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JANUARY/FEBRUARY 2022
VOLUME 38 ISSUE 1

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Standard operating procedures are incredibly important as they support accountability and planning, and increase the likelihood of success.

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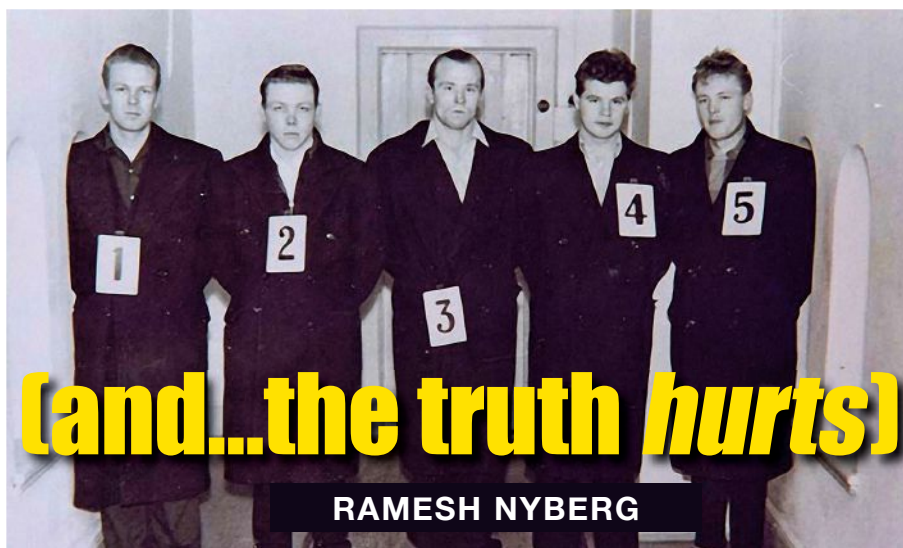
...AND NOTHING BUT THE TRUTH

If you woke up one day and that face of yours – the one you have come to know, love and take care of – suddenly had a large, offensive, seeping boil on it, what would you do?

It's safe to say that you would try your best to hide it from everyone else. Until it went away or it was medically attended to, you might even avoid looking in the mirror. You would draw as little attention to it as possible.

I have a bitter pill for you law enforcement professionals to swallow: We're not always right. Moreover, when we're wrong, it is not in a small, insignificant way. No, our wrongs are most often *big* wrongs with great consequences, like ugly boils we don't want anyone to see.

If you haven't heard about one of the biggest police reforms in recent criminal justice history, then you have been delib-



erately not looking in the mirror. Let's face it, none of us like to hear about "police reform." We have always felt that we were doing things the right way. Police officers across the nation recoiled in disgust back in 1966 when the US Supreme Court cobbled together a series of warnings which officers would be legally required to read to in-custody suspects when being questioned to protect their Fifth Amendment privilege against compelled self-incrimination: The *Miranda* Rights. This was police reform on a monumental scale. Law

enforcement didn't like it one bit. In fact, many flat out ignored it. Today, however, we not only dutifully read the warnings as prescribed, but we understand the need for it. We know that there are people like Ernesto Miranda who didn't have any idea what Constitutional protections were. We understand that *fairness* isn't a concession – it's a requirement. We know that if we are to really live up to the oath we took, we acknowledge that above that metaphorical "playing field" of our justice system, the fans in the stands above are cheering for the defendant. They have home field. That's the reality of our system of justice. To cops, that can be frustrating, but when you become a civilian, with kids, you "get it."

The 1960s saw police reform on a tectonic scale. In the same decade as *Miranda*, *Mapp vs. Ohio* decided that the Exclusionary Rule applied to the states, not just federal cases. No longer could you use unlawfully obtained evidence in trial, as they had in *Mapp*. In that case, Ohio courts shrugged when confronted with a completely fake warrant the detectives used to enter Dollree Mapp's house. Thankfully, the Supreme Court Justices saw it differently and we all became better professionals because of it. We get it. But, there were still more mountains to climb.

Fast forward to 2021 when we are still experiencing exonerations of innocent defendants through DNA tests. Is this making you uncomfortable? That's good. Please keep reading. It's not just the DNA tests which should make us sit up and take notice. Over the last couple of decades, what has come to light is that in the vast majority of these cases (around 75%), there was a mistaken identification made by a witness. So you can breathe a *little* easier in knowing that it was rarely a "bad cop" element which caused the injustice. Rather, it was a bad *system* (at least a less efficient one) which sent innocent people to prison. One of the most alarming cases was a North

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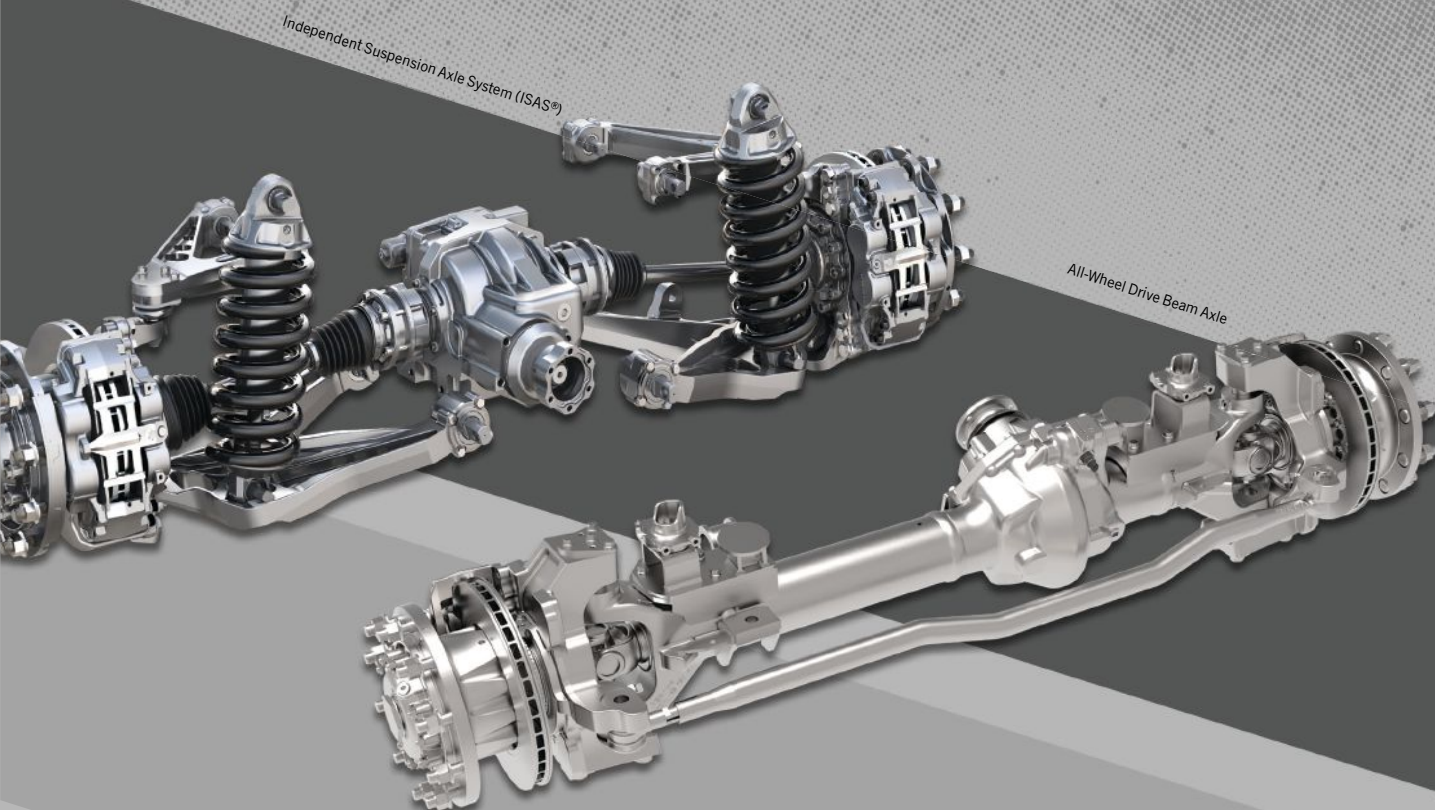
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...AND NOTHING BUT THE TRUTH

Continued from page 6

Carolina rape case in which the original defendant, Ronald Cotton, was convicted based on the testimony of the victim, Jennifer Thompson, who picked him out of a lineup. You know, the old “six-pack” lineup we used for decades? Well, it turns out those are problematic. We never had a problem with them. Indeed, we found them overkill: We had to find five fillers who looked like the subject and present them to the witness. Now, science and psychology has exposed drastic failures in human memory and recall, resulting in another police reform – the *double-blind* method of showing photo lineups. The six-packs are no more and if your department is still doing them, then it is akin to those stubborn cops from decades past who refused to embrace *Miranda*. Ronald Cotton, it turned out, was not the rapist. DNA proved it. After Cotton was freed, he and Jennifer teamed up and gave memory and eyewitness symposiums all over the country, telling their story to prosecutors and detectives. They authored a book together, *Picking Cotton*. If you haven't seen the “60 Minutes” episode on this remarkable story, search it on YouTube. I use the story and show the video to my high school students and to law enforcement officers during regional training courses I teach. In that story and in many other articles I have read, modern science has come to prove that human memory is highly fallible and, in fact, can be manipulated and *changed* by our biases and outside influences, even subtle ones. The double-blind method removes from the process the detective working the case who knows the subject's identity. In doing so, it removes the possibility of inadvertent suggestion or bias which can be transmitted – by even the most minute tone inflection or body language – to the witness. Does this sound implausible? NIJ studies have shown that the double-blind method has reduced the ratio of misidentifications in criminal cases.

Today, there is a Florida inmate named Thomas James who has been sitting in prison for 30 years, convicted on what appears to be a misidentification. After reading a GQ article about the case, my former sergeant, Al Singleton, became the loudest voice in law enforcement to demand that the case be reviewed. He strongly believes in James' innocence. He sent the article to me and I cannot disagree with Singleton's view. If you had met Al when I worked with him (and for him) in the '80s and '90s, you would have met a pragmatic former US Marine who

was as “law and order” as they get. He demanded nothing but professionalism out of the people who worked for him and he made me a better cop. He is, and always was, honest and fair so to hear him say, “We arrested the wrong person,” was unusual, but not terribly surprising.

Most people don't like to admit that they've made an awful mistake. Law enforcement officers, especially, believe strongly that we are always “doing the right thing.” And, most of the time, we do exactly that.

“Innocent people aren't convicted of crimes they didn't commit,” said Detective Mike Gaudin, the lead detective in Ronald Cotton's case. “I believed that. Now,” he admits, “I know better.”

Ronald Cotton's misidentification was not a case of racism or malicious prosecution. Our criminal justice system is made up of human beings and human beings are imperfect. They make mistakes – so do cops and so do prosecutors. And, as much as we believe that we are always doing the right thing, we *must* believe and understand – with even greater conviction – that we are highly prone to error and that our memories are anything but perfect.

Ernesto Miranda got a new trial. And he got convicted *again*. When he got out of prison, he was stabbed to death in a bar fight. When the man who stabbed him was arrested, he was read his *Miranda* Rights. Criminal justice and irony are no strangers. But, fairness cannot be a neighbor we ignore.

Confronting truths can often come with discomfort, even pain. Our system tries its best to protect an individual's innocence, sometimes at the cost of a guilty person or two getting lucky and going free. If we call ourselves professionals, however, our ultimate goal should be to better ourselves and better our system so that your innocent son and mine don't end in a prison cell – or strapped into a chair on death row. **P&SN**

Ramesh Nyberg retired from law enforcement in November 2006 after 27 years in police work. He lives in Miami and teaches criminal justice at a local high school. He also teaches regional law enforcement courses through Training Force, USA. He enjoys getting feedback from readers and can be reached at ramesh.nyberg@gmail.com. Also, Ram has recently announced his newly published book, *The Ten Must-Haves to Be a Great Detective*, available on Amazon in both paperback and Kindle eBook. You can find it by visiting <https://tinyurl.com/hwc2xajm>

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New Scope from Axeon

The **Axeon Prism 3XRD** is an alternative to a long rifle scope and short-range optics like ACOGs or red dot sights. It is smaller and shorter than standard variable rifle scopes, but larger than a reflex sight. Its 3x magnification means you can extend your effective range and it offers a balance between free hand or tactical shooting and longer ranges such as 200-300 yards. The illuminated etched reticle can still be utilized without batteries eliminating the worry of a dead battery.

This 3x30 Prism Dot Scope also features tactical style turrets; red or green illumination options; five brightness levels; a 30mm objective; integrated pic rails; and it runs on a CR2032 battery. It uses a prism to reflect and focus the light passing through the optic before it reaches the eyepiece which gives the user a brighter, sharper image and quicker target acquisition times.

axeonoptics.com



LAPD Selects FN 509 MRD-LE

FN America, LLC recently announced that the **FN 509 MRD-LE** has been chosen by the Los Angeles Police Department as their new duty pistol. The preciseness of the **FN 509 MRD-LE** starts with the patented FN Low-Profile Optics-Mounting System™. Adapted from the original development for the US Army's handgun trials, it gives officers more precision and sighting versatility.

Accuracy is made possible for all officers with a precision, hammer-forged barrel with recessed target crown; a high-performance, conical striker; and a flat-faced, duty-rated trigger. With a positive wall at 90° before a clean break, officers maintain their sights on target through the full trigger pull. The FN Low-Profile Optics-Mounting System with cowitness tritium 3-dot iron sights delivers rapid sight acquisition and consistent shot placement.

fnamerica.com

Firearms and Accessories

New XD-M® Elite Compact OSP™ 10mm

The new **XD-M Elite 3.8" Compact OSP 10mm**, from Springfield Armory®, provides concealed carry users with an outstanding defensive pistol option. The pistol packs in 11+1 rounds of 10mm and is available with or without a HEX™ Dragonfly™ red dot. An optional 15 round extended magazine is also available.

The HEX Dragonfly is precision machined from 6061 T6 hardcoat anodized aluminum and outfitted with a scratch-resistant, anti-glare glass lens, making it a durable, standard size reflex red dot sight.

It features fully ambidextrous controls, the excellent META™ trigger and much more. The hammer forged barrel is designed to deliver long life and match-grade accuracy, and the pistol's two included 11 round magazines feature stainless steel bodies.



springfield-armory.com



New Garrison 1911

Available with hot salt blued carbon steel or rust-resistant stainless steel construction, the **Garrison**, from Springfield Armory®, is a rock-solid 1911 which provides a host of modern upgrades. Forged construction, low-profile yet high visibility sights, skeletonized hammer, extended beavertail grip safety, and much more define this modern take on the proven classic. Its five inch stainless steel barrel is forged from stainless steel and the **Garrison**'s seven round magazine ensures rugged reliability.

springfield-armory.com



New Ronin® EMP®

Springfield Armory® recently announced the newest addition to its family of 1911 pistols – the **Ronin EMP**. Combining the popular features of the Ronin Series with the patented CCW-ready modifications which made the Enhanced Micro Pistol (EMP) the smallest 1911 in the world, the result is an EDC 1911 built specifically for the 9mm cartridge. The **Ronin EMP** is available in a three inch barreled version with a 9+1 capacity, and a four inch barreled version with a 10+1 capacity.

Rather than shortening the barrel and slide like most compact 1911 pistols, the **EMP** also shortens the frame and action. The pistol features 11 proprietary parts distinct from a standard 1911 as a result of this adaptation.

springfield-armory.com



New EDC Holsters

SENTRY Tactical™ has entered the holster market with five new inside-the-waist-band holsters and magazine pouches. Using the latest polymer injection technology and thermoforming, SENTRY's **EDC holsters** offer strength and flexibility with adjustable settings to create a perfect fit whether worn behind the back, appendix carry or cross draw. Worn under a shirt or vest, SENTRY's **EDC holsters** offer minimal printing, level 1 or 2 retention, and all carry the SENTRY lifetime warranty.

sentrytactical.com



New CO₂-Powered Pistol from Umarex USA

The **Prepared 2 Protect HDP 50 Compact** may be the right tool for people who don't like the idea of lethal force. Smaller in size than the original HDP 50, this CO₂-powered pistol can shoot rubber balls or dust balls. Channel sights allow for quick target acquisition and it shoots .50 caliber rounds in an integrated magazine with a four round capacity at 360 fps velocity. It includes three, eight gram CO₂ capsules, ten rubber rounds for practice, and either ten pepper rounds or ten powder rounds.

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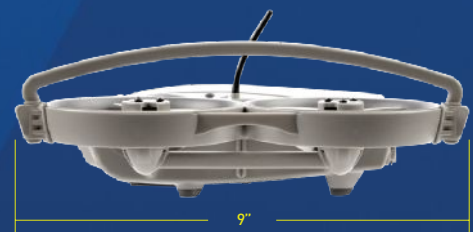
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THE WHEELS OF JUSTICE

Where Have All the Cruisers Gone? (And Where to Find Them)

Any of us who have worked the streets have heard this tired mantra too many times from a concerned citizen: “It never fails, there’s never a cop when you need one.”

Sergeant James Post

Well, due to the times we’re living in (COVID Part Three; shipping containers scattered all over the Pacific; runaway inflation – the highest in 40 years; running looters; and semiconductor chips scarcer than good news from the White House), I’ve changed the mantra to: “It never fails, there’s never a cop car when you need one.”

We all feel the pain. Even in my corner of God’s country (NW Arkansas), departments are hurting, too. Sure, we don’t have blocks of businesses burning, mask and vax mandates, or new protests every week by the “alphabet” groups; the only de-funding folks down here want is the price of gas to return to where we were a year ago...and new police cruisers. Cops here are in the same bind as departments across the country...no new cruisers to be had.

Most of the blame can be placed on the semiconductor chip shortage (we’ve written about that before) which originated during COVID Part One when overseas factories switched chip production to the more lucrative consumer electronics. Now, the chip shortage has been compounded by a parts supply chain which has failed worse than whoever thought the Yugo was a good idea. Automotive companies around the world are in the same boat, too...just price new and used cars, SUVs and trucks of any make at your local deal-

ers. When production eventually ramps up, LE agencies will get a double dose of “aw sh...” because production of the more expensive (i.e., profitable) civilian models takes precedence over fleet vehicles which includes those cruisers you need. It always has and it always will. It’s a sad reality departments have experienced since the introduction of police-specific models in the 1950s.

A third reason cop car production is slowing is because North American manufacturers are shifting a portion of their R & D (and subsequent production) to building hybrid and electric cars, SUVs and pickups due to the promise of humongous federal handouts and the push for “green” vehicles, despite the fact that our electrical grid is many years away from being capable to support them.

Most departments in my area have not received the vehicles they ordered and need for replacement of aged units. Running cruisers beyond a couple 100K miles can result in more expensive repairs and even longer response times. The Rogers Police Department is waiting on vehicles ordered in January; the Bentonville Police Department has eight replacement units on order; ditto for the Washington County Sheriff’s Office. A local GMC dealer is still waiting delivery of vehicles to fill more than 100 orders placed last October, December and January.

Departments have had to get creative to fill their parking lots. Many have resorted to buying used cruisers and, of course, used police car dealers have been eager to help...and the asking prices show it. In our rocket rate inflation at press time, used car prices have increased by 31.4% over a year ago and used CVPI increases are more than that. A quick review of online vendors shows some used Crown Vics selling close to half of the original MS-RPs! That ain’t bad for a car which hasn’t been in production for over ten years! To increase the impact on your budgets even more, most CVPIs still available are out of warranty and parts are drying up.

One used police cruiser purchase option you might want to check out is a GSA auction near you. The US General Services Administration Fleet leases vehicles to numerous alphabet federal agencies (FBI, DEA, ATF) and, when the vehicles meet retirement criteria, they are offered for sale via auction. I’ve been on assignments when I drove FBI and DEA police package cars and can attest to the fact that their service policies are excellent. Every year, the GSA auctions 30,000 vehicles at locations nationwide.

GM and Chrysler recently opened ordering periods for Tahoe, Charger and Durango Pursuits (respectfully) and those periods expired in a few hours. (These are for 2022 vehicles which are carryover 2021

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With luck, some departments may be able to “piggyback” a large order from their state patrol for a few units.

models.) Production for them is scheduled to resume sometime in early 2022, but MSRPs have yet to be announced.

Unfortunately, I can’t give you any suggestions about how to expedite orders, but I can give you some options for when production resumes.

Purchase or Lease?

When the new police cars start rolling out of the factory doors, smaller departments may still have problems buying them. There is a definite “pecking order” in the way new vehicles are distributed. Large volume new car dealers with “sold” orders and volume buyers, like Enterprise,

will likely be first, followed by state patrols and large departments. You may be able to “piggyback” a large order from your state patrol for a few units or find a few at out of state dealers, but the future is still bleak.

A viable option to purchasing, although not new, is to lease police vehicles and it is gaining in popularity. As new cruiser prices increase to more than what many of us paid for our first homes, the dated notion of “run ‘em until the wheels fall off” is no longer fiscally practical or even wise.

If you need to update a portion of your fleet or initiate a replacement program, leasing can be another option you should

check out. Of course, Chrysler, GM and Ford have offered fleet leases for years through their dealers, but leasing companies in the public sector deserve a look as well. Although similar, they all have different options and programs which may surprise you. We have reviewed three of them for you which feature different lease programs.

Enterprise Fleet Management (enterprise.com)

Enterprise started in 1957 with seven cars and now they are the largest buyer of new vehicles in the US. They currently own 1.85 million vehicles, 600,000 in their rental fleet (44% of the market) and 135,000 in their fleet operations. Their Fleet Management has offices across the country and they lease police vehicles nationwide. The leases are generally three to five years, with a turn-in at 60,000 miles. At 60K, customers have the option of paying off the balance of the lease and keeping the unit, or returning the vehicle where Enterprise will sell it at fair market value and credit the funds back to your department. In a perfect world, Enterprise normally

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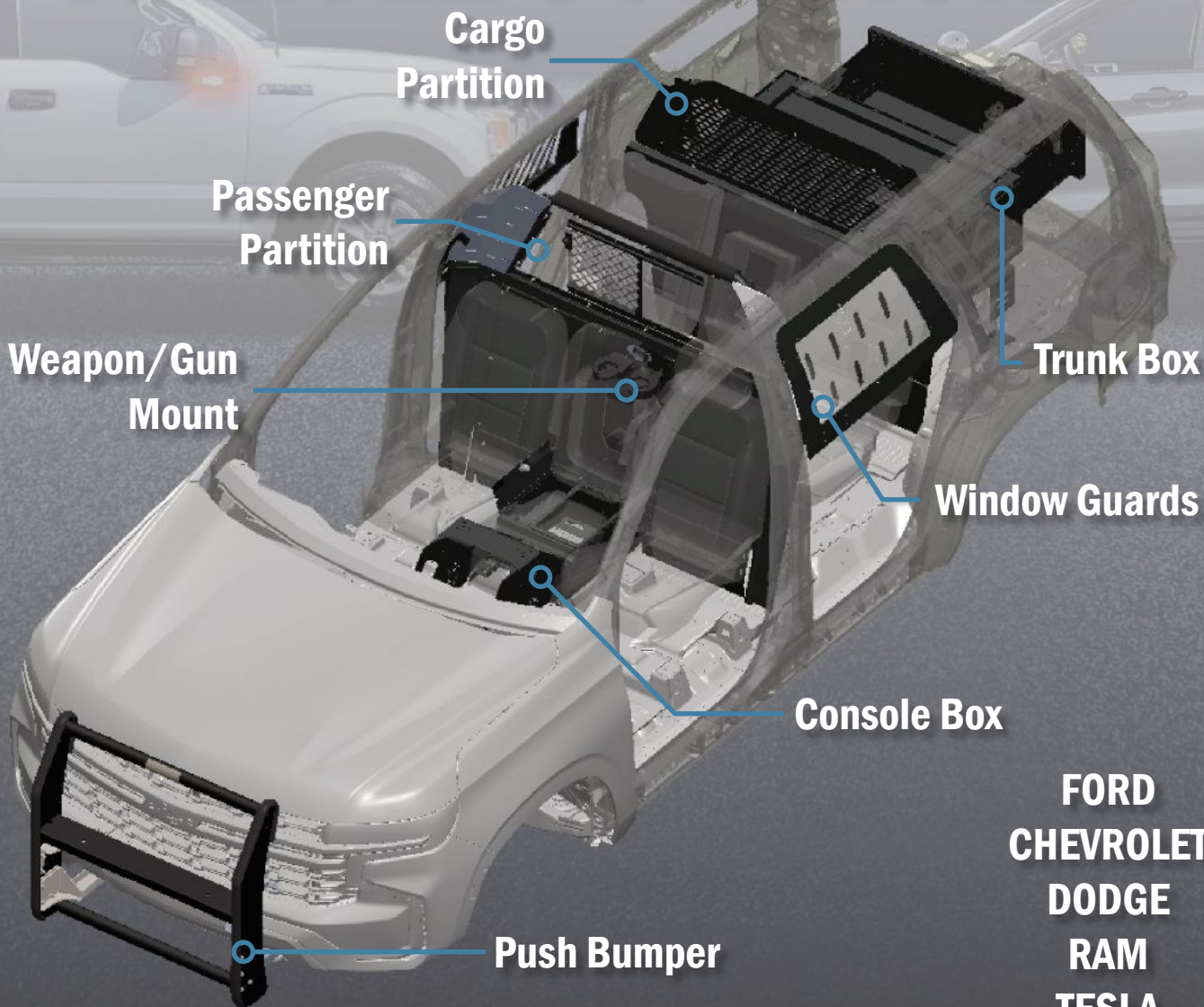
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Police vehicles from John Jones are currently found in 38 states.

promises a 90 day delivery on orders, but they are affected by the chip shortage, too. We were unable to find information about upfitting, paint schemes, graphics, and models available as these particulars are negotiated on an individual basis with the leasee.

John Jones Police Pursuit Vehicles

(policepursuitvehicles.com)

If you are looking for a one-stop shop to buy or lease turnkey police vehicles, look no further than John Jones Police Pursuit Vehicles. Conveniently located in the Midwest, they ship LE vehicles wherever needed and their units can currently be seen "protecting and serving" in 38 states. They are a dealer of both GM and Chrysler product lines, selling Tahoes,

Charger and Durango Pursuits and the RAM® ProMaster. They also sell used vehicles and accept trade-ins on sales or leases. They stock a large inventory of emergency equipment and can install it in their state-of-the-art up-fit shop. They also offer service with factory trained technicians for units they have sold or leased, as well as for local departments.

I interviewed John Konkler, LE Sales Director, for the details of their Municipal Lease program. In addition to the vehicles normally kept in stock, they can provide any specialty vehicle or equipment you may need. They feature flexible lease payment schedules (monthly, quarterly, semiannual, or annual) to match your budget requirements.

The exciting feature of their operation is that they can build you an LE

vehicle tailored to your specific needs to match your existing fleet or they will build you an all-new custom fleet. They can build marked or unmarked units from the Chevys and Dodges on site, or prisoner transports, CSI or SWAT vehicles from the RAM ProMasters. Their warehouse stocks a vast inventory of emergency equipment which includes Whelen, Federal Signal and SoundOff lights, lightbars and sirens; Havis consoles; TruckVault SUV storage units; and Setina, Havis or Pro-gard prisoner partitions and seating. Their spotless up-fit shop will install the equipment you order and install your radios, too.

Their full bodyshop can match your current paint scheme (in either paint or vinyl wrap) or create a new one for you. They will install graphics you provide or duplicate them with their in-house graphic designer. They can even tint windows if needed. The popular RAM ProMaster vans can be converted into 12 prisoner transports utilizing different configurations of up to three partitions with seat belted seating, custom lighting and interior camera systems, as well as install exterior emergency lighting and department graphics...a far cry from the paddy wagons I drove in the day which only had a plywood partition between me and the bad guys. The ProMasters can also be built into numerous custom variations you need, such as CSI, SWAT or mobile command posts.

All up-fit work is 50 state compliant, comes with a 12 month warranty and does not void factory warranties. New vehicles carry the full factory warranties. Sedans and SUVs are built to your satisfaction and can be financed, including up-fit. John Jones Police Pursuit is a one-stop shop for all of your LE vehicle needs.

First Capital Equipment Leasing Corp.

(police-lease.com or municipal-leasing.com)

First Capital has 35 years of experience in government fleet financing/leasing, but they have no inventory and do not offer up-fitting. Their program is very different, as explained to me by Bob Arnowitt, Lease Manager. You negotiate your own vehicle purchase from a favorite dealer or state contract provider, whomever you trust; purchase emergency equipment from a vendor of your choice and have it installed; and First Capital will then lease-to-own you the entire package. Their fleet leasing spreads the vehicle and equipment cost, plus up-fitting, graphics and even weapons over three, four, five, or six budget years in increments you chose, and the first payment is determined by the start of your



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Analysis Time Period	Start: 9/21/2018 11:07 AM End: 10/5/2018 10:14 AM	
Vehicles Analyzed	34,606	Speed Limit 35
Total Enforceable Violations	1,529	Average Speed 40
% Enforceable Violations	4%	Fastest Speed 55
Enforcement Rating	LOW	Slowest Speed 24

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We’re all hoping our economy recovers from the current crisis, inflation disappears, vehicle and fuel prices return to the levels of a year ago, and we get a handle on the current crime wave. The latter can’t happen without more cops on the streets who are respected, supported and paid a living wage, and enough vehicles to get their job done. We sincerely hope this column helps you with that last goal. God bless America’s finest! **P&SN**

Sergeant James Post is a 27 year veteran of Midwest police departments and has written this column for 24 years. He always appreciates your comments and ideas for future articles and can be reached at kopkars@arkansas.net.



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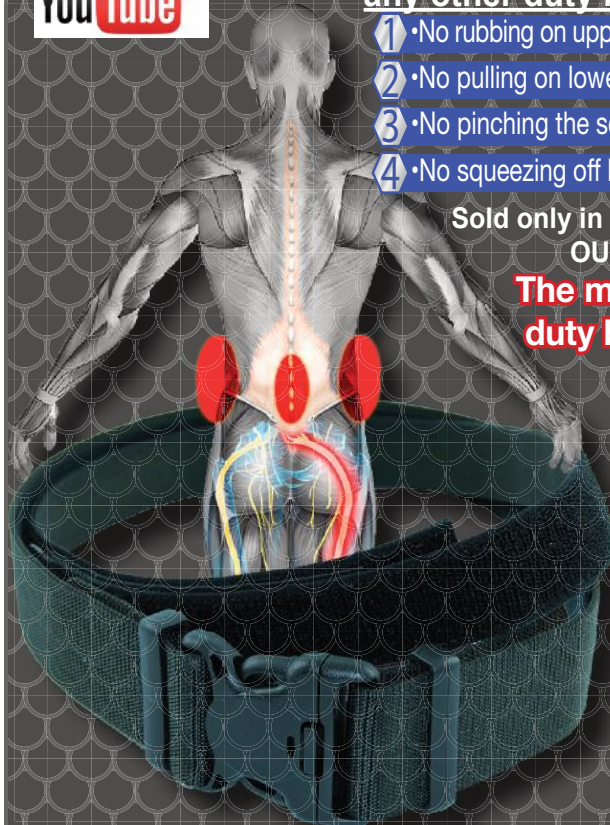


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PRODUCT HIGHLIGHT



NIGHT VISION DEVICES

The **PVS-14 Night Vision Monocular Custom Kit** allows users to choose their image tube preferences (green/white phosphor, FOM selection, etc.), select an option from a variety of helmets, and add on several other tactical accessories. Users choose what works best for them and their tactical needs and each kit is carefully prepared.

The **PVS-14** is the best multifunctional night vision monocular available. Head or helmet mounted, the **PVS-14** allows the user to retain their night adapted vision in one eye while viewing their surroundings through the illuminated eyepiece of the **PVS-14**.

nvdevices.com



NIVISYS LLC

Nivisys has developed the **DVS-110** as a platform for underwater applications using the submersible MUM-14D handheld night vision viewer. The **DVS-110** has been tested to depths of 20 meters (66 feet) and has proven to be operational at these depths. It is a great tool for operations when underwater visibility is needed and gives the operator a hands-free tactical advantage to the mission. When not in use in the water, the system can be used as a weapon mounted, helmet mounted or handheld night vision monocular.

nivisys.com

Night Vision and Thermal Imaging Equipment

PULSAR

Trionyx multispectral binoculars provide thermal and digital night vision imaging combined in a single unit. These binoculars deliver a detection range of a fixed focus 384x288 thermal sensor – over 1,000 yards – while also maintaining the target-identification capability of focusable digital night vision. Using the included 940nm IR Illuminator, virtually nothing can escape the **Trionyx**'s detection.

The **Trionyx**'s thermal imaging has 2.5-10x magnification and the digital night vision has 3.5-14x, so users can customize their view on its high-def AMOLED display. It also offers eight unique color palettes.

Utilizing the built-in video recording, 16GB of internal memory and Wi-Fi connectivity, users can capture and save all their surveillance observations. **Trionyx** binoculars have a six hour battery with the Pulsar TPS7 Li-Ion and an IPX7 waterproof rating.

pulsarnv.com



PULSAR



Pulsar's **Lexion Thermal Monoculars** boast IP67 waterproof rated construction and, depending on the model, heat signature detection ranges up to 2,000 yards. Onboard Wi-Fi and integrated video are perfect for recording evidence, as well as connecting a device for secondary monitoring. The **Lexion** also includes high-resolution 384 or 640 microbolometer sensors; 17 micron pixel pitch; a full eight color palette; picture-in-picture, AMOLED display; an eight hour rechargeable battery; and more.

pulsarnv.com

ZISTOS CORP.

The Zistos **Standard IR HD Tactical System** is a pole camera with an IR illuminated low light camera mounted on a remotely controlled, motorized articulating pole. This surveillance tool increases the safety and effectiveness of tactical missions. It provides visual intelligence in environments which are inaccessible or dangerous, such as a barricaded suspect, active shooter or hostage scenario.

The **Standard IR HD Tactical System** includes a rugged, 5" tablet; a telescoping pole and motorized camera mount which attaches to the ZistosHD handle with integrated system controls; and a WPC-2.0IR-HD camera head which outputs 1080P video.

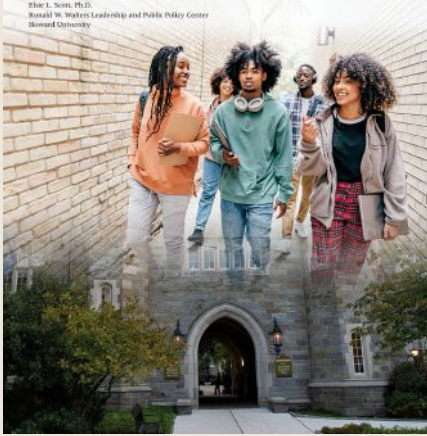
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NEWS

Engaging College Students in 21st Century Law Enforcement FINAL REPORT

Photo: Scott Phillips
Ronald W. Walters Leadership and Public Policy Center
Harvard University



Engaging College Students in 21st Century Law Enforcement: Final Report

Published by the Office of Community Oriented Policing Services (COPS), this report discusses the grant awarded for a study of police/community relations. This study used college students to help drive the discussion on diversity and inclusion and how best to transform recruitment strategies for law enforcement agencies in the 21st century. Data for this study were collected through two methods: focus groups and convenings between college students and law enforcement managers and supervisors. The focus groups were conducted in four regions of the United States – Midwest, East, South, and West Coast – during the summer and fall of 2016. The focus groups were conducted at Historically Black Colleges and Universities (HBCUs) and Predominantly Black Institutions (PBIs) to ensure that most of the students included in the focus groups were African American. In addition to the discussion, focus groups were given a demographic survey which included a few questions about their experience with police officers. The focus groups provided insight into how college students perceive police officers and how they believe relations between police departments and the black community can be improved.

You can read and/or download the full report at <https://tinyurl.com/3pwm5eur>

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EVERYTHING THERE IS TO KNOW ABOUT KNIVES!



Photo by Maxim Potkin

How do you know which knife is right for you?

RALPH MROZ

Tactical Knives magazine first began as a quarterly periodical back in 1995, published by (now defunct) Harris Publications. I wrote for *Tactical Knives* magazine for 16 years. During that time, between the knives which went across my desk and the ones I otherwise got to handle or play with, I must have worked with, to a greater or lesser degree, over 1,000 knives from all of the good manufacturers and many custom makers. (Of course, I didn't extensively carry or test that many knives – that distinction would probably go to *TK's* very knowledgeable editor, Steve Dick.) Between this wide exposure to knives; a modest background in the Filipino knife arts; decades of hiking; a genuine lifetime love of knives; the writer's ability to meet

with, and tap the minds of, actual experts; and a reasonably realism focused thought process, I have come to some opinions about them, some of which are strong.

Spoiler alert: Knives are primitive, simple weapons. Don't get all confused about their "special" qualities.

- Knives are simple things. They cut and poke. They do not ward off evil spirits, nor impart knowledge or skill to their owners. They are just tools. No one gets all excited about a hammer, nor should they about a knife – not that I don't have some real favorites.
- The steel is not very important. Yes, a great high-end steel is a joy to cut with and it will hold an edge longer than a low-end knife steel, but all knife steels

these days (from the major manufacturers) are way, way better than anything that Grandpa could have wished for and he and his peers settled a continent with much lesser knives and steels. Professionals who use knives all day long, day in and day out, use pretty generic steels.

- Edge geometry is the main determinant of performance. Almost – almost – without exception, the best cutting knives which I've used had full flat grinds (a single grind from edge to spine) or nearly full. Scandi ground puukkos, even with half grinds, usually did well, too. Hollow grinds often sliced well, but, as you'd expect, at the price of edge retention and the ability to take a beating.
- Knives can be too hard. Too hard means really hard to sharpen and maybe brittle. There's a sweet spot of compromise between edge retention and ease of sharpening.
- Sharpness is not the full story. How thin an edge you put on a knife is one half of the story, but how "toothy" or micro-serrated the edge is is important, too. The ability of different steels to take a particular edge with a particular tooth was the most important aspect of any steel to me. A sharp edge with no tooth will slice paper well, but not a fibrous material like rope (it will simply glide over rope).
- The simpler the blade shape, the more versatile the knife. With very few exceptions, unless you want a knife for a single, specific, unusual task, you want a straight handle and a simple blade with the point in line with it. Weird, exotic, macho, comic book looking blades are for pubescent teenagers. That said, some unusual knives do, in fact, have real application to very specific tasks.
- Almost all simple blade shapes are good at getting the job done.
- Double-edged knives are (pun fully intended) a double-edged sword. These things are purely defensive (or offensive) weapons and in the contact/distance chaotic turmoil which is a fight, particularly a knife involved fight, I have



A sharp edge (with no serrations) works great for cutting paper – not so much for cutting rope.

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EVERYTHING THERE IS TO KNOW ABOUT KNIVES!

Continued from page 20



Avoid carrying exotic looking knives – you're not a kid anymore.

- enough to worry about without having to keep track of an extra edge. Sooner or later, I always manage to “cut” myself in realistic simulations with a double-edged trainer.
- The grip (handle) is the human interface to this simple tool and is usually far more important than the blade in front of it. Handles are the failing of many an otherwise acceptable knife and most unusual handles are ergonomic failures, meant for comic books, not the real world.
 - The best easy to do overall test for a general-purpose utility knife is cutting cardboard which is a surprisingly abra-

sive material. You simply can't give every prospective knife a yearlong field test before making a decision about buying or carrying it.

- Most knives come with lousy sheaths. If you carry a fixed blade knife, you'll want to invest in an aftermarket sheath. After all, you don't get a good holster, if you get one at all, when you buy an off-duty gun.
- Many so-called “defensive,” “fighting” or “tactical” knives are all looks and no function. For just one example of a typical shortcoming (there are way too many others), see if you can stab one, full strength, into a hard object like an



The best overall design for a general-purpose utility knife is the puukko; however, it has no guard to protect your hand.

old tire or a piece of plywood without your hand sliding onto the edge and getting deeply cut. (Don't try this full force right off the bat, obviously.)

- The best overall design for a general-purpose utility knife is the puukko, but it has no guard or choil, so it assumes that you are somewhat competent around sharp things. (I do admit the validity of a few other opinions on this subject.)
- Finally, if you have a knife, know how to sharpen it! It's just astonishing how few knife owners do. **P&SN**

Ralph Mroz was a police officer (part-time) in Massachusetts for 20 years, seven of which he was assigned to his county's drug task force. He has taught at a number of national, regional and international law enforcement conferences. Ralph now has three new books available on Amazon: Street Focused Handgun Training (Volumes 1, 2 and 3), as well as two newly republished books: Defensive Shooting for Real-Life Encounters, and Tactical Defensive Training for Real-Life Encounters, which are also available on Amazon.

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Moving up the Ranks - Along a Different Path

DR. STEPHENIE SLAHOR

A master's degree is an enhancement not only to your knowledge and skills, but a boost when seeking a move up the ranks in your agency. Traditionally, that path involved a degree in law enforcement.

Such a degree will focus not only on skills and methods, but also the leadership qualities you need to carry out procedural strategies and to create solutions to problems.



Master's Degree in Law Enforcement and Leadership

Many universities offer this field of concentration through their criminal justice departments or organizational management departments. Typically, your studies will be in agency leadership; law; budget and financial methods; human resource allocation; communications techniques; data management; conflict resolution skills; and public policy concerns. Cruising the Internet will lead to a large number of colleges and universities which offer master's programs in law enforcement, but, as a starter, here are two.

Arizona State University: The University's (online) Master of Public Safety Leadership and Administration focuses on problem solving, analysis of crime reduction strategies, and independent and collaborative leadership. Data analysis, management and public policy are the foundations for coursework which includes geographic information systems and analysis; emergency management; homeland security; public budgeting and finance; human resources management; and organizational structure and management. The University also offers Ph.D. degrees in criminology and criminal justice, and public administration and



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MOVING UP THE RANKS - ALONG A DIFFERENT PATH

Continued from page 23

policy. <https://publicservice.asu.edu>

Eastern Kentucky University: The school's online Master's Degree Program in Justice, Policy and Leadership offers preparation in agency leadership, human rights and ethics. Graduate level courses include criminological theory for policy and leadership; advanced justice administration; and competencies in solutions to political, ethical and emotional problems. Accelerated eight week terms and courses which begin six times per year enhance completion of degree requirements. <https://ekuonline.eku.edu>

Fairleigh Dickinson University: The Master of Administrative Science degree at Fairleigh Dickinson University's School of Public and Global Affairs is a 30 credit program structured to meet the career development needs of adult learners in government agencies, the private sector and not-for-profit organizations. Its primary purpose is to enhance the administrative and leadership skills of graduates.

<https://tinyurl.com/29ynb7pa>

University of San Diego: The University offers a Master's of Science Degree in Law Enforcement and Public Safety

Leadership. This is a 100% online program divided into five semesters. It focuses on contemporary issues and today's law enforcement challenges – leadership and management skills, ethical practices, and legal and policy matters. <https://tinyurl.com/mrxy8map>

But, the traditional Master's Degree in Law Enforcement Skills is not the only route to advancement if you are interested in a different approach because of your education, experience or interests, and the need for people capable in technology, cybersecurity and data management. Among the other paths you might consider are the following, along with a few of the schools which offer programs in these specializations.

Master's Degree in Cybersecurity Engineering

The security of both public and private cybersystems depends on engineering effective software and hardware. Solutions and mitigations to the threats posed by cyberterrorists and hackers are keys to ensuring the safety and security of communities, organizations, records, and

people's prosperity.

An engineering background or an interest in learning more about what you may have acquired from your education, military service, private industry, e-commerce, computer science, mathematics, or technology intelligence can lead you to considering this degree.

The curriculum for cybersecurity engineering will teach you about digital and network forensics; incident responses to cases of hacking, malware and ransomware; detecting and neutralizing threats; and methods of high-level management and planning which apply to system assessments and effectiveness. Coursework will likely include cybersecurity concepts and tools, cryptography, network engineering, security breaches, secure coding, firewall and intrusion detection and prevention, and security testing, along with the study of the problems and threats which occur in the cyberworld.

When exploring such master's level programs, you may find that many, if not most, will require some or all coursework on campus, not online – something to consider if you are only seeking an online opportunity.

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University of Washington/Bothell: The Master of Science in Cybersecurity Engineering combines studies in computer science techniques and cybersecurity technologies/practices. Courses involve concepts of wireless security, network security, cryptography, testing, and risk management. The school also offers a graduate certificate (not a degree) in software design and development, to learn to design, test and program software systems. If you have a bachelor's degree in any field, you may only need three prerequisite courses to apply to the graduate certificate program. Although the certificate can be "stand-alone," it also serves as a preparation for entry to the school's master's degree in cybersecurity engineering or in computer science and software engineering.

<https://www.uwb.edu/cybersecurity>

George Mason University: Developing cyberresilient systems is the focus of the University's Master's Degree in Cybersecurity Engineering. Emphasis is on design, planning and management of physical and cyberinfrastructure through software, hardware, networking, and cryptography. <https://tinyurl.com/5bw3nkw3>

Master's Degree in Cybersecurity Operations and Leadership

If you have academic or work background in information technology, information systems, cybersecurity, or computer science, you may prefer this path for your master's degree. This type of program is similar to the one described earlier, but also offers academic preparation in risk management, operational policies and ways to achieve lifelong learning to keep up with the fast growing advances in cybersecurity while leading organizations through mission critical cybersecurity needs.

Fairleigh Dickinson University: The Master of Science in Cyber and Homeland Security Administration degree at the School of Public and Global Affairs is a 36 credit graduate program which focuses on the practical, theoretical and leadership aspects of enforcing and ensuring cyber and homeland security. Within the program, students may specialize in terrorism and security studies or leadership. <https://tinyurl.com/2t2h958t>

Penn State World Campus: A Master's Degree of Professional Studies in Cybersecurity Analytics and Operations (online) teaches methods of defending confidential and sensitive data, use of technology, incident response, planning, and crisis management. Elective courses



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- Bachelor's degree completion (BAIS)

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- FDU is proud to participate in the Yellow ribbon G.I. Education Advancement program enabling eligible veterans to attend FDU at no charge.
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Graduate Programs

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Continued from page 25

beyond the core studies allow focusing on interests and professional goals especially pertinent to your career and work. A background in technical or scientific disciplines such as mathematics, computer information systems, computer science, information sciences, statistics, and related fields is beneficial to admission to the degree program. The University also offers a post-baccalaureate certificate in information systems and cybersecurity.

<https://tinyurl.com/4cr8r8bx>

University of San Diego: The University offers a Master's Degree in Cybersecurity Operations and Leadership. It takes about 20 months to complete and can be done so completely online. It not only emphasizes technical skills, but also communication, risk management and program management – areas which may be applicable to your agency's setting and needs. Coursework includes foundations of cybersecurity, cryptography, systems architecture, operational policies, software design and development, network vulnerabilities, incident response, and network forensics.

<https://tinyurl.com/3jefxnps>

Master's Degree in Applied Data Science

Vast amounts of data are the rule, not the exception, in today's world and that data needs analysis through technical strategies and skills to solve analytics problems. A curriculum which allows you to learn in-depth and project-based solutions will give you "toolkits" such as Py-

thon, R, Tableau, GitHub, AWS, Hadoop, Spark, and SQL so that you can apply hard and soft findings to applications of data science techniques. A background in science, mathematics, engineering, information technology, or computer science will be beneficial to your success in data science and data analysis.

Johns Hopkins Whiting School of Engineering: The Data Science Master's Degree Program involves mathematics, statistics and computer science to learn about data science tools and solutions to real-world, data driven problems.

<https://tinyurl.com/ykzd3m2y>

Syracuse University: The Master's Degree in Applied Data Science builds programming and managerial skills to create solutions in organizations. Collaborative online classes and experiential learning are used to complete the program, usually within 18 months. Coding, technical analysis, data mining, Python, R, and other competencies allow processing and synthesizing large, unstructured data sets found in the field and the organization.

<https://tinyurl.com/5c8xppn6>

Master's Degree in Learning Design and Technology

Creating and improving education leads to good training and a Master's in Learning Design and Technology may give you a jump up in the ranks if you can design online and in-class learning opportunities for both onboard training and continuing training of existing personnel. Coursework in such programs usually

includes learning how people learn; the best methods of presenting material; which technological tools can be beneficial to learning; how to create learning modules and courses; how to facilitate learning in a digital environment; media design; program assessment; and virtual learning.

Some schools may offer "instructional design" instead of "learning design" and the difference may be in the approach to learning. Instructional design is the more traditional approach, but learning design emphasizes a more human-centered approach rather than just creating learning experiences and materials to effect knowledge of a topic.

Purdue University: The Master's Degree in Learning Design and Technology teaches how to deliver effective instructional materials through such courses as foundations of educational technology, learning theories, instructional design, e-learning, design of learning systems, assessment, computers in education, distance learning, and multimedia.

<https://tinyurl.com/2p88jrbx>

University of Houston: The Master's Degree in Curriculum and Instruction/ Learning Design and Technology explores technological tools to learn new and innovative integration of technology in the instructional setting. Online or in-person options are offered. Courses include work in educational research, community education, technology, design, digital imaging, and computer-mediated communication. The school also offers certificate programs in online teaching and learning, design and development of educational multimedia, and design and development of educational graphics.

<https://tinyurl.com/3m9mp8wh>

For whichever program you might be considering for the field of emphasis for your master's degree, be sure to determine such points as whether the program is available online rather than fully on a campus; the college's reputation in the field; the faculty members' qualifications and experiences; tuition, lab and books costs; the availability of financial assistance programs; the length of study required for individual courses and the full program; the starting dates and continuity of course offerings so you can enter the program immediately or whether you can enter only at a particular time of the school year; and admission requirements.

Stephenie Slahor, Ph.D., JD, is a writer in the fields of law enforcement and security. She can be reached at drss12@msn.com.

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A NEW TOOL BRIDGES THE GAP IN FORCED ENTRY BREACHING TECHNIQUES

Police and Security News Editorial Staff

The Kinetic Breaching Tool (KBT) is more than a piece of technology. It is a fusion of science and industry engineering and is designed to solve problems for tactical teams.

Built from the ground up to meet the needs of tactical units, the KBT 3-1000 bridges the gap between mechanical breaching techniques and explosive breaching by providing a powder actuated, mechanically driven, entirely self-contained device for fast and safe forced entry in situations where every second counts.

Designed for law enforcement, first responders and military units, the KBT is capable of breaching both outward and inward swinging, steel security screens; solid core wood doors; and steel doors, as well as “dead man” and “Jamaican” braces. Its usefulness in time sensitive situations, such as active shooter or multi-casualty incidents, is exceptional, allowing officers and responders access to entry points within seconds. Additionally, the KBT reduces breacher fatigue allowing for multiple, consecu-



The KBT measures 36 inches long and weighs 28 pounds.

tive breaches. The KBT also does away with numerous risks for breachers by reducing time in front of the door; allowing for breaching from behind a shield; not requiring room to swing; shortening breach time; and eliminating the risk of missed swings to knuckles and hands.

BACKGROUND INFO

With a clear understanding of kinetic energy and decades of solid material propellant engineering experience, the

KBT team was, and remains, a group of problem solvers who entered the LE sphere after they saw an opportunity to increase the safety of tactical operators. A single KBT is made up of about 100 individual components, each requiring its own manufacturing process. The team at KBT uses a wide range of industry partners for manufacturing and focuses on the critical path and complex parts in-house, allowing specialized shops to build parts which better



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THE SCIENCE BEHIND THE TOOL

At the intersection of science and engineering, the KBT is an innovative tool which maximizes operator safety and mission effectiveness. But, how does it work?

Weighing in at just 28 pounds, the KBT is 36 inches long and has an energy output of 850 ft-lbs. It comes with an eight cartridge reloadable cylinder which utilizes powder-actuated forced energy technology to safely breach entryways and common braces. The proprietary blank cartridges propel a powerful surge of kinetic energy through the tool's hardened steel ram, directing the energy into the door's hardware, hinges or wherever directed by the operator.

From a physics standpoint, kinetic energy is the square of the speed of a moving object, so twice the speed is four times the energy; three times the speed is eight times the energy. So, if a person swings a 30 pound steel ram, they can move it maybe ten mph. The ram on a KBT moves considerably faster. Each pound of a KBT ram is carrying roughly 80 times the energy of each pound of that 30 pound iron ram. And, even better, since it's going fast, its destructive power doesn't spread through the whole door like the iron ram – it is concentrated where the operator needs it.

If you take an AR-15 223 Remington or 5.56 NATO round, hold it in your hand with the point of the round facing forward and push it into a door, you will see the entire door move. The slower a moving thing is that contacts another thing, the more the force spreads around. Spreading force reduces how much is concentrated in one place. If you take that same round and fire it at the door, it will make a nice neat hole through the door and the rest of the door won't even budge. Since the bullet is moving fast, its energy doesn't spread around; it is all concentrated in one place. The KBT takes advantage of this by taking a relatively light weight and getting it going very fast. That way, the energy it contains doesn't spread around and it creates a destructive zone which is very close to where the contact point is.

Since the unit is touching the door exactly where you want to hit it, the operator has greater control over the direction of the energy. Unlike energetic or ballistic breaching, the KBT is designed so that energy is mechanically driven through the ram,

prohibiting any projectile or advanced energy from leaving the tool. As all explosive components are fully contained internally in the tool, the operators are not subjected to any overpressure or fragmentation concerns as is common with alternative high energy breaching methods. Simultaneously powerful enough to breach steel security doors and narrow enough to focus its energy on a single hinge, KBT is purpose-built for rapid reload in situations when numerous consecutive doors must be breached. Its semiautomatic cycling capability allows repeated strikes on hardened or multiple targets, while its length allows for its use in confined spaces.

Additionally, the KBT's lack of backswing allows other team members to surround the breacher if needed. It features a shock-reduction handle which reduces recoil force and makes it even easier for the KBT to be operated by a single breacher without over expending their energy.

- **Tool Weight:** 28 pounds
- **Overall Length:** 36 inches
- **Dimensions:** 35" x 9.9" x 9.3" (89x25x24 cm)
- **Energy Output:** 850 ft-lbs
- **Replaceable Magazine:** Eight rounds
- **Noise Report:** 115 dB
- **Frame Material:** Stainless Steel Handle
- **Material:** Rigid Cast Urethane
- **Power Cartridge:** Custom Loaded .45LC
- **Designed and Produced In:** Bellevue, WA, USA
- **Price:** Under 10K
- **Sold By:** AARDVARK Tactical

Using the KBT

Operators should aim the Kinetic Breaching Tool at the door's hardware. Upon activation, a crimped blank explosive charge drives a captive steel impact plate. The impact plate extends forward out of the clamshell shroud and impacts the target with a high level of kinetic energy, defeating the hardware. In less than a second, the impact plate retracts and is reset for another use.

A NEW TOOL BRIDGES THE GAP IN FORCED ENTRY BREACHING TECHNIQUES

Continued from page 28



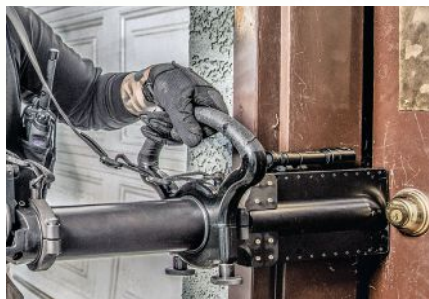
This breaching tool gets its power from custom loaded .45 blank cartridges.

fit their capabilities. Their state-of-the-art CNC machining and rapid prototyping equipment allow the engineering team to reduce the cycle time and increase end-user improvements to their products at a rapid rate.

Since the company's origins, KBT's engineers, designers, testers, and builders have known how to apply physics and engineering to stretch the limits of innovation. Founded by Doug Hansen, Sr. and Paul Shemeta, the KBT has always been in the hands of mechanical engineers. Doug Hansen, Sr. is a mechanical engineer who focused on solid propellants in his career, working for both Boeing and Rocket Research. He is the founder and owner of Automotive Services International, a company which specializes in advanced automotive repairs, driver assistance technologies, advanced air bags, and pyrotechnic seat belts. KBT's cofounder, Paul Shemeta, is also a mechanical engineer and a high fatigue, high stress materials engineering expert. As the holder of over a dozen patents, Shemeta has designed specialized equipment which increases the fatigue life of aircrafts, including engine mounts, bomb racks, rocket fuselages, and jet engine components. The team expanded in 2017 with the addition of Doug Hansen, Jr. who brought his own mechanical engineering expertise to the partnership. With a career in the maritime industry, Hansen, Jr. worked internationally as a developer of composite rigging systems and hardware on performance sailing yachts. He also developed technical support networks for automotive systems.

With KBT, risk to the breacher is significantly reduced. The contained impact technology provides operators with what

is perhaps the most valuable asset in a high-intensity situation: time. When units don't have to mechanically breach entryways, they have more time to make calculated decisions. It's one less thing to worry about. Unfortunately, there are too many past instances where more efficient breaching would have made a world of difference. The infamous 2015 terror attack in San Bernadino, CA, at the Inland Regional Center is one of them. Officers on the scene had to break through almost 70 doors in order to safely clear the facility, costing both time and physical energy. KBT's hope is that this technology will pave the way for a future in which officers don't have to choose between the relative time inefficiency of manual breaching, and the potential danger to officers and civilians of more advanced breaching techniques.



A captive steel plate impacts the hardware mechanism with a high level of kinetic energy.

WHEN TIME IS OF THE ESSENCE

With only a small learning curve, the KBT can become part of any operation without any downtime. In an effort to ensure the KBT's seamless integration with teams across the world, KBT partnered with AARDVARK Tactical of La Verne, California, a leading provider and manufacturer of tactical equipment, which prioritizes innovation and operator safety. Commenting on the KBT's technology, AARDVARK CEO Jon Becker states that "the KBT is the most revolutionary breaching technology I've ever seen. It allows for extremely rapid breaching and can bring down doors which are nearly impossible to breach without fatiguing the breacher. For large or complicated breaches, there is no other technology available that does what the KBT can."

KBT's success has irrevocably altered the way LE units and tactical teams across the world approach breaching. More so, it has uncovered other significant needs in the LE and fire communities. And, when it comes to designing more products which serve operators, the KBT team does not plan to stop researching, developing and testing any time soon.

Visit kbt.aardvarktactical.com and kineticbreaching.com to learn more about the Kinetic Breaching Tool. **P&SN**



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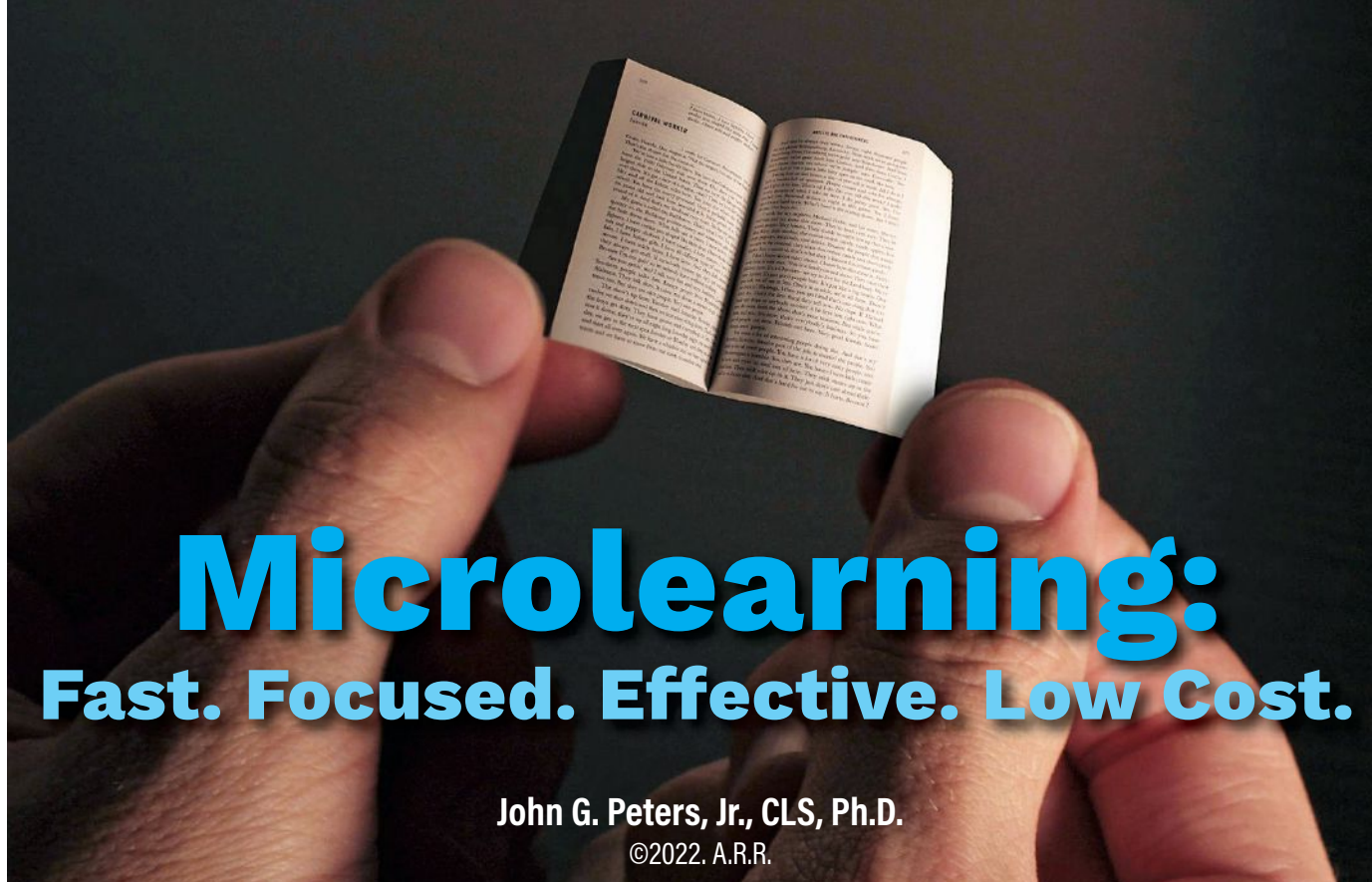
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Microlearning: Fast. Focused. Effective. Low Cost.

John G. Peters, Jr., CLS, Ph.D.

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When you must quickly and effectively educate or train employees, consider developing microlessons. Microlessons focus on a single topic and are designed to be no longer than 15 minutes in length, with the usual microlesson designed to be between two and five minutes long.

Developing and delivering microlessons is considered *microlearning*. Known by many different names, such as “Nano-learning,” “Bite-size learning” and “Micro training,” they all share common concepts. They are available on demand; are available online or offline; are available on digital, laptop and desktop devices; are flexible; focus on one topic; and are useful to the learner.

Microlesson Necessity

COVID-19 is still with us as we enter 2022 and continues to not only mutate, but also threaten travel; indoor and outdoor gatherings; and, of course, budgets for training and education. Attendance at training or educational seminars was abruptly stopped by COVID-19 and, while it appears that attendance is on the increase, a widespread mutation of the COVID-19 virus or similar life-threatening disease can bring travel, assembly, training, and learning to a sudden stop.

While the past two years have forced almost everyone into the digital, online world for meetings, training and education, most people are tired of Zoom or Microsoft® Teams meetings and want to get back to in-person training and educational programs. Law enforcement administrators

and training staff learned the cost savings of attending online programs. While program tuition remained the same or was slightly increased, travel, per diem, lodging, and other associated costs were eliminated for the attendee and the presenter. The impact of these cost savings may be hard to argue against while requesting to attend in-person programs.

A positive outcome includes you and your colleagues being immersed in online or on-demand training. Many technology experts believe that COVID-19 forced many people into the digital world at least ten years sooner than predicted. Almost everyone has experienced some form of digital training and that will transition to microlessons which are easier and more accepted by coworkers.

Microlesson Topics

Topics for microlessons are unlimited and can focus on just about anything. The most important microlesson focuses on an immediate need. For example, a change in the law may force an agency policy to be changed. A microlesson can be quickly developed discussing the changes and then delivered to those who are impacted.

Microlessons can also be developed

for reviewing high-risk policies and practices such as use of force, spit-restraint devices or any policy which employees should receive training for on a recurrent basis. Knowledge, like physical skills, can become perishable so refresh your colleagues through microlessons about important matters.

Discipline often results in remedial training. Rather than go through the time-consuming scheduling of the employee and a trainer, develop a microlesson on recurring remedial training topics. If an officer forgets to complete a “Use of Force” report for a minor use of force, watching a short microlesson about why it is important to create such a report might be all it takes to correct the deficiency. The content is documented as is the person’s attendance and successful completion.

Microlesson Content

The first step in developing a microlesson is identifying an important topic. After selecting a topic, the microlesson must clearly and concisely explain the topic, the content and why the information is important to the learner. Adult learners need to know why the topic is important to them and how they can use it in their job.



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Continued from page 32

Microlesson Parameters

After deciding on a topic, begin at the end. Beginning at the end makes you focus on what it is you want the learner to know, perform and/or achieve at the end of the microlesson. After identifying the important outcome(s), design the microlesson to accomplish the end objective. This is but one important parameter.

The microlesson content must be *small, digestible* and have only *one learning objective*. This is harder than it sounds. For example, you may wish to create a short refresher lesson on how to double-lock handcuffs. The singular focus: double-locking handcuffs. If you are not careful, you will want to include how to grip the handcuffs, load the handcuffs, etc., but these are separate microlessons. Stay focused. The microlesson will only discuss and demonstrate how to use the handcuff key's double-lock actuator to depress the detent pin or slide the double-lock mechanism on metallic handcuffs. Remember that you are bridging and/or refreshing knowledge performance gaps in the learner – one topic, one focus, one outcome. Unlocking the handcuffs is another focused microlesson.

As the architect of your microlesson, you can use video, infographics, demon-

stration, or just speak to the learner via video and audio recordings. If it is a topic the learner needs to practice such as double-locking the handcuffs, give the learner time to practice before being required to demonstrate the task. It is always preferred to have a method to determine learner competency which can be documented in the learner's training record. You might require the learner to video his/her performance (demonstration) using a smartphone and then E-mail it to you for competency documentation. I have used this process and it works very well.

As previously mentioned, the preferred length of a microlesson is between two and five minutes. While a microlesson can range between two and 15 minutes, researchers have found that the best presentation length is between two and five minutes. Think about yourself, your friends or your children. This is a "sound bite" world and people lose interest very quickly, so keep that in mind when developing your microlesson.

Microlesson Documentation

Document your information, sources, etc. as you would for any lesson plan. Because of the short length of a micro-

lesson, your lesson plan may only be one page in length, but must still contain a *goal* and *performance objective*. A rubric identifying how the learner will be tested is needed. If you are not testing the learner, then no such rubric is necessary, but be prepared to explain why simply watching the microlesson equals competency. If you graduated from a comprehensive instructor development program, you should understand the importance of goals and performance objectives and how to develop them. Alternatively, you can seek out a graduate of such a program and ask for assistance.

Always keep in mind the microlesson may appear in a courtroom, at a deposition, etc. Make sure the information presented is accurate and current. To enhance topic credibility, use an agency subject matter expert, agency administrator or outside individual to present the information. Whomever the presenter, be conversational during the presentation and stay professional. Remember to digitally store the microlesson for future use and documentation.

Microlesson Delivery

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how do you plan on making it available to learners? If the microlesson is comprised of, say, PowerPoint® slides and a voiceover, you can probably have it uploaded to your agency's intranet or other learning management system. Of course, your agency may be too small to have these so you will need other options.

One option is to upload your microlesson to YouTube and hide the content from the public. Simply E-mail the YouTube link to your colleagues so they can view the microlesson. If there is a demonstration requirement, learners can use their smartphones to record their demonstration, then E-mail it to you for evaluation and retention. I suggest creating a separate E-mail account for that purpose.

There are other platforms you can use to upload your content, but make sure they are compatible with your municipality's digital platform. Seek out your agency or municipality IT person for assistance.

If you plan on having the learner complete a short multiple-choice assessment (it might be only one question), you can use Microsoft Forms, Google Forms or

similar *free* form builders. The learner simply clicks on the link and completes the assessment which is then stored. The questions are easy to format, but remember to create a space for the learner's name, rank, station, etc. Remember, you are the architect of the microlesson.

Summary

Microlessons are easy to develop and produce, and can increase your agency's training hours while keeping colleagues refreshed on new or prior important topics. They are excellent to use for roll call training. Recently, I taught a "Microlesson Designer & Instructor" program and the learners were very eager to get started developing their microlessons during the demonstration portion of the training. Many found their topic too large and had to tightly refocus on a smaller portion. During the training program, they were shown two examples of microlessons I had created. The topic: Replacing the term "Recovery Position" with "I placed the person onto his or her side."

The on the side positioning of a person was discussed in much more detail in the November/December 2021 issue of *Police and Security News*. If you did

not read it, visit the following Web site to read and/or download the article before watching the two short microlessons: <https://tinyurl.com/2p9xmmy6>

The first microlesson example is simply identifying the topic and explaining it to learners. The second microlesson example incorporates PowerPoint slides and is presented as if being delivered to agency colleagues. Neither microlesson took more than 15 minutes to create and the only cost was time. Use the following tiny URLs to access both presentations: <https://tinyurl.com/2p8mh8rw> and <https://tinyurl.com/4fxmreje> **P&SN**

John G. Peters, Jr., CLS, CTC, Ph.D. serves as president of the Henderson, Nevada-based Institute for the Prevention of In-Custody Deaths, Inc. (ipicd.com), and is senior instructional designer for the IPICD Online Training Center (ipicdctc.com). He also serves as Executive Director of the Americans for Effective Law Enforcement, Inc. (aele.org). Dr. Peters hold a post-doctoral Master of Arts degree in Education (Career & Technical) from the California State University, San Bernardino, Palm Desert Campus, and a California CLEAR teaching credential.

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THE POWER OF THE

STANDARD OPERATING PROCEDURE

Paul Reyman

“SOP” is NOT an abbreviation for “that’s the way we do it here.” It is an acronym for “Standard Operating Procedure.” It looks like a nickel, but it weighs as much as a manhole cover.

If you develop and apply SOPs to yourself and to your organization properly, you will be much more effective than what you are now. We will look at what an SOP is, how it works and what it means to you.

Succinctly, an SOP describes and subsequently predicts how a given organization and its personnel will prepare for and react in a given situation. For example, patrol responds to a suicidal person. This person has hostages. Patrol responds, identifies the situation and sets a perimeter. The shift boss calls in the tactical team. The tactical team arrives and quickly relieves the perimeter officers, probably with precision marksmen first. Entry officers begin planning for an emergent entry. Negotiators contact the subject and begin talking to him. (Statistically, the subject will be male.)

That sounds easy, right? No. This is a very superficial description of what is happening. What led the road supervisor to set up a perimeter? What led the shift boss to call in the tactical team? What led the tactical team to replace patrolmen on perimeter with precision riflemen? What led the tactical team to begin planning an emergent entry? What determined what equipment entry officers have on them? What will dictate the tactics, techniques and procedures the entry element will use? The answer to all of these questions is SOPs.

In the macro, looking at the agency as a whole, these procedures will likely be

described by department policy or general orders. SOPs are better applied to sub-organizations, such as a tactical team.

Entry officers will typically need the same baseline equipment every time they enter a structure. Yes, they may be “only” serving an arrest warrant, but if they are prudent and well led, they will have the loadout with them to immediately transition to a worst-case scenario should things go sideways. Imagine a scenario when the subject to be arrested was assessed to likely submit with little fanfare, but suddenly decides to fight. Now, you have several wounded officers, maybe a few innocent civilians down, too, and the subject now has a hostage. Yes, you will very likely be calling in additional assets, but you should be capable of responding to the situation effectively – if not resolving it yourself, at least being able to prevent the situation from getting worse. Where does this process start? Ideally, it started during the process the agency went through while determining whether to have a tactical team or not.

EXPECTATIONS

Determining exactly what the tactical team and its members are going to be expected to do is critical. This must be done very early on in the decision-making process. In my opinion, many, many agencies drop the ball at this very early stage. EVERYTHING, from personnel selection, equipment, training requirements, and schedules depend upon making grown-up

decisions at the very beginning about what the team and its members are expected to do.

One of the worse mistakes an agency can make is to assign a task to an element whose personnel were not selected, trained or equipped to complete; for example, a team which only does illegal drug investigations and arrests being suddenly tasked with resolving a barricaded subject.

I understand fiscal realities, especially in today’s socio/economic environment. The National Tactical Officers Association (NTOA) has a fairly useful description of different tactical team organizations and tasks/capabilities. It is a good place to start. (A copy of the NTOA Swat Standards can be found at <https://tinyurl.com/y5waav4v>

It is perfectly reasonable to assess that your agency and nearby agencies which have similar goals can properly deploy a tactical response team now, but you can reasonably predict that your agency will be ready for a (NTOA) SWAT Tier 2 Team in six to eight years. That’s fine. Begin building your team with that goal in mind.

Let’s say you determine that you want a tactical response team capable of serving arrest warrants and responding to barricaded subjects. As a contingency, they are also expected to respond to active killer events, potentially serving as tactical leadership for the responding patrol officers. If you are like most agencies, you can only justify a part-time team. During normal day-to-day operations, members



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THE POWER OF THE SOP

Continued from page 36

are assigned to other duties. They assemble for training and deliberate operations and are expected to respond to emergent calls while they are working or after having been called in. They may respond to the station, suit up and respond, or respond directly to the scene.

PROVISIONS AND GUIDELINES

So, based upon the *specific* task(s) (arrest warrants, barricaded subject[s], active killer response [tactical leadership]), what personnel/equipment/training will you need? You'll need negotiators and about 15 officers. Team equipment will require vehicles (at least one armored vehicle if you can swing it by a grant or some other way), entry tools, throw phone, ballistic shields, and chemical irritants. You'll need tactical medical support, too, so start thinking ahead. The officers will need to be experienced, very physically fit, free of dramatic discipline issues, driven, and reasonably sociable. You'll need to equip each of these officers with effective personal protection equipment. Armor should be able to stop both 5.56mm NATO and 7.62x39mm. Don't forget gas masks and individual trauma first aid kits. Obviously,

this list is not all-inclusive. You'll have to do a detailed analysis of what you expect the team and its individual members to be able to do and what it will likely look like if, and/or when, it goes bad. Buy equipment and training in that light and pay for initial and sustainment training. Spoiler alert: It will be more expensive than what you thought.

As these officers are expected to respond directly to the scene of an emergent situation while they are working, they really should have all of their equipment with them. Since one of the first tactical elements likely to be deployed in a barricaded subject(s) situation will be police marksmen/observers, the tactical officers' standard long gun should be equipped with a quality low power variable optic so that they can be precise and accurate should the need arise, but still be able to assume positions somewhat away from the location. These tactical officers could enter, if required, or set up a perimeter with a precision rifle capability as they wait for the main element to arrive and take over perimeter duties.

How exactly do SOPs apply in the above framework? SOPs detail the agency's and team's response to given, pre-

dictable incidents and details what each officer is expected to bring to the call. The SOP should dictate *exactly* what each officer has on his/her person for a given task. Officers *may* be permitted to add to this list if the addition makes sense, but the minimum must be detailed. This serves two main purposes. First, it specifies to the officer exactly what the team leadership expects him/her to be carrying. Subsequently, a checklist can be used to ensure that all of the equipment (individual and team) is where it's supposed to be and is accounted for. Secondly, it allows the team leadership to inspect and ensure that the individual officers and team have all of the required equipment. An SOP should also be developed for literally everything an officer (or support officer) can be expected to do.

EXAMPLES

Although not impossible, it is hard to get too specific in these lists. For example, for a deliberate response, each officer will have/wear:

- An agency issued/approved flame-resistant tactical uniform, belt, boots, and gloves – all in serviceable condition.

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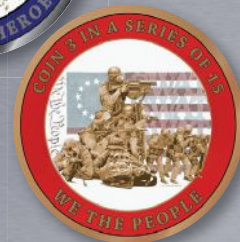
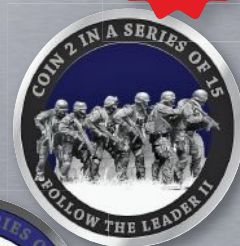
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- An agency issued/approved ballistic helmet, ballistic eye and ear protection, and flame-retardant balaclava – all in serviceable condition.
- An agency issued/approved pistol belt, holster and pistol, with three magazines fully loaded with agency issued/approved ammunition. The pistol will have the agency issued/approved Weapon-Mounted Light (WML) firmly mounted with a serviceable battery installed. The pistol will also have an agency issued/approved Red Dot Site (RDS) firmly attached to the pistol with a functional battery installed.
- An agency issued/approved double pistol magazine pouch (with retention) will be next to the gun belt buckle, on the nondominant hand side. This pouch will contain the officer's two spare pistol magazines. The magazines will be placed into the pouch upside down, with the projectiles pointing towards the buckle. Next to this pouch will be an agency issued/approved double handcuff case containing two sets of agency issued/approved handcuffs. On the opposite

hip from the officer's pistol will be the officer's agency issued/approved electronic control device in an agency issued/approved holster, in front of which will be the agency issued/approved collapsible impact weapon in an agency issued/approved retention holster. To the dominant hand side of the belt buckle will be an agency issued/approved pouch containing four pairs of agency issued/approved blood/bodily fluid barrier examination gloves. Next to this will be an agency issued/approved tourniquet in an agency issued/approved carrier. On the gun belt, located at the officer's discretion, will be an agency issued/approved multitool in an agency issued/approved retention pouch.

- An agency issued/approved body armor vest. The vest will contain front, back and side agency issued/approved soft body armor panels. On top of these panels in the purpose-built pouches of the vest will be agency issued/approved hard armor plates. On the front and back of the vest running the width of the vest (near the neckline) in bold white

three inch letters will be the placard with the word "POLICE" displayed. These placards will not be obstructed by any equipment. On the front of the vest, just below the identifying banner, just to the nondominant hand side of the vest will be two agency issued/approved long gun magazines, fully loaded with agency issued/approved ammunition, loaded upside down, with the ammunition pointed towards the midline, in agency issued/approved secure pouches. On the non-dominant hand side of the vest will be an agency issued/approved gas mask pouch containing an agency issued/approved gas mask with serviceable donning straps and filter(s). To the front of the gas mask pouch will be one agency issued/approved chemical irritant dispenser in an agency issued/approved secure pouch. On the dominant hand side of the vest, but not obstructing the officer's draw stroke of his/her pistol, will be a secure agency issued/approved trauma kit pouch containing trauma gauze, 3" x 6' elastic bandage, a two-pack chest seal, a tourniquet, and a medical info

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THE POWER OF THE SOP

Continued from page 39

card. Behind this, but not obstructing the officer's pistol draw stroke, will be an agency issued/approved secure pouch containing an agency issued/approved noise flash distraction device. At the officer's discretion as to location, the officer will also place on the vest his/her department issued radio in an agency issued/approved pouch and a serviceable agency issued/approved flashlight.

- An agency issued/approved long gun with one agency issued/approved magazine fully loaded with agency issued/approved ammunition; an agency issued/approved suppressor (serviceable and properly installed), WML and LASER; a two-point adjustable sling; and a low power variable optic with serviceable battery.
- At the officer's discretion as to location, as long as it does not interfere with the aforementioned equipment, the officer will also have on his/her person spare batteries for all equipment requiring batteries, note pad, pen, and pencil.
- Any other additional equipment as determined by the task(s) and/or team leadership.

MINOR DETAILS ARE IMPORTANT

Assuming you actually read the above, you may be thinking that I am nuts and no tactical team is going to go through developing lists to that degree of detail, let alone have internal leadership inspect their officers for all of the equipment listed. If you are one of those people, I urge you to reconsider. You **MUST** delve into this with this degree of detail. Determining exactly what is required and what may be required if execution of the task goes wrong is of critical importance. It is the only way to ensure that everything needed is available. It also makes people responsible and accountable.

An officer designated to drive a vehicle for a task should be able to refer to an established SOP describing in minute detail his/her responsibilities. Full fuel tank, fluid levels good? Serviceable spare tire and jack in the vehicle? Wipers and solution good? Check the tires for air, serviceability? Do all of the lights and horn work? Does all of the extra equipment (winch, IR lights, etc.) function? Fire extinguisher? Heavy medical bag? Did the breacher(s) load all their stuff? Extra munitions loaded? Have you worked out the route? Do you have a backup route? Where are you

supposed to park? Where is the backup parking spot? Maps to local, appropriate hospitals? Lists of important phone numbers? What's going to happen to the keys once the vehicle arrives?

Just about everything about how the team operates can be, and probably should be, detailed in an SOP. The SOPs should be consolidated in a book. This book and the material therein should be testable to the members of the team. Give this book to the new guys (and gals) once they pass your selection. (Bonus points for including non-sensitive SOPs in study material for officers who want to try out for your team). SOPs can also help leadership determine if a team member is an asset to the team or a potential liability. Officers must know the SOPs which apply to them. I do not expect everyone on the team, including the leadership, to know everything medical or everything about explosives, but I do expect everyone on the team to understand their appropriate SOPs and the broad general team SOPs. If a team member demonstrates a lack of knowledge and understanding of SOPs, it needs to be addressed. If a reasonable amount of remediation fails to correct the issue, perhaps the individual should move on, or perhaps his/her rucksack should be tossed into the hallway.

IN SUMMARY

Standard operating procedures are incredibly important. Solid teams understand this and apply them. They explain to everyone what is expected of them, each other, and of the team. SOPs aid in accountability and planning. It is irresponsible not to detail what is expected. Developing SOPs sets the team and its individual members up for success and allows those who are not adhering to SOPs to be easily identified, allowing quick remediation. Use the power of the SOP to your advantage. **P&SN**

Paul Reyman's law enforcement career recently concluded after a total of 29 years of service. He served as a vehicle crash investigator, motor officer, motor officer instructor, tactical first aid instructor, field training officer, and use of force instructor. Paul still serves in the National Guard and has deployed to Afghanistan twice. Paul has successfully completed various military courses including the National Guard Precision Engagement Course (Sniper), Special Operations Armorers Course, USMC Master Breacher, and the Special Forces Sniper Course. Paul frequently functions as a subject matter expert/instructor during Advanced Close Quarters Battle and Sniper Courses.

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ADVERTISING:

Al Menear

Toni Saturno

Performance Publishing, LLC

PO Box 1185

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Phone: (215) 538-1240

Fax: (215) 538-1208

E-mail:

info@policeandsecuritynews.com

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BUSTED!

JAMES L. MCCLINTON, PH.D.

Well, after all, it is the “Show Me” state... A man in Stone County, Missouri, had a catalytic converter he needed to sell. He placed it on his coffee table, took a picture of it and then posted it on Facebook Marketplace. That sounds like a good plan, right? As it turned out, his plan had one major flaw. There was a large bag of methamphetamine and a syringe in the photo’s background. Uh-oh. A citizen spotted those items and reported the picture to the police. Officers quickly found him to be in possession of 48 grams of meth and a pistol which he was not allowed to own. He was charged with possession of a controlled substance and probation/parole violation. (*That’s meth up!*)

He may have just “tossed” any hope for making lieutenant... In New York, a police sergeant reportedly broke a sprinkler with an errant toss of his patrol car keys, causing what one source described as flooding inside the 72nd Precinct stationhouse in Brooklyn. The sergeant had tossed the keys to a colleague and they accidentally struck a ceiling sprinkler. A police source said, “The whole first floor is flooded, including the commanding officer’s office, CompStat, everything!” Electronics and records were reportedly damaged while prisoners had to be transferred. No further details were released. (*His new nickname around the precinct is gonna be “Squirt.”*)

What would it take to put you in a new jail cell today?... A Florida man recently went to the Lake City Chrysler Dodge Jeep® dealership where he wanted to buy a new car. And, to sweeten the deal, he had a trade-in. But, when employees checked the VIN of the trade, they found that the car had been stolen from that same dealership just a few days earlier. Police were called and the customer admitted to the theft which had been captured on a surveillance camera. He was charged with grand theft and dealing in stolen property, among other crimes. (*Did it still have the dealer tag on it?*)

I imagine it looked like something out of an old “Three Stooges” episode... Police officers were in hot pursuit of a suspect in Atlanta, Georgia, when he ran into a crematory parking lot and

REAL STORIES OF GENUINE ABSURDITY



Was it the little chocolates they left on his pillow every day?...

A tenured 70-year-old Alabama sheriff who was removed from office after being convicted of theft and ethics violations gave the Limestone County Jail five-star reviews after spending more than two weeks in custody. This is not surprising since he ran the jail for decades. He maintained his innocence, but had no complaints about doing time in the jail in Athens. “Best jail in the state of Alabama – that’s another thing I’m proud of,” he told reporters outside his attorney’s office in Huntsville. “The food was real good and the staff took very good care of me.” He told reporters he had fewer privileges than jail trustees and denied receiving special treatment from his former staff. (*Tripadvisor® probably wouldn’t agree with his five-star rating.*)

stole a mortuary van. He hadn’t gone far when a body on a gurney suddenly rolled out of the back of the van. Officers had to momentarily stop their pursuit in order to safely secure the body. They then resumed the chase. The mortuary van eventually blew a tire and struck several other cars before finally coming to a stop. The thief jumped out of the van and ran into a nearby wooded area where he managed to lose the officers. When police finally catch up with the man, he will face several felony charges. (*Will kidnapping be one of them?*)

That’s an explosive relationship!... A 33-year-old woman in Maine allegedly threatened to bomb her boyfriend’s workplace in an attempt to get him to spend more time with her. She was arrested and charged with a felony count of terrorizing. Police say she called Maine State Police and told them she was going to place a bomb at Puritan Medical Products in Pittsfield, Maine. She allegedly called again two hours later and told police she was going to place four pipe bombs at the same location. The accused allegedly

told authorities she called in the threats because she wanted to spend more time with her boyfriend who works at the plant which makes swabs for medical use. (*His next day at work should be interesting.*)

Let’s just hope that stupidity is not an inherited trait... In Tennessee, three schools in Rutherford County were put on a brief lockdown while officers investigated a nearby incident of shots being fired. According to officials, an expectant father fired a weapon during a gender reveal phone call. Police say the soon-to-be father was calling relatives to reveal the gender of his child. The man then stepped outside and fired celebratory rounds into the air and the expectant mother screamed out of excitement. A neighbor heard the shots and screams and called 911. This all happened a few blocks from the schools. Officers have cited the father with unlawful discharge of a firearm inside the city limits. As for the gender of the baby at the center of the whole incident – the family is having a boy. (*Next time, how about a piñata party with blue confetti?*) **P&SN**

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