



TACTICAL OUTLOOK 2020



Government Training Institute

Tactical Industry Outlook 2020



Asset Trading Program

GTI has created the Asset Trading Program to benefit under-funded law enforcement agencies by utilizing their forfeited-seized assets, and surplus law enforcement equipment to provide funds for attending GTI Training Courses or the purchase of new equipment.

Use your agencies surplus vehicles, ammo, weapons, confiscated items, and forfeited-seized assets to fund your critical mission.

This Asset Trading Program is designed to assist first responders in having a positive impact on their communities without using money from strained budgets.

How it works:

Identify your agency's needs: Training or New Equipment

Identify items that your agency has available for trade and contact GTI with specific item details.

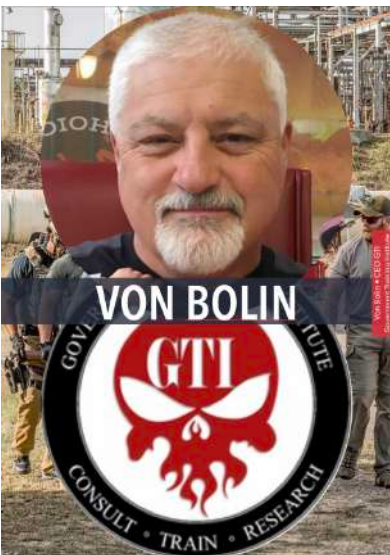
GTI then assesses the trade value for items to be traded.

An agreement is made and contracted between your agency and GTI.

The traded item(s) are transferred to GTI. Your agency provides titles, when needed, and Bills of Sale.

GTI Training courses are scheduled or GTI purchases the desired equipment and it is then delivered to your agency.

If the Asset Trading Program is a funding option of interest, please view more information on our Asset Trading Program page or contact GTI via email: ATP@gtitraining.org or by phone 803-259-1935 to discuss further.



CEO: Von Bolin



Vice President: Brian Naillon

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Government Training Institute



The GTI Asset Trading Program: We have an opportunity and an obligation to fill the void and bridge the gap to get responders what they need to do their jobs.



As we here at GTI look into the year 2020, there are a myriad of topics that are not only relevant but important and deserve attention, I am going to dissect out a couple points that I feel are looming over our industry and worth further discussion. As our world seems to be spiraling out of control and the absurd become commonplace.

First responders; and not just here in the States but around the globe are being ridiculed and dehumanized while being expected to perform miracles while their hands are tied by what can only be described as insane policies led by “mass delusion”.

Criminals are being coddled and are being heralded as the victims while our responders are being titled as “killers”. Laws are being changed to humanize crime and its perpetrators while those that hold the line are being prosecuted for upholding the law. This pandemic has spread worldwide and the further we go along, the more our officers are being put into no win situations and more and more

into harm’s way. The system they are protecting is often working against them and the sad reality is the trend seems to only be gaining speed.

The things that should be taken for granted as necessity as part of the job are being systematically removed; specifically, equipment or specialized training.

We have seen it over and over in recent years where something like active shooter training that has been a mainstream “must have” has

had some of the most catastrophic failures.

Not because there weren’t capable personnel available but because the “check the box” and “everyone gets a trophy” mentality has led to a true void in capability. True tactical training requires TIME! Time, in the classroom followed by LOTs of hours of practical exercises.

Yet it has become less about getting a real value out of training and more of “everyone has had 8 hours of training for these situations. We are good”.

Laws are being changed to humanize crime and its perpetrators while those that hold the line are being prosecuted for upholding the law.



Left: Training around vehicles at GTI



Right: Tactical team training at GTI



That is then followed by a mandatory 40 hours of sensitivity training because criminals feelings are more important than building true lifesaving capabilities. (I wish I was being facetious).

Agencies are being taxed to respond to more complex scenarios and situations but do it with less training and more restrictions and so getting access to proper training and equipment has become virtually impossible in many cases because it is deemed unnecessary.

How do you as a Training Officer press for tactical training for your people when you are no longer allowed to use force when taking on a criminal?

Even more so if you have to make sure your people consider how the perp might feel about being stopped from shooting anyone else.

Those funds are getting further and further away from those that need them and are getting coffered into lawsuit payouts to the family because you returned fire against “the good boy who would never do anything like that” who had just murdered your partner.

This stance may seem harsh, but I have watched funding fluctuate for one reason or another over the last 15 years but the trend we are seeing right now is just perplexing and wrong.



I have had the pleasure to work with some incredible people over the years and I have watched as several have had their final watch way too soon.

This trend will only exacerbate that into becoming a commonplace reality and we should in no way accept that as an option.

So how do we as an industry fix this? That is the billion-dollar question and the reality is there is no simple answer. If we cannot change the current psychosis, how do we make training and equipment accessible; attainable and affordable for agencies and

personnel? As we all know, good quality comes at a price. I am not talking about those charging for arrogance nor is it all about “tacti-cool” that I am referring to. I am talking about the true cost of quality training and equipment. Neither are cheap but there is a reason.

Now as much as I have said about the struggles within the industry; there are some agencies, cities, counties, states, etc. that “get it” and support the hell out of their people and our hats are off to them as they protect and support their people. The issue is the trend the other direction is gaining momentum but oddly enough

the combination of the two has presented an opportunity

This void between “those with”; and “those without” has always existed but we have created a way for Training and Equipment providers to connect with agencies and their personnel and provide a solution to bridge the gap for all sides.

We created the Asset Trading Program (ATP) to fill that funding void.

Whether an agency has funding available or not, there is always a rub on getting necessities or training when



Left: The GTI Joint Operations Center, Barnwell, SC

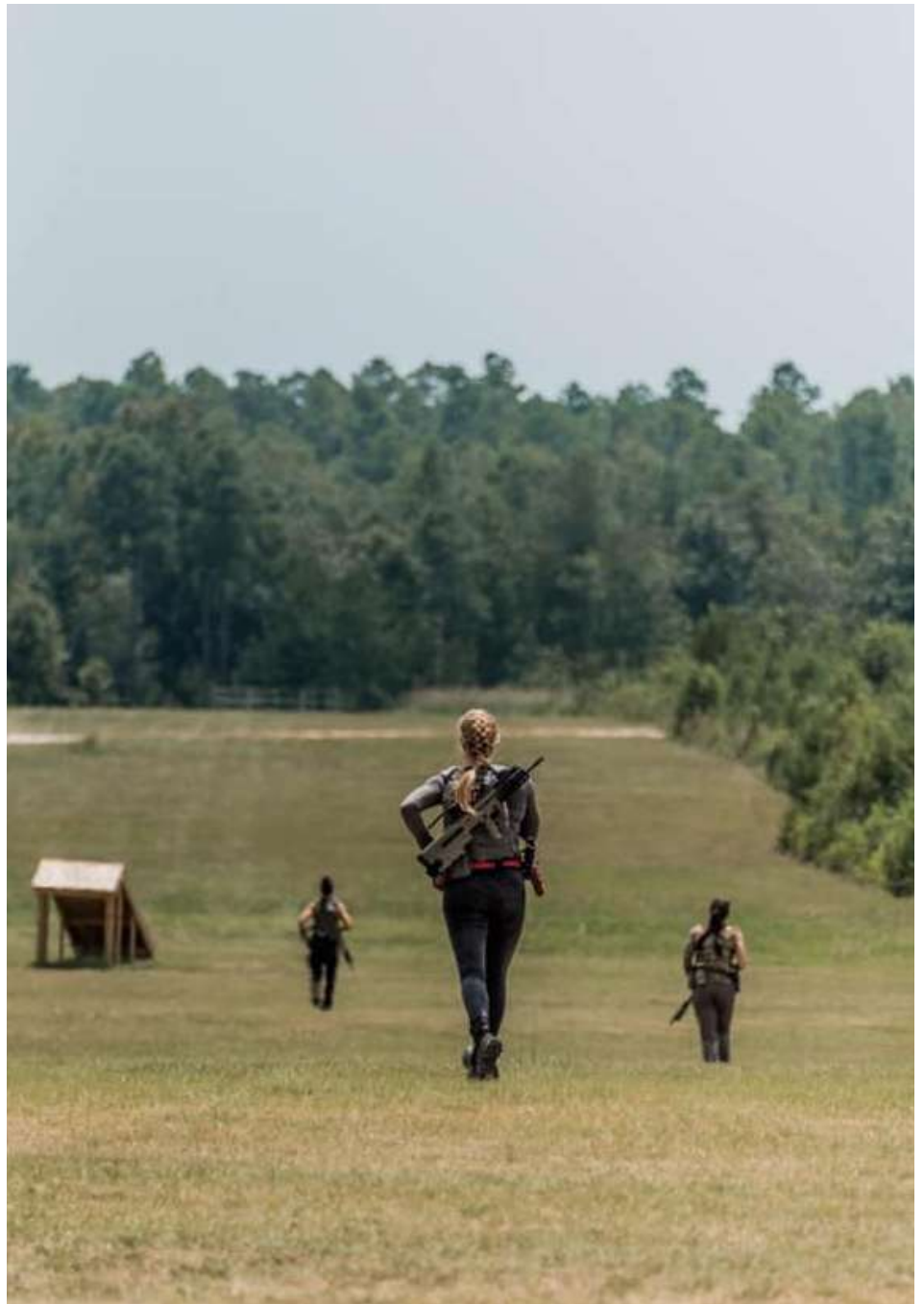
Left: LE Trainig Scenarios at GTI

Right: LE Vehicle Training GTI

you need it. In most situations' agencies have assets or equipment that they no longer need or use and could let go of without much issue. This program was designed to take those assets and turn them into Training, Services or New Equipment. We have teamed with some of the best companies in the industry to provide Equipment, Services and Training through this program and that list of participating companies continues to grow daily.

This program is free to use. That means it is free for agencies, manufacturers and vendors to use and all of it is to get the agencies and personnel what they need. We have an opportunity and an obligation to fill the void and bridge the gap to get responders what they need to do their jobs and come home safely at night. At the end of the day, we need to ensure our responders understand their lives matter. Make sure they know they are important despite the turmoil and insanity that is becoming commonplace in their work life. The fact is all of us are blessed to be part of such an amazing industry and have the honor of working with these brave men and women in uniform.

They are not just our customers but our family and friends and if we cannot change the face of insanity, then we as an industry must adapt to bring solutions that help save their lives. God bless you all and we look forward to seeing you in 2020!





Tactical Training for First Responder

Scott Usry: Director of Training GTI Government Training Institute • Patrol members are the true first responder of any agency. These men and women are the backbone of the agency and handle more calls each year than any SWAT team.

In the law enforcement community, a lot of time and money is spent on training and equipping Tactical or SWAT Teams. The reason for this is obvious, because the members of these elite teams have got to be the best at what they do, when they need to do it.

There is an old saying among the teams that goes “when the public needs help they call the Police, but when the Police need help they call SWAT”.

While this saying still holds true today, the environment that law enforcement is operating in has evolved and became more and more unstable and more dangerous.

Historically, agencies would respond to certain types of events and set up a perimeter and wait for SWAT to arrive and resolve the event. This was the norm until the Columbine School Shooting. On April 20, 1999 the norm in Law Enforcement changed forever. At that time, responding agencies handled

the situation like any other one that they were not trained nor equipped to handle.

The agencies surrounded the school and held a perimeter while SWAT responded and entered the school.

SWAT’s response was to enter the building and clear the rooms one by one until they found the shooters.

We now know that this caused a delay in locating and neutralizing the shooters.

This type of training filled a void, but little did we know at the time, it identified other shortcomings in the way we do business.

SWAT team member have to be precision shooters, so a lot of time is spent on these guys honing their skills. A lot of the time the SWAT guys will be the best shooter in the agency.

Not that this is bad, but unless these operators are on patrol they will not be the first person on scene of an active situation.

Unless SWAT operators are on patrol they will not be the first person on scene of an active situation.

The lessons learned that day caused law enforcement agencies across the country to re-evaluate their training and how they respond to active shooter incidents.

Active shooter training was developed and implemented in nearly all agencies, nationwide.





Patrol members are the true first responder of any agency. These men and women are the backbone of the agency and handle more calls each year than any SWAT team.

For this reason the patrol division needs to be trained and equipped to handle the situations that they are facing in this ever changing and evolving environment.

Advanced firearms and tactics should be the new norm for all members of your agency; especially the men and women of you patrol division and school resource officers as they will be the ones protecting our children and loved ones.

I believe that every member of these divisions should be allowed to attend some sort of

Basic SWAT or Advanced Tactical Patrol Officer training.

The goal of this type of training is not to make every patrol officer a SWAT member, but rather better enhance their abilities to perform their duties.

The problem with this train of thought is that most agencies have very limited resources and budgets. Agencies want to train, but don't have money in the budgets to do any advanced training.

What to do has always been the question agencies have asked, a lot of time with no answer.

What if there was a way to provide agencies with the training that they needed

without any out of pocket expense to the agency?

What if there was a pot of money that each agency has access to that they might not even know about? The easy answer to that is there is.

The Asset Trading Program, offered by the Government Training Institute, is a one of a kind program that allows agencies to take all the old, used, out of date, unwanted or seized equipment they have saved up over the years and trade it in for cash for new equipment and/or training.

This program relieves the worry about how to afford the training that the patrol division needs to be better trained.



Dennis O'Connor

Government Training Institute

Year 2020: Physical fitness, range training scars, fundamentals, and about becoming a great tactician.



Top: Dennis O'Connor

What I think needs to be communicated in 2020: Physical fitness is paramount, especially how it relates to performance and decision-making.

Understanding sustainment training vs attending training is also very important. And of course: Range training scars. Your physical fitness can be excellent, your training perfectly adjusted, but if you leave with training scars, you will be in trouble when it counts the most. All training, no matter how realistic, isn't real combat. If we perform habits from a training environment in a real combat situation it could (and mostly will) end up fatal.

Instructors really have to look into these habits and let their students leave the training without them. These first three aspects combined should be the main fundamental of any good training in 2020.

The next aspect is a bit more about teaching the mind and a general understanding of what we do. A good training should always end in mastering the "Why" and in a fundamental understanding. That's what we train for. It also means to balance "tactical theory vs vetted theory" (and put it into action).

And finally, if you put all these pieces together, you will get the right answer for "What will matter in 2020?": Its all about becoming a great tactician. That's

the goal. Any instructor who understands these steps and where they lead to, will be ready to do a great job in 2020.

Also, I want to mention PTSD / Suicide among law enforcement. Its is real. And it is important. We have to make everybody to understand that the job is not just wearing uniforms and carry firearms. The job is people. People who work under tremendous stressful conditions. Who put their own lives into the line. And who see the worst of what humans can do or be. If you think, that this kind of work keeps people without scars... physical, emotional, spiritual scars... you are wrong.

I ask everybody to be more open, more conscious, about what it means to carry that burden. Without judgement. Just listen sometimes, lend a hand, or take the signs serious. We can't let alone our best men who save us from the worst every day. Be aware and be a friend.





Ken Witt Tactical Instructor

GTI Government Training
Institute



Tactical Industry Outlook for 2020

In the United States, as well as around much of the globe, law enforcement will continue to face many of the same issues in 2020 that have challenged it throughout the previous decade: reducing part one crimes against person and property, active shooters, domestic and foreign terrorist threats, hate crimes, human trafficking, crowd management, training, staffing, budgets, and public scrutiny.

Each law enforcement agency's approach to these critical issues must be reassessed through historical experience, data, and professional insight.

This approach must also be outward looking and include the experiences of outside agencies and well-regarded public safety think tanks. This provides the opportunity to either validate existing tactics, techniques and procedures or evaluate new methodologies.

Yet, the fact remains that the deployment of tactical units carries with it one of the greatest liability concerns – in both human and monetary terms – facing any agency. For this reason, agencies must adequately prepare their tactical teams for success. Additionally, this commitment to tactical preparedness must be extended to active shooter training for all field officers.

Any tactical training must begin with an accredited set of standards for training and performance.

The absence in this country of a national standard for tactical units means agencies should look to state governments such as California's Commission on Police Officer Standards and Training for guidance.

Credible organizations such as the National Tactical Officers Association also provide vetted guidelines for tactical training and policies. It is these standards that identify the core competencies which drive individual and team training.

It is essential that team training is entrusted to a vetted cadre of instructors based on their education, training, and experience not rank or time on the team. Rank and tenure do

not always equate to the aforementioned criteria. Equally important is the issue of tactical leadership training.

This is another area where rank and tenure are not a guarantee that a leader is prepared to efficiently plan and execute a tactical operation, let alone for the rigors of critical decision making in a dynamic high-stress environment.

Finally, new tactical methodologies should be sought out and evaluated, even if they only serve to validate existing doctrine.

Otherwise the team's training will become inbred and lose its effective edge.

The arbiter of tactical success is regular, meaningful, and realistic training.

Any tactical training must begin with an accredited set of standards for training and performance.





Neil Pollock

Public Order Management Academy

Public Order Policing in 2020

What is the outlook for Public Order Policing in 2020?



Top: Neil Pollock

If Thomas Lojek had asked me to write this article a year ago I would have confidently said that the yellow vest protests would be over and the French would have returned to their normal cycle of protest and strikes, I doubt very much that I would have predicted the meteoric rise of Extinction Rebellion and the student protests in Hong Kong wouldn't have even been a footnote.

What does this tell us? Public Order Policing is incredibly unpredictable and those involved with the management of such events are always learning and having to develop new tactics and that the training and welfare of all is incredibly important.

Legitimacy of the actions of all involved is clearly an issue. If we look at the Extinction Rebellion protests in London. Most people in the UK see climate change as an issue and with a Government focused elsewhere the idea of protest soon gained momentum.

When the protests started clear communication from the Police via both social media and by the use of dedicated Police Liaison Officers to explain what was expected of them as a protest group allowed the Police to get some people to move. Those who did not adhere to the Police requests were arrested. But because of a policy of "no promises and no surprises" this did not come as a shock to the

protesters, lessons learned from previous similar protests, such as the Occupy Movement, meant the officers went about the job with a lighter touch so you didn't end up with individual protesters being the rope in an unsightly Police v Protesters tug-of-war and many protesters apologising to the officers for keeping them away from their families.

But when the public of London, many of whom would support the need to change, had their journey to work disrupted for the 5th time in 5 days, and they were having both their work and private life disrupted, docked pay for late arrival at work and unable to collect children from school, the legitimacy of the protest faded resulting in protesters being dragged from the top of a tube train and being assaulted.

In a time when the mental well being is being highlighted more and more, not least by veterans returning from the middle east, we also need to consider the welfare of officer's exposure to long-running public order events.

At an excellent conference recently hosted by the RCMP in Ottawa I was shocked to hear the 30+ French Police officers had taken their own lives directly related to the still on-going disorder in Paris. Law Enforcement continues to develop and improve their response to mental health but when we have many hundreds or sometimes many thousands of officers deployed this becomes more difficult.



Public Order

Instructors and Tactical Advisors who can both support the command team and develop new tactics to counter the ever-evolving changes in public order.

There is no magic wand to solve this but sometimes something as simple as a cup of tea a biscuit and a chat, please feel free to insert your own regional version, away from the front line can be enough to decompress officers and allow them to return to the front line refreshed.

This obviously doesn't take away from the long-term effects of being exposed to serious disorder or any other sort of traumatic event which we have all dealt with many times over and both supervisors and colleagues need to continue to support each other and other members of the extended emergency services family.

How do we deal with this? The need for those who command and manage public order events to be suitably trained has been proved many times over with Court cases dragging on for many years and in some cases many decades. Suitably trained and accredited Instructors and Tactical

Advisors who can both support the command team and develop new tactics to counter the ever-evolving changes in public order are an oft overlooked but much valued resource.

The continued development of crowd management supported by scientific research and the use of police liaison/ dialogue officers to communicate effectively with those who wish to exercise their right to protest. Lastly we must never forget the wider crowd

water cannon... They are all valuable tools in our public order tool box, and we need to have officers trained in all the relevant tactics to counter serious and sustained disorder.

But if we can build a consensus where the legitimate aims of the protesters is mirrored by the legitimate requirement for a proportionate police response to protest the guys and girls with shields and helmets should be able to spend their days sitting around drinking tea.

The continued development of crowd management supported by scientific research

management family be they be medics or fire and rescue emergency responders or the organizers of concerts, festivals or sporting events who all have valuable skills they can add.

You may have noticed that I have made no mention of shields, batons, CS spray or







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