



The Nebraska Sheriff

A Publication of the Nebraska Sheriffs' Association



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FROM HERO TO ZERO IN A WEEK

By Lancaster County Sheriff, Terry Wagner

One of the most difficult concepts for Officers to understand is how the relationship between citizens and law enforcement deteriorated so quickly after the death of George Floyd. After the riots of May 31-June 1, 2020, one of my deputies asked me how we had gone from Hero to Zero in such a short time. I have struggled with an answer to that question.

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More on the 2020 NSA/POAN Conference on page 24-25.



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Only submitted articles pertinent to criminal justice, law enforcement, and NSA members will be featured.

We will accept articles from law enforcement agencies, their representatives, or related fields to be considered for publication in the magazine.

Photographs of minors must be accompanied by verifiable permission to publish and list their names, whether the photo is emailed or sent through USPS.*

We reserve the right to edit all submissions for content or space.

We apologize for any errors or omissions. Please let us know about them.

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The Nebraska Sheriffs' Association website has all the county sheriffs' contact information, links to dates of special training offered to law enforcement in Nebraska, links to county websites, and much, much more. There are also special businesses that help to sponsor this website with their ads. It pays to be a member.

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For four days this fall, professionals from across the state will come together in Kearney to take advantage of leading educational programming and an exhibit hall offering tools, ideas, and products applicable to their everyday work lives.

Be sure to mark October 3-6, 2021, on your calendar now. The deadline for early registration is August 31, so take a few minutes today to complete the registration form in this brochure.

We look forward to seeing you in Kearney!

OCTOBER 3-6, 2021

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The **Nebraska**Sheriff

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The Nebraska Sheriffs' Association, established in 1894, is the oldest organization of its kind in the nation.

Mission Statement

To provide continuing education to Sheriffs' Offices, youth, and the public in general.

Nebraska Sheriffs' Association

2020-2021 President
Dwayne Ladwig, Polk County

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Please feel free to contact us with any questions or suggestions regarding the magazine.

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TRAINING THE PUBLIC TO REACT DURING ACTIVE KILLER EVENTS

By: Lt. Shawn Millikan, Douglas County Sheriff's Office

The 1999 mass killing at Columbine High School marked a watershed moment for US law enforcement. Columbine transformed law enforcement's response to active killing events by changing the tactics used to deal with the situation. In the aftermath of Columbine it was realized the traditional responses of time, talk and tactics or "lock it down" and wait for SWAT were not appropriate for active mass killing events. We learned quickly, albeit the hard way, the more time the killer or killers had to perpetuate their violence, the more casualties would be suffered. Simply put, more killing time equals more death. Since the public is most often the focus of mass killing attacks it is imperative they receive training that will save their own lives and the lives of their fellow citizens. Law enforcement can play an important role in providing this training.

Post 1999 the standard US law enforcement response to deal with active killer events is to immediately locate and stop the killers. This change in tactics has and will continue to save countless lives. However the tactic is heavily dependent upon the speed in which law enforcement can get on scene and end the situation. There are many variables that determine how fast law enforcement can confront the killer; response time to the location, locating the killers, the distance to the killers once on scene, the size and complexity of any structures the killers may be in, barriers to movement (locked doors, large numbers of people, explosive devices...) and a myriad of other factors. These variables can easily add up to several minutes, thus slowing down the ultimate goal of stopping the killer.

If one studies the topic, the importance of time in relation to an active killer event is readily apparent. According to the 2018 US Secret Service National Threat Assessment Center Mass Attacks in Public Spaces Report, 63% of the active killer attacks in 2018 lasted less than 5 minutes and 22% of the attacks lasted 5 minutes to 14 minutes. In total 85% of the 2018 attacks lasted less than 15 minutes. Studies done prior to 2018 have shown similar results. What we can determine by these numbers is that there is a good chance some, or arguably even most, active killer attacks may be over before law enforcement is even able to respond to the scene. This dictates that during an active killer event members of the public will be on their own for at least part, if not all of the event prior to law enforcements arrival. Due to this fact it is crucial that the public know what to do to protect themselves during an active killer event.

Often after an active killer attack, the public and other non-law enforcement governmental agencies reach out to law enforcement for advice or training. While an agency could simply direct the public to other organizations and resources, a better option would be to provide a community service or public relations event that teaches civilian responses to active killer situations. By doing this your agency can offer training that is not only consistent throughout your community but also compliments your agencies response to an event.

One way an agency can start an active killer response training program for the public is to send an agency member to an instructor course geared towards the training of civilians. Often these courses will provide a lesson plan the instructor can use, as well as the credentialing of the instructor. The advantage to this is a turnkey program that can be implemented as soon as the instructor gets certified. A disadvantage to this is the cost of sending the instructor to the training. This can sometimes be offset by hosting the training at your own agency. One thing to remember when seeking out training is that most programs teach a specific "system" or "philosophy" that your instructor may or may not be able to deviate from when teaching the program material. It is important to be aware of this to make sure whatever program you use compliments or is consistent with your agency's law enforcement response.

Another way to start an active killer response training program for the public is to create and deliver your own program. This can be done utilizing existing agency instructors. ***Continued on next page...***

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There are many online resources that can be found to assist with construction of presentations and/or lesson plans. A very good resource for information is the US Department of Homeland Security (DHS) website (<https://www.cisa.gov/active-shooter>). The site contains a wealth of information on how to respond to active killer incidents. The Private Citizen Section is especially helpful when creating presentations for the public, and has information related to recommended actions for the public to take during an active killer event. The section also has support material such as posters, handouts, and other information that can be printed and handed out during presentations. The best part about the DHS material is that it is free and can be distributed without restrictions.

The DHS material for public response to an active killer event is based on three options: run-hide-fight. The good thing about this system is that it provides different actions to those who find themselves confronted by an active killer situation. When faced with a critical incident, individuals choose run-hide-fight based on the details of the event. Run-hide-fight is not sequential, and individuals can fluctuate between options if the situation changes. Also there is no requirement for an individual to choose an option that they are not comfortable with or are not capable of doing. A good example of this is fighting. Some might not choose to fight based on personal beliefs or physical capabilities. Even if fight is not an option, the system still provides two other choices that these individuals can utilize.

Agencies can use the run-hide-fight as a basis for the presentations or training they deliver to the public. Agency instructors can use their law enforcement experience to flesh out the run-hide-fight options. For example, when discussing hiding, instructors can explain ways to select hiding places, barricade doors, or secure rooms. Instructors can also talk about preplanning for all the options. A good example of this would be preplanned escape routes for the members of a church or place of business.

One topic that agencies should consider when developing a presentation or training for the public is what the law enforcement response will look like. This is not to suggest that a detailed description of law enforcement tactics should be presented. It is beneficial, however, to provide a general overview that explains the role of law enforcement during an active killer event. This would include things the public should or should not do when law enforcement arrives, such as not rushing or grabbing officers and complying with law enforcement commands.

Law enforcement tactics for responding to active killers have come a long way in the years following Columbine. The next natural progression is to get information out to the public on how they should react. Doing this will compliment the enforcement response and make it more effective. Training the public on how to respond during an active killer situation is a great way to provide a community service that saves lives.

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JUDICIARY COMMITTEE HEARS SIX HOURS OF TESTIMONY ON POLICING IN NEBRASKA

By JoAnne Young, Peru State College

The Legislature's Judiciary Committee was about four hours into a hearing on police reform when senators heard the revelation.

In Nebraska, police can be hired in small communities across the state and work a year with no training.

Brandon Lorenson, past president of the Police Officers Association of Nebraska and a Fremont Police Department detective, told the committee a person could begin working as a police officer without being certified or trained by the Nebraska Law Enforcement Training Center in Grand Island.



The Lincoln Police Department's law enforcement training campus includes a multi-use building with classrooms.

His comments were part of a more than six-hour hearing Thursday that took testimony on law enforcement issues related to calls in recent months for reform and improved policing in Nebraska.

Testimony from law enforcement, including Lincoln and Omaha police department leaders, dominated the hearing. Much of the discussion concerned police training and policies on such things as discipline, advisory boards, misconduct, use of force, choke holds and no-knock warrants.

Cadets practice procedures for high-risk traffic stops at the Nebraska Law Enforcement Training Center in Grand Island.

But the discussion on officers working without training stunned some members of the committee.

Sen. Steve Lathrop: "So, I can carry a gun, wear a badge and enforce the law in Small Town, Nebraska ... not going through the training academy at Grand Island first?"

Lorenson: "That is accurate."

Lathrop asked again. Could he come from a job flipping burgers to being a sworn police officer for a year before going to the police academy? And again, Lorenson said, yes, as long as the person was 21, and had a high school or general educational diploma.

But he didn't know how common it was.

The initial training at the academy is offered every three to four months and is expensive, Lorenson said. And recruitment, wages and work hours are difficult in smaller jurisdictions.

Sen. Tom Brandt of Plymouth said smaller communities are the training ground for the rest of the state, and after investing in officers they come back from training and take off for a higher-paying job in a bigger city. And that leaves the town with an opening that is hard to fill.

"It seems sort of common among some of the law enforcement agencies (to be) a little bit of, 'Try it before you buy it,'" Brandt said. **Continued on next page...**



Cadets practice procedures for high-risk traffic stops at the Nebraska Law Enforcement Training Center in Grand Island.

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But Lathrop said he was concerned that high school graduates would be expected to make judgment calls without training on issues attorneys spend a semester on in law school, such as probable cause — or without training on how to shoot a gun.

Lincoln Sen. Patty Pansing Brooks said the information was “shocking,” and the state needs to buck up and get training for all law enforcement.

“I am dumbfounded by this revelation today, so we will need to continue this discussion,” she said. “We want to make law enforcement better. We want to get the training.”

Omaha Sen. Ernie Chambers said if he were coming back in January — he’s reached term limits — it would be one of the first things he would undertake.

“It sounds ridiculous that this would happen, but the Legislature can correct it, and you all who are coming back have an obligation and a responsibility,” he said.

Assistant Attorney General Corey O’Brien said he wasn’t aware people were still working without training until last year when an officer in Dundly County, who had served nine months without training, was out on patrol and raped a woman. He was successfully prosecuted.

O’Brien said the Attorney General’s Office is investigating up to 20 police officers for various misconduct violations, ranging from giving false information to use of force. It is also involved in six active prosecutions. The office has averaged about 25 investigations of law enforcement over the past 15 years, many of those prosecuted and some resulting in convictions.

The Lincoln Police Department was praised for its transparency and enacting changes because of the Black Lives Matter movement and protests earlier this year.

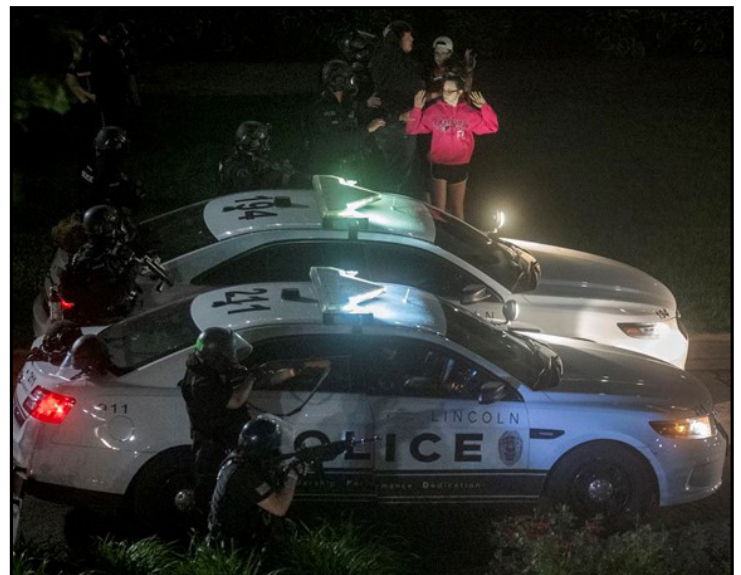
Ishma Yusaf Valenti of the Malone Center told the committee police don’t become racist after they become officers. It starts much earlier.

He said 50% of complaints to Lincoln’s Police Advisory Board are from Black people, even though they are 5% of the population.

“So we know there is need for some type of change,” he said.

With that, he said, Lincoln Police have stepped up with the Hold Cops Accountable committee and an agreement that brings the police and community to the table once a month to address problems.

That has braided into the TRACE committee, he said, with subcommittees to work toward equity and justice in policing.



Lincoln Police detain three occupants of a car near 12th Street and Lincoln Mall during overnight protests in late May.

The policy subcommittee has given a use-of-force recommendation to LPD Chief Jeff Bliemeister, he said, and he and captains have given great feedback.

It's what community policing should look like, Valenti said.

In answer to a question on training, Bliemeister said police are asked to perform a wide variety of skills and are not experts in any one of them in particular. And most of them are not the traditional policing and enforcement expectations.

"It's all of these other social services that no one else has the willingness or responsiveness to be able to pick up and take ownership of," he said.

He suggested senators could look at the further strengthening of standards preventing people from coming into the profession who don't belong in it. It could mandate more thorough reviews from psychologists and polygraphs in the hiring process.

"Expensive endeavors," he said of heightened standards, "but one that I believe prevents tragedy ... (and) should be a priority."

Bliemeister said the department has done a thorough review of actions by police during protests this summer. Asked what he would change, he answered communication between police and the community.

Omaha Police Department Deputy Chief Greg Gonzalez said that since the death of George Floyd all 900 Omaha officers have had training related to suicide-by-cop, implicit bias, use-of-force policies, duty to report and duty to intervene.

And de-escalation techniques are emphasized.

The department has hired more than 350 officers in the past eight years and increased diversity at every rank, especially the officer level.

"We want police officers that not only look like the community but speak the same language, that can solve crime," he said.

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See pages 42-44 for county businesses that are supporters of their local sheriff's office and the NSA!

FROM HERO TO ZERO IN A WEEK *Continued from page 1...*

Agency administrators and Officers are asking themselves what were we doing differently on May 31st compared to May 24th that caused some of the citizens we serve to suddenly mistrust us and believe our actions are based upon systemic racism. Likewise, career criminals are glorified because of the way they were treated by law enforcement. How confusing are these two messages.

I believe the overwhelming majority of law enforcement officers perform their duties without regard of the sex, race or ethnicity of the citizens we serve. Now, Officers are unsure of how their actions will be perceived. The definition of racism has changed. We are being told that if we have to ask ourselves if our actions are racist, then they are. It is imperative officers continually evaluate their individual motives to guard against taking enforcement action based upon sex, race or ethnicity. That evaluation does not make them racists.

Citizens, legislators, government leaders and even clergy; none of which has ever taken someone into custody, especially when they resist arrest, are questioning our policies on use of force. Taking someone into custody that won't comply with lawful orders is never going to be visually appealing. The proliferation of cell phone cameras coupled with social media sites has brought to the forefront how ugly arresting a resisting suspect can be. Unless and until people comply with the orders of officers during arrest situations and don't resist arrest, varying levels of force have to be used to overcome that resistance. If legislators ban the use of physical restraints, chemical agents, electronic control devices and less than lethal munitions how do they expect officers to effect arrests without injuring the suspect or the officers? None of us want policies that promote injuries to suspects. But we have to provide the tools, based upon best practices, to allow our officers to safely do the job we have tasked them to do.

The good news is the majority of citizens we serve appreciate our service and sacrifice. I have had countless phone calls and emails telling me how much our deputies are appreciated for the service they provide. Pizzas, snacks, water, sport drinks, cookies and yes, donuts were delivered to our office on a regular basis, with notes to the deputies how much that are appreciated. One anonymous donor had lunch delivered to our office for every employee, every Tuesday for 8 weeks.

Likewise, I received a call from a lady who wanted to hold a law enforcement support parade. I told her she needed a permit to hold a parade. Of course she asked if the protesters had gotten permits and I had to tell her no. Law abiding citizens have to go through a bureaucratic maze to support law enforcement but people who won't follow the law go about their protests with impunity. What kind of message is being sent to our community?

I am encouraging citizens to not only continue letting law enforcement know they are appreciated, but to contact

We appreciate working with all Law Enforcement Partners to reduce Nebraska's traffic related injuries and fatalities.



their city council member, county board member and legislator to make sure law enforcement isn't defunded and the tools we need to do our jobs safely aren't hindered. If your community offers a citizens academy, enroll and see for yourselves what the job really entails.

In addition, young people who want to make a difference in their community, work in an honorable profession and help people during their most difficult moments should consider a career in law enforcement. Minority communities should encourage and support their members who seek a career in law enforcement. Too often we have seen minority officers shunned by their communities. They need to be supported if we are to move our agencies toward representing the racial make-up of our community.

I had a priest write me a letter after the 'Hero to Zero' comment was published in the paper. He said he knew how it felt to be in an honorable profession that becomes tainted because of a small minority who betrayed that trust. Law Enforcement is feeling the same frustration of being painted with the same broad brush because a very few members of our profession have betrayed the trust of their communities.

Please, continue to support the men and women who put their lives on the line to protect and serve and help keep citizens safe.

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TROOPERS FIND 26 LBS OF METH, SUSPECTED FENTANYL IN TRAFFIC STOP

FEBRUARY 23, 2021 - NORTH PLATTE, NEB.

Troopers with the Nebraska State Patrol (NSP) arrested a California man and seized more than 25 pounds of methamphetamine during a traffic stop in Dawson County.

At approximately 6:15 p.m., Friday, February 19, a trooper observed a Hyundai Azera fail to stop at a stop sign after exiting Interstate 80 at the Overton interchange, at mile marker 248. During the traffic stop, the trooper became suspicious of criminal activity.

A search of the vehicle revealed 26 packages inside a duffel bag in the trunk. 25 of the packages contained methamphetamine, with a total weight of 26 pounds. The final package contained .3 pounds of pills, suspected to contain fentanyl.

The driver, Octavio Padilla-Garcia, 35, of Los Angeles, California, was arrested for possession of methamphetamine, possession of methamphetamine with intent to distribute, possession of a controlled substance, possession of a controlled substance with intent to distribute, and no drug tax stamp. Padilla-Garcia was lodged in Dawson County Jail.



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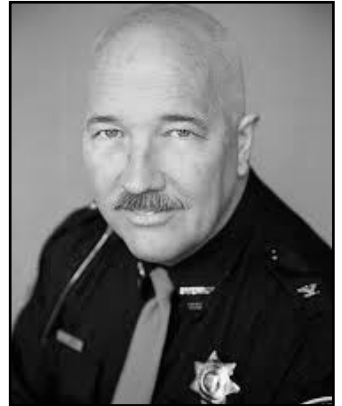


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ONE KILLED IN SHOOTOUT WITH LAW ENFORCEMENT IN NORTH LINCOLN

By: Libby Seline, Lincoln Journal Star

One woman was killed Saturday morning in a shootout with law enforcement near the 56th Street and Interstate 80 interchange.

The Lancaster County Sheriff's Office said the incident started with a report of a robbery at a northwest Lincoln hotel just after 8:30 a.m. Soon after, the victim learned that his credit card was being used at multiple businesses in north Lincoln.

A short time later, a Nebraska State Patrol trooper saw the Chevy Trailblazer and suspects — a man and a woman — described by the victim. The trooper attempted to stop them in the 5500 block of Superior Street. While being pursued, the male suspect began firing shots at the trooper.

Another trooper and a Lincoln Police Department officer joined the pursuit, which ended at about 9:30 a.m. when one of the officers crashed into the Trailblazer underneath the I-80 overpass on 56th Street. The man continued to shoot at officers and officers returned fire, Lancaster County Sheriff Terry Wagner said.

The female suspect then picked up a gun, and after she disobeyed officers' orders, she was shot. Wagner said it is unclear whether she fired any shots.

The male suspect was taken to a hospital with life-threatening injuries. The woman was also taken to a hospital but later died.

Officials did not identify either suspect, but said the Trailblazer had been reported stolen in Wyoming. A trooper sustained non-life-threatening injuries when his vehicle collided with the Trailblazer. He was treated at a hospital and later released.



Multiple law enforcement agencies were on the scene of a shootout near the 56th Street and Interstate 80 interchange Saturday morning. Officials say a female suspect died after an exchange of gunfire.



This is a reminder that the Nebraska Sheriff's Association is now a part of the Western States Sheriff's Association. So far the WSSA has provided us with a lot of useful information.

WSSA is a very strong voice for Sheriffs at the national level and offer their assistance at the local level as well.

For more information visit <https://westernsheriffs.org>

All of the officers involved in the incident have been placed on administrative leave, per the departments' policies.

Wagner said officers from both the State Patrol and LPD fired shots, but it wasn't clear as of Saturday afternoon which of the shots killed the woman.

The State Patrol and LPD requested that the sheriff's office conduct the investigation, and deputies were still in the area collecting evidence Saturday evening.

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CASUALTY CONTROL AT SHOOTING SCENES

HOW LAW ENFORCEMENT CAN ASSIST BEFORE THE ARRIVAL OF EMS

A Fourth of July block party is in full swing on a street notorious for trouble. Sometime after midnight, a disturbance breaks out in a large crowd. One subject pulls out a firearm and opens fire wounding at least three. In the chaos, nobody knows where the gunman went. As police respond, multiple fire and EMS units stage near the scene. Police officers begin to arrive but cannot find the gunman in an angry, panicked crowd of at least 100 people.

While some officers attempt, with great difficulty, to gain control of the crowd, other officers are trying to locate victims. Three are located. One person is dead, one critically wounded and the other wounded but not serious.

It is unclear if the scene is stable enough for EMS to enter and when PD declares the scene safe, the message is not relayed to EMS units.

During the confusion of radio traffic, EMS is notified that PD is doing CPR on a deceased victim. The fire battalion chief and EMS supervisor desperately attempt to advise the officers to abandon efforts on the deceased and move the other wounded to the perimeter to the ambulances since the scene is not safe. The officers in turn are directed by their command to move the victims to the hospital.

Confused paramedics stand by as a convoy of squad cars blow past them en route to the hospital. The end result is two dead victims and one clinging to life with no suspect in sight. If faced with this scenario of confusion and poor communication, what could you do to assist the wounded?

HOW TO PREPARE LAW ENFORCEMENT FOR CASUALTY CARE

How can officers be prepared to handle casualties in a violent scenario until EMS personnel are cleared to enter the scene or casualties are evacuated to a safe zone with EMS presence?

This is accomplished through knowledge sharing. Many officers already know how to quickly treat immediate life threats in order to prevent loss of life, however, law enforcement often has little knowledge as to how EMS operates at scenes like the one described in the opening scenario.

Knowledge of EMS tactics and expectations can enable officers to assist EMS prior to and after the arrival of EMTs and paramedics. Here is what officers need to know.

APPROPRIATELY ALLOCATING AND DEPLOYING EMS RESOURCES

As a paramedic, I play "doc in a box" for PD units on a regular basis. I understand my role in those requests and do it happily, but I have noticed a recent trend of requesting EMS super early, such as for a domestic disturbance, in case someone might be hurt. And that is ok, as many EMS services are usually very busy, and you might be waiting a while for an ambulance if you do not request one early. However, the problem is that the same does not happen in shootings and that can cost someone precious seconds they might not have to spare.

During mass casualty training, EMS is taught to "Order early and order BIG." The idea is that we can always turn units around we do not need if the scene is not what we were expecting. So, do not be afraid to ask for as many EMS units you think might be needed or any other special resource such as fire apparatus, EMS supervisors and chief fire officers at a major incident.



Knowledge of EMS tactics and expectations can enable officers to assist EMS prior to and after the arrival of EMTs and paramedics. (AP Photo/Jose Luis Magana)

Once EMS is en route, it is important to relay deteriorating conditions on scene, like a shootout or vehicle/foot pursuit. This helps EMS determine where and where not to stage and determine staging distance. I personally have staged within sight of the incident when PD was already present, so I was as close as possible when the scene was determined safe. However, if there are shots being fired, I would stage farther away.

INFORMATION TO SHARE WITH EMS

Sharing information as it is gathered to EMS through dispatch is beneficial for quick, effective patient care and for the safety of those responding.

As police units respond to scenes, they keep an eye out for suspects and vehicles associated with the crime committed who may be heading away as officers are heading in. EMS units are heading the same way and frequently stage within distances where some suspects may choose to hide, so knowing a description of the suspects and the direction of travel goes a long way to ensuring the safety of EMS.

While the first few arriving police units start collecting initial information, they can communicate the number of victims and the best guess at their injuries, which significantly aids in how efficient EMS can get the victim off the scene while providing the best patient care possible. This can be as simple as "multiple wounds," "unconscious," or "shot in the chest."

In addition, the number of victims impacts the response matrix on the fire/EMS side of the response. There is a huge difference in responses to single victim scenes and scenes with multiple victims. Relaying the location of victims as you find them is helpful for obvious reasons but is often overlooked in the chaos.

FAQ ABOUT CASUALTY COLLECTION POINTS

Here are some common questions non-medical folks have about casualty collection points:

What is a casualty collection point? A casualty collection point (CCP) is a site that is used for the assembly, triage (sorting), medical stabilization and subsequent evacuation of casualties. The CCP is usually located in the warm zone of the incident.

EMS uses CCPs to manage and account for patients at large or dangerous scenes. CCPs are, however, beneficial at smaller incidents too. Think about this: You pepper spray or use your TASER on two people fighting outside a bar and request EMS. Those two people are moved across the street and out of the crowd. You have one or two officers with them waiting for EMS. You tell dispatch to advise EMS you are across the street with the victims. Guess what? You just established a CCP with security in the warm zone of an incident.

Who can establish a CCP? The answer is anyone, but more than likely it will be a fire or EMS unit that decides to have one but, in a situation, as described in the opening scenario, any officer could have made the decision and coordinated with EMS.

What are good locations for a CCP? The main things to consider are:

- The approximate number of victims;
- Location of victims (spread out or confined to a more general area);
- Status of the incident as a whole (is LE looking for the suspect, clearing the building?); et)
- Suspected location of the shooter(s).

Using this information will help with locating the warm zone, the size of the area to establish the CCP, and whether it needs to be a formal area.

The middle of the street in a warm zone can be a CCP if it can be secured. Examples of areas that can be used are adjacent buildings, garages, driveways, classrooms and open fields if they can be secured by the lowest number of officers. One last thing to consider is police car staging. If police vehicles block access this delays EMS getting to the scene. Consider having vehicles ready to be moved for EMS access. Also, when selecting an area for a CCP, remember that EMS needs access in and out with ambulances for rapid transport.

Continued on next page...

WHAT IS TRIAGE?

Triage is the systematic classification and sorting of victims to transport the most life-threatening first and deceased last ("worst go first").

The reason EMS triages patients is to appropriately dedicate resources to the correct victims and ensure they get transported as soon as possible.

Triage is also applied when the number of victims overwhelms the initial response from EMS.

Another scenario might be if LE is delayed getting EMS into an incident due to an active threat, LEOs might be providing emergency care until EMS arrives. Knowing where to focus your actions is paramount for saving the most lives.

How does EMS do it? Most services, but not all, use a procedure called START triage. This stands for Simple Triage and Rapid Transport. The idea behind this is to quickly classify and sort victims and get the worst off the scene the quickest. Classifications include:

- Green: Walking wounded. These are the most minor and anyone who can walk is initially given this color.
- Yellow: Delayed. This is given to people who have non-life-threatening injuries and cannot assist themselves.
- Red: Immediate. Red is used for victims who are unresponsive, confused or show signs of inadequate perfusion (shock).
- Black: Deceased. This is used to classify any person who is not breathing after basic airway maneuvers, has no pulse present, or has injuries incompatible with life, i.e., decapitation. Black tag victims should be left where they are found and moved last. DO NOT expend resources on these victims. Cover with a sheet if necessary. Point out the victims you believe to be deceased and EMS will confirm when the resources are available.

APPLYING TRIAGE AND PROVIDING INITIAL, IMMEDIATE TREATMENT

While taking all the above into consideration, you find yourself face-to-face with the victims as your partners secure the scene and search out the suspect. Now what? Now we employ simple triage methods and treatments to stabilize major life-threatening injuries. Understanding that most officers are not trained medical providers, the advice offered will be very basic. Start with seeing if your victim is awake. If the answer is no, check their breathing. If they are not breathing, they are considered deceased (for now) and you should move to the next victim.

If they are not awake but breathing, control major bleeding with tourniquets, QuikClot, bandages, etc. If the victim is awake, control the bleeding in the same manner previously described. If the victim can walk, have them sit in a safe area. As EMS arrives, they will re-triage the victims but will have an idea of the equipment and resources needed. You have provided EMS a huge assist.

MOVING VICTIMS AND CONTINUING TREATMENT

If after checking the victim(s) on scene you find yourself in a position where EMS is still not cleared to enter, you can do more. Some options exist and none of them are difficult to accomplish.

First is to identify a warm zone and set up a CCP with a protection detail. Then move the victims to that area and EMS can now enter the scene. The second option is to move the victims however you see fit to the perimeter and transfer them to EMS.

Now that you have the victims moved to the CCP, continue to treat them as necessary until the arrival of EMS. Familiarize yourself with the use of tourniquets, which are needed for extremity wounds. QuikClot is applied to wounds where you cannot apply tourniquets. Chest seals are used for wounds located on the chest. Beware that the majority of chest wounds usually have a larger exit wound located on the back.

None of this must be fancy, just providing some type of first aid can make a huge difference. Hemorrhage is the leading cause of death in shooting victims. Giving a report of what you know, no matter how little or how much,

about the victims to EMS is an essential part of transferring care and information sharing.

In my opinion, shooting victims should never be transported by police car to a hospital. How an officer-down situation is handled, on the other hand, is up to the police community, although my opinion does not change much as I know just how effective early advanced life support can be.

EMS EXPECTATIONS OF LEO PROTECTION TEAMS

The expectations are few but important to consider from the view of EMS. We are aware that LEOs are not medically trained so please keep in mind that EMTs and paramedics are not tactically trained. Our expectations are:

- Safety: Reasonable safe conditions to work in and move in.
- 360-degree security: This is very important as EMS providers may be moving in and out with victims.
- Clear communication: Operating under the same terms and language so no confusion about directions and warnings occur during an operation.

CONCLUSION

When faced with a scenario as described above, or an active shooter, employing these simple tactics can create better scene management, communication and ultimately save lives that might otherwise be lost.

As always, you should follow your department's policies, procedures, and protocols, but hopefully, this article introduces some discussion as to whether those policies could be improved.

For any questions, comments, concerns, or find out more about my one-day class on this topic for your department or police academy, email me at kjmccoy221@gmail.com.

ABOUT THE AUTHOR

Kyle McCoy is a paramedic field training officer for MU Healthcare in Columbia, Missouri. Kyle has 15 years of experience in EMS in both rural and urban areas. Kyle received his fire and EMS training from Central Carolina Community College in North Carolina before earning his paramedic certification and moving to Missouri. Kyle works in a city that sees a lot of violent crimes and works routinely with police at these scenes.

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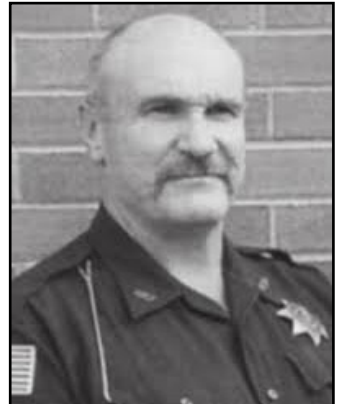
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2020 NSA OFFICER OF THE YEAR



Mike Hoff, Howard County Sheriff's Office

Mike Hoff is the Chief Deputy Sheriff for the Howard County Sheriff's Office and manages a staff of three Deputies, two part-time Deputies, Office Manager, and a Dispatch Center of five dispatchers. Additionally, Mike is assigned as a part-time School Resource Officer for the Saint Paul Elementary and High School and serves of 687 students, where he teaches various classes in drug and alcohol prevention to bike safety, and My Favorite Book on how to be a positive member society and resist negative peer pressures. Mike also recently implemented selective enforcements measures for School Bus Stop Sign violation problems and cited over 20 violators in 2019-2020 school year alone. In 2020 Mike was awarded the Law Enforcement Appreciation Award from the Saint Paul Public School for his SRO efforts.

Mike is also active in the community volunteering for the past five years at the Chain Gang member for all Elba High School varsity football games. Mike also sought out to effect positive change in Howard County by doing his civic duty and running for Howard County Commissioner, running on a platform to improve pay and benefits for the employees of the county. He narrowly lost the election in 2020 by only 19 votes. You will find Mike at every home game in Elba cheering on the teams in various sporting events.

In addition to Mike's professional leadership and commitment to the state and community Mike really went above and beyond the call of duty on 31 December 2018 and he has been nominated for the Howard County Medal of Valor for the events that occurred on that day.

On December 31, 2018, this was no ordinary day, temperatures had dropped to a negative 20 below zero wind chill factor. At about 7:00 pm that night a Howard County Deputy met Chief Deputy Hoff who was off duty for supper in Dannebrog, NE. A short while later the on-duty Deputy received a dispatch to be on the lookout for suspicious person who appeared to be impaired and asking for money, late at night in the middle of the deep countryside of rural Howard County. Chief Deputy Hoff, who was off duty, wished the Deputy goodbye and said the famous words most officers do, "Stay safe." A very short time later the Deputy spotted the suspicious person, the suspect turned off his lights and a pursuit began, which resulted in the suspect driver suddenly stopping and shooting a 9mm pistol at the deputy striking his vehicle, over 25 rounds were fired in an intense 14-minute gun battle. Unable to get to his rifle the Deputy dove for cover in a nearby ditch.

A few minutes later Chief Deputy Mike Hoff alerted to the pinned down Deputy showed conspicuous gallantry and intrepidity at the risk of his life above and beyond the call of duty. Hoff again remind you was off duty and only in civilian attire, he responded regardless to an emergency call for help from the Howard County Deputy. Chief Deputy Hoff demonstrated extraordinary heroism in the face of grave danger at the intersection of Dannevirke Road and Page Road, Elba, Nebraska. Without proper gear and weapons Chief Deputy Hoff raced toward the scene in his private vehicle. He devised a deadly force plan to run the suspect over with his vehicle. On the way to the scene, he made a last-minute call to a friend in Dannebrog and requested a box of shells and a rifle. As he arrived at his friend's home, he dropped off his wife Laramie and son Ryker and told them goodbye and grabbed the rifle and ammunition. Hoff was without a radio and was told very limited information on the phone that Lefever had shot at the Deputy multiple times and had just stolen his patrol car. Demonstrating exceptional resolve Chief Deputy Hoff approached the vehicle and took 12-gauge slug fire very close to his head. **Continued on next page...**

Continued from previous page...

He deliberately exposed himself to extreme danger and engaged the suspect in an intense fire fight with the bolt action hunting rifle. Hoff did what no officer ever wants to do and fired upon his very own Sheriff's vehicle four times and struck Lefever in the arm and chest area eliminating the threat and saving three officers lives who were now on scene. By his selfless leadership, courageous actions, and extraordinary devotion to duty Chief Deputy Hoff reflected great credit upon himself and upheld the highest traditions of the Howard County Sheriff's Office.

I would like to mention that Deputy that was referred to was me, "Mike saved my life, Chief Marcus Paczosa, and Officer Matt Costello lives as well. He did not hesitate and did what was needed to be done to stop the threat of a crazed mad man that was trying to kill us all and for that I will be forever grateful." Mike congratulations on true professionalism and congratulations on your selection as Officer of the Year for 2020.

2020 NSA OFFICER OF THE YEAR

Brian Lundgren, Washington County Sheriff's Office

On July 9, 2020 at approximately 2056 hrs., deputies from the Washington County Sheriff's Office were dispatched to the Hwy 30 Elkhorn River bridge where a suicidal female had jumped into the Elkhorn River. Several Deputies and the Arlington Fire and Rescue responded to the scene including Detective Brian Lundgren. Approximately ¼ south of Hwy 30 near a railroad bridge, several personal items were located on the riverbank including shoes, cell phone, socks, cigarettes, and a bottle of alcohol.

Detective Lundgren located the female in the river splashing and yelling help. The female then went under water, at which point Detective Lundgren, without regard for his own personal safety, dove into the river, located her under water, and pulled her out of the water. The female was placed into emergency protective custody and transported to a medical facility by the Arlington Rescue Squad.

Detective Brian Lundgren took immediate action when he observed the female in distress disappear under water. Detective Lundgren showed courage by diving into the Elkhorn in the dark without regard for his own safety. Due to Detective Lundgren's actions, the female is alive today.



STRANDED MOTORISTS URGED TO STAY WITH VEHICLE IN COLD TEMPS

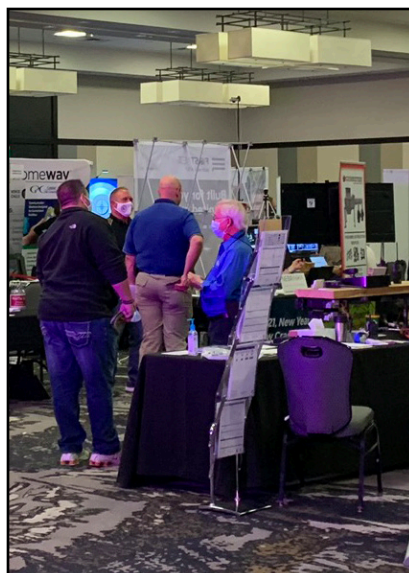
The Nebraska State Patrol urged caution in extremely cold temperatures throughout the state the week of February 8. "The cold temperatures we are expecting throughout the state this week can be dangerous," said Colonel John Bolduc, Superintendent of the Nebraska State Patrol. "It's critical that motorists are prepared in the event they become stranded while traveling. That preparation includes knowing what you need to do and having the proper items with you to help." Over the weekend, troopers responded to well over 200 weather-related incidents on the road, as much of the state received two more rounds of snow. Troopers performed 179 motorist assists and responded to 31 crashes.



2020 NEBRASKA SHERIFFS' ASSOCIATION AND POLICE OF



OFFICERS ASSOCIATION OF NEBRASKA JOINT CONFERENCE



POLICE TRAINING BILL WINS KEY SUPPORT, BUT CHALLENGES LINGER

A bill to boost training requirements for Nebraska law enforcement officers has won key support from some of the state's largest police groups, but smaller agencies balked at the cost and other measures designed to increase transparency faced stiff resistance.

By Grant Schulte, Associated Press

OMAHA, Neb. (AP) — A bill to boost training requirements for Nebraska law enforcement officers won key support Wednesday from some of the state's largest police groups, but smaller agencies balked at the cost and other measures designed to increase transparency faced stiff resistance.

Organizations representing Omaha police officers and Nebraska police chiefs endorsed a proposal that would require a minimum of 40 hours of training for officers every year, up from the current 20. The measure would also ban police chokeholds, mandate psychological evaluations for new hires, bar departments from employing officers before they're certified and require agencies to adopt use-of-force policies.

The bill "will increase the professionalism of our police force by raising minimum standards," Sen. Steve Lathrop, of Omaha, said in testimony before the Legislature's Judiciary Committee.

But two lawmakers who represent largely Black districts in north Omaha said they wanted even tougher accountability laws, including a public database of law enforcement misconduct — an idea opposed by law enforcement officers.

"The people in my community want transparency," said Sen. Terrell McKinney, of Omaha, who sponsored one of the public database measures.

Sen. Justin Wayne, of Omaha, noted that Nebraska already has a public database for firefighters, because they're certified as emergency medical technicians.

He argued that the database would help assure the public that officer misconduct is punished, pointing to Omaha Police Chief Todd Schmaderer's statement in a Tuesday legislative hearing that he has fired at least 40 officers in his eight years as chief.

"Do you know how far that would go in our community if we knew that?" Wayne said.

But Sen. Suzanne Geist, of Lincoln, said a public database that discloses small infractions could have a "chilling effect" that deters some applicants and makes it harder for departments to fill open jobs.

The bills pending in the Judiciary Committee were introduced in the wake of last year's George Floyd



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protests that led to violent clashes between some protesters and Omaha and Lincoln police.

Jim Maguire, president of the Nebraska Fraternal Order of Police, said the training bill created a "thoughtful process" that balanced the public interest with the rights of front-line officers. He said it's especially important for agencies to have minimum requirements for their use-of-force policies instead of the current patchwork throughout the state. Some smaller departments don't even have specific procedures for when an officer shoots a person, he said.

"It's a good thing for everyone to have a baseline," Maguire said.

Aaron Hanson of the Omaha Police Officers Association said his organization was initially concerned about the training bill in the current "hyper-charged" political environment but concluded that the changes proposed were necessary.

"We understand that with training comes enhanced professionalism," he said.

But Saunders County Sheriff Kevin Stukenholtz said he was concerned that the new training requirements would put additional strain on his small-town department and others.

"It's an expensive proposition for law enforcement agencies," he said. "It requires an expansion of every sheriff's budget in Nebraska."

Don Wesley, a lobbyist for seven smaller and mid-sized Nebraska cities, said some towns are already struggling to recruit and retain officers, and requiring 40 hours of training would require them to pay more overtime and take officers off the streets. He said lawmakers should consider different standards for smaller cities and allow them to phase in the requirements over time.

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THE NEBRASKA SHERIFFS' ASSOCIATION keeps diligent watch over the Unicameral for legislative actions that will affect counties in the state and that are of special interest to law enforcement.

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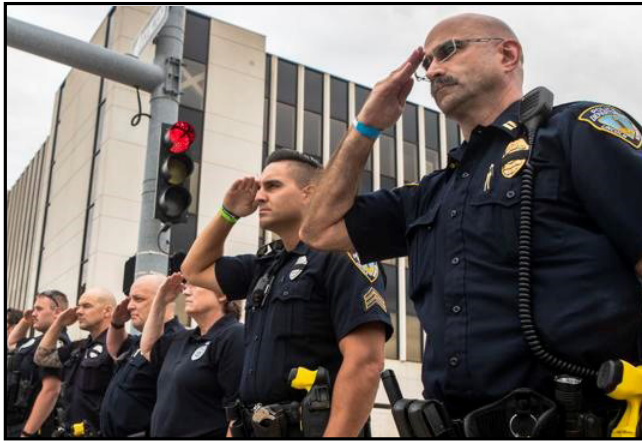
LINCOLN CITY COUNCIL CHANGES RULE SO FAMILIES OF FALLEN POLICE, FIREFIGHTERS CAN COLLECT PENSION AND WORKERS' COMP

By Riley Johnson, Lincoln Journal Star

The families of Lincoln officers and firefighters who die on the job will receive more compensation from the city after the City Council on Monday unanimously passed a measure prompted by the killing of Officer Mario Herrera.

Council members said city policy governing the rare tragedies needed changing to more fairly serve the families of Lincoln's first responders.

Previously, city ordinance capped the amount of compensation the family of a police or firefighter who died in the line of duty could receive at the equivalent of their full pension.



Officers stand at attention and salute as the motorcade for fallen officer Mario Herrera passes by them Monday in Lincoln.



Two LPD officers are reflected in a marble pulpit as people pay their respects to Officer Mario Herrera during a candlelight vigil held at St. Teresa's Catholic Church on Monday in Lincoln.



The motorcycle-drawn hearse carrying Officer Mario Herrera's remains is saluted by officers from other counties and states at Pinnacle Bank Arena on Sept. 12.

"This is just the right thing to do for our Lincoln police officers and our Lincoln firefighters," said Councilwoman Tammy Ward, who introduced the measure.

Herrera was shot Aug. 26 when attempting to arrest a suspect. He died Sept. 7.

The Lincoln Police Department has lost seven officers including Herrera since its inception, and to date, Lincoln Fire and Rescue has recorded 16 line of duty deaths. Most recently, firefighters who died of cancer or heart issues were considered in the line of duty because of changes Nebraska lawmakers made in 2010.

Herrera family attorney Vince Powers brought the problem to Ward's attention, and Powers said it was unfair that Herrera had paid into the pension fund for 24 years, but his family could not receive all the pension as well as the workers' compensation benefit.

The ordinance will apply to deaths of firefighters or police killed by third parties while on duty or in accidents related to their response to a fire or another emergency service call.

The Herrera family will now receive the equivalent of his full pension payment, \$3,994, plus the workers' compensation benefit, \$2,812, each month.

"It's my hope that we never need this ordinance again," Ward said.



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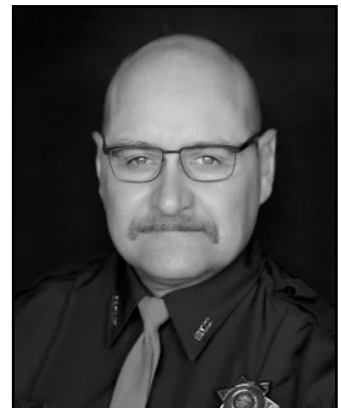
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“PROGRESSIVE” POLICE REFORM

Understanding the progressive reform agenda starts by understanding the language. Originally published on the Force Science Institute website.

By Lewis “Von” Kliem, MCJ, JD, LLM

Although policing remains one of America's most trusted professions, we expect that reform efforts will continue to accelerate in the coming months.

Ordinarily, police professionals play a central role in efforts to improve public safety. Unfortunately, an increasing number of officers and senior leaders are reporting that their experience is discounted, their advice is ignored, or they are excluded from the discussions because “they are the problem.”

If traditional public safety, officer safety, or crime reduction were the focus of current reform efforts, it would be difficult to explain the exclusion of police experts. However, where civic leaders embrace “progressive reforms,” such as “equity,” “social justice” and the “dismantling of systemic racism,” it is no longer obvious that the training, education and experience of police officers will play a central role.

Still, if we hope to participate and influence police-reform efforts, we should recognize where “progressive reform” differs from traditional efforts to improve public safety. In this article, we hope to make sense of the “progressive” reform proposals by viewing them through the stated goals and priorities of their advocates.

PROGRESSIVE REFORM AND EQUITY

Understanding the progressive reform agenda starts by understanding their language. The foundation of progressive reform is the demand for “equity” in the criminal justice system.

Equity is not equality of treatment or equality of opportunity. Equity is equality of outcome.

To progressive activists, equity envisions eliminating “racial disparities” in all aspects of the criminal justice system. To determine whether a racial disparity exists, researchers compare a racial group's representation in the overall population with their representation in a specific aspect of the criminal justice system. If, for example, a racial group represents 6% of the population but makes up 40% of the arrests, a racial disparity exists.

“Equity” is not limited to incidents of racial discrimination. Even where racially diverse individuals are treated equally, if equal treatment results in unequal outcomes (“disparate outcomes”), then equity demands the system be reformed.

When you use population percentages as the benchmark, racial disparities exist in nearly every aspect of the criminal justice system. This reality enables proponents of “equity” to justify reform proposals without considering their impact on public safety, officer safety, or crime reduction – so long as the proposals are intended to eliminate a racial disparity.

FROM DISPARITY TO SYSTEMIC RACISM

Racial disparity throughout the criminal justice system is obvious. What isn't obvious is how the disparity is created or what to do about it. Unfortunately, merely asking these questions in the context of progressive reform can be “problematic.”

This is because, for many progressive reform advocates, the cause of racial disparity is beyond debate. For them, disparities in stops, arrests, incarceration and use of force are the natural consequence of “systemic racism.”

Continued on next page...



Making sense of “progressive” reform proposals by viewing them through the stated goals and priorities of their advocates. (AP Photo/Charlie Riedel)

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Continued from previous page...

In this context, "systemic racism" is the result of overt acts of racists, implicit racial bias, a lack of privilege and cultural insensitivity – including the failure to consider "disparate impacts" that otherwise equal treatment and neutral laws can have on racial groups. Critics of the "systemic racism" theory might argue that criminal conduct, dysfunctional associations, or myriad other economic and criminological alternatives might better explain racial disparities. However, to many progressive reform activists, proposing alternatives to the "systemic racism" theory is itself evidence of systemic racism and privilege.

THE BIG SWITCH: POLICE AS OPPRESSORS

Flowing from the "systemic racism" theory is the belief that racial disparity is largely the result of undisciplined, untrained and racist police. Through this lens, the police are viewed as the "oppressors" against whom reform measures must be enacted if we are to hold them "accountable."

To those who believe that the police are oppressors, and therefore illegitimate, any use of force may be characterized as "police brutality." Even lawful force might be condemned as a result of officers too eager to resort to force, unwilling to respect the dignity of the individual, and unwilling to value the sanctity of life.

Recasting the police as oppressors transforms criminals into the "victims" of this oppression. As "victims," criminals are more easily excused for their crimes. They have reduced "agency," meaning they have little control over their thoughts, feelings, or actions.

Under this progressive view, criminals do not simply choose to commit crimes. Rather, the legacy of slavery, enduring systemic racism, and racist officers have trapped them in a cycle of oppression that impedes legitimate economic and educational opportunities.

Under these conditions, some believe that crime is inevitable. In response, it makes sense that progressive prosecutors, civic leaders, and judges might prioritize rehabilitation, education, and social services (e.g. financial assistance, housing assistance, counseling) over-incarceration, restitution, and punishment.

HOW PROGRESSIVE REFORM MAKES SENSE

Once you understand that progressive reform advocates believe "systemic racism causes crime," progressive reform proposals begin to make sense.

If your goal is to reduce the economic impact that an arrest will have on a suspect, then it makes sense to eliminate bail, eliminate fines and limit the number of arrestable offenses.

If you believe that police are racist, abusive and corrupt, then it makes sense to mandate body cameras and enact policies that prevent pretext car stops, restrict consent searches, and limit investigatory stops.

If you believe that the police profession is illegitimate and untrustworthy, then it makes sense to construct and empower layers of civilian oversight.

Continued on next page...

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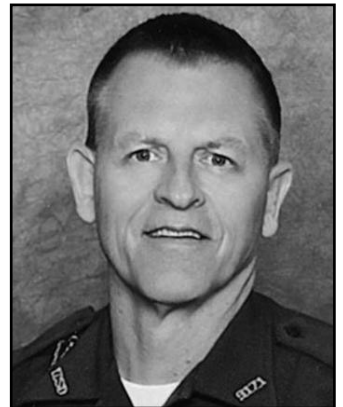


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If you believe that the police are shooting too many people during foot chases, it makes sense to prohibit foot chases.

If you believe that the police cause violence (or simply don't do enough to avoid it), then it makes sense to enact "elevated" use-of-force policies that restrict constitutional and otherwise reasonable use of force, – shifting responsibility from the suspect to the officer.

FOR NEXT TIME: GETTING OFFICERS TO STOP CAUSING SUSPECTS TO ATTACK THEM

For those who have been struggling to imagine how progressive reform proposals will improve public safety or reduce crime, it may be helpful to realize that those traditional law enforcement priorities were never intended as the near-term goals of progressive reform activists.

In the next issue of Force Science News, we'll continue to look at progressive police-reform. We'll discuss officer "accountability" and consider how "elevated" use of force guidelines have left officers struggling to understand "necessary," "proportional" and "minimum" force standards.

Finally, we'll look at expanded "officer-created jeopardy" and other efforts to get officers to stop causing suspects to attack them.

ABOUT THE AUTHOR

With nearly 30 years in the criminal justice profession, Lewis "Von" Kliem, MCJ, JD, LL.M., worked as a civilian police officer, attorney, educator and author. Von is an Attorney II for Lexipol, the executive editor of Force Science News and co-owner of Von Kliem Consulting, LLC, where he trains and consults on constitutional policing, use of force analysis, crisis communications and trauma-informed interviewing.

SPIKE IN DRIVE BY SHOOTINGS

In the US there is a spike in drive by shootings. But here in Nebraska, not all are senseless.

On August 14 in Kearney, NE, the Nebraska Highway Patrol, Buffalo County Sheriff's Office and the Kearney Police Department arrived on the scene of another drive-by shooting. It was easy to identify the shooters as they boldly shot their subject in broad daylight. This time there were no bullets involved but cameras. Photographers from local TV stations, the Kearney Hub Newspaper and other friends and family paraded in front of retired Buffalo County Sheriff Frank Dineen to take pictures and celebrate him on his 95th birthday.

Law enforcement turned out in force at this parade as Dineen had spent his life protecting the community as a member of the Sheriff's Department and as a Nebraska Highway Patrol Officer. He has continued his community involvement as the chaplain for the local Elks Lodge and American Legion.

He was also recognized for his service by Henry Repeating Arms from whom he received a Henry Commemorative rifle with his date of birth as the serial number. This honor has previously been bestowed upon Louis Zamerini, WWII hero and inspiration for the movie Unbroken. He is in good company.

This was not the first time Dineen was involved in a drive-by shooting. In 1959, he was hit in the head with a pea shooter on Hwy 81 North by a kid shooting hubcaps. That lousy shot was me. After being caught by this kindly Nebraska Highway Officer, it was Frank helped turn my life around. I followed in his footsteps and spent a career in law enforcement.

Frank wants to thank all those who sent cards, letters and well wishes as he celebrated. I couldn't join in the parade of friends, family and law enforcement as they waived, sent love and cheers and shot at him as he sat in front of his house last August but I did shoot at him first.



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WCSO CHRISTMAS TREE HONORS FALLEN OFFICERS



The Christmas tree at the Washington County Sheriff's Office features ornaments with the names of 287 law enforcement officers who were killed in the line of duty in 2020.

By Leeanna Ellis - editor@enterprise.com - Posted Friday, December 25, 2020 9:00 am

The Washington County Sheriff's Office is remembering their brothers and sisters in blue this holiday season.

In the lobby of the new sheriff's office building stands a Christmas tree with more than 300 ornaments bearing the names of 287 officers and 17 K-9 officers who have died in the line of duty across the country in 2020.

Sheriff Mike Robinson said the tree and ornaments was part of a collaborative effort by the department to recognize the officers.

The black powder-coated ornaments were donated by Puritan Manufacturing Inc. of Omaha. Deputy Ashley Judkins volunteered to put the blue stripes

and write the names on the ornaments.

Among the names is Investigator Mario Herrera, a 23-year veteran of the Lincoln Police Department, who died Sept 7 after he was shot while trying to serve a warrant.

Robinson said the tree serves as a reminder of the sacrifices law enforcement officers make and what their families have gone through.

"For me, personally, every night when I go to bed, I think about our officers who are working the street, especially over the holidays. I hope they're being safe. I hope they're thinking about what they're doing and they're taking every precaution so they do go home to their family. So we don't have to knock on their door and give them the news that these families have received," he said.

Following the holiday season, the ornaments will be sent to each officer's department.



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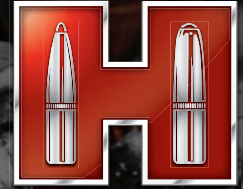


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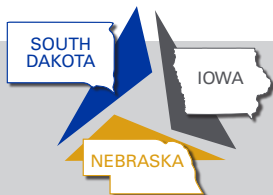
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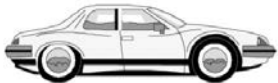
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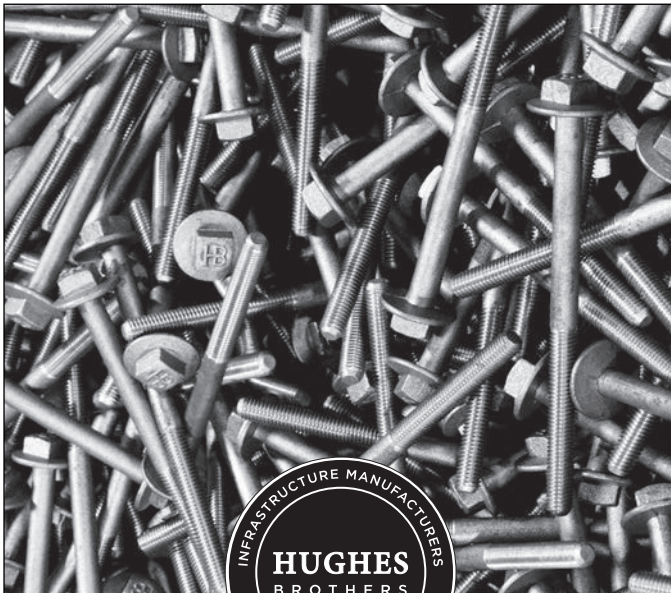


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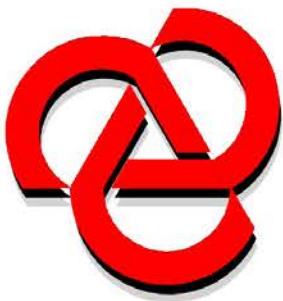
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