



The Case Head

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

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SUMMER 2011

Catastrophic Failure!



2011 FIREARMS INSTRUCTOR DEVELOPMENT CONFERENCE
Harvard Sportsman's Club
September 27-29, 2011

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

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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2011 Firearms Instructor Training & Development Conference

September 27 - 29, 2011

Harvard Sportman's Club, 250 Littleton County Road, Harvard, MA

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| Vendor Expo | Patrol Rifle |
| Duty Pistol | Point Shooting |
| Back Up Gun | MPTC Recertification |
| New Training Standards | Extreme Close Quarters |
| LEOSA Certification | Plain Clothes & Off Duty |
| Combative Carbine | Combat Shotgun |
| Advanced Instructor | Overview of START |
| Ground Defense | Action Shooting Skills |
| One Hand Shooting | MPTC Select Fire |

Conference registration is open to all bona fide law enforcement trainers. The fee has not increased from previous years - \$195 for members and \$255 for non-members. Discount overnight lodging is available 15 minutes from the range.

www.mlefiaa.org/2011conference.html

Five Gunfights You Should Study To Better Prepare Your Agency

In the past 25 years, American law enforcement tactics, procedures, and policies have evolved because of these horrific incidents.

Twenty-five years ago, eight FBI agents pursuing two armed robbery suspects attempted a felony stop that resulted in a hail of gunfire, four deaths, and a reexamination of law enforcement weaponry, duty ammunition, body armor, and vehicle-stop tactics.

The gear and training employed by officers is much different today, partly as a result of the [FBI Miami shootout](#). There have been other game-changing gunfights in the last quarter century. The following article examines each of them and how they changed your tactics, procedures, and policies.

We've ranked each one in order of importance (from fifth to first) and settled on an even five just to simplify matters. There are others, and there's no doubt a few readers will mention the Newhall incident in which four California Highway Patrol officers lost their lives in a fierce gun battle on April 6, 1970. But we wanted to stay within the past 25 years. (We encourage you to send us feedback about our choices.)

We spoke to police trainers, firearms experts, and tactical instructors to help us spell out the lasting impacts of these events on patrol officers. As noted by Massad Ayoob, director of the Massad Ayoob Group, in addition to horrific circumstances, these incidents contain plenty of bravery by law enforcement officers.

"One thing you take from all of these is the tremendous courage of cops fighting against the odds, for their brothers and for the public they serve," Ayoob says. "It's inspiring."

Carl Drega Rampage - Aug. 19, 1997: Bloomfield, Vt.

Recluse Carl Drega took his one-man war with society across state lines on Aug. 19, 1997, launching a rampage that started with the murder of two

New Hampshire troopers attempting to ticket him in the parking lot of a LaPerle's IGA market in Colebrook.

Drega, who armed himself with an AR-15 and ballistic vest, stole the trooper's cruiser and drove to Columbia, where he killed a judge and newspaper editor. He then crossed into Vermont, running a game warden off the road and firing on responding officers who located the stolen cruiser.

Two New Hampshire troopers and a U.S. Border Patrol agent with an M14 .308 rifle providing mutual aid eventually stopped Drega by shooting and killing him. The gunman had also been struck in the vest with a rifled shotgun slug.

Following the incident, rural agencies began equipping their officers with patrol rifles, says Ayoob, who is also a reserve officer in New Hampshire.

"Drega sold more police patrol rifles than the entire firearms industry sales force," says Ayoob. "It reminded the public that smalltown, rural departments were just as likely to face this sort of thing as the municipal departments."

FBI Miami Shootout - April 11, 1986: Pinecrest, Fla.



A close-quarters gun battle involving eight FBI agents and two heavily armed suspects during a felony stop in southern Miami, this incident led FBI Firearms Training Unit Director John Hall to conclude that the carnage was primarily "an ammo failure."

The FBI's after-action report solidified Hall's belief, because it showed that Michael Platt and William Matix—an Army Ranger and Army MP of the 101st Airborne, respectively—sustained fatal wounds yet continued

to bring the fight to the agents. The agents had fired .38 Special and 9mm rounds from revolvers and semi-auto pistols, which lacked adequate stopping power, FBI officials said afterward. Only Special Agent Edmundo Mireles deployed a long gun—his Remington 870 pump-action shotgun.

One bullet, in particular, was singled out as the "shot that failed." Fired by Special Agent Jerry Dove, this 9mm bullet struck Platt's right forearm, entered his right ribcage, and stopped an inch from his heart. Platt survived to fight for four more minutes, eventually killing agents Dove and Benjamin Grogan.

Matix had also apparently been taken out of the fight early with a .38 Special +P round fired by Special Agent Gordon McNeill from his S&W Model 19 that struck Matix in the face and contused his brain. According to Dr. French Anderson's "Forensic Analysis of the April 11, 1986, FBI Firefight," the wound "must have been devastating." After he lay unconscious for more than a minute, Matix became alert, left his car, and joined Platt in agent Grogan's and agent Dove's vehicle.

Following the tragedy, the FBI phased out revolvers and .38 Special ammunition. Agents were also eventually issued H&K MP5 submachine guns for high-risk encounters.

"The FBI went looking for a pistol round with deeper penetration," says Dave Spaulding, a retired Ohio police lieutenant and pistol instructor. "It's not important that you hit something, it's important that you hit something important."

The FBI's adoption of 10mm Auto to attain greater stopping power popularized the then-obscure round. The FBI later switched to a subsonic load (the "10mm FBI") to better tame the full-powered 10mm that delivered about 38,000 pounds psi, says Ayoob, who's written extensively about the incident. Later, the FBI switched to the .40-caliber S&W that is now the most prevalent duty ammo in law enforcement. The .40-caliber provides similar

ballistics to a 10mm in a shorter casing.

**Columbine High School Massacre
April 20, 1999: Littleton, Colo.**

The attack on Columbine High School on April 20, 1999, by Eric Harris and Dylan Klebold with bombs and a small arsenal of shotguns and carbines was more of a failed bombing than a shooting incident, according to Dave Cullen, who wrote the bestseller "Columbine."

The shooting was bad enough. The Columbine incident became one of the most studied active-shooter massacres in law enforcement and led to the popularization of IARD (Immediate Action Rapid Deployment) among tactical teams. During the Columbine massacre, Jefferson County (Colo.) Sheriff's Office tactical officers followed a traditional strategy of surrounding the building, setting up a perimeter, and containing the damage. The results were catastrophic.

The IARD tactic (which was actually used by the LAPD prior to Columbine) calls for a four-person team to advance into the site of a shooting, optimally using a diamond-shaped wedge, to stop the shooter as quickly as possible and save lives. Cullen has said the tactic, used at Virginia Tech, "probably saved dozens of lives."

The IARD tactic has evolved since Columbine because the four-officer response has existed as a theoretical approach and has been rarely used in the field.

"It was all based around the four-officer cell," says Don Alwes, an active-shooter instructor with the National Tactical Officers Association (NTOA). "It could be a diamond, a T, or a Y. But none of those formations look like they're supposed to when you start using them in the real world." Regardless of formation, Alwes reiterates the idea that first-responding officers can't wait for SWAT to engage an active killer.

North Hollywood Bank Robbery

Feb. 28, 1997: Los Angeles, Calif.

The Los Angeles officers who found themselves under a barrage of heavy machine-gun fire from the North Hol-



lywood bank robbers quickly realized that their 9mm pistols and shotguns were ineffective against the armored gunmen.

Officers responding to the Bank of America branch along Laurel Canyon Boulevard on Feb. 28, 1997, engaged Larry Phillips, Jr. and Emil Matasareanu from the cover of a locksmith shop across a four-lane thoroughfare. Officers typically trained at 25 yards with 9mm handguns fired from 70 yards, attempting to answer the military-style rifles—a full-auto Romanian AIM AK-47 variant, Norinco Type 56 S-I, semi-auto HK91, and modified Bushmaster XM15 E2S—used by the suspects, who had loaded 3,300 rounds of ammo in box and drum magazines in the trunk of their white Chevy Celebrity.

Nine officers were wounded, and one LAPD Crown Vic squad car was hit at least 56 times during a gun battle that lasted 44 minutes. During the blistering gunfight, 650 rounds were fired at the suspects, who fired 1,101 rounds at officers.

With his troops outgunned, Lt. Nick Zingo authorized officers to head to nearby BB & Sales Guns to acquire rifles to match the ones fired by the suspects.

Following the shootout, which was broadcast locally on live television, law enforcement agencies began providing AR-type rifles to patrol officers. In some cases, the rifles were installed in cruisers. In the case of the Florida Highway Patrol, rifle training was provided and officers bought their own rifles, says Ayoob.

The LAPD also added ballistic Kevlar plating inside the doors of its cruisers.

"Two important lessons come to mind from the North Hollywood

shootout," says retired LAPD Capt. Greg Meyer, a member of the **POLICE** advisory board. "First, it is essential these days to equip patrol officers with rifles. Incident after incident around the country proves this. The North Hollywood officers did not have that resource until SWAT arrived on the scene in the final minutes of the shootout. Second, several of the nine heroes wounded were detectives, male and female. Don't overlook tactical training for your detectives."

Perceptive agencies also noticed a rescue of a downed colleague by Officer Anthony Cabunoc and his partner with a police cruiser. "A lot more departments seem to model the excellent extrication work that was done there in the field, scooping in and using vehicles as cover to pick up the wounded officers and evacuate them from the field of fire," says Ayoob. "That was widely emulated."

Mumbai Attacks

Nov. 26, 2008: Mumbai, India

Why would we make an incident that didn't even occur in the United States our most influential gunfight in the last 25 years? The reasons are many, but here's a few. One, we face the same enemy as the Indians, and that enemy loves to copy successful operations. Two, America's cities and public gathering areas are extremely vulnerable to this kind of attack. Three, in India the military responded, but Posse Comitatus will not allow that here. You will have to respond. That's why the 10 coordinated shooting and bombing attacks by Islamist terrorists on a hotel, hospital, rail terminus, and other populated locations still keeps American law enforcement tactics instructors awake at night.

The attacks, which occurred over four days, resulted in the killing of 164 people and the wounding of at least 308. The lone attacker captured alive disclosed that the attackers were members of Lashkar-e-Taiba, a Pakistan-based militant organization. The attacks have triggered a rethinking of terrorist response strategies by police, and the emphasis on lone-

Continued on next page

officer engagement during deadly assaults. As with the attacks on Columbine and Virginia Tech, Mumbai also taught officers they must engage active killers to lessen the bloodshed, according to Alwes.

In recent years, lone officers and partners have engaged shooters at a nursing home in Carthage, N.C., in March 2009, and at a military deployment center at Ford Hood, Texas, in No-

vember of that year.

"An active shooter situation is not a tactical team problem, it's a tactical officer problem," says Alwes. "A tactical officer is anyone on duty."

The NTOA and other trainers have begun teaching a tactical philosophy known as Multiple-Assault Counter Terrorism Action Capability (MACTAC) that allows more flexible officer deployment when multiple

locations are hit. Regardless of the deployment strategy, officers who arrive first at the scene must now take matters into their own hands.

"If we know the killers are active, our first priority above all else is to get in there and stop them," says Alwes. "We can't wait for SWAT. The officers at the scene have to stop it."

How Much Is Enough Ammo?

By Chief Jeff Chudwin
From **LAW OFFICER Magazine**,
Tuesday, November 16, 2010

Here's an external vest carrier with enough ammo pouches to last should the action sustain itself.

Most gunfights are "come as you are" events. There's no way to fully predict what can happen and what you'll need to succeed. What we know for sure is that what you bring with you is all you'll have to finish the fight. Nationwide, there have been incidents where criminals have armed themselves with multiple weapons and hundreds of rounds of ammunition.

The focus of this article is our everyday capability to meet an extended deadly force attack. At the most basic level, are we properly equipped for a prolonged fight so we can indeed overcome and win? Some may say this is too unlikely to be concerned with, but I disagree. Since the Mumbai India attacks and other increased criminal violence, the "ordinary" course of police readiness isn't in sync with what we may soon face. We've already faced these events in cities large and small.

One Example

On a frigid December 2007 evening in New Lenox, Ill., a suburb south of Chicago, a gunman ambushed and wounded an officer during a "routine" traffic stop. In the ensuing battle, the officer courageously held the line and took the fight to the offender. The gunman was barricaded in his pickup truck parked directly behind a high school that was hosting a swim meet. Had the officer not continued to fire on the shooter, he could have run into the school or



aggressed the officer.

Alone and bleeding from a leg wound, in the very first minutes of the battle, the officer expended all his ammo—37 rounds of .40 caliber from his Sig 229 duty pistol. The second arriving officer attempted to resupply the first officer with a reload. The exchange of ammo failed because the weapon type was different. A third responding officer passed a shotgun to the first, and the fight continued until a fourth flanked the shooter's position. A combined counterattack killed the offender, who continued firing on the officers to his last moments.

Days later, I spoke with a neighboring chief who was considering ordering all of his officers to carry the same type and caliber duty handgun should such an incident happen again. My response to him was, "In all of our collective years of experience, when had this previously happened?" By ordering all officers to use the same duty handgun, were we solving a likely problem or creating one? In my view, it's the latter and standardizing what in many cases are improperly fitted handguns, solves nothing.

Real Lessons Learned

Let's get to the core issue and the real lesson of these events.

I posed the following question to a number of officers in a class I teach about use of force and officer-involved shootings: If you believe you'll need more ammo in a gun fight, what should you do? Universally the answer was, "Carry more." It was not, "Depend on your fellow officers to resupply you with life-saving equipment." The "carry more" was also accompanied by "carry a back-up firearm."

I fully agree with the view of these experienced officers. We can't expect that there will be any back-up in the first moments or minutes of a life-or-death attack. It will always be a come-as-you-are event and you're responsible for yourself and those you are sworn to protect.

What can we do to meet the challenge of having the ability to effectively stay in a fight like the one above?

First, accept the reality. If we carry a firearm as more than an ornament of office, we must believe that someday, somewhere it will be needed. If this is true, how many rounds will it take to defeat the offenders bent on your destruction? With the extraordinary threats we face, we must not stake our lives on the wishful belief that the coming fight will be a fair one, in which we have the advantage. Plan for the extended fight.

Second, consider the gear you currently have attached to your body, either on a duty belt, inside/outside vest carrier system, ankle holster and uniform pants BDU pockets. Does it fit the plan?

Third, ask yourself if you carry it with you at all times. The answer should be a resounding yes.

Carry a Full Set

Carrying one magazine—the one in your pistol—is simply not acceptable. At minimum, two additional magazines should be standard carry. If you carry a 1911 or other “single stack” pistol, additional magazines should be considered. There’s no formula for total rounds carried. That’s your decision.

Add magazines to your carry gear via the use of a newly designed pouch, such as the Safariland model 775. This model offers dual or triple magazine capacity. We’ve been loaning these pouches to officers in our classes, and the 775 has proven to be an excellent open-top design. For single-stack mags, such as the 1911, you can also add a tandem pouch that looks like a folding knife pouch. It holds two mags,

one on top of the other in minimal belt space.

For the patrol rifle, an extra magazine should be attached to the rifle, and the method I prefer is the use of a Redi-Mag. You can also use the new Centermass Rifle Integrated Mag Pouch that attaches to your duty belt.

Recognizing that we only have so much belt space, many agencies have authorized outside vest carriers with pouches. At my department, officers are allowed to design what they need, and the carriers are custom-built by J&G Uniforms. The company’s carrier designs have a professional uniform shirt appearance that also has a large reflective “police” panel across the back for day and night identification. I set mine up to carry my radio, a 20-round P-Mag for my patrol rifle, a

pouch for two 1911 mags, a two-cell LED light, two set of pockets for protective gloves, extra lightweight handcuffs, a rescue knife, a radio ear piece and accessories.

In Summary

We can’t afford to learn the hard way. Let’s not find ourselves short of ammo or any piece of gear that history tells us we need. The officers of New Lenox taught us that attitude, training and determination win the day. Let’s learn from them and from those officers around you who’ve been in the fight.

People will say, “We can’t believe this happened here.” Remember: It will always happen “here.” And because there’s no predicting, it’s our duty to be ready. Part of that call is to bring enough ammo.

MPTC Will Debut Select Fire Weapon Instructor Program At Conference

The MPTC Select Fire Instructor program has been in development for almost a year and is scheduled to make its debut at the MLEFIAA Instructor Development Conference in September.

The select fire weapon has been used by law enforcement since the Prohibition Era. As criminal elements adopted more powerful weapons such as the Thompson submachine gun and Browning Automatic Rifles stolen from National Guard armories, law enforcement acquired and used similar weapons to remain on par. With the cultural climate change following the Second World War, American law enforcement rarely used full auto weapons. While many had them left over from earlier years, the police shotgun was the primary shoulder fired weapon in urban and suburban departments.

Rural agencies seemed to use more conventional rifles such as the Winchester Model 94. Ironically, things were far different in Europe. There, the shotgun was almost unheard of with law enforcement and the submachine gun was the primary tool of the national police forces.

Two factors have greatly influenced the favorable reception that select fire weapons are enjoying with police agencies today –

- North Hollywood Shootout – In February 1997 Bank of America robbery in Los Angeles where two gunmen with full auto weapons engaged up to 300 police officers for almost three quarters of an hour. During this time about 2000 rounds



were fired before police stopped the rampage.

- Terrorist Threat in Post 9/11 USA – The threat of terrorism in the United States is ever present today. While 9/11 focused our attention on this threat, in fact we have been a target since the 1980’s. Whether from domestic based groups or Al-Qaeda, the American public has not seen the last of attacks within our borders. These operations will likely be directed at targets which will result in the most shock value. Based on what the rest of the world has experienced, suicide attacks by terrorists armed with assault rifles or full auto weapons against schools

and/or shopping malls in a Beslan style attack is a likely scenario.

Like the Patrol Rifle, the Select Fire weapon is a force multiplier. The shoulder fired weapon is inherently more accurate and capable of engaging threats at greater distances than handguns. The use of a weapon capable of full-auto or select fire is a viable tool in certain law enforcement applications.

The purpose of training MPTC firearms instructors at the Select Fire level is not to train them as tactical select fire firearms operator/instructors but rather as firearms instructors who can train, coach, evaluate and qualify individual officers who are assigned or issued select fire weapons by their department or tactical agency. This program uses a standardized qualification course of fire and has the candidate demonstrate the ability to safely handle a select fire weapon, successfully resolve typical malfunctions, transition to their duty pistol as needed and demonstrate the ability to transition from full auto/burst fire to semi-auto or safe conditions using the selector lever on their select fire weapon.

The MPTC Select Fire Instructor Training Program is not a stand-alone program. It builds on the sequential and progressive blocks of training instruction covered previously in the Pistol, Shotgun and Patrol Rifle portions of the MPTC Firearms Instructor Course.

Active Shooter Update

From Force Science News Update on "rapid mass murder" and single-officer response

Trainer Ron Borsch, an early advocate of immediate entry into active-killer scenes by the first responding officer, reports the latest statistics in support of his tactical position. As we've noted previously Borsch, manager and lead trainer at the Southeast Area Law Enforcement (SEALE) regional in-service academy in Bedford, OH, tracks the circumstances surrounding active-killer incidents via an ongoing Internet research project. He focuses particularly on "rapid mass murder" episodes in which 4 or more slayings have occurred during the same event and in the same location (schools, work sites, churches, malls, and other public places) within the same time frame (20 minutes or less). In this category, which Borsch believes offers the truest profile of mass killers and their deadly mission, he has analyzed nearly 40 cases in the U.S. and abroad, he tells *Force Science News*. These are his findings regarding responder effectiveness:

- About 70% of these killing sprees were "aborted" (ended) by third-party intervention, without which the death toll undoubtedly would have been higher.
- Of the total abortions, two-thirds were by armed or unarmed civilians, initially taking action alone the overwhelming majority of the time;
- Of the remaining one-third of successful abortions, credited to law enforcement, 67% were initiated by a single officer;
- Only 1 resolution initially involved as many as 3 officers. In that instance, they responded in plainclothes with-

out special training for such a situation. The remainder (22%) were initiated by 2 officers;

- The vast majority of successful law enforcement abortions (78%) were achieved with handguns only. "This is not to diminish the importance and growing issuance of patrol rifles," Borsch says. "It's merely an empowering fact that law enforcement can and has won against superior weapons used by the offender."

(Borsch feels these statistics would likely hold true for active-killer incidents as a whole. He does not include in his tally terrorist attacks, barricade/hostage-takings, or domestic violence in private dwellings.)

"None of the reality-proven successes against rapid mass murderers resembled the multiple-officer formations commonly taught in conventional training circles," Borsch points out. "Clearly, rapid aggressive action by a single actor has been and is now the most effective countermeasure for the active killer."

Law enforcement, Borsch argues, is in a race with the rapid mass murderer who "wants to build his body count before cops arrive." Starting first, he may have an edge of 5 minutes or more before police are even notified. With the right opportunity and determination, "history has proven that he can deliver murder and attempted murder as fast as once every 3 to 8 seconds," Borsch says.

"Unfortunately, conventional training, such as waiting for backup and trying to organize a multi-officer 'posse formation' team for entry and location, gets in the way of successfully stopping the killing," Borsch asserts.

He characterizes waiting as "tombstone caution," the penalty for which "is paid by innocents, killed or wounded."

He estimates that 4 officers making entry SOLO ("Single Officer Lifesaving Others") as they arrive at an active shooter location and hunting in a "multi-tiered, multi-directional fashion" can cover a large facility at least 4 times faster than 4 officers in a traditional formation. "That means that 4 SOLO officers will be potentially 4 times faster in locating the active killer," he says.

"Agencies pressed for training dollars and time should invest their precious training money and time in the documented-successful single-officer approach. Those that suggest there could be a 'blue-on-blue' friendly fire problem because of lone officers acting independently miss the point. The real friendly fire challenge will be to avoid shooting panicked innocents, not conspicuously uniformed fellow officers.

"Handicapped by time and distance, law enforcement has, at best, a perishable opportunity to intervene in a rapid mass-murder scenario. Unlike the myriad of calls where we have been trained to wait for backup, a shooting in a public place is quite different.

"Most calls where we correctly use backup do not commonly result in murder. But with an active killer, the outcome of waiting instead of showing the courage to enter alone immediately is likely to be not only murder but multiples of murder. This goes against our mission of stopping the killing. In these situations speed has been proven to be a lifesaver."

Achieving Outcomes on the Street with Integrity, Building Loyalty and Mutual Trust

By Fred Leland

"If your boss demands loyalty, give him integrity. But if he demands integrity, give him loyalty." ~COL

JOHN BOYD

As I see it, anyone in a leadership position assumes the responsibility of **TRUST**. I know that's a pretty BOLD statement. But I feel it is true and stand by it. Trust is

what organizations are all about. Trust must be created and nurtured by leaders through developing people within an organization. As a leader you have a responsibility for the people that work with you and under your charge. Yes, the leader must get the job done. Getting the job done entails people executing initiative. People are willing to take initiative

when they trust those in their charge. At the tactical level is where most problems law enforcement deals with normally dominate the outcomes, therefore, the attributes of skill, morale, discipline, unit cohesion influenced by leadership come into play. Skill must be an individual attribute, but it is officers working together solving problems however big or

Achieving Outcomes on the Street (continued)

small a team or unit, that really matters. What counts then is not personal skill but the skill effectively applied by the team as a whole and that depends on competent leaders who know how to influence those in their charge. This is done through creating and nurturing a culture of mutual trust bound by integrity that leads to loyal "doers" on the street.

Integrity is a concept of consistency of actions, values, methods, measures, principles, expectations and outcomes. In ethics, integrity is regarded as the quality of having an intuitive sense of honesty and truthfulness in regard to the motivations for one's actions. Integrity, standing alone and being constant on a subject where we truly do not have all the facts and details due to our failure to dig and learn to the fullest possible extent about the subject, methods or tactics we are so constantly using to reach our endgame is also detrimental to the outcomes we seek.

The attributes of loyalty and integrity are huge in the realm of leadership. They always have been and will always be critical to the functioning of any organization. But the key in creating and nurturing effectiveness in an organization is in the synergistic affects loyalty and integrity has on one another and the culture of an organization.

Integrity is the meat in the meal of mastering ourselves as leaders and truly developing our strategies for successful operations. No matter what organization or cause or person you believe in or how deeply you believe, means nothing without asking or being asked the tough questions in our approach to getting things done in a way we can all be proud of when reach whatever goals we have set our minds to achieving. Integrity must be based in truth!

Loyalty is faithfulness or a devotion to a person, country, group, or cause. Being loyal to a person, country, group or cause is obviously an important part of any culture, but if blinded by falsehoods, self-deceptions, fear, peer-pressure and/or the acceptance of the status quo, blind loyalty can be detrimental to the success of any vision or intent those who are the subject to blind loyalty may have aspirations for. This is where integrity and its power make its effects on outcomes of any cause, known.

Loyalty is the seasoning on the meat; you know those things that just put the right touch, the right flavor to why we seek our goals and make it all worthwhile. Our cause must be based in truth, and that

truth must be sought by individuals and groups working coactively. When working coactively there will be discussions and debates maybe even knock down, dragged out disputes on the appropriate strategies and methods in implement them. In this fast paced and at times dangerous world we must understand no one possesses all the answers and even collectively we will still face uncertainty. Trust between you and those you work with are where loyalty forms. Trust and Loyalty are closely related when based on integrity, allowing the powerful effect of mutual trust to take hold. A feeling of buy in to the agencies vision takes hold and unity forms, building a high level of individual morale, discipline within the agency and unit cohesion on the front-line. Street officers are then willing to *exercise initiative* and solve problems.

Loyalty and integrity working their magic and combining intersecting ideas across the spectrum bring much more effective results because they let reason trump hierarchy. Integrity and loyalty combine to nurture true creative abilities and harness insight, innovation and initiative in any culture, most especially in law enforcement and security where sensing the climate and probing the environment are so important to quality execution in rapidly changing conditions. This leads to commitment and accountability.

For example: the Full Spectrum Policing philosophy strives to take the initiative in the cognitive (moral and mental) and physical domains of conflict and violence and asserts the critical importance of tempo and surprise to gain the initiative and compromise criminal intent and cohesion. Allowing us to not only solve crimes in their aftermath but also prevent crime from occurring. Can this type of philosophy be implemented without integrity and loyalty? I think not. Transparency throughout an organization and the community we serve, in what and how we operate is crucial in accomplishing this goal as well. *Mutual trust must be there.*

Mutual trust is formed through integrity in how we lead and police. We exercise, create and nurture an atmosphere if mutual trust by engaging and interacting with those in our charge. We learn more about what makes them tick, and what motivates them. We gain insight into their strengths and weaknesses. In turn they learn the same about leaders and how we deal with problems and whether or not the leader has the ability to com-

bine firmness, compassion, and understanding in dealing with subordinates who have to make tough decisions required in policing. This allows insight into your motivations as a leader. Are you in charge to enforce a zero defects mentality or are you there to help those in your charge learn, unlearn and relearn, removing the walls that separate people and ideas?

Over time integrity turns to trust and that trust when created and nurtured turns into loyalty, a loyalty that that forms a cohesive unity amongst members of the organization. In contrast if you have a lack of integrity, it will lead to disloyalty and hence distrust and the negative effect on execution and the outcomes you desire. Doing what's right is integrity. Doing the right thing for the right reasons is loyalty strengthened by integrity. Very powerful attributes that affect all we do.

Integrity and loyalty are attributes we must nurture with strength of character to keep us in check. We need to stop jumping to conclusions, passing the buck, grabbing the credit, throwing our weight or egos around and stepping on others who challenge our thoughts. Instead let's believe in ourselves and in others for the right reasons. Imagine the impact this has on our abilities to truly make a difference in the complex and even sometimes chaotic problems we must solve such as, workplace violence, terrorism, ongoing deadly action (active shootings), police officer ambushes, officer safety, domestic violence, bullying and airline security, social problems, family related problems etc, etc, etc. I know it sound too damn simple doesn't it, almost a Pollyanna view of solving the world's problems? Maybe so but I firmly believe the answer does lie squarely in walking our talk with integrity that leads to what I will call "true loyalty" or faithfulness to the cause whatever that cause may be for all the right reasons.

None of us are perfect and quite frankly taking a stand of loyalty steadied on the foundation of integrity for many of us takes a leap of courage, a leap well worth taking if we truly wish to get the best out of ourselves and others we work with. Can it possibly cost you something? Sure it can. But it's the price we sometimes must pay for getting things done. *If every person walked their talk, can you imagine how it would be?*

Patrol Rifle Necessities

By Abner Miranda

From Law Officer Magazine 7/23/10



Keep it simple, but a light and an optic have a place on any AR. Photo Courtesy Todd Bailey

This is an excellent article which appeared about a year ago in Law Officer Magazine - Editor

Many years ago, I worked for an agency that issued us M4s but didn't allow the use of optics of any kind. Now, granted, even just 10 years ago optics were a bit clunky and overpriced, so agencies tended to steer clear of them. This is no longer the case: Optics are now very small, super rugged and affordable to all. So why are we still seeing agencies that refuse to allow their use? Ignorance is one reason. Bean counting is another. And of course there's the good old, "I want uniformity among the ranks" mentality. OK, let's have *that* conversation.

It Starts With Ambi Parts

Ambi parts on guns have been a big point of contention for years. The simple answer as to why they're such a sticking issue is that ambi parts almost always require some level of disassembly to install. This creates the potential of damaging the weapon, so, yes, it's a valid issue.

Further, most righties see ambi parts as a luxury for lefties at their expense. We lefties—that's correct, I'm a southpaw—see ambi parts as an op-

erational necessity, not a luxury. Neither party wants to meet in the middle. But, as luck would have it, things are slowly changing for the better. It wasn't until attending my first tactical rifle school that I learned that ambi parts are an operational necessity for all shooters. So, what does this have to do with optics? A lot. A closed mindset restricts the end user from setting up their rifle as they must. "Here's your rifle; you can't add to or detract from it" is highly dangerous statement. Quite often the folks making decisions for the entire agency are being pressured from the accounting side of the house and are being told "this is what you have to work with and that's it." So what happens is that agencies, most often, choose a gun based on the lowest bidder, then adopt policies that restrict anything from being added to it.

It's that "you can't add anything to your gun" mentality that's the problem here. Rolling the optics into the anything category makes it impossible for officers to be as accurate as they can be.

I recognize that it's important to restrict what you can and can't do with an issued weapon at the officer level. If officers were given free run of their guns, they'd make them look

like Swiss Army Knives with all the cheap crap available on the AR market. This would make for an ineffective gun/officer combo that could prove deadly when that weapon had to be deployed. The simple fix is to restrict the "add on" list to lights and optics from a recognized group of manufacturers.

Now let's look at the other end of the spectrum on this all-or-nothing mentality. The current standard of training is to issue an officer an AR-15. We then ask him to become proficient with the weapon. Things like shoot-or-no-shoot drills and mag changes are fairly simple and easily mastered.

Now, ask that officer to quickly acquire a target standing between and just downrange from two no-shoot targets. Before he does, create combat conditions by ramping his heart rate up with a quick sprint across the range. Now you've created a problem. Unless that officer has an optic on his gun he'll be hard pressed to accomplish that drill without winging one of the no-shoot targets.

Give an officer a weapon capable of blowing holes through cars, then refuse him the one tool that makes that weapon as accurate as it can be and you've just delivered your agency to the opposition.

They Always Have a Lawyer

It's a foregone conclusion that modern law enforcement agencies must, to some degree, make policy based on liability issues. Just as it's a liability to not have AR-15s issued agency wide, it's a bigger liability to not have optics issued with those rifles. Look at it this way: How big of a liability do you think it is to issue a duty pistol without night sights? That's pretty bad, huh? Without those night sights the pistol isn't as accurate as it can be in a high stress situation. To issue a duty rifle without optics is equally as bad.

The first time that an officer deploys his AR-15 and misses, God be with you. Any attorney worth his salts will quickly find at least one officer in your agency that'll roll over on the brass and say, "I fought for optics but

was turned down.” Then they’ll spend an hour discussing the ways that this tragedy could’ve been avoided if you had optics. Trust me, I’ve been on the witness stand before.

If you’ve been issued an AR, thank your lucky stars that at least your command staff cares enough to drag your agency out of the dark ages and get you the tools that’ll help you survive the inevitable. I work for Signal Mountain Police Department in Tennessee. Although my town, for the most part, is a quiet, well-behaved place, we still have AR-15s in our cars so as to be able to deal with anything untoward that might arise. These guns are issued to the individual officer and not the car—that needs no explanation. We carry Smith & Wesson M&P-15 ARs with EOTech 512 optics. Even though I have an excellent optic on my AR, I don’t fall into the lull of false security in trusting an electronic device.

Train For Failure

One of the drills that we practice with our ARs is an optics failure. No matter how rugged you may believe your optics are, they can fail you. Recently, we discovered that our foam-lined cases were turning our optics on and draining the batteries. I happened upon this first because I’m fanatical about maintenance on my duty weapons. I popped open my rifle case six weeks after the initial issuance of the weapon and pressed the “on” button on my EOTech, only to find that it didn’t activate. It turns out that the foam that enveloped my AR had made its way around the edge of the optic and the rocking of the vehicle was turning the optic on every day. This could have been one of those things that I discovered on a call where the AR needed to come out. I remedied the problem by cutting a larger swath of foam out of the case from around the optic. Problem solved.

The optics failure drill that I train on is very simple. Pop up your “back-up iron sights” or BUIS and co-witness right through the optic. What you find is that acquiring your BUIS picture is actually accomplished more

quickly with an optic on your AR than without. For the same reason that your optic, when running, helps you acquire your target quickly, it does the same thing when off. Mind you, the result is a bit sloppier, but still valid.

The confining borders of your given optic create a CQC visual zone that draws your eyes into it. This is actually an accurate enough technique to hit out to 50 yards. Trust me on this: I do it all the time when teaching new shooters. In fact, I want you to fold down your rear BUIS and do this with only your front sight up and your optic turned off. Coincidentally, that may be all you have to work with should things progress quickly enough.

Back To Black

Back to black: This is a phrase that I came up with to go back to the roots of the “black rifle.” Iron sights will never fail you, which is why I harp on the subject of training with them constantly.

One of the drills that’s a good combo of target acquisition and stoppage drills follows. Stand at the ready with your target at the 25 yard line. When your range buddy (never shoot alone) says “go,” rack your gun, and bring it up. With the optics turned off, and only your front BUIS up, you should still be able to get a solid lock on the center mass of your target. Squeeze off a few rounds, switch to “safe,” let it hang on the sling, then do it again. If your range buddy has done their job, they’ll have hidden a few inert rounds in your round count. When you pull the trigger and get a click, don’t just stare at the gun. Tap, rack and bang applies to rifles too.

By looking through the optic you can actually center the front sight inside of the parameters of the reticle. If the front sight is right of center, left of center or top to bottom, your aim is off. Make your correction and pull the trigger. If you didn’t hit center mass, it’s your range buddy’s job to smack the back of your head because this stuff isn’t rocket science.

Own the Night

I have a friend who works for a local

agency here in Hamilton County, Tenn. He recently shared with me his excitement that his agency was issuing AR-15s agency-wide. The agency heads bought them, trained their armorers and issued them all under 60 days. That’s impressive. Because the choice of optics is much more diverse than the choice of lights, and time was of the essence, they chose to issue the guns with a light and get optics later. They went with the SureFire M500A, which is, in my view, up at the top of the food chain when you’re talking illumination tools. The rifles were finished off with night sights, and an A2 carry handle.

The reason I mention all of this is because his agency clearly sees the value of going back to black. In a CQC environment, aiming is almost an afterthought. If you’ve ever done any building clearing, you know that unless you’re dealing with hostages in the mix, you’re mostly sweeping a room for threats that need to be stopped. You move with a purpose and take action immediately upon identifying the threat. The beauty of having a great light on your gun is that you’ve just killed two birds with one stone. If you have to choose between optics or a light, and you only have time or money to get one—buy the light!

Buy the Light

One of the first things I do when teaching a new shooter is slap a light on an unloaded gun and take them into a darkened room. I then say, “If the light is on the gun and you see the beam on the target, where do you think the bullet is going to hit?” Point and shoot becomes so “duh” in this environment that it’s like having a wide laser beam coming out of the front of your gun.

By installing a strong light on your patrol rifle you have in essence created a target designator for low light deployment. The M500A qualifies as “strong light” trust me, don’t stare right into the beam. At 225 lumens, it can overpower closed eyelids and cause an almost physical reaction in your adversary. I’ve seen people physically cower when hit with the

Patrol Rifle Necessities *(continued from previous page)*

beam of a tac light. If the bad guy's hands are busy trying to shield their eyes, they won't be busy attacking you—buy the light!

Here's a great learning drill for you: Take your unloaded rifle, and using your tac light, clear your darkened house. In every room pick a human sized object to be your target. What you find is that you don't even have to aim; the light is aiming for you. Furthermore, when you put your eyes behind the sights you get a front-sight picture that's so perfect, you just can't miss. Trust me: I've been doing this for a long time. You'd be surprised how fast you can put seven shots into a target from across a ten foot room

without "aiming." Please understand that I'm not condoning the "pray-and-spray" technique. I'm just saying that in CQC you should not be aiming—there's no time. Remember: Your goal in such an environment is not sight alignment and trigger squeeze and all that crap that we had drummed into us umpteen years ago. This is threat ID, shoot the threat to the ground, and move to the next threat. Don't over think it.

I had an excellent academy, firearms instructor many moons ago named Lance Biddle. Mr. Biddle changed a lot of my thinking for the better. He told me several times, "I don't want to see all your shots in a perfect little hole; I

want large jagged areas of coverage within center mass." Brilliant—nay, genius, I say! What a concept! Shooting to survive instead of score. Target shooting for score is exactly that: shooting for score. You're a cop, train like you mean it. There's a reason that modern LE weapons carry round counts in the double digits. Use them. Bullets are cheap compared to the value of your life.

Author's note: *Many thanks to Sure-Fire for providing me with this great M500A for the article. Thanks also to Hornady for the training ammo that makes this sort of high round count training even possible. And lastly, to you my fellow officers, thanks for training and doing your part to keep our nation safe. See you on the streets*

Nominees Wanted for the James F. Ring Outstanding Firearms Instructor of the Year Award

In 2010, MLEFIAA began an annual practice of acknowledging outstanding achievements in firearms training here in the Commonwealth of Massachusetts. The inspiration for this award was Inspector Jim Ring (Concord PD) who, as the MPTC Statewide Coordinator for Firearms Training, set the playing field for the much needed overhaul of the firearms training curriculum and worked closely with the MLEFIAA E-Board to bring the Association and MPTC closer together. Jim was a life member holding membership #40. Just before Jim passed away in 2010, the MLEFIAA Executive Board approached him to see if he would support an award given in his honor. He agreed however his deteriorating health and untimely passing prevented him from making the presentation.

The James F. Ring Outstanding Instructor Award acknowledges a MLEFIAA instructor whose efforts have made a significant impact in advancing the state of firearms training in the Commonwealth of Massachusetts. Sgt. Bill Leanos was selected to be the first recipient of this prestigious award for his efforts in carrying out the goals set by his predecessor. The time has come to select the 2011 recipient and the Awards Committee needs your help. If you know an instructor who has gone above and beyond to improve firearms training here in the Commonwealth, please send a short note identifying the instructor and why you believe they are deserving of the award to 3VP Bill Peterson (blpetsn@gsinet.net).

Product Review *by Todd Bailey*

TRAIN SAFE barrel inserts

Earlier this year I attended the vendor's expo at the ILEETA Conference. As usual, there was a lot of great gear on display there and I felt like a kid in the candy store. One item caught my eye because it was simple and inexpensive which is a requirement for today's instructor on a tight budget.

Train Safe LLC manufactures barrel inserts to disable your service pistol from chambering or firing live ammo. A good firearms instructor will have their officers training with their weapons out in realistic scenarios. Most of the time we want to run the initial drills with no live ammo for obvious safety reasons. Using Blue or Red guns is a solution but an expensive one considering the average handgun simulator costs almost fifty dollars.

Invented by John Carlin, a police firearms instructor with many years of experience, Train Safe barrel blocks are a fool proof economic solution to this problem. It takes about 30 seconds to install the barrel block. After removing the magazine and insuring the weapon is unloaded, field strip the pistol as if for cleaning. Insert the barrel block. Reassemble the pistol. The block prevents any

live rounds from being chambered and it also serves as a visual "flag" at the muzzle indicating the weapon is safe for training. The barrel blocks are a bright orange polymer which are manufactured to fit a specific firearm. This is NOT a "one size fits all" half assed product.

Unlike solid plastic "firearm simulators", the Train Safe barrel block allows you perform magazine change and dry fire drills. Because the barrel and chamber are blocked, there is no chance of introducing a live round into the weapon. Your officers can train with their duty pistol with a significant reduction in the likelihood of an unintentional discharge.

To test the manufacturer's claims, I tried to introduce a live round into the pistol with the Train Safe barrel block in place. The live round was stripped off the follower but dead ended against the barrel block. It is impossible for a round to be chambered with this in place. Even if an officer mistakenly brings a magazine with live rounds into the training area, they cannot be chambered.

To return the weapon to firing condition, it must be field stripped, remove the barrel and remove the barrel block. Reassemble the weapon and you are good to go. This takes less than a minute including the function check.

If you are using a Safariland holster de-

signed for a pistol with a tactical light it probably has a muzzle insert to stabilize the pistol if the light is not mounted. This will interfere with the Train Safe barrel block and make it impossible to completely holster the pistol. Shortening the barrel block defeats the purpose of being able to visually see that it is in place so that is not a solution. That was the only drawback to this product that I could find.

Train Safe makes barrel blocks in 9mm, .357 SIG, .40 S&W, .45 ACP and .45 GAP for the major service pistol models. The insert is designed to extend slightly from the muzzle to provide the visual indicator that it is in place. The cost is about \$5 per unit which makes it a significant savings over other products.

John also gave me a version designed for a 5.56mm patrol rifle which I have been using extensively during training. The fiber optic like rod can be cut to length to fit your particular patrol rifle or carbine.

The Train Safe barrel block is a rugged product which should be in your gear bag and it's not a bad idea for every officer to be issued one.

For more information or to order on line, check out their website www.trainsafe.us. You can also contact Train Safe at trainsafe.us@gmail.com or call them at 507-467-2526.



Catastrophic Pistol Failure *by Todd Bailey*

MLEFIAA member Greg Newman shared his story and the photos in this article. Greg is a IPSC shooter and had just purchased a Bar-Sto barrel for his Glock 21. The ammo was .45ACP reloads using a bullet weight and powder charge that he has used for some time with no problems. Greg states he uses a progressive reloading press so a double charge is highly unlikely.

Fortunately Greg was not seriously injured during the incident. As you can see from the photos, an over pressure event occurred and the lower portion of the chamber failed causing the gases to vent downward into the trigger group and magazine. As a result, there was significant damage to the barrel and slide which was bulged out on the right side near the ejection port (the weakest side). The trigger group was damaged and the trigger was blown down and out of the frame.

Greg's suffered a laceration of his trigger finger caused by the trigger

being blown clear of the trigger group. You can also see that the magazine base plate was blown off as the gases vented downwards through the magazine tube.

The cartridge case remained in the chamber however the lower portion shows signs of bursting under the high pressure. The upper portion of the barrel hood remained locked up in the ejection port of the slide. Several longitudinal fractures are found extending forward from the chamber area almost to the muzzle. The extractor appears to have remained in place. It is unknown whether the firing pin safety and firing pin were removed after the event or as part of the failure.

The force of the failure caused the slide to disengage from the front rails. The recoil spring remained in place but the guide rod appears to have broken about 0.5 inches from the muzzle end.

Greg reports the most likely cause of this failure was an insufficient powder charge in the last round fired. A squib

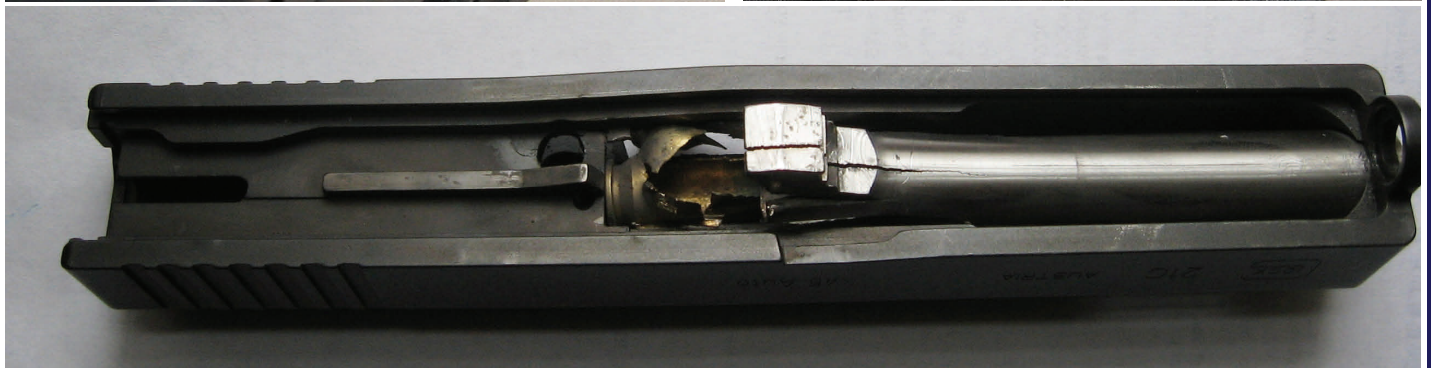
load would normally be associated with this however the barrel showed no signs of bulging nor was there a ring in it. Instead of burning at the usual rate, the charge may have "detonated" causing a sharper pressure spike. I cannot find much information on this although I remember reading an article several years ago which stated an under charge is far more dangerous than an over charge and would likely "blow up" the pistol rather than be a squib load.

The purpose of this article is not to point fingers at anyone or any company's product. Steel can have flaws which are not apparent to the naked eye. Use care when shooting reloaded ammo. Be aware that even factory ammo can have defects. Wear the required personal protective equipment when on the range and be aware of any anomalies in your weapon which may be an indicator that something is wrong and bears checking.



Catastrophic Pistol Failure

Photos courtesy of Greg Newman



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