



# The Case Head

The Official Publication of the Massachusetts Law Enforcement  
Firearms Instructors & Armors Association

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FALL 2011



**HAPPY BIRTHDAY!**  
**100 Years of Perfection**



# The Case Head

The official publication of the  
**Massachusetts Law Enforcement Firearms Instructors & Armorers Association**  
P.O. Box 253, Princeton, MA 01541-0253

## MISSION STATEMENT

The Massachusetts Law Enforcement Firearms Instructors' & Armorers' Association was formed to promote professionalism, continuing education, improvement in training methods and techniques of the proper law enforcement use of firearms in the Commonwealth of Massachusetts.

The Association strives to promote and foster mutual cooperation between instructors. Through discussion and a common interest in law enforcement firearms training, officer survival and tactical skills, MLEFIAA hopes to keep the members at the forefront of firearms training. Through our monthly meetings and annual training conference, we provide a means for the exchange of ideas and information regarding law enforcement firearms training, training methods, educational activities and new firearms technologies.

MLEFIAA currently has over 400 members. While mainly from Massachusetts, our membership extends internationally to countries as far away as Sweden. The Association endeavors to secure new members from the law enforcement training community who are engaged in the field of firearms training, maintenance, education or related fields. Our goal is to continuously upgrade the level of firearms training of law enforcement personnel here in the Commonwealth of Massachusetts.

## MEMBERSHIP INFORMATION

Membership is offered at two levels - Active & Associate. Active membership is open to all duly sworn law enforcement officers of any local, county, state, federal or specialized law enforcement agency within the Commonwealth of Massachusetts; whose official duties include the training of law enforcement personnel in the proper use of firearms; or whose duties involve the maintenance and repair of firearms for their respective agencies.

Associate membership is open to sworn law enforcement firearms instructors and armorers from agencies outside of the Commonwealth of Massachusetts, non-sworn firearms instructors & armorers working within an agency within the Commonwealth of Massachusetts and representatives of private industry who are engaged in the design, development, manufacture, or training in firearms, ammunition and other related technologies designed for law enforcement use.

Complete details can be found at our website: [www.MLEFIAA.org](http://www.MLEFIAA.org)

## Articles & Letters to the Editor

Articles and letters should be no more than 1000 words in length and submitted in MS Word. Any photos should be in JPEG format. MLEFIAA encourages a healthy discussion of training issues but we require that you keep it level headed and respect opposing views. You do not have to agree, but we will not publish articles that are inflammatory or otherwise do not uphold the reputation of this Association.

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## Letters to the Editor

The following open letter to the membership was received from Third Vice President Bill Peterson:

Greetings All,  
I wanted to drop a quick note of thanks to all the people that made this 2011 conference a great success.

This year, a good deal of pre-planning on everyone's part allowed our course development conference to operate fluidly for the entire week. The Expo was a tad bleak and our raffle was anemic but we had several good manufacturer's demos to offer the membership. The initial range set up on Tuesday and daily attention to individual range needs of the instructors was handled with great care.

At the conclusion of the conference, we quickly brought the ranges back to their original condition and all trash and brass was cleaned up or stowed appropriately. "Teamwork" made it hap-

pen and I am confident that we can do it again bigger and better in 2012.

Our MLEFIAA logo wear was on display all three days of the conference and our members were able to purchase various items each day along with raffle tickets for the pistol and body armor which was given away.

Special thanks go out to John Ackel, Ed Woodruff, Bob Draper, Greg Newman, Brian Neeley, Dick Forrester and the members of the Board of Directors that worked tirelessly to make this conference a success. All in all, any issues that did arise were dealt with quickly and seamlessly.

On Wednesday, we had a minor issue with the food supply however Pat was able to adapt and improvise to ensure that all our members were fed. MLEFIAA and its members owe a debt of thanks to our hosts - Harvard Sportsman's Club for providing us with the necessary ranges, a place to erect the tent and the use

of the clubhouse as a classroom and dining hall.

The Annual Training Conference is a "labor of love" for many. We strive to ensure that our membership receives the best of firearms training that we can provide. MLEFIAA benefits from its membership greatly and if you have a program that you have developed and you would like to share it with others outside your agency; we would love to hear from you. We have a plethora of instructors with hundreds if not thousands of years of relevant experience. You can present your course or program at our conference and share with other like minded instructors what works for you. Together we can provide the Commonwealth with some of the best law enforcement firearms training in the country. We have the motive, means and opportunity to be the best!

Great Job to all!!

Regards,

Bill Peterson

## Law Enforcement Officer Deaths Rise 16%

While on duty in 2010, 56 law enforcement officers were feloniously killed, 72 died in accidents, and more than 53,000 were assaulted, according to data in the "Law Enforcement Officers Killed and Assaulted" report.

The number of officers feloniously killed rose 16 percent and accidental deaths rose 53 percent from 2009, according to the 2010 edition of the report, which was released Monday. Assaults fell about 7 percent.

The 56 felonious deaths occurred in 22 states and Puerto Rico. The number of officers feloniously killed in 2010 increased by eight compared with the 48 officers killed in 2009. The figure represents a decrease of 14 deaths compared with data from 2001, when 70 officers were killed.

The average age of the officers who were feloniously killed was 38 years. The victim officers had served

in law enforcement for an average of 10 years. Fifty-four of the victim officers were male, and two were female. Forty-eight of the officers were white, seven were black, and one was Asian/Pacific Islander.

Of the 56 officers feloniously killed, 15 were ambushed; 14 were attempting arrests; eight were investigating suspicious circumstances; seven were performing traffic stops or pursuits; six were answering disturbance calls; three were involved in tactical situations such as a high-risk entry; two were conducting investigative activity such as surveillance, searches, or interviews; and one officer was killed while transporting a prisoner.

Offenders used firearms to kill 55 of the 56 victim officers. Of these 55 officers, 38 were slain with handguns, 15 with rifles, and two with shotguns. One officer was struck by a vehicle.

Of the country's regions, 22 of the felonious deaths occurred in the South, 18 in the West, 10 in the Midwest, and three in the Northeast. Three of the deaths took place in Puerto Rico.

Law enforcement agencies identified 69 alleged assailants in connection with the 56 felonious line-of-duty deaths. Fifty-seven of the assailants had prior criminal arrests, and 19 of the offenders were under judicial supervision at the time of the felonious incidents.

Of the 72 accidental deaths, 45 officers were killed in automobile accidents.

In 2010, 53,469 law enforcement officers were assaulted while performing their duties. Of the officers assaulted, 26.1 percent suffered injuries.

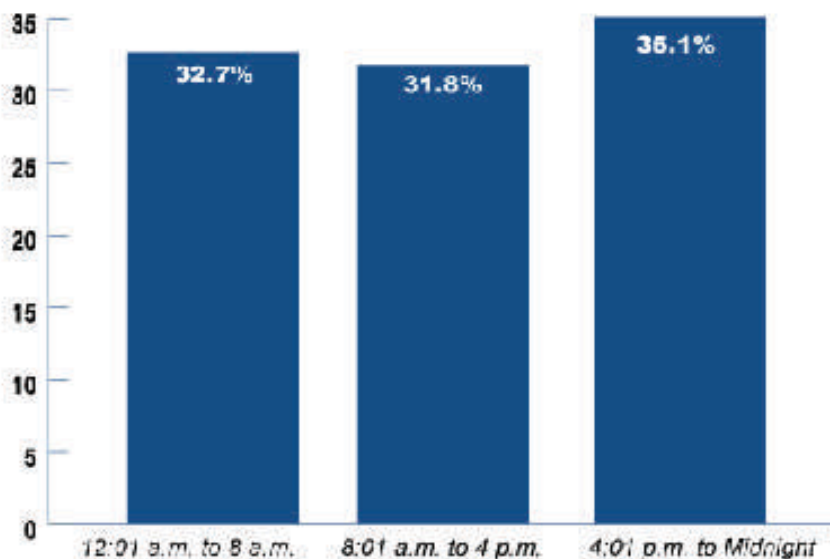
The largest percentage of victim officers (33 percent) were assaulted while responding to disturbance calls such as family quarrels or bar fights. (continued on next page)



Uniform Crime Report

*Law Enforcement Officers Killed and Assaulted, 2010*

**Law Enforcement Officers Accidentally Killed**  
Percent Distribution by Time of Incident, 2001–2010



† Time was not reported for 0.5 percent of all law enforcement officers accidentally killed.



**Table 27**  
**Law Enforcement Officers Feloniously Killed**  
**Type of Weapon, 2001–2010**

Type of weapon	Total	2001 <sup>1</sup>	2002	2003	2004	2005	2006	2007	2008	2009	2010
Number of victim officers	541	70	56	52	57	55	48	58	41	48	56
Total firearms	498	61	51	45	54	50	46	56	35	45	55
Handgun	362	46	38	34	36	42	36	39	25	28	38
Rifle	99	11	10	10	13	3	8	8	6	15	15
Shotgun	36	4	3	1	5	5	2	8	4	2	2
Type of firearm not reported	1	0	0	0	0	0	0	1	0	0	0
Knife or other cutting instrument	2	0	1	0	1	0	0	0	0	0	0
Bomb	2	0	0	0	0	0	0	0	2	0	0
Blunt instrument	2	1	0	1	0	0	0	0	0	0	0
Personal weapons	1	1	0	0	0	0	0	0	0	0	0
Vehicle	36	7	4	6	2	5	2	2	4	3	1
Other	0	0	0	0	0	0	0	0	0	0	0

<sup>1</sup>The deaths of the 72 law enforcement officers that resulted from the events of September 11, 2001, are not included in this table.

**Table 1**  
**Law Enforcement Officers Feloniously Killed**  
**Region, Geographic Division, and State, 2001–2010**

Area	Total	2001 <sup>1</sup>	2002	2003	2004	2005	2006	2007	2008	2009	2010
Number of victim officers	541	70	56	52	57	55	48	58	41	48	56
<b>NORTHEAST</b>	<b>51</b>	<b>3</b>	<b>5</b>	<b>3</b>	<b>8</b>	<b>5</b>	<b>7</b>	<b>7</b>	<b>3</b>	<b>7</b>	<b>3</b>
<b>New England</b>	<b>7</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>
Connecticut	1	0	0	0	1	0	0	0	0	0	0
Maine	0	0	0	0	0	0	0	0	0	0	0
Massachusetts	3	0	1	0	0	0	0	1	0	0	1
New Hampshire	2	0	0	0	0	0	1	1	0	0	0
Rhode Island	1	0	0	0	0	1	0	0	0	0	0
Vermont	0	0	0	0	0	0	0	0	0	0	0
<b>Middle Atlantic</b>	<b>44</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>7</b>	<b>4</b>	<b>6</b>	<b>5</b>	<b>3</b>	<b>7</b>	<b>2</b>
New Jersey	6	1	0	1	0	0	1	2	0	1	0
New York	15	0	2	2	4	2	3	2	0	0	0
Pennsylvania	23	2	2	0	3	2	2	1	3	6	2

Assailants used personal weapons such as hands, fists, or feet in 81.8 percent of the incidents, firearms in 3.4 percent of incidents, and knives or other cutting instruments in 1.7 percent of the incidents. Other types of weapons were used in 13.1 percent of assaults.

Firearms instructors and administrators should take note of this information with regard to developing rele-

vant and meaningful training for their officers. State budgets have been cut to the bone. Administrators who believe their officers are going to get adequate training at the annual In Service training blocks are living in Fantasy land. The sad fact is the MPTC cannot provide the amount and type of training needed under the current fiscal constraints placed on them by the Commonwealth. Recognizing that this training gap

exists is the first step in making it happen. Too often the lack of training in law enforcement is only publicized when there is a loss of life or a multimillion dollar law suit. Municipalities continue to operate with their head in the sand and police officers continue to lose their lives because of inadequate training and some bean counter playing the actuarial table game. It has to stop.

## Reality Based Training by Ken Murray (from LawOfficer.com)

I recently got a call from a former student who was in a heated discussion at his agency with command staff. The discussion stemmed from a simple scenario in which an armed and irrational suspect was refusing to surrender with a gun clearly visible in his waistband.

The officer in the scenario was holding the suspect at gunpoint at close range, demanding he surrender. The suspect flagrantly disobeyed commands and told the officer he was going to pull out his gun and blow the officer's head off.

My student maintains that based on the realities of action beating reaction, the suspect could have drawn his gun and shot the officer before the officer would be able to shoot the suspect. Therefore, he believes the officer would be justified in shooting the suspect before the suspect made an overt movement toward the pistol, based on the suspect's statement he was about to kill the officer.

His command staff took a contrary position, indicating they believed it would be necessary for the suspect to make a movement toward the weapon before shooting him would be justified.

### Reasonable Force

The U.S. Supreme Court talks about reasonable force, not necessarily about correct force. Too many agencies impose use-of-force policies that are far more restrictive than those that would meet the standard of reasonableness set by the Court.

Why would an agency use a subjective term like minimum amount of force necessary when the Court requires no such thing? It's unnecessarily confusing to an officer who must have clarity during a dangerous encounter.

So, can we shoot this guy? My answer is, well, it depends on what you believe about the situation. We have a near impossible dilemma here. This is one of those crappy instances where, for whatever reason, this particular officer has limited options through their proximity to the bad guy. Scientifically, there's no question the bad guy could have pulled out the gun and shot the officer before the officer could get off a shot. Don't believe me? Give Dr. Bill Lewinski a call at the Force Science Research Center. He has put this question to rest using extremely sophisticated equipment.

Action beats reaction always. So, from the purely objective perspective of whether or not you're in danger of being shot by this bad guy, and in light of his stated intention that he's going to blow your head



off, the answer is yes. You are in danger, and shooting first ought to seem reasonable.

But just for fun, for those of you who are a bit squeamish on the subject, let's expand the question a bit. Let's pretend you are psychic. You know exactly what the bad guy will do before he does it. And you know he means what he says he's going to pull that gun and shoot you. Does this change your mind one way or the other? Are you now justified in shooting this guy?

Of course you'd shoot the guy.

But you aren't psychic, and you're face-to-face with an irrational subject, a credible threat and the ability to carry out the threat. Are you scared? There's your jeopardy.

### Shot Ain't Dead

A lot of people don't feel threatened in a situation like this. An ostrich doesn't feel threatened by the lion once its head goes into the sand. It doesn't feel threatened, but that doesn't mean it's not threatened. And there are a lot of administrations who would much rather you not shoot this guy.

Administrators are super sensitive to the negative exposure resulting from shooting such a suspect. But surely no administrator in their right mind would really rather have one of their officers shot than some crazy criminal who was intent on shooting that officer?

In one of my recent classes, I had a similar scenario occur. An angry man, who had been arguing on the phone with his estranged wife, put a gun to his head and walked toward the responding officer, telling his wife over the phone he was going to make the cop do it, indicating he would make the officer shoot him.

Every single student who went through this scenario refused to shoot this guy. They all had him at gunpoint. They were

all within several feet of him. They all backed up, some 30 or 40 feet and even around the corner of a building as the bad guy walked toward them. But none would fire. None of them felt threatened. One even said he noticed the bad guy's finger wasn't on the trigger, so he wasn't a threat. If he touches that trigger, he said I'll shoot him. Hmm really?

Like Harry Hogge, I ran each of these little Cole Trickle's through the following exercise. I told them they should fire the second they felt threatened, letting them know in advance the bad guy was going to shoot at them. They waited and waited. At his leisure, the bad guy placed his finger on the trigger, rotated the gun towards them and fired. The officer lost every time. They were dumbfounded.

So, we did something else. I told the officer to shoot the bad guy before he rotated the gun toward them, and told the bad guy to fire after the officer had fired. Most officers fired a single shot and were then shot by the bad guy. But they got the bad guy first, I can hear some of you whine. Life ain't fair. People don't evaporate when they get shot. They can shoot back. That's what we constantly teach our officers, isn't it? Shot ain't dead! This works both ways.

### The Bottom Line

The reality is this type of standoff situation is bad, and I hope you never find yourself in one. Time, distance, cover, confidence in your abilities and movement are your friends. They give you options and a way out.

Strong alpha commands from behind a bullet barrier might provide this bad guy an opportunity to live. And if he does go for that gun, being anywhere except right in front of him will multiply your options, while limiting his.

Training drills like this provide awesome food for thought. I'm delighted my former student and his command staff are having this quality discussion to figure out what to do if something like this ever happens, rather than post mortem over a slain officer while trying to pass the blame bucket.

Far too often, officers find themselves in impossible situations. But solutions exist, and we must consider them before they occur in combat. Leave the egos at home, hop in the race car and discover just what that race car can and can't do. If you have a position on an issue, test it and prove it.

Asking hard questions and providing realistic training to find answers provide very real experiences that will maximize strengths and minimize weaknesses. Write some realistic use-of-force policies based on protecting officers and the society they're sworn to protect.

Until next time, train hard and train safe.

## Extended Range Patrol Rifle by Todd Bailey

In 1861 the 1st and 2nd U.S. Volunteer Sharpshoot Regiments were formed to provide soldiers capable of delivering accurate fire on the battlefield. For the past decade both the Marine Corps and Army have recognized the need for accurate fire at the squad level and each developed distinctly separate but similar training to fill this roll. The similar concept of a trained marksman at the patrol level has a great deal of applicability within the law enforcement community.

Since the acceptance of the police patrol rifle here in the northeast, this tool has been under utilized. As it the shotgun was phased out or assigned other tasks, the patrol rifle was plugged into the role without due consideration to its greater potential. The current patrol qualification course has a maximum engagement distance of 50 yards. This is far less than the true effective range of the patrol rifle. It more accurately reflects the distance at which most administrators perceive this tool being used as a defensive weapon. The real capability of the patrol is its capability to be used to stop an armed individual

at distances beyond 50 yards. In this role, the Designated Patrol Marksman This should not be confused with the police sniper. The only thing the two have in common is good marksmanship.

The Massachusetts Law Enforcement Firearms Instructors & Armorers Association recognizes that there is a void between existing patrol rifle training and the highly specialized role of the police sniper. It is advantageous for a department to have a handful of competent marksman equipped with standard issue patrol rifles known to be consistently accurate which are equipped with a low power optical sight.

This is NOT a sniper course. Extended Range Patrol Rifle focuses on center mass hits and in some specific cases head shots using a standard issue patrol rifle with a low powered optic.

The AR platform and specifically the M4 carbine with either a 14.5" or 16" barrel chambered in 5.56mm is probably the most popular patrol rifle in this region. The fact that every firearms manufacturer worth men-

tioning makes an AR platform is indicative of the popularity of this rifle. For many reasons, application of the police carbine is generally restricted to about 50 yards even when equipped with an optical aiming device. While the effective range of the patrol rifle will vary with several factors, the 5.56mm round has potential to successfully engage a threat out to 200 yards in a law enforcement situation. Few, if any officers get any formal training in engaging targets beyond the maximum distance required by the state qualification course (50 yds) and the limitations of their small firing ranges.

MLEFIAA's Extended Range Patrol Rifle program is designed to take proficient shooters and give them additional training and experience in engaging targets at intermediate and extended ranges. The advantages (and disadvantages) of their optical sight will be explored. Upon completion of this program, the shooter will be able to successfully engage targets at extended ranges in addition to determining their maximum effective range given their individual ability and equipment. Additionally they will earn the title Designated Patrol Marksman.



# Extended Range Patrol Rifle

## Certification program for

### DESIGNATED PATROL MARKSMAN

*This program will take the patrol officer beyond the 50 yard maximum state qualification distance and develop rifle based marksmanship skills which will allow them to engage targets at distances equivalent to the capabilities of their rifle and ammunition. The first class will run in the spring of 2012. More information will be released as it develops.*



## Critical Decision Making Under Pressure by Fred Leland

### "Friction" Why is the Simplest Thing, So Difficult?

*"If one has never personally experienced war, one cannot understand in what the difficulties constantly mentioned really consist, nor why a commander should need any brilliance and exceptional ability. Everything looks simple; the knowledge required does not look remarkable, the strategic options are so obvious that by comparison the simplest problem of higher mathematics has an impressive scientific dignity. Once war has actually been seen the difficulties become clear; but it is extremely hard to describe the unseen, all-pervading element that brings about this change of perspective." ~Carl von Clausewitz*

Why did you make that decision officer? Why did you go in the front door, instead of the back or side? Why did you not have the subject come outside to you? Why instead did you not set up a perimeter, containing the adversary and attempt to negotiate? Why did you do a face to face negotiation, with the subject armed with a knife, you know that is dangerous, don't you? Did you have

to take him down with force? Why didn't you talk him out, use OC spray or taser him instead? Why didn't you take a passenger side approach on that car stop? Why did you walk up on the vehicle to engage instead of having the subject walk back to you? Why didn't you see the gun, weren't you watching deadly hands? Couldn't you have chosen another option? What in the hell were you thinking? The bad guy had a gun why didn't you shoot? Why didn't you wait for back-up? You knew something bad was happening there, why, did you wait, for back-up? Why didn't you do this or do that?

These are all questions anyone, who has been in law enforcement for any amount of time and has experienced a violent encounter has been asked or has even asked himself these questions or, some very similar. We law enforcement professionals *what/if, if/then, or when/then* ourselves so much in an effort to prepare and become more effective on the streets you cannot help but question the decisions we make. This

questioning and reviewing of our decisions is, in the **aftermath** of an encounter helpful to us. This process of review known as an after action review or decision making critique teaches us valuable lessons helping us to adapt more effective methods and tactics to apply on the street. **BUT** when in the heat of the moment, face to face with an adversary second guessing ourselves can be dangerous and risk lives, our own, and to those we are there to assist.

Why then, in the moment of decision is it so hard to decide? Why is it our preparation and planning, our policies and procedures come unraveled at the first hearing of the call, the first push, shove, clinch or punch, the first sight of a weapon or the first shot? Why is it, our decision making slows down or as Carl von Clausewitz described it why is there "friction" in our decision making?

### Friction in Decision Making

*"Friction is the only concept that more or less corresponds to the factors that distinguish real war from war on paper." ~ Carl von Clausewitz*

(Continued on next page)

## Jim Ring Award Presented To MLEFIAA 2VP Todd Bailey

In 2010, the Massachusetts Law Enforcement Firearms Instructors & Armorer's Association created the Jim Ring Award to recognize firearms instructors who had gone above and beyond to improve the level of firearms training in the Commonwealth. The award was named after Inspector James F. Ring (ret.) who served as the statewide coordinator for firearms training for the MPTC for 13 years.

The MLEFIAA Awards Committee had a number of qualified nominees to select from this year and ultimately selected Officer Todd Bailey of the Kingston Police Department as the 2011 recipient. Bailey, who is also the Association's Second Vice President developed the Specialty Impact Munitions program for the Association and was a driving force behind the new MPTC Shotgun and Select Fire programs.



The presentation was made at lunch on Day 2 of the Conference by the first recipient of the Jim Ring Award - Sgt. Bill Leanos who is the current MPTC Firearms Coordinator. In his presentation, Bill said (tongue in cheek), "The award this year is going to a pain in the ass" to which several

people in the audience piped up "Todd!!".

The award, which was designed by 3rd VP Bill Peterson who chairs the Awards Committee features a tasteful engraved plaque under a Dick Kramer print entitled "Passing on the Knowledge".

The Jim Ring Award is given annually.

### JIM RING AWARD OF EXCELLENCE

2011



THE MASSACHUSETTS LAW ENFORCEMENT FIREARMS INSTRUCTORS' & ARMORERS' ASSOCIATION PRESENTS THIS AWARD TO

OFFICER TODD BAILEY

KINGSTON POLICE DEPARTMENT MPTC FIREARMS ADVISORY COMMITTEE

This award is presented to a Massachusetts Law Enforcement Firearms Instructor that has repeatedly displayed the initiative, desire and passion to provide the highest level of training to firearms instructors throughout the Commonwealth of Massachusetts. This instructor has lived up to the MLEFIAA credo: "Every person owes some of his time to the upbuilding of the profession to which he belongs"



## Critical Decision Making Under Pressure (continued)

An understanding of friction is necessary. An officer must know friction so he can overcome it on the street when dealing with an uncooperative and potentially violent adversary. Friction can be mental, as in indecision over a course of action. Friction can be physical, as in effective adversary size, strength, firing capabilities location (inside/outside) or an environmental obstacle such as a locked door, barricades or open kill zone, which must be overcome. Population and innocents in the area is a physical factor to consider that creates friction in decision making.

Friction can be external, imposed by adversary's actions, his motive, nature and intentions, is he armed or unarmed? Is it a hostage situation or is it ongoing deadly action and active shooting taking place? The weather or mere chance or uncertainty is another form of external friction.

Friction can be self-induced, caused by such factors as lack of a clearly defined goal, unclear or overly complicated plans, policies or procedures. This self induced friction can also manifest itself in worry over liability related issues, disciplinary action, dash cams in patrol cars, fear, poor attitude, complacency or being unprepared. Self induced friction can come from unknowns about your own skills and limitations. Ego can also affect friction in how we make decisions.

Clausewitz says, *"this tremendous friction, which cannot, as in mechanics, be reduced to a few points, is everywhere in contact with chance, and brings about effects that cannot be measured, just because they are largely due to chance."*

While we try to reduce these unknowns by gathering information, we must realize that we cannot eliminate them or even come close. The very nature of conflict makes certainty impossible; all actions in conflict will be based on incomplete, inaccurate, or even contradictory information. At best we can hope to determine possibilities and probabilities. This implies a certain standard of tactical judgment.

Conflict is a clash between two or

more complex adaptive systems, by adaptive systems I mean walking, talking, thinking and planning, deciding and acting people who are at odds with one another. When people meet and their efforts to survive on their own terms collide, "stuff happens!" As a cop your efforts to deescalate the situation depend upon your adversary complying with you. If the adversary decides he will not comply, the plans you had while responding will have to change based upon the decision and actions of the adversary. An emotionally charged adversary is unpredictable and that unpredictability forces you to adapt.

The simple linear step by step plan you had in mind now becomes more complex in the midst of the unpredictable chaos, an intent on getting his own way adversary, can create. "Everything in war is simple, but the simplest thing is difficult," is how Clausewitz described it. Add innocent victim to the equation and you get even more complexity to the situation.

Competitive challenges as in conflict and violence cannot be truly planned for. Opposing plans from different people collide with results that no one can predict. Those who think that they can foresee exactly how any confrontation will progress are simply wrong.

This factor of two sides conflicting will always be there in law enforcement encounters so we must be knowledgeable of the give and take of conflict and work positioning ourselves utilizing methods and tactics to change the climate, and create friction in our adversary by attacking our adversaries' thought process and shattering his morale and decision making process in an effort, to gain voluntary compliance or catch him off guard and unprepared so we can use appropriate force options.

Carl von Clausewitz offers some very good advice for law enforcement. "An understanding of friction is a large part of that much-admired sense of warfare which a good general is supposed to possess. To be sure, the best

general is not the one who is most familiar with the idea of friction, and who takes it to heart (he belongs to the anxious type so common among experienced commanders). The good general must know friction in order to overcome it whenever possible, and in order not to expect a standard of achievement in his operations which this very friction makes impossible. Incidentally, it is a force that theory can never quite define. Even if it could, the development of instinct and tact would still be needed, a form of judgment much more necessary in an area littered by endless minor obstacles than in great, momentous questions, which are settled in solitary deliberation or in discussion with others. As with a man of the world instinct becomes almost habit so that he always acts, speaks, and moves appropriately, so only the experienced officer will make the right decision in major and minor matters, at every pulsebeat of war. Practice dictates the answer: 'this is possible, that is not.' So he rarely makes a serious mistake, such as can, in war, shatter confidence and become extremely dangerous if it occurs often."

With an adversary who says NO and takes action to thwart our efforts! We will always have to be prepared to utilize our awareness, insight, imagination and initiative applying the science and art of tactics, operationally while striving ourselves to overcome the effects of friction, while interacting with an adversary. We must attempt at the same time to raise our adversary's friction to a level that weakens his ability to fight. This interplay is necessary in an effort to shape and reshape the climate of the situation and win without fighting if possible.

*"Friction is that force which makes the apparently easy difficult. We shall frequently revert to this subject, and it will become evident that an eminent commander needs more than experience and a strong will. He must have other exceptional abilities as well."* ~Carl von Clausewitz

## Waistband Shootings (from the Internet)

*Damned if You Do, Shot if You Don't?: Almost half the people shot at by Los Angeles County sheriff's deputies after reaching toward their waistbands turned out to be unarmed, according to a study released Thursday. "Waistband shootings" are particularly controversial because the justification for the shootings can conceivably be fabricated after the fact, according to the county monitor's report, which was commissioned by the county Board of Supervisors and which analyzed six years of shooting data. The monitor was careful to point out that the report wasn't indicating that deputies were being dishonest, simply that those shootings left the department vulnerable to criticism... The Sheriff's Department already requires its patrol deputies to do scenario-based shooting training every two years. According to the report, though, almost a third of the deputies who shot at people before seeing an actual gun failed to meet that training requirement... (This is an interesting article, with more smoke than flame. I'm hard-pressed to understand why scenario-based training - which probably includes the department's interactive video simulator - would reduce "furtive-movement: shootings. The only solid lesson I can draw: keep your hands clearly visible when interacting with police.)*

**By Robert Faturechi,  
Los Angeles Times Sept. 23, 2011**

Almost half the people shot at by Los Angeles County sheriff's deputies after reaching toward their waistbands turned out to be unarmed, according to a study released Thursday. "Waistband shootings" are particularly controversial because the justification for the shootings can conceivably be fabricated after the fact, according to the county monitor's report, which was commissioned by the county Board of Supervisors and which analyzed six years of shooting data.

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### **Interactive: Officer-involved killings since 2007**

Merrick Bobb, who was hired as a special counsel to county supervisors after a 1992 report exposed serious problems in the department, also found an increase in shootings in which deputies didn't see an actual gun before firing. In those cases, the suspects may have had a weapon but never brandished it.

Those shootings jumped from nine in 2009 to 15 last year, according to the report. Last year also saw the highest proportion of people shot by deputies who turned out to be unarmed altogether.

The Sheriff's Department already requires its patrol deputies to do scenario-based shooting training every two years. According to the report, though, almost a third of the deputies who shot at people before seeing an actual gun failed to meet that training

requirement.

According to the report, the number of officer-involved shootings generally correlates with the criminal homicide rate. But in the last two years, as the homicide rate in Los Angeles County has fallen, the number of Sheriff's Department shootings has risen.

In one case, deputies came across a narcotics suspect sitting in his car outside his house. When the 35-year-old man saw the deputies, he appeared to reach under his seat. One of the deputies thought he saw a gun, covered by a piece of cloth. The man then sat up, holding the object to his chest, prompting the deputy to shoot him. The man was killed but no drugs or weapons were found, only a pair of jeans. The county eventually paid \$750,000 to the victim's family.

The analysis also found that 61% of suspects who were shot at by deputies were Latino, 29% black and 10% white. Even compared to Sheriff's Department arrest rates, Latinos and blacks are overrepresented, the study concluded.

In shootings in which deputies shot at a suspect before seeing an actual gun, all but two of the suspects were black or Latino.

The report expressed "deep concerns" specifically about the sheriff's Century Station, which is responsible for one of the rougher swaths of the department's jurisdiction, spanning Lynwood and unincorporated areas of Florence, Firestone, Walnut Park, Willowbrook and Athens Park.

Over the last 15 years, that station's deputies have fired their guns the most frequently, almost twice as often as those at any other station. More than a quarter of the sheriff's

deputies who have been involved in multiple shootings work at Century, according to the report, even though the station represents only 8% of the department's sworn patrol force.

Sheriff's spokesman Steve Whitmore said that the department takes the report seriously and that Sheriff Lee Baca is studying its findings with his executive staff.

Whitmore said that the training issue raised in the report is "a real one" but that a massive budget cut and subsequent overtime cuts are partly to blame.

The racial breakdown of suspects in deputy shootings, he said, also has the potential for misinterpretation.

"Even Merrick Bobb says ... it will be a serious error for anyone to conclude from this report that LASD deputies intentionally shot any individual because that person was black or Latino. The conclusion that this is raced-based is erroneous and shouldn't even be hinted at."

The concerns the monitor raised with the Century station, Whitmore said, can be attributed to the highly concentrated, gang-ridden neighborhoods that deputies must patrol.

"These communities include some of the most volatile in the county," Whitmore said.

Among the report's other findings:

- Deputies firing their guns off duty are more likely to be fresh out of the academy. More than half of off-duty shootings involved deputies with less than three years on the job.
- Deputies shooting at animals spiked recently, with 62 last year, more than double the number several years before.
- All deputies involved in multiple shootings in recent years were men.

## Back Up Guns - Asset or Liability? By Dave Grossi

I retired from a department in upstate New York that frowned on back-up guns. Well, frowned on is too polite. *Prohibited* is more accurate. Try as we might, my Firearms/Force Training Unit members and I were never able to convince the powers-that-be that back-up guns, properly registered with the Chief's Office and backed up with training and certification, were an essential piece of equipment for cops in our jurisdiction.

Without coming right out and saying it, my guess was that the brass just couldn't get over the idea that back-up guns somehow translate into drop-guns. Instead, the answer was *"you've got semiautomatic pistols with plenty of ammunition. You've got the latest in chemical agents and you've got brand new batons. You wanted more training time for weapon retention skills. We gave it to you. You don't need back-up guns."*

A written policy from the Ivory Tower followed shortly after one of my more vocal requests when a back-up gun saved the life of a cop in a neighboring state. That new policy stated in sum and substance: "Officers will carry only department issued weapons while on duty."

My guess is that the readers of the PoliceOne.com newsletter who work for agencies that do not authorize back-up guns may recognize those thoughts and comments all too well.

There are numerous examples out there in the force training annals that support the position that back-up guns have saved cops' lives. Anybody interested in hearing about those incidents can contact me; I'll give you details and departments.

So enough said on that subject. The facts are undisputed. Getting bosses who haven't seen the mean streets in a decade or more to recognize that *back-up guns* are not synonymous with *drop-guns* may take a little more work; so that's where this article is headed.

One of the hurdles that might have to be jumped on the way to getting back-up guns permitted is the paper trail that should be created that will eliminate the confusion between back-up guns and drop-guns. That paper trail will also serve to reassure the brass that the guns won't be misused. In theory, the documentation that should accompany back-up guns is really no different than what is now done when an agency adds a new tool to their tactical tool box of force options, whether it's TASERS, patrol rifles or bean-bag shotguns.

The following is a short list that, in my humble opinion, should aid any agency in adopting a second (or back-up) gun policy.

First, a policy draft for back-up guns should include the fact that personally-owned back-up (or second) guns are, in fact, *authorized*. This should cover any liability issues that might arise from a shooting where a back-up gun is used. Several agencies I've consulted with have actually included a list of approved back-up guns (by make, model, function and caliber) in their policy manuals. Most list either compact models or mini-versions of the agency's duty weapon and a few limit them to DA-SA (or DA-only) weapons.

Second, based on the type of duty gun carried by the agency, the back-up piece should be of the same caliber and it should be magazine compatible. In other words, the officer's extra mags for his duty pistol should also work in the back-up gun, and of course, only department-issued duty ammo should be allowed.

Third, document, document, document. Training and qualification with the back-up gun should be no different than that which is standard for the primary duty gun. If an officer trains and qualifies three or four times a year with his or her duty gun, they should run through a similar (albeit a modified) course of fire with their back-up gun. This training should include a string of 12-15 rounds fired from the back-up gun with the duty gun's magazine inserted. Hi-capacity extended mags that stick an inch or two out of the compact version or mini-gun are going to fit and feel a little different when held in the shooter's hands; and familiarization is important. And don't forget the draw. This back-up gun course of fire should begin with the gun being drawn from the hidden holster, be it an ankle holster, hide-away (vest) pocket or inside-the-belt job.

Next, the make, model and serial number of the officer's back-up gun (even though it is a personally-owned weapon) must be recorded in both the Range Office and the officer's official department personnel folder just like every other piece of equipment that officer has been issued. When a new back-up gun is purchased, the records need to be updated to reflect that new gun.

Number five; and this may ruffle a few feathers; the policy should state that back-up guns are subject to supervisory in-

spection at any time (including a function check) just like it was a department-issued firearm. Yeah, I know it is personal property, but the privilege of being allowed to carry a personally-owned back-up (or second) gun comes with a few compromises. Agency oversight is essential.

Lastly, if you have purchasing authority and work for a large agency that buys duty guns in bulk rather than a department that requires each officer to purchase his or her own firearm, it may not be a bad idea to issue each officer his or her own back-up gun along with their duty gun. In other words, each officer, when they come on "the job" and begin the academy, is issued a primary and a secondary firearm, identical in every aspect except for size.

The back-up weapon is the same make and caliber as the duty gun, and is issued with either an ankle holster or vest holster, depending on the officer's individual preference. That also would eliminate the choice on the part of the officer to carry a back-up or not. Since it is department-issued equipment, it has to be carried at all times while on duty.

One advantage to this concept is that this issued back-up gun would also serve as the officer's off-duty weapon; an obvious cost saving for the officer because now there's no need to buy an off-duty gun. Of course, if they disagree with the caliber and want to carry *large* while off-duty, the agency may have to make some adjustments for that fact.

Now, let's get back to the *back-up drop-gun* question. If for some reason, you're worried about working with a partner who might be pre-disposed to use a traceable, registered, department-approved back-up gun as a drop-gun, then your agency has a much deeper problem that goes beyond the issue of back-up guns. My guess is that there probably hasn't been a lot of time spent on the hiring and selection process in your agency.

Should you find yourself partnered up with a cop who doesn't know the difference between a back-up gun and a drop-gun, you'll have to handle it like any other corruption issue. And if you're one of those rare cops who's into "salting" suspects with drop-guns or throw-down knives, then this article isn't going to mean anything to you.



# Random Shots From the 2011 Conference

Photos courtesy of Ed Woodruff





## Product Review: Aimpoint Patrol Rifle Optic *by Todd Bailey*

Earlier this year, Aimpoint introduced the latest in their line of red dot optical gun sights – the PRO or Patrol Rifle Optic. According to the press release, this product was “designed specifically for use on law enforcement firearms” based on “input from a distinguished group of current and former professionals”. Aimpoint has produced a long line of great red dot products over the years so when one fell into my hands, I was anxious to try it out.

The PRO is just what you would expect from Aimpoint. It is a reflex collimator red dot sight following their traditional design using a 30mm tube and Aimpoint’s Advanced Circuit Efficiency Technology (ACET). The optic produces a 2 MOA red dot with no parallax adjustment needed. As with other Aimpoint sights, it has unlimited eye relief and no magnification. The PRO has a total of 10 intensity settings – 4 in the Night Vision range and 6 Daylight. Windage and elevation adjustments are made using the typical adjustment turrets located on the optic. One click will move the point of impact approximately ½ inch at 100 yards (or 13mm at 100m for those of you using the metric system). The unit is powered by one 3 volt lithium DLI/3N or 2L76 battery. Battery life is claimed to be over 30,000 hours on setting #7 at 70°F. This computes out to about 3.4 years of continuous use. It comes with a QRP2 mount and a spacer which allows you to mount it on a flattop AR receiver and have the dot co-witness with the sights. Lens covers fore and aft complete the package. The optic mounted securely on the rail of my flat top Bushmaster “M4orgery”. Zeroing was easily accomplished and I was able to quickly get down to busting clay pigeons in the sand berm backstop.

One of the cool attributes of this type of sight is how you can teach a shooter to shoot with both eyes open. With the sight mounted and zeroed, close the objective (muzzle end) lens cover and allow your dominant eye to focus on the dot inside



the scope tube. Keep your non-dominant eye open - it will see the target and your brain will put the whole package together superimposing the dot on the target. On a bright sunny day, this is a trick to make the red dot more visible against a light colored background without turning the intensity to the maximum setting.

I can find no operational faults with this product. It is just what you would expect from this company and I am sure will perform well for a long time. The dot is fast and the illumination settings worked well in all light conditions. The top of the line COMP M4 includes a mount which is compatible with a M1913 Picatinny rail system. I was glad to see that the PRO went in the same direction. EOTech and Trijicon optics generally include a mounting system. Individual officers who demand the best but are required to purchase their own gear will recognize this significant savings as an advantage for Aimpoint.

That said, I cannot help but feel that the PRO is just an upgraded COMP M2. When you compare the physical and mechanical specifications of the two products, you begin to see some

identical similarities. Power consumption with the PRO has improved (30,000 hours vs. 10,000 hours) as has the waterproofing rating. The COMP M2 was rated at 80 feet while the newer PRO is rated at 150 feet. Both are well below the limit of my ability to hold my breath and swim with a rifle. The PRO comes with a mount unlike the older M2 which required you to purchase a 30mm ring mount to hang it off your rifle. A quick check on the internet showed the PRO available for between \$400 and \$440. The older M2 is selling for slightly more and you still will need to spend \$50 to \$100 on a good mount. Since the Comp M2 design is over 10 years old, I have to wonder if this is an attempt by Aimpoint to purge some dated parts and equipment to make room for newer products.

If that is the case, this is a great opportunity for someone looking for a red dot optic. For about \$420, they can purchase a high quality optic with a mount which has a strong track record with both military and law enforcement for the past 10 years. If the Comp M3 and M4 are outside your budget, take a



## **GEN4 RECOIL SPRING NOTIFICATION**

***On September 6, 2011, Glock, Inc. began voluntarily exchanging the Recoil Spring Assembly (RSA) on Gen4 pistols sold before July 22, 2011. Glock's product development team has modified various elements of the RSA to ensure each pistol's performance meets the company's demanding standards. With several variations of the RSA in the market today, Glock's goal with this voluntary exchange is to standardize the RSA to gain the best possible performance in each pistol.***

***Please note the Gen4 G26 and G27 models do not require a modified recoil spring.***

***Unless a directive is mandated by your agency or your store, the replacement of the Gen 4 pistol's RSA can be performed as part of the regular field strip process. Agencies or consumers wishing to participate in the exchange program at no charge and wish to order their new RSA are urged to call 1-877-745-8523.***

***For more information on the details of the exchange program, visit [www.TEAMGLOCK.com](http://www.TEAMGLOCK.com).***



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