

# **P&SN** Police and Security News

JANUARY/FEBRUARY 2024  
VOLUME 40 ISSUE 1

Serving Law Enforcement & Homeland Security

Breaching Skills for SWAT Officers

## Equipping Your Tactical Team



Sniper Overwatch

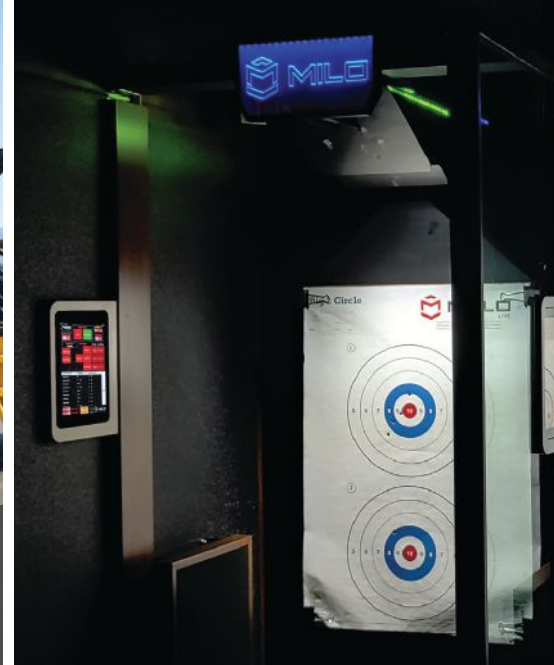
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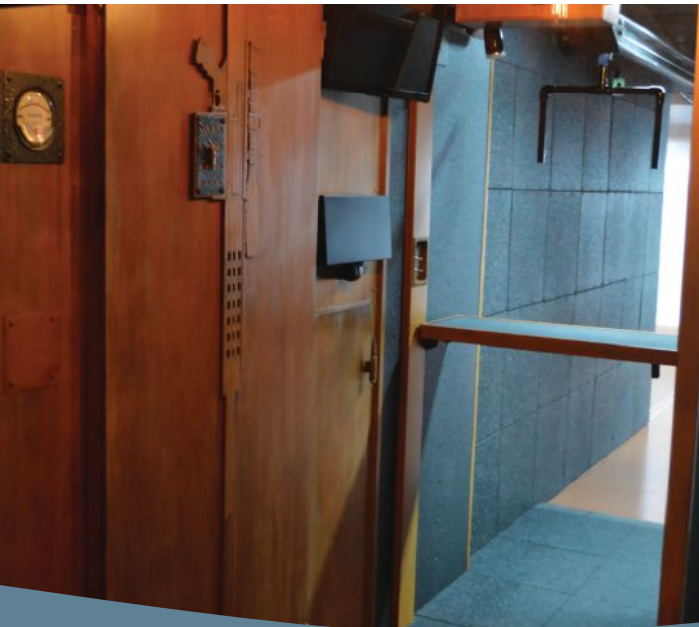
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Serving Law Enforcement & Homeland Security

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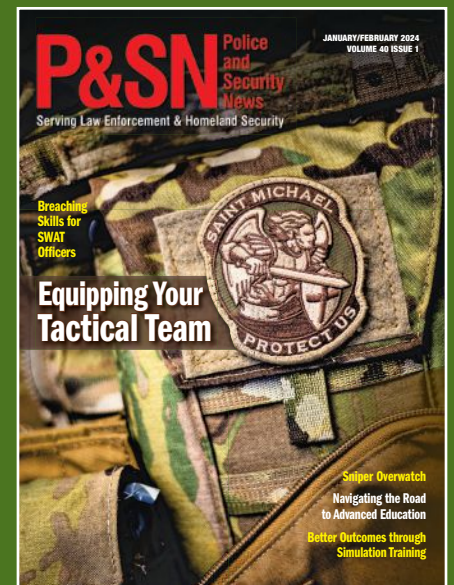
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### ON THE COVER

Saint Michael is recognized as the guardian saint for police officers, paramedics and the military. It is important for citizens to show respect and appreciation for those serving in our armed forces and law enforcement, as they bear the duty of safeguarding our cities, communities and our nation.





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# ...AND NOTHING BUT THE TRUTH

RAMESH NYBERG

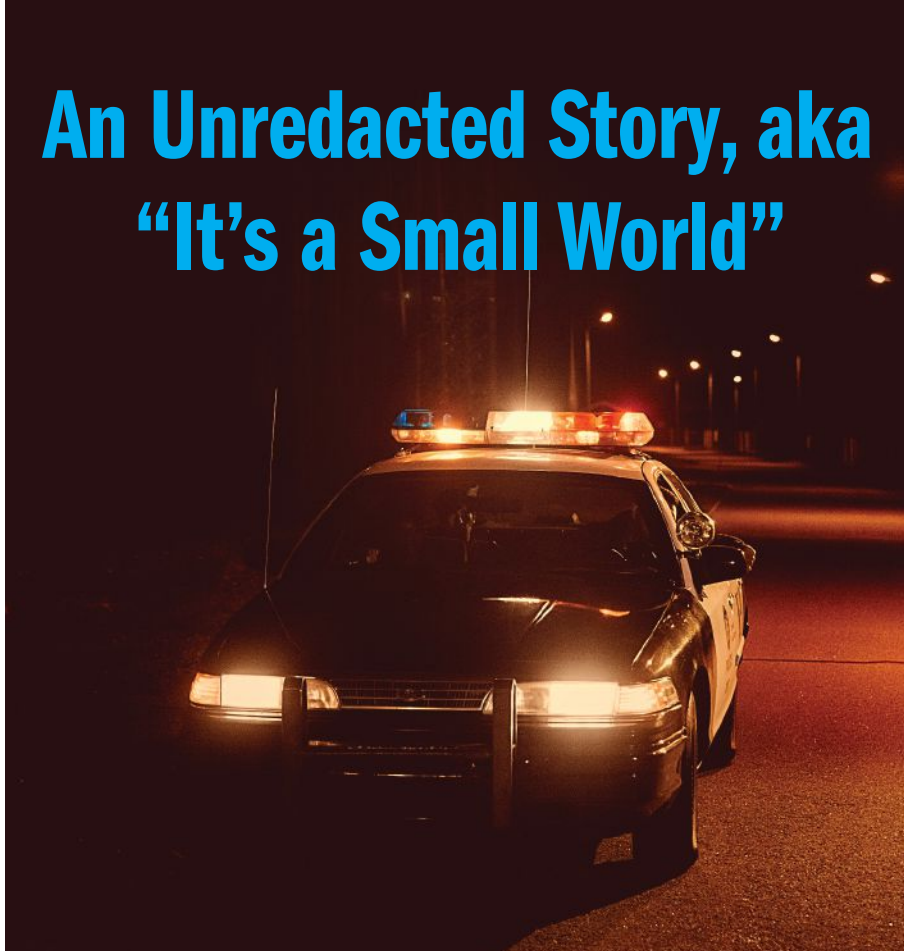
**B**ack in the late 1980s, our government decided that military records and other government documents which become 50 years old can be “declassified.”

In this spirit, I thought this New Year would be an appropriate time to tell you a story which has just turned 50 years old. It is a police story – and a rather typical one – which may be similar to many of the stories many of you could tell.

It was 1974 and the driver – we’ll call him “Ram” which rhymes with “Tom” – was at the wheel of a 1968 Plymouth Satellite station wagon which was registered to his dad. Ram would tell you that this was one hell of an automobile: a 318 engine and rear facing third row seats. Ram learned to drive in that car and he loved it. One night, he was proud to have his buddies in the car with him; it was February of 1974 and Ram had his shiny new driver’s license in his wallet. It had just been issued to him two weeks before. In the front passenger seat of the car was his friend, Robbie, and in the back sat Steve, the third member of what was very much a “Three Musketeers” combo. The trio was heading to a small old dock in a dark secluded brackish swamp which meandered through the wilderness before opening into Biscayne Bay. It was a popular spot for high schoolers to go drink which is exactly what these three friends were doing. They had a six-pack of Regal beer (which, at that time, cost a whopping 99 cents) and a bottle of cheap wine.

The ride from Ram’s house to Robbie’s wasn’t far and the trip to the dock was only another ten minutes, at most, down a long stretch of Ludlam Road. It was about ten o’clock at night and Robbie and Steve decided that they would start on the beer during the trip. By the time they got to the middle section of Ludlam – which would take them to the two dirt roads leading to the dock – there were two empty beer cans on the floor of the Satellite. That section of Ludlam Road was flanked by a USDA testing site on the east side and an immense

## An Unredacted Story, aka “It’s a Small World”



mango grove on the west. Further down was a Florida Power and Light station and no more than four houses. At that time of night, Ludlam was all but deserted and it was all too easy to ignore the 40 mph speed limit.

Steve had popped (yes, pop tops) a second one right at the time when Ram noticed a car behind them getting closer. With a glance in the rearview mirror, Ram made out the distinctive outline of a lightbar on the roof of the car. Ram fought a surge of panic. They were all 16, two years shy of the magic “18” mark when they could buy their own with impunity. He realized just then that he had been going well past the speed limit.

“Hey,” Ram said to Robbie when he noticed the police car behind them, “there’s a Metro cop behind us. Get rid of the beer cans.”

Robbie stuffed one of the empties under the passenger seat, but also stupidly tossed a half full Regal *out the window*.

“Oh crap, Robbie. I didn’t mean *that way!*”

Steve, who was usually the one to do dumb stuff, lamented from the backseat, “Robbie, you dumbass!”

By this time, Ludlam’s pavement ended and they had slowed to enter the dirt road leading to the dock. Seconds later, the red lights came on, illuminating the darkness around them. They were

almost at the dock by the time Ram slowed the Satellite to a stop on the rocky path.

“Shit. We’re done now,” Ram muttered.

The officer was by himself and turned on his spotlight to bathe them in harsh light. Then, he ordered them all out of the car and told them to line up against the back of the vehicle. One at a time, the blonde haired, bespectacled officer brought them over.

“Driver – take your license out and walk over here.”

Ram walked toward the shape he could barely make out by the driver’s side of the police car and handed the officer his driver’s license. “Nyberg...” the officer read, shining his flashlight on the license. “Nyberg, you drive too fast.”

“Ah, yes, I’m sorry, sir.”

The officer, whose name was “Diefenbach,” then sent Ram back and called Robbie over. After a few questions of Robbie, he called Steve, who, to put it nicely, was quite “large” for his age. Steve, in fact, had been put on a special diet by his parents, an effort which failed rather badly.

“Send over the heavyweight,” Diefenbach ordered.

After talking to Steve, he addressed all three youngsters together.

“Now, there’s no *shit* in this car, is there?”

“No, sir,” came the reply in unison.





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## ...AND NOTHING BUT THE TRUTH

Continued from page 6

They all knew that “shit” meant marijuana.

“And,” Dieffenbach went on, “that wasn’t a *beer can* I saw flyin’ out of the window, was it?”

“No, sir!” was the response, again nearly in three-part harmony.

Officer Dieffenbach walked over to them and handed Ram his license back. “Okay, it’s late. Y’all get outta here and go home. And, Mr. Nyberg, you slow down.”

Ram did a silent *whew!* of gratitude. He was absolutely certain that his new license was going to be blemished by a speeding ticket, or worse – an arrest for being underage and having beer in the car. Officer Ed Dieffenbach clearly had bigger fish to fry and, though the trio of high school students didn’t know it, such prizes were often caught in the area of those docks, bringing in large quantities of “shit” by boat. Dieffenbach and his colleagues were well acquainted with the area. As the old Steely Dan song said, “Throw back the little ones and pan fry the big ones.”

The encounter became legend with the trio. Whenever Steve and Robbie saw Ram, they would smile and say, “Nyberg, you drive too fast!” And, of course, Ram and Robbie forever called Steve “The Heavyweight.” As for Robbie, he thanked his lucky stars that his moronic move hadn’t gotten them all in big trouble.

### Pre-epilogue – 1982

Officer Ramesh Nyberg was starting his third year in uniform and had just transferred from North Miami to South District, where he grew up. He now wore the brown uniform of the Metro Police. On his way out of roll call one afternoon, he went to the window to get his shotgun and handheld radio when he spotted a familiar face. The nametag on the officer’s uniform shirt read “E. Dieffenbach.”

“You probably don’t remember me,”

Ram told him, “but you were the first police officer to ever pull me over.”

“Yeah? Did I give you a ticket?”

Ram told him no and told him the story and how lucky they all had felt. Dieffenbach got a chuckle out of it.

“I kind of remember it,” he said.

### Final Epilogue – 2023

Retired Police Officer Ramesh Nyberg is teaching at Coral Reef Senior High School which sits on Coral Reef Drive, the equivalent of Southwest 152nd Street. If you take 152nd east from the school, you cross US 1 and, in a few minutes, you reach its intersection with 67th Avenue which is known as Ludlam Road. At that spot, where all those nice expensive houses are today, there was once a dirt road which led down to a rickety dock, the frolicking spot of many high schoolers.

Ramesh was proctoring an AP exam and looked down the roster of students. One of the juniors was named Edward Dieffenbach, Jr. Ramesh asked him if he had any police officers in the family.

“Yes, my dad,” the student answered. “He retired about ten years ago.”

When you stick around one spot long enough, the experiences you had as a youngster find a way back to you. And, so do the people.

Happy New Year to all! **P&SN**

*Ramesh Nyberg retired from law enforcement in November 2006 after 27 years of 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](mailto:ramesh.nyberg@gmail.com). Also, Ram has written a book, *The Ten Must-Haves to Be a Great Detective*, which is available on Amazon in both paperback and Kindle eBook. You can find it by visiting <https://tinyurl.com/hwc2xajm>*

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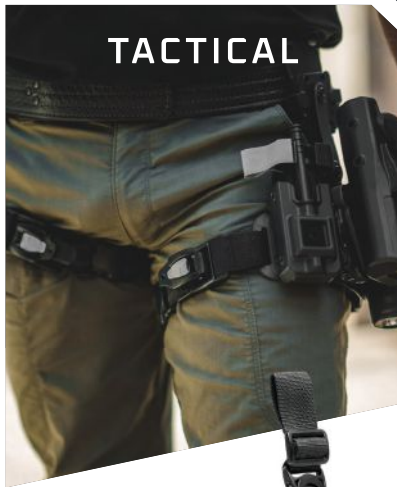
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# FOCUS ON TECHNOLOGY



**New Rapid Force Level 3 Duty Holster V3**

The new **Rapid Force Level 3 Duty Holster V3** keeps your firearm secure, no matter the situation. Alien Gear's advanced Level 3 retention mechanism is engineered to provide the highest level of security while maintaining an incredibly fast and fluid draw, while still accommodating some of the largest duty lights on the market.

The new patented retention control system for the **Rapid Force Level 3 Duty Holster V3** is a game changer amongst duty holsters, developed to include new features specifically requested by law enforcement professionals. Moreover, Alien Gear designers have built this new holster for extreme durability, along with law enforcement who have field-tested the new **Rapid Force V3** in every extreme climate, landscape and weather condition.

[aliengearholsters.com](http://aliengearholsters.com)



**New Wearable Integrated Tourniquet Strap**

The **TAQ-STRAP Integrated Tourniquet**, from Alien Gear Holsters, replaces your standard holster strap with a pre-positioned tourniquet which can stop a femoral bleed within five seconds from the point of injury while still keeping your holster fastened to your leg. The **TAQ-STRAP** does not require any additional equipment and can be worn as a stand-alone product with the included belt strap.

Utilizing the same battle proven ratcheting technology found in M2 Inc.'s TCCC approved R.M.T., the **TAQ-STRAP** is simple and can be applied with one hand, even with impaired vision.

The **TAQ-STRAP** replaces any 1.5" strap found in the most common tactical equipment, including gas masks, IFAKs and holster plates of various brands. It also works alongside the Dynamic Leg Drop and the Rapid Force Duty Holster to ensure greater safety in dangerous situations.

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## Firearms, Ammunition and Accessories

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**ChamberSnake™** is the original Chamber Safe Indicator (CSI). This durable nylon chamber blocker features a bright "Electricity Yellow" strip which extends out of a rifle muzzle to provide immediate visual confirmation that the firearm is positively unloaded and safe.

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To ensure that your gun is secure AND safely unloaded, use **ChamberSnake** in conjunction with a trigger lock.

Perfect for any long gun, the **ChamberSnake** also comes available for most calibers and configurations of handguns, rifles and shotguns.

[chambersnake.com](http://chambersnake.com)



### New FN 5.7x28mm Ammunition

FN America has announced the release of two new options for 5.7 chambered firearms – **FN DFNS™** for personal protection and **FN GUNR™** for training and range use.

**FN DFNS** is the first 5.7x28mm ammunition perfected for personal protection.

**FN DFNS** is capable of achieving an average of approximately 2,067 feet per second while delivering approximately 286 foot-pounds of energy from the muzzle. The unique 30-grain jacketed hollow point bullet contains a copper-tin powdered core designed to expend energy quickly and efficiently while cycling reliably.

The all-new **FN GUNR** 5.7x28mm training round is a 40-grain, full metal jacketed cartridge which features a high quality brass construction with boxer primer, achieving an average of 1870 feet per second. The **FN GUNR** delivers extremely low felt recoil, improved accuracy at extended ranges and reliable feeding across all 5.7 chambered firearms.

[fnamerica.com](http://fnamerica.com)



### Law Enforcement Tribute Edition Rifle



To honor those who have worn a badge in service to their community and country, Henry Repeating Arms offers the **Henry**

**Golden Boy Law Enforcement Tribute Edition**. It's perfect as a cherished presentation gift for retiring law officers or to celebrate any special law enforcement occasion.

The distinctive **Golden Boy** receiver is adorned with 24K gold-plated engraving, patterned by world-renowned engraver Heidi Roos, and a laser etched stock decorated with the American bald eagle. The American-style scrollwork makes this commemorative, heirloom quality rifle a true functional work of art which pays a fitting tribute to those who have sworn an oath to serve and protect. The .22 S/L/LR caliber rifle features a 20" octagon barrel, a nickel-plated receiver and a walnut stock with brass butt plate and pad.

[henryusa.com](http://henryusa.com)

### New Portable Locking Storage Container

Streamlight® recently introduced the new **SpeedLocker®**, a portable storage container with a non-electronic keypad locking system which provides fast, one-handed access without the need for batteries or a power source.

Measuring 12.4 inches long, 8.2 inches wide and 2.78 inches high, the lightweight container is designed to carry a variety of items including compact firearm models. The container's foam insert helps to protect and secure stored items.

The **SpeedLocker's** mechanical keypad provides 31 lock combinations and is air travel suitable. Its rugged hard shell is made of high impact polymer and features a folding carry handle. It weighs 2.6 pounds without contents, is water-resistant and comes with mounting holes to secure the box to rigid surfaces.

[streamlight.com](http://streamlight.com)







### New SD9 2.0™ Pistol

Smith & Wesson® recently announced the release of the new **SD9 2.0 model**, chambered in 9mm. Its enhanced Self Defense Trigger™ embraces a flat-face design which provides better tactile feedback during the pull, break and reset, allowing for more controlled and accurate shots. Weighing in at 22.7 ounces, this pistol strikes a balance between portability and stability. Its overall length of 7.2 inches allows for ease of handling. Additional features include a satin finished slide with aggressive front serrations; texture on the front, sides, and back of the grip for improved control; a four inch stainless steel barrel; a picatinny-style rail; and white dot front and rear sights. The new **SD9 2.0** platform is available in 16+1 and 10+1 capacities.

[smith-wesson.com](http://smith-wesson.com)



### 17 Round Magazine for the Hellcat® Pro

Springfield Armory® recently announced the launch of a **new 17 round magazine** for the Hellcat Pro family of 9mm pistols.

Combining the performance of a larger handgun with superb concealability, the Hellcat Pro series has proven itself as an exceptional CCW pistol.

While the Hellcat Pro was launched with a flush-fitting magazine which holds 15 rounds of 9mm, this **new extended 17 round magazine** enhances the handgun's impressive performance. The result is a full 17+1 capacity with a minimally increased overall height.

The new Hellcat Pro **17 round magazine** is offered with either black or Desert FDE extended base pads which conform to the contours of the Hellcat Pro's grip frame and feature the same Adaptive Grip Texture as the pistol.

[springfield-armory.com](http://springfield-armory.com)



### Two New Hellion™ Variants

Springfield Armory® has introduced **two additional configurations of the Hellion bullpup rifle**, featuring barrel lengths of either 18 or 20 inches. Derived from the Croatian armed forces' VHS-2 rifle, the Hellion is offered in a semiautomatic version.

The initial Hellion model, unveiled with a 16 inch barrel, prioritized compactness. The recently launched 18 and 20 inch barrel variants maintain the bullpup's nimble handling while delivering heightened velocity and improved down-range performance in a 5.56 NATO rifle.

All Hellion models incorporate a reversible ejection system. The firearm boasts fully ambidextrous controls, encompassing the safety, charging handle, magazine release, and bolt release. Its adaptability is further emphasized by a five position collapsible buttstock, a two position adjustable gas system and integrated flip-up iron sights.

In addition to these enhancements, the 16 inch Hellion rifle is now offered in three additional colors: OD green, FDE and gray. These new color choices are currently exclusive to the 16 inch barrel versions, with the 18 and 20 inch barrel configurations remaining available only in black.

[springfield-armory.com](http://springfield-armory.com)



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# THE WHEELS OF JUSTICE

## POLICE VEHICLE MOUNTS AND CONSOLES: A Selection Guide

The days of moving a “universal” vehicle console and computer mount (docking station) between different makes and/or cruiser models are as dated as a \$1.00 gallon of gas.

**SERGEANT JAMES POST**



This newest installment of “Wheels” presents a guide for selecting appropriate new consoles and computer mounts for your fleet. The effectiveness of an LE vehicle’s “mobile office” and, in reality, an officer’s performance, hinges on two critical components: the console and the computer mount. But, first, a brief rundown of console history is in order.

Considering that purpose-built LE vehicles date back to the 50s, consoles (followed later by computer mounts) can be considered a fairly new phenomenon, dating from the late 80s and early 90s. I spent my entire 25 year career (starting in 1965) driving police cars with what we called “stack racks,” built in-house by our garage mechanics. The police radio was bolted to metal straps and a metal panel with toggle switches was then attached to the bottom of the dash with the radio mic hung off the strap.

When electronic sirens became available, they were added to the stack which was then screwed to the transmission tunnel (hump) and a brace attached to the dash for improved stability. When I restored my first retired cruiser (in 1991), I went with what I knew and built an “old-school” stack rack in the same fashion. Stack rack additions might have included CB radios and scanners. Starting in the 60s, the Missouri State Patrol mounted their radios and controls on a flat plywood panel attached to the floor. Arkansas State Police used wood boxes with electronics bolted on top for several decades. They were built by state prison trustees.

Later, when the first “universal” consoles appeared, they were rudimentary no-frills metal boxes to which radios and switch panels were mounted and they were then mounted to the transmission hump (tunnel) with metal screws. Some were furnished with “Swiss cheese” side panels which provided numerous holes for mounting to the hump.

Departments purchasing new or used cruisers almost always just repeated the process...moving the old console to the new cruiser and simply screwing it down. I once restored a 1992 Caprice in the mid-90s which had seen many owners (departments). When I pulled the carpet back, I discovered over 20 screw holes in the floor indicating many relocations of the simple console. (I also discovered many more holes in the trunk floor where other equipment had been mounted.) So, my first task in restoring all these old cruisers was to break out the tube of 3M™ Silicone and start plugging these holes which leaked water, dust and fumes into the cabin and trunk. These basic consoles could be used between bucket seats or in front of bench seats, but their best use was as a boat anchor!

As technology improved with consoles designed for specific makes and models, some car builders started adding console mounting plates to ease installation and several console manufacturers started utilizing OEM factory seat mounts to attach their consoles.

As police car designs changed and more companies entered the aftermarket LE equipment field, it often became prohibitive and time-consuming to move used consoles to new purchases, particularly if a model redesign was not compatible with the older console. Later, as departments started adding in-car computer terminals or laptops for record checks, report and ticket writing and even dispatching, a new era began which required designing secure, sturdy reliable mounts for this expensive hardware, easily the most expensive component in the interior.





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**In the past, the equipment installed within patrol cars was considerably more straightforward.**

## Choosing a Console Which Is Right for You

The selection process should begin with a discussion (or Zoom call) between you and your fleet personnel (mechanics) or your upfitter, with input from field officers. With your wish list in hand, next review products from console and computer mount vendors, as there are a number of well established manufacturers offering high quality products designed specifically for your vehicle of choice. Most companies feature online catalogs and new products are displayed at law enforcement expos

around the country every year, including ones hosted by the IACP and *Police and Security News*. Added to that, most vendors have regional sales districts with assigned sales personnel who still make house calls.

## By the Numbers

Your primary considerations to make before purchase include: 1) the type of vehicles in your fleet (SUV, sedan, truck); 2) if you have special units, such as surveillance, investigations, admin, and/or K-9; 3) if your fleet operates one or two officer crews; 4) brands of mobile computers, laptop, or tablet which will be utilized; 5) equipment brands and placement choices; 6) if the vehicle will have a prisoner partition; and 7) if your department offers take-home units. (Computers should be able to be easily removed at end of tour like all police equipment.)

The console serves as the foundation of the patrol unit "mobile office" and should be considered nothing less. Beyond the above basic considerations, there are several optional console additions available, too. Some may be thought of as "comfort" items, such as cupholders, single or dual armrests and built-in storage com-

partments, but all of these can enhance officer performance, job satisfaction and morale while actually performing other valid functions. For example, cupholders can prevent spilled liquids from damaging expensive controls mounted in/on the console, while also providing needed hydration to your officers. Armrests certainly provide officer comfort during long ten to 12 hour shifts while facilitating computer operation as well. Storage compartments usually feature hinged lids (with optional locks) and can provide secure storage for weapons, ammo, handcuffs, writing materials, flashlights, protective masks and gloves, field drug tests, portable radios, and critical first aid equipment (such as tourniquets). These are often a cop's best friends, particularly when a prisoner partition negates the use of "over the seat" hanging containers. Other optional add-ons can include cell phone holders and chargers, USB charging ports, auxiliary flexible stem-mounted lighting, and writing desks.

Your final consideration is the console construction. The majority are built of industrial strength aircraft aluminum plate, polycarbonate or heavy flat metal panels and are powder-coated with a textured fin-



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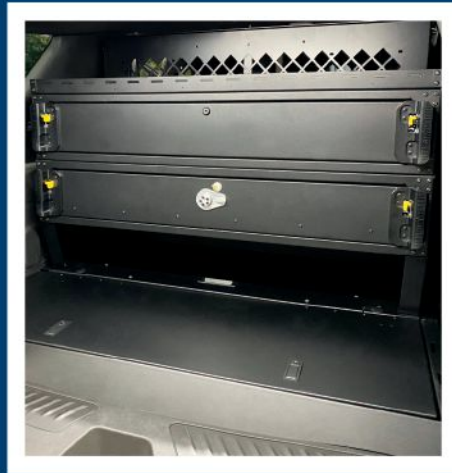
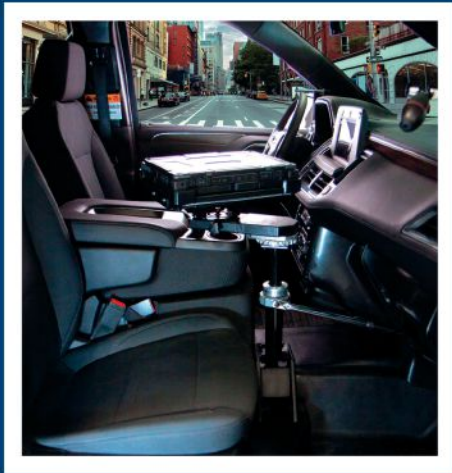


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## THE WHEELS OF JUSTICE

Continued from page 14



**When making your selection, additional items to consider include power outlets, USB charging ports, cell phone mounts, portable battery chargers, or any holders designed for electronic devices.** (photo courtesy of Gamber-Johnson)

ish. The components are welded and the corners smoothed or rounded for safety. The tops usually feature a flat horizontal plane with removable panels (of varying widths) which allow siren and light controls to be mounted flush with the top. Attached to the console sides usually are the mounting brackets for the unit.

Final physical considerations you'll need to decide include the height of the unit so it does not interfere with the offi-

cer's personal gear (duty belt and body armor) or emergency egress, and whether or not they should accommodate right and left weapon holsters. The width should not touch an officer's hips or cover the seat belt release in case of a side impact collision.

Another important decision in mounting the console involves your officers' sizes. Because of the shortage of able-bodied police officers nationwide (due to resignations, retirements, or terminations), today's LE hiring policies have almost no basic requirements other than age and criminal pasts. Almost anyone with a heartbeat (any sex, nationality, education, size) is welcome to apply. I know that statement is vague, misleading and certainly NOT applicable everywhere, but the reality is that most departments are hurting. Departments have few applicants and not enough recruits to fill academy classes.

I bring this up to point out the difficulty you'll likely have when determining the placement of a console due to the variance in an officer's height, weight and sex. It's just not practical (or even safe) to expect an officer to be uncomfortable for any or all of a tour, i.e., being cramped,

not able to reach the pedals, being too tall, poor 360° visibility, etc. Moveable console mount positions might help, but this may continue to be a challenge for the foreseeable future. The only suggestion I can make is to list height and weight of all uniform personnel and go with an average. Of course, this could repeat every time a new academy class graduates and this dilemma is exacerbated if your vehicles have prisoner partitions which don't move.

To bring you a little light at the end of your tunnel, there are a couple of options you should consider when ordering your new fleet. These include (if offered) adjustable pedals; tilt wheel; adjustable steering column; power driver; passenger seats (including adjustment for height, movement forward and back, tilt angle, and adjustable lumbar support); adjustable head rests; and tilt (reclining) seat backs. Every extra inch you can give your cops will be appreciated!

### Computer Mounts/Docking Stations

Computer mounts present other, but similar, installment issues. The primary concerns are accessibility and visibility for

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**It is wise to obtain the docking station from the console's manufacturer, not only for cost efficiency, but also because the integration work has already been accomplished.**  
(photo courtesy of Havis)

one or two officers and potential obstruction of air bags or rifle/shotgun mounts. Optimal glare avoidance and night vision, distance to keyboard, screen height, clear view to outside mirrors, and windshield blind spots are all legitimate concerns and most can be resolved because most mounts include several height and angle options. The major concern is that a mount must be compatible with your computer/tablet choice and keyboard (if not integral). This choice is best accomplished prepurchase with hands-on examinations by officers and IT personnel.

### And Now from the Big Three

In our earlier console discussion, I mentioned that some newer makes feature mounting plates to speed up installation; a notable one was the early Dodge Charger Pursuit models (around 2010). I used one on a refurbished vehicle and it worked great. Other additions to police pursuit vehicles have included separate HD dedicated wiring harnesses and grounds prewired for typical mounting locations for lightbars and radio equipment. Some companies have ventured into the upfitters domain by offering spotlights, alternating (wig wag) headlights, and flashing front and rear lights (in optional colors). The advantage to considering these options is that they speed up getting your new units on the street and they are covered by factory warranties.

### Recalls and Other Breaking News

In late November of last year, Ford Motor Company announced that it had filed patents for new partition airbags which could be used in future Ford police vehicles. The Blue Oval folks are looking at possibly adding airbags as a parti-

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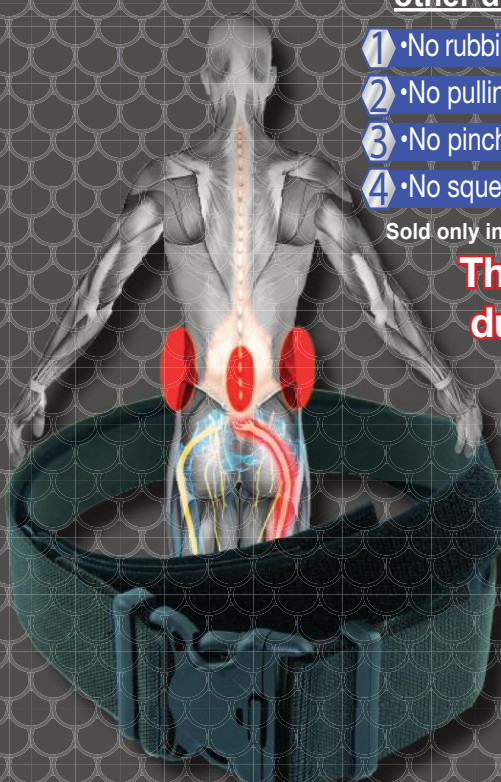
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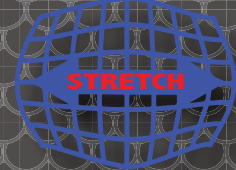
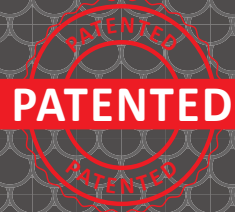
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tion between the cabin and back seat, as well as in between front seats. Along with protecting detainees in the rear seat of the vehicle, adding another airbag in between the two front seats will provide an additional safeguard in the event of a side crash. My feelings are you can't have too many airbags (excluding mothers-in-law).

Ford announced last month that they have cut production of their all-electric Lightning® pickup in half due to lack of

sales and orders. There was no indication this decision was based on plant closures because of the recently resolved UAW strike. I don't suppose the MSRP was a factor? **P&SN**

*James Post spent 27 years in local, county and federal law enforcement; has written for P&SN for 25 years; and has restored over 50 retired cruisers as a hobby. He always appreciates your comments, complaints and suggestions and can be reached at kopkars@arkansas.net.*



# FUNDAMENTAL BREACHING SKILLS for SWAT Officers

Swift execution plays a pivotal role in dynamic entries, highlighting the need for breaching techniques which combine both speed and effectiveness.

EUGENE NIELSEN

There are a variety of methods – mechanical, thermal, explosive, and ballistic – which may be employed depending on what is to be breached, the door's opening direction (inward or outward) and the tactical situation. For example, residential doors generally swing inward, whereas doors in commercial buildings typically swing outward. Although entries may be made through windows, skylights or explosively breached openings, the most common means of entry into a structure is through a door. Door breaching is an essential skill for law enforcement officers, especially those who are part of tactical teams. In this article, we will look at some of the most common methods.

## Mechanical Breaching

Mechanic breaching can be used to break the latch, lock, hinges, or door itself. The level of damage can range from minimal to severe.

Try the door knob first. There is obviously no need to use a breaching tool if the door is not locked and can be opened easily. It is common sense, but it is amazing how many times it is neglected in the heat of things.

If the door is locked, breachers can try to force doors which open inward with a strong kick. The traditional approach of standing in front of the door and kicking it isn't usually effective, nor is the classic shoulder strike seen in the movies. Most likely, attempting these methods often results in hitting the door without it budging, along with an injury.

What's the answer? If absolutely necessary, utilize the mule kick. To execute

a mule kick, position yourself facing away from the door, raise your leg to a 90 degree angle and forcefully kick backward with maximum strength. Ensure that you place as much of your foot flat and firmly against the door as possible. The kicker should aim to hit the door near the lock, but not kick the doorknob itself because that can easily cause injury.

Achieving balance is crucial and, if necessary, grasp onto something for support to ensure you can channel the maximum force into the door. To successfully breach a door, the wooden frame must splinter upon impact. Listen carefully for cues. A dull thud when your foot hits the door likely indicates a reinforced structure. The sound of wood cracking suggests the wood is



*This scenario only works in movies: a soldier attempts a jumping kick to breach a door during a training exercise.*



fracturing and entry is imminent.

Try to identify the type of door you're dealing with. Exterior doors are typically solid core and swing inward, while interior doors are often hollow core, filled with a honeycomb-like fiberboard lattice. Avoid trying to kick in solid core exterior doors; however, the less sturdy hollow core doors can be kicked open. If possible, look for signs of reinforcement before you kick to prevent injury and unnecessary exertion. Steel doors or frames are not worth the effort; look for bolts in the upper half which might indicate a steel rod or a two-by-four wooden jamb.

Lock picking with traditional lock picks is a method which causes minimal damage, but it is slow and needs a trained operator. Another option is to use a snap gun, also known as lock pick gun, pick gun or electric lock pick, to open the lock which is faster and easier.

For doors, a shove knife can be inserted into the door jamb and open the latch bolt without touching the lock itself. Another option is to take out the cylinder lock from the door using tools like an A-tool or K-tool.

Some law enforcement agencies occasionally use lock picking and covert entry methods in a variety of scenarios. These methods serve as a less destructive alternative when gaining access to a home or business. They offer a strategic entry op-



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# FUNDAMENTAL BREACHING SKILLS FOR SWAT OFFICERS

Continued from page 18



**In order to overcome the locking mechanism, tools such as sledgehammers and battering rams focus a substantial amount of kinetic force on the door.**

tion which can be used in situations when damage is best avoided.

The training in these skills covers a wide range of applications such as serving search warrants, responding to welfare checks, setting up sniper positions, serving arrest warrants, surveillance, and “sneak and peek” operations.

It’s crucial to remember that, while these skills are important, they are not suitable for every situation. The safety and security of both personnel and the community are of utmost importance, and there are instances where other entry techniques, in-

cluding dynamic or destructive entry, may be more appropriate.

More dynamic mechanical methods use a lot of force to break the lock or door. Tools like the Halligan bar, pry bar, Denver tool, Kelly tool, claw tool, or “the pig” (a specialty firefighting tool which can be married with a Halligan) can be used to pry a door open. Other tools, like sledgehammers or battering rams, apply a large amount of kinetic force on the door to break the lock.

Doors may also be penetrated by using a circular saw to cut through the door material, although this method is considerably slower. While not exclusively related to door breaching, entry can also be gained through windows using a “break and rake” tool. This tool initiates the “break” in the window and subsequently clears away broken glass pieces and any window frame during the “rake” process.

## Ballistic Breaching

Ballistic breaching uses firearms for breaching. For example, a shotgun can be used to shoot the hinges or the lock area to force a door open. This method is often used when speed is essential or when other methods have failed.

Although law enforcement teams often

make the initial breach with a ram, there are advantages to ballistic breaching with a shotgun. When it is properly employed, a shotgun can provide teams with safer and faster door breaching than other methods. It is not limited to just doors. Shotgun breach can also be employed to breach iron barred windows and take out sliding glass doors and defeat padlocks. It is quicker than manual breaching, jamb spreading or ramming and is safer and requires less training than thermal and explosive entry.

Shotgun breaching should always be done with a dedicated breaching shotgun. Compact pump-action shotguns are frequently employed due to their reduced size and enhanced maneuverability. Additionally, some specialized breaching shotguns offer muzzle attachments to assist in this operation. These attachments secure the barrel in place while creating a slight gap, allowing propellant gases to escape. Having a shotgun armed operator carrying breaching rounds, in addition to traditional slug or buckshot rounds, is a recipe for disaster. Frangible breaching rounds should always be employed for ballistic breaching. Although standard rounds could be employed to defeat a door mechanism,

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**For ballistic breaching, the safest choice involves employing a frangible round which disintegrates into dust upon penetrating the door.**

they pose an extreme safety hazard.

When breaching a door, the frangible rounds to the lock side are fired at a point halfway between the lock or handle and the door frame in order to hit the bolt holding the door shut. In those situations in which a hinge must be breached, MOUT (Military Operations on Urbanized Terrain) doctrine calls for a total of three shots, one shot per hinge, followed by an attempt to open the door.

Frangible rounds should be fired into the jamb/door or window bar bolt at a 45 degree angle and 45 down or up. The exception to the 45 degree angle is when breaching a steel door, since employing the 45 by 45 degree angles could cause the steel to buckle and lock. When breaching a steel door, the shot should be 90 degrees into the door and 20 degrees down or up.

Shots should be fired at a downward angle if the shot is at chest height or lower and at upward angle if above chest height. The reason for this is to lessen the possibility of team members being struck by a projectile or debris.

One of the primary concerns is the risk of ricochet which can pose a danger to both the breaching team and any individuals inside the structure. Additionally, as mentioned, the use of standard rounds can create safety hazards for occupants of a structure. Another disadvantage is that ballistic breaching can be quite loud and this method requires specific training for the breaching team to ensure safety and effectiveness. Finally, although it can be used externally as a primary breaching tool, ballistic breaching is typically used internally and may not be as effective for external breaches. The use of the appropriate breaching rounds are essential for both safety and effectiveness.

### Hydraulic Breaching

Hydraulic breaching is a method of door breaching which uses a hydraulic system to apply force and open the door. Hydraul-

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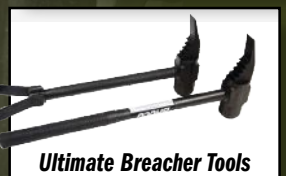
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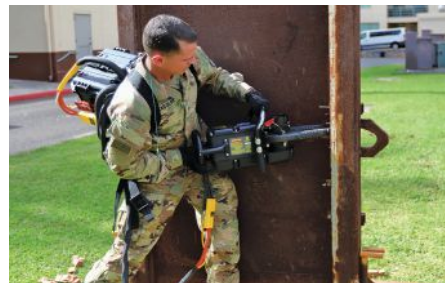
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lic breaching tools can be powered by manual, pneumatic or electric sources, and they can be used to defeat different types of doors, such as inward opening, outward opening, or sliding doors. Hydraulic breaching tools are designed to be portable and easy to use by a single operator. They can also be used to breach windows or other barriers.

Hydraulic breaching has some advantages over other methods, such as being precise and minimally destructive. Hydraulic breaching can be useful for law enforcement officers who need to gain entry into a structure quickly and safely, without

causing collateral damage.

Hydraulic breaching, while a power-



**This externally powered hydraulic spreader is employed on a locked metal door during a training exercise.**



## FUNDAMENTAL BREACHING SKILLS FOR SWAT OFFICERS

Continued from page 21

ful tool in the law enforcement arsenal, does come with its own set of challenges. One of the primary disadvantages is the requirement for specific equipment which can be heavy and cumbersome to transport and operate. This can slow down operations and may not be suitable for situations which require rapid response. Additionally, hydraulic tools can be noisy, possibly alerting individuals to the presence of law enforcement prematurely. They also require a certain level of training to operate safely and effectively, adding to the resource demands of law enforcement agencies. Hydraulic tools also may not be effective against all types of barriers, limiting their utility in certain scenarios.

### Thermal Breaching

Thermal breaching is a technique which involves applying high temperatures to overcome physical barriers by cutting through them. It can be used to create openings in metal structures (most commonly, metal doors). Thermal breaching can be performed with a variety of tools, such as oxyacetylene torches, plasma cutters or BREACHPEN™s.

Thermal breaching has advantages and disadvantages compared to other methods of breaching, such as mechanical or ballistic. Some of the benefits are that it can be quieter and more precise. Some of the drawbacks are that it can take considerable time, require specialized equipment and produce toxic fumes or sparks.

While thermal breaching is an effective tool in many scenarios, it is not suitable for use in potentially explosive environ-

ments, such as those which may contain natural gas, gasoline, petroleum, naphtha, alcohol, acetone, or lacquer. The high temperatures produced during thermal breaching could potentially ignite these combustible substances, resulting in an explosion and/or fire. As such, in these situations, it is recommended to use other breaching techniques which do not generate heat or sparks, to maintain the safety of everyone involved.

### Explosive Breaching

Explosive breaching is a technique which uses explosives to create an opening in a door, wall, window, or other obstacle during a high-risk operation. This technique allows law enforcement officers to quickly enter a structure where a suspect or a hostage may be located.

Explosive breaching requires extensive specialized training and equipment to do so safely and effectively. According to the National Tactical Officers Association (NTOA), explosive breaching courses should cover topics such as explosive theory, charge construction, target analysis, safety procedures, legal implications, and operational planning.



*While thermal breaching can prove effective in some scenarios, it is unsuitable for use in potentially hazardous environments.*

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Continued from page 22

Explosive breaching can provide a tactical advantage over other methods of entry, such as mechanical or ballistic, by creating a diversion, reducing resistance and minimizing exposure. That being said, other than some of the larger agencies, all things considered, most agencies will likely not have the need for it. The mandatory explosive storage requirements also must be factored in.

While explosive breaching can be an effective method for law enforcement to gain entry, it does have its drawbacks. One of the main disadvantages is the noise it creates which can alert occupants inside the structure and potentially escalate the

situation. Additionally, these methods can be time-consuming and their success is not always guaranteed. If the suspects have heavily fortified a door (unbeknownst to law enforcement), this could lead to unforeseen complications. Furthermore, the use of explosives requires careful planning and execution to ensure the safety of the breaching team and any individuals inside the structure. Therefore, while explosive breaching can be an effective tool in certain situations, it is crucial that law enforcement carefully consider these factors before deciding to employ this method.

# Collaboration Is Key: How Schools and Law Enforcement Should Address Potential Threats

Collin Sharp, Traka Americas' Regional Manager

Security is one of the most discussed topics in education right now, as school districts across the country are evaluating their systems in light of ongoing violent incidents which all too often show up in the news. Even though these events are statistically rare, schools are responding by taking every precaution to make sure another one doesn't occur. Unfortunately, many districts are failing to consider keys as the foundational element of security and are operating in dangerous "silos" which don't incorporate the necessary resources to effectively protect against violent threats.

At its core, school security needs to start with access control and, for many districts, that involves keys. Consider how many keys are in circulation for one school by faculty, staff and contractors. Multiply that number by how many schools are in a district and you have hundreds, if not thousands, of individual security risks which need to be efficiently managed. If schools are still using archaic logbook or pegboard systems, there's no insight as to who has which keys. That can not only be costly if a facility needs to be rekeyed due to a lost key, but can ultimately leave a facility vulnerable if that key falls into the wrong hands.

Thankfully, modern key cabinets give schools the ability to monitor and track keys more efficiently from a central location. Access can be assigned or restricted to specific personnel and, if a school operates with fobs, access can be deactivated immediately if a fob is lost or stolen. Along those lines, curfews can be implemented so that, if a key isn't returned by a specific time, an alarm will go off to alert managers to take action. Also, if unauthorized personnel are trying to access the key cabinet, many school districts have strategically installed cameras above their cabinets so they can visually monitor access remotely.

Setting up comprehensive auditing and monitoring through key cabinets or asset management lockers is just the first step



in ensuring the highest level of secure operations within a facility or district. Schools need to be proactive in integrating their operations with local law enforcement to make sure responders have quick and easy access should an emergency arise.

In working with some of the biggest school districts in the country, including in Texas, Arizona and Colorado, we've seen a central theme of collaboration with local law enforcement. Some of the cabinets schools use are located on the outside of the building so first responders can gain access to a school quickly in the event of an active shooter or potentially violent



situation. That requires the school district to equip responders with the right access credentials which can be used at any school within a district, so they don't have to maintain or remember different keys for different buildings. It also highlights the importance of first responders being familiar with the landscape of the facilities so they can address emergent needs quickly and effectively. Additionally, many schools require an administrator or law enforcement officer be present to lift a lockdown and having familiarity between first responders and school faculty, staff and students can go a long way toward restoring safe operations.

These measures are anchored in a school district identifying vulnerabilities in their security operations and implementing efficient measures to reduce potential violent threats. To do that, districts have to start at the foundation of security – keys – and work with local law enforcement to collectively provide safe environments for the ever-changing ecosystems which are today's school districts.



## Choosing the Right Tools

When choosing breaching equipment, it's important to look for simplicity and durability. Tools which are overly complicated can create lag times, especially under stress. The same applies to tools which might break, as tool failure can cause even greater time in the entry.

Ballistic, hydraulic and explosive breaching methods are almost exclusively employed by specialized units, such as SWAT teams, and require a great deal of training and safety precautions.

## To Sum Up

Door breaching is a complex skill which requires a deep understanding of a variety of techniques and tools. Whether it's mechanical, ballistic, hydraulic, explosive, or thermal breaching, each method has its own advantages and challenges. By understanding these techniques, law enforcement officers can effectively and safely gain entry during tactical operations.

It's important to remember that each situation is unique and the best breaching technique will depend on a variety of factors, including the type of breach, the urgency of the situation and the tools available.

Training and practice are key to mastering these techniques and ensuring the safety of both the officers and those inside the building. If it's not documented, it didn't happen. **P&SN**

*Eugene Nielsen is the owner and operator of a firm which provides private intelligence, security consulting and training services. He has a background in law enforcement and a BA degree from the University of California. He has written over 1,500 articles which have been published in various national and international journals and magazines. He was a member of SWAT Magazine's contributing staff for more than 20 years.*

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# SWAT's Guardian Angel



**What is the main purpose of a law enforcement sniper? If you answered “to remove the threat,” then you only have 10% of the story.**

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## Specific Goals

It is not the sniper's job to watch the team. Rather, part of the sniper's job is to protect the team before and after they make entry by watching for threat targets. For example, as the breacher secures the entry point, the sniper should be vigilant and watch for any individuals aiming at them from an upstairs window or the side of the building. And, upon entering, the sniper should observe areas not covered by the team to monitor additional activities and identify individuals moving both inside and outside the premises. This is accomplished by using a lower power scope with a wide field of view.

In contrast to the thousands of yards which a military sniper routinely takes shots, the average LE sniper shot is taken at 36 yards, the distance from one house directly across the street to the front door of another. At this short range, the sniper may see all of the emotions going through their subject's mind. The object downrange is not a tiny enemy combatant, but a living, breathing human being.

The sniper may imagine the subject's thoughts from watching their expressions and body language – and can be drawn into what they are thinking. You can see all of the stages they are going through – and you might recognize some of them inside yourself.

Imagine a perp trying his best to attempt suicide by cop – and the decision is made for the sniper to use deadly force. If the police sniper doesn't have the emotional ability to deal with the aftermath of taking the life of someone, he/she is most likely in the wrong job.

## Personal and Professional

There are two components to a LE sniper's job: personal and professional. The professional component is the easiest – job description, equipment, maintenance, mission readiness, and skills. The personal component is much more complicated and rests on the sniper's physical, mental and emotional fitness for duty.

These categories can be further broken down into stress management, spiritual beliefs and life priorities. The SWAT sniper cannot let his or her priorities become disarranged over the job – nearly every LEO knows what this means because, after all, we're all human.

Skills can be learned. Personality, character traits and attitude are innate. SWAT leaders need to choose personnel wisely for the sniper role. That is, don't place someone in this valuable position because they are lacking in interpersonal skills or could not cut it on the entry side. Your sniper must have humility along with creativity.

Proficiency can be developed over time and, if it doesn't, this situation needs to be addressed. Pair senior members with junior members to shadow them for mentoring. This is part of the humility. If a junior member is not willing to be men-

**T**he other 90% of the sniper's job is to combine their marksmanship skills with impeccable judgment while being the entry team's eyes in the back of their head.

The sniper is the solution to a specific problem and is expected to make the right decision within legal parameters and take the perfect shot 100% of the time. Talk about failure not being an option! And, while the sniper frequently is an island, assessing the situation on their own in fractions of a second, they must also ensure their active involvement in any situation in which they play a role. That is, they cannot be a passive observer, but must be an active participant in decisions being made as part of the entire team.



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tored, they probably need to step aside. Until the senior member signs off, the junior member doesn't get slotted into this most important role.

### Risk Taking

A good sniper doesn't gamble. He or she will make carefully calculated decisions based upon skill, training, experience, and governing laws – weighed against the consequences of taking or not taking a specific action. While the public thinks that almost every cop has pulled the trigger of their sidearm multiple times, brothers and sisters in blue know that the average officer has never fired their sidearm at anything more than a paper target downrange.

And, snipers are no different. Tyler Ellsworth of Standing Offhand ([standingoffhand.com](http://standingoffhand.com)) tells us that, in his 15 years of being a LE sniper, he has pulled the trigger all of one time.

### Training

If your organization doesn't have enough live events, figure out what events you need to stage for training and evaluation. Qualification is not

training. Every training event needs a purpose with specific goals towards a culminating exercise. This is about skills building and not simply shooting a qual.

The junior member needs to grow by learning new skills and decision-making processes. The potential sniper must be able to recite local use of force and other laws which impact every shoot/don't shoot decision.

Don't postpone training because of bad weather conditions – relish it. SHTF events don't stop because it's raining or snowing and you might be called to act upon a threat in just these conditions.

Training in bad weather might show you that your gear is inadequate. For example, your rifle won't cycle when it's below freezing outside. It is much better to know when training than when responding. And, if this is the case, you had better spend some time figuring out what you need to do to fix the problems.

So, to recap – personality, spiritual beliefs, humility, and life priorities, along with personal and professional skills, training and appropriate gear, are all important to the success or



**Each training session should have a defined objective and specific goals leading to a final exercise.**

failure of a SWAT sniper. And, above all, adherence to the law and respect and engagement with your other team members also is important. A sniper shouldn't watch their other team members during a mission, but rather needs to watch for threat targets against them. **P&SN**

*Ron LaPedis is an NRA certified Chief Range Safety Officer; NRA, USCCA and California DOJ certified instructor; is a uniformed first responder; and frequently writes and speaks on law enforcement, business continuity, cybersecurity, physical security, and public/private partnerships.*

A large advertisement for Black Hills Ammunition. The background is a dark, textured image of a rifle barrel. In the center, a box of ammunition is shown, with the text: "WE STARTED BY HAND-LOADING AMMO WE COULD COUNT ON IN THE LINE OF DUTY. FOUR DECADES LATER AND WE'RE STILL INDEPENDENTLY OWNED. STILL MAKING A PRODUCT WE'D STAKE OUR LIVES ON." Below the box is the Black Hills Ammunition logo, which is a circular emblem with "THE POWER OF" at the top, "BLACK HILLS" in the center, and "Performance" at the bottom. Below the logo is the word "Ammunition" in a cursive font. At the bottom of the advertisement, there is a white bar with the text: "TO LOCATE A DEALER NEAR YOU, PLEASE CALL 800.568.6625" and "www.black-hills.com" followed by social media icons for Facebook, Twitter, Instagram, and YouTube.

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good tactics and sufficient knowledge, a well-run equipment program is a tremendous force multiplier and can dramatically improve operational effectiveness and safety. It is in this spirit that these lessons learned are shared.

### Lesson Learned #1: Define Your Requirements Before Buying Gear

The foundation of effective equipment selection first lies in capabilities-based thinking and defining your requirements before beginning to acquire equipment. Put differently, rather than thinking in terms of the equipment you need, it is best to think in terms of the capabilities you need to have or the essential tasks team members need to be able to perform to accomplish their mission. It is a best practice to look at the entire mission set and build as detailed a list as possible. Once this list is complete, it is then helpful to drill down on each requirement and determine specifically what capabilities are needed. For example, for a SWAT team to effectively enter a building, it must be able to breach doors and windows. So, breaching is a required capability on the capabilities list. However, since breaching can be split between light (e.g., simple wood doors) and heavy (e.g., security doors, solid walls, etc.), it is essential to further clarify specifically which types of breaching capabilities are required by the team. Once this is determined, a detailed gear and training list can be produced to ensure you achieve that capability. The more detailed the requirements list, the better the acquisition program and the greater the likelihood the team achieves that capability. The better you define the critical salient characteristics of the equipment and training, the more likely you are to achieve the desired end state. It's easy to get caught up in the allure of the latest gadgets and gear, but it's essential to remember that fielding capabilities – not just equipment – is the goal. Equipment should serve as a means to an end – enabling your team to achieve specific operational capabilities. Your focus should always be on the practical application of the equipment in real-world scenarios.

### Keys to Defining Your Requirements Upfront

- Build a list of specific capabilities you will need during an operation (e.g., breach a door; operate in total darkness; deliver lethal force from a distance; etc.).
- Clarify and expand each of those with the specific capabilities you'll need to solve them (e.g., breach an outward swinging steel security door; shoot and move in an interior structure in total darkness; deliver accurate fire at 400 meters; etc.).

# EQUIPPING YOUR TEAM — LESSONS LEARNED FROM ELITE UNITS

JON B. BECKER

## WHAT ARE THE TOP FOUR ESSENTIALS FOR EFFECTIVELY EQUIPPING YOUR TEAM?

For the past four decades, I have had the privilege of equipping many of the world's premier tactical units. I have been fortunate enough to work with all of the US Special Operations/Special Mission Units, all branches of the US military, all of our major federal law enforcement agencies, and thousands of local law enforcement units from around the world. Throughout my career, I have noticed recurring patterns in the equipment best practices of the world's most elite units. These practices are not unique to elite units; however, if implemented correctly, they will work for any team or agency. The goal of this article is to share the top four lessons I have learned about equipping your team.

### Foundational Concept: GEAR DOES NOT EQUAL CAPABILITY!

Before launching into the lessons learned, it is critical that we first start with one foundational precept: GEAR DOES NOT EQUAL CAPABILITY! In the words of the late LASD Commander Sid Heal, "Although good tactics can often overcome the challenges of bad equipment, the inverse is not true. Good gear can't save you from bad tactics." While this



*Utilizing first-rate equipment alone cannot resolve issues, unless it is coupled with effective training and strategic planning.*

may seem counterintuitive coming from someone who has spent their career providing gear, I cannot overstate the fact that, no matter what the piece of equipment is, at the end of the day, it is still just a tool. It will not, and cannot, solve problems unless it is accompanied by effective training and good tactics. Not even an unlimited budget and the best gear in the world will save you from bad tactics. Put differently, if I bought you the finest violin in the world, it would not make you sound any better than a cheap violin unless you were a well-trained violinist. That said, when used in conjunction with





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## EQUIPPING YOUR TEAM – LESSONS LEARNED FROM ELITE UNITS

Continued from page 28



**Instead of focusing on the equipment required, it's more effective to consider the essential tasks team members must be able to execute in order to fulfill their mission.**

- Use this criterion and the salient characteristic it drives as the basis for down selection of equipment (e.g., can this rifle hit consistently and accurately at 400 meters?).
- Whenever possible, root these requirements in specific missions and create specific rationale for each capability. Doing so will allow you to defend your selection criteria to purchasing and leadership.

### Lesson Learned #2:

#### Field Systems, Not Random Gear

The Chinese military philosopher Sun

Tzu once said, "The line between disorder and order lies in logistics." Nowhere is that truer than in equipping units for tactical response. The time for terminal logistics is in preparation for, not during, an event. And, yet, it is very common for units to give very little thought to the "how" in fielding their equipment. Perhaps the best way to ensure that you arrive with capability rather than gear is to field "systems" rather than just fielding "equipment." In this context, a system is a collection of all the required and inter-related components needed to achieve a mission, all housed together, with the means of being moved. A simple way to illustrate this is to think of a sack lunch. Sack lunches are systems. They have a preassembled sandwich, perhaps a bag of chips, utensils, a napkin, and a beverage all contained in a lunch box for carrying. This lunch system provides the capability to feed yourself by providing the preprepared ingredients and required tools in a simple to move package. While likely no one would ever think of carrying all of the components of their lunch loose in their hands, it is amazing how often teams carry an incomplete grouping of the components required for a system, in

diverse places, with no means for movement. This is surprisingly common for less-lethal weapons, NVGs, breaching, and other equipment. When all the required equipment (including spare parts, batteries, etc.) are organized into a system, it is far easier to deploy, use, track, and transport. This is especially important in emergency situations when time is of the essence.

### Keys to Fielding Systems

- Pre-organize your equipment into kits. Before fielding equipment, take the time to organize it into systems which provide the ability to do specific tasks. This will make it easier to transport, deploy and resupply.
- Develop pre-organized kits for common specific tasks or missions. This might include things like a medical kit, a strip charge kit, a 40mm less-lethal kit, or a hazardous materials kit.
- Field all equipment sets with the necessary accessories and parts. This includes things like batteries, chargers, cleaning equipment, adapters, etc.
- Make sure you provide the means for transportation and resupply. Think

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# EQUIPPING YOUR TEAM – LESSONS LEARNED FROM ELITE UNITS

Continued from page 30



**Training should involve practical experience, allowing team members to acquire proficiency in utilizing the equipment within a simulated environment.**

about how you will transport your equipment to the scene of an incident and how you will resupply it, if needed.

### Lesson Learned #3: Never Field Gear Without Training

Equipment without the knowledge on how to use it effectively does not provide capability. When introducing new gear, it's essential to provide training not only on how to use the equipment, but also on how it impacts tactics and Standard Operating Procedures (SOPs). Training is essential for ensuring that your team or agency is able to effectively use the equipment which you field.

There are a few key things to keep in mind when developing training for new gear. First, the training should be comprehensive and cover all aspects of the equipment, including its operation, maintenance and safety precautions. The training should be hands-on so that team members can learn how to use the equipment

in a simulated environment. The training should also be evaluated to ensure that team members are learning the material. One of my favorite sayings is that, "if you cannot fail at a training, it's a lecture, not a training."

It is also important to provide retraining on a regular basis – even for experienced team members. Knowledge fades quickly and team members may need to be reminded of how to use certain equipment, especially if they do not use it on a regular basis.

One way to ensure that team members maintain their knowledge is to incorporate training into normal SOPs. For example, you could require team members to perform certain tasks with the equipment on a regular basis, such as monthly or quarterly.

Finally, it is important to make sure that your training is challenging. If team members can easily pass the training, then it is not challenging enough. Training should be realistic and should push team members to their limits. Only then will they be truly prepared to use the equipment in the real world.

### Keys to Ensure Proper Training for Equipment

- Require all team members to complete a training course on new gear before they are allowed to use it.
- Develop training programs which are specific to the needs of your team or agency.
- Conduct regular training on fielding and operating your systems. This will help to ensure that team members

are proficient in using the systems and that they are able to deploy them quickly and efficiently.

- Conduct regular retraining on all equipment, especially on equipment which is not used on a regular basis. Incorporate this training into normal training days to ensure interoperability.

### Lesson Learned #4: If it Matters - Inspect It!

One of my favorite sayings about gear is that "people do what's inspected, not what's expected." While it is nice to imagine that everyone is a professional and that they all will take good care of their gear and be ready for all missions, experience has shown me that this is not the case. If a capability matters to your team, it must be inspected to ensure readiness. While this inspection can be either formal or informal, the goal is to continually assess mission readiness to ensure you always have the necessary capabilities. People are busy and often have conflicting priorities. As a result, it is easy for their capabilities to erode over time. The items you choose to inspect send a clear message about what is important to your team. What's more, you cannot improve what you do not measure. Readiness that is tracked regularly can be continually improved upon.

Of course, a question which naturally arises is how to continually inspect capabilities without it becoming a burdensome annoyance to the team. The answer is simple – you use them regularly! The best means of inspecting readiness is training

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**Inspections aim to consistently evaluate mission readiness, guaranteeing the constant presence of essential capabilities.**

and exercises which focus on demonstrating the desired capabilities. Instead of having formal inspections for all equipment (although those work, too), it is a very common practice among elite units to simply tailor training exercises to regularly test the capabilities. For example, instead of formally inspecting gas masks and riot control equipment, simply conduct a training exercise which utilizes gas masks as part of the training scenario. Everyone who is not prepared will quickly stand out and will also get a strong reminder that they need to show up prepared. If you are testing patrol units' readiness for active shooter scenarios and everyone is supposed to always have their gear, surprise them with a training exercise using that gear. While it may take one or two times before they will show up prepared, it will certainly happen sooner rather than later.

### Keys to Continually Inspecting Readiness

- For truly critical capabilities (e.g., critical safety equipment), establish a formal inspection and tracking system.
- For less critical equipment, inspect them through regularly scheduled training using the equipment. Ideally, these should be surprise events where no one has forewarning to "put their gear in order" before the exercise starts.
- Provide a clear list of expected mission capabilities to your operators, including a list of the equipment they are expected to constantly have ready. This prevents excuses when they fail an exercise or inspection.
- Ensure that your team's culture focuses constantly on preparedness for the "big game." A team culture which is focused on readiness will yield less resistance to inspection and heighten overall readiness.

### Conclusion: Achieving a Synergy of Gear and Capability

While the above lessons provide a struc-



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tured approach towards equipping your team effectively, it is imperative to note that gear and capability, while interconnected, are not interchangeable. The optimal synergy between them can only be achieved through a meticulous, well-thought-out approach which places equal emphasis on acquisition, management and training. Your team's equipment should be viewed as a tool which, when integrated with proper training, becomes a force multiplier of their capabilities. The modern threat environment is complicated and requires an extremely broad set of skills and equipment. It is only through a structured and deliberate equipment strategy which focuses on field-

ing capabilities, kitting them into easily accessible sets, properly training them, and inspecting readiness that truly elite performance can be achieved. **P&SN**

Jon Becker is the Founder/CEO of AARDVARK Tactical and the creator of Project7 Armor. He is also the host of the podcast, **The Debrief with Jon Becker**, now in its third season. Mr. Becker has over 35 years of experience equipping and training tactical units ranging from municipal and county law enforcement agencies to federal, military and international counterterrorism teams. He can be reached at [jbecker@aardvarktactical.com](mailto:jbecker@aardvarktactical.com) or by visiting [thedebrief.live](http://thedebrief.live)



# HOW SIMULATION TRAINING CAN LEAD TO BETTER CONTACT OUTCOMES

With a cell phone camera in everyone's hands, an imperfect officer interaction can quickly become tonight's 11 o'clock news.

**RON LAPEDIS**



Photo courtesy of VirTra

**W**ith many populations already set against any justifiable action which an officer takes, de-escalation is a critical skill. It can mean the difference between an ending where everyone goes home to their families or a potentially dangerous, or even deadly, outcome.

How do you train an officer to temper his/her reaction when a suspect gets in his/her face? You can lecture him/her

all day, but that's probably not going to make one bit of difference when it happens in real life. So, what is the answer?

A 2020 paper from the International Association of Chief of Police (IACP)/University of Cincinnati (UC) Center for Police Research and Policy (<https://tinyurl.com/2d57wtdp>) evaluated the implementation of use of force de-escalation training using simulator training for skills reinforcement.

The *Integrating Communications, Assessment, and Tactics* (ICAT) training instructs police officers in de-escalation tactics and critical thinking skills for the management of potentially volatile police-citizen encounters, encouraging the integration of crisis recognition and intervention, communication skills and operational tactics in police responses.

The ICAT curriculum consists of classroom training followed by role-playing training exercises involving a person who is going through some form of crisis and who may or may not be armed. While scenarios began the same, the training staff took different actions based on the officers' decision-making. Therefore, the live scenarios could play out in many ways – ending successfully or unsuccessfully. The officers also engaged in practice with firearm simulators which may also end successfully or unsuccessfully.

From February 2019 through November 2019, the Louisville Metro Police Department (LMPD) trained 1,049 officers of all ranks and assignments following a randomized training schedule developed by the paper's research team. After each live and simulator scenario, the trainers reviewed what occurred to describe what officers did well and where they could improve in the future.

The result? Records showed a 30%

decline in use of force incidents in the first four months of 2020, relative to the first four months in 2018 and 2019. Additionally, the timing of de-escalation training in Louisville was associated with a statistically significant decline in use of force (-28%), citizen injuries (-26%) and officer injuries (-36%).

Virtual simulators with de-escalation scenarios, where officers must "talk down" a potentially violent suspect could greatly enhance new recruits' verbal de-escalation skills. The best simulators have wraparound screens, support virtual weapons, and have scenarios which can branch into different follow-ups based on what the trainee says and does. The idea is to place your trainees into this immersive environment and give them realistic training which can heighten their awareness

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**Examining the Impact of Integrating Communications, Assessment, and Tactics (ICAT) De-escalation Training for the Louisville Metro Police Department: Initial Findings**

September 16, 2020  
 Updated: October 30, 2020

Robin S. Engel, Ph.D.  
 Nicholas Connor, Ph.D.  
 Gabrielle T. Isaza, M.S.  
 Hannah D. McManus, M.S.

University of Cincinnati

Research conducted by the International Association of Chief of Police (IACP) / University of Cincinnati (UC) Center for Police Research and Policy is supported by Arnold Ventures (formerly the Lavin and John Arnold Foundations). The findings and recommendations presented within this report are from the authors and do not necessarily reflect the official positions or opinions of Arnold Ventures (AV), the IACP, or the Louisville Metro Police Department (LMPD). The authors wish to thank LMPD trainers Chief Robert Schneider, Chief Steven Conrad (on-call), Major Paul Hengeman, Sergeant Justin White, Sergeant Chris Keith, Officer Peter Prank, Travis Eicher, and all the LMPD officers and staff for their assistance in conducting this research. Extended and full members from the Police Research Research Forum (PRRF) also provided valuable assistance to both the LMPD and the UC research team. We are also grateful for the editorial assistance and graphics created by Ashley Sandberg from the IACP U.S. Chair. Please direct all correspondence regarding this report to Dr. Robin Engel, Director, IACP's Center for Police Research and Policy, University of Cincinnati, 400 Taftman-Dyer Complex, 2810 McMillan Circle, Cincinnati, OH 45221-0002; 513.556.5593; [rob@ucrci.uc.edu](mailto:rob@ucrci.uc.edu).

**ICAT training is meant to apply to situations when individuals are either unarmed or armed with anything less than a firearm.**

and proper use of force responses.

When a trainee watches a recording of their responses the first time through, it can be described like a child hearing their voice on a recorder for the first time. "Did I really do that!?"

Yes, sir, you really did.

Simply going through the motions is not acceptable. Trainees need to be run through varied situations multiple times

– and if they are not saying the right words and going through the necessary steps, repeat the training until they have become proficient.

If an officer either cannot take objective feedback on their performance or doesn't accept that what they are doing is wrong, you may be placing a police officer on the streets which could lead to future troubles (including a potential lawsuit).

But, with the right attitude and successful training, your officers will be better prepared to deal with extremely stressful scenarios in the future. And, that's like money in the bank. **P&SN**

*Ron LaPedis is an NRA certified Chief Range Safety Officer; NRA, USCCA and California DOJ certified instructor; is a uniformed first responder; and frequently writes and speaks on law enforcement, business continuity, cybersecurity, physical security, and public/private partnerships.*



Photo courtesy of VirTra

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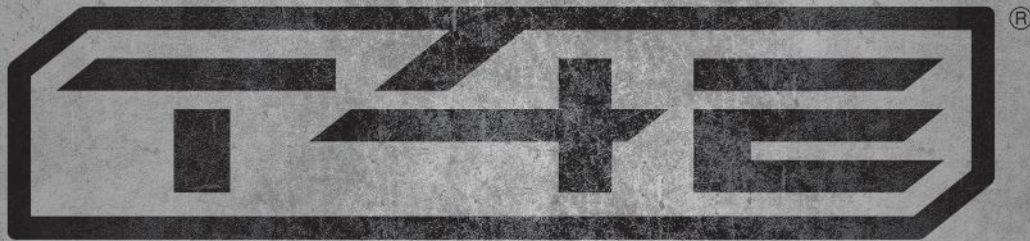


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### Scholarly Degrees

A two year associate degree program in law enforcement serves as a fundamental platform for basic instruction. Courses at this level are typically categorized by the school as 100 and 200 level courses. This degree is available at community/junior colleges, technical colleges and some universities. The duration of the program is generally one to two years, contingent on the completion of general college level liberal arts and sciences courses required before delving into more specialized law enforcement courses.

Associate degrees are often transferable and meet some requirements of a four year bachelor's degree program at a college or university. However, the feasibility of such a transfer depends on the specific requirements of the institution, the courses taken and the grades achieved in those courses.

A bachelor's (or baccalaureate) degree typically spans four years, encompassing not only the arts and sciences curriculum offered, but also more advanced courses cataloged as upper division courses at the 300 and 400 levels. While successful completion of coursework is the primary criterion for earning a bachelor's degree, some institutions may require a senior level thesis. The title of the degree, whether Bachelor of Science (BS) or Bachelor of Arts (BA), depends on the college's classification system and the program of study.

A master's degree represents an advanced level of study focused on a specific field. Most master's courses are cataloged at the 400 and 500 levels, with additional lower level coursework required in certain cases. Entrance to a master's degree program often necessitates one or more standardized tests, such as the Graduate Record Examination or the Graduate Management Admission Test. These tests evaluate skills such as grammar, vocabulary, mathematics, English comprehension, analysis, reasoning, synthesizing ability,

and critical thinking.

The master's degree curriculum typically includes theoretical and practical aspects of the field, involving in-depth work in analysis, evaluation and practical applications. A thesis is usually required as an independent report by the student addressing a complex question or problem. A faculty committee oversees the thesis's progress and has the final say on its approval or disapproval. The master's degree, designated as Master of Arts (MA), Master of Science (MS) or a specialization like Master of Education (MEd), typically takes two to three years to complete.

Specializations in law enforcement at this level include criminology, corrections, cybersecurity, forensics, terrorism, technology and data analytics, social and behavioral psychology, sociological aspects of criminal justice, juvenile delinquency, public finance, urban/intercultural sociology, criminal justice policy, drug policy, statistics in criminal justice, courts/criminal procedure, Homeland Security, emergency/crisis management, and organizational leadership.

In the United States, a doctoral degree is commonly denoted as a Doctor of Philosophy (PhD) program. This is the highest academic degree conferred by universities. PhD programs are highly selective, with coursework at the 500 level and above, often taking more than two years to complete. A doctoral dissertation, more complex and thorough than a master's degree thesis, is a requirement. The dissertation must be original, academic and worthy of publication in a professional, peer reviewed publication. A faculty committee oversees the candidate's individual program, progress and completion of the dissertation. Rigorous discussions and examinations, known as "oral examinations" or "orals," are conducted by all committee members, culminating in final approval or disapproval of the dissertation. This process may span several hours or days due to the extensive nature of the dissertation which can be hundreds of pages long.

### Certificate Programs

Many colleges and universities now provide certificate programs centered around specific subjects. In the realm of law enforcement, these certificates may focus on intelligence, analysis, applied psychology, report writing, specific communication skills, or judgmental skills. Typically, certificate programs can be pursued either concurrently with enrollment in a degree program or during the pursuit of professional development and career enhancement. Many certificate programs involve completing four to six courses.

To explore certificate programs aligned with your interests, you can begin your search at [police-schools.com/certificate](https://www.police-schools.com/certificate). This Web site also offers tabs dedicated to bachelor, master and doctoral programs across various universities, encompassing areas such as criminal justice, corrections, technology, administration, and specialized fields.

Other universities offer short-term training programs in very specific fields. One example is Fairleigh Dickinson University. Their five day School/Campus Safety and Security Crisis Management & Leadership training program is geared to campus and school safety officers and security managers; it also includes online content and exercises.

It focuses on best practices in planning, implementing and managing safety, security and emergency preparedness in the 21st century threat environment and covers topics such as risk assessment, legal responsibilities and effective crisis communications, among others. You can get more information by contacting [innes@fdu.edu](mailto:innes@fdu.edu).

### What to Expect from Online Learning

Success in the online course(s) you are enrolled in hinges on your ability to exercise self-discipline. While it's challenging to make sweeping generalizations, most three

credit hour online courses typically demand around ten to twelve hours, if not more, of weekly study. In the realm of online learning, there won't be someone overseeing your progress; the responsibility rests entirely on your shoulders. Contrary to a "self-study" approach, online learning mirrors on campus study, complete with interactions and assignments. The instructor outlines the course requirements, activities and examinations, but the impetus to engage is entirely yours. Maintaining motivation to adhere to the weekly performance expectations is crucial. This necessitates establishing a consistent, stringent study schedule in an environment conducive to learning – free from interruptions, distractions and procrastination. Success in online study is unlikely if tasks are deferred until the last minute or time is mismanaged. Since online courses often feature updates throughout the week, including text readings, resource materials, assignments, subfolders, writing, and discussions, it's advisable to log in daily to stay abreast of changes, additions and modifications.

You are responsible for completing every assignment, participating in discussions, engaging in messaging interactions with the instructor and fellow students, and other activities integral to the course. Frequently, coursework includes assignments with weekly deadlines which cannot be postponed until the weekend. Staying current with the course schedule is paramount. Establish a systematic approach to organize your course timelines, college policies and procedures, enabling quick reference when needed.

While learning styles vary, it's not uncommon to experience a surge in personal motivation at the course's outset, followed by a dip around the midpoint. It's crucial to remain disciplined and resolute through this plateau, as your instructor or peers won't sustain your motivation for you. Online education places the responsibility on you as a self-directed learner, rather than being instructor-directed. Additionally, you may notice the course progressing swiftly, reinforcing the importance of avoiding the temptation to tackle all the work simultaneously.

Instructors evaluate your progress not only based on assignments, but also on your participation in discussion boards, responses to topics or questions, and interactions with other students and the instructor him/herself. It's essential to note that your instructor and the college utilize plagiarism detection software to ensure that your written assignments reflect your own intellectual analysis and evaluation, rather than content "cut and pasted" from external sources.

### Additional Resources

"College Navigator" ([nces.ed.gov/collegenavigator](https://nces.ed.gov/collegenavigator)) offers data for over 7600 colleges and universities. This includes extended search options for exploring tuition



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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.
- FDU accepts Federal Tuition Assistance (FTA) for graduate courses (*restrictions apply*).
- No entrance exams required.

### For More Information

#### Graduate Programs

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and fees, accreditation, student enrollment, campus type, learning opportunities, online classes, weekend/evening classes, credit for life experiences, religious affiliation, student outcomes, and other specific inquiries.

The US Department of Education's "College Scorecard" functions similarly to College Navigator, allowing users to find and compare schools by programs, degrees, geographic location, size, or name. Advanced searches can be conducted based on the type of school, its specialized mission and other criteria. The site also provides information on financial aid, calculating aid, GI Bill benefits, schools with lower tuition costs, graduation rates, and other

relevant data.

The US Department of Veterans Affairs has a dedicated Web page at [vets.gov/gi-bill-comparison-tool/](https://vets.gov/gi-bill-comparison-tool/) to help veterans compare schools based on military status, GI Bill options, service history, and education preferences.

Financing an education is a significant aspect of decision-making and self-investment. Higher education expenses can be substantial, but financial assistance options such as loans, grants and scholarships are available and based on factors such as income, chosen college and coursework. Public college eligibility often depends on legal residency in the college's jurisdiction.



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## TRAVELING THE ROAD OF HIGHER EDUCATION

Continued from page 39

Merit-based aid, primarily scholarships, may be awarded based on criteria such as a high grade point average, work experience, special talents, or leadership abilities. Applying for multiple scholarships for which you qualify is generally encouraged, with caution advised against any scholarship which requires an application fee or other fees.

Regardless of the financial aid source, discipline is crucial to borrow only what is needed and to manage personal and family budgets efficiently. Students must balance work obligations with studies, so flexibility in online program schedules is essential. Reviewing the school's "student financial aid" pages is recommended to understand financial assistance terms, repayment conditions and any tax concessions.

### Accreditation

College and program accreditation are a voluntary process not usually overseen by government agencies. Colleges and universities pledge to honor standards set by accrediting organizations and allow periodic reviews of curricula, faculty, library, administration, financial status, student services, and courses of study. The college must demonstrate that its programs and accomplishments and the quality of its curricula meet those standards.

### Accrediting Associations

The Council for Higher Education Accreditation and the US Department of Education recognize specific accrediting associations, including the Middle States Association of Schools and Colleges; the New England Association of Schools and Colleges; the North Central Association of Colleges and Schools; the Northwest Commission on Colleges and Universities; the Southern Association of Colleges and Schools; and the Western Association of Schools and Colleges. So, examine the school's status and whether it is affiliated with an accrediting organization, a state's department of higher education, or is a part of a university system within a state. That helps assure that your degree will be transferable to another college or university if you are seeking a school where you must relocate, or if you later seek another higher level degree.

If you are part of a union, see if it participates in an online college degree offering and whether you can apply for federal aid; a grant; an employer education grant; or tuition reimbursement for the money (or "last dollar" expense) you will spend on your tuition fees, books, E-books, or laboratory/research work associated with your degree and the curriculum of your program. (You may even be able to have previous college work, military experience or work experience count toward some of your degree requirements which helps save money.)

An example of such a program is offered through Union Plus ([unionplusfreecollege.org](https://unionplusfreecollege.org)). The program has offerings in associate of arts degrees in such fields as social work, management, cybersecurity, human resources management, programming, data science, and criminal justice. Students must complete an average of 60 credits which usually takes about two years to achieve. (Students using the "Free College Benefit" are not required to attend full-time and can even take just one class per term.) More specifically, the associate degree in criminal justice is formatted to support transfer to a four year college or university. Its topics include criminal investigation, crisis intervention and Homeland Security. In addition, those students who have completed peace officer training or corrections certificates may receive college credit toward their degree.

The Union Plus program of "Free College Benefit" fills the gap between any federal, state, military, or employer grants received and the costs of tuition, fees, E-books, etc. for the online degree programs of the Eastern Gateway Community College. Over 25,000 students representing all 50 states have already participated in the program since its start in 2015. **P&SN**

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# BUSTED!

JAMES L. MCCLINTON, PH.D.

**“Film at 11...” or maybe not...**The armed robbery problem has become so bad in Chicago that armed robbers recently robbed a TV news crew doing a story about an armed robbery. That unbelievable development occurred as at least 30 people were robbed or carjacked during sprees in a 24 hour period. A reporter and photojournalist were preparing to do a live shot about the latest robbery spree when a holdup crew rolled up to them. A Chicago police spokesperson confirmed that a 28-year-old man and a 42-year-old man were outside taping the story when a black SUV and a gray sedan pulled up. Three men got out of the vehicles wearing ski masks and displaying guns. They reportedly took the victims’ personal belongings, went into their work vehicle and stole the station’s camera. They are the second Chicago TV news unit to be robbed in the same month. *(It turns out that the trio weren’t really criminals, just lovers of irony.)*

**This guy really knows what it means to be a porch pirate...** A Georgia man was charged with one count of felony theft after he allegedly walked past several “no trespassing” signs and stole a neighbor’s wooden porch which was not attached to a home at the time of the alleged theft. Deputies with the Coweta County Sheriff’s Office had identified the suspect and had been on the lookout for him for several days when they were called to his home for a domestic disturbance. They said that he had gotten into a fight with his wife and had been throwing rocks at their house. He was charged with two counts of domestic violence in addition to one count of felony theft for stealing the porch. *(Police suspected he stole the outhouse, too, but had nothing to go on.)*

**He seems to have had a problem with his auto focus...** It appears Google Maps Street View might soon feature breakneck snapshots of an in-progress police pursuit after a Florida man, who claimed to work for the mapping tech giant, led Middletown police officers on a high-speed chase – all while a 360 degree camera was mounted to the roof of his car.

## REAL STORIES OF GENUINE ABSURDITY



# I bet the tow truck driver still charges him \$500 to get his toy back...

A 51-year-old Indiana man has been arrested after allegedly driving a Power Wheels Jeep® (a child’s electric powered toy) while impaired. An Indiana State Police trooper was patrolling in Vincennes when he saw the man driving the toy Jeep in the road. Authorities said the vehicle had no lights or reflectors and was hard to see. The Power Wheels Jeep was eventually stopped and police said the man displayed signs of impairment and failed the field sobriety tests. He was arrested and charged with operating a vehicle while intoxicated with a prior conviction. *(Is it possible to install a breathalyzer on a Power Wheels?)*

The Middletown Police Department says a Google Maps Street View car was clocked driving past a local high school at speeds in excess of 100 miles per hour – the posted speed limit is 55 mph and 40 mph when the school zone lights are flashing. As the vehicle passed the officer, the officer noted the 360 degree cameras mounted to a tall antenna atop the car. The officer gave chase and ended up catching the driver after he eventually lost control of the Google car and drove through a yard before crashing into a creek and becoming stuck. *(I always wondered how they blurred everyone’s face.)*

**Next time, try a skateboard...** Police officers were dispatched after receiving a report of a personal protection order violation stemming from domestic violence issues. Upon arrival, the 24-year-old man fled from police, leading them on a chase through the streets of Saginaw. While that alone is not unusual, his means of conveyance was. The man tried to get away from the officers on a minibike which is essentially a bicycle with a lawn mower engine strapped to it. He almost certainly could have walked faster than the bike carried him, as the 15 mph “chase” led the officers through city streets. Finally, the matter came to its expected conclu-

sion. The foolish fugitive was overcome, arrested and charged with fleeing from the police, aggravated stalking and parole violation. *(Just like my grandpa used to say, “Ain’t no use in being stupid if you don’t show it!”)*

**To protect and swerve...** A newly minted Louisville Metro Police officer, who had just completed the department’s academy, found himself facing a DUI charge and was promptly fired mere hours after taking his oath. The former police officer was accused of driving under the influence following an incident where he collided with several parked cars at approximately 2:00 a.m. on a Saturday. According to the arrest report, the officer openly disclosed that he had been drinking at a bar with friends, confessed to being inebriated, and willingly placed his hands behind his back, saying, “Let’s go.” The report indicated that his blood alcohol level was measured at .189. While his first shift was scheduled for Sunday, the Police Chief promptly terminated his employment, as stated in an official statement. This rookie officer was part of a group of 19 officers who were sworn in on the previous Friday. *(“I have the right to remain silent... anything I say may be held against me...”)* P&SN





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