

BEFORE THE BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

Adoption of the Department of )  
Juvenile and Adult Community Justice ) RESOLUTION  
Arming Implementation Plan for ) 97-145  
Adult Probation/Parole Officers )

WHEREAS, the mission of the Multnomah County Department of Juvenile and Adult Community Justice is to enhance public safety and promote the positive change of offenders in the community through integrated supervisory rehabilitative and enforcement strategies; and

WHEREAS, based upon the recommendations of the Arming Implementation report, the Department of Juvenile and Adult Community Justice recommends adopting the attached Arming Implementation Plan for Adult Probation/Parole Officers to implement optional arming, with mandatory arming for specified units; and

WHEREAS, following approval by the Board of County Commissioners, the Department of Juvenile and Adult Community Justice will optionally arm Adult Probation/Parole Officers in accordance with the Arming Implementation Plan; and

WHEREAS, Adult Community Justice Probation/Parole Officers will be required to meet all requirements of the Arming Implementation Plan to be armed; now therefore

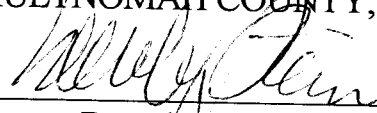
IT IS HEREBY RESOLVED that the Department of Juvenile and Adult Community Justice Arming Implementation Plan for Adult Probation/Parole Officers is hereby adopted.

DATED this 10th day of July, 1997.

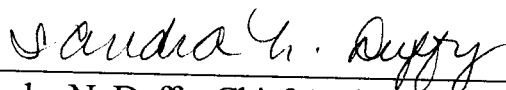


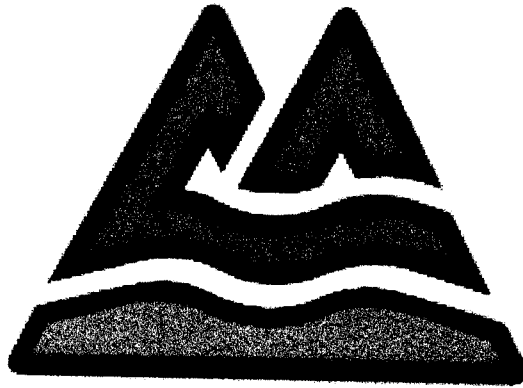
REVIEWED:

BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

  
Beverly Stein, Chair

THOMAS SPONSLER, COUNTY COUNSEL  
FOR MULTNOMAH COUNTY, OREGON

By   
Sandra N. Duffy, Chief Assistant County Counsel



**MULTNOMAH COUNTY**

**DEPARTMENT OF ADULT COMMUNITY JUSTICE**

**ARMED UNITS**

**IMPLEMENTATION PLAN**  
**&**  
**POLICY & PROCEDURES**

July 2, 1997

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## INTRODUCTION

In February, 1996, the Arming Implementation Work Group was formed and assigned the responsibility to research and provide recommendations for the arming of specific units. The work group was appointed by the Director based on the recommendations of staff and the need for representatives from each district. The charter outlined nine objectives relative to arming that needed further study and recommendations for the implementation of the armed units.

The work group reviewed the following materials: the Continuum of Safety Task Force's recommendations, the Armed Units Committee recommendations of June 27, 1995, and the Multnomah County Department of Community Corrections' Firearms Policy. Multnomah County Community Corrections has been working on the issue of arming since 1993. Several committees and work groups have spent numerous hours laboring on arming issues. Their recommendations and reports have been used by this committee as stepping stones to develop the recommendations for implementation. The group also solicited feedback on a variety of issues from other agencies (local, state and federal), experts and departmental personnel.

A philosophy about how to approach arming departmental employees has emerged. Currently, the department teaches the first five levels of the Continuum of Force. Arming Parole and Probation Officers provides them with the sixth level of force - deadly force. The use of deadly force by officers shall be strictly limited to defensive situations. An officer may use deadly force only to defend himself/herself or another person from what the officer believes is an immediate threat of death or serious bodily injury, and when there reasonably appears to be no other alternative.

We train our officers to assess the potential for violence in each situation based on whether the offender/situation poses an immediate threat to the officer or others, severity of the crime, and whether the suspect is actively resisting arrest. The level of the force is chosen based on those factors. The following are the first five levels of force which are currently taught to all officers: presence, verbal communication, physical contact (escort positions and directional contact), physical control (hair take down, joint manipulation, pressure points, restraints, etc.), and serious physical control (ASP baton and pepper spray). Arming officers provides one more tool in the continuum of force. Parole and Probation Officers have very specific policies and procedures to follow related the use of force.

The work group met from February to May 1996, meeting once and sometimes twice a week. Since May, 1996, several drafts have been reviewed and revised. The Committee recommends that they continue throughout the implementation phase. The work group operated on a consensus, decision-making model.

The following charter objectives were researched by sub-committees and final recommendations were agreed upon by the work group. The specific issues raised by arming special units and arming officers for threat are contained in the following recommendations. Following each recommendation is a section on proposed policy changes which are needed to make the recommendations and policy consistent.

**MULTNOMAH COUNTY DEPARTMENT OF COMMUNITY CORRECTIONS**  
**ARMING IMPLEMENTATION WORK GROUP**  
**CHARTER**  
**FEBRUARY, 1996**

**PURPOSE**

The Arming Implementation Work Group will develop and recommend to the Management Team modifications to existing policies, procedures, and operational guidelines in response to all issues that need to be resolved as the department implements armed units.

**BACKGROUND**

In July 1994, the department's Continuum of Safety Task Force issued its report and recommendations on the full range of safety issues for our staff. The report included a number of recommendations related to arming. On March 9, 1995, the Board of County Commissioners approved a Resolution accepting the Task Force's recommendations, but requiring further planning for implementation of armed units. The Board directed the department to prepare an implementation plan by August 1, 1995, which would address several specific issues. In response to that directive, the department chartered the Armed Units Work Group to develop a Firearms Policy and Procedure, a training curriculum, cost estimates, and a timeline. The Armed Units Work Group completed the assignment and has been disbanded. Department staff have subsequently identified additional issues that require resolution before the armed units become operational. These issues will be the focus of the Arming Implementation Work Group.

**OBJECTIVES**

Recommendations will be forwarded relative to the following:

1. Screening criteria for armed units, including physical, vision, and psychological criteria.
2. Purchase of specific equipment, such as firearms, ammunition, and gun safes.
3. Clarification of the roles of the Range Master, Firearms Instructors, Safety Coordinator, and Training Coordinator relative to arming.
4. Training curriculum for armed staff, unarmed staff relative to arming, Range Master, Firearms Instructors, and Safety Coordinator.
5. Office procedures such as establishing safe areas for loading and unloading firearms, carrying firearms in the office, storing firearms in the office, using armed/unarmed officers to assist in arrest, etc.
6. An assessment tool, the target population to be served, and procedures for referring offenders to a High Potential for Violence Team.
7. Process for review of unholstering incidents.
8. Critical incident review process and follow-up counseling.
9. A process for identifying, recording, and evaluating the workload and safety impacts of arming.

The Work Group will consider other issues and questions related to arming as they arise and present its report and recommendations to the Management Team by May 9, 1996.

## Arming Implementation Work Group Charter (cont'd)

### GUIDELINES

1. The Work Group will be appointed by the Director based on the recommendation of staff from each district.
2. The Work Group will include management and line staff.
3. Work Group members will seek input from other staff and organizations as appropriate.
4. The Work Group will distribute meeting summaries or progress reports throughout the department.
5. Work Group members will be available to provide updates to their offices and at department meetings.
6. The Work Group will complete its tasks and submit its report and recommendations by May 9, 1996.

### MEMBERSHIP

|                    |                          |                                     |
|--------------------|--------------------------|-------------------------------------|
| Allan Rath         | Probation/Parole Officer | Southeast District                  |
| Rhone Williams     | Probation/Parole Officer | Southeast District                  |
| Ruth Crossen       | Program Administrator    | West District                       |
| Nedra Bagley       | Program Administrator    | Southeast District                  |
| Horace Howard      | District Manager         | Southeast District                  |
| Mike King          | Program Administrator    | Mid-County/East District            |
| Jeweley Hirsch     | Probation/Parole Officer | West District                       |
| Sue Elfving        | Program Administrator    | West District                       |
| Michael Haines     | District Manager         | West District (Co-Chair)            |
| Mike Leonard       | Probation/Parole Officer | North/Northeast District            |
| Shadman Afzal      | Probation/Parole Officer | North/Northeast District            |
| Carl Goodman       | Program Administrator    | North/Northeast District            |
| Bill Jackson       | District Manager         | North/Northeast District (Co-Chair) |
| Clyde Waymire      | Probation/Parole Officer | Diagnostic Center                   |
| Dan Pinkney        | Safety Coordinator       | Administration                      |
| Carrie Kirkpatrick | Training Coordinator     | Administration                      |
| Gerard Welch       | Program Administrator    | West District (Range Master)        |

### APPROVED:

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Elyse Clawson, Director

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Date

## **SCREENING CRITERIA FOR ARMED UNITS**

We reviewed past and current policies of Department of Community Corrections and the State of Oregon, Department of Corrections. We also reviewed information from Board of Public Safety Standards and Training, contacted local law enforcement agencies regarding current practices in screening criteria with police agencies and discussed issues of confidentiality. The following criteria is recommended:

### **Phase I - Initial Screening Process:**

1. Recommendation of Program Administrator.
2. Recommendation on psychological evaluation.
3. BPSST Parole/Probation Officer Certification.
4. Successful completion of trial service.
5. Selection by Senior Management Team.
6. Approval of Director.

### **Phase II - Requirements to be Armed:**

1. Successful completion of all required departmental training.
  - a. Continuum of Force
  - b. Firearms Training
  - c. Qualification with department-issued firearm.
2. Staff shall not carry a firearm while under the influence of alcohol or any other substance which could affect reflexes or impair judgment, including prescription or non-prescription medication. Medication use as described above shall be immediately documented in writing to the Program Administrator or Manager.

### **Phase III - Maintenance of Armed Status:**

1. Armed status may be reviewed when staff receive written disciplinary action.
2. Continued compliance with all criteria related to firearms policies, procedures and standards.

## **PURCHASE OF FIREARMS AND RELATED EQUIPMENT**

Early on, the committee determined that purchases needed to be made prior to the end of the fiscal year. The Safety Coordinator worked together with the committee members and DCC's Senior Management Team to approve and begin the purchase of necessary equipment.

The committee reviewed reports from other committees and researched products and other information received from other law enforcement agencies. We also consulted manufacturers/factory representatives and firearms experts. These products were recommended and subsequently chosen based on their safety, reliability and dependability.

Recommendations were endorsed and equipment has been purchased for staff assigned to DCC's Armed Units and staff armed for threat. As a result, the following equipment is authorized as standard equipment for all armed DCC employees:

### **Firearms:**

- Glock model #22 and #23, .40 caliber (refer page 6, section 3 of Firearms Policy)

Other models of the Glock weapon, or any other weapon, may be authorized based on ergonomic needs.

### **Ammunition:**

- Practice: .40 caliber 180 gr (new)
- Duty: .40 caliber 180 gr Federal Hydro-shock (refer page 6, section 2 of Firearms Policy)

### **Holster:**

- Hip Holster with thumb-break safety strap designed for concealment (refer page 7, section 3 of Firearms Policy)

### **Magazine Case:**

- Single

### **Duty Belt:**

- Designed for concealment



## **ROLES OF STAFF RELATED TO ARMING**

The committee discussed the critical need for collaboration, cooperation and coordination between the Range Master, Force Continuum Instructors, Safety Coordinator, Training Coordinator, Program Administrators, Managers, and Business Manager. We listed tasks associated with these positions to further clarify their roles, relative to arming.

### **Range Master**

- Needs identification (shared)
- Coordination with law enforcement agencies and outside vendors for firearm related issues/training's/range accessibility (shared)
- Class instruction design/teaching responsibility (firearm related, i.e., Firearms Familiarization; Qualification and Tactical Skills courses)
- Updating of firearms lesson plans
- Range Safety
- Range Administration
- Range course design
- Transport of supplies (shared)
- Approval of firearms related items for use by staff (shared)
- Approval for exceptions to policy for firearms related equipment (with documentation) for use by staff
- Provide training for Force Continuum Instructors
- Lead/Coordinate Force Continuum Instructors
- Provide qualification documents and training rosters to the Safety and Training Coordinators
- Report and take corrective action with safety violations
- On-going input/evaluation of training program (shared)
- Participate in time study

### **Force Continuum Instructors**

- Attend Train the Trainer classes
- Provide professional and safe training in accordance with Department policy and procedures
- Coordinate with Lead Instructor/Training Coordinator for teaching responsibilities, locations, dates and times
- Provide on-going input/evaluation for training program (shared)

### **Armorer**

- Clean/inspect new weapons
- Repair/maintenance of Department owned weapons

## **Roles of Staff Related to Arming (cont'd)**

### **Safety Coordinator**

- Needs identification (shared)
- Procurement of supplies
- Storage of supplies (shared)
- Transport of supplies (shared)
- Maintain qualification documents
- Maintain database
- Draft armed for threat letters
- On-going arming/range safety review
- On-going input/evaluation of training program (shared)
- Collection of incident reports
- Publication of summary report
- Review of all Safety Committee activities
- Participate in time study

### **Training Coordinator**

- Needs identification (shared)
- Coordination of Force Continuum training
- Lead/coordinate Force Continuum instructors
- Coordinate with outside vendors/law enforcement agencies to provide Force Continuum training (shared)
- Scheduling/notification of classes
- Identifying/ordering of training supplies (shared)
- Scheduling classrooms
- Entering training attendance into database
- Maintain training database/provide reports as needed
- Generation of re-qualification roster
- Notify supervisors of armed for threat status review
- Maintain qualification documents (shared)
- On-going evaluation of training program (content/delivery) (shared)
- Participate in time study

## **Roles of Staff Related to Arming (cont'd)**

### **Program Administrators/Managers**

- Monitor armed employee's mandatory training and safety needs
- Report and take corrective action with safety violations
- Provide appropriate training (i.e., policy and procedures; site safety rules), when needed
- Provide on-going input/evaluation of training program (shared)
- Evaluate impact of armed units
- Assess/balance workload
- Collect and evaluate data
- Participate in time study

### **Business Manager**

- Signature authority for purchases
- Budget responsibility

## **TRAINING CURRICULUM FOR ARMED STAFF, UNARMED STAFF RELATIVE TO ARMING**

The training curriculum outlines required training for all Parole and Probation Officers specific to the use of force. Qualification, tactical skills and range training activities are designed only for armed staff.

### **Multnomah County Community Corrections In-Service Force Continuum Training**

#### **Classroom Training - Day 1:**

- Policy and Procedure/Legal Issues
- Working With Other Law Enforcement Agencies
- Continuum of Force Overview
- Capstun (recertification)
- Diffusing Hostility (re-certification)
- Psychological Impact of Being Armed
- Stress Management

#### **Lab Training - Day 2:**

- ASP Baton (re-certification)
- Defensive Tactics (re-certification)
- Confrontational Simulation

#### **Day 3 and 4:**

- Firearms Familiarization
- Qualification
- Tactical Skills (see Training Curriculum)

Total projected hours of initial training equals 24 - 32 hours.

Total projected hours of re-certification equals 20 hours

Annual re-certification equals 8 hours classroom/lab

Qualification 3 times per year equals 12 hours of lab training

## **OFFICE PROCEDURES RELATIVE TO ARMING**

The following areas address safety of the entire office as it relates to arming. Centralized storage rooms will be designated at the three pilot office sites. Storage will be made available at all DCC office sites. Officers will adhere to policies regarding the carrying of firearms in the office.

### **Establishing safe areas for loading and unloading firearms:**

- Each pilot office will provide a centralized storage room for weapons.
- The designated room will be equipped with a safety container for loading and unloading weapons.
- Weapons shall only be cleaned in the designated area.
- The weapon shall always be stored loaded and in the holster.
- The storage/safe room will be locked at all times, accessible only to managers, supervisors, armed officers, range master and Safety Coordinator .

### **Carrying firearms in the office:**

- If the officer expects to be in the office for more than two hours, the firearm will be locked in the storage room.
- Officers armed for threat have the option of carrying their firearm at all times.

### **Using armed officers to assist in arrests:**

- Unarmed Parole/Probation Officers (PPO's) will not use armed PPO's for back-up in lieu of police back-up.
- All PPO's will always use police back-up on field arrests, unless exigent circumstances exist.
- During office arrests, armed and unarmed officers will provide assistance. We do not believe that weapons should be an issue in affecting arrests.

### **Use of Firearm Guidelines - Refer to Policies and Procedures:**

- Only the firearm and ammunition authorized and issued by the Department shall be carried on duty. Carrying a second firearm on duty is prohibited. Staff authorized to carry a firearm in response to a threat prior to the effective date of this policy may carry the firearm that was approved at that time until the threat can no longer be substantiated.
- When the firearm is carried, it will be concealed at all times, fully loaded with a round chambered and all mechanical safety devices engaged.
- Staff authorized to carry a firearm must have a total of three magazines. Staff are required to carry two magazines on their person, one in firearm and one on duty belt. This allows one to be empty and at rest at all times. The magazines will be rotated monthly.

**Office Procedures Relative to Arming-  
Use of Firearm Guidelines - Refer to Policies and Procedures (continued):**

- Staff shall not carry a firearm while under the influence of alcohol or any other substance which could affect reflexes or judgment, including non-prescription or prescription medication.
- It shall be the responsibility of the staff member authorized to carry a firearm to ensure it is maintained in proper working condition at all times.
- Staff authorized to carry a firearm will have, on their person, their badge (if sworn) and Department identification card. When carrying a firearm within a DCC office, the wearing of body armor shall be mandatory. Department policy still requires officers to wear body armor while carrying a firearm in the field. Sworn staff will carry pepper mace, baton, and wear body armor when carrying a firearm on duty.
- Under no circumstances may a firearm or ammunition be left in an unattended vehicle (including the trunk). An exception to this rule exists at Inverness Jail, where there are no storage facilities for firearms. At MCIJ, firearms are authorized to be stored in the locked trunk of Department vehicles.
- In the office, the firearm will be carried in a concealed manner or locked in the locker provided.
- Unless armed for threat, the firearm will not be taken home. It will be locked in the designated secure firearm locker. Staff authorized to take firearms home will be provided with instruction in storing firearms safely at home.

**Page 8, E 2:**

- Treat all firearms as if they were loaded.

**Page 8, E 5:**

- Never point a firearm at anyone unless you are justified in using deadly force. The trigger finger is to be kept out of the trigger guard unless ready to fire.

## FORCE CONTINUUM

| LEVEL OF FORCE |                          | METHOD OF FORCE  |  | LEVEL OF RESISTANCE  | THREAT    |
|----------------|--------------------------|--|--|----------------------|-----------|
| VI             | DEADLY FORCE             | Any force readily capable of causing serious physical injury or death  |  | LETHAL               | RESISTIVE |
| V              | SERIOUS PHYSICAL CONTROL | Neck Restraint<br>Impact Weapons<br>Focused Blows<br>Electrical Stun<br>Mace (CN/CS)                         | O<br>C<br><br>R<br>E<br>S<br>T<br>R<br>A<br>I<br>N<br>T<br>S | OMINOUS              |           |
| IV             | PHYSICAL CONTROL         | Hair takedown<br>Joint takedown<br>Digital Control<br>Joint Comealong<br>Pressure points<br>Temp. Restraints |  | ACTIVE<br><br>STATIC |           |
| III            | PHYSICAL CONTACT         | Escort position<br>Directional Contact   |  | VERBAL               |           |
| II             | VERBAL COMMANDS          | Direct Order<br>Questioning<br>Persuasion  |  |                      | UNCIDED   |
| I              | PRESENCE                 | Display of force option<br>Body Language/Demeanor<br>Identification of authority                             |  | NONE                 | COMPLYING |

## **IMPLEMENTATION GUIDELINES FOR HIGH POTENTIAL FOR VIOLENCE UNIT**

We reviewed literature and consulted mental health specialists, substance abuse treatment providers, and a local psychologist who specializes in the assessment of violent offenders. Based on the information received, experts have not agreed upon a validated tool which can predict violence. Social history, behavioral and criminal background information, and situational factors all need to be considered in order to assess violence potential with any degree of accuracy or predictability. The following process is recommended for the implementation of the High Potential for Violence Team (HPVT).

### **Factors used to assess potential for violent behavior:**

- Age/Gender
- History of violent or aggressive behavior
- Substance abuse
- Psychological background (includes mental health issues and brain functions)
- Family and social background
- Socioeconomic background
- Accessibility of weapons and high violence environments
- Environmental stressors
- Victim pool

Note: These factors will be researched by team members through an assessment interview; review of police reports, files, computer data; and interviews of family and victims.

### **Implementation of unit:**

#### **I. Screen cases for transfer to HPVT**

##### **A. Cases to be evaluated based on following criteria:**

1. Sentencing Guidelines Crime category eight and above -- person/person offenses
2. High Risk Dangerous Offender (HRDO) designation by Parole Board
3. Assessment of individuals based on nine (9) factors listed above which are indicators of potential violence
4. Case histories reviewed by Mental Health Consultant
5. Exclude sex offenders and gang offenders

##### **B. SE District cases to be reviewed and assigned first to the unit. Cases from other offices can be accepted with the approval of the HPVT Program Administrator.**

#### **II. Workload-HPVT to maintain current caseloads with assistance of site resources. Temporary staff hired, if needed. Cases to be reviewed by HPVT and Program Administrator within 60-90 days of implementation of unit. Offenders chosen to be supervised by HPVT will each receive a mental health and substance abuse evaluation.**



## **PROCESS FOR REVIEW OF UNHOLSTERING INCIDENTS**

The committee reviewed the entire DCC Firearms Policy and Procedure. We identified those areas related to the unholstering of a firearm as Firearms Policy, Sections E, F, and G. The review process for the unholstering of a firearm is adequately addressed within our current policy and procedure and no significant changes were recommended.

# **CRITICAL INCIDENT REVIEW PROCESS AND COUNSELING**

## **CRITICAL INCIDENT RESPONSE**

A "Critical Incident" is any event that has a stressful impact sufficient to overwhelm the usually effective coping skills of an individual. It has also been defined as "an event that is outside the range of usual human experience that would be markedly distressing to almost anyone." Critical Incidents, typically, are sudden, powerful events that fall outside that range of ordinary human experiences. Because they happen so abruptly, they can have a long-term, emotional impact, even on experienced, well-trained staff. The above definitions appear in articles ranging from FBI publications to Employee Assistance Program literature.

A protocol for responding to critical incidents is vital not only for the implementation of arming, but also to address these needs throughout the spectrum of our work. In review of the daily duties of some of the Department of Community Corrections staff, critical incidents occur with some frequency. These may include threats to the life of staff, physical attacks by offenders, serious vehicle accidents, sudden illnesses, deaths, suicides, and use of force incidents. Sometimes, we do not recognize the events as traumatic due to the nature of the work and the frequency of the event.

Critical Incident stress manifests itself physically, cognitively, behaviorally and emotionally. These symptoms can have far reaching, negative effects on the employment, family, and social life of the involved staff. Staff may experience some or all of these reactions immediately or perhaps at a later point in time.

As a result of the above incidents, Post Traumatic Stress Disorder (PTSD) may occur. PTSD can be reduced or eliminated with prompt response to traumatic incidents. The best window of opportunity for a positive response to traumatic situations is 24-48 hours after the event.

Given the wide variety of incidents that can occur, we suggest that the Department adopt and implement a Critical Incident Response System that is flexible, confidential, supportive, and comprehensive. As part of this system, legal, union, and personnel issues need to be incorporated to support the needs of the individual and the Department.

### **Recommendation:**

We recommend that the Department implement a trauma response network that encompasses the Employee Assistance Program (counselors), Peer Support/Debriefing Trauma Teams, Officer Alive, and the Multnomah County Sheriff's Chaplain.

## **Critical Incident Review Process & Counseling (cont'd)**

### **INVESTIGATIVE RESPONSE**

In reference to the criminal, departmental, union, and personnel matters, an investigative response is not only necessary, but should be standardized. The three (3) types of investigations are: criminal; administrative; and civil. These investigative responses require different approaches and often involve outside agencies.

The Criminal Investigation response is the least often employed. However, it has the potential to have the most significant impact on the public, staff, and Department. The criminal investigation is necessitated by shootings, and occasionally, any use of force resulting in serious injury. This form of investigation usually commences immediately by a criminal investigative agency. A protocol is needed to define the agencies involved.

The Administrative Investigation response usually occurs subsequent to the criminal investigation. The purpose is to review the incident for compliance with departmental policies and procedures with a focus on accountability and the parameters on the use of force. The investigation also provides information related to training, equipment, and tactics. The scope, method, and depth of the investigation varies, depending upon the type of incident.

The Civil Investigation response often occurs in tandem with the other investigative processes. The purpose is to defend the agency against any legal action which can result from issues ranging from a car accident to a shooting.

The Criminal and Civil Investigation responses are most often conducted by external agencies. This will necessitate our department entering into a protocol agreement with the area criminal justice agencies and County Counsel. Extensive training and research has been completed by members of this sub-committee. Training and research suggests that this subject requires significant attention due to the seriousness of the consequences. The development of protocols and procedures is an in-depth and long-term process.

### **Recommendation:**

We recommend that the sub-committee continue to develop departmental procedures for Administrative Investigations and reviews. Additionally, the committee will construct an incident review process, including the establishment of necessary relationships with area agencies to address any possible criminal and civil investigations.

## **PROCESS FOR IDENTIFYING, RECORDING AND EVALUATING THE WORKLOAD AND SAFETY IMPACTS OF ARMING**

Data on the workload and safety impacts of arming will be gathered through workload study, surveys, comparisons of incident reports and feedback from site Safety Committees. The information gathered will be reviewed periodically to determine the need for adjustments within the units.

- I. Incidents reports to be completed any time the firearm is unholstered.
  - A. Normal incident report
  - B. Critical incident report
- II. Evaluation of workload
  - A. Time Frame
    - 1. Workload study to start 05/01/96
    - 2. Review of study every 30 days
    - 3. Workload study to conclude four (4) months following actual arming of staff
  - B. Participants
    - 1. Three supervisors: Mike King, Sue Elfving, and Ruth Crossen
    - 2. Nine armed Parole/Probation Officers: John Lewis, Rhone Williams, Larry Peachey, Christine Jensen, Susan Harwood, Paula Oatley, Nikki Finley, Frank Caywood, and Stefan Jones
    - 3. Three Armed for Threat Parole/Probation Officers: John Harlan, Paul Frank, and Duane Cole
    - 4. One Range Master: Gerard Welch
    - 5. Two Armed Instructors: Julie Fullerton and Laura Davis
    - 6. Two staff persons from the Mead Building: Safety Coordinator, Dan Pinkney; and Training Coordinator, Carrie Kirkpatrick
  - C. Functions related to arming implementation
    - 1. Training
    - 2. Meetings
    - 3. Firearm handling
    - 4. Incidents reports/investigations
    - 5. Travel
    - 6. Public Relations
    - 7. Support

**Process for Identifying, Recording & Evaluating  
the Workload & Safety Impacts of Arming (cont'd)**

- III. Survey to assess impact of arming
  - A. Unarmed staff
  - B. Armed staff
  - C. Criminal Justice and other agencies
  - D. Clients
- IV. Data collection and analysis
  - A. Evaluation of workload study to be done by impartial contractor
  - B. On-going review by Armed Units Implementation Committee
  - C. Review by Department of Community Corrections, Management Team
- V. Safety impacts
  - A. Site Safety Committees out of each field office will address safety issues of the armed/unarmed Parole/Probation Officers.

# WORKLOAD STUDY

Name: \_\_\_\_\_ Location: \_\_\_\_\_

Week of: \_\_\_\_\_ to \_\_\_\_\_

| FUNCTION  |               |             |
|---|---------------|-------------|
| 1) Training 2) Meetings 3) Firearm Handling 4) Incident Reports 5) Travel 6) Public Relations<br>7) Support Functions 8) Case Review 9) Other |               |             |
| Mon.  | Function Code | Description |
|   |               |             |
|   |               |             |
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## GLOSSARY FOR WORKLOAD STUDY

- |    |                                       |  |
|----|---------------------------------------|--|
| 1. | <b>TRAINING:</b>                      | Department recognized training, indicate recipient and instructor.   |
| 2. | <b>MEETINGS:</b>                      | Required gathering that involves armed issues.   |
| 3. | <b>FIREARM HANDLING:</b>              | Related to retrieval, storage, cleaning, care, handling, or dress prep.                                      |
| 4. | <b>INCIDENT REPORT/INVESTIGATION:</b> | Filling out incident report forms/investigation of incidents involving armed issues.                         |
| 5. | <b>TRAVEL:</b>                        | Travel related to armed duties or training.  |
| 6. | <b>PUBLIC RELATIONS:</b>              | Contact with agencies outside Department, regarding armed issues.  |
| 7. | <b>SUPPORT FUNCTIONS:</b>             | Includes activities such as:<br>Wordprocessing and recording meeting minutes, and disseminating information. |
| 8. | <b>CASE REVIEW:</b>                   | Review for high potential for violence.<br>Includes assessment and evaluation.                               |
| 9. | <b>OTHER:</b>                         | Includes any other activity involving arming issues. Please describe each activity.                          |

## FOLLOW-UP RECOMMENDATIONS

After meeting for several months, the members of the Arming Implementation Work Group recommend that we meet monthly or as necessary to work out issues which will arise during the implementation phase, expected to continue through January, 1997. From January, 1997, until the end of the pilot project, it is recommended that a portion of this work group continue to meet as needed to resolve any procedural or policy issues which may arise. This group will make recommendations to the Senior Management Team and the Director. The duration of the pilot is one year. It consists of three armed units: the Gang Unit; the High Potential for Violence Unit; and the West District Generic Unit. At the end of one year, the statistical information gathered and the experiences of the armed officers will provide opportunity to assess how arming officers affects the work environment and the supervision of offenders.

## COMMITTEE MEMBERS

| <b><u>District<br/>Managers</u></b>                               | <b><u>Program<br/>Administrators</u></b>  | <b><u>Safety<br/>Coordinator</u></b> | <b><u>Training<br/>Coordinator</u></b> | <b><u>Parole/Probation<br/>Officers</u></b>  |
|---|---|--------------------------------------|--|--|
| Michael Haines, MTSW<br>Horace Howard, MTSE<br>Bill Jackson, MTNE | Nedra Bagley, MTWT<br>Ruth Crossen, MTSW *<br>Sue Elfving, MTSW *<br>Carl Goodman, MTNE<br>Mike King, MTMC*<br>Gerard Welch, MTSW ☉ | Dan Pinkney                          | Carrie Kirkpatrick                     | Shadman Afzal, MTSE*☉<br>Mike Leonard, MTNE<br>Jeweley Hirsch, MTSW*<br>Allan Rath, MTSE<br>Clyde Waymire, MTDC<br>Rhone Williams, MTSE* |
| * Armed Unit  | ☉ Armed for threat  | ☼ Range Master                       |  |  |

## CONTRIBUTORS

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Armed for Threat Parole/Probation Officers  
Armed Units Committee  
Board on Public Safety Standards and Training Staff  
Clackamas County Community Corrections  
Duane Cole, Parole/Probation Officer, ICM, DCC  
Continuum of Safety Task Force  
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Jeff Snyder, Program Administrator, Diagnostic Center, DCC  
Jacqueline Weber, County Counsel, Multnomah County

January 6, 1997



|   |                            |
|---|----------------------------|
| Multnomah County, Oregon<br>Department of Juvenile and Adult Community Justice<br>Adult Community Justice<br>Policy and Procedure | FIREARMS POLICY<br><br>330 |
|---|----------------------------|

Approved:  Date: 5-7-97

#### I. PURPOSE

To specify the circumstances under which Department staff may carry and use firearms, and to ensure that armed staff are skilled and knowledgeable in the use of such weapons.

#### II. CROSS REFERENCE

Adult Community Justice Policy and Procedure #320

#### III. POLICY

It is the policy of Multnomah County Department of Juvenile and Adult Community Justice that any use of force by staff shall be only that force which is reasonable and necessary to overcome force or threat of force by another. Firearms may only be used as a last resort or defensive response to prevent serious physical injury or death to self or another person and not in defense of property, to bring about compliance, or to prevent escape. Approval to carry a firearm while on duty will be granted by the Director as specified herein.

#### IV. RATIONALE

*The Department of Juvenile and Adult Community Justice values the safety of its employees and the citizens of Multnomah County. To ensure that staff are able to carry out their duties as safely as possible, the Director will authorize staff as specified in this Policy and Procedure to carry firearms while on duty.*

ORS 137.620: Powers of Probation Officers  
ORS 137.630: Duties of Probation Officers  
ORS 166.250: Unlawful Possession of Firearms  
ORS 166.260: Persons Not Affected by ORS 166.250

#### V. DEFINITIONS

BPSST: The Board on Public Safety Standards and Training.

**Department:** The Multnomah County Department of Juvenile and Adult Community Justice.

**Director:** The director of the Multnomah County Department of Juvenile and Adult Community Justice, reporting to the County Chair.

**Manager:** Adult Community Justice District Manager with functional responsibility for a service district or the Diagnostic Center.

**Supervisor:** A Probation and Parole Supervisor or Program Administrator in Adult Community Justice.

**Range-Master:** Adult Community Justice exempt employee responsible for all firearms related matters.

## **VI. PROCEDURES**

### **A. Authorization to Carry Firearms on Duty**

1. Staff authorized by the Director may carry firearms on duty. Such authorization shall be in writing, signed by the Director, subject to all other requirements of this Policy and Procedure. The Director may authorize individual staff to carry a firearm: 1) to ensure the protection of staff in response to a specific threat; or 2) to permit sworn and BPSST-certified staff to be assigned to an armed unit within the Department.
2. Nothing in Section 1, above, is intended to preclude the possession or control of a firearm being confiscated by any member of the Department during the performance of their duties or during authorized training courses.
3. Staff who have received authorization to carry firearms shall have their badge (if sworn) and Department Identification Card in their immediate possession when carrying firearms.
4. All personnel authorized to carry a firearm shall receive copies of, and instruction in, all Department policies pertaining to the use of force and the carrying and use of firearms before actually carrying such weapon.
5. Prior to receiving authorization to carry a firearm, staff shall obtain a psychological evaluation from a psychologist, approved by the Department, that certifies their suitability for carrying

firearms. This evaluation will be forwarded by the psychologist to the Director.

6. Prior to receiving authorization to carry a firearm, staff shall meet or exceed the Department's training standards for the particular firearm to be carried. Firearm proficiency must be documented in accordance with such firing range and classroom programs(s) as may be authorized and approved by the Department. Staff must re-qualify at an approved range every 4 months and satisfactorily complete a classroom training annually. Training records shall be maintained which verify the employee has received such training and has demonstrated proficiency with the firearm, and knowledge of laws, policies, and procedures pertaining to its use.
  - a. Classroom training will include, but not be limited to, the following topics: Department firearms policy and procedures, legal issues, diffusing hostility, stress management, the psychological impacts of carrying firearms, firearms safety, defensive tactics, and working with other criminal justice agencies in the field. Some or all of these topics may be included in the annual "refresher" classroom training sessions.
  - b. Staff may be authorized to carry a firearm in response to a threat before completing approved classroom training, however, the written authorization will be conditional upon completion of classroom training.
  - c. Range qualification will take place during work hours whenever possible. Staff authorized to carry firearms will be allowed two hours per month to practice on an approved range, under the supervision of an approved range master, and provided with a monthly allowance of range ammunition.
7. Failure to maintain established standards of proficiency set by the Department shall result in the immediate written withdrawal of Departmental authorization to carry a firearm, until such time as remedial training has been accomplished, and the qualification standards have again been met.
8. Any authorization given under this policy is valid only within the State of Oregon.

9. Any firearm carried under this policy shall be inspected by a qualified person, as specified by the Director, and shall be certified as being fit for service. A description of the weapon, along with serial number, will be included in the written certification of function, and will be maintained in training records. Only firearms of a type specified by the Department, which have been inspected and approved, may be carried.

B. Armed for Threat

1. Request to Be Armed for Threat

If a staff member feels that he/she should be armed because of a particular serious threat to personal safety, the following steps should be taken immediately:

- a. Notify immediate supervisor and provide a verbal summary of the threat and its implications for self, family, and work environment.
- b. Submit the Request for Arming to Threat (Exhibit A) to immediate supervisor.

2. Evaluation of Request for Arming to Threat

- a. Upon receipt of the verbal summary of the threat, the immediate supervisor will evaluate the situation using the following criteria:
  - (1) Immediate danger to staff member/environment
  - (2) Safety precautions and modifications to a staff member's duties that could be implemented immediately pending completion of a formal evaluation of the threat. Such measures may include authorization to carry/use a radio, pepper mace, or body armor, varying work hours, case reassignment, waiver of home contacts for some or all cases, or other practices as may be appropriate. These precautions and modifications will be discussed with the staff member and a written, short term course of action will be mutually agreed upon.

- b. The supervisor will notify the manager of the threat and direct staff to complete Request for Arming to Threat as soon as possible.
- c. Upon receipt of Request for Arming to Threat, the supervisor will give immediate priority to evaluating the Request as follows:
  - (1) Review information provided by staff member.
  - (2) Verify threat from other sources, if possible.
  - (3) Assess potential danger to staff member and others.
  - (4) Consider, and discuss with the staff member, safety precautions and modifications to the staff member's duties which may be appropriate pending completion of the evaluation of the request. Such measures may include authorization to carry/use a radio, pepper mace, or body armor, varying work hours, case reassignment, waiver of home contacts for some or all cases, or other practices as may be appropriate. The staff member and supervisor will mutually agree to an interim course of action, pending completion of the investigation, using Section 2 of the Request for Arming to Threat form.
- d. Supervisor or designee will, within 3 work days of receipt of Request for Arming to Threat, prepare a summary for the manager to include:
  - (1) Recommended safety precautions, other than arming.
  - (2) Recommendation concerning arming.
  - (3) Recommended time frames for implementing precautions and/or arming, including training and obtaining necessary equipment.

- e. Manager or designee will review information provided by staff member and supervisor and prepare a written recommendation for the Director within 2 work days.
- f. Director or designee will authorize or deny specific precautions, including arming, in writing, within 2 work days.

### 3. Implementation of Arming for Threat

The requirements listed in section VI.A. and the following requirements must be met before a staff member can carry a firearm while on duty in response to a threat. The immediate supervisor will document that each requirement has been met. If a requirement cannot be met, approval to carry a firearm will be withdrawn, in writing, by the Director.

- a. Supervisor will review with the staff member those safety measures approved by the Director.
- b. Supervisor will assist staff member in obtaining the following:
  - (1) Supervisor will insure that the staff member is trained and qualified in all aspects of force continuum.
  - (2) Supervisor will make arrangements for a psychological evaluation by a Department-approved psychologist. The evaluation will be forwarded to the Director. The Director will let the supervisor and manager know whether the evaluation is satisfactory.
  - (3) Supervisor will assist staff member to obtain a Concealed Weapons Permit as required by law, and provide documentation to supervisor. The Department will reimburse the staff member for permit fee.
- c. Range Master will provide written verification of range and qualification activity to the Safety Coordinator and Training Coordinator.
- d. Staff member will be provided with an approved firearm, ammunition, and holster as specified in sections C.1.,

C.2., and C.3., below. Staff authorized to carry a firearm in response to a threat prior to the effective date of this policy may carry the firearm that was approved until they are issued a Department approved firearm.

- e. Supervisor will re-evaluate the threat every six months, or sooner if warranted by circumstances. A written evaluation and recommendation will be prepared and forwarded to the District Manager and Director of the Department.

## C. Equipment Specifications

### 1. Firearms

- a. Staff authorized to carry a firearm shall be armed with a weapon provided by the Department. The approved firearm(s) will be announced annually by the Director by April 1 for the following fiscal year. Prior to issuing the firearm, it will be inspected for proper functioning and condition and approved by a designated person.
- b. Firearms and related accessories may not be modified without the prior written approval of a designated person.

### 2. Ammunition

- a. Service ammunition is furnished by the Department and there will be no substitutes. This ammunition will be kept in good condition and will be replaced by the Department as required. Training ammunition will be provided by the Department. Ammunition furnished by the Department will not be modified.
- b. Service ammunition will be rotated (expended on the qualifying range under supervision or turned in to a designated person) annually.
- c. A total of two magazines (one in the firearm and one in a magazine carrier) will be carried by staff authorized to carry firearms.

### 3. Holsters

- a. Staff authorized to carry a firearm will use a holster to be worn outside the belt on the hip. The holster will have a thumb break safety strap with the snap opening toward the body torso. Design of the holster will insure that the trigger guard is covered when the weapon is holstered and that there is ample grip exposed to assure an adequate grasping area when the firearm is unholstered. Inside the trouser holsters will not be approved. No firearm will be carried unless in an approved holster.
- b. Holsters and magazine carriers may be provided by the Department. Staff will be able to select the type of holster an magazine carriers they desire from models approved by the Department.
- c. Approved holsters will be made of leather or other material in a density appropriate for holster construction.

D. Carrying Firearms

1. Only the firearm and ammunition authorized and issued by the Department shall be carried on duty. Carrying a second firearm on duty is prohibited. Staff authorized to carry a firearm in response to a threat prior to the effective date of this policy may carry the firearm that was approved until they are issued a Department approved firearm.
2. When the firearm is carried, it will be concealed at all times, fully loaded with a round chambered and all mechanical safety devices engaged.
3. Staff authorized to carry a firearm must have a total of three magazines. Staff are required to carry two magazines thus allowing one to be empty and at rest at all times. The magazines will be rotated monthly.
4. Staff shall not carry a firearm while under the influence of alcohol or any other substance which could affect reflexes or judgment, including prescription or non-prescription medication. Medication use as described above shall be immediately documented in writing to the supervisor or Manager.
5. It shall be the responsibility of the staff member authorized to carry a firearm to ensure it is maintained in proper working condition at all times.



6. Staff authorized to carry a firearm will have on their person their badge (if sworn) and Department identification card. Sworn staff will carry pepper mace, baton, handcuffs, and wear body armor when carrying a firearm on duty. When carrying a firearm within a Community Justice office, the wearing of body armor shall be mandatory.
7. Firearms or ammunition shall not be left in an unattended vehicle, including the trunk. An exception to this rule exists when no other alternative is available for adequate storage. In those circumstances, the locked trunk of a Department vehicle is the only alternative.
8. In the office, the firearm will be carried in a concealed manner, or locked in the locker provided.
9. Unless armed for threat, the firearm will not normally be taken home unless by exception with supervisor approval. It will be locked in a designated secure firearm locker. Staff authorized to take firearms home will be provided with instruction in storing firearms safely at home.

E. Using a Firearm

1. The use of a firearm is only authorized as a last resort to prevent serious physical injury or death to self or others.
2. You must observe the following firearm safety rules:
  - a. Treat all firearms as if they were loaded.
  - b. Never point the muzzle at anyone or anything that you are not willing to use deadly force on.
  - c. Keep your trigger finger off of the trigger until your sights/muzzle are on target and you intend to fire.
  - d. Be sure of your target and backstop.
3. The firearm will not be removed from the holster or otherwise displayed unless there are sufficient and compelling reasons to do so. In making that determination, it is not necessary for the staff person to wait until he/she, or other person, is actually being assaulted. Rather, if the staff person believes that there

is a clear and present danger, the firearm may be drawn in preparation for that danger. If the threat fails to materialize, or is otherwise controlled, the firearm will be immediately re-holstered. However, department policy in situations where a clear and present danger to oneself exists is to withdraw from the situation, if possible to do so safely, and call for law enforcement assistance.

#### 4. Threat Assessment

Prior to discharging a firearm, staff should evaluate the following:

- a. Means. Does the person making the threat possess the ability and means to cause serious injury or death?
  - b. Intent. Does the person making the threat show intent to cause serious injury or death by verbal or non-verbal cues.
  - c. Opportunity. Does the person making the threat have the opportunity to cause serious injury or death?
5. As soon as possible after the discharge of a firearm for other than training purposes on an approved range, it will be the responsibility of staff involved to notify his/her immediate supervisor. If the immediate supervisor is not available, staff will call his/her manager or on-call manager. Staff shall complete an incident report within 24 hours unless exigent circumstances exist
6. If an individual is wounded, it shall be the responsibility of staff involved to render reasonable first aid; secure and protect the scene and all evidence; contact local law enforcement; and contact his/her immediate supervisor. Staff shall complete an incident report within 24 hours unless exigent circumstances exist.

#### F. Unauthorized Uses of a Firearm

1. The discharge or display of a firearm in violation of law or of Department policy. Firearms may only be used as a last resort to prevent serious physical injury or death to self or another person and not in defense of property, to bring about compliance, or to prevent escape.

2. The discharge of a firearm when it appears that an innocent person could be injured.
3. The discharge or display of a firearm involving wanton disregard for public safety.
4. The accidental discharge of a firearm involving misconduct, carelessness or recklessness.
5. The discharge of a firearm at or from a moving vehicle unless the occupant(s) of the vehicle(s) represents an immediate threat to the life of the officer or other innocent persons.
6. The discharge or display of a firearm for the purpose of intimidation.
7. The discharge of a firearm intended as a "warning shot."
8. The discharge of a firearm at or into a crowd.
9. Dry firing (dropping the hammer on an unloaded firearm) in any area open to public view (other than an approved firearms training or competition range), such as in any motor vehicle, or in any public place or building, including Department offices, unless under the supervision of the firearms instructor.

G. Reporting and Investigating Firearms Use

1. Unholstering of Firearm
  - a. Any time a firearm is unholstered for other than training, maintenance, or securing purposes, by any member of the Department, it must be reported to the immediate supervisor and documented in an incident report to be copied to the immediate supervisor within 24 hours unless exigent circumstances exist. The report will contain a complete description of the circumstances and include a list of any witnesses to the event.
  - b. The supervisor will assess whether the firearm was drawn consistent with Department policy and, within one working day, forward his/her conclusions along with a copy of the incident report to his/her manager, the safety coordinator, the Deputy Director, and the Director.

## 2. Discharge of Firearm

- a. When a firearm is discharged, staff involved will contact local law enforcement (telephone 911 or radio) and the immediate supervisor (or on-call manager if the supervisor is not available) as soon as is practical, consistent with safety and other circumstances.
- b. The supervisor (or on-call manager) will respond to the scene. The supervisor will assist involved staff and, as soon as is practical, notify his/her manager, Deputy Director, and Director.
- c. Incident reports shall be submitted by all staff involved within 24 hours unless exigent circumstances exist.
- d. The supervisor (or on-call manager) shall complete a written report covering the causes and circumstances of the incident, and an assessment of the appropriate use of force. The supervisor will forward copies of the incident report to the Manager, Safety Coordinator, Public Information Officer, Deputy Director, and Director.

## 3. Discharge of Firearm Resulting in Injury or Death

- a. In the event that law enforcement is not present at the shooting scene, staff involved will, as soon as is practical, report the shooting to local law enforcement Office (telephone 911 or radio) and request support and medical assistance.
- b. In the event that law enforcement is not present, and consistent with staff safety, Department staff will provide first aid.
- c. After the scene is secured by law enforcement, involved staff will contact their supervisor (or on-call manager).
- d. The supervisor (or on-call manager) will respond to the scene. The supervisor will assist involved staff and, as soon as is practical, notify his/her manager, public information officer, Deputy Director, and the Director.

- e. Involved staff (if physically and emotionally able to do so) and the supervisor (or on-call manager) will complete a shooting incident report which will include:

- (1) Synopsis

- Description of the causes and circumstances of the shooting; the physical and mental states of those involved; the number of times that staff firearms were fired; the consequences of the firing, e.g., injuries to staff or others, property damage.

- (2) Parties Involved

- The complete names, addresses and phone numbers of all persons involved in, or witness to, the incident.

- (3) Death, Injury, or Property Damage

- The complete names, addresses and phone numbers of all persons injured in the incident and a summary of any property damage.

- (4) Use of Police Reports

- The names, addresses and phone numbers of those involved or witness to the incident, and other information (listed above) to be included in the shooting incident report may be obtained from police reports.

- (5) Time Frame

- The report will be completed and forwarded to the manager, safety coordinator, public information officer, Deputy Director, and Director no later than one working day after the incident.

- 4. Review Panel

- a. The Director, or designee, may convene a Review Panel to review any incidents involving the unholstering or use of a firearm by Department staff in the course of their employment.

- b. The panel shall include a representative from the same classification and performing similar duties as the involved employee.
  - c. The review shall examine the contributing causes of the incident to determine what circumstances brought about the need to use force, and whether the amount of force used was consistent with the Department's policies and procedures and applicable statutes. The panel will also recommend modifications of policies and procedures, if appropriate.
  - d. Minutes of the panel's proceedings and the panel's report and recommendations will be forwarded to the Director.
5. Investigation by Outside Agency

After any use of a firearm which results in law enforcement/District Attorney investigation the staff member will cooperate with the investigating agencies. After the scene is secured by law enforcement, involved staff will contact their supervisor (or on-call Manager). The event will not be discussed with news media without the express consent of the Director. Upon the completion of the investigation and following a decision regarding prosecution by the District Attorney, the Director may:

- a. Place the employee on Administrative Leave.
  - b. If the employee was previously placed on Administrative Leave, The Director may reinstate the employee to active duty if it is determined that his/her actions were justifiable, or the Grand Jury returns a "Not True Bill," or the employee is acquitted.
6. Administrative Leave After Firearm Incident

Regardless of the involvement of outside investigating agencies, the Director may direct that the staff member involved in the discharge of a firearm be reassigned to administrative duties or placed on administrative leave, pending an internal investigation into the circumstances surrounding the incident. Staff shall be available at all times for official interviews and statements

regarding the case and shall be subject to recall to duty at any time.

7. Contacting Family of Staff Involved in Firearm Incident

Upon being armed, staff shall provide Emergency Contact Information including name(s) and telephone number(s) to their supervisor. In the event that staff are injured in a firearms incident, a supervisor or manager will be assigned to contact the spouse, partner, or immediate family to assist as needed.

8. Critical Incident Counseling Services

Confidential counseling services will be made available to staff involved in firearms incidents and other critical or life threatening incidents. This service will be available on short notice, 24 hours a day, on-site, if desired. Service elements will include:

a. Debriefing

A confidential, non-judgmental discussion of the incident and the thoughts, reactions, and feelings resulting from the incident.

b. Short-Term Counseling

Limited duration personal and family counseling for stress and other problems resulting from the incident.

c. Long-Term Counseling

To respond to longer term emotional and psychological issues arising from the incident.

H. Media Inquiries

The Deputy Director or designated public information officer will respond to any media inquiries concerning shooting incidents.

I. Suspension and Withdrawal of Authorization to be Armed

1. Suspension and Withdrawal of Authorization to be Armed for Threat

At least semi-annually, the supervisor will review with the staff member the necessity to be armed for threat. If continued arming is not necessary, the supervisor will issue a written suspension of authorization to be armed for threat. Copies will be sent to the District Manager, Director, and Safety Coordinator. The Director will review the circumstances and, if appropriate, issue a written withdrawal of authorization to carry a firearm.

2. Suspension and Withdrawal of Authorization Due to Failure to Meet Range Qualification Standard.

Staff authorized to carry a firearm must qualify on an approved range every four months. The Range Master will forward a written report of the staff member's range performance to the Safety Coordinator and Training Coordinator. If performance is unsatisfactory, the Range Master will issue a written suspension of authorization to carry a firearm and send copies to the Supervisor, Safety Coordinator, District Manager and Director.

- a. Staff will have 30 days to re-qualify. Upon demonstrating satisfactory performance on the range, the Range Master will provide the supervisor with written reinstatement of authorization to carry a firearm. Copies will be forwarded to the staff member, Safety Coordinator, District Manager and Director.
- b. If a probation/parole officer in an armed unit has his/her firearms authorization suspended, pending re-qualification on the range, he/she will not engage in field contacts with offenders until re-qualification is achieved and reinstatement of authorization is obtained. If reinstatement of authorization is not obtained within 30 days, the Director will issue a written withdrawal of authorization to carry a firearm and that probation/parole officer will be reassigned to another unit.
- c. If a staff member armed for threat has authorization to carry a firearm suspended pending re-qualification on the range, the staff member and his/her supervisor will develop a plan for carrying out his/her job functions consistent with personal safety. If re-qualification and reinstatement of authorization is not obtained within 30 days, the Director will issue a written withdrawal of



authorization to carry a firearm and the staff member and his/her supervisor will develop a plan for carrying out his/her job functions consistent with personal safety.

3. Suspension and Withdrawal of Authorization Due to Failure to Meet Classroom Training Standard

Staff authorized to carry a firearm must satisfactorily complete an approved classroom training every 12 months. If performance is unsatisfactory, the supervisor will issue a written suspension of authorization to carry a firearm and send a copies to the District Manager, Director, and safety coordinator.

- a. If a probation/parole officer in an armed unit fails to satisfactorily complete an approved classroom training every 12 months, the Director may issue a written withdrawal of authorization to carry a firearm and he/she may be reassigned to another unit.
- b. If a staff member armed for threat has authorization to carry a firearm withdrawn because of failure to successfully complete an approved classroom training course, the staff member and his/her supervisor will develop a plan for carrying out his/her job functions consistent with personal safety. The Director will issue a written withdrawal of authorization to carry a firearm.

4. Suspension and Withdrawal of Authorization for Other Reasons

An armed staff shall relinquish their firearm per a verbal directive of a: Manager, Supervisor, Range Master, Firearms Instructor, or Armorer, under the following circumstances:

- a. Demonstrated inability to safely handle, carry, store, or maintain a firearm in the performance of their duties.
- b. Unholstering or discharging a firearm in a manner or for a purpose not consistent with Department policy and procedure.
- c. Refusal to submit service firearm (for inspection; major safety violations etc.) upon request of Range Master, Firearms Instructor, Armorer and Supervisor or Manager.

- d. Demonstrated inability or unwillingness to employ non-lethal responses in the force continuum.

Armed staff may receive written suspension of authorization to carry a firearm from their supervisor (copies to District Manager, Director, and Safety Coordinator), followed by written withdrawal of authorization from the Director.

5. Probation/parole officers in armed units who have their authorization to carry a firearm withdrawn under Section I.4., above, will be reassigned to other units.
6. If a staff member armed for threat has authorization to carry a firearm withdrawn under Section I.4., above, the staff member will meet with his/her Supervisor to develop a plan for carrying out his/her job functions consistent with personal safety.
7. Staff who have authorization to carry a firearm withdrawn because of behavior contrary to Department policy, County policy, or professional standards may be subject to formal discipline up to and including termination.

J. Lost or Stolen Firearms

1. Staff will report a lost or stolen firearm immediately to their supervisor in a memo which documents as much of the circumstances of the loss or theft as is known. The supervisor will send copies of the memo to the manager, Director, and Safety Coordinator.
2. The supervisor will assist the staff person in notifying local law enforcement of the loss or theft and in the completion of the necessary forms.

## REQUEST FOR ARMING TO THREAT

## SECTION 1.

Name: \_\_\_\_\_ District: \_\_\_\_\_

Describe the nature of the threat:

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Describe the motivation of the person(s) to carry out the threat:

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Describe the ability of the person(s) to carry out the threat:

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I believe the threat will last at least \_\_\_\_ months.

\_\_\_\_\_  
Signature of Employee Making Request

Date: \_\_\_\_\_

## SECTION 2.

The following safety measures will be implemented on an interim basis pending completion of an assessment of this request to be armed to threat:

- |   |  |
|---|--|
| <input type="checkbox"/> Varying my work schedule           | <input type="checkbox"/> Change my workspace/office location |
| <input type="checkbox"/> Transfer to another office         | <input type="checkbox"/> Transfer case(s) to another office  |
| <input type="checkbox"/> Issue radio                        | <input type="checkbox"/> Issue ASP baton                     |
| <input type="checkbox"/> Defensive tactics training         | <input type="checkbox"/> Issue pepper mace                   |
| <input type="checkbox"/> Verbal conflict diffusion training | <input type="checkbox"/> Issue body armor                    |
| <input type="checkbox"/> Other:                             |  |

\_\_\_\_\_  
Signature of Employee Making Request

Date: \_\_\_\_\_

\_\_\_\_\_  
Signature of Supervisor

Date: \_\_\_\_\_