ADAPT and ADJUST
STAY SAFE & IN CONTROL PG. 10
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About the Cover: Members of the Lompoc Police Department SWAT team keep an eye on an occupant in a vehicle during a drill at the Allan Hancock College Public Safety Training Facility in Lompoc. PHOTO: MIKE ELIASON
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THE CATO NEWS

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Imagine awakening one morning with stomach pains so severe that you seek medical help. At the doctor’s office, you fill out the usual forms. When the doctor meets you, he briefly glances at the forms and performs a cursory exam, then assures you that your ailment is commonplace and nothing of concern. As you leave, you are struck by the conspicuous lack of any diplomas, certificates, licenses or other credentials that are so common in all doctors’ offices and begin to feel unease at the seemingly cavalier attitude that has led to the diagnosis and recommended treatment, and so decide to seek a second opinion.

Upon arriving at the second doctor’s office, you again fill out the usual forms and are escorted to a waiting room. While there, an assistant takes your blood pressure, pulse and temperature and then asks you questions on your general state of health and current symptoms. When the doctor arrives, she asks questions like: “Is the pain sharp or dull? Is it steady or throbbing? Where, precisely, is it?” Does it occur at certain times of day? Does it get better or worse with eating? Does it feel better or worse on bending over? Does it feel better or worse on moving around? Does it feel better or worse when you hold something like a pillow? Does it feel better or worse when you do something like sit or stand? Does it feel better or worse when you rub a certain part or do a certain thing?”

Regardless of the diagnosis and recommendation, which of these two scenarios instills confidence? Sadly, the first scenario is a virtual model for tactical operations and disaster responses in American law enforcement. There are few questions asked because there is little or no understanding of what is actually unfolding. The common symptoms identify a situation like barricaded or fleeing suspect, high-risk warrant service or active shooter. Each comes with common protocols for correction. Applying the “school solution,” without any knowledge of whether it is appropriate, makes us all the functional equivalent of witch doctors. Whether it is magic potions and chants in curing disease or platitudes and smoke and mirrors in handling tactical operations, our ability to apply bona fide science for informed planning and decisions is decidedly lacking.

In the conventional understanding, we can all legitimately claim we are professionals. After all, we get paid for what we do. The problem is that there is no way to distinguish those who are truly experts from those who simply draw their pay. It is no wonder, then, that juries are easily confused. A plaintiff’s “expert” who provides his credentials seems as credible to a lay jury as the actual decision maker who spent great personal effort in mastering a craft and anguished over an appropriate course of action. Likewise, all court experts cite their “experience” as one of the factors that establishes their expertise. Many cite the number of years in a particular field, which may sound impressive, but ignores the possibility of tenure with nearly no actual experience.

None of us would choose a doctor solely because she was getting paid as a member of the medical community. We want demonstrated competence before entrusting our health, and even our lives, to a doctor’s decisions. We expect a doctor to be current in the latest treatments and knowledgeable in new developments. If he or she specializes, we also expect advanced knowledge in the specialization—obstetrics, orthopedics, cardiology and the like. Recognition by other professionals for meeting the criteria and standards of their discipline with the requisite knowledge, skills and abilities to adequately perform in a particular field is commonplace. We identify these professional credentials in the form of diplomas, certificates, licenses and other credentials. The consummate professionals, however, not only meet and exceed all the criteria, but excel in all aspects of the profession and personal conduct. They are the inspirational examples who have a passion for excellence and who strive for the flawless. Their personal creed is based on best practices, not minimum standards. These people are not only interested in being the best of their profession but in improving the profession itself. If cancer was threatening your life, wouldn’t this type of person be the doctor you would prefer? So it is with tactical operations and disaster responses.

As in medicine, tactical shortcomings are measured in lives, and so it is with great excitement that I announce the CATO Board of Directors unanimously voted to adopt a five-year plan to develop the certification program to identify experts in the domestic law enforcement tactical community. This project will be the first of its kind and will seek to identify and prepare bona fide experts who are not only recognized by their professional colleagues, but by courts and laypeople alike, as fully capable in performing the essential skills, functional roles and leadership requirements for domestic law enforcement special operations.

Certification will focus on three specific areas: specialized skills, such as chemical agents, first aid, breaching, surveillance, and so forth; functional roles, such as negotiations, entry, canine, TEAMS, and the like; and in broader roles such as operator, supervision and management. The full proposal is available on the CATO website at: www.catonews.com
by Pastor Gunnar Hanson

First and foremost, I am very thankful to be given this opportunity to write my first article for the new “Chaplain’s Corner” section of the CATO News. I’m not a law enforcement officer, nor have I ever been a SWAT officer. As a former Navy SEAL, I understand and respect the exclusiveness of certain fraternal orders. So thank you for allowing an outsider like me to write an article like this for your publication.

I became a SEAL as a young man, a kid really, with no spiritual background. I became a Christian after I got into some trouble early in my time as a SEAL. To say “some trouble” means that I was charged with resisting and evading arrest after a night of drinking. It almost cost me my career as a SEAL. I was devastated because being a SEAL was my whole identity. Thankfully, my career was spared, but only after a very turbulent year. In the midst of this season, I came to faith and became a Christian.

Becoming a Christian as a SEAL led to another crisis of sorts. I wasn’t sure how faith fit with the culture. I’ll never forget my first real-world combat mission as a SEAL. I remember locking the magazine into my MP-5 thinking, “How’d you get yourself into this one, Gunnar?” At the time, I wasn’t sure what God thought about what I was about to do. Was God OK with me roughing up another human being, or even killing someone if the situation called for it? Regardless of what God thought, I would carry out the mission because I wouldn’t let my brothers in arms down in combat. I would have to wrestle through my questions later.

As a pastor who was a former Navy SEAL, I often asked how individuals reconcile their faith with their lives as law enforcement officers or soldiers. I believe the struggles I faced are very common among warriors regardless of branch of service or law enforcement.

I would like to suggest two very brief thoughts:

1. God endorses the warrior. Throughout the Scriptures, God places His blessing on the warrior class. There is evil in the world and God has given His blessing to the warrior who restrains evil in protecting the innocent. There is no clearer example than Romans 13:3-4, where it is explained that God has ordained human government to restrain evil on His behalf. I see nothing in the Scriptures suggesting that those of faith have to be pacifists and forbidding them from serving in law enforcement. But with this endorsement, the warrior is not exempted from accountability.

2. God cares about the integrity of the warrior. Great integrity is required by those who serve in the law enforcement field. This is especially true of elite units like a SWAT team. You’ve been given a great trust by those who serve in law enforcement. But you are under a greater accountability from above. This is the importance of fearing God as a warrior—for we each will give an account for our actions. My prayer is that God would help you live out your calling with peace and integrity of character.

I’d like to conclude with an obscure verse in the Bible. First Peter 2:17 says, “Honor all people, love the brotherhood, fear God, honor the king.” Did the phrase “love the brotherhood” catch your attention? It caught mine. For those of us who have served, or are serving, in special units like a SEAL or SWAT team, we love a brotherhood that is hard to describe to those who have never been a part of it. To guard one’s integrity from within a special unit like this requires that we understand we are accountable to a higher source. This is the importance of fearing God as a warrior—for we each will give an account for our actions.

My prayer is that God would help you to live out your calling with peace and integrity of character.

Pastor Gunnar Hanson is a former U.S. Navy SEAL. He volunteers as a San Diego Sheriff Chaplain and Escondido Police Chaplain and is the senior pastor of Valley Baptist Church in Valley Center, California. You can read more about him and his inspirational beliefs at www.sealpastor.com
A n organization that tries to be in control of everything will not be successful in crisis. In our efforts to bring order to chaos, the overwhelming focus is to gain control of everything possible. We attempt to control the first responders: the police, fire, EMS and the by-standers who take initiative to help in the response. We intend to control the victims and the bad guys. We angle to control the media that are intent on getting the story. We wish to control the response from families and friends, who are overwhelmed with emotion and fear. We endeavor to collect and gather information that may shed light on the situation and those involved. We then analyze the information and distribute it to those who need to know. We plan to control everything in an instant even as we are maneuvering initially to contact the problem, mobilize our resources and set up our long term responses and command and control systems.

In doing so, we are stifling the effectiveness of our responses because of our efforts to control. Quite frankly, leaders in law enforcement must become much more comfortable with being in command and out of control. This does not mean we have a free reign and anyone responding to a crisis does whatever he pleases. There needs to be a clear mission, intent and focus. The need for command arises from—and varies with—the size complexity and differentiation of a law enforcement agency and the size and scope of the crisis. A one-man response requires no command, at least not in the sense that a 100-man, mutual-aid response does. One man in command cannot have control over all these colliding factors.

Crisis is not a linear cause-and-effect situation. It has a non-linear and cascading effect that can only be influenced, shaped and reshaped by rapid and sound observations, orientations, decisions and actions—by people on the ground, closest to the action who are processing what’s happening in real time. We saw the effect of being in command and out of control, at the initial response to the Boston Marathon bombing last year. Immediately after the explosions, people responded without bosses telling them what to do and where to go; they just did what they knew how to do. Yes, they were prepared for emergency responses—a command post was part of the pre-race planning. But they were preparing for marathon injuries and illnesses, not a terrorist attack. Regardless, that initial response was close to flawless and no bosses directed a thing.

This type of adaptable response illustrates the success of having a common goal, a common mission and robust preparation. It illustrates the need to a leader attempting to “puppet master” all the people into the right places, rather than preparing his team beforehand and having the faith and trust to let them free to do what they know how to do. Being in command and out of control is rooted in organizations that have developed a high level of mutual trust. Mutual trust is the internal harmony that converts a mob into a team. It underlies all components of learning organizations and lubricates the response system so it can work through real-time problems in a timely and effective way. We have seen the power of mutual trust win wars and it has a similarly profound effect in other human outcomes. It’s too important a concept for policing to ignore.

“… the first thing I told our staff is that we would be in command and out of control. By that, I mean that the overall guidance and the intent were provided by me and the senior leadership, but the forces in the field wouldn’t depend on intricate orders coming from the top. They were to use their own initiative and be innovative as they went forward…”

—GENERAL PAUL VAN RIVER, US Marine Commander

IN COMMAND AND OUT OF CONTROL

COMPLEX AND CHAOTIC EVENTS require adaptive interaction and an adaptive response
Only open systems can adapt adequately to change, so an organ¬

ism needs to maintain interaction with its environment. Without sur¬

vive, writes Frans B.P. Osinga, in his book “Science Strategy and War: The Strategic Theory of John Boyd.” This open system is where you are exposed to the street or to conflict and crisis response, means we are open to con¬
tinued learning—coping with the current situation with all our senses and experimenting with tactical options rather than solely applying solutions to text book scenarios. This requires responders be adaptable and able to make effective change to an altered salutation. Leaders must understand that attempting to control responses hinders adaptability, creates friction and slows decision making which is detrimental to effective responses.

Organizations such as police de¬
partments must take responsibility for how they lead, educate and train their officers if they are to thrive in the crisis and uncertainty of crisis and conflict. No longer is the policy- and procedural-driven disposition that has en
guished policing over the past 25 years good enough at handling the adaptive challenges we face in crisis and conflict. Especially in the initial stages, when uncertainty and chaos are creating disorder at its great¬
est level, we need actively thinking responders who possess the explorer and experimental mindset. We are starting to see our profession evolv¬
ing ever so slowly toward this under¬
standing.

The California POST steering committee “Edge of Chaos” concept definition of crisis response is to “Improve the Incident Commander’s ability to function within the ‘golden hour’ of critical incidents. This ‘golden hour’ is defined as the chaotic stage of an incident in which the crisis is still fluid, meaningful information is difficult to obtain and situational awareness seemingly impossible to establish. In this initial period, it is difficult to determine how to set mul¬
tiple groups, people and agencies on a path towards resolution.”

Ultimately this group’s focus is about leadership and developing the ability to make good decisions in extreme conditions while applying intuitive, sensible strategies aimed at working through chaos and toward the implementation of an implemen¬
tational incident command. In other words they are beginning to develop first responders who are indeed prob¬
lem solvers by teaching them how to think instead of telling them what to think.

This is important definition be¬
cause there are already ideas on how to create and nurture adaptability in the changing face of crisis and con¬
cflict. It is described as an emerg¬
teory. The theories of Col. John Boyd, in his briefing titled “Organic Design for Command and Control” advocates the type of command structure and command climate focused on leader¬
ship and appreciation that inspires unity and cohesion. I describe this as mutual trust. It’s what I believe will help police thrive in complex and cha¬
ootic situations.

The only tools we have right now to solve these complex situations are the National Incident Management System (NIMS) and the Incident Com¬
mmand System (ICS). ICS/NIMS are to
top-down oriented and rigid despite the effort and mantra that it is grow¬
ning from the ground up and meant to be flexible. All too often responders and incident commanders are overly con¬
cerned with the process of ICS and setting up structures (commanders, staging areas, rally points, etc.), which affect the fluidity of the initial course of action.

Each episode of crisis is the tem¬
porary result of a unique combination of circumstances, presenting a unique set of problems and requiring origi¬
nal solution. Nevertheless no episode can be viewed in isolation. Rather, each episode merges with those that precede and follow it, shaped by the ex¬
former and shaping conditions of the latter, creating a continuous, fluctuat¬
ing flow of activity chock-full with fleeting opportunities and uncertainty. This is Boyd’s quote from the USMC Warfighting Manual. Because crisis and conflict are fluid phenomenon, response to crisis and conflict requires flexibility of thought. Success depends in large part on the ability to adapt—to proactively shape changing events to our advantage—as well as to react quickly to constantly changing conditions.

Before looking at the ICS structure, first responders can help resolve or minimize the crisis by gathering real-time information that reduces the uncertainty and disorder that hinders the right course of action. Beyond that, first responders can create and maintain leadership throughout the organization. Not everyone has the skill set to do that, but it can be de¬
veloped and influenced with the right training and education and adaptive leadership.

What can we distill from our cur¬
rent culture to make people successful at handling unconventional conflict? What skills should we nurture?

The theory to help us in this arena is already out there. We need to adapt it to our culture. That takes hard work and time. We did not form the top¬
down leadership structures overnight, nor can we overnight change to a bottom-up culture. Engaging others in developing new values and prin¬
ciples evolved over time in an effort to control and improve step by step, is what it will take.

ORGANIC DESIGN FOR COMMAND AND CONTROL

Boyd proposed a set of command and control thinking principles that he included in his “Organic Design for Command and Control” briefing:

The fundamentals he emphasized include:
• The insight and vision to unveil adversary plans and action as well as to foresee your own goals and appropriate plans and ac¬
tions.
• The focus and direction to achieve your goal or aim.
• The adaptability to change under uncertain and ever changing circumstances.
• The security to remain unpredict¬

able hamony of effort nor initia¬
tive for vigor. Adaptability implies variety and rapidity. Without variety and rapidity one can neither be unpredictable nor cope with chang¬
ing and unforeseen circumstances. Without security one becomes predict¬
able, hence one loses the benefits of the above.

When you are dealing with adap¬
tive challenges, which are what con¬
flit and crisis are made up of, there is no obvious answer to the question: “What is going on here?” Trying to define the problem at hand is a con¬
tenious act in itself. Leading through this uncertainty requires courage, te¬
nacity, and an experimental mind-set. Try things out, see what happens, and make changes accordingly. When you adopt an experimental/explorer mind-set, you actively commit to an intervention you have designed while not becoming wedded to it. That way, if it misses the mark, you do not feel compelled to defend it, and instead you are adaptable. This mind-set also opens you to other, unanticipated possi¬
bilities or other tactical options.

Being in command and out of con¬
trol requires adaptive leadership and bottom-up decision making by trained and developed professionals. It’s a command system that will allow you to foster harmony and initiative while maintaining variety and rapidity to exploit opportunities to get things done. Unfolding conflict situations require leaders be in command and out of control—"are you?"

FRED T. LELAND, JR. is the Founder and Principal Trainer of LEIC: Law Enforcement Information and Security Consulting (www.leic.net). He is the author of “Adaptive Leadership Handbook: Innovative Ways to Teach and Develop Your People, written for police and security professionals, published in January, 2014, and is available on Amazon. In addition to his work with LEIC, Fred Leland is an active lieutenant with the Wyomissing (PA) Police Department. He previously worked as a deputy with the Charlotte County (FL) Sheriff’s Department and before that spent six years with the United States Marines including as a squad leader in Beirut, Lebanon. Leland is an accomplished trainer with more than 28 years’ experience teaching law enforcement, military and security professionals. His programs of instruction include handling dynamic encounters, threat assessment, non- verbal communications, decision making under pressure, evolving threats, violence prevention, firearms, use of force, officer created jeopardy and adaptive leadership. He also is a 2004 graduate of the FBI National Academy (Class 214), and a current instructor for the Massachusetts Municipal Police Training Committee. Outcomes based training and education (OBTE) is his approach to creating and nurturing decision makers to observe, orient, decide and act while considering consequences.

Resources for the article:
Science Strategy and War: The Strategic Theory of John Boyd by Frans P.B. Osinga, available on Amazon
United States Marine Corps Warfighting Manual, available on Amazon
Raising the Bar: Creating and Nurturing Adaptability in the Changing Face of War by Don Vandergriff, available on Amazon
Col John Boyd’s briefings available at http://www. ausairpower.net/AAPA-Boyd-Papers.html

Contact Sergeant Bill Lewis II (Retired) for more information at 508-845-0135 or visit http://catotwo.com/canine-liability-360

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CANINE LIABILITY 360
THE MAKING OF AN EXPERT WITNESS

EXPERTISE and COMPETENCE blend with CREDIBILITY and TRUSTWORTHINESS

BY EUGENE P. RAMIREZ & ADOREE YU

Discovering what it takes to become an expert witness is where the work begins. And the first thing you need to do is ask yourself the question: “Do you have what it takes?” First off, what is an expert witness? The fast and easy answer is a person possessing more knowledge on a specific subject than a layperson. Expert witnesses provide expert testimony regarding matters that the jury has insufficient personal knowledge. The goal is to provide information that allows the jury members to make the necessary inferences that leads to an intelligent conclusion on the material issues in dispute. The expert has acquired knowledge from unique experience not typically shared by the general population. That level of knowledge must be at least equivalent to that of his or her professional peers to qualify as an expert.

Courts exercise broad discretion in determining whether a particular expert is qualified to provide expert testimony. In reaching its determination, the court will consider the expert’s knowledge, skill, practical experience, training, or education in the relevant subject matter. Generally, though, expert testimony is regarded as merely advisory so it is the jury, not the court, which ultimately assesses the expert witness’ credibility and determines his or her persuasiveness.

EXPERT WITNESS QUALIFICATIONS

Because the expertise and competency of the expert witness is tested by not only an adversary but also by the court, his or her professional credentials must be impeccable. For this reason, attorneys will usually scrutinize a witness’ professional credentials when selecting their experts, inquiring into such factors as the expert’s education, professional licenses and certificates, membership in professional associations, academic and teaching appointments, publications authored if any, publications subscribed to or read regularly by the expert, and any other personal knowledge. The goal is to provide expert testimony regarding matters that the jury has available to them.

EXPERT WITNESS SELECTION

The jury is seeking a credible, trustworthy expert to objectively explain why police officers take the actions they do, including commands given, postures taken, and tactics employed. Potential experts will benefit significantly in remembering the following general tips for minimizing damage to one’s credibility when the jury or judge.

First and foremost, experts should never lie, bend or extend their testimony for any reason, regardless of whether they support police officers. It is equally important for experts to concede a well-made, factual point and never overstate.

EXPERT WITNESS CREDIBILITY

Why does a jury believe one expert witness over the other? The jury is seeking out a credible, trustworthy expert to objectively explain why police officers take the actions they do, including commands given, postures taken, and tactics employed. Potential experts will benefit significantly in remembering the following general tips for minimizing damage to one’s credibility when the jury or judge.

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... when preparing your expert witness resume, it is important to never overstate credentials. In fact, it is often better to understate than overstate.

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Why does a jury believe one expert witness over the other? The jury is seeking out a credible, trustworthy expert to objectively explain why police officers take the actions they do, including commands given, postures taken, and tactics employed. Potential experts will benefit significantly in remembering the following general tips for minimizing damage to one’s credibility when the jury or judge.

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First and foremost, experts should never lie, bend or extend their testimony for any reason, regardless of whether they support police officers. It is equally important for experts to concede a well-made, factual point and never overstate.
Experts taking the stand need to be wary of compound questions. There are often nasty surprises, tacitly hidden in the way the questions are phrased by opposing counsel, so it is important to request a breakdown of any compound question before responding. In preparation for a trial, the expert witness should review questions with the attorney and shape the responses to objections and interruption by opposing counsel. Practicing the use of common experiences to explain technical issues is also highly beneficial for communicating effectively with the jury (e.g., analogizing the projectile impact on plaster to a cue ball striking a rack of billiards). Generally, an expert’s expression of belief is not considered a mere guess, conjecture, or speculation, but rather is considered a positive, qualified opinion. On the other hand, an expert’s opinion that is utterly lacking in factual support will be considered nothing more than a guess and will likely not be admitted as evidence. An expert witness is not permitted to give an opinion, which is a mere guess. Nor is an expert permitted to give an opinion based on mere speculation or conjecture. Any opinion stated in terms of a “best guess” will be deemed an inadmissible opinion by the court. Although courts have held that expert testimony is not speculative merely due to the use of hypotheticals, as well as offer opinions as to the applicable standard of care in the law enforcement community. An expert should be aware of his or her potential problem areas. More importantly, to minimize any surprises, an expert should be familiar with any prior testimony given and also considered a mere guess, conjecture, or speculation, but rather is considered a positive, qualified opinion. Generally, an expert’s expression of belief is not considered a mere guess, conjecture, or speculation, but rather is considered a positive, qualified opinion. Like any other witness, an expert is permitted to testify as to facts of which he or she has personal knowledge. However, unlike other witnesses, the expert is permitted to testify even if he or she was only able to observe and assess the relevancy of those facts because of his or her unique skills or practical experience. Further, only experts are permitted to respond to hypotheticals, as well as offer opinions as to the applicable standard of care in the law enforcement community. An expert should be completely clear on hypotheticals and know all factors he or she wishes to incorporate into the expert testimony. An expert should also be prepared to deal with opposing counsel’s hypotheticals. Further, an expert should be prepared to discuss the training standard in the United States, State of California, and other departments; officer survival training and principles, escalation/de-escalation of force, reaction time, use of force policy training, application of the use of force policy; and any changes in training or policy and the reasoning behind such changes. More importantly, to minimize any surprises, an expert should be familiar with any prior testimony given and also be aware of his or her potential problem areas. Hopefully this article was able to shed some light on what makes an expert witness and whether you have what it takes.

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Resources for the article:
1. Fed. R. Evid. 704
2. 1 Expert Witness Checklists § 1:3 (3d ed.)
3. id.
4. 1 Expert Witness Checklists § 1:11 (3d ed.)
5. 1 Expert Witness Checklists § 1:30 (3d ed.)
6. id.
7. id.
8. Fed. R. Evid. 702
11. 3 Expert Witness Checklists § 1:15 (3d ed.)
12. 1 Expert Witness Checklists § 1:10 (3d ed.)
15. 31A Am. Jur. 2d Expert and Opinion Evidence § 55
16. id.
17. id.
Armed police vehicles have added an extra layer of defense for patrol-related deployments, rescues and tactical operations like never before. The ability to “get up close and personal” during an operation with an armored vehicle, while providing a higher level of safety and position of advantage, is unparalleled.

I was invited by Integrated Tactical Concepts, a training company based in Santa Clarita, California, to attend a three-day “Tactical Armored Vehicle Operations” class they conducted in California so I could observe the training. During the classroom portion on the morning of day one, we had a brief discussion about the best ways to deploy a K9 team from the APV.

Throughout the three days, I watched and learned and also began evaluating the different ways that a police dog could be deployed from the APV. The APV continually proves to be a great tool, but just like every tool we acquire or latest tactic we consider, it’s necessary to undergo the proper training before real-world deployments occur—especially when deploying with a police dog.

Experience has taught me that risk levels vary depending on factors such as changing environments, the control of the K9 and the police dog’s ability to search. Each of those factors can change within an operation in a split-second. Every dog searches a little differently based on its training, drive, experience, search area and the control of the handler. For these reasons, this article will not be a lesson plan how to specifically deploy the police dog using an APV. It is designed as a guideline for training that will prepare for deployments under real-world circumstances.

Your training will depend on the experience and skill level of you and your support team; together you will create training exercises and scenarios to introduce this tactic, allow you to evaluate the dog’s performance and determine the most effective ways to deploy safely. Each approach and strategy will be determined individually by the real estate you encounter—rural open area, rural forest, vacant flat land, residential driveway, public park, carport, apartment complex, parking lot, or “the alley from hell.”

GETTING COMFORTABLE

Before you begin, familiarize the dog with the inside of your APV and its occupants. A part of your training should include some downtime in the APV—parked and driving—with the dog, handler and involved team members. As you might imagine, some police dogs are not comfortable in close quarters with other officers and can get a little restless and stressed when sitting on the floor of an APV crammed with officers and equipment—particularly during a long (and maybe bumpy) drive or extended standby at a staging area. If your APV is really noisy, get your dog accustomed to the noise. In time, the dog should feel as comfortable within the APV as its own K9 car.

It’s important to choreograph and rehearse the exits from the APV many times during training and maybe a few times before each actual operation to make sure the handler, dog and team members are confident and comfortable before proceeding through the doors. When commanded, the dog should learn to exit on its own and behind officers or operators exiting first. Depending on the height of the APV, you may not want your dog to

As the situation develops, risks are assessed and a specific area to be searched is determined. The handler and other officers should exit the APV and use it as their cover while the handler watches the dog and the officers provide cover and watch for a suspect.

PHOTO BY  VENTURA COUNTY STAR-ROB VARELA
PHOTO BY  TIM KELLEY
jump out each time in training – increase the handler or another operator – if the risk is too unknown or the location of the suspect makes it unsafe to be outside the APV. However, that assignment conflicts with the presence of a cover officer with a long gun for over watch responsibilities. And, unfortunately, there’s only room for one in the turret so the priority should normally be long gun cover, not watching the dog specifically. The turret operator could be used to verbally recall the dog without the responsibility of maintaining constant gun watch if directed by a team leader or the handler. The ability to direct the dog toward a specific search area while controlling the distance is a challenge when sending the dog from within the APV. You may need the dog to search directly in front of the APV if the driver is not able to get a better angle for the initial deployment of the dog. Repetitious training may be initially required to assist in launching the dog left or right with or without a verbal command. Placing a decoy on the driver’s side out of view with a “search right” (or simply “right”) command (or something similar) will allow positive reinforcement as the dog exits out the back, goes right and immediately sees the decoy. The training should progress with a decoy a little farther from the APV but still visible and eventually the decoy will be hidden accessible and inaccessible at varied progressive distances. The goal of this training is to avoid getting the dog searching to the left when you want it to search right. The handler and other operators can watch through the windows to determine if the dog is searching the right places within a designated distance and provide verbal direction if the dog is trained to react accordingly. It’s difficult to give clear commands through the port holes as the voice is muffled (not quite as bad as a gas mask) and, depending on the distance, the dog may not hear or understand the commands. The PA system could be used by the handler, but it might not be effective unless previous training proved otherwise. Another option allows operators to watch and report to the handler at the open back door (but still within the APV) so the handler can give louder commands.

The ability of the dog to search away from the handler for a short distance and/or a prolonged period of time is an essential tactic when using the APV if team members are confined within the APV. Handlers are encouraged to watch their dogs during a search whenever possible. It’s for the safety of the dog as well as the safety of others who may or may not be the suspect and it’s becoming more of a control and liability issue. Some dogs are reluctant to search when unable to see their handler. Your dog should be comfortable and productive when searching away from the handler and accompanied by the APV.

Depending on the search area and potential obstacles, a long line might be effective for some short distance searches closer to the APV. However, the standard lines are usually 30 to 40 feet in length. You could attach two long lines or consider getting a long line that is minimally 100 feet in length.

OUTSIDE THE APV

As the situation develops, risks are assessed and a more specific area to be searched is determined, the handler and other officers should exit the APV and use it as their cover while the handler watches the dog and the officers provide cover and watch for a suspect. The number of operators used as a contact team (or search team, cover team) depends on the situation and personnel available. The contact team should minimally consist of the handler and three officers or operators. Handlers would rather have an eight-mile long gun cover, not watching the immediate area where the handler should ideally be provided for a vehicle assault from the rear or side a vehicle contain- ing the APV. The handler should move within the contact team to view the dog work if possible, but not get exposed to a potential threat. The handler should be in a better position to give verbal commands when outside the APV. If the handler is not able to view the dog and verbal commands are necessary, other operators should be able to do so without delay. Recalls and returns to the handler and other operators should be practiced so that the dog becomes comfortable returning to the APV and doesn’t hesitate doing so. And, if your APV is noisy when its idling or being driven, practice some of your verbal commands and recall outside the APV with the engine running.

The APV can be used for mobile and progressive searches by the dog with the dog in front or to its side during training as the contact team walks alongside, maintaining cover and a visual of the dog. If a suspect is located by the dog and a bite occurs, part of the training should include navigating the APV closer to the suspect and providing cover for the outside team during the approach. The PA system could be used by the handler or another operator – if the risk is too unknown or the location of the suspect makes it unsafe to be outside the APV. However, that assignment conflicts with the presence of a cover officer with a long gun for over watch responsibilities. And, unfortunately, there’s only room for one in the turret so the priority should normally be long gun cover, not watching the dog specifically. The turret operator could be used to verbally recall the dog without the responsibility of maintaining constant dog watch if directed by a team leader or the handler. The ability to direct the dog toward a specific search area while controlling the distance is a challenge when sending the dog from within the APV. You may need the dog to search directly in front of the APV if the driver is not able to get a better angle for the initial deployment of the dog. Repetitious training may be initially required to assist in launching the dog left or right with or without a verbal command. Placing a decoy on the driver’s side out of view with a “search right” (or simply “right”) command (or something similar) will allow positive reinforcement as the dog exits out the back, goes right and immediately sees the decoy. The training should progress with a decoy a little farther from the APV but still visible and eventually the decoy will be hidden accessible and inaccessible at varied progressive distances. The goal of this training is to avoid getting the dog searching to the left when you want it to search right. The handler and other operators can watch through the windows to determine if the dog is searching the right places within a designated distance and provide verbal direction if the dog is trained to react accordingly. It’s difficult to give clear commands through the port holes as the voice is muffled (not quite as bad as a gas mask) and, depending on the distance, the dog may not hear or understand the commands. The PA system could be used by the handler, but it might not be effective unless previous training proved otherwise. Another option allows operators to watch and report to the handler at the open back door (but still within the APV) so the handler can give louder commands.

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overwhelm the OODA loop of everyone involved. As the team struggled to stay on top of the quickly changing scenario, the command post personnel struggled to understand the fragmented, and often times, conflicting information they were receiving. The fog and friction, so commonly associated with real life call outs, was taking its toll as the team struggled to put together a coherent picture of what was occurring, come up with a sound game plan, and respond to the rapid series of suspect actions. To compound the chaos, the incident commander was demonstrating little understanding of SWAT methodology, sound tactics or even his role in the life-and-death drama playing out only a short distance away. The acting team commander cursed the “good fortune” that had resulted in his ascension to the throne of leadership on such a tumultuous day. Who would have ever thought that the entire leadership of the part-time SWAT team would be absent on the one day that they were so sorely needed? Whatever the reason, fate had dealt him aces and eights and the inexperienced team commander had no choice but to play out the hand to the best of his abilities. He struggled to think as information overload threatened to push him over the threshold into condition black. The suspects had already thrown half a dozen shots at containment personnel, demanding a helicopter take them to hail, and had made repeated threats to kill the hostages if their demands were not met. CNT was still reassuring the incident commander that they could talk the suspects out. The press was on scene and clamoring for an interview, the chief was repeatedly calling on the phone asking for an update, and the out-of-his-depth and panicked U/C kept distracting him with an irritating barrage of silly questions and pointless demands for information that the team commander did not have.

Suddenly, all activity at the CP froze in place as the voice of two-side containment excitedly cut through the radio chatter. “Suspect one is coming out the two side door with a gun to the head of a hostage!” The radio traffic was fast and furious; the long rifle was having a hard time getting a clear and unobstructed shot, another hostage was crawling out a rear window and running for the fence and the RECT team leader was frantically asking for permission to go with an emergency assault! The team commander quickly weighed his options, and then reached for the radio when he was stopped cold in his tracks by the wildly-eyed incident commander strenuously demanding to be briefed on what was happening right now, as continuing radio traffic battered his senses with an incessant clamor for direction.

The team commander quickly briefed the incident commander on his plan of action, followed up by an almost desperate plea for the go ahead. The clearly overwhelmed incident commander stared back in panic and horror, overcome by indecision, a lack of training, and a not uncommon reluctance to make the big call when lives hung in the balance. Stunned, the team commander stared in dismay at the runaway freight train that the operation had become. What was he going to do now?

THE TENSION HAD BEEN BUILDING

PRE-OPERATION PLANNING

While I can tell you what our acting team commander did in this incident, I can’t tell you what your own people might do, given the same set of circumstances. And that’s the purpose of the high stress tabletop; it gives you an opportunity to test your team’s abilities from the neck in, to think and react quickly to unusual events.

For the past two hours as containment was set, the RECT team was staffed, briefed and deployed, and long-rifle teams moved into concealed positions and began scanning for the suspects’ and sending in their intel reports. CNT was on scene and negotiations had been vacillating between agreements to surrender and outrageous demands that brought the suspects’ mental state into question. At the center of it all, an understaffed command post was organized, set up and quickly began trying to filter the flood of information coming in from multiple sources. Now, everyone could feel it, during the past 30 minutes the hostage drama had moved from a controlled negotiation into a rapidly spiraling series of events that threatened to overwhelm the OODA loop of everyone involved. As the team struggled to think as information overload threatened to push him over the threshold into condition black, the suspects had already thrown half a dozen shots at containment personnel, demanding a helicopter take them to hail, and had made repeated threats to kill the hostages if their demands were not met. As the team commander surprised them by not cave in, the suspects began adding more demands, more demands, until the entire operation was running for the fence and the RECT team leader was frantically asking for permission to go with an emergency assault! The impatient incident commander quickly weighed his options, and then reached for the radio when he was stopped cold in his tracks by the wildly-eyed incident commander strenuously demanding to be briefed on what was happening right now, as continuing radio traffic battered his senses with an incessant clamor for direction.

The team commander quickly informed the incident commander on his plan of action, followed up by an almost desperate plea for the go ahead. The clearly overwhelmed incident commander stared back in panic and horror, overcome by indecision, a lack of training, and a not uncommon reluctance to make the big call when lives hung in the balance. Stunned, the team commander stared in dismay at the runaway freight train that the operation had become. What was he going to do now?

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PRE-OPERATION PLANNING

Whatever you decide to work on, you then need to build out a scenario with that, or those, objectives in mind. The trick to tabletops is to plan with sufficient foresight to keep everyone involved and active. What I mean is that your command post almost always takes a beating in tabletops. Since the entire operation is run over the radio, it’s theoretical in nature, has very little lead in time and is typically filled with difficult decision making, the CP will get worked out like a fat man on “Biggest Losers.”

Whatever you want to ensure that the other elements in your tabletop (such as CLR) also get worked out and aren’t allowed to coast along. But for CP, I think the biggest problem is keeping the other elements busy with reports, sightings, challenges, and decision making scenarios that erupt unexpectedly. To do that, I will make a list of all the possible “injects” that might keep the operation going. Here’s a list of examples: escaping prisoners, shots fired, CNT input or requests, U/C input, assets stretched thin, requests from higher up for certain actions or information, intel reports, sightings of suspects or hostages, requests for assistance to or from neighboring agencies, suspect requests or demands. I also make a basic plan of how I am going to insert these injects into the operations. When planning these injects, I give...
surprised or astounded at the team’s ingenuity, and sometimes you will just be astounded.

The reset works just like it seems. When an inject results in an unexpected termination of the exercise (i.e. the REACT team conducts an emergency assault when you thought they would hold), you simply call for a reset. That means the operation is temporarily halted while everything is reset exactly as it was prior to the terminating event (kind of like a time out in football). You then restart the operation and continue as if it never ended. This can be used effectively when you want to conduct planned events such as REACT drills that, in real life, would most likely abruptly end the operation (suspect comes out shooting, suspect tries to escape, suspect comes out with a hostage and sniper takes the shot) or you simply want to reset an operation that has spun so wildly out of control that all benefits are lost.

**PROCTORS**

It is almost impossible to run a tabletop by yourself. At a minimum, you need one other assistant to help monitor and inject information and scenarios. Ideally, it works best if you have one proctor at the command post and one proctor with each element (containment, long rifle, REACT). That way, each element can be kept busy by the proctor and monitored at the same time. However, if you only have two proctors, one monitors the command post and the other takes care of all the other elements.

By far, the most difficult position to monitor is the command post. That location should be a whirlwind of activity if you are running the operation like in real life. If you have the people, two to monitor the command post is highly advantageous.

**LOCATION AND SETUP**

As mentioned earlier, tabletops are great because they can be conducted anywhere, at any time, and in very little space. I typically run mine out of the station. I will have the command post set up in the back lot and then the CLR elements inside the station in different rooms (if the number of proctors allow) or in one big room in far corners (if I only have one proctor). It’s best if all of the elements are actually out of sight of each other so that no verbal or non-verbal “assistance” can be given between elements. This theme will work as long as you are providing containment in four corners of a room and REACT / long rifle in two corners of another room (three proctors needed). The benefit of having elements in visually separate rooms is that you can rely on the radio and cell phones (as they typically do in real life). The goal is to force performance in an environment similar to a real callout (limited visual cues).

**RUNNING THE TABLETOP**

Obviously, it is important to make sure your proctors are aware of most of your plans, but also your objectives when showing your intent leaves them a lot of room to improvise and adapt as the scenario progresses. I’ve found it’s best for you and your proctors to be loosely coupled to your script, since no plan (including a tabletop) survives contact with the enemy. Like real life problems, scripts soon take on a life of their own and go where training (or lack thereof) and circumstances take them. Again, with the planning done, the supporting documents ready to go, and the proctors briefed and in place, all that’s left is the fun.

There are many ways to start off a tabletop (full on briefing with PowerPoint, limited information given similar to what is received on a call out, no information and the scenario progresses from some critical incident that has just kicked off) or other variations you might imagine. The last tabletop I ran, everyone suited up in full gear (with the discomfort and realism of gear and equipment to a static event) and put them in a closed room with radios turned off. Then we called them out by ones or twos and sent them into an immediate deployment scenario. The first operators coming out were the youngest on the team and were briefed on an ongoing hostage incident. Just like a real immediate deployment, they were briefed by a proctor playing a patrol sergeant. They got the basic CP set up (in the rear lot) and told to take over command of whatever critical element needed them the most (in this case the REACT team). We then start briefing and directing responding operators as they were brought in and directed into the problem. As operators arrived at the command post, they were briefed by who the CP was at the CP and either took over command or were assigned to a CLR position.

Prior to departing from the CP, any operators heading out to a CLR position were directed by the proctor to provide him with a brief scenario summary, the situation skills by everyone. Just to add to the stress, we took the command personnel (team commander and team leader) out of play and forced a senior operator (a sergeant) to take over command and control of the team (as called for in our SOPs).

You will find that getting the operation up and running can be tougher than you might have imagined. Having operators walk into a problem cold, with very little planned information, no graphs to pull off the wall, no visual stimuli for orientation (other than photographs you may have provided), then forcing them to communicate theoretical issues by radio/cell phones only can be confusing and difficult. Sounds like real life to me? Usually, it’s best to let the operation get up and running with only moderate stress induced. You don’t want people lollygagging or getting too comfortable but, on the other hand, you don’t want to completely derail the operation before it begins.

After the operation gets its legs, start injecting stress and discomfort. As a provider, you will have to play multiple roles to keep the scenario flowing (witness, detective, I/C, family members, press, and local politician, for instance). Aside from the intelligence and/or rapid series of injects coming in from all quarters, you can add confusion and uncertainty to the operation by injecting conflicting, contradictory and/or erroneous information into the scenario. Designing scenarios that are highly time sensitive or time competitive are great stress inducers, even for those with extensive SWAT experience. Simply having providers who question, probe, prod and ask questions of their elements adds significant stress and forces the operators to divide their attention between the fast paced operation and the proctor or stressor.

**WHAT YOU WILL LEARN**

More than you thought! A good high stress tabletop can test anything and everything, from your team’s rapid response planning to the containment personnel’s ability to observe and report, the long rifle team’s ability to call out a sniper-initiated assault, your teams’ ability to communicate under stress and, of course, the leadership skills of the team hierarchy.

So, next time you’re trying to come up with a new idea for training, consider a high stress tabletop. You might be surprised at the results. And that’s the beauty of these exercises, no matter how bad they go or how the exercise actually goes, I guaranty that you and your team will never fail to learn valuable lessons about yourselves.

Stay safe and never stop thinking!

Ti Goetz is a lieutenant with the Hawthorne Police Department, where he has been a member of the department for 20 years. He has a bachelor’s degree in psychology and a master’s degree in public administration from CSU Dominguez Hills. Goetz has served more than 10 years on the department’s SWAT team and is currently the team commander.
Improving inter-agency cooperation is often one of those easier-said-than-done propositions. Everyone can think of benefits that would result from training with other SWAT units in your region, but it’s one of those things that finds itself on the back burner. Heck, it’s hard enough to schedule your own SWAT training.

CATO Region 1A was able to organize a training event in April that brought together 110 participants from Santa Barbara and San Luis Obispo counties and included tactical teams from Santa Barbara Sheriff’s, Santa Maria Police, Lompoc Police, San Luis Obispo Regional Team—SLO Police, Groves Beach Police, Paso Robles Police and Arroyo Grande Police; and the U.S. Penitentiary at Lompoc. It also included the Santa Barbara Hostage Negotiations Team and SLO Regional Crisis Negotiation Team.

The event was held at the Allan Hancock College Public Safety Training Complex, a state-of-the-art training facility for law enforcement, fire, EMS, and environmental technology. The complex is designed to accommodate training related to homeland security, disaster preparedness, and emergency response. The agenda featured demonstrations of equipment such as robots, infrared optics training equipment, electronic surveillance gear, and a long-range acoustic device for crowd dispersal. A portion of the demonstrations covered how-to-deploy information and some time was devoted to a resource inventory operation that focused on training and tactical gear that can be shared among the agencies.

The event also put teams through three training stations. Two of the stations involved the deployment and placement of armored vehicles with the objective of learning how multiple teams and multiple vehicles can work in concert. At one station was a scenario involving the rescue of a downed citizen. At the other armored vehicle station, the scenario involved...
a subject barricaded in a vehicle. The third training station featured force-on-force drills using infrared training weapons that are owned by Santa Barbara Sheriff’s Department. The scenario put a sniper in a six-story tower.

“Armored vehicles are assets that are shared most frequently. Focusing on shared resources is one of the important reasons for getting together,” said Sgt. Mike Perkins of the Santa Barbara Sheriff’s Department. Perkins was the event coordinator. A debrief took place at the end of the day with a discussion regarding the value of joint training and the intention of staging events like this one more often.

“There were recommendations that we do this maybe once a year,” Perkins said, “but everyone has a training tempo and list of priorities. If we can’t schedule it every year, then every two years maybe we can get all the teams in the region together. There’s a lot of value in getting together and talking tactics to get familiar with the gear that each team has with the idea of sharing equipment. The departments in the area work together operationally, so joint training is valuable and so is meeting and becoming acquainted with other teams and individuals and understanding what kind of resources and equipment are available.”

The last time a training day involving this many of the region’s tactical teams occurred was 2010.

Bellevue SWAT members cleared in 2013 shooting death

By Brandon Macz
Bellevue Reporter
BELLEVUE, WASHINGTON—A six-member jury found members of the Bellevue SWAT team who shot a Seattle man to death in March 2013 were justified in their actions at the conclusion of a four-day inquest on Thursday.

Russell Smith was shot inside his Mercedes Benz on the early morning of March 22, 2013, after Bellevue SWAT members approached his vehicle on the 5200 block of 40th Avenue South in Seattle to serve an arrest warrant and search his property. He was suspected of at least three robberies in Bellevue and two in Seattle going back to November 2012. The 51-year-old Seattle laborer is alleged to have backed out of his driveway, striking a pickup before accelerating forward at several SWAT members who fired on him after they reported fearing for their safety. Three officers collectively fired 21 times and Smith was hit eight times, one bullet entering his brain.

King County Executive Dow Constantine ordered an inquest into the shooting back in June. The hearing before a six-member jury was set to start in early December; however, it was pushed back twice after Smith’s family retained an attorney.

Jacob Bement, Casey Hiam and Jacob Childers, identified as the officers responsible for the 21 shots that struck the Mercedes and the eight that struck Smith — one fatal shot to the head — were found by the jury to have had reason to believe Smith presented an imminent threat of death or serious bodily injury.
to himself or others. In their interrogatories—a series of 29 questions related to the inquest—al Jurors agreed the details of March 22, 2013, as reported by numerous Bellevue and Seattle officers, were accurate. All six jurors, however, were unsure whether it was likely anyone around Smith's Columbia City residence that morning would have been able to visually identify the SWAT members’ uniforms given the available lighting. Russell Smith was a dangerous frien who was wanted for a string of armed robberies; the Bellevue Police Department stated in a release Thursday. Instead of complying with police commands and surrendering, he tried to use his car as a deadly weapon against the officers. Mr. Smith was shot as a result of his own actions.

The department reports Police Chief Linda Pilho has ordered a firearms review board convene to determine if the officers’ actions followed department policy. The board will consist of a deputy chief, commander of the department’s training unit, commander of the patrol section and the department legal advisor. The board is set to meet early next week and no further statements will be made until the review board releases its findings.

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**Louisville SWAT team rarely pulls trigger**

By Mark Boxley

Louisville Courier-Journal

**LOUISVILLE, KENTUCKY**—The Louisville Metro Police Department is cracking down on potentially violent criminals, sending out its SWAT team more often to stop any potential danger. In 2015, the team saw a 152 percent increase in calls to deliver high-risk warrants for dangerous criminals.
SWAT sniper encounters vulnerability in meditation

By Rebecca Woolington
The Oregonian
HILLSBORO, OREGON—Stephen Slade went to the little yoga studio once a week for eight weeks last spring. There, the Hillsboro police officer would take a little time for himself. He learned a variety of exercises. Stretches and meditations were among them.

It was new territory. It was also part of his department’s new training, designed to keep cops mentally tough. It was mindfulness. Simply put, mindfulness is a practice of being present in the moment. The department’s training is focused on building resiliency in officers. It’s different than typical police training. Some cops let participants know that.

“You get the ‘gee-hoes’ and ‘ha-ha’ from your peers,” Slade said. “Like, what are you doing? Big tough SWAT guy going into a room that’s relaxation and yoga mats.”

The teasing didn’t stop him.

Between March 2012 and January 2013, Slade fired his duty weapon during two police shootings. One resulted in a lawsuit, which is still pending. That made things tough because he was ready to work. He struggled to slow his racing mind. It was hard to let his guard down.

“I was self-conscious of being in the room, where we’re all unarmed,” he said. “And anyone could have walked into that door and taken advantage of us.”

Within a few weeks, Slade got over that fear. He felt more at ease.

Halfway through the class, he was into it.

Some things, he admits, were a little corny for his taste. He thinks, if he remembers correctly, they hummed once. He felt no need to do that again.

“I think law enforcement, in general, just needs better health so to speak. Not just physical, on the outside. But, for me, it’s more the mental, on the inside,” Hillsboro Officer Stephen Slade said.

But he liked most of the course. The stretches were nice. He saw that it could be a long-term way to help handle stress.

“Whether you’re taking children away, or an abusive spouse…,” he said, “everything has negative connotations to it. And you’re dealing with that call to call to call every single day.”

People like. They don’t want cops around. They call them names. “So, after a while, it slowly breaks down even the stronger people,” he said.

The mindfulness class taught him to take a few moments to breathe, pause and scan his feelings. In a job full of multitasking, the training helped him notice what’s important now.

When Slade finished the training, his two shooting cases were still pending. That made it harder to reap the benefits. But he had no problem trying something new. Yoga mats, chimes and “Zen-type music” were quite new. He said.

The training fell just before Slade’s scheduled swing shift. At first, that was tough because he was ready to work. He struggled to slow his racing mind. It was hard for him to get back into it.

“Not just physical, on the inside.” Slade said. “Not just physical, on the inside.”

He agreed.

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Agents Seize 176 lbs. of Meth in Central Valley

By California DOJ
FRESNO, CALIFORNIA—Agents from a California Department of Justice task force joined with California Highway Patrol and federal investigators March 20 to seize 176 pounds of crystal methamphetamine during the execution of a search warrant at a Madera home. The seizure is one of the largest methamphetamine seizures in recent Southern California history.

The ongoing probe is being conducted by the Central Valley Marijuana Investigation Team (CVMIT) and U.S. Immigration and Customs Enforcement’s (ICE) Homeland Security Investigations (HSI), with substantial assistance provided by the California Highway Patrol (CHP). Other agencies participating on the Central Valley High Intensity Drug Trafficking Area initiative (HIDTA) include the U.S. Drug Enforcement Administration, the Fresno Sheriff’s Department, Madera and Tulare counties, the Fresno and Madera Police Departments, and the State of California Department of Fish and Wildlife.

“The case is a prime example of the ongoing collaborative efforts between local, state and federal authorities to combat the illicit flow of narcotics through our communities,” said Jason Daugherty, CHP canine unit sergeant.

The report highlights the work of law enforcement in combating transnational criminal activity; the trafficking of drugs, weapons and human beings; money laundering; and high-tech crimes, such as digital piracy, hacking and fraud. It analyzes how transnational criminal organizations are innovating, and outlines recommendations to adapt to new challenges, including sustained funding for law enforcement, and strong collaboration between federal, state, local and international governments.

Transnational Organized Crime in California

A report analyzing the current state of transnational criminal organizations in California and the threats they pose to the state’s public safety and economy was recently released. This new report, “Gangs Beyond Borders: California and the Fight Against Transnational Organized Crime,” addresses the three areas of transnational criminal activity: the trafficking of drugs, weapons and human beings; money laundering; and high-tech crimes, such as digital piracy, hacking and fraud.

The report highlights the work of law enforcement in combating transnational crime and details strides made to stop this threat. It analyzes how transnational criminal organizations are innovating, and outlines recommendations to adapt to new challenges, including sustained funding for law enforcement, and strong collaboration between federal, state, local and international governments.

The report estimates that Mexican organized crime groups smuggle an estimated 70 percent of the foreign-produced U.S. supply of methamphetamine through California’s border crossings.

View the report here: https://oag.ca.gov/transnational-organized-crime

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