

P&SN

Police and Security News

Serving Law Enforcement & Homeland Security

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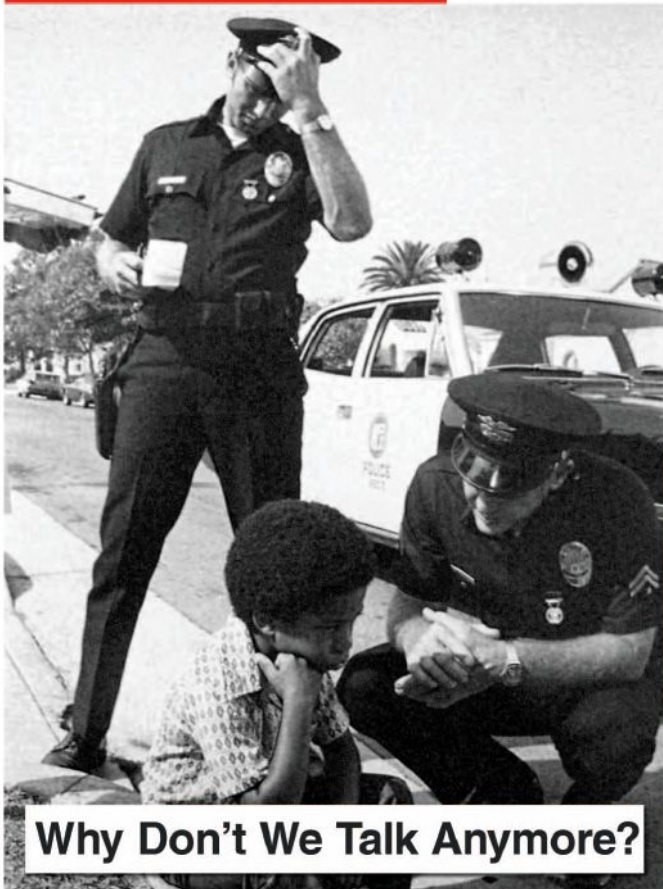
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...AND NOTHING BUT THE TRUTH



Why Don't We Talk Anymore?

Ramesh Nyberg

You can chalk up this entire installment of “...and nothing but the truth” to me being old and outdated, I suppose. It’s definitely going to sound like an old guy railing against modern technology, but I need to vent and there’s no town square with a soapbox for me to climb. The closest I can come is this column and I thank you for reading it. By the way, this column is 30 years old this January. (You may applaud.)

I think about the modern world a lot, and I think it is vastly cool and exciting in many ways (if I had the time, I would buy a drone and fly it all over the place). We do, however, pay a price for living in the digital age: the loss of each other. And, to avoid getting into a long tirade about how people go out to restaurants together, but aren’t really together because they are sitting there and texting, let me tell you that this is about police work. Yes, it’s about our profession, and the loss of human interaction with citizens – and with each other. It may have started with the loss of each other, the day they put laptops in police cars so that we could run tags and run people ourselves.

When I was in patrol (Be careful of my rocking chair, will you? It might crush your toe if you walk too close.), we had a frequency called channel D which was entirely for running

license plates, criminal histories, serial numbers, and so on. A person controlled channel D, a woman sitting in a booth in the communications building who not only had an idea of what you were doing, but knew where you were and why you were doing it. Like the dispatcher of the primary frequency, hearing her voice over the radio was reassuring. I knew I had help if I needed it and I could keep my eye on my subject or his car, while I spoke into the mike and gave her information, rather than turning my attention to a laptop screen and away from someone who might just have the intention of harming me. Laptops in police cars made the channel D dispatcher obsolete and made the “air” a less friendly and agreeable place.

This type of obsolescence can be seen and felt everywhere: the bank, the tollbooth, gas stations, retail stores (where you can now buy groceries or hardware and do the entire transaction yourself, without even looking someone in the eye), and airports where you check in and get your boarding pass on your own and the flight attendants don’t even do their little “here are the exits” spiels anymore; it’s all on video. You can’t call anyone anymore for tech support or customer service; Web sites try to make it really hard, if not impossible, for you to access a phone number. You work out your problem via E-mail or something called “discussion boards” (yeah, big fun!).

And what about police work? We still have more of a connection with people than most professions. We have to. When we get called to a scene, we have to communicate with the citizens and see if we can assist in solving the problem. Our *ability* to do that is waning, though, and the citizens’ ability to communicate is also deteriorating for the same reasons. We live in the same, ever dehumanizing world. You don’t think it’s having an effect? How and when did we lose the public relations battle? Why are there premeditated shootings of police officers and widespread discontent with who we are and why we do it? No one, my friends, is communicating. We don’t even want to communicate anymore. When a police shooting incident starts spreading through the social media circles with lightning speed, everyone finds it easier just to believe the rhetoric, rather than stand in front of a real person and have actual discourse about it. A mantra is something you used to have to repeat every day. Now, all you have to do is light a fuse and the mantra will go streaking across a million smartphone screens in a matter of a couple of minutes. And, it will be believed because nobody knows, or *cares* to know, how to stop and communicate the old-fashioned way.

Defenders of automation and depersonalization argue that there are more venues for conversation and communication because of blogs and social media. But, they’re wrong. Listen to the brilliant social critic Simon Sinek (*Start with Why*) explain the problem. In one of his “Ted Talks,” he expounds on the critical necessity of human interaction and how it is inexorably linked to something we seem to have lost: trust. He tells us that, as human interaction decreases, *distrust* increases. “A ‘conversation’ doesn’t happen on a blog,” he warns, “these are *human* experiences.” I tend to agree.

“Technology,” he goes on, “is wonderful at speeding transactions...for resourcing and finding people, but it is terrible for creating human connections. You can’t form *trust* through the Internet.”

Police work used to be human. We used to find a juvenile delinquent and take him home to his mother – not to the Juvenile Assessment Center – and mom would make us a cup of coffee and sit with us in the living room and talk about the incident (while the dad whipped his butt). Cops knew the people in the neighborhood and they talked to them. There were foot beats and the officers on those beats knew the store owners. It wasn’t perfect, but I think trust was something we had – or at least strived

for. Where is it today? Most people might give you a sarcastic laugh if you asked. Ferguson, Baltimore, Dallas, New Orleans...all are bleak memories in the history of law enforcement. There were people from all walks of life who went on TV and on other public forums to try and explain what happened, to try and educate people as to what a grand jury was and how it works. They tried.

But, if someone doesn't trust you, they're not going to listen to anything you say and it all got drowned out by the screaming and the fires and the gunshots.

By the time you read this, it will be 2017 and I sincerely hope that we can find a way through the digital jungle and start talking to each other again.

Happy New Year to you all. **P&SN**
Ramesh Nyberg retired from law enforcement in November 2006 after 27 years in police work. He now owns his own private investigation agency, Nyberg Security and Investigations, and can be reached at Ramesh@NybergPi.com. He enjoys getting feedback from readers.



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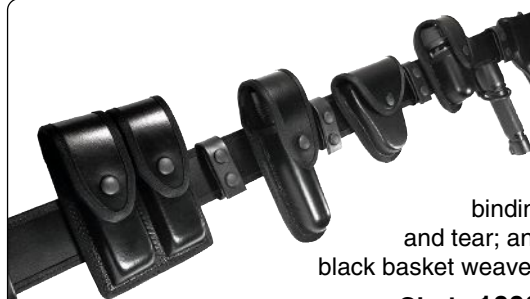
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Ruger® LCP® II Lightweight Compact Pistol



The **LCP II** features a short, crisp, single-action trigger with inner trigger safety; improved sights; a larger grip surface; and an easy to rack slide with an improved slide stop mechanism with a last round hold-open. With its compact size (just 5.17" long and 3.71" tall), weighing just 10.6 ounces and equipped to hold 6+1 rounds of .380 Auto ammunition, the **LCP II** is the ideal backup gun. It is built on a rigid one-piece, precision machined anodized aluminum chassis with integral frame rails and fire control housing.

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New Line of Duty Gear

Gould & Goodrich has introduced a line of duty gear, **L-FORCE**, which offers the look of leather with the dependability of laminate. Sleek edge binding stands up to day-to-day wear and tear; and it is available in plain black and black basket weave finishes.

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FN Rifles

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FN America, LLC has released a number of modern sporting rifles bearing the FN 15™ name and featuring the newly designed FN handguard with M-LOK® technology. The FN 15 Series will feature updated models like the **FN 15 DMR II** and the **Tactical Carbine II** in both 5.56x45mm and .300 AAC Blackout.

The FN handguard precisely locks to the upper receiver, over top of the barrel and barrel nut, using wedge locks tightened clockwise and an anti-rotation pin to prevent movement between the rail and the receiver. Finishing off the installation are two screws to bottom out in the barrel nut groove. The handguard's alignment mechanism provides extreme rigidity and less deflection, ensuring that all mounted accessories will remain affixed without any shift in zero.

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Faster Target Acquisition

Dead Ringer has engineered their **Snake Eyes** line of tactical sights to provide a simple point and shoot application. This extremely fast sight is also very durable, utilizing 100% military-grade metal machining.

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Circle 1009 for More Information



223 Rem Match Grade Ammunition

SIG SAUER, Inc. recently announced the addition of **223 Rem** to its Match Grade Elite Performance Ammunition line. This new **223 Rem Open Tip Match (OTM)** round features a 77-gr. Sierra MatchKing® bullet with a muzzle velocity of 2,750 fps and muzzle energy of 1,293 ft lbs.

Designed to excel in today's precision AR autoloading platforms, the new **SIG SAUER Ammunition** features a temperature stable propellant which delivers consistent muzzle velocity in all weather conditions. Premium quality primers ensure minimum velocity variations and the shell case metallurgy is optimized to yield consistent bullet retention.

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Meopta ZD 6-24x56 RD Riflescope

Meopta has introduced the newest model **30mm ZD 6-24x56 RD Riflescope** with resettable 1/10 miliradian (MIL) windage and elevation turrets. Designed for sniper rifles, the **Meopta ZD 6-24x56 RD** is a precision long-range riflescope which allows shooters to achieve deadly accurate shot placement at extreme distances. This scope features a 30mm one-piece, aircraft-grade aluminum alloy tube. The new MilDot II RD illuminated reticle is calibrated for accurate target estimation in standard calibers – 7.62x52 NATO, .308, .338WM and 12.7mm. The turret mounted parallax adjustment ranges from 27 yards to infinity, guaranteeing precision aiming at any desired range.

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FNS™ Series New Flat Dark Earth Compact Model

FN America has announced the launch of the **FNS™-9 Compact FDE**, an extension of the FNS series of striker-fired pistols. The **FNS-9 Compact FDE** features a Flat Dark Earth (FDE) polymer frame and a durable, scratch-resistant PVD slide coating which have been color matched to ensure consistency. It also retains the proven ergonomic grip angle and diamond texture grip pattern standard on FNS and FNX™ models. Two magazine options – a pinky extender for better grip and a full-size with grip sleeve for range training and backup use – are available for the pistol.

Circle 1013 for More Information



New Holster for SIG SAUER® P938

DeSantis Gunhide® has introduced the availability of a new holster for the SIG SAUER P938. The **#137 Slim-Tuk™** is a minimal, ambidextrous, IWB holster fashioned from Kydex®. One of its most unique features is that it uses a tuckable 360°™ C-Clip which affords the wearer unlimited mounting options. The hardware can easily be reversed to change from right to left. The **Slim-Tuk** is precision molded from sturdy Kydex sheet and features a rugged nylon clip.

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LAW ENFORCEMENT LEADERSHIP

“Boss... You Got a Minute?”

Michael Carpenter

AS A MANAGER, YOU'RE RESPONSIBLE FOR BOTH YOUR MISTAKES AND THE ONES THAT YOUR OFFICERS MAKE.

It starts out innocently. “Boss, you got a minute?” says one of your officers as he walks by your office. And, then, after a little bit of stammering and foot shuffling, your subordinate proceeds to tell you about the mistake he made, thereby dropping the whole thing right into your lap. Now, what do you do?

Mistakes are a fact of life. Since they cannot always be avoided, the success of your career may depend on your ability to handle mistakes whenever they occur. There is nobody in your department who is perfect (including you). Recognizing this simple fact should help you relate to the individual whom you, due to your position, must chastise for his/her mistake, judgment or behavior.



As a police commander, you will sometimes have to criticize the actions of one of your officers. How you do it may hold the key to whether or not your actions will result in positive change or counterproductive behavior and animosity toward you and the department.

Here are ten simple guidelines which might help you when one of your subordinates makes a mistake.

1. Get the Facts

Until you have all of the facts, you cannot determine for sure that someone “made a mistake.” Don’t take someone else’s word until you are personally satisfied that something did go wrong and that the person responsible is the person to whom you will be talking.

Once it has been determined that a mistake has occurred, keep in mind that all mistakes can be handled. Stay calm and realistically evaluate the situation and how much damage has been done. When you think it through logically and the initial shock has worn off or the immediate crisis which may have caused the mistake has passed, chances are that there may be less damage than originally thought.

2. Criticize the Conduct, Not the Person

Identify the conduct which you find faulty or which precipitated the mistake. What caused the mistake is more important than *who* caused the mistake. It was conduct or action which caused the problem, not the person. Therefore, direct your criticism at the action, not at the person. Getting personal – especially if there are preexisting strained feelings between an officer and a supervisor – will only result in personal resentment and hard feelings which could last an entire career and cause more difficulties in future interactions between an officer and a supervisor.

3. Be Specific

Be sure that you address specific conduct at the date, time and place it occurred. A phrase such as, “You’re always late with your reports,” is not acceptable. Opening a discussion with an officer with a comment like that immediately puts the officer on the defensive, especially since he probably isn’t always late with reports. He knows it, you know it and a statement like that shows the officer that you have already formed a bias opinion and will shut down any

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open discussion or dialogue. A phrase such as, "You've missed two deadlines for submitting your reports in the last two weeks – on April 20th and on April 27th," is less antagonistic and much more acceptable because it is based on facts, not on personal generalities.

4. Ask for an Explanation

There may be a legitimate reason or a reasonable explanation for the conduct in question. "Sergeant, did you have a reason for missing this deadline?" gives your subordinate the opportunity to explain his/her side of the story and to offer reasons for his/her actions. This continues the discussion started in step #3 and may allow you to gain more information and facts.

Of course, it may just result in him giving you an unacceptable excuse for his conduct. But, either way, it is the "fair" thing to do, since the person will have the opportunity to present his case. Based on my experiences (as someone who made more than a few mistakes along the way), I always respected a boss who I thought was fair, even if discipline resulted.

5. Open with a Positive


"I know that you had a difficult situation that night which you would normally handle well..." or "You are a good sergeant

who is normally dependable..." – positive openings such as these can be very helpful in reinforcing the overall worth of the individual to the department, while still allowing you to get to the specific problem area.


For many years, I have been a big fan of the "One Minute Manager" style of supervision. Part of that involves a really good technique for correcting behavior which involves three separate parts. First, praise your subordinate for usually doing good work or usually making good decisions. Then, discuss the error or mistake he made using steps #3 and #4. Explain the impact that his decision had and what needs to be done next time to not repeat the mistake. Lastly, remind him that he is a valuable employee and how much you think he is capable of doing.

6. Can the Behavior Be Changed?

The primary purpose of meeting with your subordinate is to prevent reoccurrence of the problem in the future. You should ask yourself, as well as the "offender," what contributed to the mistake. It may be that there were inadequate policies or procedures in the manual. Maybe inadequate training contributed to the problem.



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BJA Funding Opportunities

NEWS

The U.S. Department of Justice (DOJ), Office of Justice Programs (OJP), Bureau of Justice Assistance (BJA) has recently released a number of funding opportunities for law enforcement and criminal justice agencies, ranging from preventing and reducing intellectual property theft and related crime to assisting agencies, to supporting agencies in employing data-driven, cross sector strategies to reduce crime, increase trust and improve community safety. Funding opportunities include the Smart Policing Initiative; the Body-Worn Camera Policy and Implementation Program; the Intellectual Property Enforcement Program; and the Byrne Criminal Justice Innovations Program.

A complete listing of BJA's open solicitations can be found at <https://www.bja.gov>.

I think there is a big difference in handling a mistake made by an employee who doesn't know any better or who is unfamiliar with a task (such as a newer employee learning the ropes or an experienced officer working a new assignment). In this case, you should redirect and change behavior through additional training or clarifying a policy, but not through a reprimand or discipline. Sometimes, however, mistakes are made by

employees who "should have known better." If that is the case, then a reprimand or discipline is appropriate in the case of deliberate mistakes or perhaps regressive behavior by your employee.

It is only fair that you handle each of these situations differently. In either case, your goal is to prevent the mistake from happening in the future.

7. Get in Quick and Get Out Quick

Address the issue with your subordi-

nate as quickly as possible. Don't wait to address the issue of late reports or a "misunderstanding" with a policy and procedure until eight months from now when annual performance evaluations are due. Regardless of whether the mistake is critical and crisis creating or whether it's a small oversight, the time to address the issue is now. Say what you have to say; criticize as you see fit, based on the facts; and get out.

8. Avoid Emotions, Opinions or Poorly Chosen Words

Even in a meeting after a controversial or critical mistake, try not to raise your voice, get angry or use sarcasm during the interview. Choose your words carefully and comply with any department or union contract guidelines for such interviews.

9. Be Up Front

If there is ANY responsibility for the mistake in your role as the supervisor, accept responsibility for what is yours. Do not throw your officer "under the bus." It won't be long before all of your other employees know the details of your meeting (or at least the details from his/her perspective). If there is "shared blame," then step up and admit it.

Depending on your policies and/or the severity of the mistake, you may need to advise your supervisor of the situation. You may also need to advise anyone else who will be directly affected by it as well. However, that's about it! There is no sense in broadcasting a mistake to the entire organization if it's not necessary.

10. Handle It

Part of your responsibilities as a supervisor is to deal with problems. What you need to do is formulate and then act on a plan of action to correct the mistake and to minimize the effect of it. Take the steps necessary to ensure that it does not happen again. Keep your supervisor

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informed of your progress as you logically work your way through the entire situation.

And, depending on the magnitude of the mistake, you should record all of the details of the incident: how it occurred, when and how you learned of it, who you notified, and what actions you took. This documentation will be of great value if you have to answer questions at a later date. It will also tend to protect you, your subordinates and the organization by documenting the events at the time that they occur.

When you handle problems and mistakes calmly, logically and professionally, you will gain the respect of your subordinates and your superiors. This respect, coupled with the knowledge and experience you gained, should make you a prime candidate when it comes to future promotions. **P&SN**

Note: Police Management Services, LLC is pleased to announce to the readers of P&SN that it is offering a new online supervisory training program. This online training is the equivalent of a four day training program at an academy. Please check the business homepage at www.PoliceManagement.com and click on the link, "Training Programs." For additional information, you can reach them by E-mail at MCarpenter@policemanagement.com or by phone at [518]761-9708. Also, see their ad in this edition of P&SN.

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LEGAL UPDATE

Larry E. Holtz, Esq.

Does the Fourth Amendment's "attenuation doctrine" apply when an officer makes an unconstitutional investigatory stop; learns during that stop that the suspect is subject to a valid arrest warrant; and proceeds to arrest the suspect and seize incriminating evidence during a search incident to that arrest?

Recently, in *Utah v. Strieff* (U.S. 2016), the Court said yes! The evidence the officer seized as part of the search incident to arrest was admissible because the officer's discovery of the arrest warrant "attenuated the connection" between the unlawful stop and the evidence seized.

The Case: In December 2006, an anonymous caller contacted the South Salt Lake City Police Department's drug tip line to report "narcotics activity" at a particular residence. "Narcotics Detective Douglas Fackrell investigated the tip. Over the course of about a week, Officer Fackrell conducted intermittent surveillance of the home. He observed visitors who left a few minutes after arriving at the house. These visits were sufficiently frequent to raise his suspicion that the occupants were dealing drugs."

EVIDENCE DISCOVERED WAS ADMISSIBLE BECAUSE THE UNLAWFUL STOP WAS SUFFICIENTLY ATTENUATED BY THE PRE-EXISTING ARREST WARRANT.



Discovery of Warrant Saves Evidence from Unlawful Police Stop

During one surveillance, Officer Fackrell observed defendant Edward Strieff "exit the house and walk toward a nearby convenience store. In the store's parking lot,

Officer Fackrell detained Strieff, identified himself, and asked Strieff what he was doing at the residence." *Id.*

During the stop, the officer obtained Strieff's identification and learned that he had an outstanding arrest warrant for a traffic violation. "Officer Fackrell then arrested Strieff pursuant to that warrant. When Officer Fackrell searched Strieff incident to the arrest, he discovered a baggie of methamphetamine and drug paraphernalia."

"The State charged Strieff with unlawful possession of methamphetamine and drug paraphernalia. Strieff moved to suppress the evidence, arguing that the evidence was inadmissible because it was derived from an unlawful investigatory stop. At the suppression hearing, the prosecutor conceded that Officer Fackrell lacked reasonable suspicion for the stop, but argued that the evidence should not be suppressed because the existence of a valid arrest warrant attenuated the connection between the unlawful stop and the discovery of the contraband." *The United States Supreme Court agreed with the State.*

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The Ruling: Over the years, the Court has determined that, even when there is a Fourth Amendment violation, the exclusionary rule “does not apply when the costs of exclusion outweigh its deterrent benefits. In some cases, for example, the link between the unconstitutional conduct and the discovery of the evidence is too attenuated to justify suppression. The question in this case is whether this attenuation doctrine applies when an officer makes an unconstitutional investigatory stop; learns during that stop that the suspect is subject to a valid arrest warrant; and proceeds to arrest the suspect and seize incriminating evidence during a search incident to that arrest.”

The Court has also recognized several exceptions to the Fourth Amendment’s exclusionary rule. “Three of these exceptions involve the causal relationship between the unconstitutional act and the discovery of evidence. First, the independent source doctrine allows trial courts to admit evidence obtained in an unlawful search if officers independently acquired it from a separate, independent source. *** Second, the inevitable discovery doctrine allows for the admission of evidence that would have been discovered even without the unconstitutional source. ***

Third, and at issue here, is the attenuation doctrine: Evidence is admissible when the connection between unconstitutional police conduct and the evidence is remote or has been interrupted by some intervening circumstance, so that ‘the interest protected by the constitutional guarantee that has been violated would not be served by suppression of the evidence obtained.’ ”

Regarding the attenuation doctrine, the question here was “whether the discovery of a valid arrest warrant was a sufficient intervening event to break the causal chain between the unlawful stop and the discovery of drug-related evidence on Strieff’s person. The three factors articulated in *Brown v. Illinois*, 422 U.S. 590, 95 S.Ct. 2254 (1975), guide [the] analysis. First, we look to the ‘temporal proximity’ between the unconstitutional conduct and the discovery of evidence to determine how closely the discovery of evidence followed the unconstitutional search. Second, we consider ‘the presence of intervening circumstances.’ Third, and ‘particularly’ significant, we examine ‘the purpose and flagrancy of the official misconduct.’ ” “For purposes of this analysis, the Court assumed without deciding (because the State conceded the point) that

Officer Fackrell lacked reasonable suspicion to initially stop Strieff.

“The first factor, temporal proximity between the initially unlawful stop and the search, favors suppressing the evidence.” Here, Officer Fackrell discovered drug contraband on Strieff’s person only minutes after the illegal stop. As the Court explained in *Brown*, “such a short time interval counsels in favor of suppression.”

“In contrast, the second factor, the presence of intervening circumstances, strongly favors the State. As prior cases have held, “the existence of a valid warrant favors finding that the connection between unlawful conduct and the discovery of evidence is ‘sufficiently attenuated to dissipate the taint.’ That principle applies here.”

“In this case, the warrant was valid, it predated Officer Fackrell’s investigation, and it was entirely unconnected with the stop. And, once Officer Fackrell discovered the warrant, he had an obligation to arrest Strieff. ‘A warrant is a judicial mandate to an officer to conduct a search or make an arrest, and the officer has a sworn duty to carry out its provisions.’ Officer Fackrell’s arrest of Strieff thus was a ministerial act that was independently compelled by the pre-existing

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warrant. And, once Officer Fackrell was authorized to arrest Strieff, it was undisputedly lawful to search Strieff as an incident of his arrest to protect Officer Fackrell's safety."

"Finally, the third factor, 'the purpose and flagrancy of the official misconduct,' also strongly favors the State. The exclusionary rule exists to deter police misconduct. The third factor of the attenuation doctrine reflects that rationale by favoring exclusion only when the police misconduct is most in need of deterrence — that is, when it is purposeful or flagrant."

According to the Court, "Officer Fackrell was at most negligent. In stopping Strieff, Officer Fackrell made two good faith mistakes. First, he had not observed what time Strieff entered the suspected drug house, so he did not know how long Strieff had been there. Officer Fackrell thus lacked a sufficient basis to conclude that Strieff was a short-term visitor who may have been consummating a drug transaction. Second, because he lacked confirmation that Strieff was a short-term visitor, Officer Fackrell should

have asked Strieff whether he would speak with him, instead of demanding that Strieff do so. Officer Fackrell's stated purpose was to 'find out what was going on [in] the house.' Nothing prevented him from approaching Strieff simply to ask." Nonetheless, those errors in judgment "hardly rise to a purposeful or flagrant violation of Strieff's Fourth Amendment rights. * * * While Officer Fackrell's decision to initiate the stop was mistaken, his conduct thereafter was lawful."

"Moreover, there is no indication that this unlawful stop was part of any systemic or recurrent police misconduct. To the contrary, all the evidence suggests that the stop was an isolated instance of negligence that occurred in connection with a bona fide investigation of a suspected drug house. Officer Fackrell saw Strieff leave a suspected drug house. And his suspicion about the house was based on an anonymous tip and his personal observations."

Accordingly, the Court held that "the evidence discovered on Strieff's person was admissible because the unlawful stop was sufficiently attenuated by the pre-ex-

isting arrest warrant. Although the illegal stop was close in time to Strieff's arrest, that consideration is outweighed by two factors supporting the State. The outstanding arrest warrant for Strieff's arrest is a critical intervening circumstance that is wholly independent of the illegal stop. The discovery of that warrant broke the causal chain between the unconstitutional stop and the discovery of evidence by compelling Officer Fackrell to arrest Strieff. And, it is especially significant that there is no evidence that Officer Fackrell's illegal stop reflected flagrantly unlawful police misconduct." **P&SN**

Larry E. Holtz has served as a Detective Sergeant with the Atlantic City, New Jersey, Police Department; a Deputy Attorney General for the state of New Jersey; and an Assistant County Prosecutor. Mr. Holtz is a certified police trainer and teaches on a regular basis. He is a member of the bar in New Jersey, Pennsylvania, and the District of Columbia and is admitted to practice before the federal bar in the District of New Jersey and the Third Circuit.

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SWAT VEHICLES

Sergeant James Post

The saying on one of my favorite T-shirts reads, "It's all fun and games until SWAT comes."

The Los Angeles Police Department (LAPD) is often cited as being the origin of SWAT teams in America; however, the first SWAT team was actually formed in Philadelphia in 1964. This was a 100 man unit organized to combat bank robberies, a far cry from the activities they now perform around the country.

The LAPD SWAT team was actually created in 1967 after a series of civil disturbances. An officer (John Nelson) conceived the idea and presented the concept to then Inspector Darryl Gates and he authorized it. Their SWAT team consisted of 15 four man teams from the various precincts who were part-time members. The first significant deployment was a four hour confrontation with the Black Panther Party on December 9, 1969. The shoot-out was so horrendous and drawn out that Inspector Gates phoned the Department of Defense to request the loan of a grenade launcher!

LAPD's SWAT unit became a permanent, dedicated, full-time unit in 1971, consisting of six ten man teams and assigned to Metro Division.

Coast to Coast

SWAT teams are now a crucial element of law enforcement agencies throughout the United States – regardless of their size. We normally think of the large cities, but, often, smaller agencies which police tourist attractions, nuclear power plants and other sensitive areas have full-time or part-time units. In 2005, American SWAT teams were deployed 50,000 times that year.

SWAT Transportation

Regardless of what these teams are named or the size or full-time/part-time status, they have to be able to respond to incidents in a swift, safe manner. Contemporary teams are fortunate in that there are a variety of vehicles available which fit that bill – either commercially built for this purpose or repurposed military vehicles – but it hasn't always been this way.

Vehicles used by SWAT teams should meet a minimum criteria of being able to haul a number of officers in relative safety. The vehicles used by those early SWAT teams were frequently refurbished cash transfer armored cars. These had the

requisite armor plating and bulletproof glass and most were diesel powered with dual rear wheels. Although seldom used, most even had gun ports. These weren't fast, but they were very reliable and could carry four to six officers somewhat comfortably. Many times, larger teams used step or box vans, like those used by UPS. Although the carrying capacity was increased, they lacked the armor protection, unless they were retrofitted. Then, the military entered the arena.

Military Vehicles

Military hand-me-downs are nothing new to American law enforcement and have always benefited Law Enforcement (LE) agencies. From weapons to binoculars, from helmets to the olive drab wool blankets we carried in our trunks, we were always reminded of that connection. Nearly every state had at least one DOD depot where military surplus items could be claimed for a nominal transfer fee. And, of course, there were vehicles. The equipment hierarchy was that, after active duty, state National Guard and military reserve units had first choice, followed by local law enforcement.

The Duck

A few years before I started my LE career, a department commander with an extensive military background (in the department I ultimately joined) decided the

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department needed an amphibious vehicle because two major rivers transverse the city. He appropriated a surplus Army DUKW. Popularly referred to as "Ducks," these were manufactured from 1942 to 1945. They are six wheeled amphibious vehicles weighing 13,000 pounds and were active in WWII and crucial on the Normandy landing and other conflicts. They also saw action during the Korean War. When they became surplus after these wars, they became available to LE and civilians. Scores are still in use today at water attractions and one privately owned DUKW saw rescue duty in New Orleans following Hurricane Katrina.

This brings us to my department's Duck. The commander gathered all the department brass and city notables and they met at a lake in the city's largest park for the maiden voyage. He drove into the lake and promptly sank because the



The DUKW amphibious landing craft works well in water – provided that you've installed the necessary drain plugs.

Duck's drain plugs were never installed. Suffice it to say, the department never placed it in service.

Years later, following civil disturbances across the country, my department obtained a surplus APC (Armored Personnel Carrier) for their tactical unit. It was affixed with a front battering ram and was used successfully on many operations. In one incident, a barricaded individual kept

police at bay for several hours after he had shot and wounded two of the first responding officers. He seemed impervious to the many canisters of tear gas thrown into the house and he kept firing. The team finally rammed the APC (affectionally known as the "Love Bug") through the front wall of the house where it partially fell into the basement, but the arrest was made without further injuries.

Fast forward to today: For over 20 years, under the federal government's 10-33 program,

the DOD has distributed military surplus equipment and vehicles to law enforcement throughout the country. This has included several types of tracked and wheeled vehicles, firearms and ammunition, grenade launchers, night vision optics, ballistic helmets and shields. Unfortunately, following riots and looting in Ferguson, MO, in August 2014, and copy-cat actions in other cities, the hand-me-

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NEWS

Law Enforcement Alert – Yeti Campus Stories™ Application

The National White Collar Crime Center (NW3C) has released a law enforcement alert on the Yeti Campus Stories smartphone application. Yeti Campus Stories was released in 2015 and is similar to other popular social media apps, such as Snapchat®, Yik Yak®, and gobi®, allowing users to post videos, photos and messages called "yeets" within college communities. Despite privacy policy requirements, it seems that sexually explicit photographs, photos of drug use, and users posing with guns constitutes approximately 30% to 40% of the app's content. Other possible illegal activity seems to be posted regularly on the app, as individuals use the site to market illegal drugs, display firearms, and even display videos of illegal activities.

To download the full bulletin, visit <http://tinyurl.com/jzhfezm>.



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downs from DOD have all but ceased and many departments have had to return surplus items. The reason is President Obama's issuance of Executive Order 13688 (EO 13688).

In announcing EO 13688, President Obama stated, "We've seen how militarized gear can sometimes give people the feeling like there's an occupying force." He added, "The [military] equipment can alienate and intimidate residents and make them feel scared." For 27 years of police work, I was always told that the police are a "quasi-military" organization. Hey, we wear uniforms, are armed and protect and serve. The main difference being that we (hopefully) get to go home instead of a tent after a tour of duty.

Here are the guts of EO 13688. There are two sections: Prohibited Equipment List and Controlled Equipment List. They govern federal funding which includes grants, loans, excess and surplus equipment transfers and forfeiture programs administered by a host of federal agencies, including the DOD, Homeland Se-

curity, the DOJ, the Department of Treasury and the Department of the Interior. All federal agencies must comply with the guidelines of EO 13688. In other words, you might still be able to get a surplus item, but be prepared for a long wait and a ton of paperwork.

Prohibited Equipment List

This list took effect May 18, 2015, and authorized the right to recall any previously issued item on the list. Prohibited items are 1) tracked armored vehicles (these have been very popular in areas where departments must contend with sand or heavy snow); 2) weaponized aircraft, vessels and vehicles of any kind; 3) grenade launchers (remember LAPD in 1969); 4) firearms and ammunition of .50 caliber or higher; 5) bayonets; and 6) camouflage uniforms of a digital pattern (woodland and desert patterns are allowable, but may not be worn in urban or populous areas).

Controlled Equipment List

These items are still authorized for purchase by qualifying law enforcement

agencies: 1) manned aircraft, fixed wing; 2) manned aircraft, rotary wing (helicopters); 3) unmanned aerial vehicles (drones; however, LE use of them is currently under close scrutiny by other federal agencies); 4) armored vehicles, wheeled (Mine Resistant Ambush-Protected [MRAP] and Armored Personnel Carriers [APC]); 5) tactical vehicles, wheeled (Humvee, 2.5 ton truck, five ton truck or a vehicle with breaching or entry apparatus attached); 6) command and control vehicles; 7) specialized firearms and ammunition under .50 caliber (this excludes firearms and ammunition, such as service issued handguns, rifles and shotguns); 8) explosives and pyrotechnics (includes "flash bangs"); 9) breaching apparatus, such as battering rams or similar entry devices; 10) riot batons (this excludes service issued telescopic or fixed length straight batons); 11) riot helmets; and 12) riot shields.

An article on Police One.com recommends that you plan early if you want to use federal funds to obtain any controlled

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items. They stated, “Depending on your organizations’ current policies and the funding source you are requesting, it could be more than a year from the time of the application to the time your agency receives the funding.” Obviously, actually putting the equipment in service will take even longer than that.

Commercial Purpose-built Vehicles

If you don’t want the wait and the red tape caused by EO 13688 or waiting for



The newest option available on the BearCat® is their water nozzle which is controlled from inside the vehicle via a joystick.

a possible reversal by the incoming administration, there are other vehicle options available to you. Following, we’ll take a look at commercial vehicles purpose-built for SWAT and customizable to your specific needs.

The BearCat® (and its larger sibling, the BEAR®), built by Lenco Industries, Inc. (www.lencoarmor.com), is easily the most popular among North American LE agencies and has been for several years. Since 1981, Lenco has produced 5000 armored vehicles for use in more than 40 countries worldwide by military and law enforcement.

The BearCat (Ballistic Engineered Armored Response Counter Attack Truck) was first built in 2001 with input from the LA County Sheriff’s Department and is now used by over 30 American agencies. Depending on accessories, it weighs 16,500 to 17,550 pounds and costs range from \$188,800 to \$300,000. Primarily a four-wheel vehicle, it is built on a Ford F-550 Super Duty® Chassis with two engine options (the V10 Triton gasoline or the 6.7L Turbo Diesel) and has a six-speed automatic. It has a .5 inch steel armored

body and .50 caliber rated ballistic glass. With a crew of two, it can carry another ten passengers. All this and it is capable of running 75 to 100 mph. There are currently nine versions of the BearCat available, including Military, LE, Medevac, and EOD (bomb disposal).

The BearCat equipment and options list reads like RoboCop’s Christmas wish list. It includes emergency lights/siren, a rotating roof hatch, an optional power turret, gun ports, electric winches, a battering ram attachment, a tear gas deployment nozzle, and night vision optics. It can be equipped with a MARS (Mobile Adjustable Ramp System) which allows tactical officers to gain entry to elevated platforms, such as second story windows.

The latest BearCat option is the new water nozzle. Mounted on the roof and controlled by a joystick inside the vehicle, it is connected to a pumper truck. This means that a fire can be attacked from an armored and protected position, minimizing the risk to first responders. This apparatus could be used in situations such as barricaded shooters who set fire to their structure; to prevent fires started by chemical agents and “flash bang” devices; and in case of firefighter ambush. Obviously, using the water nozzle as a nonlethal weapon in riot control can’t be overlooked, either.

The Armored Group, LLC (www.armoredcars.com) has two different styled armored vehicles available for your consideration – the BATT and the Protector. The BATT (Ballistic Armored Tactical Transport) began life as a new and innovative armored personnel/rescue vehicle. It is based on a Ford F-550 4X4 chassis and is available with either gas or diesel engines. The BATT offers .50 caliber resistance and features a curved body



The BATT can accommodate up to 12 SWAT team members.

design to maximize available space for up to 12 fully geared officers. The BATT features a blast mitigating floor and internal armored firewall. Other innovations include expanded seating, under seat storage, fully insulated side walls and roof, and a large HVAC system for temperature control.

A large list of optional equipment is available for the BATT, including a battering ram, gas injection upgrade, spotlights, thermal and night vision cameras, and a



The Armored Group’s “Protector” offers discrete ballistic protection.

complete off-road system.

Late in 2016, The Armored Group introduced the Protector, the first in a new line of discreet armored vehicles. The Protector line of vehicles offer rifle round rated protection, a blast ricochet rated floor and run flat tires – all in a vehicle which doesn’t draw attention. In other words, these do not resemble military or police assault vehicles – they look like ordinary delivery vehicles seen every day on highways and city streets. The Protector package is available on the Ford Transit, Mercedes Sprinter, Nissan NV,

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and Chevrolet/GMC vans.

INKAS® Armored Vehicle Manufacturing (<https://inkasarmored.com>) builds the Huron APC. It debuted in 2014 and is larger than the BearCat and BATT. Somewhat resembling the WWII "Deuce and a Quarter" truck, it is a multipurpose tactical vehicle which is able to protect its occupants in high threat environments and in almost any weather conditions. Capable of carrying 16 passengers, the vehicle is characterized by a high level of maneuverability and is lightweight relative to its size. Off-road capabilities are supported by an 8.3L Cummins diesel engine and a ten-speed manual Allison transmission. The OEM body was replaced with a fully redesigned body by INKAS which incorporates heat and noise insulation materials which provide an unprecedented level



The Huron APC features a high level of maneuverability.

of comfort to its occupants.

Huron's perimeter armoring of the passenger compartment and engine bay provide protection against 7.62 SC ammo, 7.62 X 51 NATO ammo and is rated at Level III ballistic standards. The floor is fitted with blast protection from grenades

and antipersonnel mines. The Huron can be modified to customers' needs with such options as a roof mounted gun turret. The Huron ranges in price from \$485,000 to \$630,000 and is currently in use in Colombia.

SWAT type units will surely become more prevalent in the United States as the threat of terrorist attacks increases. These brave officers must be provided safe transportation and the need for rescue vehicles for civilians and law enforcement alike is paramount. With the current difficulty in obtaining surplus military equipment, we are

fortunate that private industry has stepped up to the challenge and is ready to protect and serve us. **P&SN**

Sergeant James Post appreciates your comments and suggestions for future articles. He may be reached at kopkars@arkansas.net.

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“Above and Beyond...” salutes Officer Jennifer Jacobucci of the Chicago, IL, Police Department

ABOVE AND BEYOND
A COMIC

Artwork by Don Lomax

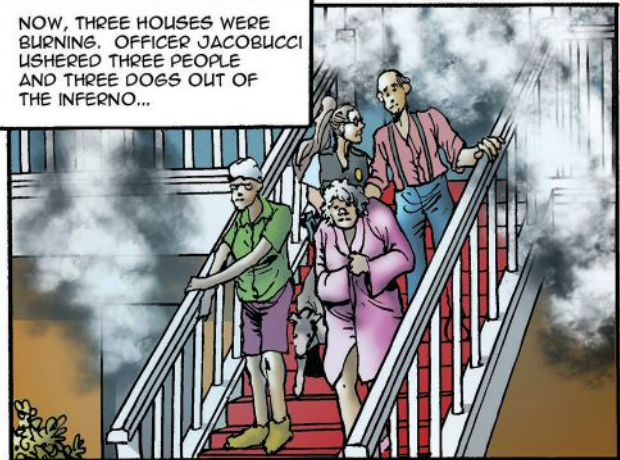
AVONDALE, ON THE NORTHWEST SIDE OF CHICAGO, ILLINOIS
JUNE 21, 2016

CHICAGO POLICE OFFICER JENNIFER JACOBUCCI WITNESSED SMOKE BILLOWING FROM 2720 N. CAMPBELL AVENUE. THOUGH FAR FROM HER ASSIGNED DISTRICT, SHE RUSHED TO THE LOCATION WHERE, BY THEN, A SECOND RESIDENCE WAS INVOLVED!

OFFICER JACOBUCCI ENTERED THE FULLY ENGULFED RESIDENCE, SHOUTING FOR THE RESIDENTS TO EVACUATE IMMEDIATELY!



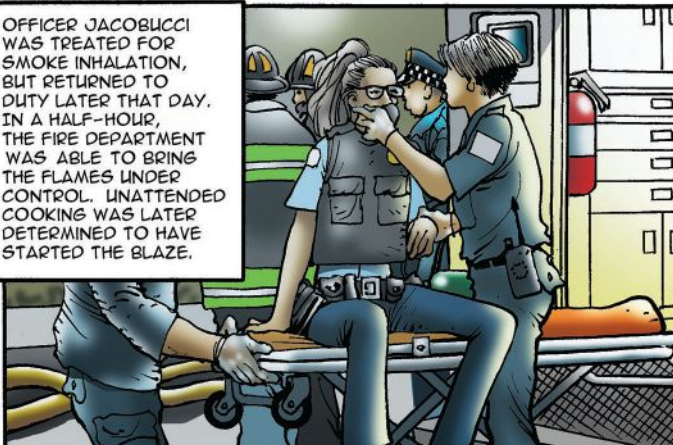
NOW, THREE HOUSES WERE BURNING. OFFICER JACOBUCCI USHERED THREE PEOPLE AND THREE DOGS OUT OF THE INFERNO...



...THEN, THE OFFICER RUSHED BACK INTO A SECOND BURNING STRUCTURE, GOING FROM ROOM TO ROOM TO MAKE SURE NO ONE ELSE WAS TRAPPED IN THE BLAZE!



OFFICER JACOBUCCI WAS TREATED FOR SMOKE INHALATION, BUT RETURNED TO DUTY LATER THAT DAY. IN A HALF-HOUR, THE FIRE DEPARTMENT WAS ABLE TO BRING THE FLAMES UNDER CONTROL. UNATTENDED COOKING WAS LATER DETERMINED TO HAVE STARTED THE BLAZE.



OFFICER JENNIFER JACOBUCCI WAS HONORED BY MAYOR RAHM EMMANUEL AND THE CITY OF CHICAGO FOR HER LIFESAVING ACTIONS **ABOVE AND BEYOND**, RESULTING IN SAVING THE LIVES OF THREE RESIDENTS AND THREE PETS FROM THE BURNING STRUCTURES.





DOING THE COMBAT GLIDE

This natural, smooth, tactical movement style works well with ballistic shield use.

Al Baker, Jim Weiss and Mickey Davis

The objective of this article is to review and expand the tactics of walking and shooting while employing a handheld ballistic shield. This broader understanding helps to provide effective lethal force to active threats without distracting the operator, thereby achieving a higher level of live fire movement using unconscious proficiency.

Developed as a result of over 25 years of firearms training using handheld ballistic shields, walking while shooting has many subtle differences – all in need of simplifying.

The newest suggestion denotes applying the Combat Glide mentality to any number of lethal force situations in which a steady, smooth, shooting platform while you are mobile is desirable, but is not

overly complicated. Especially since active shooter models have dramatically expanded to include all duty bound responders, the need to move and shoot in fast-breaking, deadly force encounters has now become everyone's challenge.

The word *mentality* – rather than a specific walking style – is chosen because experience has shown that, across a broad spectrum of humans walking, the differences outnumber the similarities by far. Combat Glide instills a *result* as opposed to contrived, methodical steps or styles. Individuals must reach maximum stroke by incorporating their own best elements of the combined techniques into an individual comfort zone of ease and efficiency. It will take a little practice for some, more for others and none for a few.

It seeks more of the natural than the induced. It's best illustrated when it looks just right – not necessarily when it's perfectly choreographed.

First, let's explore some traditional tactical walking styles.

The Groucho

An old vaudevillian, Groucho Marx was one of the unrivaled Marx Brothers. He individualized a comic form of walking in which he took long, low, deep strides across the stage while staying up-

right. The style was a natural for shield work because Groucho's line of attack was flat, like the deck of an aircraft carrier, and perfect for keeping a shield operator level and straight rather than bobbing up and down, piston-like. The Groucho was widely adopted as a model for slow and methodical walking with shields, especially because it demands a disciplined sight picture without bouncing shot patterns up and down on the target.

The advantages of the Groucho are that it lowers the profile, avoids the jack-rabbit ups and downs, lends horizontal stability to the sight picture, and the longer stride can be a degree faster than smaller steps.

The downside of the Groucho is that it's somewhat unnatural.

The Step and Drag

Unlike the Groucho, the Step and Drag technique is more about the feet than the upper legs and posture. It calls for a generalized shuffling of the feet, keeping them low to the ground/floor, and dipping the forward part of the foot in a feeling, plowing motion.

The Step and Drag style was adapted to walking with shields for two main reasons. First, there tends to be a loss of vertical, peripheral vision owing to an opaque shield blocking the operator's view of moving feet; a sliding, shuffling step might be less prone to collision. Second, the Step and Drag allows for a lower, flatter positioning of the feet. This gives the sense of "feeling" with the feet for the presence of unseen obstacles on the floor or unexpected changes in ground/floor surfaces.

The main advantage of Step and Drag is that it's fairly surefooted. The main disadvantage is that it's decidedly slow.

CQB – H&K

The CQB, a military acronym associated with Close Quarters Battle, and the H&K, which evolved with the introduction and proliferation of the Heckler and Koch Model MP-5 full and semiauto sub-guns, are both sufficiently similar to view together as walking methods.

Gaining huge tactical dominance in the mid to late 1980s, the two techniques call for a rounded profile: body facing forward to threat; shoulders rounded; elbows tucked at the sides; toes, knees, and hips evenly facing forward; feet briskly padding low while advancing in full heel to toe contact with the floor/ground; and weapon stock positioned lower down off the strong shoulder while slightly favoring the central torso and muzzle aligned to threat in support of direct point-shoulder, target orientation.

The main advantages of both of these techniques are that they seem more natural, fluid and dynamic.

One disadvantage for stacked formations behind a ballistic shield is that this method doesn't work well with the need for tandem feet mobility when the line is tightly joined. Two shooters behind one shield should be reserved for a slow methodical advance versus rapid deployment and immediate action.

Combat Glide

The term Combat Glide was first introduced at a Batshield Instructor Training Seminar in February 2008. It was suggested by Constable Garth Hoffman of the Delta, Canada, Police Department during

a range training exercise at which moving and shooting while advancing upon a threat was being conducted. The term was immediately accepted as a simple,

encompassing vision of the components of effective tactical walking while deploying the Batshield and engaging a perceived angle of threat.

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Combat Glide is defined as a smooth, tactical method of rapid deployment while operating a ballistic shield in conjunction with a firearm, while engaging a perceived lethal threat and simultaneously delivering controlled, accurate, dominating firepower.

A shield compatible rifle should be considered the primary option, while the duty pistol may be primary, secondary or transitioned to, as tactics, equipment and training may dictate.

Combat Glide should supersede slow and methodical Bunker shield styles of walking options, such as The Groucho or The Step and Drag, but is not intended to eliminate individual or natural choices of walking styles. Rather, Combat Glide is intended to combine a natural walking style with sure tactical elements such as smooth, level, balanced, determined, and direct, while advancing, firing and contacting an armed adversary.

The technique incorporates the elements of the stationary position of Combat Shield while adding the next



Whether a mission requires a forward, sidestep, reverse step or any combination of movements, the Combat Glide should be performed so as to reduce, or eliminate, undesirable rocking or motion of the shield and weapon platform. When moving in any direction, the feet should not cross each other.

level of *on the move*. The feet are shoulder width apart; the spine is vertical with a slight forward lean at the hips; the shoulders are raised; the head is down with neck pulled into the body like a turtle; and the main trunk is squared off to the threat while maximizing the ballistic coverage afforded by the shield.

Breathing should be natural and unrestricted. Respiratory efficiency diminishes in direct, inverse proportion to the three ascending levels of motor skills: fine to gross to complex. Adding the influences of major stressors multiplies the breathing deterioration factor. Smooth breathing should thus become a component of Combat Glide.

The body should remain flexible and nonrigid, while the feet should track directly forward, sideward or rearward in a measured, low, full contact, secure, and positive advance.

Steps should be shorter than the standard 30 inch stride, yet not overdoing step range to exaggerate in either giant or baby step extremes. Rather, a comfortable step distance should be achieved;

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one which feels appropriate to the conditions of the surfaces encountered. Whether a mission requires a forward, sidestep, reverse step, or any combination of movements, the Combat Glide should be performed so as to reduce, or eliminate, undesirable rocking or motion of the shield and the weapon platform. When moving in any direction, the feet should **NOT** cross each other.

The speed of the Combat Glide should be in proportion to the ability of the shield operator to process the environment being traversed. While different operators' speeds may vary, the shield operator's individual Combat Glide should not exceed the speed required to safely and efficiently navigate the terrain, assimilate the complexities of the mission and comprehend and react to the nature of the threat(s) encountered.

Firearm instructors should multiply safety redundancies on live fire ranges when conducting shooting exercises with multiple advancing shooters simultaneously. Numerous safe and dry, doubly inspected, empty weapons drills should precede live fire exercises. Dry drills should be done to the complete exhaustion of doubt before going "hot." Of major note is to keep shooter lines advancing on the threat in a "dress right dress" movement so as to strictly avoid any cross fire potential.

Demonstration Videos



A number of videos depicting the use of the Combat Glide can be found on popular Web sites, such as YouTube:

1. <http://tinyurl.com/jh4ncj9>
2. <http://tinyurl.com/jqqtn57>
3. <http://tinyurl.com/heru77y>

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Combat Glide instills a result as opposed to contrived, methodical steps or styles. Individuals must reach maximum stroke by incorporating their own best elements of the combined techniques into an individual comfort zone of ease and efficiency.

A bonus to executing multiple repetitions of safe, dry moving and shooting drills is the opportunity for shooters to develop and perfect the Combat Glide concept in a practical sense of adapting one's own smooth and natural form, incorporating each of the known best practices.

The use of repetitions should guide the shield operator and the team toward the optimum Combat Glide.

General Conclusions

Everyone walks according to their own individual body shape, size and foot structure. These unique styles are more different than they are similar. Rather than teaching something like a Groucho step – which typically takes hours of practice and conditioning to get it right – it is easier to teach the Combat Glide and let the student figure out how to best perform it. The goal is to look beyond past practices dealing with the handheld shield as it is properly deployed while

(walking) moving and shooting.

Specific stepping can be too unnatural. Too much thinking about how one is walking is probably more elaborate than is practically necessary. Just like shooting, it should be competent without consciousness; there's already an information overload in progress and it's daunting enough to process that without having to occupy more thinking on the mere act of moving.

Not to be dismissive of mission specific tactics, nothing about moving and shooting in this review should be deemed final or exclusive. Ultimately, it is the lifesaving job description of law enforcement professionals which must drive the totality of the circumstances.

Nothing is off the table; everything in its place of purpose and priority. Indeed, given fast-breaking, surprise developments, each of the mobile options are interchangeable and interoperable and

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should be employed as necessary. If a review of the past 100 years of after action briefings were compared, it is most likely there are no two quite the same. So flexibility, adaptability and individual determination often mark the successful warrior's edge.

Worldwide events reveal that shooting on the move has advanced to a higher premium. Thus, the optimum objective is to combine the best of all known methods and

experiences, and then meld your own individual walking, shooting and shielding skills repertoire.

Start slow and sure; glide and speed will follow. *Slow is smooth – smooth is fast.* **P&SN**

Note: The lead illustration is complements of Dick Kramer Studios. Additional artwork can be found on their Web site at www.dickkramer.com.

Lt. Al Baker (NYPD – ESU, retired) is considered among the leading experts worldwide for the development, application and training expertise on all types of ballistic shields and has well over 500 agencies trained in his techniques.

Jim Weiss is a retired lieutenant from the Brook Park, Ohio, Police Department and a freelance writer.

Mickey Davis is a California-based writer and author.

Night Vision Depot Becomes Night Vision Devices

William Grube, President and CEO of Night Vision Depot, announced that the company will officially change its name to Night Vision Devices starting January 1, 2017.

For over ten years, Night Vision Depot has been a strong leader in providing quality night vision solutions to law enforcement and other markets. The name change reflects the company's broader commitment and expertise in improving night vision technologies.

William Grube explained that the new name reflects their position with a strong core brand, "We have been pursuing a strong corporate identity that will accurately represent our company and its services to our customers. While our company name will change, all elements of the organization will remain the same. This name change demonstrates our growth into a stronger corporate identity."

Along with the name change, there will be a new logo and Web site.



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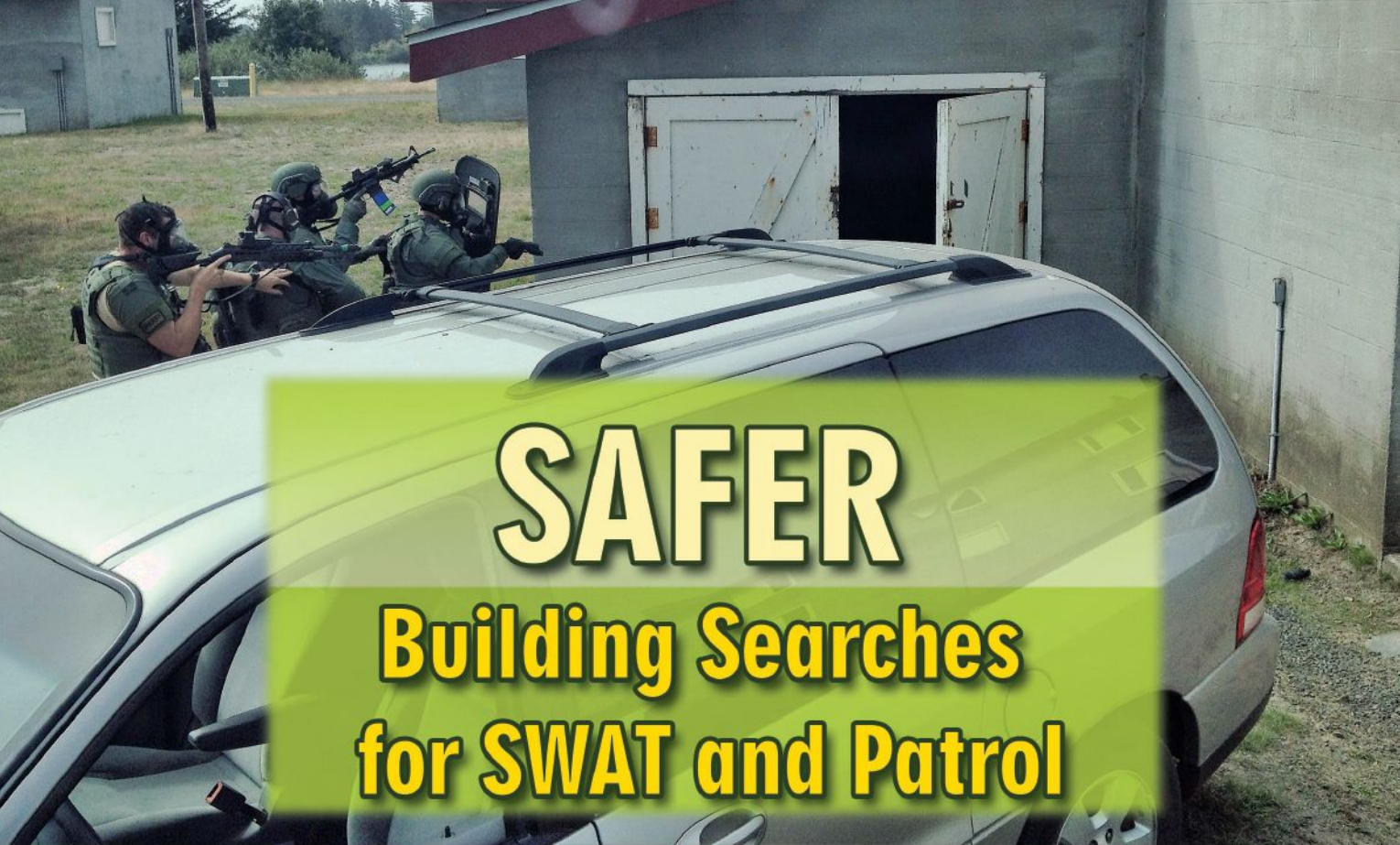


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Building Searches for SWAT and Patrol

Todd Fletcher

Photos by Eric Russell

Responding to alarms, locating suspects, and investigating burglaries are just a few of the calls which require superior searching techniques and tactics.

SWAT operators and patrol officers spend a significant amount of time conducting searches of buildings, yards and other areas. As such, both operators and patrol officers need to be properly trained and equipped for conducting safe and thorough searches.

Whether deployed on a SWAT mission or working the streets, we need to condition ourselves to look for the subtle threat cues associated with a suspect being present during these searches. Using our sense of hearing, as well as our vision, can help us to identify and locate potential threats. Listening for breathing patterns or the sounds of movement, such as someone scraping against a wall or floor, are all ways our sense of hearing can help us locate hidden suspects. Visually, we should train to look for small signs, such as part of an elbow or the outside sole of a shoe. We need to anticipate that we will actually find



Times, tactics and troops – more teams are using slower, more methodical and more deliberate search tactics. These tactics allow more troops to be available to clear more areas.

the suspect as opposed to being surprised to encounter a suspect. These are all tactics and techniques we should be using to successfully conduct safe and thorough building searches.

Light 'Em Up

Most officers working today carry at least one flashlight with them at all times and should be taught effective ways to search using their flashlights. This includes handheld lights, as well as weapon-mounted lights (if authorized by their agency). The effective use of light includes how to use light as a weapon; how to cast light into a room effectively; using light and shadow angles to identify threats; and using light to magnify suspect movement.

Flashlight training should also cover the common pitfalls associated with backlighting or using too much light. Effective low light training can be the difference between looking and

actually seeing. Lastly, as funny as it sounds, this type of training should always include reminders to look for light switches. It's amazing how many times this is actually forgotten.

SWAT Teams and Operators

Searching and securing buildings is a fundamental task for SWAT. "It's about applying the three Ts: time, tactics and troops," says Don Alwes, a trainer with the National Tactical Officers Association (NTOA). Once the scene is secure and SWAT arrives, there is generally time to plan and coordinate a thoughtful response based on properly trained and equipped personnel.

Many teams have recognized that time is usually on their side and they are re-examining tactics. Tactics have evolved from being primarily dynamic entries and room clearing to slower, more methodical search tactics. Today, more and more teams are employing covert deployment combined with slow and deliberate search techniques. This has led to an increase in community and team safety. These tactics also allow more troops to be available to clear more areas.

Instead of dynamic room entry and clearing, it is now common practice to clear as much of a room from outside as possible before making entry. As the



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saying goes, "Getting in a gunfight is best done from outside the room." Breach and hold; contain and call out; and limited penetration are all tactics which use time as an ally. These are becoming much more common tactics and are keeping our teams safer. Even alternative tactics such as car stop engagements and ruses are becoming much more common.

Take a Bite Out of Crime

Another great addition to many teams is the use of tactical K-9 teams. A properly selected handler and dog can be a force multiplier on a perimeter and while conducting building searches. A properly trained K-9 team can quickly search for, and locate, hidden suspects. When used in conjunction with breach and hold, contain and call out, and limited penetration tactics, K-9 teams can significantly improve the safety of our SWAT operators.



Properly selected patrol and SWAT K-9 teams can improve operator safety when used to search and locate hidden suspects and while using other tactics such as breach and hold.

Dynamic tactics are generally defined by continuous activity/movement. Unfortunately, many commanders and operators believe this continuous activity/movement equates to increasing speed. The

single biggest mistake teams make during dynamic entries and room clearing is trying to move too fast. The saying, "Don't move faster than you can shoot accurately," isn't exactly correct. It should be, "Don't move faster than you can process information and make good decisions." It should never be about speed alone; it should be about decision-making and proper threat assessment.

This is not to say that dynamic entries and room clearing techniques should never be deployed. There are certain types of incidents where rapid deployment and dynamic entry and movement are the order of the day. If there is a life threatening situation where a delay may result in death or serious physical injury, then dynamic

entry and clearing techniques could be utilized. However, when time is an ally instead of an enemy, slower is generally better. Although this topic is still debated, dynamic entries and room clearing

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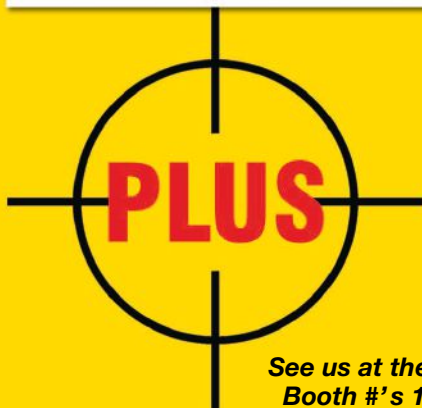
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techniques as the “go to” SWAT tactics are quickly becoming a thing of the past.

In addition to improved tactics, the equipment available to our teams is getting better and better. Breaching tools have improved through the creation of specialized and task specific equipment. Ballistic shields have been used for a long time, but ballistic blankets are becoming much more common. Ballistic blankets have made the use of breach and hold tactics much safer by being able to apply ballistic protection against walls, preventing dangerous “shoot through” situations. Robots, drones, cameras, night vision, and thermal imaging have enhanced intelligence gathering which has improved our ability to make informed decisions.

Patrol Officers

In too many departments, patrol officers are only given cursory training in building search tactics. Most of the time, this training occurs in the basic academy and generally involves the use of unrealistic scenarios containing multiple armed suspects. A significant portion of this training is provided by instructors who expect an unrealistic number of officers to respond to assist. In the real world, patrol officers often find themselves searching hallways

and rooms by themselves or with one other officer. Officers need training which matches the reality of their operational environment.

The reality of the street is that patrol units seldom have enough officers on scene to help search buildings the way they were trained. How many officers can your agency afford to have responding to a residential or business alarm? In the uniformed patrol environment, officers have less equipment, fewer resources and training which frequently fails to match the reality of their working environment. Officers rarely have all of the resources needed to perform building searches the way they’ve been taught. In addition, their training and tactics have failed to provide them with the skills necessary to solve the types of problems regularly encountered during building searches.

Good Guys Have Rules

Clint Smith, the Director and lead instructor at Thunder Ranch, likes to compare building searches to a game of pool. Just like a game of pool, searching a building is about angles, placement, anticipation, and skill. Searching buildings and playing pool require tactics which identify the best angles to allow players to out-

maneuver their opponent. However, unlike the game of pool, the reality of searching unfamiliar buildings can be dangerous and potentially life threatening. The difference between the game of pool and the cold reality of doing building searches is that all of the players in the game of pool have rules to follow. In the real world of searching dark and unfamiliar places, only the good guys have rules to follow.

The solution is to provide realistic training for officers so that they can experience different angles and solve realistic problems using the number of officers commonly available during these kinds of calls for service. Patrol officers should be trained to use tactics and techniques which they can use to successfully – and as safely as possible – clear unfamiliar buildings, properties and rooms. We’re not talking about serving high risk search warrants where a large number of officers would be used. The calls for service where patrol officers find themselves doing the majority of building searches include residential and business alarms, burglaries and trespass complaints. More likely than not, one or two officers will be involved; any more than that can be a luxury.



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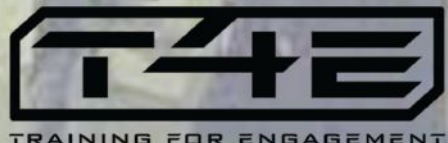
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Going Solo

A common problem officers encounter while searching is clearing bedrooms, small closets, bathrooms, and other areas by themselves while their partners are busy covering other angles and unknown threat areas. But, most agencies haven't properly trained our officers to do this type of search. The majority of the law enforcement agencies in the United States are small- to medium-sized agencies consisting of fewer than 100 officers. Many small agencies may only have one officer on duty at any given time. If it's common for one or two officers to respond to an alarm, we owe it to our officers to train them in building search tactics which allow them to successfully clear a building using one or two officers. Search tactics requiring three, four or five officer teams will not benefit small departments where one or two officers are clearing a residential alarm.

Even officers who work for large



"Getting in a gunfight is best done from outside the room." Breach and hold; contain and call out; and limited penetration are becoming common tactics and are keeping our officers safer.

agencies will find themselves in situations where they may be required to search rooms by themselves. This includes closets, bathrooms, small sheds, pantries, and other confined areas where only one officer can enter or see. Training should include information about body placement and how to work angles effectively. Scenarios should include the use of these tactics while clearing a variety of doorways,

hallways and staircases. Doing these things with one officer isn't ideal, but it is the reality a large number of officers face on the street.

Conclusion

Searching buildings is a common task for SWAT operators and patrol officers. This high frequency task can be potentially hazardous. In both operational environments, the proper use of time, personnel, proper training, and suitable tactics based on the situation can help mitigate these hazards. **P&SN**

Todd Fletcher is a sergeant in Central Oregon with over 22 years of law enforcement experience. He has presented firearms and instructor development training nationwide and at multiple regional, national and international conferences. He owns Combative Firearms Training, LLC which providing firearms training and instructor development classes to law enforcement, military, private security, and armed citizens. He can be contacted at todd@combativefirearms.com.

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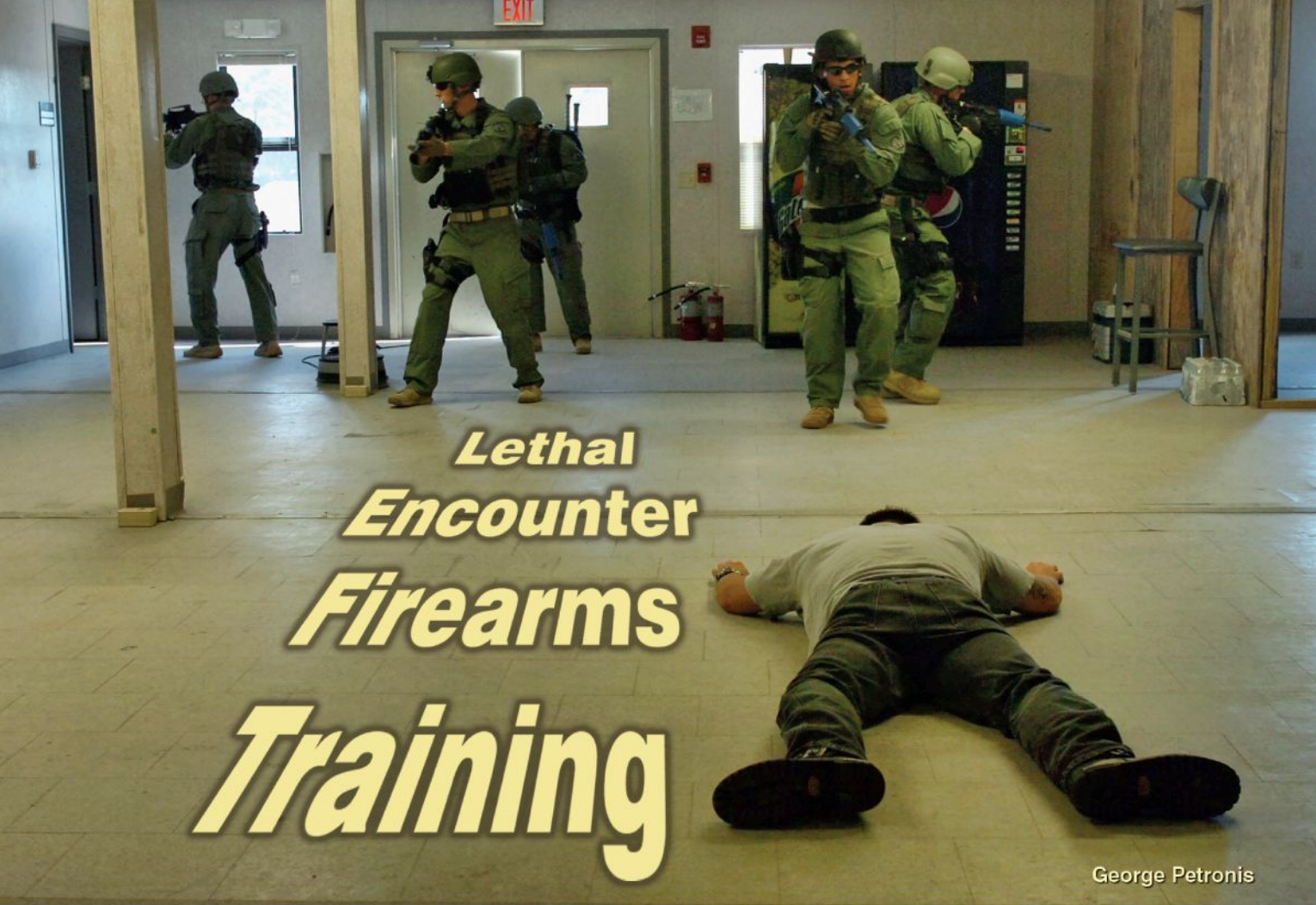


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Lethal Encounter Firearms Training

George Petronis

Training exercises which utilize realistic scenarios coupled with realistic weaponry provide great potential for positive learning through stress inoculation.

The last issue of *P&SN* called attention to the limitations of traditional “on the line” firearms training in preparing an officer for a lethal encounter. On the line training is irreplaceable for teaching basic gun handling, but it will not prepare you for the physical and emotional stresses of coming under fire.

Over the decades, there have been numerous attempts to perfect realistic good guys versus bad guys training. There is not even a commonly accepted name for this type of training and no nationally accepted training guidelines have emerged. Name suggestions which would correctly define this training would be Force on Force Training, Reality-Based Tactical Training (RBTT) and Lethal Encounter Firearms Training (LEFT). For ease of reference, LEFT will be used in this article.

This type of training has ranged from wax bullets and plastic bullets to paintball, laser MILES (Multiple Integrated Laser

Engagement System) gear and AirMunition®. Later on in the '90s, Simunition® created what could have been a revolution in firearms training; regrettably, it has been a slow-moving revolution.

Simunition (Sim) allowed conversion of real weapons to fire less-lethal paint markers. This created a realistic, yet safe,

way to experience hostile fire. Unfortunately, the technology to function a real firearm with a low powered paint marker is expensive and, therefore, so is the training.

Within the last decade, a competitor round, Force on Force (FOF), made at the Federal Cartridge factory, has improved

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Conducting realistic training after hours at local schools provides a greater understanding of the school's design and layout, as well as providing an opportunity to practice tactics, techniques and procedures.

weapons converted to fire Sim, it has introduced price competition, bringing down the cost of LEFT. However, FOF also uses expensive technology to reliably function weapons designed for much more powerful lethal ammunition.

FOF/Sim cost 50 to 55 cents a round for handgun ammo and between 57 to 65 cents for 5.56 ammo. This cost limits the amount of this training that even larger agencies can do and places it beyond the budget of many small- to mid-sized ones. A third product, UTM, which uses a unique conversion system and is not interchangeable with FOF/Sim, is just as expensive.

The cost of LEFT has led a lot of agencies to try airsoft as an alternative with very mixed results. There are a lot of airsoft



If a police officer is going to make a mistake, it's better to make it during these types of training scenarios than during an actual event.

the situation. With a factory advertised one foot safe standoff; no gunpowder fumes; minimal bore fouling; and a five year shelf life, it represents product improvements which have solved many of the technical issues with Sim. Equally important, being fully interchangeable in

models which look and feel close to the real thing and some that are right on the money. The problem is finding the realistic replicas in a vast sea of products.

Airsoft is almost exclusively made in a part of the world where civilian ownership of firearms is either mostly, or completely, forbidden. Consequently, what most users of airsoft know about real guns

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is what they see in the movies. They demand – and the manufacturers try to deliver – the “Hollywood” shooting experience. Many airsoft guns have magazines holding hundreds of rounds and deliver them at rates of fire which are several times the rate of the real weapon being simulated. A prized feature of many of these guns is the ability to upgrade them to fire even faster.

Another reality of airsoft is that, like in many other hobbies, the majority of enthusiasts run out of enthusiasm pretty quickly, so many airsoft guns are used for a while, but spend a lot of time buried in the closet. A lot of airsoft guns seem realistic, but are also not durable.

There are some highly realistic, very well made airsoft guns; the problem is identifying the ones which are right for LE training.

Another limitation to airsoft is that it does not mark. Marker rounds have been developed, but they are either too fragile and are prone to breaking in the gun, or



Airsoft weapons like these often look very realistic; however, many have been engineered to provide the “Hollywood” experience, rather than exactness.

so well encapsulated that they require a hard surface to mark reliably. In the adrenaline rush of simulated combat, a hit from a very low impact projectile which does not mark is easy to ignore.

To significantly reduce cost and make LEFT more broadly practical for small- to mid-sized agencies requires “out-of-the-box” thinking on the part of both the

manufacturers and the users. In the past couple of years, such a concept has emerged from Umarex, the parent company of Walther® firearms. A leader in airgun and airsoft products, they have created the Training for Engagement (T4E) line. T4E combines CO₂ powered airguns with relatively small diameter .43 caliber paintballs and chalk balls. This allows production of marker guns which are dimensionally the same size, look, feel, and weight, and operate very much like their real counterparts. They feed from a detachable, limited capacity box magazine, are recoil operated and lock open and cease to function on an empty magazine. Safety and magazine releases are the same as for the firearms they simulate.

T4E has some limitations compared to FOF/Sim. The line is limited so far to a clone of a SIG 226 handgun and M4 and HK416 carbines, along with a Walther PPQ, which will fit a GLOCK® holster (to be introduced at the beginning of 2017) – and they are airguns, NOT firearms. Care



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Currently, the T4E line of marker guns is limited to only two types, with a third becoming available shortly.

and maintenance are very different than for the devices to give satisfactory performance.

T4E also offers some advantages. The low impact nature of these less-lethal marker rounds makes possible not only engagement of live opponents, but also use of areas which would not be safe for the use of other types of nonlethal ammunition.

LEFT Training

The incidence of school and theater shootings in recent years has left many communities concerned about their potential vulnerability to such an event. Through LEFT, local tactical teams can lay out detailed scenarios, sometimes borrowing the actual buildings, to hone their response if an active shooter situation should develop. Use of low impact marker rounds, especially airgun-based ones, followed by a prompt

cleanup, will leave borrowed buildings ready for their normal use. The presence of a trainer, armed with a nonlethal firearm, allows the role-playing active shooter (or shooters) the capability of putting tactical team members under fire which will prevent the training scenario from becoming rote and will give the team the experience of simulating combat, something no other training can provide.

Besides dealing with specific definable potential threats, LEFT allows every trainee to experience the stress and disorientation of coming up against an armed opponent. Because trainees are not restricted to a firing range, but can utilize changing locations and will always face a live, thinking opponent, they will be forced to learn how to best function under the emotions of combat. Such training experiences should put a premium on keeping the situation as unpredictable and stressful as appropriate.

Having lower impact, purpose-built airguns require less protective clothing and will not damage borrowed facilities like empty schools or theaters. Plus, the ongoing cost is significantly less, reducing the cost of LEFT to a quarter or less of weapon-based marker systems.

For agencies which do not presently have the budget for LEFT, T4E brings this training in reach. For agencies which do have the budget and already have the other conversion gear, the addition of T4E will allow additional training – including informal training away from the range – with very little additional impact on the budget. **P&SN**

George Petronis is President and Managing Partner of Policeammo from The Gun Shop. This is The Gun Shop's 40th year supporting law enforcement firearms training. They are the nation's largest law enforcement distributor of Force on Force and Umarex T4E. Anyone interested in a dialogue about advancing the use of LEFT for LEO training is invited to contact George at gpetronis@policeammo.com or (609)859-1997.

LEFT Technology Choices

Weapon-based Marker Rounds

Products: Force on Force, Simunition®, UTM

Advantage: The ability to convert almost every major firearm used by law enforcement to fire these markers ensures maximum realism in training.

Disadvantage: The high cost to manufacture these rounds imposes budgetary limitations on how much of this training can be afforded.

Airgun-based Marker Rounds

Product: Umarex T4E

Advantages: Very low cost allows for a maximum amount of training. These are NOT converted firearms; there is absolutely no chance of firing a lethal round. Legal restrictions on discharging firearms do not apply, so training can be conducted almost anywhere.

Disadvantages: The marker guns are very realistic, but, thus far, there are only a few models. Although trainees are using a weapon which functions just like a real gun, it may not EXACTLY duplicate their duty gun. Maintenance techniques are different and must be correctly learned and applied.

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How to Advance Your 21st Century

Policing Career

PART 1

Christa Miller

THROUGH HIGHER EDUCATION

As law enforcement continues to move forward into the 21st century, there is an ongoing need for officers who can respond to myriad situations and complexities in modern society.

Whether you're a high school graduate seeking a two year or four year degree, or you've begun to seek a graduate or postgraduate degree, it's likely you're doing so because you've committed to law enforcement as more than just a job.

However, it's also likely that, as a Millennial or Generation X officer, your commitment looks a little different than your older colleagues'. Effectively demonstrating the value of a different path requires a good plan for your career, including a careful assessment of where law enforcement stands currently; where it's likely to head; what you'll need to help get it there; and, finally, what kinds of degree programs might give you those tools.

A Changing

Professional Environment

Glen Woodbury, Director of the Center for Homeland Defense and Security

(CHDS) at the Naval Postgraduate School (NPS), says that, from his observations as an emergency manager, "Twenty years ago, standard operating procedures and plans were relatively simple to create and follow, and these 'by the book' solutions worked in most scenarios."

Today, however, the students Woodbury sees encounter complexity earlier in their careers than they might have a generation ago. For example, newer threats like active shooters and older ones like officer-involved shootings, both occur more frequently. New technology can carry hidden challenges, such as the balance between public safety and privacy in data retention, or evidence gathering practices which have been neither tested in court nor covered by SOP.

It's clear, therefore, that SOPs and plans aren't always as adaptable to on the fly decision-making as a well educated

officer in the field. "What we've called 'best' practices in the past are probably better referred to now as 'smart' or 'emergent' practices, as we find there are more possible correct solutions than just the one or two our history and experiences might tell us," Woodbury says.

Lt. Zach Perron, Public Affairs Manager for the Palo Alto (California) Police Department and a graduate of the CHDS program, agrees. "Law enforcement is not a black-and-white profession," Perron says. "The value of a formal degree is that it helps the officer learn how to think better, to evaluate all the different perspectives in any given issue."

Tim Hardiman, AVP of AMU's Law Enforcement Outreach, points out that training alone likely isn't adequate, especially when the courts often adapt years behind police leaders. "The police academy tells the officer what to do, but not why. There-

fore, when they encounter a situation which the academy didn't prepare them for, and which has no SOP, an education enables them to make the best possible decision for themselves, the civilians involved and the agency."

Woodbury adds, "We're finding that it's starting to become necessary to teach knowledge outside the SOPs earlier in officers' careers, to introduce complex decision-making skills sooner." These skills end up having a range of applications in an officer's day-to-day job. Not only street decisions, but also longer term, strategic decisions – everything from writing new SOPs, to investing in new technology – become easier to identify and make.

As officers begin to move up the chain of command, adds Hardiman, the right Masters of Public Administration or even Business Administration degree can make it easier for them to understand how budgets are developed, to continue to communicate needs in terms of both the agency's broader mission, and what it means for a city or county beyond that.

Finally, one of the most important ways a degree can prepare a police officer, in Perron's eyes, is by helping the officer to obtain a broader understanding of where law enforcement fits in public safety. "Cross-disciplinary collaboration is the next wave of leadership in public safety," he says. "Cops are used to solving problems by themselves, but they increasingly need to understand how to invite others in who may have additional pieces to a better solution."

Obtaining a Degree for the New Millennium

Degrees can be especially important in communities like Palo Alto, the part of Silicon Valley which houses Stanford University, where officers routinely encounter technology executives. "We look for officers who can communicate at that level," says Perron, "who can demonstrate professionalism and fairness through their interactions, and communicate why they are doing something if needed."

Therefore, even though the agency requires no degree, most recruits arrive for

their interviews with either two year or four year diplomas in hand, or military experience. Indeed, Hardiman says, a degree can help you to differentiate amid a field of other applicants for the same position.

It's standard for law enforcement officers to obtain degrees in criminal justice or criminology; public administration; or, more recently, emergency management or homeland security. Intelligence studies can be valuable to those who want to lead a fusion center or high level investigations, while programs which prepare leaders to transition into public safety or emergency management leadership roles can be valuable, too.

However, these types of degrees aren't strictly necessary. Perron, a graduate of the CHDS program, says that officers' degrees at the PAPD vary widely. "We have officers with degrees in political science, history, theology, psychology, business," he says, "including three with law degrees who were practicing attorneys before they joined

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the department.”

If an undergraduate education confers knowledge, says Woodbury, then a graduate degree offers the framework for how to apply and even create that knowledge, priming the officer for more effective leadership at multiple levels: supervisory or command level experience in specialized units, for instance, as a public information officer, or a role in a multidisciplinary setting such as a fusion center.

Indeed, since the CHDS’ inception in 2002, Woodbury says a multidisciplinary approach to policing is now the norm rather than the exception. “We’re able to start teaching at a higher level without having to start from scratch because students arrive expecting this approach,” he says. “So, it’s easier to impart that diversity is the foundation of creativity.”

Evaluating a Degree Program

“Most cops think that paying for a degree is their biggest challenge,” says Hardiman, “and it’s important to seek out lower cost institutions like AMU. However, time is also a factor. Obtaining a degree is a time-consuming process, so you need the flexibility to learn on your own schedule.” Asynchronous classrooms like the ones AMU offers allow officers to take classes whenever and wherever it’s convenient for family obligations, shift rotations, court appearances, or other conflicts you encounter on any given day.

Another benefit to an online degree program is the ability to gain exposure to people from around the country and from other fields, such as firefighters, military, medical, or other professionals with whom they might expect to work during times of crisis. For example, the CHDS Master’s degree program combines online learning with a low residency requirement for students from rural, urban and in-between agencies to come to either the Monterey (California) or the National Capital Region campuses and meet for two weeks out of each quarter.

Not all programs are created equal, so that quality is just as important as flexibility and cost. Bud Levin, a professor of psychology at Virginia’s Blue Ridge Community College, a visiting scholar with the Federal Bureau of Investigation (FBI)’s Behavioral Analysis Unit 5 and Critical Incident Response Group, and a police futurist, observes, “Most teachers don’t have the perspective in policing that would enable them to provide

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Tips on Preparing to Enter a College Degree Program

1. Make a plan for the degree you want to pursue, whether it's law enforcement related or might stand as part of a backup plan if law enforcement doesn't work out for some reason.
2. Attend conferences and speak to college representatives. Look for schools which bring students with them to speak with candidates. Be prepared to ask questions about program requirements and demands, as well as different degree programs.
3. Understand that not all schools are created equal; some are more selective than others, so choosing the right school for you should be tied to your overall educational and career goals.
4. Evaluate not just time and money requirements, but also program quality, including how often the school updates its curriculum, what kinds of courses are offered and what kinds of research the faculty are publishing – whether they're exploring topic areas of interest to you or which are especially relevant to your field or your region.
5. Find out whether your agency offers tuition reimbursement and, if so, whether there are strings attached. Although many agencies which reimburse officers require job-related degrees, some, says Hardiman, are beginning to reimburse for degrees in subjects like computer science, mental health and even international relations.
6. Find a mentor. Woodbury notes that 1800 of CHDS' alumni now work in communities across the nation. These alumni don't just remain connected to their own classes; they're part of a larger network.
7. Be prepared to let some hobbies fall by the wayside. Even online programs can be rigorous; completing a course on time demands discipline.
8. Be ready to read and write a lot, to test assumptions through different sources and to communicate those conclusions in writing.

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Why Get a Nontraditional Degree?

Some degrees can help a police department's mission, as well as make a candidate more marketable for a potential post-career transition:

Computer science or information technology degrees have a broad range of applicability which could enable an officer to secure the agency's information systems, obtain a better foundation for examining digital evidence, program a new app, or even better understand and prepare for newer technologies, like artificial intelligence and augmented or virtual reality.

Data science programs can prepare officers to understand how to collect and analyze data for intelligence or statistical purposes, while a business degree can help officers think in terms of justifying costs and benefits of various types of tools and procedures, as well as programs and units within an agency.

Psychology or related degrees can enable officers not only to determine the best ways to approach people with mental, physical or developmental disabilities, but also to develop better strategies and policies to guide other officers in their approaches. Meanwhile, cultural and language degrees might help officers interested in a community-policing approach to new immigrant or religious populations.

Nontraditional degrees give you a perspective which you can bring to future degree programs, as well. In fact, together with other factors, it can make you more attractive to highly selective programs like the CHDS degree program. "We bring together students who can learn from one another," says Heather Issvoran, Director of Strategic Communications for the CHDS. "If the nontraditional degree brings another perspective to the classroom, then that helps."



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full context. Even when they do, policing in the US is so heterogeneous that teachers may not be able to fully anticipate students' needs."

A lower quality degree may serve only to enable a prospective promotional candidate to obtain a piece of paper to meet a requirement. However, this doesn't necessarily prepare the officer for leadership and, in many cases, may actually be detrimental. "Lots of people get promoted," says Issvorian, "but a degree program should be about teaching them to think more critically, more expansively about problems their community is [facing]."

Therefore, if you're considering obtaining a degree, think first about what it is you want out of policing. "Many agencies are hiring to fill an empty slot they have now, not to advance a career," says Levin. In other words, the onus for career advancement is on the officer. Few degree programs adequately prepare students for the future as more than just a reflection of the present.

Preparing for a Degree Program

Part of thinking about getting a degree is deciding what problem it is you want to solve. Issvorian stresses that the CHDS focus is on strategy and policy. "We seek current and emerging leaders who want to think more critically and collaboratively about homeland security; who are already successful at the tactical and operational aspects of their jobs; and who want to solve problems they see in their communities."

Frequently, the real-world problems these officers have identified become their Master's thesis. "We want students to return able to educate their agency and community about the problem and what they've determined it will take to solve it," says Issvorian. This is, she adds, why the program is fully sponsored: It's intended to build a cadre of leaders who create strategy and policy for their agencies on the local, state, tribal, territorial, and federal levels.

Issvorian recommends seeking out the kinds of groups or environments which help start to facilitate strategic policy level thinking. Fusion centers, critical infrastructure or environmental protection committees and other inter-agency groups are all good candidates. "We look for officers who are

good at what they do," she says, "who can articulate how they think about problems they see, can synthesize information, and reach out across agencies to effect change."

This, Woodbury says, can matter more to a graduate program than simply reviewing an officer's awards or other career highlights. "We don't teach students to solve specific problems as much as we enable them to solve larger, more complex categories of issues," Woodbury explains. "This is much more valuable to them and their agencies in the long term."

Most of all, he adds, it's important for officers to let go of their biases – everyone has them – and be open to challenges. "People's truths can be limited to the narratives formed by their own experience," he says, "so we look for students who can put that aside long enough to look at evidence, data and other pieces of information to help adjust those narratives."

Whether an officer is just entering law enforcement, or advancing to specialized or supervisory roles, obtaining a degree dem-

onstrates a commitment to a law enforcement career. Hardiman says it shows that an applicant for a new position or a promotion thinks of policing as a profession, not just a trade.

"When you're applying for a new job or promotion, talk about your time management skills," Hardiman adds. "Demonstrate how you could do your job and still complete your homework, exams and research. Talk about the tech skills you needed to attend an online school. Talk about your budgeting and money management skills."

By showing how personal skills like these extend into the professional sphere, says Issvorian, "a degree can help rising law enforcement and corrections leaders to do their jobs better." **P&SN**

Christa M. Miller is a freelance writer and consultant based in South Carolina. Since 2001, she has been writing about public safety issues, ranging from policy and procedure to the use of high tech in law enforcement.

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For those resistive suspects who are mentally ill or under the influence, the P.E.P. method favors the use of procedures to restrict and restrain physical movement which renders the suspect immobile, as opposed to utilizing pain compliance, wrist lock or arm bar techniques.

Lt. John Domingo & John G. Peters, Jr., Ph.D., CLS, CT ©2017. A.R.R

“When I got to the scene, the suspect was poking his arms and legs with a hypodermic needle and yelling that he had to let the air out of his body. He also put out five lit cigarettes on his tongue and yanked out portions of his beard,” the officer told the jury at her murder trial. When the plaintiff’s counsel asked what force options she had used, the middle-aged officer said, “I did what we were taught. I used presence, verbal commands, pressure points, and my Conducted Energy Weapon (CEW), but nothing worked. After he sat on the ground and crossed his arms, I ‘drive stunned’ him with my CEW, but he only laughed at me and sat there. After backup arrived, we jumped him, held him down, and struggled to put on the handcuffs before he suddenly went limp.”

“Why did you use pressure points and eight drive stuns on a person who clearly demonstrated that pain didn’t bother him?” asked plaintiff’s counsel. “This is what I was taught,” she replied. “Even after we put him facedown, we could not control his arms. He was very strong.”

Counsel also asked whether her restraint training involved training in pairs or in a group. “No. We only worked in pairs during handcuff training, but nothing about how to capture, and then control, a person on the ground.”

This hypothetical story highlights the need for change in use of force training. While the ability to use force by all officers is often necessary to capture violators and to protect officers and the public, criminal prosecution of Law Enforcement Officers (LEOs) for perceived misuse or alleged use of excessive force has become the norm rather than the anomaly. In most of these high profile prosecutions, prosecutors failed to reach a conviction. However, the officers who are criminally charged still pay a steep financial and emotional price.

21st Century Society

Present-day society is demanding both officer and government *transparency and accountability*. Surveillance devices and cell phones can be found everywhere today, so LEOs must believe their actions are almost always being recorded. But,

video does not tell the whole story. It is one-dimensional and must be forensically analyzed in many cases. Administrators must also educate the public about the shortcomings of video and that **“force can look awful, but be lawful.”** Public Information Officers (PIOs) must also “fight back” through social media and present incident facts to overcome Twitter feeds which spread rumor and partial truths. Defensive tactics, restraint, CIT, and ADA trainers must also recognize how LEOs capture, control and restrain individuals, and these techniques must reflect defensive strategies to match 21st century law enforcement.

Lt. John Domingo (the coauthor of this article) recognized the need for training LEOs to capture, control and restrain violators in pairs, threes, etc. and to work as a cohesive group when confronting *driven individuals* who do not react to pain compliance techniques or devices. Many Southern California law enforcement agencies, including the Huntington Beach Police Department (HBPD), where he serves as Watch Commander and trainer,



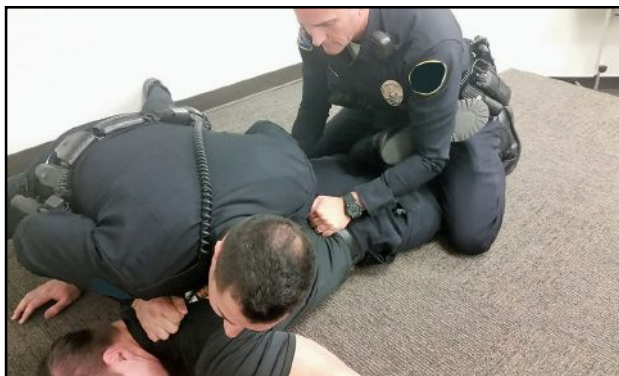
The top officer is attempting to control the suspect's hands. The bottom officer begins securing legs for proper capture.

have had great success with a program called **P.E.P.**, an acronym for Platform, Efficiency and Proficiency.

Platform

Platform assesses the seriousness of the incident and what level of force is justified under the circumstances.

It educates LEOs in risk assessment before and during the confrontation. Because LEOs must face the consequences of an unanticipated arrest-related death of a *driven individual*, this training focuses on how LEOs might anticipate the confrontational outcome and ensures LEOs have a thorough knowledge of current force statutes, case law, agency policies, and an understanding of reasonableness. The *Platform* should be secure enough to support the worst-case scenario, serious injury or death of the violator which oftentimes is not anticipated.



The top officer is utilizing proper side mount control. The bottom officer has secured the legs and hips to limit mobility.

Efficiency

Efficiency thoroughly educates LEOs about what their defensive techniques and devices are designed to do, and how to *transition* from one failed technique or device to a more successful one. Typically, LEOs struggle or fight with suspects on the ground, while numerous officers attempt to control the hands, arms and upper body. This approach allows the suspect to use the strongest muscle groups available to continue resistance. A good top or side mount position by the "top officer," combined with leg control by the "bottom officer," will allow quick control of the suspect. Systematic control of the lower and upper body allows officers to *slow* down the event and be more efficient. Pacing the event also allows officers to disengage from their "fight or flight" response and change their perceptions and reactions. Doing so increases the ability to think logically, enabling officers to quickly transition from the "reaction" part of the brain to the "thinking" part of the brain and systematically take the suspect into custody.



The top officer has transitioned to top mount from side mount, while the bottom officer maintains leg control. From this position, both officers can slow the event down.

Photos one through six show how P.E.P. trained officers capture the suspect, control the legs and then apply restraints. After controlling the legs, LEOs should begin securing what they have and work from top to bottom. This systematic approach to restraining the suspect will help to expedite the apprehension. The faster securing of a suspect should reduce injuries to him/her, to the officers and make for better public perception.

Admittedly, there are times when LEOs are confronted with the immediate threat of serious bodily injury or death. In these events, LEOs must respond appropriately to the perceived or real threat. That's where learning to *transition*, rather than de-escalate, is an important and necessary variable in the P.E.P. training.

Most LEO defensive tactics and restraint training focuses around pain compliance techniques or devices. Pain compliance is conformity by the individual in order to avoid or diminish the

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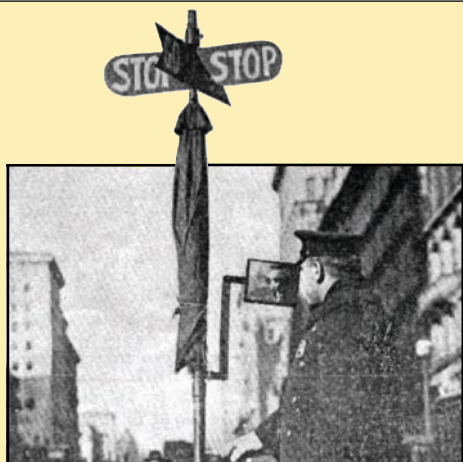
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TECHNOLOGY FROM THE PAST

A Mirror for the Motor Cop

Foolhardy, indeed, was the motorist who ventured into 1921's busy streets without the security of a mirror to protect himself against reckless drivers from behind.

The traffic officer was also supplied with similar protection which served equally to inform him of the state of the traffic behind him without indulging in the merry-go-round act. The director of street intersections of Washington, DC, supplied these devices at all heavily trafficked intersections. The traffic police were safer and more efficient with this accessory.

Photo: Scientific American

pain response. Using pain compliance on a driven individual who can endure the pain or is impervious to pain is ineffective. Typically, LEOs move from one pain compliance technique or device to another one. Often, the results are ineffective. When pain compliance techniques do not work, LEOs must *transition* to incapacitation and/or capture techniques. The P.E.P. program focuses on *transition*.

Transition vs. De-escalation

We suggest replacing the term de-escalation with *transition*. Why? It's simple. LEOs use de-escalation skills at traffic collisions, during domestic disputes, while issuing traffic citations . . . almost every facet of the job. In contrast to de-escalation which is *reactive*, transition is *proactive*. Remember: If the suspect cooperates, LEOs only use limited, reasonable force. In contrast, if the suspect actively or aggressively resists, LEOs must be trained in how to *transition* their force levels and options. We are not suggesting LEOs should not attempt to de-escalate a situation, but training LEOs to be proactive will better equip them to quickly



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The suspect has retracted his hands to prevent handcuffing. The bottom officer begins utilizing Hobble restraints – securing the suspect from the bottom up.

recognize what force options and devices will work best for that situation, and will allow LEOs to quickly decide among pain compliance, incapacitation and/or capture techniques, including the use of deadly force.

Proficiency

Proficiency, the third support of the P.E.P. program, focuses on the agency's responsibility to require regular training, qualifications and to make sure LEOs maintain proficiency with force options and devices. Debriefing events, which include identifying failures and successes and why they happened, is a vital part of program success.



Following ECW deployment, the top officer (using ECW) controls the upper body while the bottom officer secures the legs to avoid using multiple ECW cycles.

with training in Trauma Support. He has trained hundreds of peace officers throughout Southern California, and is a highly sought after presenter and trainer by other agencies. Lt. Domingo has been a frequent presenter at the Institute for the Prevention of In-custody Deaths, Inc. (IPICD) conference.

John G. Peters, Jr., Ph.D., CLS, CTC, serves as President and Chief Learning Officer of the IPICD. The author of several publications and texts, including *Tactical Handcuffing for Chain-and Hinged-Style Handcuffs*, he is a frequent contributor to *Police and Security News*.



The top officer initiates an Incapacitation (LVNR) technique while the bottom officer maintains leg control. Bottom control assists the top officer with proper positioning.

Summary

Over a five year period, pain compliance techniques were effective 30%-35% of the time, with the exception of OC spray. Carotid restraint effectiveness was about 65% of the time and TASER® was effective 62%-65% of the time. Capture techniques, which included securing the legs and lower body, were effective 80%-85% of the time. The use of additional restraint systems (aka RIPP® Hobble) were effective 93% of the time. Today's LEOs deserve to be trained on how to critically think about analyzing the risk of a situation and how to *transition* force options and devices. After an LEO decides to use force on a resistant or combative subject, the key is doing so in an efficient manner to end the conflict as quickly as possible. After all, this is 21st century policing. **P&SN**

John Domingo is a Lieutenant with the HBPD. He is the Use of Force Coordinator and developer of the P.E.P. Program, with over 15 years as an Arrest and Control/Use of Force Instructor. He has also served as a SWAT and Negotiations Commander



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NEW TECHNOLOGY

New CS Spray Formulation



Guardian Protective Devices has announced the availability of a **new CS formulation** which is a direct target, specific spray pattern. Featuring quick effectiveness and shorter decontamination time than OC foam and gel, this CS nonmigrating formula comes in quickly and leaves quickly.

This **new formulation** is ideal for use indoors and at close quarters; is great for surgical extractions (buses, trains, correctional facilities – anywhere there is a need for a specific target); and is also effective in windy conditions.

Circle 1088 for More Information

Havis Announces Rugged Keyboard and Mount System



Havis Inc. has introduced the **PKG-KB-201 package** with rugged USB backlit keyboard and patent pending keyboard mount with integrated quick release functionality. The system also includes Havis' patent pending rugged keyboard mount made of high performance PC-ABS thermoplastics and is reinforced with a mount plate of glass fiber polymer for added durability. The combined system weighs three pounds.

The keyboard includes 89 red monochrome illumination backlight keys and a multi-touch, two finger mouse pad for cursor and scroll functions.

Circle 1091 for More Information

TSSi M-10 Medical Backpack

The new **TSSi M-10 Medical Backpack** is based on the design of the TACOPS® M-9 Assault Medical Backpack, but with significantly more internal storage space; more external PALS webbing to attach accessory pouches; new internal pouch options; and additional capabilities resulting from its increased size.

Over a decade ago, TSSi designed the M-9 Assault Medical Backpack. It quickly became the medical bag of choice for special forces and civilian SWAT medics. While still the operational medic bag of choice, its capacity was being pushed to the limit.

TSSi's answer is the **M-10 Medical Backpack**. Overall, the pack design has only increased in depth by just over one inch. However, the overall internal capacity has doubled.

Circle 1087 for More Information



High Quality, Affordable, Body-worn Camera



The **LE5 LITE** body-worn camera from VIEVU addresses the many perceived barriers to adopting a sustainable and ongoing body-worn camera program. The **LE5 LITE** combines the easiest to operate body-worn camera with the popular government storage platform, Microsoft® Azure®, to manage and share an agency's video and case data.

Features of the **LE5 LITE** include an undistorted, 95 degree field of view; lightweight design; full standby shift; secure Microsoft Azure Government Cloud service; plus storage of over 24 hours of footage.

Circle 1089 for More Information

Major VISTA® Body Camera Upgrade



WatchGuard Video has announced a new version of programming for the VISTA and VISTA WiFi body-worn cameras. **VISTA firmware version 2.0** adds new features and enhancements, in addition to lowering the camera's power consumption. The previous versions recorded video for nine hours at HD resolution (VISTA extended capacity version). After the **2.0 update**, the same camera now records in HD for over 11 hours, at 480p resolution for nearly 13 hours, and powered-on standby time has increased to 39 hours. A new Sleep Mode Feature has been added, too, along with a new Health Monitoring feature.

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Tactical Carrier with FirstSpear® Technology



Safariland recently announced the release of the **PROTECH® Tactical Shift 360™ Scalable Plate Rack System**. The **Shift 360** plate rack is a high-speed carrier system representing PROTECH Tactical's fastest and most dynamic scalable plate rack offering. The system starts as a basic plate rack carrier with the ability to transition into a fully loaded tactical system for a multitude of mission specifications.

FirstSpear Tubes modernize the armor carrier closure system, enhancing the ease of donning and doffing the **Shift 360** carrier with a quick up or down single hand function.

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BUSTED!

James L. McClinton, Ph.D

To cap it all off, he should go on Facebook and tell the world he thinks the presiding judge is an idiot... A 27-year-old man was recently charged in York County, South Carolina, with dealing marijuana. The accused man apparently had the (unfounded) belief that York County deputies do not monitor Craigslist – because that is where he had advertised (“I Sell Weed”), in a notice with his photo, address and price (\$200). It wasn’t long before an interested party responded to his advertisement. *(But, the only cash that changed hands was from a bail bondsman.)*

The concept of “three strikes and you’re out” is apparently lost on the Brits... A 49-year-old man in Sunderland, England, was recently arrested (again) – for the 448th time – on alcohol-related charges. The year started “well” for the man, with only 14 collars in the first three months, and he cleaned up briefly before a “family bereavement” sent him spiraling downward again. His current lawyer admitted that his client has been in court more often than he himself has. *(To which he responded, “I’ll drink to that!”)*

I’ve heard of bathtub gin before, but... A woman in Knoxville, Tennessee, was suddenly overcome by a craving for barbecue brisket. So, she bought herself a chuck of meat and fired up the smoker. Well, that’s not quite right – she didn’t have a smoker. She built a fire in her bathtub and placed a rack over the rim of the tub for the brisket. It quickly became apparent that her plan had not been well thought out, since the tub was fiberglass and not ceramic. The tub didn’t last long, quickly melting into a smelly blob and the fire department was called. Both the tub and the brisket were declared a total loss. *(It’s just as well, since she was planning to clean up afterwards by washing her paper plates in the dishwasher.)*

Knives, loaded handguns, violence... pro wrestlers could learn a lot from their female fans... At a monthly pro wrestling show in Ringgold, Georgia, a 59-year-old woman who had enough of the “bad guy” wrestler, reportedly jumped into the ring to rescue the “good guy”

REAL STORIES OF GENUINE ABSURDITY



Fool me once, shame on you!...

A woman drove her vehicle through an activated railroad crossing guard outside Garner, North Carolina. To avoid the oncoming train, she sped across the tracks and hit a tree. Two weeks later, the same woman in the same car – with a still damaged front end – was seen driving through the same crossing arm with the same warning lights and bells activated. But, this time, the car got stuck and an Amtrak train with 222 passengers hit the vehicle. No passengers were injured and the driver was found walking around the scene with only minor injuries. *(Do you think it might be a good time for the courts to consider revoking her driver’s privileges?)*

wrestler, whom the “bad guy” had “tied up” and was beating with a chair. First, she cut the “good guy” loose with her knife and then pulled a loaded handgun on the “bad guy” (an act which got her arrested by sheriff’s deputies). She admitted that the “bad guy’s” earlier “mean” banter with ringside patrons had unnerved her, especially when he told her to sit her “toothless self back down.” *(This dear lady seems imminently qualified to run for the office of president of the Ringgold Women’s Cultural Society.)*

Gentlemen, start your engines – then run like heck!... In northern China, police said an argument between construction workers escalated into a demolition derby-style clash of heavy machinery which left at least two front-end loaders flipped over in the street. Online video reveals several front-end loaders ramming each other while passenger cars scurry away from the cloud of dust. The construction workers were from two

companies competing for business. China’s construction sector has fallen on hard times, with growth down by two thirds from its peak a decade ago. *(It sounds like the basis for a new reality TV show.)*

The judge should give him house arrest... Court documents reveal that a 70-year-old Kansas man robbed a bank in order to go to jail and avoid his wife. He had told his wife following a fight that “he’d rather be in jail than at home.” After writing a note stating that he had a gun and wanted money, Lawrence John Ripple walked to a bank in Kansas City, Kansas, and handed it to the teller. The teller gave him nearly \$3,000. Instead of making a hasty getaway from the Brotherhood Bank and Trust branch, he took a seat in the lobby and admitted to a security guard that he was the suspect. He was taken into custody and the money was returned to the bank. *(I hope that this doesn’t start a robbery trend in our country known as “The Ripple Effect.”)* **P&SN**

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