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LAW ENFORCEMENT

The Official Member Publication of the Iowa Peace Officers Association (IPOA)

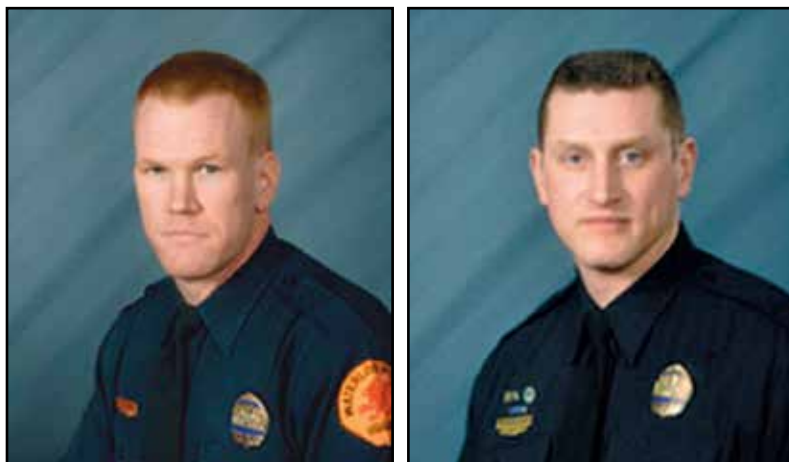
In this issue of the IPOA's *Iowa Law Enforcement Magazine:*

Right: Newly promoted Sioux City Lt. Ryan Bertrand (right) takes "A Brief Look at Collisions" from eggs to motor vehicles, suspect tackles and gunfights, on Page 8.



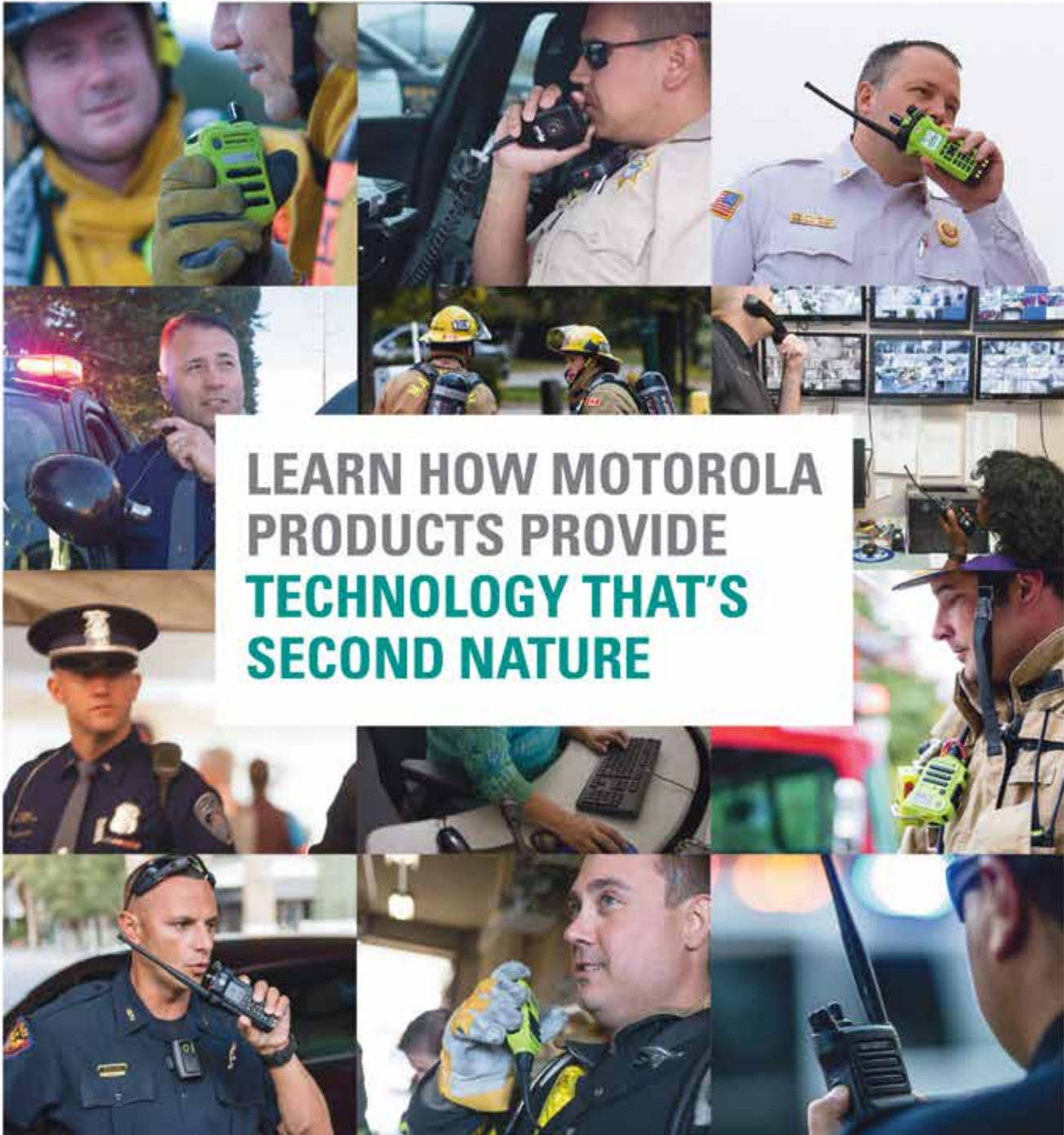
Chief Mueller Lt. Bertrand

Left: In their Winter column, Waterloo Police Sgt. Greg Erie and Officer Chris Gergen focus on "Situational Awareness" to work safer and improve perceptions of law enforcement, on Page 13.



Right: Cedar Rapids Special Operations Commander Lt. Charlie Fields explores "Integrated Response: The next Step in Successful Response to Active Threat Incidents," on Page 14.





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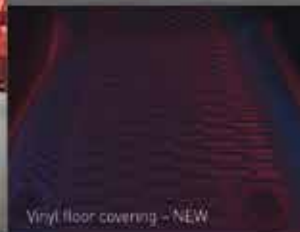
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Upcoming MCTC Training at Camp Dodge, Johnston

- March 1-4: "Patrol Officer Response to Street Drugs"
- March 8: "Clandestine Laboratory Safety Re-Certification"
- March 8-12: "Clandestine Laboratory Safety Certification"
- March 9-11: "Development, Management, and Control of Drug Informants"
- March 18-19 "Advanced Vehicle Contraband Concealment"
- March 22-24 "Highway Drug Investigations for Patrol"
- March 22-26 "Tactical Warrant Service"
- March 29-31 "Writing Narcotic Search Warrants"
- March 29-April 1: "Jail/Corrections Officer Response to Street Drugs"
- March 31-April 02: "Micro Labs: Fentanyl, One Pot, BHO, Synthetics Hazards and Handling"
- April 5-9: "Undercover Techniques and Survival for Narcotic Officers"
- April 6-8: "Drug Interdiction Patrol Tactics in Rural Areas"
- April 12 "Clandestine Laboratory Safety Re-Certification"
- April 12-16: "Clandestine Laboratory Safety Certification"
- April 12-16: "Drug Unit Supervisor"
- April 19-22 "Tactical Entry to Chemically Hazardous Environments"
- April 26-30 "Tactical Warrant Service"

(Schedule Continued on Page 12)



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Maintaining the Public's Trust

The year 2020 was a strange one. It began with the fear of a new, contagious, and deadly virus. This soon led to lockdowns, stock market free-fall, a rise in unemployment, and working/schooling from home for a lot of people. About the only things on the news were a lot of bleak reports about how much we did not know about the virus. During this eerie period of limbo and social isolation, a small number of high-profile law enforcement use-of-force cases with persons of color outraged many citizens. The videos and community responses went viral. Protests began everywhere.

Some 2020 peaceful protests quickly lost cohesion. Violence and vandalism occurred in several U.S. cities from some protestors. Law enforcement found themselves, collectively, in a difficult spot. Law enforcement were present at many of the protests to try and maintain order, protect life and property. Unfortunately, law enforcement proximity also subjected the officers to the actions of non-peaceful protestors.

Both crises have not been resolved. The short answer is that it will take years of meaningful, systemic change and open dialogue for everyone to heal and adapt. This process may not happen as quickly as some would like. The nebulous scale and complexity of these concerns also support different options and opinions (i.e. subjectivity). It will be difficult to find a "one size fits all" approach that makes everyone 100-



Capt. Mike McKelvey
Mason City Police Department

percent happy.

If 2020 was not bad enough, 2021 began with the January 6 storming of the U.S. Capitol. Law enforcement guarding the Capitol could not tell friend from foe. A police officer died, a rioter was shot and died, and three other rioters died from "medical emergencies" contemporaneous to the riot. We saw the best of law enforcement – a literal "thin blue line" trying to hold thousands back while U.S. legislators escaped to safety. Many of the officers were viciously assaulted.

Law enforcement is currently facing its own crisis. Recruitment and retention numbers seem to be declining in the U.S. In 2020, we saw some jurisdictions rapidly decriminalize certain (criminal) behavior

and / or restrict law enforcement responses (less lethal weapons, crowd control, stop and frisk, search and seizure, financial budgets, staffing, etc). We have no idea what the new Biden-Harris presidential administration will bring for changes in our profession. We must look for reasonable ways to partner with our communities for better communication, and, hopefully increase understanding and respect. This goes both ways.

We must recruit new "public servants" to replace us as we start to age out and retire. Iowa agencies are competing with each other for a small number of viable new employee candidates. Now is not the time to lower standards or hold officers less accountable for on- and off-duty behavior.

I still believe that law enforcement is one of the most-noble professions out there, even though recent events and social media may have eroded the public's perception of our profession. Trust can be lost quickly, but takes longer to regain. Public trust has to be maintained daily (ON and OFF duty) by every one of us. We have to work harder to regain the public's trust if damaged by the actions of a co-worker. As Iowa law enforcement, we must continue to set the example for fairness, responsibility, and professionalism in our roles with the communities we serve. Thank you for your service. Stay safe!



2021 Iowa Drug Control Report Influenced by Pandemic

By Director Dale Woolery

Governor's Office of Drug Control Policy

The Governor's Office of Drug Control Policy (ODCP) worked with members of its Drug Policy Advisory Council and others to formulate the 2021 Iowa Drug Control Strategy and Drug Use Profile, and what it found was a lot of pandemic-induced change in behaviors and responses involving substance use, mental health and public safety matters.

Stressors stemming from the high-

ly contagious and potentially dangerous COVID-19 virus, combined with evolving safety guidance and disruptions to Iowans' lives and livelihoods, seemingly have led to an increase in the use of some addictive substances and related complications. Many children also may have been put at greater risk by drug activities involving adult caregivers. The pandemic has changed the response to certain needs, too. Examples of apparent pandemic effects and lessons to date include:

- Iowa alcoholic beverage sales have

surged at times since the onset of the pandemic. Behavioral health providers report cases of excessive drinking, "day drinking," and alcohol withdrawal or treatment. Meantime, U.S. adult alcohol consumption rose 14% May-June 2020 vs. 2019.

• Overall alcohol related and drug overdose deaths in Iowa, as of the mid-point of 2020, were on pace to increase 17% and 18% respectively vs. 2019, and opioid OD

(See "2021 Iowa Drug Control Report" continued on Page 7)

Iowa Law Enforcement Academy Spring 2021 Report: All Six 2020 Basic Academy Classes Held, Graduated

**By Assist. Directors Rachael Krier
and Jerry Ingrisano**

The Iowa Law Enforcement Academy

It is fair to say most everyone was glad to see 2020 go and welcome in the new year.

2020 was historical for the Iowa Law Enforcement Academy as it brought in several “firsts” for the Academy staff.

In March, as Covid-19 numbers began to increase statewide and group gatherings were limited in size, both Basic Academy classes (292/ 293) were sent home to complete their classes on-line.

Based on CDC guidelines and the Governor’s proclamation, the April 2020 Basic Academy (294/ 295) classes start date was pushed to begin on-line in June, with face to face classroom convening the first week of July.

Likewise, the August 2020 Basic Academy classes began on schedule, were held on-line, and over-lapped with the last

weeks of the April Basic Academy classes.

Ultimately, all six Basic Academy classes for 2020 were successfully held and graduated within the year!

Another first was the completion of the ILEA building, with the 294/ 295 Basic Academy classes the first students to break in the new furnishings. Academy staff completed its move into the building in August and have worked diligently to provide excellent training that is relevant to the environment-preparing our future law enforcement personnel to be proficient and professional as they return to serve their communities.

Several spring and summer specialty schools were cancelled due to Covid-19. However, the Academy staff is continuing to work hard to reschedule the cancelled training.

It is our goal to expand and enhance the Academy’s on-line training campus in 2021. We hope to offer a variety of training on-line through our new Learning Manage-

ment System that allows students to receive training that is self-paced and allows for flexibility to complete the training over a several week time period.

Currently available on-line is our “Implicit Bias/De-escalation, and Duty to Intervene” training, as well as (20) hour Jail School training.

We also have additional training you will find interesting scheduled during Spring 2021 offering schools on “Internal Affairs Investigation” “Recruiting and Applicant Background Investigations” and “Managing Problem Employees,” lined up for the spring.

Although we are currently redesigning our website, we invite you to visit our training catalog on the website for opportunities that may benefit you and your agency.

As always, we appreciate and are grateful for the men and women in law enforcement who honorably serve and protect all



“2020 Iowa Drug Control Report,” continued

deaths were up 36%.

- In the early stages of the pandemic through the mid-point of 2020, fatal traffic crashes in Iowa were tracking 23% lower than in 2019, but since have increased to be about on par with last year.

- Drug enforcement officials in Iowa and other states reported a reduction in illegal methamphetamine smuggling from Mexico during the early stages of the pandemic, but more recently said meth supplies appeared to be back to high-volume levels seen before the pandemic.

- About 80% of Iowa substance use disorder (SUD) treatment providers shifted to tele-treatment services to comply with social distancing guidance, reportedly resulting in improved program access and participation.

- As Iowa’s prison population was reduced by 13%, or nearly 1,100 by the summer of 2020 to meet social distancing needs, remote or tele-supervision was used more often for community monitoring of

offenders (a national survey suggests jail populations declined as much as 22% in the pandemic’s first month, but quickly rebounded in some areas).

The pandemic and other signature events, notably the social justice movement, presented new challenges, perspectives and opportunities.

Amid the big national and global developments, the new drug control report details Iowa data indicators that highlight a mix of need and progress in reducing the damaging health and safety effects of drug use and related activities.

In consideration of current data and other evidence, ODCP has outlined the following goals in the 2021 Iowa Drug Control Strategy:

- Preventing youth use of alcohol, tobacco and marijuana amid a variety of public policies and social media messages that send mixed signals or make drugs more accessible (e.g., education and media literacy);

- Enhancing use of intervention tools and techniques (e.g., Prescription Monitoring Program, naloxone and Good Samaritan 911 calls);

- Treating addiction to more powerful drugs and drug combinations, and promoting recovery (e.g., Medication Assisted Treatment for opioid addiction and residential treatment for meth use and co-occurring disorders);

- Alternatives to incarceration for qualified low-risk offenders with substance use and mental health disorders (e.g., early diversion to treatment and problem-solving courts); and,

- Flexible services on demand (e.g., tele-treatment and tele-supervision in rural areas).

The full 2021 Iowa Drug Control Strategy and Drug Use Profile, including source information, can be viewed at:

https://odcp.iowa.gov/sites/default/files/documents/2020/10/2021_iowa_drug_control_strategy_and_drug_use_profile.pdf

A Brief Look at Collisions

(Part 1 of “Time and Space Competitions,” or
“Humpty Dumpty in Critical Confrontations of Modern Policing”)

Lt. Ryan Bertrand

Sioux City Police Department

Junior High school science class. Mr. Thorpe, the bespectacled teacher wearing the sweater vest, smiles as he announces the arrival of the most anticipated, and hardest fought, academic contest of the 7th grade... the egg drop. Reputations, bragging rights and several eggshells are at stake. For those wanting to perform at the highest level, and more importantly, impress their friends, they know the concepts must be studied, preparations made, and the plan executed flawlessly.

In this case, it's the hard, unforgiving ground versus the liquid insides housed inside a thin and brittle eggshell. Hurling to the ground, soon, two things will try to occupy the same space at the same time. (Welcome to the wonderful world of time and space competitions).

Let's start with a definition from Merriam-Webster.

Collision:

1. “Come together with solid or direct impact”
2. “An encounter between particles resulting in exchange or transformation of energy” (We will come back later to this one).

If you were to ask a thousand people, most would consider collisions to be bad – even something to be avoided. Based upon their experiences, they would not be entirely wrong. Let's consider a few of the collision experiences that may be most common for the average person.

Bicycle crash: Wiping out after launching from the homemade jump in the alley. Fair chance of minor injury.

Watching professional sports such as football, hockey, UFC: Fast moving, incredibly strong, and large-sized athletes in full-contact competition. No danger in just watching!

Car crash: Parking lot fender-benders or maybe viewing a televised NASCAR pile up. Slow-speed collisions are generally safe. Thankfully, severe crashes are the exception and not the norm.

Now, a few “collisions” that law en-

forcement officers face:

Suspect tackle: Involves human body wearing awkward, weighted belt, attempting to take another human body (likely sweaty and of significant size difference) to the ground (often concrete). Relatively low speed compared to other law enforcement “collision” scenarios. Likelihood of injury – possible to probable.

Pursuit driving related crash: Soft, fleshy, human bodies vs. high speed, large mass, tumbling metal objects. Likelihood of injury – extremely high.

Gunfight: Soft, fleshy, human bodies vs. high speed, high energy metallic projectiles. When these collisions happen, the effects are permanent, likelihood of injury upon impact – certain. (Positive side note: projectiles that miss have almost zero physical consequence).

The question for law enforcement professionals is this... What can we do to PREVENT and MITIGATE the impact of these unwanted collisions?

Mark Rober, NASA scientist, inventor, and YouTube video creator, offers some principle-based solutions in his egg drop video titled, “1st Place Egg Drop Project Ideas – Using SCIENCE”

(Watch the video at <https://www.youtube.com/watch?v=nsnyl8llfH4>)

If you haven't seen the video yet, here is a quick summary...

The falling egg (or projectile) has kinetic energy in the form of speed. Upon collision with ground, the kinetic energy of the egg is in competition with the bonds of the eggshell that hold the egg together.

If the kinetic energy of the collision exceeds the bonds holding the eggshell together, the egg breaks.

“All the Kings horses and all the King's men, couldn't put Humpty together again”

Rober offers a couple of quick principles to save the egg and win the competition...

***DECREASE THE SPEED** of collision (ex. - parachute) and lower the kinetic energy.

***SPREAD** the total kinetic energy of the collision **OUT OVER TIME** (ex. - using cushioning).

So, is it possible to do dangerous things and yet implement principles and strategies that take an otherwise potentially deadly activity and make it not only survivable, but, perhaps, injury free?

Jumping out a plane without accounting for eventual collision with the ground is certain death. All the ingredients of a Humpty Dumpty event are present: High speeds, soft body, hard ground, sudden stop.

Or, in a (close quarter battle) CQB/ weapons-based example: when a rifle round traveling at 2,500 ft. per second strikes a human body, the kinetic energy of the round exceeds the bonds of flesh and bone, ripping the body apart – Humpty Dumpty in a critical confrontations of modern policing.

However, if we implement the correct measures BEFORE colliding with the ground; in this case, deploying a parachute, we lower the forces of the collision to a level where the likelihood of injury goes from “certain” to “possible, but not likely.”

Because of our oaths to serve and protect, there will be times we are going to be faced with moving toward “collisions.” How can we use these newly articulated principles to understand and mitigate “collision damage?”

From today's look at collisions, we know we can **CHANGE THE ENVIRONMENT** around the egg... that is, to **SLOW IT DOWN/ SPREAD OUT THE FORCE OF THE “COLLISION”** over time:

- **GEAR UP** – Use the protective gear available that is already available to you. Wear your bullet proof vest, use eye protection, buckle up. Ensure that you have less lethal options available.

- **USE GOOD TACTICS** – Put time on your side by utilizing OODA principles. Don't put yourself in a time crunch by moving faster than you can process information – and this refers to driving your squad car, rushing up on a suspect, or performing CQB room clearing. As time allows, constantly improve your position. Utilize the

(See “A Brief Look at Collisions” continued on Page 9)

The Council Bluffs Fraternal Order of Police 20th “Shop With A Cop” Used Drive-Through

By Officer Steve Jacobs
Council Bluffs Police Department

With many restrictions still in place due to COVID-19, the Council Bluffs Fraternal Order of Police (FOP), Lodge #1, had to get creative to hold their 20th Annual “Shop With A Cop.” Along with the help of their local Target store, we were still able to make a fun event for families of Council Bluffs.

As December drew closer, the Executive Board was in regular communication with Target to make this work. Target had several options for the event, and we found one that worked great. Once the families were selected in cooperation with local schools, we contacted the families and started working. The families went to Target’s website and created wish lists. Once they picked out clothes and toys, they shared the list with the FOP. On December 5th, 18 officers from the Council Bluffs Police Department went shopping at Target with over 50 lists in hand.

The next step was to get the gifts to the families. Over two evenings, we gave each family an appointment in 10-minute intervals. When the family arrived at the police station, they drove into one of our garages decorated with Christmas Lights, decorations, and were greeted by members of the Council Bluffs Police Department and a special guest, Santa!

After some great conversation, pictures, and many smiles from everyone there, gifts were loaded into the car and the family went home. Although we look forward to the return of our traditional “Shop With A Co” next year, everyone still enjoyed the new “Shop With A Cop Drive-Through!”



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“A Brief Look at Collisions,” continued)

power of teamwork to maximize advantages and minimize disadvantages.

In another way of looking at solving this “collision” problem, how about CHANGING THE EGG?

- **PREPARE YOURSELF** – Read, study, train, breathe, and practice relaxation. Maintain physical, mental and spiritual fitness so that when life pushes you off a wall, you can land like a cat, or at least pick yourself up off the ground and get to work. A quote from Navy SEAL Ken Good: “A relaxed mind and body can handle more punishment.” Remember competence equals confidence. We may not avoid everything, but we can do our best to be

resilient.

And don’t forget the obvious:

- **AVOID THE UNNECESSARY COLLISIONS** – Remember the old axiom... “Just because you can, doesn’t mean you should.” You may feel healthy, prepared and ready for anything, but avoid the temptation to overly rely on protective gear or your youth to protect you. A seat belt and airbags can offer some protection in a high-speed rollover, but nothing compares to avoiding that type of collision in the first place. Keep in mind that if you sustain enough injury through collision (in a single event or over a lifetime) you may just take yourself out from doing the things you

meant to do.

- Be courageous and wise at the same time. Utilize a decision-making model that defines safety priorities to help you make good decisions. As former ILEA legal instructor Bill Callaghan used to teach, “When you have a tough decision to make, **ERR ON THE SIDE OF LIFE.**”

Those that have the best chance of winning the egg drop competition are those that take it seriously and utilize all the gear, tactics, and preparations they can to best ensure a successful outcome.

Those of us in law enforcement should do the same. After all, in this metaphor, we are the egg. Stay safe.

Retired Harlan Police Chief Frank Clark Worked for the City of Harlan for 44 Years

Harlan Police Chief Frank Clark retired effective January 31st, 2021.

Clark had been employed by the City of Harlan for 44 years. He started his career with the Harlan Department Public Works in 1977 and was there for 14 years. He was then hired

by the Harlan Police Department as a patrolman. Clark served in that capacity for 11 years before being promoted to Chief. Effective upon his retirement the position of Chief in Harlan has been filled by Derrick Yamada.



Derrick Yamada Named Chief of Harlan Police Department

Derrick Yamada joined the Harlan Police Department in 2007 as a certified reserve officer. He served as reserve officer and president of the reserve program before transitioning to full-time patrol officer.

He graduated with the 241st Iowa Law Enforcement Academy class in

December of 2011 and worked as a patrol officer, and investigated sex crimes.

Yamada was a firearms and TASER instructor when he accepted the position as Chief of Police, effective February 1, 2021.

Meet the Chief

Grinnell Police Chief Michael McClelland Served as M.P. Officer; Served in Oper. Desert Storm, Iraqi Freedom, Enduring Freedom

Grinnell Police Chief Michael “Mac” McClelland is an Iowa native, born in Des Moines, where he graduated from East High School in 1986.

Chief Mac began his law enforcement career after high school, enlisting in the United States Army and serving as a military police officer at Fort Dix, New Jersey.

In 1990, he returned home, joining the Iowa Army National Guard and was quickly deployed to support combat operations for Operation Desert Storm, performing POW duties. Chief Mac attended Grand View University and Drake University’s R.O.T.C. program, where he attained his B.S. in Criminal Justice and his commission as an Army Reserve Officer in 1996.

After graduation, Chief Mac took a position with the Aurora Police Department in Aurora, Colorado, serving 24 years in numerous positions and duties: Patrol, FTO,

Traffic, Patrol Sergeant, Police Area Representative/ Foot Patrol Sergeant, Traffic Investigations Sergeant, Lieutenant/Watch Commander, Traffic Section Commander, Honor Guard Commander, Awards Board Chairman, Training Section Commander, Investigative Support Section Commander and Force Review Board member.

Chief Mac continued his military service in the Iowa and Colorado Army National Guard, deploying to combat in 2003-2004 for Operation Iraqi Freedom, and again in 2010-2011 to Afghanistan for Operation Enduring Freedom. Chief Mac retired from military service in 2012 at the rank of Major.

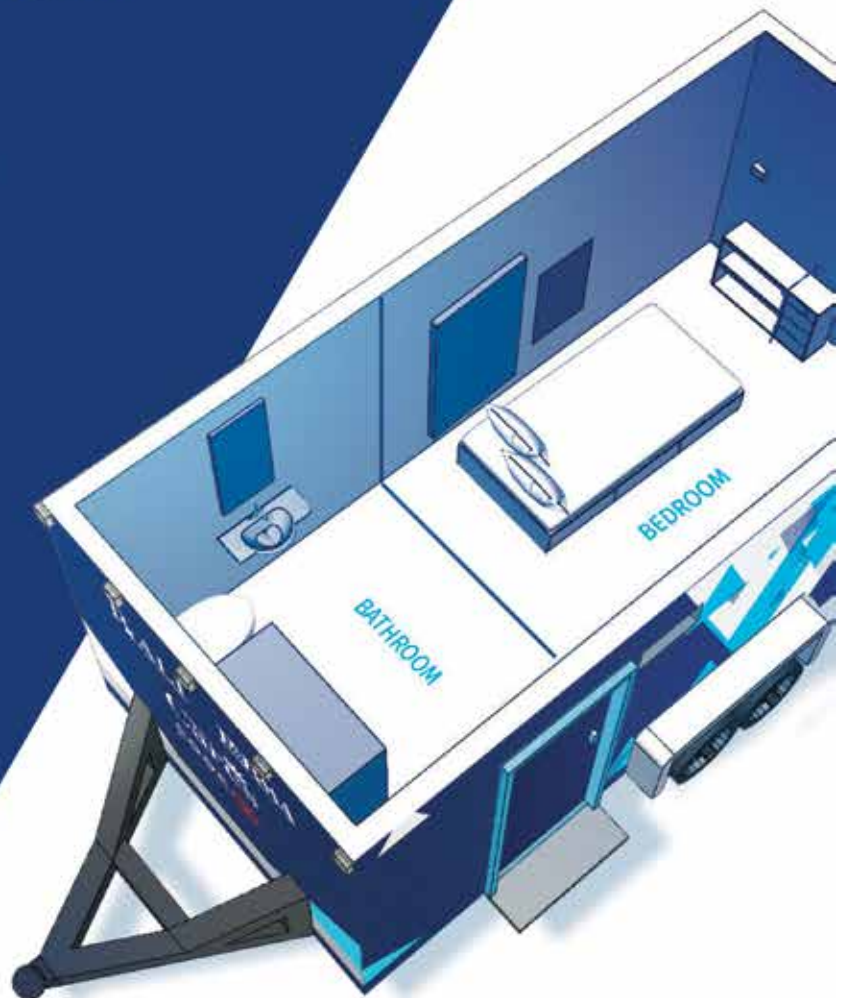
Chief McClelland has been married to his wife Mindy, also an Iowa native, from Charles City, Iowa, for 24 years. They have three children Mikey, Max and MacKenzie.



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Clear Lake Police Department Completes 5-Year Plan to Join Iowa Statewide Interoperable Communications System (ISICS)

The Clear Lake Police Department (CLPD) is fortunate to operate a 24-hour Public Safety Answering Point (PSAP) center comprised of dedicated and caring dispatchers. They provide public safety communications service to the cities of Clear Lake and Ventura 24/7/365.

The Department currently employs six full-time dispatchers, one part-time, and one communications supervisor. They staff three shifts: days, evenings, and midnights. The center also works closely with the Cerro Gordo County PSAP, which dispatches for the Sheriff's Office, Mason City Police, Fire, and EMS, as well as the other local fire departments in the County.

As Clear Lake is a "destination community," the population fluctuates constantly. Summer months can almost double the permanent year-round population. Many events held in or around the lake can triple that number. The dispatchers have to be able to adjust to these changes and the increased call load.

Even though most of these events were canceled in 2020 due to the COVID-19 pandemic, the CLPD communications center went through several major changes. This included joining the Iowa Statewide Interoperable Communications System (ISICS), replacing radio equipment, upgrading the 911 phone system, and hiring additional personnel.

By joining ISICS, the Department completed a five-year project to upgrade to a digital, P25 compliant communication

system that included all City departments (e.g., fire, EMS, and public works).

"It was a long journey to get us to this point," said Clear Lake Police Chief Pete Roth.

"We could not have accomplished this goal without the support and assistance of many people and organizations, especially the financial commitment from the Cities of Clear Lake and Ventura, and the Cerro Gordo County 911 Service Board."

One of the personnel additions in 2020 was the hiring of a dedicated Communications Supervisor, Erin Froning, in April. Since then, Froning oversaw the ISICS implementation, the upgrades to the 911 phone system with CentralSquare Technologies, the hiring of an additional full-time dispatcher, a minor communication center remodel, and the training that accompanies new equipment and a new employee.

An emphasis on training has also become a priority for dispatchers. As the public safety communication profession continues to evolve, especially in the area of technology, CLPD is working to be prepared for this changing environment.

"We continue to look, plan, and train for the future," Froning said. "Online and virtual learning has presented us with many



Clear Lake evening shift dispatcher Page Conklin.

opportunities to train on a regular basis."

The dispatchers complete monthly online training lessons and attend in-person classes when possible.

If you are ever up here enjoying Clear Lake, or the many events occurring around the Lake, know that the communications staff are ready to serve and assist you if needed.

You can contact the communications center at 641-357-2186, by email at police@cityofclearlake.org, or through the Department's several social media accounts @clearlakeiapd.

Upcoming MCTC Training at Camp Dodge, Johnston



- May 3: "Clandestine Laboratory Safety Re-Certification"
- May 3-7: "Clandestine Laboratory Safety Certification"
- May 3-7: "Interview and Interrogation"
- May 4-7: "K-9 Drug Detection Enhancement Course"
- May 10-13: "Tactical Entry to Chemically Hazardous Environments"
- May: 10-14: "Advanced Physical Surveillance for Counternarcotic Missions"
- May 17-21: "May Fundamentals of Drug Crime Scene Investigations"
- May 17-21: "Drug Unit Supervisor"
- May 24-27: "Tactical Entry to Chemically Hazardous Environments"
- May 24-28: "Crisis / Hostage Negotiation - Level 1"

Toll Free:
(800) 803-6532
Phone: (515) 252-4756
Fax: (515) 727-3613
Email:
info@counterdrugtraining.com

There is no registration cost to attend any MCTC (Midwest Counterdrug Training Center) course. No-cost lodging is also available for most Camp Dodge JMTC classes (see MCTC website for details). Register for these courses at: www.counterdrugtraining.com

Training Matters

The Forest For the Trees... “Situational Awareness”

I hope this finds everyone healthy and safe. Absolutely no one could have predicted the state of the world in which we find ourselves. There are so many issues that have affected us from small to large and from external to internal. I know it may seem things are out of control; just hold on, because everything does get better.

This article is going to discuss something that is so important, especially in these turbulent times, regarding perceptions of law enforcement. What I want to discuss is “situational awareness.”

Situational awareness covers both visual and auditory stimulus. Let’s start by talking about the visual part. When we look at a scene, we have several different fields of view. We have a 120-degree field of view, but that is mostly peripheral. We only have about a 6 degree field of focus to actually see something, such as reading text. Try to focus on the last four words. Can you really see the words around them or are they blurry. Our peripheral vision helps us pick up movement, which was developed to keep us safe.

Officers need to develop their ability to “see” what they are looking at in a call for service. Wherever you are, take a moment and scan. Remember your driving instructor always telling you to scan the road. This goes for all calls you handle. Take the time and scan your whole scene; but while you are scanning, actually process whatever you see. What, actually, am I seeing?

You may be saying, “I don’t have time to do that during fast changing situations.” I understand, that but there are several methods you can use to train yourself to observe visual details and process them at a faster and faster pace.

I want to make sure that everyone understands that no matter what you do, or how you do it, it needs to be done from a position of safety.

A simple in-service training exercise you can have your officers do is to set up a room similar to an apartment and make

it a loud music call. Then, place four to five weapons throughout the room, such as a shotgun, knife or handgun. Don’t hide them; just have the weapons on a chair or leaning in a corner. Then, have the officers go in the room to talk with the roll player to get them to turn the music down. Give each officer in the scenario about 60 seconds to talk to the role player. After the 60 seconds, take the officer aside and ask him how many weapons he saw in the room. It may surprise you and the officer.

On the audio side of the coin, we as officers need to actually listen to what is being said during interactions. We have to listen to understand, and not just be thinking about what our response is going to be when it is our time to talk. We need to hear what people are saying. It may be the citizen talking to you about their crisis at that moment, or it may be the arrestee who says they don’t want to go back to jail. These are not just possible pre-assault indicators, but possible pre-resolution indicators.

You should be able to hear not only the words, but the tone and the cadence. All of these together have meaning.

The brain works in amazing ways when it comes to our senses. But, it can also override one sense in favor of another. Have you ever noticed that when you are driving and listening to the radio, but then you begin looking for an address,

you turn down the radio? Yes, I have caught myself doing it. This is the brain’s way of transferring the importance of one sense to the other. Just be aware that this is normal. What we as officers need to do is learn how to hone our ability to mine the information we are getting from each sense to benefit our ability to do the job and be safe.

If we, as officers, can sharpen our ability to see what we see, or hear what we hear, this can increase our situational awareness.

This also includes our ability to “keep our head on a swivel” and “watch our six.” When you incorporate all these skills, they will undoubtedly keep you safer.

Train hard. Stay safe.

About the Authors:



Sgt. Greg Erie

Greg Erie has been with the Waterloo Police Department since 1995. A former Marine, Sgt. Erie is currently assigned to Watch III Patrol. Prior to his July 2016 promotion, he served as the Training Unit Coordinator for 9-1/2 years. He is a prior member of the Tactical Unit, FTO, and a TASER and defensive tactics instructor. He is a member of ILEETA. His email is erieg@waterloopolice.com.



Officer Chris Gergen

Chris Gergen has been with the Waterloo Police Department since 1997. Officer Gergen is state and federally certified as a Control Tactics Instructor. He also teaches in several other areas. Officer Gergen is married with three kids. He can be reached at gergenc@waterloopolice.com.

Visit Your Law Enforcement Association Website at iowapeaceofficers.org For: Legislative news, training opportunities, annual Conference information, membership information/ application, dues payment, IPOA Bylaws, Board members.

Integrated Response: The Next Step in Successful Response to Active Threat Incidents

By Lt. Charlie Fields

Special Operations Commander
Cedar Rapids Police Department

Over the past decades, we have seen the law enforcement response to “active threat incidents” evolve. And when we think of active threats, “active shooter” events often come to the forefront.

In August 1, 1966, the United States experienced what could be considered one of our first active shooter incidents. Charles Whitman, after stabbing his wife and mother the night before, went to the University of Texas where he took up a position on the observation deck of the Main Building tower with multiple weapons that included three rifles, a shotgun, three handguns and a machete. Whitman opened fire on people around the surrounding campus and streets. He was killed by a law enforcement officer who was able to make it to the observation deck 96 minutes later. At the end of the incident, 31 were wounded and 14 dead – not including Whitman, his wife and mother.

During this incident, law enforcement realized that they were not properly equipped to handle such situations. This incident occurred around the same time that Los Angeles was facing the Watts Riots. As a result, law enforcement agencies across the United States began forming SWAT Teams to deal with these violent incidents and barricaded gunmen. Swat team members received additional training and equipment beyond that of normal patrol officers in order to respond to and to deal with situations beyond the scope of what patrol units could handle.

April 20, 1999, was another wake-up call for law enforcement. On this date, two seniors at Columbine High School, Eric Harris and Dylan Klebold, went to the school and began shooting fellow students. The shooting began in the parking lot before both subjects entered the school. They were armed with a Tec 9, a carbine rifle, two shotguns, four knives and they had 99 IED's. The first responding law enforcement officer was shot at by Harris before Harris entered the school. Harris and Klebold worked their way through the school, shooting students and throwing IED's. Approximately 90 minutes into the incident,



SWAT Teams made entry and began clearing the school. It was later discovered that this was nearly an hour after the gunmen had taken their own lives. By the end of the incident, 12 were killed, not including the gunmen, and 24 wounded. One of those killed was a teacher who had bled out from his wounds only to be discovered three hours after SWAT Teams made their entry.

This incident brought law enforcement to the realization that we can no longer wait for SWAT Teams to make entry to stop the killing of innocent people. Nationwide, departments began training officers in “small team tactic” and moving “direct to threat” to save innocent lives. In addition, they began to equip their officers with rifles and better ballistic protection so they could respond more effectively to “active threat incidents.”

Currently, our Department issues M-4 rifles, ballistic helmets and a rifle rated plate that officers wear with their soft body armor. We conduct annual training on Active Threat Response during in-service training, and our Regional Academy conducts training in Active Threat Response. Our training includes tactics for multiple officer entries, single-officer entries and officer response off-duty.

The advancement in the training and equipping of law enforcement to effectively respond to active threat incidents has had a great impact on the ability of law enforcement to save innocent lives. We are no longer waiting to make entry, and officers have the mindset that they need to stop the threat immediately. By eliminating the

threat immediately, we stop the killing of innocent people. But this is only part of the equation. We also need to stop the dying. Prior to the arrival of law enforcement and the elimination of the threat, there is the probability that people have been wounded. Some of the wounded may die if they do not receive medical treatment within a short time.

This is where the concept of “integrated response” comes into play. In June of 2018, I attended a course on “Active Threat Integrated Response” put on by FEMA and the Department of Homeland Security. I will provide an overview of the concept, but by no means is this a substitute for attending an integrated response training course.

The concept is simple: “Stop the killing and stop the dying.” Law enforcement has met the challenge of stopping the killing, but how do we help stop the dying? Traditionally, EMS and fire personnel would not enter a structure or area until it was declared secure by law enforcement. Depending on the size and complexity of the structure or area, this could take hours to complete. During that time, the wounded could bleed out and die. If medical care would have been introduced sooner, victims may have survived. The goal of integrated response is just that: introduce medical care sooner to help save those lives.

The integrated response model is based on the “Incident Command System.” During integrated response, incident command is joint command between law enforcement and fire. The Operations Section is broken down into Staging, Law Enforcement Branch, and Medical Branch. The law enforcement branch manages the Tactical Group and Perimeter Group, while the Medical Branch manages the Triage Group and Transport Group. In addition, a Joint Information Center is established along with an Intelligence Section that manages a Reunification Group, Investigative Group, and Intelligence Group. The command structure will continue to grow dependent on the size and scope of the incident. First responder trainer “C3 Pathways” has an excellent Active Threat Incident Management Checklist and Organizational Chart that our Department has trained with and

(See “Active Threat Incidents” on P. 15)

“Active Threat Incidents,” continued

uses to manage an Active Threat Incident.

Integrated response begins with the initial law enforcement response being organized and controlled. During the integrated response, law enforcement operates on the “5th man concept.” The first four officers on scene move in to eliminate the threat. They are identified as Contact Team 1. The 5th officer, no matter what rank, remains outside and begins to set up command and control. The officer assumes command, sets a staging location for additional assets (officers, EMS and fire personnel) and communicates with the Contact Team, additional responding law enforcement and dispatch. Upon arrival, the first law enforcement supervisor assumes command and assigns a staging area manager.

When the Contact Team(s) have eliminated the threat and have nothing driving them farther into the structure, they establish a Casualty Collection Point (CCP). After the CCP has been established, an Entry Corridor is secured by additional Contact Teams. This is to allow for the movement of Rescue Task Forces (RTF) to the CCP. An RTF consists of a minimum of two law enforcement officers as security element and up to four Fire/EMS personnel. At the same time, an Ambulance Exchange Point (AEP) is established. This may be the same location the RTF entered to proceed to the CCP. Contact Team(s) provide cover in the Entry Corridor and the un-cleared areas, and move directly to the threat – should shooting begin. If this occurs, the RTF will remain in the CCP with the law enforcement officers assigned to the RTF providing security.

At the CCP, EMS/Fire personnel assigned to the RTF triage and package the wounded for transport. The triage conducted is a quick battle field triage. Once the wounded are ready, the RTF move the wounded to the AEP. This process continues until all wounded are evacuated. The number of CCPs, RTFs, Entry Corridors and AEPs is dependent on the size and scope of the incident. As additional assets arrive, they are assigned by the staging area managers (there should be a representative from both law enforcement and Fire) as requests are received.

Implementation of this concept at our Department began by bringing together our

command staff as well as command staff from the other law enforcement agencies in our county to discuss the concept. Also involved in our discussion was our county Emergency Management. With buy-in from all involved, we began training our personnel and drafting policy. Our county EMA implemented a policy for a county-wide response plan to Active Threat Incidents and our Department implemented a policy based on the same concepts.

Prior to the implementation of the policy, training was conducted. The first group to be trained included the command staff of all county law enforcement agencies, command staff from our fire department and supervisors from our local ambulance service. The training consisted of a lecture and tabletop exercises to help understand the concept and demonstrate how to establish the command structure needed to manage the incident. Several sessions were conducted to ensure all command personnel had the opportunity to receive the training.

With the training for the command staff complete, our Department conducted a two-phase training program for our officers and dispatchers. The first phase of training was a combination of lecture and tabletop exercises. The training for the officers concentrated on the initial response, the 5th man concept and the responsibilities of the different positions that they may be assigned along with the terminology used. Training for the dispatchers concentrated on the importance of the response of law enforcement on a common channel, terminology used and their role and responsibilities once command was established. Again, multiple sessions were held to ensure all members of the Department received the training.

We then took the training to the field, where we conducted scenario-based training. Several evolutions of active shooter scenarios were conducted. The scenarios were worked to the point of the evacuation of wounded from the CCPs to the AEPs. Blanks, simunitions, mannequins and triage cards were used to touch all aspects of the response. Each session held had law enforcement, fire, EMS, and dispatch personnel in attendance.

On April 9, 2020, at approximately

0500 hrs, our Department responded to a report of an active shooter at a local window and siding manufacturing company. Responding officers successfully utilized the training they had received to manage the incident. While debriefing the incident, the responding officers expressed how the training they had received gave them the confidence and ability to respond and manage the incident.

For the concept of Integrated Response to be successful in any jurisdiction, buy-in from all involved law enforcement, Fire and EMS is necessary. This requires conversation and relationship building. Fire and EMS personnel need to know we law enforcement have their back and that we will provide them the protection needed so they can operate. It requires training together to build that trust and confidence, so when an incident occurs there are no doubts as to what our role is, as well as that of our counterparts. By doing this we can save more lives.

About the Author:

Lt. Charlie Fields has been with the Cedar Rapids Police Department (C.R.P.D.) for 26 years. He currently serves as the Department’s Special Operations Lieutenant, overseeing the operation of the Special Response Team, Crisis Negotiation Team, Crisis Intervention Team, Hazardous Devices Unit, K-9 Unit, Police Community Action Team and Traffic Unit. He has spent 15 years on the Department’s Special Response Team holding the positions of Operator, Assistant Team Leader, Team Leader and Team Commander. He is the Department’s lead instructor for Critical Incident Response, and is well-versed in Incident Command. His areas of expertise include Tactical Operations, Critical Incident Response, Patrol Operations and Active Shooter/Threat Response. In 2012, Lt. Fields received the C.R.P.D. Community Service Award, and in 2019 was the recipient of the C.R.P.D. Officer of the Year Award for his efforts in keeping the community safe.

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Sioux City Police Department Promotes Lt. Chris Groves to Captain, and Sergeant Ryan Bertrand to Lieutenant



Sioux City Police Chief Rex Mueller (left), Capt. Chris Groves.

The Sioux City Police Department is proud to announce the promotion of Lt. Chris Groves to the rank of captain. Chris began his law enforcement career as a correctional officer with the Woodbury County Sheriff's Department in 1990. He was hired by the Sioux City P.D. in September 1994, and worked a variety of assignments including patrol and the Alcohol Safety Action Program (ASAP). He served in the Detective Bureau as a Crimes Against Persons investigator prior to his promotion to Sergeant. While serving as a sergeant, Chris worked assignments including supervising the ASAP unit, Training Division, and Property Crimes Unit of the Detective Bureau. As a lieutenant, he served as Watch Commander of the overnight shift, and later managed the Professional Standards Division, where he oversaw the Training Division, accreditation through CALEA, and Internal Affairs. Following his promotion to Captain, Chris was assigned to the Support Services Bureau. Chris functioned as a hostage/ crisis negotiator for over 23 years; and as the negotiations commander since 2010 until his promotion to Captain. Additionally, Chris served on the honor guard, and has been a Department instructor for firearms, response to an active killer, ALICE, and verbal judo.



Sioux City Police Chief Mueller with Lt. Ryan Bertrand (r).

The Sioux City Police Department is proud to announce the promotion of Sergeant Ryan Bertrand to the rank of lieutenant. Ryan began his career with the S.C.P.D. in 2002, first working in the Patrol Division, and then serving as a detective in the Crimes Against Persons Unit. In 2006, Ryan became the Department's lead defensive tactics instructor and was also selected that same year to join the tactical team.

Throughout his career, he has been active as an instructor in several tactical disciplines working to improve proficiency and officer safety. Following his promotion to Sergeant, Ryan worked as a patrol supervisor on various shifts, and later as the sergeant of the Crimes Against Persons Unit.

Ryan has worked to further the Department's mission of service to community by his consistent involvement in team policing projects and initiatives, and fostering partnerships with the community. Following his promotion to Lieutenant, he was assigned as the Watch Commander on the overnight shift. Ryan continues to serve the Tactical Unit as the SWAT Commander, belongs to the Department Honor Guard, and is active in multiple training initiatives.

Iowa Peace Officers Association membership dues for 2021 were payable by September 1. Anyone who has not paid their dues by September 1 will not receive future issues of Iowa Law Enforcement magazine. IPOA, P.O. Box 100, Denver, Iowa 550622