



**AVON POLICE DEPARTMENT**

60 Buck Creek Road  
Po Box 975  
Avon, CO. 81620  
970-748-4040



TO: NLEOMF Destination Zero Awards Program  
FROM: Sergeant Matt Jamison on behalf of Chief Greg Daly  
DATE: December 28, 2019  
SUBJECT: Officer Wellness Award Nomination

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Dear NLEOMF Committee,

My name is Matt Jamison and I am a Patrol Sergeant for the Avon Police Department. I have prepared this award with review by Greg Daly, the Avon Police Department Chief of Police. The Avon Police Department is dedicated to the safety of the community as well as the safety and wellness of each and everyone of their officers.

Thank you for your review and consideration for the officer wellness award.

Respectfully

Matt Jamison/Patrol Sergeant

Greg Daly/Chief



# National Law Enforcement Officers MEMORIAL FUND

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RESPECT. HONOR. REMEMBER.

## AGENCY LEADERSHIP ENDORSEMENT

By agency representative signature on this form, the agency acknowledges that all information contained herein and in attached documents is true and correct.

## AGENCY ACKNOWLEDGMENT

By agency representative signature on this form, the submitting agency acknowledges and affirms that it is not currently under investigation by the Department of Justice or currently serving under a consent decree or other sanctions imposed by the Department of Justice.

## AGENCY RELEASE

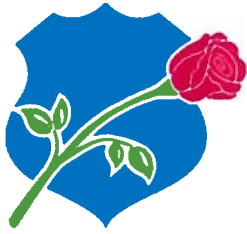
By agency representative signature on this form, the submitting agency agrees to the release of all submitted materials into the public domain via website or other means of transmission.

Name of the agency: AVON POLICE DEPARTMENT

MATT JAMISON SERGEANT  
(Printed name and title)

[Signature]  
(Signed endorsement of chief/agency head)

1/1/20  
(Date)



# National Law Enforcement Officers MEMORIAL FUND

RESPECT. HONOR. REMEMBER.

## Destination Zero Award Nomination Form

### AGENCY INFORMATION

Name of agency: AVON POLICE DEPARTMENT - (COLORADO) -

Award Category (check one)

- General Officer Safety
- Officer Traffic Safety
- Officer Wellness
- Comprehensive Safety

Agency contact name: MATT JAMISON

Contact email: Mjamison@avon.org Contact phone number: 970-748-4434

Please include the following items with your nomination

- Department Release Form
- An executive summary which provides a brief overview of the approaches the agency has assumed, and the innovative practices, programs and partnerships that have been established
- A project narrative which details the elements and initiatives of the agency's program.  
Items for possible inclusion in the narrative:
  - A description of the agency characteristics
  - A description of the program and its implementation (including marketing material)
  - A before-and-after comparison of change(s) due to the program
  - What makes this program unique compared to other initiatives?
  - What challenges had to be overcome to implement this program?
  - What impact has the program had on the staff within the agency?
  - Is there evidence of success (quantitative or qualitative)?
  - Can the program be replicated by other agencies?
- Any appropriate supporting documentation or attachments.

# Avon, Colorado Police Department

## Destination Zero 2020 Submission

### Officer Wellness



The Avon Police Department (APD) is nestled in the beautiful Rocky Mountains along the scenic Eagle River. APD is a CALEA Accredited Police Department. The town serves as a gateway to the world-class Beaver Creek Resort and is eight (8) miles west of world-famous Vail. The police department is comprised of twenty-two (22) full time employees and one (1) part time police sergeant and one (1) part time non-sworn employee. The Department is led by Chief Greg Daly.

Geographically, the Town of Avon is a small jurisdiction/ski-resort community with a predominant business core, surrounded by multiple housing complexes and major residential subdivisions to the north of the town on the mountain side. Three and a half miles of Interstate 70 (I-70) corridor runs through the middle of the town. The town has a year-round population base of about 6,500 full time residents and another 3,500 part-time residents. The Town of Avon also has a diverse vacation/visitor population.

As an Officer in Avon, everyday is a new adventure and every moment provides the officers with a chance to learn. Officers convert challenges into opportunities and diligently pursue the skills it takes to better their abilities. One example of this is over the years the Avon Police Department has improved on Officer Wellness. The Avon Police Department not only remains boundlessly devoted to their residents and guests but also to the betterment of their staff. It is the police officers and non-sworn civilian employees who make the day to day operations function and help Avon Police Department achieve its mission statement of serving to better their community.

The Avon Police Department has implemented numerous wellness programs in order to have healthier employees. Dating back to 2013, APD implemented in on duty fitness time program. This was a wellness program for officers that would allow them three hours of on-the-clock fitness time per week. This program promoted better health, fitness, and injury prevention for APD Officers. In turn, this helped officers deal with the potential of use of force incidents on a daily/nightly basis. This program is still in place to date. Officers who take advantage of this program, typically go to the upstairs gym that is shared by the police and fire department. Officers can also utilize the Avon Recreation Center and are issued a free pass to go anytime either by themselves or with their families.

In 2014, APD implemented an Essential Job Related Task Test (EJRTT) within its departmental policy. This test is similar to that of an obstacle course and requires officers to successfully complete twice a year within 3 minutes and 30 seconds. The obstacles in the course are similar to something they may encounter on their shift. For example, jogging, lifting objects, jumping over fences, dragging a dummy, tacking and arresting a dummy. By completing this test, twice a year, it shows they are maintaining a satisfactory level of physical fitness in order to perform their work safely and effectively. Since this program's implementation, all officers have successfully passed it within the allotted time.

Below is a description of what the EJRTT consists of. Officer's are encouraged by their teams to push themselves through the 12 tasks. The teams have a high sense of comradery and cheer their teammates to the finish line.

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## Attachment A

### Avon Police Department Essential Job Related Tasks Test June 1 2014

#### PATROL COURSE:

Patrol will exit vehicle (Task 1) and run approximately 127 feet to a 100-inch ladder obstacle (Task 2). Patrol will climb over the ladder. Patrol will then descend the 9 steps, making each step and ascend a second obstacle, a 75-inch obstacle by using a picnic table (Task 3). If a Patrol member cannot climb over the second ladder obstacle and instead ascends the first ladder obstacle a second time there will be a 10 second penalty.

Patrol will run approximately 77 feet and then ascend approximately 50 feet up the 30 steps of the Grand Stand (Task 4). Patrol has to complete each step and keep his/her hand on the railing. If the participant does not make each step he/she will be subject to a 5 second penalty for each infraction. The participant will run 45 feet across the upper level of the stand and then descend down 30 steps. The participant has to complete each step with their hand on the side railing. If a step is missed it will earn a 5 second penalty. The participant will run 25 feet, pick up a 40 lb weight to waist level (Task 5), carry it 25 feet, place weight onto a designated area, clap hands, and then return over the 25 feet and place the weight onto the original pick up point. The participant will run 75 feet and turn right and run 25 feet down the ramp and turn right again. The participant will run through an approximate 220 feet slalom course (Task 6), in and out of the booth area on the south side of the stand.

In this area the participant will drag an 80 lb body over 25 feet (Task 7), crawl through a 25-foot crawl space (Task 8) and then tackle an 80 lbs dummy to the ground (Task 9). The participant will touch the hands of the dummy off each other. The coordinator will shout, "Clear" when the hands touch.

Patrol will get up off the ground and climb over a 34- inch wall (Task 10). Patrol will run 40 feet to a seating obstacle. Patrol will climb over the obstacle (Task 11).

Patrol will run 160 feet west to a designated cone and then return 127 feet to a 9-step climb. Patrol will climb the stairs and the time will stop (Task 12).

22.3.2

1945

<p align="center"><b>Avon Police General Order</b></p> <p>Approved: <i>Chief Greg Daly</i></p>		<p>Subject:</p> <p align="center"><b>Fitness and Wellness</b></p>	
<p>Effective: <b>06/01/14</b></p>	<p>Revised: <b>07/16/15 01/13/17</b></p>	<p>Chapter:</p> <p align="center"><b>Employee Well-Being</b></p>	<p>Page:</p> <p align="center"><b>1</b></p>

<p><b>Purpose</b></p>	<p>To establish guidelines for a physical fitness standard, and a physical fitness and wellness program.</p>
<p><b>Policy</b></p>	<p>It is the policy of the Avon Police Department to require candidates for hire as sworn officers to demonstrate a level of fitness commensurate with tasks required of their duties and responsibilities and to provide encouragement and resources to maintain a level of fitness consistent with the tasks associated with their duties and responsibilities.</p>
<p><b>Procedure: Fitness Standards Upon Entry</b></p>	<p>Fitness Standards for candidates for hire as sworn employees are as follows:</p> <ul style="list-style-type: none"> <li>• Perform a health risk assessment utilizing a three-minute step test protocol per Cooper Institute Standards. If the candidate fails to finish the test because of fatigue, or scores at the very poor level according to the Cooper Institute Standards, then he/she will be required to obtain medical clearance either from a Town Physician, or a personal healthcare provider before further testing.</li> <li>• Candidate must be able to demonstrate his/her ability to meet or exceed the following Physical Fitness Standards:</li> <li>• 1.5 Mile Run (min/sec): 16:28. (Altitude adjustment 17:13)</li> <li>• 300 Meter Sprint (seconds): 71.0 (Altitude adjustment 76.0)</li> <li>• Maximum push ups (#): 25</li> <li>• 1 Minute sit ups (#): 29</li> <li>• Vertical Jump (Inches): 16.0</li> <li>• This testing fulfills the requirements of the Americans with Disabilities Act as it relates to measuring a candidates ability to perform the essential functions of the job.</li> </ul>

<b>Procedure: Fitness Standards for Sworn Employees</b>	<p>It shall be the guideline of the Avon Police Department that all Sworn Officers participate and meet the standards set forth.</p> <p>If an officer does not meet the standard set during any assessment, the following process will follow:</p> <ol style="list-style-type: none"><li>1. The Officer and supervisor will be notified in writing of standards not accomplished.</li><li>2. A specific program will be designed and recommended for the officer involved.</li><li>3. The individual will be required to show acceptable improvement by the next established assessment.</li><li>4. Failure to meet conditions established may result in corrective action.</li></ol> <ul style="list-style-type: none"><li>• Failure to participate in the assessment process without authorization from their supervisor may result in corrective action.</li><li>• All physical assessments will be held two times a year and at a pre-established location and time.</li><li>• Exemptions may be authorized by the Chief of Police or his/her designee.</li><li>• As testing is subject to adjustments, officers will be given ample notice of all changes when possible.</li><li>• Testing standards established will be attached to this guideline. See attachments a, b and c.</li></ul>
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**Essential Job Related  
Tasks Test (EJRTT)  
26.1.4 a, b, c  
33.1.5**

**Location:**

The Essential Job Related Tasks Test (EJRTT) will be conducted at the Eagle County Fairgrounds. This will be the venue until a purpose built facility is constructed. This purpose built area may differ in overall dimensions from the current EJRTT but advance notice will be given to officers, who are required to pass the EJRTT.

**Frequency:**

Sworn Personnel will complete the EJRTT biannually. The EJRTT will be conducted in Spring and Fall of each year.

**Participation/Consent:**

Prior to taking the EJRTT all participants will be given a form with a written description of each phase of the test and the minimum requirements. Participants will review the form and then in writing acknowledge that they understand the expectations, demands and risks with taking the test. Participants are required to indicate whether they are capable or are not capable of the taking the EJRTT test.

If the participant feels he/she is not capable of taking the test, the test will not be administered and the officer may be placed on corrective action. The officer may be required to produce a note from a physician indicating when he/she will be cleared to participate in the EJRTT. In such cases, a copy of the form will be forwarded to the supervisor for review. It is recommended that if a participant has a medical concern with taking the test they seek the advice of their physician. If the physician deems that the participant has a medical condition, then the physician must give the participant a letter explaining the medical condition and a recommended timeframe for retesting.

**Requirement:**

In September 2014, all Avon Police Department Sworn Officers will be required to run the EJRTT. The EJRTT pass time was set in 2014 at 3 minutes and 30 seconds. All officers are required to meet or better this time in order to pass the course.

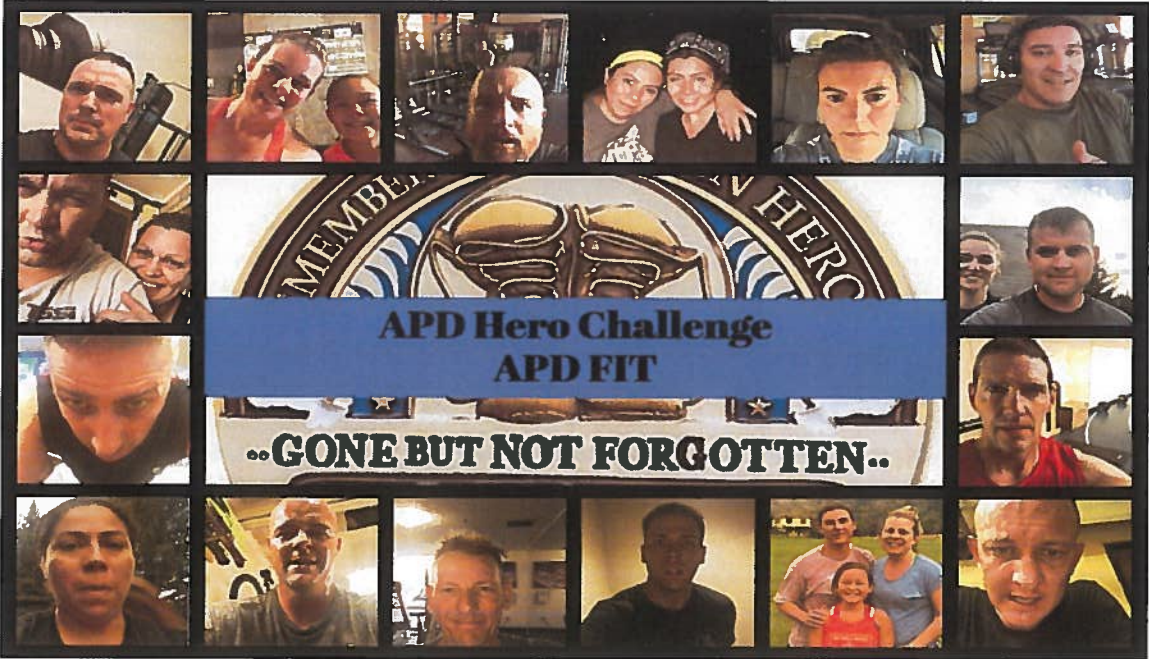
	<p><b>Failure to successfully complete the Essential Job Related Tasks Test:</b></p> <ul style="list-style-type: none"><li>• Officers who fail to successfully complete the test may be placed on a corrective action. Officers who receive a corrective action will be required to take the test again within six months of the original test date. If the Officer successfully completes the test, that score will fulfill the Officer's annual test requirement for the previous testing period. If the Officer does not meet the successful completion criteria, further corrective action may be implemented.</li><li>• At the end of the next six month period, if the Officer is still unable to successfully complete the test, the Chief will initiate a review with Command Staff. Following the completion of this review, the Officer may face further corrective action to be determined by the Chief.</li><li>• The officer will have the next 30 days following implementation of a corrective action plan by the Chief to re-take the test, if the officer successfully completes the test, that completion will fulfill the officer's annual test requirement.</li><li>• At the end of that 30-day period, if the officer is still unable to successfully complete the test and:<ul style="list-style-type: none"><li>○ If no medical condition exists, the Officer may face further corrective action to be determined by the Chief.</li><li>○ If a medical condition warrants, the Officer may be placed on a light duty status for a limited duration. Continuation in this status may require progress reports from a licensed medical physician.</li><li>○ Such duty will only be available for those who are temporarily unable to perform the regularly scheduled EJRTT and who anticipate medical clearance for further testing.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>• Decisions on temporary, light duty assignments and their duration shall be made based upon the availability of an appropriate assignment given the officer's knowledge, skills and abilities; availability of light duty assignments, and the physical limitations of the officer. The use of light duty assignments for those unable to successfully complete the EJRTT is strictly temporary.</li><li>• As scheduling allows, an officer on light-duty status during this period can test as often as testing is available until successful testing is completed. Successful completion of the EJRTT will cause the officer's light-duty status to end.</li><li>• If the officer is still unable to successfully complete the test following his/her light duty assignment, that officer may be deemed incapable of achieving the fitness level necessary to satisfactorily perform his/her job functions and may face disciplinary action to be determined by the Chief and Town Manager, up to and including termination.</li></ul>
<p><b>Fitness Maintenance for Sworn Employees on duty</b></p>	<p>Sworn employees are encouraged to maintain a level of fitness commensurate with the tasks associated with their duties and responsibilities.</p> <p>The Avon Police Department is committed to assisting sworn officers in achieving, maintaining, and preserving overall wellness. The Department recognizes fitness as a key component of a sworn officer's wellness. As such, the Department provides opportunities for sworn officers to maintain or improve their individual levels of fitness.</p> <p>Sworn officers are provided three (3) hours per week for participation in a voluntary physical fitness regimen.</p> <ul style="list-style-type: none"><li>• Sworn officers, who participate in this voluntary fitness opportunity, are allowed to use one hour per day, three days per week for a total of 6 hours per pay period. The participating officer can participate the first hour of shift, last hour of shift or an hour</li></ul>

	<p>during shift (minimum staffing and calls for service permitting).</p> <ul style="list-style-type: none"> <li>• The participating officer will have three one-hour training opportunities per week and are not authorized to "bank" the hours.</li> <li>• The participating officer must have access to the Department cell phone and be able to listen in case of an emergency call.</li> <li>• The training must be completed within a 15 minute response area because the officer is being compensated. The primary training areas will be restricted to Avon Rec Center, Avon Police Department Sallyport, or the Nottingham Park area. However training at locations like the Eagle Vail Crossfit gym or the WECMRD Edwards Field House can satisfy the proximity and 15 minute response time requirement.</li> <li>• There will be a training log located on the locker in the patrol room. The participating officer must fill in the log at the completion of training for documentation.</li> </ul> <p>Sworn officers are encouraged to keep a personal log to show a commitment to fitness, personal well-being and a concerted desire to reduce work related injuries. The log will be used by the supervisor as part of the annual evaluation process. This log may be kept electronically on a free web based site such as <a href="http://www.trainingpeaks.com">www.trainingpeaks.com</a> or in a personal notebook.</p>
<b>Medical Physicals</b>	<p>All sworn officers are offered a medical exam through the Town of Avon health care plan for the cost of a deductible and are encouraged to take advantage of the opportunity to review their health and fitness with a medical professional annually.</p> <p>The Town of Avon may make (when circumstances permit) other resources for health and wellness available to all employees. Employees are encouraged to take full advantage of any such program.</p>

Looking for ways to build on better wellness programs, in 2018, APD spearheaded a voluntary fitness challenge. These challenges were primarily based off the Brute Force Application and encouraged unstable load training. This type of training is important to officers as it is a type of conditioning that coordinates strength and balance throughout the body. Officers are typically competitive by nature and these fitness challenges were a fun way to build camaraderie and encourage fitness and overall wellbeing. The goal of these voluntary challenges was to encourage officers to be fit for duty. The Brute Force Application would post daily workouts to be completed by the officer.

As Avon Police Department developed into this wellness program, we came out with the APD Hero Challenge in 2018. This program was developed to complete one very tough hero workout of the day (WOD) for a period of 12 weeks for a total of 12 workouts. The workouts were based off of Calibre Press "FIT4DUTY" workouts. This program had many goals to include: honor our fallen heroes, stay fit for duty, encourage officers to have fun with fitness, encourage officers to warm up and stretch before workouts, encourage officers to do additional workouts during the week to prepare for the one tough hero WOD per week, and finally, encourage officers to eat a good balanced diet to help them be successful with the challenge (See Sigma Wellness Program Below). When this program was implemented, we had 14 participants out of 22. The program finished with 9 (1 administrative service officer and 8 officers to include the Chief of Police). These numbers do not include the fact that several of the participants completed these workouts with their family members, friends and family dogs. The finishers all earned a Hero Challenge T-Shirt and a Challenge Coin.



The coin represents the heroes that have been lost but through our workouts we will remember them.



Photo of APD Hero Challenge/APD Officers.



In an effort for APD to continue to better ourselves, in November 2018 through January 2019, Avon officers participated in an APD Holiday Fitness Challenge. This was an 8-week challenge, where officers completed 2 workouts a week that consisted of 15-minute as many rounds as possible (AMRAPs). Finishers and participants earned a holiday fitness t-shirt.

Photo of Logo on t-shirt.



As we continued to progress on our wellness, in January through May 2019, Avon Officers participated in an APD Tactical Athlete Challenge. This was a 12-week program where officers completed three, 15-minute AMRAP workouts per week. The goal was to encourage officers to take their fitness to a higher level by being a tactical athlete.

Officers were encouraged to think about, “If you knew you were going to be in the fight for your life tomorrow, would it change the way you train today?” Good tactics depend upon sound technical skills. Technical competence is built through quality training and repetition. Proficiency in these skills enables officers to move, shoot, and communicate with an effective combination of speed and accuracy. It is only by consistently improving the physical attributes of strength, stamina and flexibility that will enable you to take appropriate action, in any environment, at any time. The word “athlete” derived from a Greek word, which means, “to contend for a prize.” Athletes train for contests involving physical agility, stamina, or strength. An athlete trains on a regular basis for competition with one purpose in mind – to WIN. They know the rules, the duration and how to train to maximize their performance both in-season and out-of-season. The Tactical Athlete must train for the unknown and the unknowable. He must have the ability to perform on demand. He doesn’t know when, where, how long or how many he may contend against. All he knows for sure is that second place will most likely result in serious bodily injury or death – his own. An officer can’t fake performance or endurance. There is no substitute for physical preparation. The officer’s goal is not only to survive but also to thrive in the ever-changing, dynamic environment of the tactical arena. It’s about performance on demand. You must be “ready in season and out of season” because in our world, there is no off-season. There were 8 officers and 3 civilians who participated in this



challenge. There were 3 officers who completely finished and received an OD Green Police Fitness t-shirt.

To continue on the wellness train, in 2019, Avon Officers participated in the APD Blue Line Fitness Series. This was a 6-week challenge from June through September 2019.

This series was based on the Brute Force Sandbag Workouts, “Blue Line Fitness Series.” This series encouraged officers to train 5 days on and 2 days off. This program was a law enforcement specific workout that combines fitness with defensive tactic techniques. This workout was an



extremely difficult series with 6 participants and 4 finishers.

To close out 2019, Avon Officers will participate in the APD Hero Challenge. The fitness challenge is slated to start in December 2019. The 2018 Hero Challenge was a voluntary department wide challenge however, the 2019 Hero Challenge will be an interagency fitness challenge. Chief Daly plans to invite other Police Chiefs, Fire Chiefs Eagle County Sherriff and Colorado State Patrol Commanders to participate. The 2019 Hero Challenge will keep the same format as 2018 where one Hero WOD will be released per week, over a 12-week period for a total of 12 workouts. We are going to change things up a bit. First, we wanted to focus on Colorado Law Enforcement. This year, half of the Hero WODs are Colorado Law Enforcement/Military related. Second, we decided the hero we honored, did not necessarily have to be someone that had died in the line of duty or otherwise. Typically, Hero WODs were created as a tribute to a fallen first responder or member of the military that had died in the line of duty. However, for this challenge we decided the hero we honored could still be living, as we also wanted to honor those individuals who motivated and inspired us. Of the 12 workouts, 2 of the workouts were named in honor of 2 Heroes that survived a shooting incident, both of which are part of the Colorado Law Enforcement Family.

#### Email Sent Out to APD Officers

Dear Warriors,

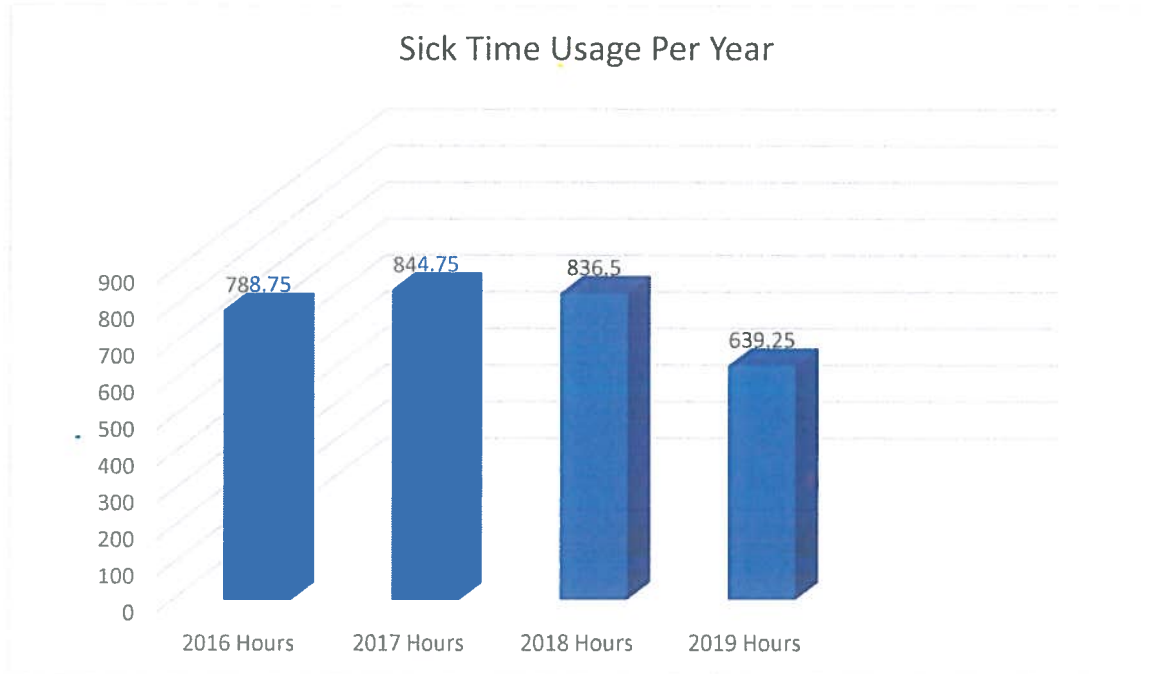
Hello. We would like to invite you to the **2<sup>nd</sup> Annual Avon Police Department Hero Challenge 2019**.

This is a 12-week Fitness Challenge we created to honor Heroes and at the same time stay Fit For Duty. We are tactical athletes, after all.

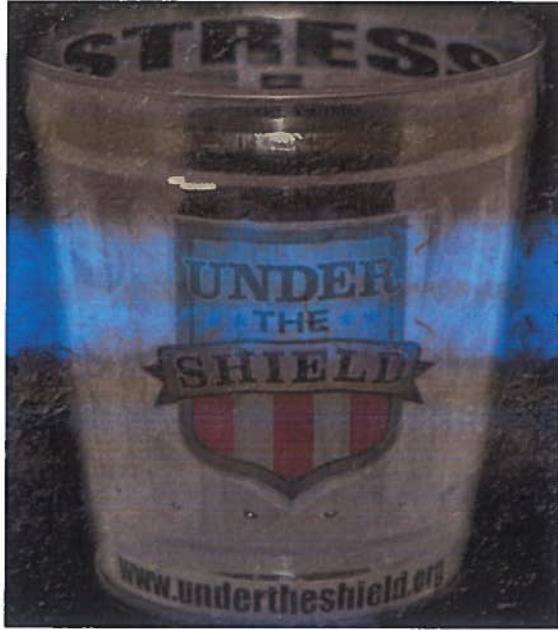
#### APD Hero Challenge 2019 Details:

- One Hero Workout of the Day (WOD) will be released per week, over a 12-week period for a total of 12 workouts. Every time a Hero WOD is released, you have a 7-day period to complete that workout.
- The posted **Hero WOD** will have the **Name** of the workout, a **Bio** of the hero, and a **Workout Description**.
- Each Hero WOD may be completed as prescribed, or it may be modified to your current fitness level (i.e. lower the load (weight), modify the equipment used (sandbag in place of barbell or kettlebells in place of dumbbells, etc.).
- **Accountability**- We will use the GroupMe application. The **group name** is "**APD Hero Challenge 2019**". You will receive an invite to join the group through your work cell phone. After receiving the invite, download the GroupMe app to your work phone. Once you have completed the download, click on "**APD Hero Challenge 2019**". This is where the workouts will be posted each week. After completing the workout, take a selfie and post it into the APD Hero Challenge 2019 discussion with a caption on how you did on the workout. To post a photo simply click on the "+" sign.
- **Very Important**- You are required to post your after-workout photos with a short explanation of how the workout went for you within the 7-day period for each workout, to get credit for the Hero WOD for that week. This is how we will track who completed the workout for each week. We will place names of the participants for each week on a spreadsheet and post them at the PD. You must do the Hero WOD each week and post on the GroupMe app to receive the reward at the end of the twelve weeks.
- **Reward**- If you complete all 12 Hero WODs, you earn an **APD Fitness Challenge Coin** and an **Avon Police Department Hero Challenge 2019** t-shirt.
- **Dates of the Fitness Challenge**: Starts 11/24/19 – Last Day 02/08/20

When analyzing Avon Police Department's sick time usage over the last 3 years, APD has had a consistent trend (see chart). APD has had less than 1,000 hours total of sick time per year for the last 5 years and we attribute the last 3-year decline to healthier employees due to our wellness programs.



Avon Officers also participated in the SIGMA Wellness Program in 2017, 2018, 2019. Line of duty deaths, due to medical conditions, are on the rise nationwide. SIGMA Wellness is a metabolic disease program that has advanced from evidence-based data to a comprehensive cardiac screening evaluation along with an individualized nutritional and exercise prescription. The screening consists of non-invasive imaging as well as an advanced lipid panel testing. This evaluates the early stages of the development of coronary disease, and the inflammatory markers that can be used to predict the development of a heart attack. A cardiopulmonary exercise test is then completed on a stationary bicycle thus allowing the SIGMA Team to develop a personalized diet and exercise component given to the officer at the time of the consultation with the physician. APD has offered this wellness program to all officers/staff members on a voluntary participation basis.



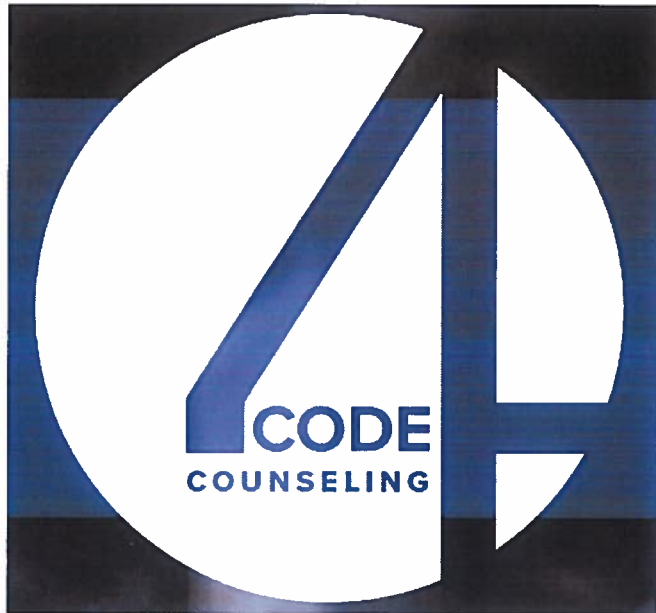
A big topic in the law enforcement community is mental wellness. Nationally, police officers are taking their lives at an alarming rate due to suicide.

In November 2018, APD hosted the Peer Support Academy. This academy helped design a regional peer support team in Eagle County (two Avon Officer's received this training) to support their peers. The team is used for crisis intervention, critical incidents and family support.

In May 2019, APD successfully obtained a grant to host Warrior Survival at Home and on the Streets. This training focuses on the mental health of law enforcement officers. The men and women who

are called to this vital profession are exposed to all the traumas our society has to offer and then expected to go home and merely shed the "garbage" at the end of their shift and peacefully co habitat and communicate with their spouses/significant others/families. In order to become successful and survive as "warriors," they are forced to develop a persona that allows them to deal with daily insults, without taking them personally. They shut down emotionally and distance themselves from their families in order to protect them from the things they see on a daily basis and the "garbage" they are exposed to. This can lead to isolation, and all too often suicide. This training truly deals with the issues regarding the lifestyle of the law enforcement profession and it is taught by someone with real life experience. Five Avon Police Department Officers and some of their spouses were able to attend. Even more importantly, this class had upwards of 30 students/officers from surrounding agencies.

To continue on with the importance of "Strong Mind, Strong Body," in October 2019, all APD Officers and employees attended a training conducted by Code 4 Counseling. This training welcomed the positive and proactive approach of psychological services, including peer support for each other. The training taught officers to make mental health a priority for themselves and their peers. The training closed by offering follow up counseling to those whom were interested. One on one counseling sessions are planned in the near future for those that would like to speak to a clinician.



In addition to peer support groups, the Avon Police Department also offers a police chaplain program and maintains a list of licensed psychologists. These programs allow officers to receive emotional support through times of personal and professional crisis in a confidential manner. These programs do not put any costs onto the officer.

<b>Avon Police Volunteers In Police Service Manual</b>		Subject:  <h2 style="text-align: center;">Police Chaplain</h2>	
Approved: <i>Chief Greg Daly</i>			
Effective: 10/03/08	Revised:	Chapter: VIPS	Page: 1

<b>Philosophy</b>	<p>The goal of the Police Chaplain is to provide public safety employees the opportunity to receive emotional support through times of personal or professional crisis.</p> <p>Chaplains are encouraged to ride with employees to learn about their job duties and open lines of communication.</p> <p>The chaplain program is meant to augment the employee assistance program and other mental health assistance programs.</p> <p>Chaplains may also be used to provide support to victims or augment the victim services program.</p>
<b>Confidentiality</b>	<p>Chaplains, department members and supervisors will maintain confidentiality about employee/chaplain supportive contacts.</p> <ul style="list-style-type: none"> <li>• Supervisors may not inquire into the specific services provided by the chaplain, other than statistical information.</li> </ul> <p>Chaplains will inform members about limits of confidentiality upon initial supportive contact.</p> <p>Limits of Confidentiality, requiring Immediate disclosure to the Chief of Police:</p> <ul style="list-style-type: none"> <li>• Threats to self</li> <li>• Threats to others</li> <li>• Child or elder abuse</li> <li>• Felony crimes</li> <li>• Excessive force</li> <li>• Member unfit for duty</li> <li>• Falsifying of official reports or providing false testimony</li> <li>• Workplace injury</li> </ul> <p>Chaplains will not keep written or private records of supportive contacts, other than for statistical</p>

	records to help document the general productivity of the program.
<b>General Guidelines</b>	<p>Chaplains should not promote a certain religion or church.</p> <p>Chaplains shall not have a sexual relationship with any member of the department.</p> <p>Chaplains should be familiar with the Employee Assistance Program and mental health benefits available to employees and make referrals as needed.</p> <p>Chaplains may be used for death notifications, victim assistance and any critical incident.</p> <p>The Chaplain may confidentially consult with the police psychologist regarding a member as necessary.</p>
<b>Training</b> <b>16.4.2</b>	Chaplains will be scheduled for a police critical incident stress management class as soon as possible.

<p><b>Avon Police General Order</b></p> <p>Approved: <i>Chief Greg Daly</i></p>		<p>Subject:</p> <p><b>Officer Involved Critical Incidents Resulting in Injury or Death</b></p>	
<p>Effective: 01/25/12</p>	<p>Revised: 10/13/16 01/13/17</p>	<p>Chapter: Management Systems</p>	<p>Page: 1</p>

<p><b>Removal from duty Assignment 1.3.8</b></p>	<p>An employee who is involved in:</p> <ul style="list-style-type: none"> <li>• A use of force incident in which the officer's use of force appears to have resulted in serious injury or death to another.</li> <li>• Involved in a motor vehicle collision resulting in a fatality or serious bodily injury, when the officer is either on or off duty.</li> <li>• Involvement in a pursuit where a fatality or serious bodily injury occurs.</li> <li>• Involved in the deployment of a stop stick tire deflation device resulting in serious bodily injury or death to another.</li> </ul> <p>May be removed from line duty pending an administrative review of the case by the Chief of Police, the Deputy Chief, and the affected Patrol Sergeant.</p> <ul style="list-style-type: none"> <li>• Colorado Bureau of Investigation may assist in the investigation at the request of the Chief of Police.</li> </ul> <p>The purpose of this order is multi-fold.</p> <ul style="list-style-type: none"> <li>• To protect the community's interest when officers may have exceeded the scope of their authority in the use of deadly force.</li> <li>• To shield officers who have not exceeded the scope of their authority from possible confrontations with the community.</li> <li>• Ensure the well-being of the affected employee(s).</li> </ul> <p>Dependent on the nature of the incident, the Colorado Bureau of Investigation or other law enforcement agency may be requested to complete a criminal investigation. An administrative review shall occur in addition to the criminal investigation at the direction of the Chief of Police. The review will determine if any violation of departmental orders occurred.</p>
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	The Chief of Police may permit an employee to return to a line assignment, prior to the administrative review.
<b>Assessment Requirements</b>	<ul style="list-style-type: none"> <li>• An employee is required to attend a return to duty assessment with a licensed psychologist or psychiatrist within 48 hours from the time of an incident <b>(unless otherwise directed by the Chief of Police)</b> when: <ul style="list-style-type: none"> <li>• Involved in a use of force incident in which the officer's use of force appears to have resulted in serious injury or death to another.</li> <li>• Involved in a motor vehicle collision resulting in a fatality or serious bodily injury, when the officer is either on or off duty</li> <li>• Involvement in a pursuit where a fatality or serious bodily injury occurs.</li> <li>• Involved in the deployment of a stop stick tire deflation device resulting in serious bodily injury or death to another.</li> </ul> </li> <li>• Other employees involved in the incident may be directed by the Chief of Police: <ul style="list-style-type: none"> <li>• To attend an assessment session.</li> <li>• Or may voluntarily request to attend an assessment session within 48 hours of the incident.</li> </ul> </li> <li>• It is the responsibility of the involved officer's Patrol Sergeant to verify that the officer schedules and completes return to duty assessments as required.</li> <li>• Selection of the psychologist or psychiatrist is made from the list maintained by the Chief of Police.</li> </ul>
<b>Post Assessment</b>	<p>Following the initial assessment, the psychologist or psychiatrist recommends in writing to the Chief of Police that the employee:</p> <ul style="list-style-type: none"> <li>• Return to a full-duty status. Further counseling is not required; or</li> <li>• Be placed on light duty and attend additional counseling sessions(s); or</li> <li>• Be placed on administrative leave and be required to take part in an intensive counseling program.</li> </ul> <p>All information with regards to the employee's assessment session(s), except duty status,</p>



	<p>remains confidential under the Doctor - Patient relationship.</p> <ul style="list-style-type: none"><li>• Any costs incurred as a result of the assessment is paid by the department.</li></ul> <p>The above listed action does not prohibit the employee from receiving assistance from any informal group(s) within the department or from any other source.</p>
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The Town of Avon and Avon Police Department also offer an employee assistance program through Lincoln Financial Group and a financial wellness program in the form of a 401(a), and a 457(b) both through Principal Financial Group. Lastly, the town also participates in an annual hepatitis/flu vaccination.

In closing, APD has worked passionately on taking care of their employees. One can see, over the years, APD has been committed to building a wellness program that changes things up to make officer wellness fun, exciting and competitive. These peculiar workouts keep an interest from all types of officers and helps with overall participation. In addition, APD has focused on mental health on individual officers by offering confidential ways to speak with trained individuals in crisis intervention, critical incidents and family support. These officer wellness programs have kept officer injury low, promoted wellness at their home and in their personal lives and most importantly and quite simply to SURVIVE.