officer?

2. Officers' abilities to minimize risks associated with responding to a crime in progress depend on their safety and survival skills. List three steps officers can take to improve their readiness in each area.

Daily steps to ensure survival	Steps to Improve Survival

Workbook Learning Activities, Continued

This page intentionally left blank.

Chapter 2

Basic Tactical Considerations

Overview

Learning need To respond effectively and safely to a crime in progress, peace officers need to use appropriate strategies and tactics.

Learning objectives The chart below identifies the student learning objectives for this chapter.

After completing study of this chapter, the student will be able to...	E.O. Code
<ul style="list-style-type: none">• Discuss the elements of a tactical approach to a crime in progress including:<ul style="list-style-type: none">- nature of the crime- use and nonuse of warning lights and siren- appropriate communication to agency- seatbelt removal- use cover and concealment upon arrival	23.02.EO11
<ul style="list-style-type: none">• Explain the primary purposes for establishing crime scene perimeters	23.02.EO12

Continued on next page

Overview, Continued

Learning objectives (continued)

After completing study of this chapter, the student will be able to...	E.O. Code
<ul style="list-style-type: none"> • Demonstrate appropriate actions when conducting a search for suspects, including: <ul style="list-style-type: none"> - preparing to enter the area to be searched - initiating owner contact, if applicable - communicating (e.g., announcement to potential suspects, contact with other units) - using lighting - using canines/special units - using cover officers - making a tactically sound entry - conducting a systematic search - confronting a suspect during the search - using proper arrest techniques 	23.02.EO17 23.02.EO18 23.02.EO19 23.02.EO20 23.02.EO21 23.02.EO22 23.02.EO23 23.02.EO24 23.02.EO25 23.02.EO26

In this chapter

This chapter focuses on basic tactical guidelines for responding to a crime in progress. Refer to the chart below for specific topics.

Topic	See Page
Tactical Approach	2-3
Establishing a Perimeter	2-9
Conducting a Systematic Search for Suspects	2-11
Chapter Synopsis	2-26
Workbook Learning Activities	2-28

Tactical Approach

[23.02.EO11]

Introduction

The primary objective of a peace officer responding to a crime in progress is to get to the location as *quickly and safely as possible*.

Emergency response

Vehicle Code Section 21055 (a) provides exemption from certain vehicle code sections if:

- An emergency vehicle is being driven in response to an emergency call
- While engaged in rescue operations
- It is being used in the immediate pursuit of an actual, or suspected violator of law
- It is responding to a fire alarm

Officers may:

- Safely (when conditions allow) proceed through a red or stop signal or stop sign
- Exceed the maximum speed limits when it does not endanger life or property
- Disregard regulations governing direction of movement or turning in specified directions as may be reasonable while always maintaining regard for public safety

Vehicle Code Section 21056 states: “Section 21055 does not relieve the driver of a vehicle from the duty to drive with due regard for the safety of all persons using the highway...”

NOTE: For additional information regarding emergency response driving, refer to LD 19: *Vehicle Operations*.

Continued on next page

Tactical Approach, Continued

Nature of the crime

Before arriving at the scene, learning as much information as possible to assess the nature of the crime and the proper level of response by law enforcement is critical to officer safety. Officers should seek as much additional information from dispatch to ascertain:

- Identification and location of reporting person
- Number of suspects and suspect(s) description
- The type of weapon(s) involved
- The number of persons injured by the suspect(s)
- Actions (suspect's propensity toward violence)
- Other emergency vehicles en route
- Suspect vehicle descriptions (stolen, wanted, **BOLO**, etc.)
- Hostage descriptions, if any
- Off-duty officer descriptions, etc.

Determine if additional law enforcement resources (additional units, canine, SWAT, Crisis Negotiation Teams, etc.) are needed. The more you know about the nature of the call you are responding to, the more your chances for a safe outcome for all increase. It is not uncommon however, to respond armed only with minimal information.

Use of lights and siren

It may or may not be necessary or advisable for all responding units to proceed to the scene using their warning lights and siren. The decision to do so should be based on the:

- Nature of the crime (e.g., the need to halt an ongoing physical assault by warning the assailant of approaching officers, the need for silent approach to take advantage of the element of surprise, etc.)
 - Distance from the scene (i.e., need to cover a large distance in a short time)
 - Amount of traffic in the area
 - Amount of time that has elapsed since the actual crime occurred
 - Existence of other units also responding
 - Agency policy
-

Continued on next page

Tactical Approach, Continued

Use of lights and siren (continued)

NOTE: It is imperative that peace officers know and follow their agency's policies regarding the operation of law enforcement vehicles under "Code 3" conditions.

Coordination and communication

Responding units should communicate, when appropriate, their direction of travel and arrival with other responding units. This will:

- Prevent units from unnecessarily taking the same route
 - Provide coverage of possible escape routes
 - Allow coordination of an outer perimeter of the area
 - Prevent units from impeding other emergency vehicles who are attempting to get to the scene as well (e.g., ambulances, fire equipment, specialized units, etc.)
-

Safe Vehicle Control

In all situations, peace officers must always use good judgment when operating a patrol vehicle especially when responding to a crime in progress. Officers must drive at a speed that is reasonable and prudent, thus enhancing the safety of themselves and others. Conditions that may effect a safe response include:

- Use of seatbelts
- Weather conditions
- Controlling emotional reaction (visceral response)
- Visibility
- Traffic conditions
- Road conditions
- Overdriving headlights at night

NOTE: For additional information regarding the operation of law enforcement vehicles under adverse conditions, refer to LD 19: *Vehicle Operations*.

Continued on next page

Tactical Approach, Continued

Cover and concealment

Peace officers should always be aware of surrounding objects or areas that may be utilized for **cover** or **concealment**. The following table identifies both forms of protection.

	Cover	Concealment
Definition	<ul style="list-style-type: none">• Anything that may stop or deflect an opponent's bullets	<ul style="list-style-type: none">• Anything that prevents an opponent from observing the officer
Guidelines for use	<ul style="list-style-type: none">• Should be used when involved in an armed encounter if possible• The type of cover selected will depend on the type of fire received (firearm, shotgun, rifle)	<ul style="list-style-type: none">• Will not stop bullets
Examples	<ul style="list-style-type: none">• Cement block or brick walls• Buildings• Portion of the vehicle with the engine block• Trees	<ul style="list-style-type: none">• Shrubs or bushes• Dark doorways• Portions of the vehicle away from the engine block

Continued on next page

Tactical Approach, Continued

Approaching the immediate area

A cautious and quiet approach to the immediate area of the crime scene will provide the greatest tactical advantage when officers want an element of surprise. The following table identifies general guidelines for making such an approach:

Action	General Guidelines
Develop a plan of operation	<ul style="list-style-type: none"> • Before arriving at the scene, the primary unit should coordinate planned actions with other support units
Approach the scene quietly	<ul style="list-style-type: none"> • Turn off warning lights and sirens near the location when tactically advisable • Turn off headlights before final approach (when safe) • Use brake light cut off switch (if available) • Slow speed to eliminate tire squeal and engine noise • Turn the radio volume down, (do not turn the radio off) • Turn off interior lights (e.g., dome light) prior to opening doors • Remain observant for possible look-outs, get-away drivers, accomplices, or fleeing suspects
Confirm location and notify dispatch	<ul style="list-style-type: none"> • Confirm location (e.g., recheck house numbers, street address, etc.) • Notify dispatch and other units of: <ul style="list-style-type: none"> - arrival - exact location - any initial observations • Stop a safe distance away from the scene to continue the approach undetected on foot

Continued on next page

Tactical Approach, Continued

Approaching the immediate area (continued)

Action	General Guidelines
Continue approach on foot	<ul style="list-style-type: none">• Secure the vehicle and take the keys• Secure keys, gear, and any other item that may make telltale noise upon approach• Use available cover and concealment during the approach

First unit at the scene

The first unit to arrive at the scene should take on the role of the *primary unit*. That officer should take the leadership responsibility to gather as much information as is reasonably possible regarding the current status of the crime scene. It is the primary officer who must take charge and initiate the appropriate steps toward controlling the situation.

The first officer to arrive should:

- Take a position to best observe and control the scene
- Advise dispatch and other responding units of arrival and location
- Make a silent approach on foot, using available cover and concealment effectively
- Communicate and coordinate with other officers to establish perimeters to contain the suspect(s) and prevent escape
- Request additional resources if necessary and available (e.g., supervisor, additional units, canine unit, SWAT, helicopter, etc.)

NOTE: Unless otherwise relieved, the primary officer maintains these responsibilities and duties throughout the incident.

Establishing a Perimeter

[23.02.EO12]

Introduction

It is the responsibility of the primary officer to initiate the coordination of the security and containment of the crime scene. This can be done by establishing a boundary or **perimeter** completely surrounding the area involved.

Purpose of perimeter

The establishment of a secure perimeter may be essential to safely resolve the crime in progress. Establishing a perimeter:

- Contains and isolates the crime scene
 - Prevents the suspect(s) from escaping the area
 - Prevents unauthorized entry into the area
 - Can aid in apprehending the suspect(s)
-

Types of perimeter

There are two types of perimeters at a crime scene: **inner perimeter** and **outer perimeter**.

Perimeter Type	Description
Inner perimeter	<ul style="list-style-type: none">• Immediate area around the incident (e.g., private residence, commercial establishment, vehicle, etc.)• Varying size depending on the purpose of the perimeter
Outer perimeter	<ul style="list-style-type: none">• Area surrounding the inner perimeter• Established to further contain and isolate the crime scene• May aid in:<ul style="list-style-type: none">- apprehension if suspect(s) manage to breach the inner perimeter- providing protection and cover for inner perimeter officers- providing traffic control- assisting in public safety

Continued on next page

Establishing a Perimeter, Continued

Size of perimeter

The perimeter around the crime scene should be as big as needed to contain the scene and suspects.

If the size of a perimeter is in question, and the resources are available, a larger perimeter should be initially established. A large perimeter can always be reduced if necessary.

Integrity of the perimeter

The integrity of a perimeter is only as good as the discipline of the officers assigned to maintain it. For the integrity of a crime scene perimeter to be maintained, assigned officers must:

- remain where they have been assigned until officially relieved of the duty
- not leave their posts unless exigent circumstances require immediate action (e.g., being shot at, going to the aid of another officer or an injured person)
- communicate any changes or observations regarding the perimeter to other units and dispatch

NOTE: A perimeter may include officers on foot surrounding a structure to officers in vehicles parked in alleys, along side streets, or other locations.

Conducting a Systematic Search for Suspects

[23.02.EO17, 23.02.EO18, 23.02.EO19, 23.02.EO20, 23.02.EO21, 23.02.EO22, 23.02.EO23, 23.02.EO24, 23.02.EO25, 23.02.EO26]

Introduction When a search involves the possibility of encountering an armed and dangerous suspect, it becomes one of the most dangerous tasks required in the peace officer profession.

Officer safety No matter what crime is involved, the size of the area to be searched, or the number of possible suspects, every search for suspects must be considered a high-risk activity and appropriate precautions taken.

Although officer safety is always a chief concern, there are circumstances where officers must consider placing their safety in jeopardy to protect the innocent. The community has a right to expect that peace officers will “step into harm’s way” on behalf of those endangered by violent crime. While officers should not sacrifice their safety merely to apprehend a suspect, their ultimate duty is to protect others.

Preparing a strategic plan for conducting a systematic search High-risk searches of buildings or open areas must be carefully planned and executed. A strategic plan of operation should be flexible and include sufficient personnel to make adjustments and modifications as the situation unfolds.

Continued on next page

Conducting a Systematic Search for Suspects, Continued

Communication Throughout the search, communication between the searching officer (cover officer) and other officers outside the structure is critical. No one should have to guess or make assumptions as to what is going on during the search.

All communication should be clear and explicit. Directions and descriptions should be concisely given to convey all needs and observations.

- Examples:
- “I have a door on the right and a door on the left. I’m going to check the door on the right first.”
 - “I’ll cross into the hallway first. You cover the door.”
 - “The bedroom is clear and secured. I’m moving into the hallway again and will move on to the next room on my right.”

During the search, only searching officers who are working with a cover officer should attempt to use the radio. If an officer is acting as a cover officer, that officer’s full attention should be on surveillance and protection of the searching officer, not on speaking on the radio.

NOTE: Officers should communicate in a manner that does not announce their presence and/or intent to the suspects(s).

Special units

All available resources should be considered when planning a search operation. Possible resources may include, but not limited to, the use of:

- Quick response or SWAT units
 - Canine units
 - Helicopter support (overall visual coordination, illumination of an area, etc.)
-

Continued on next page

Conducting a Systematic Search for Suspects, Continued

Special units
(continued)

All involved officers, from those assigned to a perimeter position to officers actually conducting the search, must be aware of the plan of operation and work together as a single unit.

Making a tactically sound entry

Making an entry into a building, any rooms or enclosed sections within the building can be extremely dangerous. Only tactically sound techniques should be used. The following table presents general guidelines for making a tactical entry:

Action	General Guidelines
Approach the building with care	<ul style="list-style-type: none">• Approach the building with weapons in a ready position• Select a position to the side of the door, window, or other entry point• Stop and listen carefully before actually opening any door (entry point) <p>NOTE: Whether both officers are on the same side or opposite sides of the door will depend on the specifics of the situation and agency policy.</p>
Open the door (entry point)	<ul style="list-style-type: none">• Only one point of entry should be used by all officers. (Using multiple entry points could lead to confusion and mistaken identities once inside)• Open the door (entry point) completely• Prior to entering, stop and listen carefully once the door (entry point) has been opened• Prior to entering, clear as much of the location's interior as possible from the outside (slicing the pie, quick peeks, mirror, etc.)

Continued on next page

Conducting a Systematic Search for Suspects, Continued

Making a tactically sound entry (continually)

Action	General Guidelines
Enter the area	<ul style="list-style-type: none">• Enter quickly• Move away from the entrance quickly to avoid silhouetting• Contact officer should move out of the cover officer's field of fire• Use available objects for cover (when possible).• Allow eyes to adjust to interior lighting

Conducting a systematic search

When conducting the search officers should use a systematic method of visually clearing or physically searching one area at a time before moving on to the next area. The following table identifies general guidelines for conducting the interior search:

Action	General Guidelines
Make use of any available light	<ul style="list-style-type: none">• Turn room lights on when practical• Use flashlights to illuminate areas, if room light is inadequate
Systematically scan the area	<ul style="list-style-type: none">• Visually scan one "wedge" at a time across the area• Look not only from left and right, but also high and low

Continued on next page

Conducting a Systematic Search for Suspects, Continued

Conducting a systematic search (continued)

Action	General Guidelines
Search each area thoroughly before moving on to the next area	<ul style="list-style-type: none"> • While moving assess, clear, and secure continuously • All places large enough and capable of concealing a suspect should be searched (e.g., closets, behind furniture, inside large cabinets, under beds, etc.) • Search one room (or designated area) at a time before moving on to the next • Do not rush <p>NOTE: All possible exterior exits of the building should be secured until the interior has been completely searched and cleared.</p>
If structure is a multi-story building, confine search to one floor at a time	<ul style="list-style-type: none"> • Elevators should be brought to the ground floor and taken out of service • Each floor should be searched systematically and cleared one at a time • Once a floor has been cleared it should be secured to prevent suspect(s) from moving into the area after it has been searched
Open doors completely	<ul style="list-style-type: none"> • Push doors open to the wall to prevent suspect(s) from hiding behind them • If a door will not open fully, look between hinge edge of the door and the door jamb before entering
Maintain contact and cover officer roles throughout the search	<ul style="list-style-type: none"> • The searching (contact) officer should conduct the actual search • The cover officer should act as surveillance and protect the searching officer at all times

Continued on next page

Conducting a Systematic Search for Suspects, Continued

Confronting a suspect

The primary goal of the search is to locate the suspect(s). Apprehension must not compromise officer safety. The following table presents a number of general guidelines for the apprehension of suspect(s):

Action	General Guidelines
Communicate effectively	<ul style="list-style-type: none">• Use a calm, controlled, assertive voice• Avoid expletives or yelling at the suspect (Yelling can create anxiety for officers and suspect(s) and elevate the level of risk.)• Voices should be raised above a normal level only if the suspect did not hear the officer
Take control of the suspect	<ul style="list-style-type: none">• When possible, deal with only one suspect at a time• Give simple, direct commands and directions (e.g., "Move your hands above your head slowly.")• Have the suspect move toward the officers (Officers generally should not move toward the suspect.)• Move the suspect to an area that has already been secured• Do not create a crossfire situation by placing the suspect between officers• Officers should always have a clear view of the suspect's hands
Secure and search the suspect	<ul style="list-style-type: none">• If possible, the contact officer handcuffs and searches the suspect while the cover officer maintains surveillance• Both officers should take care never to turn their backs on any uncleared areas when dealing with the suspect

Continued on next page

Conducting a Systematic Search for Suspects, Continued

Confronting a suspect (continued)

Action	General Guidelines
Question the suspect	<ul style="list-style-type: none"> • Attempt to determine if there are additional suspects or weapons in the area • Frame questions in a positive manner (e.g., “Where is your partner?” rather than “Are you alone?”) • Assume the suspect knows the desired information and do not accept a suspect’s initial negative response
Remove the suspect	<ul style="list-style-type: none"> • Remove the suspect from the building as soon as possible • If possible, have another officer enter the building and take custody of the suspect • If one of the searching team must remove the suspect, post an officer in the building to ensure secured areas are not compromised <p>NOTE: If this is not possible, and both search and cover officers leave the building with the suspect, repeat the search from the beginning.</p>

NOTE: If the suspect should run into another room, do not chase. Secure the immediate area and reevaluate the situation. Call for additional resources if necessary (e.g., canine unit).

Continued on next page

Conducting a Systematic Search for Suspects, Continued

Confronting a suspect (continued)

Action	General Guidelines
Continue the search	<ul style="list-style-type: none">• Do not abandon the search just because one or more suspects have been found• Continue the search until the entire building has been cleared

Searching an open area

Suspects may attempt to hide or take refuge in open areas (e.g., parking lots, alleys, backyards, etc.) or large open areas within a building (e.g., warehouses, factory floor).

Under such conditions, officers should develop a systematic search plan prior to beginning the search including:

- Identifying the size of the area to be searched
 - Establishing both inner and outer perimeters
 - Requesting all appropriate assistance (e.g., helicopter to illuminate the area, canine unit, additional officers to maintain perimeters, etc.)
-

Search patterns

There are a number of systematic search patterns that can be employed for searching open areas. The following table identifies two of the more common effective patterns used.

Continued on next page

Conducting a Systematic Search for Suspects, Continued

Search patterns (continued)

Search Pattern	Description
Zone search	<ul style="list-style-type: none"> • The area is divided into sections or zones (e.g., in an outdoor area a ravine may become one area while a nearby wooded area may become another) • Each section is systematically searched one at a time • Zone searches are more commonly used for searching wooded or densely covered areas
Line search	<ul style="list-style-type: none"> • Officers are lined up side by side with an appropriate distance between them, depending on terrain • Officers search in a straight line across the search area looking for suspects or evidence

NOTE: All basic tactical considerations remain the same when searching an open area.

Preparing to enter a building

There are several actions that should take place before any building search can proceed. The following table identifies general guidelines:

Action	General Guidelines
Make certain a perimeter has been established	<ul style="list-style-type: none"> • An established perimeter affords searching officers as much time as needed to conduct a systematic search • It may be necessary to redeploy units to reduce any hazard of crossfire • Officers maintaining the perimeter should stay clear of doors and windows

Continued on next page

Conducting a Systematic Search for Suspects, Continued

Preparing to enter a building (continued)

Action	General Guidelines
Contact the owner/responsible party for the building	<ul style="list-style-type: none"> • The owner/responsible party may be able to provide information regarding interior layout, location of lights, keys to gain access, contents of the building, etc. <p>NOTE: The owner/responsible party should be discouraged from approaching the building or unlocking the door. Doing so could place that person at risk or create a hostage situation.</p>
Locate suspect's point of entry/exit	<ul style="list-style-type: none"> • Officers should be aware that there may be more than one entry/exit point • Care should be taken not to destroy evidence of forced entry (e.g., tool marks, trace evidence, etc.)
Determine the number of searching officers necessary	<ul style="list-style-type: none"> • An interior search should be conducted by <i>no less than two officers</i> (one contact, one cover) • The need for additional search/cover officers should be determined by the: <ul style="list-style-type: none"> - type and size of the structure (e.g., building with multiple stories, large open area of a department store, etc.) - arrangement or content of the area (e.g., partitions, display counters, stacks of merchandise, etc.)

Continued on next page

Conducting a Systematic Search for Suspects, Continued

Preparing to enter a building (continued)

Action	General Guidelines
Attempt to contact suspect(s)	<ul style="list-style-type: none"> • From the outside of the building use a loudspeaker or other appropriate method (e.g., telephone) to communicate with the occupant(s) • All efforts should be taken to have occupant(s) exit on their own before officers enter the building • Once the order to exit has been given, allow time for the occupant(s) to actually exit the building <p>NOTE: Officers may attempt to convince occupant(s) to come out on their own by use of a bluff (e.g., announcing that a canine unit is about to be sent in, etc.).</p>
Announce proposed entry	<ul style="list-style-type: none"> • Advise dispatch and all perimeter units that officers are about to approach and enter the building

Continuing the investigation

The investigation of the crime does not end when the suspect(s) have been removed. Once the building is entirely cleared and secured, the crime scene should be preserved for evidence collection.

NOTE: For additional information regarding preserving the crime scene and the collection of evidence, refer to LD 30: *Preliminary Investigation*.

Continued on next page

Conducting a Systematic Search for Suspects, Continued

Securing the building

Before the primary officer leaves the crime scene, the building should be properly secured.

It may also be advantageous for officers to return to the building at a later time to conduct security checks.

NOTE: If the owner or responsible party is not available to do this, officers should refer to their agency policies for further direction.

Fleeing suspect(s)

If suspect(s) flee the crime scene, the primary officer should request additional support units to cover possible escape route. Responding units should be placed in positions where they may intercept fleeing suspects.

Officers looking for the suspect(s) should estimate the distance the suspect(s) may have traveled in a given time after the crime occurred. This distance may vary depending on variables such as:

- The suspect's mode of travel (e.g., on foot, bicycle, automobile, etc.)
 - Time of day
 - Weather conditions
 - Traffic, etc.
 - Proper arrest techniques
-

Continued on next page

Conducting a Systematic Search for Suspects, Continued

**Choice
of search
technique
and level
of control**

To maximize officer safety during any type of person search, peace officers must select a search technique and level of control suitable to the situation and conditions. The following chart notes some of the factors officers should consider.

Factor	Officer Considerations
Reason for detention or type of offense	<ul style="list-style-type: none">• Search for weapons only, with no initial intent to arrest• Misdemeanor cite and release• Nonviolent offense or a serious, violent, or armed offense
Number of subject(s)	<ul style="list-style-type: none">• Single subject• Multiple subjects, peace officers may select a search technique that would give them a higher level of control during the search (i.e., handcuffing)
The subject's appearance and actions	<ul style="list-style-type: none">• Bulges showing from under a subject's clothing• Location of the subject's hands• Subject's level of cooperation• Subject's attempt to hide an unknown object• Mannerisms that are overly nervous or aggressive• Suspicion of drug or alcohol use

Continued on next page

Conducting a Systematic Search for Suspects, Continued

Choice of search technique and level of control
(continued)

Factor	Officer Considerations
Conditions at time of the contact or arrest	<ul style="list-style-type: none">• Weather (visibility)• Terrain and other physical characteristics of the area• Possible escape routes• Areas of possible cover or concealment• Potential involvement of friends and associates• Time of day - light of day or dark of night (visibility)• Location - isolated or high traffic• Number of officers available
Prior knowledge of the subject	<ul style="list-style-type: none">• Existing criminal record• Prior knowledge of the subject possessing weapons• History of violent behavior
Physical/emotional limitations	<ul style="list-style-type: none">• Officer's size, physical ability, training, and experience• Subject's size and indications of physical ability• Emotional state of the subject• Realistic assessment of degree of control reasonable to take the subject safely into custody

Continued on next page

Conducting a Systematic Search for Suspects, Continued

Examples

The following are examples of appropriate tactical procedures for conducting a search for suspect(s) within a building. Searching procedures may vary depending on agency policies.

In mid-afternoon, two officers respond to an alarm sounding at a large two-story residence. On arrival, the officers discovered a side garage door kicked in. The officers established a perimeter at opposite corners of the structure and notified dispatch. Two officers and a K-9 unit arrived at the scene. The two original officers held their perimeter positions, one of the additional officers held at the point of entry (the kicked-in door), and the K-9 and another officer searched the house. The K-9 unit located the suspect in a closet. By coordinating efforts and holding their positions, the officers arrested the suspect without incident.

A peace officer, responding late at night to a silent alarm call at a business, saw that the glass front doors had been broken out. The officer informed dispatch, asked for assistance and continued to observe the scene. When the backup units arrived, the officer assigned backup officers to perimeter positions and formed a search team with two cover officers. One suspect was immediately located in an inner office on the first floor. When asked about a partner, the suspect said he was alone. The primary officer advised the suspect of the consequences of a second suspect confronting officers and injuring someone. The suspect admitted the presence of another suspect and told officers where he could be located. Officers located the second subject and arrested the subject. Roles were established and the search was conducted in a methodical manner that did not compromise officer safety.

Continued on next page

Conducting a Systematic Search for Suspects, Continued

Student notes

Chapter Synopsis

Learning Need To respond effectively and safely to a crime in progress, peace officers need to use appropriate strategies and tactics.

Approaching the scene
[23.02.EO11] A cautious and quiet approach to the immediate area of the crime scene will provide the greatest tactical advantage when officers wish to utilize the element of surprise.

Crime scene perimeters
[23.02.EO12] The establishment of a secure perimeter may be essential to safely resolving the crime in progress.

Preparing to enter an area
[23.02.EO17] Make certain a perimeter has been established, contact the owner if applicable, locate suspect's point of entry/exit, determine the number of searching officers necessary and attempt to contact suspect(s).

Contacting owner
[23.02.EO18] The owner/responsible party may be able to provide information regarding interior layout, location of lights, keys to gain access, or contents of the area.

Communicating
[23.02.EO19] Officers should seek as much additional information from dispatch as possible. Responding units should communicate, when appropriate, their routes, and the arrival of other units. Communication with owner or responsible party could also be valuable.

Using lighting
[23.02.EO20] Make use of any available light. If there is access to the switch, room lights may be turned on when practical. Use flashlights to illuminate areas if room light is inadequate.

Continued on next page

Chapter Synopsis, Continued

**Using canines
or special
units**
[23.02.EO21]

All available resources should be considered when planning a search operation.

**Use of
cover
officers**
[23.02.EO22]

The cover officer should act as surveillance and protector for searching officers at all times.

**Making
a tactical
entry**
[23.02.EO23]

Approach the building with care, open the door (entry point) completely, and listen prior to entering the area, enter quickly making use of available cover and allowing eyes to adjust to changing light and assess the situation before continuing action.

**Conducting
a systematic
search**
[23.02.EO24]

Make use of any available light, visually scan the area in a systematic manner, search each area thoroughly before moving on to the next area, if the structure is a multistory building, confine search to one floor at a time, open doors completely and maintain contact and cover roles throughout the search.

**Confronting
a suspect**
[23.02.EO25]

Communicate effectively, take control of the suspect, secure and search the suspect, question the suspect regarding the existence of any additional suspects and weapons, remove suspect from area and continue the search.

**Arrest
techniques**
[23.02.EO26]

To maximize officer safety during any type of person search, peace officers must select a search and arrest technique and level of control suitable to the situation and conditions.

Workbook Learning Activities

Introduction

To help you review and apply the material covered in this chapter, a selection of learning activities has been included. No answers are provided. However, by referring to the appropriate text, you should be able to prepare a response.

Activity questions

1. An officer is responding to a radio call “man with a gun.” List three things you should do when you arrive on the scene.

2. Officer Leblanc is the first officer to arrive at a women’s clinic in response to a call regarding a group of about 15 protestors blocking the clinic entrance. Leblanc has been advised by dispatch that another unit will arrive in approximately three minutes. Officer Leblanc sees the protestors in front of the women’s clinic, most lining the private sidewalk leading from a side parking lot, across a small lawn to the front door. Several verbal taunts are yelled at a woman attempting to enter the clinic. One protestor grabs the woman’s arm to show her a photo and will not release her. As the first officer on the scene, what actions should officer Leblanc take, if any, before backup arrives? What responsibilities should she carry out when backup does arrive? Should your ethical beliefs affect your handling of this call?

Continued on next page

Workbook Learning Activities, Continued

**Activity
questions
(continued)**

3. Describe a scenario in which a unit responding to a crime in progress might do so without activating their lights and siren. What risks do the officers take in deciding on this approach? What advantages does the lack of lights and siren offer in your scenario?

4. Four two-officer units respond to a call for backup at a working automotive parts theft shop (“chop shop”). Cover officers are briefed by the contact officer and told that approximately five people are thought to be in the building and should be considered armed. Presume you are one of five officers forming a perimeter around the warehouse, which has exits on three sides. You are within line of sight of one other officer and are closest to one of the doors. The officer is attempting to apprehend a suspect trying to leave the building and is involved in a struggle. What actions, if any, should you take? Should you leave your perimeter position and assist the officer? Explain your response.

Continued on next page

Workbook Corrections

Suggested corrections to this workbook can be made by going to the POST website at: www.post.ca.gov

Chapter 3

Responding to Specific Crimes in Progress

Overview

Learning need Some types of crimes in progress require officers to plan and execute specific arrival, approach, communication, and search tactics. Planning and patience are critical to achieving safe and successful outcomes.

Learning objectives The chart below identifies the student learning objectives for this chapter.

After completing study of this chapter, the student will be able to...	E.O. Code
<ul style="list-style-type: none">• Discuss effective officer actions for the safe and tactical response to crimes in progress involving:<ul style="list-style-type: none">- shots fired- burglaries- robberies	23.03.EO1 23.03.EO3 23.03.EO4

Continued on next page

Overview, Continued

In this chapter This chapter focuses on basic tactical guidelines for responding to a number of specific types of crimes in progress. Refer to the chart below for specific topics.

Topic	See Page
Shots Fired Calls	3-3
Burglary in Progress	3-8
Robbery in Progress	3-13
Chapter Synopsis	3-18
Workbook Learning Activities	3-19

Shots Fired Calls

[23.03.EO1]

Introduction

One of the most frequent types of crimes in progress calls that peace officers receive involve the reporting party hearing shots being fired. Such calls should always be considered high risk. Officers should approach with a heightened level of awareness.

Officer safety

Every call must be taken seriously. Responding officers should approach the call assuming it involves suspects who are armed and dangerous and take all necessary precautions. Doing any less may cost officers their lives.

Approach

Responding officers should apply safe and tactically sound techniques when approaching the scene of a call involving shots being fired.

Such tactics include:

- Coordinating with partner and/or other responding units to develop a plan of operation prior to arrival
 - Using a cautious and quiet approach to provide the greatest tactical advantage
-

Arrival at the scene

The first officer on the scene should assume responsibilities as the primary officer and take control of the scene.

Actions upon arrival should include:

- Advising dispatch and other units of arrival and location
 - Immediately assessing the situation
 - Ascertain if medical assistance is needed
 - Requesting cover/backup or other resources if necessary (*Wait* for additional units to arrive before taking further actions, when appropriate.)
-

Continued on next page

Shots Fired Calls, Continued

Arrival at the scene (continued)

NOTE: If appropriate, the responding officer may recontact the reporting party to determine any relevant or new information (e.g., the exact nature of the circumstances, the current location of suspect(s), whether suspect is armed, etc.).

Shots fired

If shooting is heard or observed, officers should:

- Use existing cover and concealment
 - Communicate the observed actions to dispatch and other units in the area
 - Coordinate the approach of responding units
 - Take appropriate actions to contain the scene and suspect(s)
-

Conduct a systematic search

The primary officer should coordinate a systematic, tactically sound search for suspect(s) and victim(s) in the area. Searches may include, but not be limited to:

- Rooftops
 - Trees
 - High ground
 - Inside outer buildings (e.g., garage, workshops, etc.)
 - Ravines
 - Beneath cars
 - Any other location where a person could hide
-

Continued on next page

Shots Fired Calls, Continued

Conduct an investigation

During the investigation, officers should check the area for indications or evidence of criminal activity or of anyone in the area. Such indications may include, but not be limited to:

- Blood
 - Bullet casings
 - Bullet holes
 - Barking dogs
 - Clothing
 - Vehicles with warm engines, etc.
-

Encountering suspect(s)

All suspects encountered during an officer's investigation of the incident should be considered armed and dangerous until determined otherwise. The following table identifies general guidelines under such circumstances:

Action	General Guidelines
Make contact with the suspect(s)	<ul style="list-style-type: none"> • Challenge the suspect(s) while maintaining cover • Direct the suspect(s) to a position of disadvantage (e.g., sitting, prone, etc.) which allows officers to establish control of the suspect(s) • Conduct necessary searches of the suspect(s) (e.g., cursory frisk for weapons) • Gather information to determine the reason the suspect(s) is (are) in the immediate area and to establish sufficient probable cause for an arrest
If necessary, place suspect(s) under arrest	<ul style="list-style-type: none"> • Control the suspect(s) • Complete a thorough search of the suspect(s) • Question the suspect(s) regarding: <ul style="list-style-type: none"> - additional suspects/accomplices - weapons, etc. • Remove the arrested person(s) from the crime scene as soon as reasonably possible

Continued on next page

Shots Fired Calls, Continued

Encountering suspect(s) (continued)

Action	General Guidelines
Continue the search	<ul style="list-style-type: none">• Search of the crime scene should continue until the entire area is secured

Fleeing suspects

If suspect(s) flee the area, the primary officer should request additional units to cover possible escape routes in the peripheral area. Responding units should be positioned where they can intercept fleeing suspects.

Examples

The following are examples of peace officer actions when responding to a crime in progress involving shots fired with unknown circumstances. Procedures for responding to those calls may vary depending on agency policy.

An officer responds to shots fired in a residential area. Dispatch advises back-up units are responding. The officer parks two blocks away from the location so his vehicle cannot be seen or heard. The officer, armed with a shotgun, tactically responds towards the location while updating dispatch. The officer spots a suspect standing in a driveway carrying a rifle. The officer, from a position of cover, advises dispatch and coordinates the response of the back-up units outside of the danger/kill zone. The back-up units respond tactically into positions of cover and concealment. The suspect is challenged and immediately drops the rifle. He is taken into custody without incident and is found to be the victim of an assault with a deadly weapon. A cautious tactical approach and good communication were key to the success of this operation.

Continued on next page

Shots Fired Calls, Continued

Examples (continued)

A peace officer received a call of two young males shooting at a residence. As the officer arrived, he saw two men matching the descriptions running across the street. The officer broadcasts that information and established a perimeter. The officer then ensured that the residence was checked for possible victims. After talking to the occupants of the house and obtaining further information, the officer broadcasts the additional information to assisting units. Coordinating the units, the officers conducted a search for the suspects. The suspects were located at a relative's house two blocks away. The use of good tactics and communication made this a successful operation.

Burglary in Progress

[23.03.EO3]

Introduction

A burglary in progress may be brought to the attention of peace officers by an alarm system, alert neighbors, or frightened occupants within the building. Although violence may not be the burglar's intent, the level of risk could quickly escalate if the suspect is startled or if the situation is not properly handled by the responding officers.

Approach and arrival

Responding officers should use tactically sound techniques by:

- Developing a plan of operation
 - Approaching the scene quickly and quietly
 - Checking for look-outs, get-away drivers/vehicles, and other accomplices
 - Taking appropriate action upon arrival
-

First officer at the scene

The first officer to arrive at a crime scene should take leadership responsibility as the primary officer. It is that officer's responsibility to:

- Advise dispatch and other responding units of arrival, specific location, and initial observations
 - Take a position to best observe, listen, and assess the situation
 - Communicate and coordinate with other units to establish perimeters to contain the suspect(s) and prevent escape
 - Request additional units or resources if necessary
-

Continued on next page

Burglary in Progress, Continued

Exterior search of the area

Once perimeters have been established to contain the suspect(s) and prevent escape, the primary officer can begin coordinating a systematic search of the exterior area. The following table identifies basic guidelines for conducting such an exterior search:

Action	General Guidelines
Take appropriate officer safety precautions	<ul style="list-style-type: none">• Do not walk or stand in front of windows• Be mindful of existing light sources and not silhouette themselves or other officers involved in the search• Use available cover and concealment• Maintain contact and cover officer roles• Use flashlights properly and cautiously to protect night vision and to avoid alerting suspects of the officer's location
Search the exterior area	<ul style="list-style-type: none">• Search in, on top of, around, and under all areas that may be used to conceal an individual, considering<ul style="list-style-type: none">- trees, hedges, shrubbery- boxes, trash bins, stockpiles- vehicles parked at or near the location- exterior stairways and fire escapes, etc.• Look for a point of entry• Use available cover when possible• Use caution to cross below windows when searching directly outside of buildings

Continued on next page

Burglary in Progress, Continued

Exterior search of the area
(continued)

Action	Basic Guidelines
Search the roof of the structure	<ul style="list-style-type: none"> • Visually inspect the roof from ground level, if possible • Obtain exterior access to the roof from ground level if necessary (This may require a ladder or assistance from the fire department.) • Cover should be provided for officer(s) ascending to the roof • Other units should be notified that officers are ascending and will be searching the roof • While on the roof, use extreme caution and make use of any available cover • Search areas such as, but not limited to: <ul style="list-style-type: none"> - air vents - sign boards - crawl spaces - areas capable of concealment - adjacent roof tops
Take additional actions if necessary	<ul style="list-style-type: none"> • Notify assisting units and dispatch of current status and developments • Request additional resources if necessary (e.g., helicopters, etc.) • Secure a crime scene perimeter

Continued on next page

Burglary in Progress, Continued

Point of entry

While conducting the exterior search of a building, officers should look for possible indicators of the suspect(s) point of entry. Such indicators may include but not be limited to:

- Pry marks
- Broken or cut glass
- Broken or scratched locks or hinges
- Dust or cobwebs disturbed on a window ledge
- Non-conventional forms of access (e.g., tunnels, air ducts, etc.)

NOTE: Officers must be aware of and preserve all forms of physical evidence associated with the point of entry (e.g., fingerprints, footprints, tool mark impressions, blood, paint chips, glass fragments, etc.). Additional information regarding evidence protection and preservation is available in LD 30: *Preliminary Investigation*.

Building search

Once a point of entry has been determined, stop, listen, and watch for any movement inside the structure. If suspect(s) are known or believed to be inside, they should be ordered out and a reasonable amount of time should be allowed for them to exit.

Whether or not suspects exit the structure, a systematic search of the building should take place. To conduct a safe, systematic search:

- Make a tactical entry into the building
 - Maintain communications and give updates to perimeter officers
 - Use appropriate control, arrest, and removal procedures if suspect(s) are encountered
 - continue the search until the entire structure has been cleared and secured
-

Continued on next page

Burglary in Progress, Continued

Examples

The following are examples of peace officer actions when responding to a burglary in progress. Specific actions of officers may vary depending on agency policy.

A citizen called police and reported seeing a suspect inside a closed jewelry store. A peace officer, who knew the shopping mall, responded to the call, and while enroute, established a perimeter via radio with other units. The first unit to arrive went to the rear of the strip mall, following the primary officer's directions. The officer detained a vehicle leaving the parking lot. The driver of the vehicle was the suspect, who was arrested without incident. The primary officer established a plan before arriving and ensured the perimeter was secured as soon as possible.

Two officers respond to a silent alarm at a business. Upon arrival, the officers observe an open door. After a perimeter was established, the officers announced their presence. They saw no one and slowly searched the first floor. The contact officer saw an open door leading into an office. The officer observed two armed suspects inside the office. The officers quietly moved to cover. The suspects were called out and taken into custody. Searching silently was critical to the outcome of this incident.

Robbery in Progress

[23.03.EO4]

Introduction

Robbery is a violent crime with an extremely high level of risk to peace officers, victims, and bystanders. Great care must be taken to plan and execute a response to a robbery in progress. Responding officers should always remember that reverence for human life is the priority.

Approach and arrival

When responding to a robbery in progress, the techniques and basic guidelines for a safe tactical approach are similar to those when responding to a burglary. Responding officers should apply safe and tactically sound guidelines such as:

- Developing a plan of operation
 - Approaching the scene quickly and quietly
 - Observing for look-outs, get-away drivers/vehicles and other possible accomplices
 - Taking appropriate actions upon arrival
-

Assessment

While maintaining appropriate cover and concealment, the primary officer should survey and assess the crime scene and notify assisting units and dispatch of current status and developments. Based on the primary officer's assessment, additional resources may be requested.

The primary officer on the scene is also responsible for containing the area by establishing a perimeter as soon as possible.

Continued on next page

Robbery in Progress, Continued

Is a crime occurring?

Before further action is taken, it must first be determined if a robbery is in fact taking place. To make this determination, officers may choose to:

- Contact occupants within the area by telephone
- Use available cover and concealment to approach the area to speak with occupants
- Order all occupants to exit the area

NOTE: Agency policies may specify tactics for determining if a robbery is taking place.

Crime in progress

If it is determined that a crime is in progress, officers should:

- Maintain cover and concealment
 - Advise dispatch and all other units involved of the situation
 - *Wait* for the suspect(s) to leave on their own (unless circumstances require immediate action)
-

Suspect apprehension

Officers should presume that every person who exits the building/area is a suspect in the robbery until proven otherwise. Once individuals begin to exit the building/area, officers should:

- Let the suspect move far enough away from the exit to prevent re-entry
 - Identify themselves as peace officers and order the suspect(s) to stop
 - Keep the suspect's hands in sight at all times
 - Direct the suspect(s) to move to a secure location
 - In the event of more than one suspect exiting at the same time, take control of and secure each suspect one at a time
 - Search the suspect(s) for weapons
 - Question the suspect(s) regarding additional suspects, weapons, etc.
 - Remove the suspect(s) from the immediate area as soon as reasonably possible
-

Continued on next page

Robbery in Progress, Continued

Systematic search

Sometimes, it is impossible to determine if *all* suspects have left the area or remain in hiding. For this reason, a safe, tactical, systematic search should take place to locate additional suspects.

Once the building/area has been cleared and secured, the primary officer should take appropriate steps to protect the crime scene and collect possible evidence.

NOTE: Depending on the situation, the primary officer may elect to have a canine unit search the building/area, or request a helicopter unit to check the roof for suspects.

Fleeing suspect(s)

The primary officer should request additional support units to cover possible escape routes. Responding units should be placed in positions where they can intercept fleeing suspects.

Continued on next page

Robbery in Progress, Continued

Examples

The following are examples of peace officer actions when responding to a robbery in progress. Officer actions may vary depending on agency policy.

A single patrol unit responded to a silent alarm at a convenience store. The officer pulled up quietly and parked to the side, out of sight of the front area of the store. The officer observed five people in the store. The clerk and one individual were standing behind the counter. The officer informed dispatch and waited for backup. When the additional units arrived, the officer deployed them to perimeter positions, keeping two officers with him. In a few moments, the officers observed the individual who had been standing next to the clerk leave the store. The officers allowed this suspect to walk into the parking area and then challenged him to stop. The suspect complied and dropped a handgun. The suspect was taken into custody. After questioning the suspect and the other occupants of the store, the officers determined that the suspect had acted alone. The first officer on the scene planned a careful response and used sound tactics to apprehend the suspect.

Continued on next page

Robbery in Progress, Continued

Examples (continued)

A robbery of a bar occurred at 11:00 p.m. on Saturday night. The description of the suspect was similar to one previously identified as responsible for a string of robberies during the past two months. The suspect, who appeared to be acting alone, targeted liquor stores, bars, and convenience stores. The suspect had been identified through surveillance cameras. His girlfriend's residence and vehicle had also been identified. The officer who responded to the scene at the bar deployed backup units on the main thoroughfares leading to the girlfriend's residence. Approximately one hour after the robbery, the suspect was observed in a vehicle en route to the residence. The suspect was stopped and taken into custody. Careful coordination of the responding units helped ensure a safe arrest.

Robbery in Progress, Continued

Student notes

Chapter Synopsis

Learning need Some types of crimes in progress require officers to plan and execute specific arrival, approach, communication, and search tactics. Planning and patience are critical to achieving safe and successful outcomes.

Shots fired calls
[23.03.EO1] Responding officers should approach the call assuming it involves suspects who are armed and dangerous and take all necessary precautions.

Burglary in progress
[23.03.EO3] Although violence may not be the burglar's intent, the level of risk could quickly escalate if the suspect is startled or if the situation is not properly handled by the responding officers.

Robbery in progress
[23.03.EO4] Robbery is a violent crime with an extremely high level of risk to peace officers, victims, and bystanders. Great care must be taken to properly plan and execute a response when a robbery is in progress.

Workbook Learning Activities

Introduction

To help you review and apply the material covered in this chapter, a selection of learning activities has been included. No answers are provided. However, by referring to the appropriate text, you should be able to prepare a response.

Activity questions

1. Describe three actions an officer can take while en route and upon arrival to a robbery in progress call.

2. When responding to a robbery in progress and after establishing perimeters, why is it crucial for the primary officer on the scene to determine if a robbery is actually taking place before taking additional action?

Continued on next page

Workbook Learning Activities, Continued

**Activity
questions**
(continued)

3. At 9:00 pm, the first unit, responding to a citizen's call of shots fired from school grounds behind his home, is a one-person unit. Arriving at the school grounds using a silent approach, the officer advises dispatch of his location, leaves his vehicle using the school building as cover, and assesses the situation. The officer sees three individuals on the baseball field beyond the playground. There appears to be some pushing and shouting, but the officer is uncertain whether the suspects are engaged in an argument or are "horsing around." The officer calls for backup and is advised that an additional unit will arrive in approximately four minutes. At this moment, the officer hears another shot fired from the baseball field and sees one suspect fall to his knees. What should the officer do? Explain your response. How would this differ, if at all, if the two other suspects begin to flee the scene? What is the officer's primary responsibility in this case?

Continued on next page

Workbook Learning Activities, Continued

Activity questions (continued)

4. Officers respond to a silent alarm at a late night mini-mart. The mini mart is part of a gas station and shares a building with service bays. After coordinating and establishing a perimeter, the officers wait for a suspect to exit. A woman emerges, looks quickly around, and begins to run across the parking lot toward a side street. Officers apprehend her. When questioned, she says she is alone. How should officers proceed? How long should they wait, if at all, before they enter the building? How would this differ if they hear a shot fired inside?

5. A single officer responded to a call of a suspect firing a rifle in a residential area. Dispatch reported that a cover unit was coming from a neighboring city 20 miles away. The officer parked two blocks from the suspect's last known location, placing the vehicle so it could not be seen from that direction. The officer, carrying a shotgun, walked toward the suspect's location, updating dispatch and getting an update on the cover unit's location. The officer spotted the suspect standing in a driveway, carrying a rifle. The officer found a cover position and advised dispatch. Maintaining the cover position, the officer challenged the suspect. The suspect turned and began to advance towards the officer, raising the muzzle of the rifle. The officer fired one round, bringing down the suspect. The cover unit arrived a few moments later or the suspect was taken into custody. Identify the correct actions that were taken. Identify the incorrect actions that were taken. How would you handle the situation?

Continued on next page

Workbook Learning Activities, Continued

Activity questions (continued)

6. Officers arrive on the scene of a domestic violence/hostage situation. An estranged husband has shot and wounded his wife and is holding his two-year-old son hostage in their single family home. The contact officer in the first unit is talking to the husband from the front yard. The husband is speaking from an upstairs window. He has told the officer that he didn't mean to shoot his wife and that she is still alive. His son is playing on the floor beside him. The man has told the officer he just wants to leave with his son. The officer's partner is covering the back door. Dispatch has advised that SWAT is ten minutes away. A crowd of neighbors has begun to gather. Two additional units arrive on the scene in response to the contact officer's call for assistance. Outline the briefing that the contact officer should provide to the newly arrived cover officers. Include all relevant details. What, if any, information should the cover officers provide to the contact officer? What responsibilities should be assigned to the cover officers? Who should assign them? How might this effort be coordinated if the contact officer is engaged in continual conversation with the husband? How will roles change when the hostage rescue team arrives?

Workbook Learning Activities, Continued

This page intentionally left blank.

Chapter 4

Responding to Other High Risk Situations

Overview

Learning need To ensure the highest chance of survival and the safest possible outcome for all involved individuals, officers must recognize the dangers associated with high-risk situations and employ effective tactics.

Learning objectives The chart below identifies the student learning objectives for this chapter.

After completing study of this chapter, the student will be able to...	E. O. Code
<ul style="list-style-type: none">• Demonstrate effective officer actions for the safe and tactical response involving:<ul style="list-style-type: none">- barricaded suspects/hostages- violent suspects- rapid deployment to deadly encounter, “Active Shooter”- officer ambush/sniper attacks- officer-down calls- suspicious persons	23.04.EO1 23.04.EO2 23.04.EO7 23.04.EO4 23.04.EO5 23.04.EO8
<ul style="list-style-type: none">• Discuss factors an officer should consider before becoming involved in any law enforcement action while off-duty	23.04.EO6

Continued on next page

Overview, Continued

In this chapter This chapter focuses on basic tactical guidelines for responding to a number of specific high risk situations. Refer to the chart below for specific topics.

Topic	See Page
Barricaded Suspects/Hostage Situations	4-3
Violent Suspects	4-8
Rapid Deployment to Deadly Encounter “Active Shooter”	4-14
Officer Ambush/Sniper Attack	4-18
Officer-Down Calls	4-20
Suspicious Persons	4-23
Off-Duty Peace Officer’s Actions	4-24
Chapter Synopsis	4-29
Workbook Learning Activities	4-31

Barricaded Suspects/Hostage Situations

[23.04.EO1]

Introduction

When officers respond to crimes in progress calls, there is always the possibility that the crime in progress will escalate into barricaded suspect or hostage situations. The responding officer's primary objective in these situations remains reverence for human life.

Approach and arrival

Responding officers should apply sound tactics when approaching the scene including:

- Notify dispatch upon arrival at the scene
 - Approaching in a quiet and safe manner
 - Maintaining cover and concealment
 - Evaluating the circumstances
 - Providing information to dispatch, other responding officers, supervisors, etc.
-

Location of suspects

In high-risk situations involving barricaded suspects or hostages, **information is critical**. The primary unit should attempt to identify and verify the exact location and number of the suspects and hostages. Responding officers may be able to obtain additional information from:

- Interviews with individuals associated with the crime scene (e.g., building owner/responsible party, employees, witnesses, etc.)
 - Floor plans
 - Maps, charts
 - Other available documents
-

Continued on next page

Barricaded Suspects/Hostage Situations, Continued

Requesting assistance

If available, officers may request specialized units and resources as soon as it has been determined that a hostage situation exists or that the suspect(s) has taken a barricaded position (e.g., supervisor, SWAT Team, crisis negotiator, etc.).

NOTE: Peace officers should become familiar with and comply with agency policies for requesting assistance of specialized units and additional resources.

Containment

Once the location is verified and notifications made, all efforts should be taken to safely contain the scene. Containment must involve preventing escape of the suspects and keeping unwanted foot and vehicular traffic away from the area.

Proper containment should include:

- Identifying and coordinating inner and outer perimeters
 - Assigning officers/patrol units to perimeter positions
 - Selecting a location as a command post
-

Evacuation

The safety of officers and uninvolved individuals must be the principal concern to officers who respond to high risk situations involving barricaded suspects or hostages. Depending on the specific circumstances, the primary officer may elect to:

- Systematically evacuate all uninvolved individuals from the area
 - Relocate them to a safe location
 - Determine the identification of each
 - Debrief those individuals who could provide additional information relevant to the situation
-

Continued on next page

Barricaded Suspects/Hostage Situations, Continued

Communication Communication with the suspect(s) (by a crisis negotiator, if possible) can be key to the safe resolution of the barricaded suspect/hostage situation.

If crisis negotiators are not available or if time does not allow, the primary officer must assume this role or delegate it to another officer.

The following table identifies general guidelines for communication with suspect(s):

Action	General Guidelines
Focus on the goal	<ul style="list-style-type: none">• Remember, the goal is to:<ul style="list-style-type: none">- resolve the incident safely, without injury or loss of life
Do not rush	<ul style="list-style-type: none">• Once the perimeter has been established and the evacuation has been completed, time is on the side of the officers• All involved officers should be prepared for long extended periods to allow the situation to be resolved through negotiation
Communicate in an appropriate manner	<ul style="list-style-type: none">• All communications with suspect(s) should be as nonthreatening as possible• Do not escalate the situation by:<ul style="list-style-type: none">- issuing ultimatums to the suspect(s)- making the suspect(s) feel trapped or pressured

Continued on next page

Barricaded Suspects/Hostage Situations, Continued

Communication (continued)

Action	General Guidelines
Obtain information	<ul style="list-style-type: none"> • Assess the suspect's stability and physical state. • Attempt to identify the: <ul style="list-style-type: none"> - type and number of weapon(s) the suspect may have or has access to - number, condition, and, if possible, identification of the hostages • Determine the suspect(s) demands
Keep the suspect(s) attention	<ul style="list-style-type: none"> • Do not mention the hostages (other than initial identification) when communicating with suspect(s) • Keep the focus on possible resolutions of the situation

Resolution of the situation

The primary officer should be prepared with contingency plans for the resolution of the situation. Such preparation may include:

- Establishing an arrest team of officers to immediately take control of the suspect(s)
- Having appropriate medical or fire personnel staged nearby
- Knowing specific agency policy regarding officer actions if suspect(s) attempt to flee with a hostage
- Using specially skilled officers if circumstances require (e.g., rifle teams, entry team, special units such as SWAT, etc.)

Continued on next page

Barricaded Suspects/Hostage Situations, Continued

Examples

The following are examples of the actions of responding officers faced with barricaded suspect or hostage situations. Specific officer actions may vary depending on agency policy.

Officers respond to a call of a man firing shots from his hillside house onto a main roadway. The officers approached from the back of the hill to avoid the field of fire. The primary officer radioed for additional units, including SWAT and crisis negotiators, and assigned perimeter locations, including a command post at a nearby parking lot. The roadway was closed and neighbors evacuated. The officers attempted to communicate with the suspect who continued to shoot down at the roadway. The suspect stated that he was not leaving and he had a lot of ammunition. He then terminated communications. The officers followed proper procedures: containment of the scene, evacuation, and safety of the officers.

An officer responded to a robbery in progress at a small local bank at 10:00 a.m. On arrival, the officer could see nothing unusual. The officer called for backup and stayed behind cover. One armed suspect looked out the front door and retreated. The officer didn't give up cover but informed the backup units, stating that he didn't know how many victims or suspects were inside. The officer called for a supervisor and SWAT. After a perimeter had been set up, three suspects exited and started to flee, but upon seeing the law enforcement vehicles, fled back inside the bank. Negotiators made contact with the suspects, SWAT entered the bank, and the three suspects were taken into custody. Twelve victims, bank employees and customers, were released unharmed. The responding officer followed procedure by calling for help, keeping dispatch informed, and staying behind cover.

Violent Suspects

[23.04.E02]

Introduction

Not all suspects involved in a high-risk situation will be willing to comply with an officer's commands. Responding officers may encounter individuals who are under the influence of drugs or alcohol, emotionally disturbed, or even suicidal.

Approach and arrival

Responding officers should apply safe and tactical techniques when approaching the scene including:

- Approaching in a quiet and safe manner
 - Maintaining cover and concealment
 - Evaluating the circumstances
 - Providing information to dispatch, other responding officers, supervisors, etc.
-

Use of force

The objective for the use of force by peace officers in any situation is to ultimately gain or maintain *control of an individual and therefore the situation*.

Peace officers are required to:

- Use force only when authorized to do so (e.g., to overcome resistance to a lawful process)
 - Use the type of force which is reasonable under the circumstances
 - Use only the amount of force reasonable to overcome resistance and to gain or maintain control of a suspect
 - Use only the amount and type of force which is permitted by law or individual agency policy
-

Continued on next page

Violent Suspects, Continued

Reasonable force

Penal Code Section 835a provides that reasonable force may be used to:

- Affect an arrest
 - Prevent escape
 - Overcome resistance
-

Level of resistance

An officer's selection of the amount of force should be based on the **amount or degree of resistance** of the suspect as well as other relevant conditions or circumstances of the specific situation.

Level of Resistance	Description	Possible Force Option
Cooperative	Subject offers no resistance	<ul style="list-style-type: none"> - Mere professional appearance - Nonverbal actions - Verbal requests and commands
Resistive	Passive: Does not respond to verbal commands but also offers no physical form of resistance	<ul style="list-style-type: none"> - Officer's strength to take physical control - Controlling holds and techniques to direct movement or immobilize a subject
	Active: Pulling away, running away, physically resisting the officer	<ul style="list-style-type: none"> - Controlling holds and techniques to control the subject and situation - Use of devices to secure compliance and ultimately gain control of the situation

Continued on next page

Violent Suspects, Continued

Level of resistance
(continued)

Level of Resistance	Description	Possible Force Option
Assaultive	Aggressive or combative; attempting or threatening to assault the officer or another person	<ul style="list-style-type: none"> - Use of devices and/or techniques to secure compliance and ultimately gain control of the situation - Use of personal body weapons in self-defense and to gain advantage over the subject
Life-threatening	Any action likely to result in serious injury or possibly the death of the officer or another person	<ul style="list-style-type: none"> - Utilizing firearms or any other available weapon or action in defense of self and others

NOTE: Officers must take into account the *totality of the circumstances* when selecting a reasonable force option for a given situation. It is not the intent of this chart to imply that an officer's options are limited based on any single factor.

NOTE: Officers must be aware of and comply with their specific agency policies regarding appropriate force options.

Additional factors

There are a number of additional factors that can affect an officer's selection of the level of force to apply in a given situation. The following table identifies a number of these factors.

Factor	Examples
Officer safety	<ul style="list-style-type: none"> • An immediate need for action in self-defense or in defense of others
Amount and nature of the resistance which must be overcome	<ul style="list-style-type: none"> • Active resistance • Combative resistance • Life-threatening resistance

Continued on next page

Violent Suspects, Continued

Additional factors (continued)

Factor	Examples
Presence of weapon(s) and type of weapon(s)	<ul style="list-style-type: none"> • Edged weapons • Firearms • Impact weapons • Chemical agents
Characteristics of the suspect as compared to the characteristics of the officer	<ul style="list-style-type: none"> • Size • Age • Strength • Known capabilities • History
Nature and condition of the location and surroundings	<ul style="list-style-type: none"> • Danger to bystanders • Availability of weapons • Associates of the suspect

General guidelines

When responding to a crime in progress or other high-risk situations and confronted by one or more suspects who are violent and noncompliant, responding officers should take appropriate actions based on the following general guidelines.

Action	General Guidelines
Assess the situation	<ul style="list-style-type: none"> • Call for additional backup support • Be aware of the existence of weapons or <i>potential weapons</i> available to the suspect in the immediate area • Request specialized resources, if available and necessary (e.g., crisis intervention teams, special tactics teams, mental health professionals, etc.)

Continued on next page

Violent Suspects, Continued

General guidelines (continued)

Action	General Guidelines
Consider the use of weaponless defense and control techniques	<ul style="list-style-type: none">• If initial officer presence is not sufficient, use techniques involving:<ul style="list-style-type: none">- control holds- takedowns- team takedowns or other group control measures (e.g., swarm technique, capture net, etc.)• Use of a carotid restraint control hold
Consider the use of specialized equipment	<ul style="list-style-type: none">• Use of equipment such as:<ul style="list-style-type: none">- chemical agents (e.g., OC, pepper spray, etc.)- impact weapon- stun gun, etc.

NOTE: For additional information regarding the use of force and control options, refer to LD 20: *Use of Force* and LD 33: *Arrest Methods/Defensive Tactics*.

Examples

The following are examples of actions for responding officers who come into contact with violent suspects. Specific officer actions may vary depending on agency policy.

Officers arrived on the scene of a domestic disturbance to find a male suspect physically fighting with family members. The family told the officers that the suspect had been drinking heavily all day. The contact officer began talking to the suspect, calming him. The cover officer moved the family away from the suspect and cleared potential weapons from the area, while maintaining a view of the suspect and contact officer. The suspect was taken into custody. Both officers used appropriate contact and cover techniques in handling the situation.

Continued on next page

Violent Suspects, Continued

Examples (continued)

A patrol officer saw a male walking down the middle of a street through heavy traffic. He was screaming and waving his arms at passing cars and pedestrians. The officer requested assistance and followed the suspect until support units arrived. The officer also had additional units block roadway traffic and clear nearby pedestrian traffic. Once additional units arrived, the officer attempted to talk to the suspect. The suspect resisted, screaming and trying to assault the officer. The contact officer used OC and then a baton strike to no effect. The officer, with the assistance of the additional units, used the swarm technique to take the suspect down.

Rapid Deployment to Deadly Encounter “Active Shooter”

[23.04.E07]

Introduction

The immediate and swift implementation of “contact” and “rescue” teams could increase the likelihood of saving lives and suspect apprehension. Officers should be guided by their agencies’ tactical guidelines while moving in “contact” and “rescue” team configuration.

Although officer safety is always an officer’s chief concern, there are circumstances where officers must consider placing their safety in jeopardy to protect the innocent. The community has a right to expect that peace officers will “step into harm’s way” on behalf of those endangered by violent crime. While an officer should not sacrifice their safety merely to apprehend a suspect, their ultimate duty is to protect others.

Definition

A **rapid deployment** to deadly encounter (e.g., **active shooter** situation) may be defined as the swift and rapid deployment of law enforcement resources to “on going, life threatening situations” where delayed deployment could otherwise result in multiple deaths or serious bodily injuries to innocent persons.

When to deploy

The objective is to save as many lives as possible, as quickly as possible. Peace officers must be able and willing to deploy on deadly encounters without the acceptable agency consideration for setting up a perimeter and waiting for additional resources. Officers should consider the following:

- Aggressive deadly behavior
 - Multiple victims
 - Rescue of downed citizens/officers
-

Continued on next page

Rapid Deployment to Deadly Encounter “Active Shooter”, Continued

First responder considerations

The first responder on the scene will need to:

- Notify dispatch upon arrival at the scene
 - Assess the situation
 - Request appropriate resources
 - Assemble contact and/or rescue teams
-

Contact team responsibilities

A contact team has specific responsibilities which include:

- As a priority, to make contact with suspect
- Stop deadly behavior
- Communicate progress to responders
- Provide preliminary assessment (i.e., victim, location, explosives, etc.)

NOTE: Contact teams will pass downed victims as they search for the suspect.

Rescue team responsibilities

The rescue team responsibilities are to:

- As a priority, locate and rescue downed victims
 - Obtain additional information regarding suspects from victims,
 - Coordinate actions with contact team
-

Continued on next page

Rapid Deployment to Deadly Encounter “Active Shooter”, Continued

What to expect

The following is a list of problems that may be encountered in a rapid deployment to a deadly encounter (i.e., active shooter):

- Confrontation with a deadly threat
 - Noise from alarms, people screaming
 - Confusion, victims hiding and frightened not responding to peace officer directions
 - Carnage, possibly very young victims
 - Fire and sprinkler operations
 - Encountering explosives
-

Examples

Officers received a radio call of “shots fired” at Central Elementary School. Upon arriving officers advise dispatch of their location. The officers are met by a frantic woman who states, “There is a crazy man shooting at everyone inside.” The witness then gives a brief description of the suspect to the officers. The officers form the opinion that they have an “Active Shooter” at the location and need to take immediate action to preserve human life. The officers bring in another unit and form a contact team to enter the school. Once inside the school the officers hear shots being fired and move in the direction of the shots while moving in an agency approved tactical formation. The officers continue to move while passing injured victims, open doors, and unsearched rooms toward the sounds of the gunfire. The officers see a suspect shooting at a running child. The officers use deadly force to stop the suspect’s actions.

Continued on next page

Rapid Deployment to Deadly Encounter “Active Shooter”, Continued

Examples (continued)

Officers receive a radio call of “Shots fired at Holy Cross Hospital.” Comments of the call state there is a male white dressed in military fatigues shooting at doctors and nurses in the hospital. As the officers arrived, they informed dispatch of their location and met up with an additional unit at the back of the hospital. Officers form a contact team and enter the hospital using an agency approved tactical formation looking for the suspect. The officers move in the direction of the gunfire and find the suspect holding a military type rifle. The officers, without verbalizing to the suspect, shoot the suspect to protect themselves and others from serious bodily injury or death. The suspect is hit and drops his weapon while falling to the floor. The officers then take the suspect into custody.

Officer Ambush/Sniper Attack

[23.04.EO4]

Introduction

Officers responding to a crime in progress or other high-risk situations may come under attack by sniper fire or ambush (including deadly force). Under such conditions, an officer's reactions are critical to survival.

Response actions

The circumstances particular to the situation will determine the sequence of events that may take place. The following table identifies general guidelines for officers under a sniper attack:

Action	General Guidelines
Exit the "kill zone"	<i>If on foot:</i> <ul style="list-style-type: none">• Return fire (if practical)• Seek cover/concealment in the immediate area
	<i>If in a patrol vehicle:</i> <ul style="list-style-type: none">• And the vehicle is already moving, use evasive driving techniques• Abandon target vehicle if better cover/concealment is available• Exit the vehicle on the opposite side of the ambusher, if possible• Remove shotgun or rifle while exiting if possible• Return fire (if practical)
Identify the threat	<ul style="list-style-type: none">• Attempt to locate and identify the:<ul style="list-style-type: none">- ambusher's position- weapon(s) used

Continued on next page

Officer Ambush/Sniper Attack, Continued

Response actions
(continued)

Action	General Guidelines
Continue to assess the situation	<ul style="list-style-type: none">• Notify dispatch and other units of the situation• Request additional resources if necessary and available (e.g., emergency medical personnel, supervisor, backup units, emergency response units, etc.)• Direct other units to safe locations at the scene <p>NOTE: If you can see the suspect, the suspect can see you.</p>
Isolate and contain the area	<ul style="list-style-type: none">• Clear the area and warn uninvolved parties, if possible• Deploy responding units to establish a perimeter
Respond with force	<ul style="list-style-type: none">• If possible, respond with the force reasonable to stop the threat

Example

The following is an example of officer responses when under attack by sniper fire or some other violent force. Specific officer actions may vary depending on agency policy.

A two-person unit arrived at a secluded neighborhood in response to a disturbance call. As the officers exited their vehicle, they came under fire from the suspect residence. They took cover behind their vehicle and notified dispatch. They stayed behind cover and coordinated responding units. A rescue of the officers was made without any more shots being fired. The officers followed proper tactical procedure in seeking cover and informing dispatch.

Officer-Down Calls

[23.04.E05]

Introduction

Calls which involve a peace officer who has been wounded or injured are one of the most emotional situations peace officers can find themselves in. Even in these highly charged situations, the safety of the responding officers must never be compromised.

Officer safety

Responding officers must guard against allowing their emotions to cloud sound judgment and interfere with the execution of a safe and tactical response to the call.

Assessment of the situation

The first priority upon arrival should be to assess the situation before rushing to the injured officer.

The primary officer should use available cover and concealment and evaluate the likelihood of reaching the downed officer(s) without jeopardizing the safety of other responding officers. It is the primary officer's responsibility to:

- Request and coordinate the necessary equipment and resources to facilitate the rescue
 - Request necessary support units (e.g., emergency response units, emergency medical personnel, supervisor, etc.)
 - Coordinate assisting units to provide cover during officer rescue if necessary
 - Implement a tactical plan to rescue the officer, as quickly as possible
-

Continued on next page

Officer-Down Calls, Continued

Rescue of officer

Once the designated rescue officer(s) are able to reach the downed officer(s):

- The wounded/injured officer(s) should be evacuated to a safe location and away from the hazard area
- Urgent first aid should be rendered
- The wounded/injured officer(s) should be transported to a medical facility as soon as reasonably possible
- Officers should request that dispatch notify the medical facility of pending arrival

NOTE: Officers should be aware in advance of the location of the nearest appropriate medical facility and the best route(s) to get there.

Suspect apprehension

Once the wounded/injured officer is safe, responding officers should take appropriate actions to:

- Establish a perimeter
 - Locate and identify the suspect(s)
 - Make a lawful arrest
 - Preserve the crime scene and collect evidence
-

Continued on next page

Officer-Down Calls, Continued

Examples

The following are examples of officer responses to calls involving an officer who has been wounded or injured. Specific officer actions may vary depending on agency policy.

An officer was escorting a juvenile suspect, arrested for shoplifting at a jewelry store. The officer was not aware that a second shoplifter had eluded the store's security staff and was hiding outside the store. The second suspect shot the officer and then fled with the first suspect. The officer managed to take cover behind the patrol car and broadcast the suspects' descriptions and direction of travel. Responding units established a perimeter and began a systematic search while paramedics treated the downed officer. Appropriate tactics were employed to apprehend the suspects and render aid to the wounded officer.

A peace officer, called to the scene of a bank robbery, was shot by an escaping suspect as the officer approached the bank's entrance. When the first backup unit arrived, the responding officer parked his vehicle out of sight of the bank's front door. The officer then approached cautiously using the cover of parked cars to reach the downed officer. The responding officer notified other responding units on the downed officer's location and affected the rescue of the downed officer with the assistance of the other officers. The officer then set up a perimeter to contain the suspect.

Suspicious Persons

[23.04.E08]

Introduction

Frequently officers will respond to calls involving suspicious persons. A suspicious person can be driving a car around a neighborhood, riding a motorcycle, a bicycle, or on foot. Irrespective of their mode of travel, a suspicious person call can be extremely dangerous. It is a high-risk situation.

Approach and arrival

Officers responding to suspicious person calls should be in a high state of mental awareness and approach the situation with caution and using good officer safety tactics.

Officer safety considerations and tactics

When dispatched to a suspicious person call officers should request a cover unit if one has not been assigned. Officers need to acquire the best description of the subject they can before arrival then:

- Notify dispatch when arriving at the scene or when in the area
 - Locate the subject if possible
 - Approach the subject with caution keeping them in sight at all times
 - Watch the subject's hands and nonverbal behaviors
 - Maintain a position of advantage when interviewing the subject
 - Identify the subject if possible
 - Conduct a cursory pat search if legally warranted, keeping in mind officer safety concerns
 - Communicate with the subject appropriately
 - Remain calm and professional at all times
 - Determine if any criminal violations have occurred and take appropriate actions, arrest, citation, release, etc.
 - Determine what the appropriate disposition for the call should be
-

Off-Duty Peace Officer Actions

[23.04.EO6]

Introduction

Each year, peace officers are seriously injured and killed during enforcement actions taken while *off-duty*.

Extent of authority

Penal Code Section 830 et seq. establishes authority for specified peace officers in all portions of the state whether on or off duty. The authority extends to any place in the state.

Factors to consider

Prior to taking any peace officer action while off duty, officers should consider the following factors.

Factor	Additional Information
Family members and friends may be with the officer at the time	<ul style="list-style-type: none">• Officers need to weigh the level of potential danger not only for themselves but also for members of their families and friends who may be with the officers at the time
Officers may be under significant tactical limitations	<ul style="list-style-type: none">• Officers rarely have all or even part of their normal equipment with them when they are off duty• Officers may lack primary equipment such as:<ul style="list-style-type: none">- soft body armor- firearms- extra ammunition- restraint devices such as handcuffs- flashlight- chemical agent, impact weapon, etc.

Continued on next page

Off-Duty Peace Officer Actions, Continued

Factors to consider
(continued)

Factor	Additional Information
Communication equipment may be lacking or inadequate	<ul style="list-style-type: none"> • Officers may not have the capabilities to: <ul style="list-style-type: none"> - call in the incident - request backup officers - request any other assistance
Suspect(s) may not recognize or take the officer seriously	<ul style="list-style-type: none"> • Suspect(s) may fail to acknowledge or follow any commands issued by an officer who is not armed and not in uniform • If officers do decide to take any peace officer action while off duty, they should clearly identify themselves as peace officers
Responding officer(s) may fail to recognize the off-duty officer as a peace officer	<ul style="list-style-type: none"> • Off-duty officers may not be in an area within their own jurisdiction. • Responding officers may think that the off-duty officer is an accomplice or one of the suspects involved

Continued on next page

Off-Duty Peace Officer Actions, Continued

Factors to consider
(continued)

Factor	Additional Information
<p>Being identified as a peace officer may place the officer at greater risk.</p>	<ul style="list-style-type: none"> • A situation may escalate merely because the suspect becomes aware that a peace officer is present • Indicators that an individual may be a peace officer include: <ul style="list-style-type: none"> - clothing that depicts peace officer employment - equipment that is not concealed or secured - personalized license plates or plate frames that indicate peace officer activities or status - peace officer decals on personal vehicles - wallets that contain badges, official identification, or peace officer related business cards <p>NOTE: Although peace officer identification should always be carried, it is best to carry it separately from the officer's billfold, purse, or any other item that might be surrendered to the suspect(s).</p>

Off-duty firearm

The state authorizes sworn peace officers to carry a concealed firearm while off-duty. Officers should be guided by agency policy.

Continued on next page

Off-Duty Peace Officer Actions, Continued

Good judgment

Good judgment is critical to the success and safe outcome of any off-duty peace officer action. Officers should consider the safety risks involved to themselves and to others with off-duty intervention.

Unless the off-duty officer is presented with no other option, that officer's best course of action may be to:

- Be a good witness
 - Consider your tactical limitations
 - Carefully observe details and identification factors that will later
 - Aid in the investigation
-

Agency policy

Agency policy and guidelines for off-duty officers will vary. All peace officers are responsible for becoming aware of and complying with their agency policies and guidelines regarding involvement in any peace officer action while off-duty.

Examples

An off-duty peace officer and a friend were shopping at an electronics store when they witnessed an armed robbery. The officer directed the friend to notify the local police for assistance. Then the officer followed the suspect from a safe distance into the parking lot, using cover and concealment. The suspect got into a car and exited the parking lot. The officer followed, notifying local police on his cell phone. The officer continued to follow the suspect, advising police of the suspect's location and direction of travel. When police cars arrived on the road, the off-duty officer dropped back and let the responding units take over. The officer took appropriate action without endangering himself or others.

Continued on next page

Off-Duty Peace Officer Actions, Continued

Examples (continued)

An off-duty officer was having lunch at a bar/restaurant when another patron became involved in a loud argument with several other people. The officer made no effort to get involved. As the officer was leaving the restaurant, he heard the loud patron yelling that he was going to go home and get his hunting rifle and “teach you jerks a lesson.” The officer quietly took the manager aside and told him to call the local police for assistance. The officer waited outside the restaurant to observe whether the subject left. When a peace officer arrived, the off-duty officer informed him of the situation. The officer acted as a trained observer to aid the responding officer.

Chapter Synopsis

Learning need To ensure the highest chance of survival and the safest possible outcome for all involved individuals, officers must recognize the dangers associated with high- risk situations and employ effective tactics.

**Barricaded suspects/
hostage situations
[23.04.EO1]** The responding officer’s primary objective in any situation involving barricaded suspects/hostages is always the protection of life over the apprehension of the suspect(s).

**Violent suspects
[23.04.EO2]** Responding officers may encounter individuals who are under the influence of drugs or alcohol, emotionally disturbed, or even suicidal and who are unwilling or unable to comply with an officer’s commands.

**Rapid deployment to a deadly encounter
“Active Shooter”
[23.04.EO7]** A rapid deployment to a deadly encounter may be defined as the swift and rapid deployment of law enforcement resources to “on going, life threatening situations” where delayed deployment could otherwise result in multiple deaths or serious bodily injuries to innocent persons.

**Officer ambush/
sniper attack
[23.04.EO4]** Officers’ responsibility to a crime in progress or other high-risk situations may come under attack by sniper fire or ambush (including deadly force). Under such conditions, an officer’s reactions are critical to survival.

Continue on next page

Chapter Synopsis, Continued

**Officer-
down calls**
[23.04.EO5]

Responding officers must guard against allowing their emotions to cloud sound judgment and interfere with the execution of a safe and tactical response to the call.

**Suspicious
persons**
[23.04.EO8]

Suspicious persons can be engaged in any kind of criminal activity. Sound tactical considerations should always be given to calls like these. Officers responding to Suspicious Persons calls must approach them with caution and keep officer safety considerations in the forefront of their minds.

**Off-duty
peace
officer
actions**
[23.04.EO6]

Being a “hero” is *not* a requirement of a sworn peace officer. *Good judgment* rather than impulsive response is critical to the success and safe outcome of any off-duty peace officer action. Officers must consider the extraordinary safety risks involved with off-duty officer intervention to themselves and to others.

Workbook Learning Activities

Introduction

To help you review and apply the material covered in this chapter, a selection of learning activities has been included. No answers are provided. However, by referring to the appropriate text, you should be able to prepare a response.

Activity questions

1. List and describe force options that could be used to gain control of violent, assaultive suspects. Discuss the limitations of each option. Which, if any, of these force options is appropriate if the suspect is armed with a firearm? Has a hostage?

2. Peace officers respond to a call from a frightened citizen, who says that her ex-boyfriend is trying to physically break down her front door. She tells officers that she thinks he may be under the influence of PCP because he has used it before. The first officer on the scene observes the man repeatedly throwing his entire body weight against the door and shouting physical threats at the woman inside. Based on these circumstances, what specific risks should officers anticipate in trying to control the suspect? What additional precautions should officers take and how should they proceed?

Continued on next page

Workbook Learning Activities, Continued

**Activity
questions**
(continued)

3. Arriving home early from a party one night, a couple notices an unfamiliar vehicle parked in their driveway, by the garage. The garage door is open. They remember closing it when they left. The couple also notices what appears to be a flashlight beam moving inside the house. Based on these observations, the wife runs to the home of her neighbor, whom she knows is an off-duty peace officer, while her husband pulls his car into the driveway behind the suspect vehicle and remains in his car. When the wife explains the circumstances to the off-duty officer, how should the officer proceed? Identify any exigent circumstance that might require immediate involvement.

4. Why should off-duty officers consider carrying their peace officer identification outside of their regular wallets or purse?

Continued on next page

Workbook Learning Activities, Continued

**Activity
questions**
(continued)

5. In a hostage situation, communication with the suspect may be critical to the safe resolution of the situation. If specially trained negotiators are not available, a peace officer must take on this communication responsibility. What skills or traits do you think are required to be able to successfully communicate with a suspect in a hostage situation? Compile your own list of things that the negotiating officer should try to do to open and maintain communication.

Continued on next page

Workbook Learning Activities, Continued

Student notes

Glossary

Introduction **The following glossary terms apply only to Learning Domain 23: Crimes in Progress.**

active shooter On going, life threatening situation that could result in multiple deaths or serious bodily injury

BOLO A bulletin regarding a reported suspect considered to be a risk to public safety. The broadcast is local without delay throughout the jurisdiction

concealment Anything that provides camouflage for an officer but has little or no protection barrier

cover Anything that provides an officer with a protective barrier against threat

inner perimeter Immediate area around the incident

kill zone An area that can potentially be covered by hostile weapons fire

officer survival An officer's state of mind and trained physical responses to a direct assault or attack

outer perimeter Area surrounding the inner perimeter; established to further contain and isolate the crime scene

perimeter Area secured around the site of a crime scene which no one is allowed to enter or exit without proper authority

Continued on next page

Glossary, Continued

primary unit

The initial officer/officers assigned to respond to an incident or crime in progress

rapid deployment

A swift and rapid deployment of peace officer resources to “ongoing, life threatening situations” where delayed deployment could otherwise result in death or serious bodily injuries. **“will to survive”**

tactical seatbelt removal (TSR)

The complete retraction of the seatbelt as the patrol vehicle is coming to a stop.

“will to survive”

A psychological concept involving a mental commitment to never give up
