

**PATROL RESPONSE TO
CONTEMPORARY PROBLEMS**

The National Tactical Officers Association

PATROL RESPONSE TO CONTEMPORARY PROBLEMS

Enhancing Performance of First Responders
Through Knowledge and Experience

Edited by

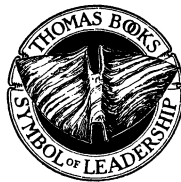
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With a Foreword by

Vice Admiral Richard H. Carmona, M.D.

United States Surgeon General



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*This book is dedicated to the patrol officer,
whose daily efforts all too often go unrecognized.*

FOREWORD

The role of the police officer continues to expand and evolve as we enter the new millennium. Historically, police officers by their mere presence usually deter crime and ensure community peace and tranquility. However, police officers today are tasked with an extraordinary and diverse set of challenges in the field requiring a variety of core competencies. During a particular shift, a patrol officer may be called upon to respond to a crime in progress, keep the peace, console a person after loss or accident, provide first aid, coordinate a SWAT response, arbitrate a domestic dispute, investigate a crime or respond to a terrorist event.

To successfully accomplish their daily missions, not only do police officers need to be technically proficient and physically fit, they also need to have an unusually broad base of knowledge in a wide variety of subjects—from law to first aid and tactics. Patrol officers are still our first line of prevention and response. Today, their jobs are unprecedented in the degree of diversity and knowledge they must possess in order to safely and professionally serve the American public on a daily basis. In short, today's patrol officer must be all things to all people. The job has immense responsibilities, and at times, the standard for our officers seems to be perfection. This is due to the fact that there are many who would *retrospectively* evaluate our officers' actions when they already know the outcome and have the benefit of all available information. The officer, however, at times has a fraction of a second to *prospectively* make a life-and-death decision with limited or incomplete information related to a given situation. Continuous training and refinement of knowledge, tactics and techniques is therefore absolutely essential for the officer to stay contemporary in thought, knowledge and action.

Each chapter in this textbook addresses important diverse and evolving skill sets that the patrol officer must possess in order to protect the public, reduce risk and maximize success during every encounter. Of particular interest are some of the new and evolving threats and responses to critical incidents that once again have broadened the scope of responsibility of the patrol officer. New threats, such as “mobile shooters” in a large geographic area and terrorists acts utilizing weapons of mass destruction, call for immediate action drills and unique patrol officer responses that only recently have become part of police academy and in-service training.

Policing is an outstanding career that requires a life-long commitment to

learning and a willingness to always challenge the norm in favor of evolving and proven new tactics and techniques. The public must never forget that our police officers are simply well-trained fellow citizens with extraordinary responsibilities that they often carry out with the utmost dignity and professionalism, albeit anonymously. Let us never take for granted these everyday heroes who are willing to put themselves between good and evil, those who run toward the threat while others flee, those who sacrifice so others may live and those, the chosen few we call police officers, who exemplify service before self.

Deputy Sheriff Richard Carmona, M.D.
Pima County Sheriff's Department, Tucson, Arizona
SWAT Team Leader
(Deputy Carmona is now on active duty as Vice Admiral Carmona, the United States Surgeon General.)

PREFACE

The importance of the patrol function in preserving the peace, enforcing the law and protecting life and property is unquestioned. While all members of a law enforcement agency play an important role in fulfilling these principal responsibilities, patrol officers, as first responders, are at the forefront of attaining law enforcement objectives. However, the events of September 11, 2001, prompted law enforcement to assume additional responsibilities in their efforts to protect the members of their communities. Along with these increased responsibilities came a corresponding need for enhanced training, especially of first responders, who for the most part are patrol personnel.

Unfortunately, because of budgetary constraints, most law enforcement administrators have difficulty maintaining current training levels, let alone implementing post-9/11 training requirements. Further compounding the problem is the fact that many jurisdictions' patrol officers are not only the first to respond to an incident, they are the only officers to respond. If assistance is available at all, it may be several hours away. Aside from mandatory entry-level training, the only training received by many of these officers is on-the-job training or learning by trial and error, which can be hazardous to officers and members of the community alike. The dilemma then is how are law enforcement administrators to provide necessary and/or desirable training to their personnel if they are financially constrained?

This issue was addressed at length by the Board of Directors of the National Tactical Officers Association—one of the premier providers of law enforcement training in the United States. The board realized that an administrator's options under these circumstances may be limited to intra-agency training using in-house instructors, briefing training, etc. They also recognized that individual officers have a responsibility to enhance and maintain their knowledge, skills and abilities, regardless of their agency's ability or inability to conduct a higher level of training. Ultimately, the board decided to solicit the aid of subject-matter experts from throughout the United States to contribute to a book on contemporary topics relevant to patrol personnel. They reasoned this approach would enable both experienced and less-experienced officers to benefit from the knowledge and experience of a wide variety of subject-matter experts, while also supplementing existing agency training. Their efforts resulted in a compilation of writings directed specifically at furthering the education of patrol officers. The National Tactical Officers Association, as well as the seventeen subject-matter experts who participated in this project, are hopeful this publication will prove beneficial to those who strive to enhance their performance through knowledge and experience.

J.A.K.

ACKNOWLEDGMENTS

Preparation of this book required the efforts of many dedicated people, all of whom are worthy of recognition:

- The authors of individual chapters, who shared their experiences and expertise for the sole purpose of assisting patrol officers;
- Mary Heins, who coordinated the project and assembled manuscripts in preparation for editing;
- Janice Kolman, who was responsible for data entry of all manuscripts;
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- Melissa Ryan, for her editorial assistance;
- and finally the Board of Directors of the National Tactical Officers Association, without whose foresight, dedication and support this book would not have been possible:

John Gnagey, Executive Director

Brock Simon, Chairman of the Board

Bob Chabali

Keith Frakes

Mike Foreman

Bud Graves

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Phil Hansen

John Kolman, Emeritus

Ron McCarthy

Joe Martel

Steve Smith

Jim Torkar

EDITOR'S NOTE

In order to avoid the distracting, repetitive use of non-specific-gender pronouns (“he/she,” “him/her,” “his/hers”), where it is not possible to restructure a sentence, the plural form (“they,” “their,” “them”) will be used to refer to singular antecedents (pronouns).

Examples

Restructuring

“No officer shall use more force than *he/she* reasonably believes necessary.”

“No more force than an officer reasonably believes necessary shall be used.”

Plural Pronouns

“Each member will be provided with a copy, which *he/she* is expected to maintain in good order.”

“Each member will be provided with a copy, which *they* are expected to maintain in good order.”

To avoid sexist implications, all chapters have been edited using this widely accepted method.

Photos

All photos have been provided by the authors.

DISCLAIMER

Neither the authors, the publisher, the National Tactical Officers Association or its Board of Directors assume liability or responsibility in any manner whatsoever for any loss, damage, deaths or injuries which may occur as a result of following the information contained in this book.

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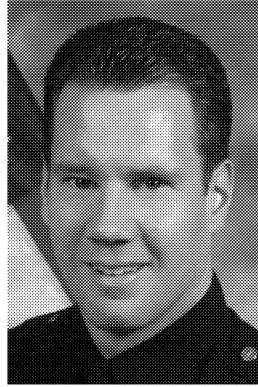
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**PATROL RESPONSE TO
CONTEMPORARY PROBLEMS**

Part 1

PREPARATION AND CONDITIONING



GEORGE W. RYAN

George W. Ryan has been a police officer for the Los Angeles Police Department since 1991. In that time, he has worked a variety of specialized units, including the Special Problems Unit, CRASH (gang suppression), undercover narcotics and Metropolitan Division. Since January of 1998, George has been assigned to LAPD's prestigious Special Weapons and Tactics (SWAT) team. There, he is responsible for serving high-risk arrest and search warrants, providing security and protection for V.I.P.'s visiting Los Angeles (i.e., the President of the United States, foreign heads of state, etc.), responding to terrorist activity, hostage crises, armed and dangerous barricaded suspect situations and training Department personnel.

George is also an unarmed self-defense expert and serves as an instructor for the SWAT team's "Arrest and Control" (self-defense) cadre. He holds a second-degree black belt in Tae Kwon Do and has over twenty years of experience training and teaching in the martial arts. George is a former winner of nationally and regionally rated karate tournaments and a former columnist for *Karate Illustrated* magazine. He continues to be a contributing editor for martial arts publications. George is also the advisor for the Defensive Tactics section of the National Tactical Officers Association (NTOA). In addition, he serves on the firearms cadre of the SWAT team and is a firearms and tactics instructor for the NTOA.

George currently resides with his wife and two daughters outside of Los Angeles. He would like to acknowledge his wife, Melissa, for her assistance in preparing the manuscript for this chapter and also Chapter 13, "Immediate Action/Rapid Deployment."

Chapter 1

THE INDOMITABLE MINDSET: WINNING IS EVERYTHING IN A LETHAL ENCOUNTER

GEORGE W. RYAN

INTRODUCTION

The subject of “The Will to Survive,” taught in police academies around the world, is one that is taken quite seriously by all police recruits. By the time they hit the streets, recruits are raring to go—ready to fight crime and put society’s worst offerings in prison. It is out on these streets, in the commission of these duties, that we law enforcement officers can expect the possibility of being involved in a struggle with a suspect or suspects for our very survival. Yet, throughout our careers, we can expect little to no in-service reinforcement training in the area of “The Will to Survive.” Instead, we can expect community relations, cultural diversity and verbal judo training to frequently come our way. This human relations training is beneficial and can make us even more effective in the performance of our duties. But, keeping things in perspective, this type of training does not give us an edge during a life-and-death fight with a suspect.

To begin, it is essential to recognize that at any time and place, law enforcement officers can become involved in a situation wherein a suspect may try to cause them egregious injury or even death. This is an inescapable truth despite the fact that, statistically speaking, the odds are low that a police officer working in the United States will sometime have to fight for their life. This is also true despite the fact that these statistics are borne out by our own experiences. Nationally, law enforcement

officers have written countless traffic tickets, made innumerable arrests and handled infinite numbers of radio calls with a relatively low percentage of those incidents turning into a violent confrontation. Though the numbers may be proportionally low and studies show that more harm befalls taxicab drivers and convenience store workers as a group than police officers, law enforcement personnel always face the possibility of being forced into a lethal encounter. Police work is an inherently dangerous job. Whether it is performed in the smallest of towns or the largest of cities, far too many officers have become statistics. We must also remember that statistics do not predict which officer will be involved in a fight for their life or in which circumstances this may occur.

Keeping this in mind, it is imperative that all police officers steer well clear of the complacency trap so they will avoid feeling that “IT” cannot happen to them. This may not be so easy, because we can go through our law enforcement routines day-by-day and even year-by-year without experiencing any real harm. It then becomes difficult for some officers to think that “IT” could really happen. But the potential is there. Unfortunately, any law enforcement officer who has become complacent and is then involved in a violent encounter may experience the horror of, “I can’t believe this is happening!” The initial shock of being engaged in a life-or-death struggle can be paralyzing, thereby leaving the officer at the mercy of their attacker. Therefore,

police agencies are doing their officers a major disservice by not providing periodic, in-service training that reminds them of these risks and provides them with strategies for cultivating not just the will to survive, but the will to prevail, *to win*, in any lethal encounter. By this, I mean that you should not just accept survival as your goal. You should not let a violent suspect injure you or anyone else in any way, and, if they do, you must fight back with the utmost conviction in order to minimize that harm. So, ultimately it becomes our individual responsibility as law enforcement officers to develop and maintain our own thorough survival training programs. If we do not, we are negligent in our duty to ourselves, our partners, families, friends and communities.

On our own, we can read the various police tactical texts that have covered the subject of “The Will to Survive.” These texts, in one way or another, all encourage their readers to think of themselves involved in some type of lethal encounter and to think of themselves fighting back against the odds and surviving. This certainly is not bad advice and it also helps condition one’s mind for a potential lethal encounter. But, it is my contention that this is only a start—you have to do more if you want to *win*. As law enforcement officers, we should never be content with just surviving, we must be determined to *win*.

The question now is how to develop a strategy for adopting this attitude and bringing it to fruition. How can we train ourselves to win in a life-or-death struggle? It is essential to develop the highest level of proficiency possible in proper tactics, firearms, arrest and control techniques and physical fitness. But these alone may not be enough for an officer to win in a potentially fatal battle. Instead, what keeps officers alive and ultimately allows them to win in lethal encounters is what I call, “*The Indomitable Mindset*.” Simply put, this is the way a law enforcement officer can adopt the mental attitude that they may become involved in a struggle to survive and, if they do, they will win. More specifically, The Indomitable Mindset may be defined as follows:

The Indomitable Mindset is an offensive-based state of mind that is adopted and then cultivated through a positive mental attitude, visualization and intense physical and professional training.

When put into practice, this mindset endows law enforcement officers with strong willpower and an ability to harness fear in the most dire of circumstances. This mindset also promotes and seeks positive resolutions in present or pending situations, and even seeks to avert danger through readiness and a high level of awareness.

Officers who not only want to succeed at their jobs, but also want to win when they are forced to defend their lives, can train in fostering this mindset and apply it to their everyday duties. Think about it. Officers are patrolling the streets day and night, answering emergency calls for service and coming in contact with some of society’s worst offenders. It is imperative that officers who haven’t adopted this mindset begin, and officers who’ve forgotten about it, now remember. You do not have any other option, since you must see it as your duty to *win* any lethal encounter. Therefore, the information that follows is a discussion about training to achieve, develop and maintain “*The Indomitable Mindset*.”

Positive Mental Attitude

“Ability is what you’re capable of doing, motivation determines what you do, and attitude determines how well you do it.”

Lou Holtz

To a large degree, police work is very often a reactive function. We respond when someone calls us for assistance and take action when we witness a crime in progress. Waiting for something to go wrong can foster a negative mindset in any individual. Instead, I contend that the work of the law enforcement officer should be more proactive than reactive. Law enforcement officers should be looking for criminal activity instead of only waiting for it to happen. This keeps your skills sharp and enables you to help the community before the worst can happen. Therefore, it is a much more positive approach to your law enforcement duties. Additionally, officers should view their work as do the top professionals in any field—constantly seeking to exercise and enhance their skills.

In fact, police officers should be even more than proactive—they should work from an offensive-

based state of mind. I, of course, do not mean that you should be aggressive. By offensive I mean that you should be decisive, assertive and poised in both your professional duties and in your training regimen. This professional attitude gives law enforcement personnel a much-needed edge when they deal with criminal activity, or even a potentially lethal encounter, because they are prepared, confident in their abilities and certain in their choices.

For instance, this offensive mindset permitted then-Rookie Officer Leeanne Baker of the Chatham, Massachusetts, Police Department to successfully resolve an “armed intruder” call in 1999. While working alone at approximately 3 a.m., Officer Baker received an emergency radio call from a female victim who reported that shots had been fired when her armed ex-boyfriend broke into her residence. Officer Baker raced to the residence and found a seven-year-old girl with blood on her clothing standing outside the house. The little girl told Officer Baker that her “Mom” was inside and hurt. Fearing for the woman’s safety, Officer Baker drew her firearm and tactically entered the residence. Immediately upon entry she was confronted with the wounded victim and her current boyfriend, who had not yet been shot. But the two were being forced to stand together in the living room while being detained by the armed suspect. Officer Baker separated the victims from the suspect and took him into custody without incident. This action prevented additional shots from being fired at the victims and likely saved their lives.

In an interview with me, Officer Baker cited her confidence in her tactics and firearms skills as the reason she was able to take immediate and decisive action in this situation. In other words, she was operating from an offensive-based state of mind. With such confidence, all police officers can cultivate what I call a Positive Mental Attitude (PMA). Working from this positive mindset can counteract the negativity that may be associated with doing police work in a purely reactive mode. Furthermore, this PMA can propel you on your journey toward achieving an indomitable mindset, because you will approach all aspects of your law enforcement career in a positive light. You will see yourself as being able to “win” in all areas of your work and training.



Officer Baker received the Medal of Valor because her decisive actions saved the lives of two people being held at gunpoint by an armed intruder.

So, right now, solidify in your mind that any situation you encounter during the course of your law enforcement duties—whether it’s a domestic dispute, traffic stop, SWAT mission, whatever—you will win! Not only is it your right to win, it is also your duty, because it is your partner’s, department’s, friends’ and loved ones’ right as well. Think about this for a moment: what would your mindset be if you were fighting on your back, in some urine-saturated alley, struggling over possession of your gun with some strung-out ex-con? Your immediate and automatic response to this question should be, “I would win this battle.” Furthermore, you also should be thinking that you would do whatever it takes to achieve this goal. Hopefully, just envisioning this brief scenario is also prompting you to consider the consequences of losing such a battle. If you lose, there are no second-place awards!

Now, let’s take a deeper look at this scenario. At some point during this struggle, depending upon your level of physical conditioning, your body may begin screaming with exhaustion. Add to this fatigue that things may not be going well for you in the fight, and you can find that negative emotions will fill your head. You may experience feelings of helplessness and pain while an enormous amount of