

**PATROL RESPONSE TO  
CONTEMPORARY PROBLEMS**



The National Tactical Officers Association

# **PATROL RESPONSE TO CONTEMPORARY PROBLEMS**

Enhancing Performance of First Responders  
Through Knowledge and Experience

*Edited by*

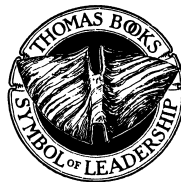
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*This book is dedicated to the patrol officer,  
whose daily efforts all too often go unrecognized.*



## FOREWORD

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

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

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

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

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

Deputy Sheriff Richard Carmona, M.D.

Pima County Sheriff's Department, Tucson, Arizona

SWAT Team Leader

(Deputy Carmona is now on active duty as Vice Admiral Carmona, the United States Surgeon General.)



## PREFACE

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

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

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

J.A.K.



## ACKNOWLEDGMENTS

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

- The authors of individual chapters, who shared their experiences and expertise for the sole purpose of assisting patrol officers;
- Mary Heins, who coordinated the project and assembled manuscripts in preparation for editing;
- Janice Kolman, who was responsible for data entry of all manuscripts;
- Laurie Dau, who was instrumental in designing the cover and preparing photographs and diagrams for proper placement within the text;
- and finally the Board of Directors of the National Tactical Officers Association, without whose foresight, dedication and support this book would not have been possible:

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Mike Foreman  
Bud Graves  
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Phil Hansen  
John Kolman, Emeritus  
Ron McCarthy  
Joe Martel  
Steve Smith  
Jim Torkar



## EDITOR'S NOTE

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

### Examples

#### *Restructuring*

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

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

#### *Plural Pronouns*

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

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

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

### Photos

All photos have been provided by the authors.

## DISCLAIMER

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



## CONTENTS

	<i>Page</i>
<i>Foreword</i> .....	vii
<i>Preface</i> .....	ix

### **PART 1** **PREPARATION AND CONDITIONING**

<i>Chapter</i>	
1. The Indomitable Mindset: Winning is Everything in a Lethal Encounter .....	5
<i>George W. Ryan</i>	
2. A Fight for Your Life .....	27
<i>John McCarthy</i>	
3. Kill or Be Killed: A Story of Survival .....	35
<i>Stacy Lim</i>	
4. Fitness for the Modern-Day Law Enforcement Officer .....	39
<i>Duke Speed</i>	

### **PART 2** **TRAINING AND EQUIPMENT**

5. Principles of Combat Shooting .....	51
<i>Steve Rodriguez</i>	
6. The Intermediate Rifle and Patrol .....	71
<i>Robert W. Parker</i>	
7. Less-Lethal Force Options: Specialty Impact Systems .....	91
<i>Donald Whitson</i>	
8. Explosives Recognition for First Responders .....	109
<i>Tom Lynch</i>	

**PART 3**  
**PATROL PROCEDURES**

- 9. Canines and Patrol Operations .....121  
*Brad Smith*
- 10. Vehicle Stops .....141  
*Robert D. Magnuson*
- 11. Building Searches .....153  
*Ronald M. McCarthy*

**PART 4**  
**PATROL RESPONSE TO CRITICAL INCIDENTS**

- 12. First Response to a Hostage/Barricade/Suicide Incident .....165  
*Michael G. Wargo*
- 13. Immediate Action/Rapid Deployment .....173  
*Mike Odle*
- 14. Unified Command: From Planning to Response .....199  
*Michael DeCapua*
- 15. First Responder to Weapons of Mass Destruction Incidents ... .209  
*Richard Carmona, M.D.*

**PART 5**  
**LEGAL ASPECTS**

- 16. Litigation and Surviving Lawsuits and Prosecution .....217  
*Ronald M. McCarthy*
- 17. They Arrested Me for First-Degree Murder: A Street  
Cop's Story .....229  
*Jeff Gabor*
- 18. Understanding the Legal Process .....247  
*Eugene P. Ramirez, Esq.*
- About the Editor* .....255



**PATROL RESPONSE TO  
CONTEMPORARY PROBLEMS**



## **Part 1**

# **PREPARATION AND CONDITIONING**



**GEORGE W. RYAN**

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

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

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

## Chapter 1

# THE INDOMITABLE MINDSET: WINNING IS EVERYTHING IN A LETHAL ENCOUNTER

GEORGE W. RYAN

### INTRODUCTION

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

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

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

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