



DESTINATION ZERO NOMINATION



LEWIS & CLARK COUNTY

SHERIFF'S OFFICE

**406 Fuller Ave.
Helena, MT 59601
406-447-8235 Business
911 Emergency Only
406-449-8452 FAX**

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Lewis & Clark County Sheriff's Office

406 Fuller Ave. • Helena, MT 59601

Office 406-447-8235

Fax 406-449-8452

Sheriff-Coroner Leo C. Dutton

Undersheriff Brent S. Colbert

January 5, 2021

Destination Zero Program
Memorial Fund Administrative Offices
901 E Street NW, Suite 100
Washington, DC 20004-2025

Re: Destination Zero – Officer Wellness Award Nomination

To Whom It May Concern:

My law enforcement career began in 1985, along with being a paramedic. My sheriff at that time preached scene safety, situational awareness, and mental preparedness.


I attended numerous classes on scene safety from the viewpoint of a deputy. Later I became an instructor. Safety starts in your work environment: Are their tripping hazards? Are items put away? A group of us were pivotal in obtaining rubber gloves and CPR face masks. We also taught CPR and advanced First Aid.

I was appointed Sheriff in 2008, then elected in 2010. I carried the same passion about safety and PPE. In the state of Montana we were early leaders of mandatory wearing of seat belts. We worked with Public Works to know the location of and how to understand Material Safety Data Sheets.

My staff and I have instituted emergency vehicle driver training and ground fighting on an annual basis to increase officer safety. We are a strong participant in workplace safety, with placement of items and proper storage.

It is with great honor that I submit my agency, the Lewis and Clark County Sheriff's Office, for your consideration and nomination for the Destination Zero Officer Wellness Award. The attached documentation will support my recommendation. My sincere thanks to the committee that reviews these awards. As you may have heard it said, "You get what you measure." If we all want to improve safety, you are taking an excellent approach.

Respectfully submitted,


Leo C. Dutton, Sheriff-Coroner
Lewis & Clark County, Montana

Destination Zero Award Nomination Form

AGENCY INFORMATION

Name of agency: **Lewis and Clark County Sheriff/Coroner's Office**

Award Category (check one)

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

Agency contact name: **Undersheriff Brent Colbert**

Contact email: **bcolbert@lccountymt.gov** Contact phone number: **(406) 447-8203**

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.

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: **Lewis and Clark County Sheriff/Coroner's Office**

Leo C. Dutton Sheriff/Coroner
(Printed name and title)



(Signed endorsement of chief/agency head)

December 28, 2020
(Date)

AGENCY QUICK CHECKSHEET

OFFICER SAFETY

- X Tourniquets
- x Quick Clot
- X Sucking Chest Wound Patches
- X Ballistic Vests
- X Ballistic Shields
 - Ballistic Helmets
- X High Visibility Vests
- X Shotguns
- X Patrol Rifles
- X Tasers
- X Body Cameras
- X Trauma/Fist Aid Kit
- X Regular Firearms Qualification
- X Narcan
- X PPE Kits
 - Gas Masks
- X Active Shooter Training
- X Defensive Tactics annual training
 - _____

TRAFFIC SAFETY

- Below 100 Training
- EVOC Training
- X GPS
- X In-Car Cameras
- X Supervisor Monitoring of Speeds
- X Officers Held Accountable for Speeding
 - Officers Rewarded for Safe Driving
- X High Visibility Vests
 - Traffic Safety Posters
 - _____
 - _____

OFFICER WELLNESS

- X Peer to Peer Support Program
 - Department Psychologist
- X Workout Program
- X Department Gym
- X Department Paid Gym Dues
- X Incentive for Working Out
- X Annual Physical Fitness Test
- X Suicide Prevention Training
- X Mental Health Training
 - Financial Wellness Program
- X Employee Assistance Program
 - Yoga
- X Fitness Instructor
 - Hepatitis/Flu Vaccinations
 - Spousal Wellness Program
 - _____
 - _____

FOR NLEOMF USE

NLEOMF Representative

Conference

City/State



LEWIS & CLARK COUNTY

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Destination Zero

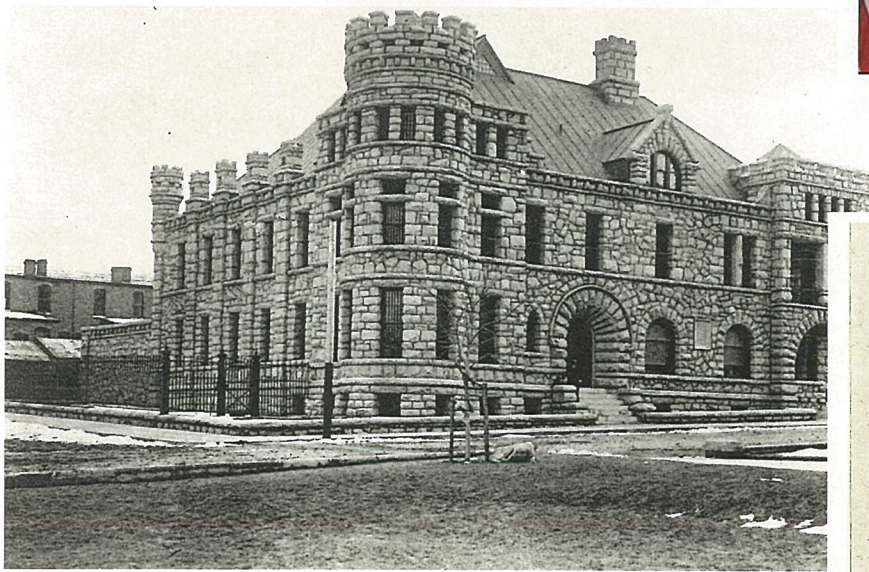
Officer Wellness

We are the Lewis and Clark County Sheriff's Office located in Helena, Montana. Lewis and Clark County is in the southwestern part of Montana. The County has a land area of approximately 3459 square miles and 39 square miles of water with two interstates crossing through the area. With a population of nearly 70,000 residents, Helena is the state capitol and the county seat.

The Lewis and Clark County Sheriff's Office has a deep and rich history dating back to the election of our first sheriff, George J. Wood, in October of 1864. We are one of the 9 original counties in the Montana Territory. The county was originally named Edgerton County after the first territorial Governor, Sidney Edgerton. After the discovery of gold at Last Chance Gulch in Helena by the Four Georgians in July of 1864, law and order was essential in dealing with the massive gold rush in the area. Since that time, the Lewis and Clark County Sheriff's Office has served a pivotal role in the preservation of peace and maintaining order for the citizens of the county. Many prominent, elite men have served as Sheriff in the 155-year history of our office. Over the course of those years, 33 different Sheriffs have been elected to the position. Many of the early duties involved providing a means for settling civil disputes, enforcing orders of the court, and providing a jail to care for inmates. The heroics and accolades of these great pioneers are numerous and thus solidified our foundation as one of the premiere law enforcement agencies in the State of Montana.

Today, the Sheriff's Office consists of the Sheriff, Undersheriff, and three Captains leading five divisions (Patrol, Detention, Coroner, Criminal Investigations, and Civil). Including the Sheriff, we have 50 sworn Deputies along with 63 Detention Officers, 17 civilian personnel, and an 11-member reserve program. Deputy and employee safety and wellness have always been, and continue to be, a top priority of Sheriff Leo Dutton and his administration.

Historically, it has been of utmost importance to maintain deputies' and employee's safety and wellness. We have added and updated policies and procedures, new equipment, training, and started innovative programs. As we move forward with these standards, we continually strive to improve our office.



POLICIES AND PROCEDURES

Over the last few the years, our office has improved and added to policies and procedures including the utilization of Lexipol to organize, amend and update deputies and employees with daily training bulletins. We have policies on wearing ballistic vests, seatbelts, quarterly firearm safety and qualifications, vehicle usage, vehicle cameras, body worn cameras, safety equipment, Crisis Intervention Training (de-escalation), and wellness procedures and programs.

Lexipol provides custody manuals to detention and correction around the country but until now, has not ventured into Montana. Lewis and Clark County Sheriff's Office has worked with Lexipol to spearhead their newly developed Montana Custody Manual for Detention Centers.

EQUIPMENT

As an Office, we surveyed the employees to see what they need to help make their tasks and duties safer. They requested we obtain equipment and then receive extensive training on that equipment. From our deputies to Transport Detention Officers, a level IIIA ballistic vest is issued and replaced every five years, per the manufacturer's recommendations. Every deputy is issued a patrol rifle, a shotgun (depending on assignment), vehicle (including all emergency lighting, car camera, computer, and GPS), Taser, trauma/first aid kits (including quick clot, sucking chest wound patches/bandages, and tourniquets), high visibility traffic vests, Narcan, PPE kits, ballistic shield, and RAM (to safely enter buildings). Lewis and Clark County Sheriff's Office has fully trained and certified S.W.A.T. team, Civil Disobedience Team, and Water Emergency Team (WET). All the equipment has been purchased through budgeting or grants.

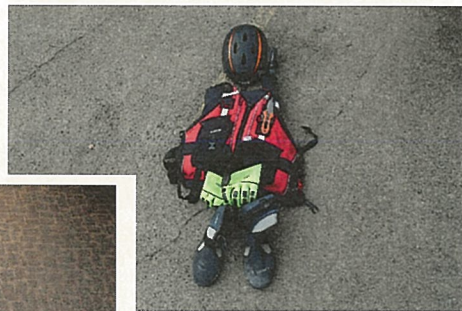
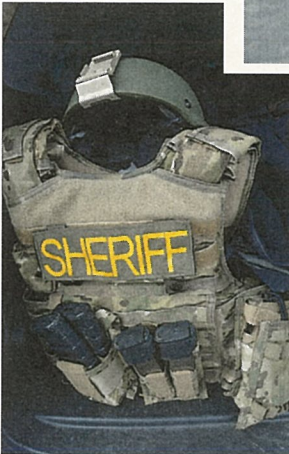
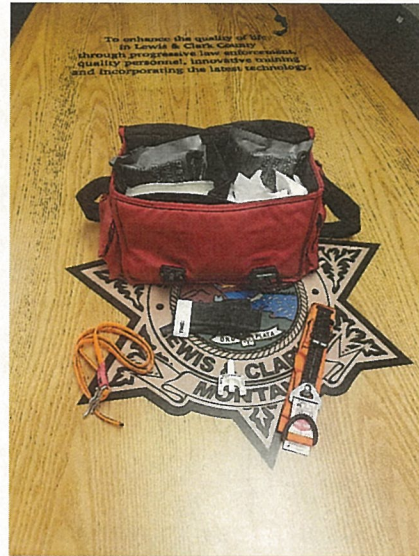
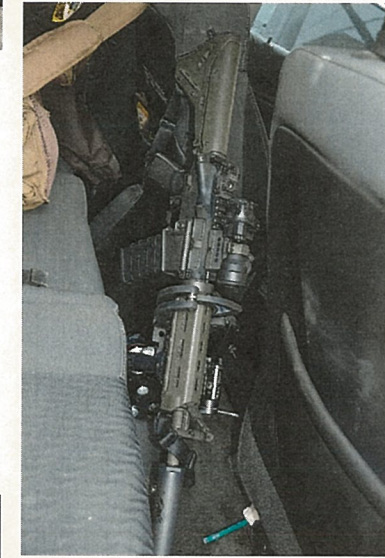
TRAINING

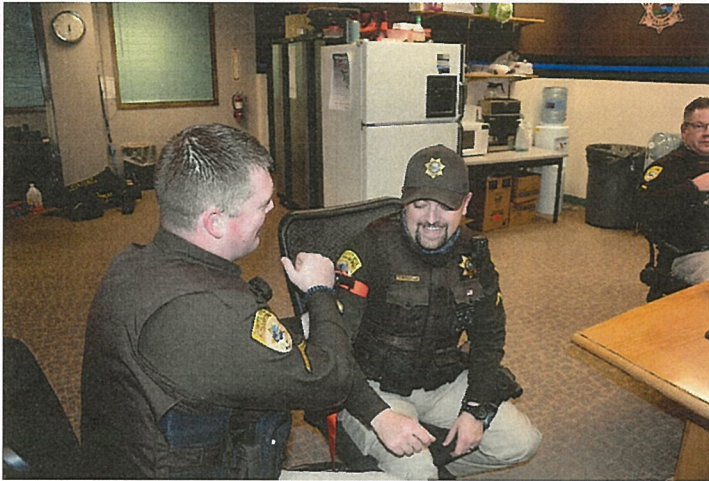
Training is a top priority in every division of the Lewis and Clark County Sheriff's Office. The equipment and teams receive updated and continued training to retain certifications. We have quarterly firearms, safety and qualification, training. Annual taser training and qualification with first aid/trauma/Narcan training. Our deputies and detention officers receive annual defensive tactics training and participate in active shooter training. We have defensive driving courses and the Police Vehicle Operations Course (PVOC).

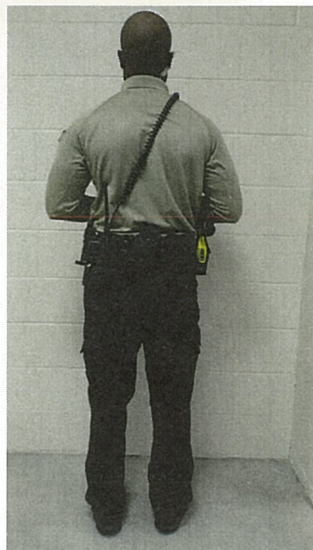
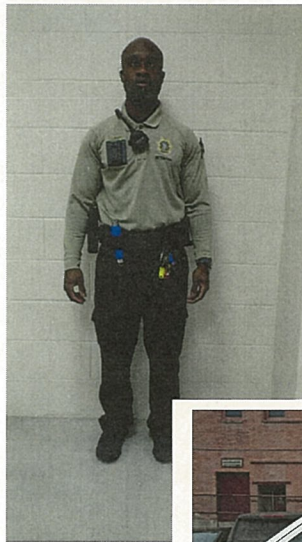
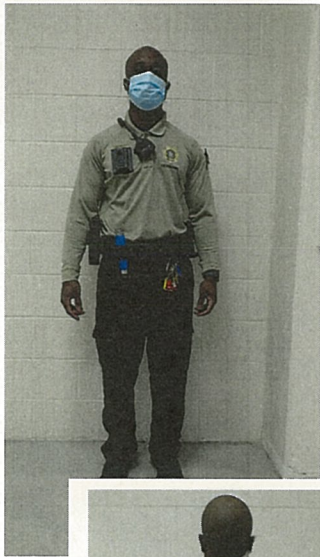
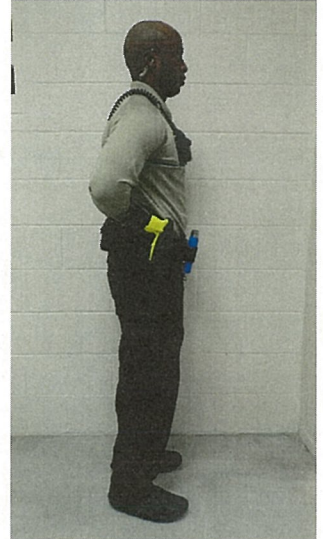
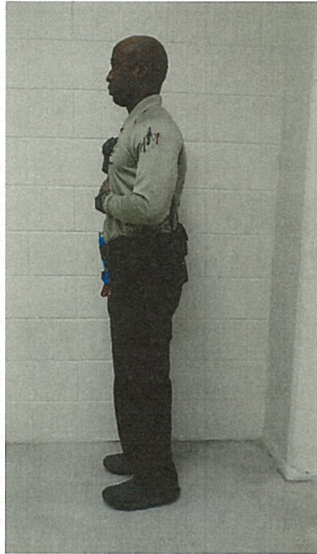
These trainings are instructed by our deputies who have attended instructor courses or by other certified instructors are brought in to provide specific training. They have lesson plans and the majority are scenario-based trainings. Training costs are managed through our budget process. The following are incidents when this training and equipment was utilized:

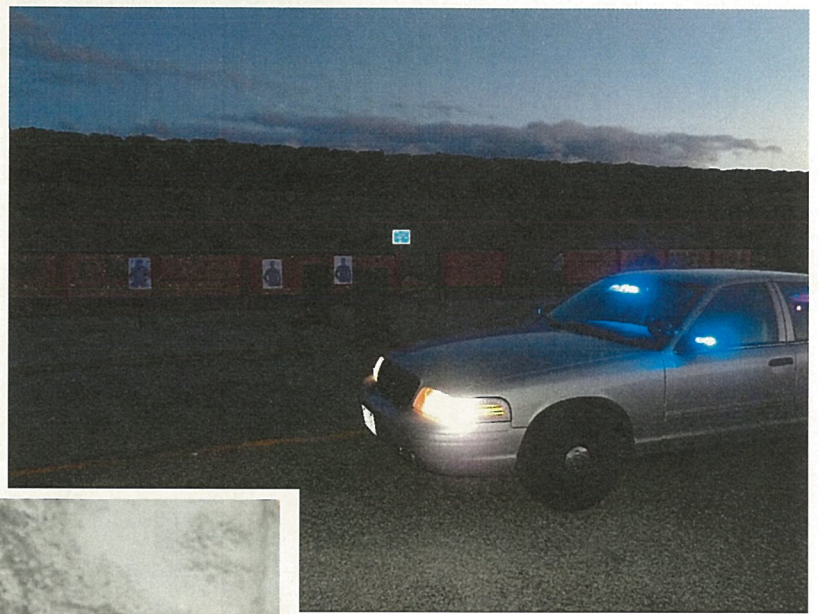
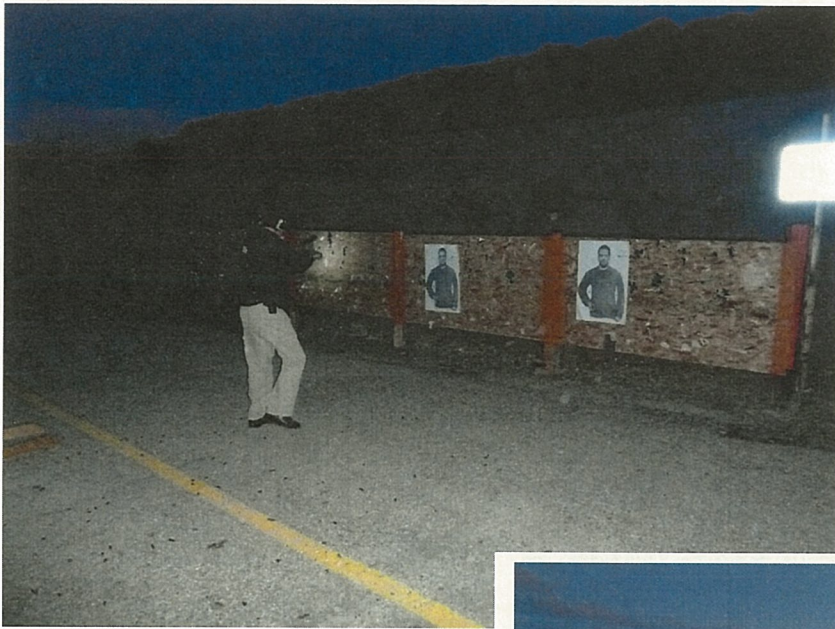
- May 2020. Lewis and Clark County Sheriff's Deputy James Coppola came upon a male with severe bleeding from his arm. Deputy Coppola was able to apply a tourniquet to the male and help stop the bleeding from becoming a life-threatening issue. Through the building of confidence in the classroom, field training, and equipment, these types of life saving measures will continue in the future.
- December 2020, a Deputy was dispatched to a medical call at a rural residence. The Deputy arrived on scene and recognized the signs and symptoms of a suspected opiate overdose. The Deputy implemented his knowledge and acquired training, administered Narcan and provided artificial respiratory ventilation to the victim. The victim recovered from the overdose on scene and was













transported to the hospital for a full recovery.

DEPUTY FITNESS AND WELLNESS

We have new and developing programs that we have implemented and partnered with Lewis and Clark County. Lewis and Clark County Human Resources, in partnership with our medical benefits company encourage the Employee Assistance Program. This program provides counseling and referral services as requested. In addition, we have partnered with our local hospital to provide Wellness Screenings and incentives. This program screens our deputies and employees for the following:

- Waist size
- Blood pressure
- Blood sugar
- Tobacco use
- Cholesterol
- Depression

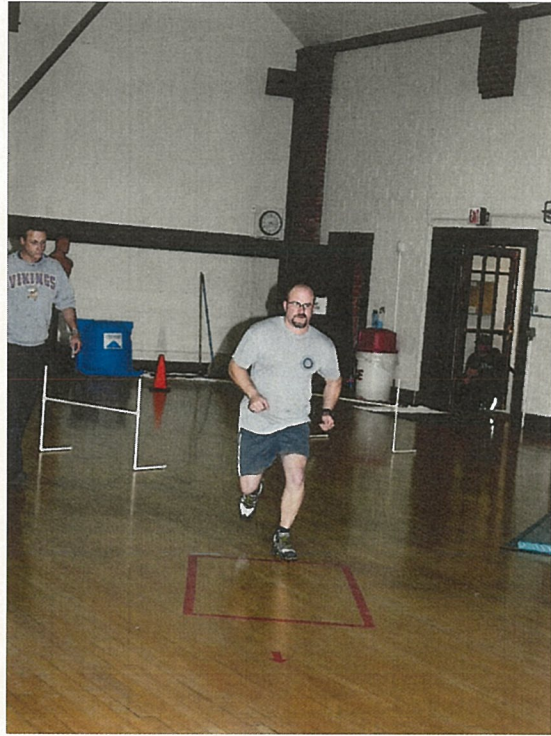
By participating in the annual Wellness Screening, employees will receive twenty-five dollars off their premium if they meet the health criterion. If the criteria are met, the employee will get fifty dollars off their monthly premiums. This program has helped several in meeting health goals. Also, the county pays twenty-five dollars a month to employees who have gym memberships if they use the gym at least seven times per month.

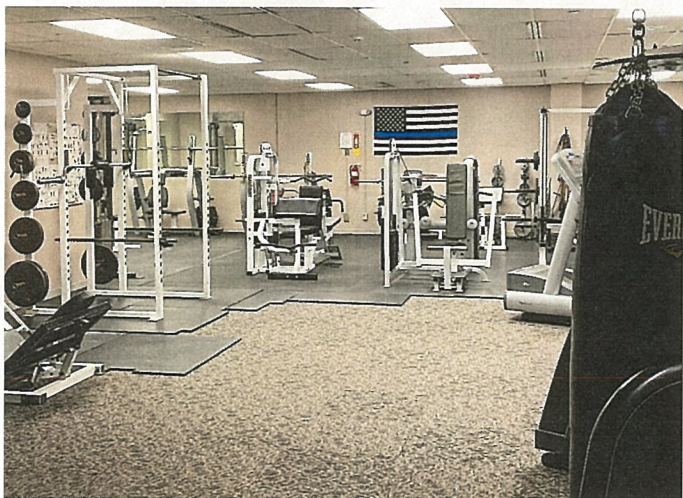
The Sheriff's Office has a gym for all employees to use and they are given time at the end of shifts to workout. Over half of the Sheriff's Office take advantage of the gym membership reimbursement or the office gym. Even during the COVID pandemic, employees utilize these programs and incentives to stay fit. We have employee fitness instructors who are certified in Montana Physical Abilities Test (MPAT). The MPAT is a timed physical agility test. All sworn deputies are required to take this test twice a year and all other Sheriff's Office employees are encouraged to take the test. The following list explains the standards:

- 1.3 minutes or less (awarded 20 hours of Comp Time)
- 2.3:30 to 3:01 (awarded 16 hours of Comp Time)
- 3.4:00 to 3:31 (awarded 14 hours of Comp Time)
- 4.4:30 to 4:01 (awarded 12 hours of Comp Time)
- 5.4:51 to 4:31 (awarded 8 hours of Comp Time)
- 6.6:30 to 4:52 (awarded 4 hours of Comp Time)
- 7.6:31 and above (awarded 1.5 hours of Comp Time)

We are a leader in Montana with the Crisis Intervention Training program. We have statewide instructors in CIT and most of the office has been through the program with a goal of having 100% of the office trained.

We have new and developing programs for deputies, detention officers, volunteer first responders, and all Sheriff's Office employees. For several years now we have had a Critical Incident Stress Management (CISM) committee. The CISM committee encourages first responders to gather after a critical incident to discuss the incident and provide insight and, ideally, some closure they may need. This program has been welcomed by all and has helped after critical incidents. We have implemented a new program called the Peer to Peer Committee. Several deputies and detention officers have volunteered and have been trained to become Peer to Peer Counselors. Although these sessions are confidential,



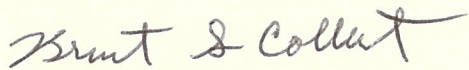


employees report that the program is has been beneficial in maintaining solid mental health.

While we uphold the highest safety and wellness standards for our deputies and employees, the unthinkable may occur, and we provide a "last wishes packet" to all employees to fill out. We are developing a "spouse academy" where spouses and significant others will be able to learn about and understand the life of a peacekeeper and what to expect if the unthinkable happens to their loved one.

CONCLUSION

In conclusion, safety and wellness of our deputies and employees are a top priority of the Lewis and Clark County Sheriff's Office. Using a team approach and allowing everyone to participate in safety and wellness is our key to a successful program. Safety and wellness programs need to consistently be evaluated and improved, and everything we can do to promote this safety culture must be done for our first responders and community. For the Lewis and Clark County Sheriff's Office to succeed in its dedication to this most noble profession, we must support our community, support our constituents, and protect our people.



Undersheriff Brent S. Colbert
Lewis and Clark County Sheriff's Office
Helena, Montana



2020 Lewis and Clark County (LCC) Wellness Screenings + Incentive

Step 1: Online Registration + Health Questions

- Go online to: <https://registration.sphealth.org/lewisandclark>
- Click on the preferred day for your blood screen – *this year a complimentary CMP (Comprehensive Metabolic Panel) will be added to the Wellness Lipid and Glucose.*
- Sign up for a blood screening and answer required health questions. You must answer **ALL** questions to sign up for blood screening.
- Screenings can also be scheduled at the Wellness Office at SPH if you cannot attend any of the LCC screenings. Please call 444-2128 or email wellness@sphealth.org.
- Screening must be completed by **March 27, 2020.**
- Once scheduled, you will receive a confirmation email with your appointment time. Please record for your records.
- Before the screening you will be sent a reminder email including your appointment time and **fasting instructions.** Please note this reminder will NOT include the time of your appointment but rather just the day so please make record.
- **Please arrive for your scheduled appointment 5 to 10 min early so that you may remain seated and normalize your blood pressure before being assessed. Any disagreeable blood pressures will not be held responsible by the St. Peter's Wellness Services team.**

Step 2: Wellness Screening

FASTING NECESSARY - NO FOOD OR DRINK –WATER OK – FOR 12 HRS

Your employer has implemented a Wellness Incentive Program to encourage your personal well-being and health. This is being offered as an *OPPORTUNITY* to take charge of your health and become informed or stay informed on your personal health status. St. Peter's offers an on-site screening at your convenience. Any adverse values in these five risk-factors (listed below) will increase your likelihood for health issues, particularly heart disease.

- *Waist
- *Blood Pressure
- *Blood Sugar
- * Tobacco Use
- *Cholesterol
- * Comprehensive Metabolic Panel (broad screening tool used to evaluate organ function and check for certain conditions)

- Check in and confirm your appointment time, personal information and any additional tests you would like to have performed. Any necessary payment for additional tests will be processed on-site as we accept cash, check, and credit/debit and Health Savings Account cards. **The additional tests below can be claimed by our receipt to your insurance and could count towards your deductible or be covered if you've met your deductible. The tests below can be assessed with the same blood draw as your wellness screening and your SPH provider has immediate access to them.**

- TSH \$20
(Thyroid Stimulating Hormone)
- CBC \$20
(Complete Blood Count)
- Vitamin D \$60
- Prostate Specific Antigen (Free for men over 50)
- A1C \$25
(Long-term average glucose)

- The screening includes biometrics/vitals where a blood pressure, height, weight, waist measurement and blood draw. We ask that you remove your shoes at this station for a more accurate height and weight. **Your abdominal circumference is being used as a risk factor rather than BMI.**
- The blood draw includes a lipid panel and a Comprehensive Metabolic Panel (CMP). This will provide you an overall assessment of your cholesterol, triglycerides, fasting blood glucose and liver and kidney function.

Step 3: Assess your score

Your screening results will be available on the SPH Patient Portal within 72 hours.

Screening Benchmarks	Criteria	Goal(s) if criteria values NOT met
Cholesterol	Total less than or equal to 200 or Ratio ≤ 5 (m) ≤ 4.5 (w)	Reduce total by 10 or ratio by 0.5 or into criteria range
Fasting Glucose	Fasting glucose ≤ 110	Reduce by 10 points or into criteria range
Waist Circumference	Waist Circumference ≤ 40 (m) ≤ 35 (w)	Reduce waist size by 2" or into criteria range
Blood Pressure	Less or equal to 135/85 (measurements used individually)	Reduce value by 5 points or into criteria range
Tobacco/Nicotine Status	Tobacco/Nicotine Free for at least 3 months	Complete Montana Quit Line program and submit certificate OR Freedom From Smoking

* By attending a screening appointment, you'll receive \$25 off your premium. You will receive an additional \$5 off your premium per criteria met.

Meet all 5 Screening Criteria: Upon assessment of your screening results compared to those listed above -- if you met all of the above non-risk values – **CONGRATS!** You have completed the incentive and will receive the full \$50 towards your monthly premiums, \$100 reduction to PPO deductible, and \$500 reduction to the maximum medical out-of-pocket beginning in July 2020 to continue through the plan year. If you participate in the HDHP – you will receive \$50 towards the HSA.

Step 4: Goals

- used only if you did not meet ALL of the non-risk values listed above-

To receive the additional plan incentives for premium, deductible, and maximum out-of-pocket reduction (for each of the cholesterol, fasting glucose or blood pressure values) towards plan year 2020, you can work towards one or more goals between the dates of your screen until the deadline of **May 27, 2019**. You can schedule with St. Peter's Wellness Services for all rechecks or you can return to your Primary Care Provider and retest/recheck with them. To obtain credit, the PCP Reasonable Alternative Form can be submitted **along with official medical documentation/visit notes to confirm your improvement.*** Your provider can fax the PCP Reasonable Alternative or Outside Labs forms to 447-2544.

* If you have labs taken no earlier than November 1, 2019 – you're able to submit those in lieu of a wellness screen. Please use the **Outside Provider Form** and ensure **official medical documentation** is included that lists glucose, cholesterol, waist circumference, BMI, and blood pressure.

IMPORTANT INFORMATION

- Outside labs will be accepted towards the incentive but must be sent to SPH Wellness along with the Outside Labs form. Values will only be accepted if they contain the following:
 - Fasting glucose, total cholesterol and/or cholesterol ratio, blood pressure and waist circumference. Official medical record documentation is required.
 - Waist and blood pressure can be taken at St. Peter's Wellness if these values are not included with your blood screening results.
- If using outside labs, the Health Questions and consent must be completed by calling the Wellness Department at 444-2128. Deadline to submit is March 27, 2020.
- If you cannot participate in Step 1 between February and May, a second screening for half credit is offered in September. These screenings earn reductions in the premium only for the months January to June. All steps need to be completed by October 16, 2020.

Frequently Asked Questions

Why can't I just walk in for a blood screening? In order to ensure the efficiency of our screening process, we utilize appointment times. Furthermore, lab registration needs information prior to the screening. You can schedule a time with SPH Wellness to have a blood screen in-office by calling 444-2128 or emailing wellness@sphealth.org.

When is my last chance to sign up? At least 10 registrants are required to hold a screening. If 10 or more are already enrolled, you will have an opportunity to register up until 48 hours before the screening.

Are screenings ever cancelled? There is a possibility your screening could be cancelled if there are not enough participants. If there are less than 10 participants signed up 1 week before, then we will cancel the screening and you will have the option to sign up for a different screening at another location or to come into SPH Wellness.

Can I refuse a step in the process? All participants will have an opportunity to review their biometric/vitals information at the screening before submission. If you do not accept the values you will not be able to complete the rest of the screening process.

What if I do not meet the required non-risk values? You can choose to work towards 1 or more of the goals listed in the above criteria table. You can recheck with St. Peter's Wellness Services or you can use the PCP Reasonable Alternative Form and have your provider submit official medical documentation/visit notes to confirm the goal improvement. You can recheck as many times as you need before the deadline.

How do I submit information from my Provider? The PCP Reasonable Alternative form can be used and then directly faxed to the SPH Wellness Department at 447-2544. You will receive confirmation via email that we received the documentation. If you do not receive a confirmation email, we did not receive the documentation.



How do I get my results? We will no longer be sending results in the mail. Results will be available on the SPH Patient Portal or you can request printed copy from Medical Records located in the Administration Building at 2500 Broadway.

What if my blood pressure is unusually high? If you feel the blood pressure taken at the screening does not reflect your typical blood pressure, we will retake it. After *two* attempts, we ask that you submit notification from your PCP as a 'reasonable alternative' or schedule a reassessment in the Wellness office at a later date.

Please arrive for your scheduled appointment 5 to 10 minutes early so you can sit before your blood pressure is measured.



Your Employee Assistance Program (EAP) Provided by Sapphire Resource Connection (SRC)

We are pleased to offer the following benefits to the employees of

EAP counseling services. As an employee of Lewis and Clark County, you, your spouse, and your household members (including dependents living elsewhere but claimed for tax purposes) are entitled to 4 confidential counseling sessions per separate and distinct issue. To schedule your confidential appointment, simply call one of the licensed, independent counselors directly. A list of counselors in your area can be found attached and a complete list of all counselors is available on our website.

- To access SRC's list of counselors online go to our website- www.sr-connection.com
 - Once you reach the homepage, you can find the member services tab on the upper right
 - Click on the member services tab and you will see a link that says SRC counselor list
 - When you click on the link it will bring you to our counselor list. On the upper right there is a search bar. Simply type in the city where you want to receive services and it will provide you with a list of counselors in that area
 - Click on each counselor's name to bring up their contact information and areas of clinical speciality.
- Your EAP is an direct access EAP. You schedule the appointments directly with one of our Sapphire network providers. Unlike large EAPs, there is no need for voucher or authorization codes.
- This is a **COST FREE BENEFIT**, therefore your insurance company should **NEVER BE BILLED** for your use of the EAP services through Sapphire. If the counselor you are seeing asks for insurance information **DO NOT** provide that information

Important facts to remember regarding your EAP counseling benefit:

- Up to four (4) counseling sessions are available per issue for employees, spouses, and dependent children (those claimed as dependents for tax purposes)
- Important: Appointment cancellations (including 'No Shows') with less than four (4) hours' notice to counselor prior to schedule time will count as a session.
- Counseling sessions are not restricted to job-related issues; counseling assistance may be sought for many reasons.
- Counselors are independent, private therapists contracted through SRC. The independent status of the EAP counselors assures a high degree of objectivity in the counseling process.

- Confidentiality-No information regarding any client, not even confirmation of attendance at sessions, is provided to your employer or to individuals within the company without a signed, designated release of information.
- Generic utilization reports to your employer maintain confidentiality and do not contain personal identifying information.
- www.sr-connection.com has, available to you, an EAP counselor locator; ask a counselor a question, *Healthy Exchange* (online newsletter) and *Helpguide*, an online mental health and healthy lifestyle resource.
- For after-hours or weekend EAP needs, you may call the toll-free crisis line at (866) 767-9511 or (406) 523-7707

Legal and Financial Helpline- Your EAP also includes access to a legal and financial helpline, provided by CLC incorporated.

- You are entitled to an unlimited number of 30 minute sessions with the legal and financial experts at CLC incorporated for any non work related legal issues.
- To access this benefit simply call CLC at **(866)262-5749** and follow the prompts. Please see the attached flyer from CLC for a complete explanation of the benefit.

We hope you will take advantage of this program offered to you as an employee of Lewis and Clark County through
Sapphire Resource Connection, Inc.

P.O. Box 7487 / Kalispell, Montana 59904 / Ph 406-523-7707 / Fax 406-314-4392

Lewis and Clark County/Broadwater County Counselor List

<p align="center">Helena Diane Page 111 N Last Chance Gulch, Suite 2A (406) 443-1391</p> <p>Depression/Anxiety, Adjustment disorders, Dual Diagnosis, PTSD (Post-Traumatic Stress Disorder), Trauma, Grief, Stress reduction & Eating Disorders</p>	<p align="center">Helena Theresa Lee, MSW 535 Saddle Drive (406) 302 1333</p> <p>Individuals, Couples, families, Anxiety/Depression, Adjustment Issues</p>
<p align="center">Helena Carol Frazer, LCPC 535 Saddle Drive (406) 439-0055</p> <p>Solution-Focused brief therapy/Anxiety/Depression/Grief/Marital/Stress Management (Workplace and other)</p>	<p align="center">Helena Kristina Gillespie, LCPC 535 Saddle Drive (406) 459-9584</p> <p>Depression, Anxiety, Adjustment Disorders, Women's Issues, Dialectical Behavioral Therapy (DBT), Cognitive Behavioral Therapy, Severe disabling conditions (i.e., Schizophrenia, Personality Disorders)</p>
<p align="center">Helena Liz Bronec, LCPC (406) 459-1507 40 N Last Chance Gulch</p> <p>Depression/Anxiety, EMDR (Eye Movement Desensitization & Reprocessing), Trauma Recovery, Adjustment Disorders, Bipolar. Adolescents (12+)</p>	<p align="center">Helena Stuart Klein 2969 Airport Road (406) 449-7531</p> <p>Depression/Anxiety, Adjustment Disorders, Work Stress, Anger Management, Individuals, Couples</p>
<p align="center">Helena Karrie Bird, LCPC 535 Saddle Drive (406) 465-5938</p> <p>Trauma Recovery (EMDR-Level II), Trauma-based Adjustment Disorders, Individuals, Adolescents, Anxiety</p>	<p align="center">Helena Kim Jones, LCPC 535 Saddle Drive (406) 438-5437</p> <p>Anxiety/Depression, Bi-polar, Domestic violence recovery, Women's issues, Dialectical Behavioral Therapy</p>
<p align="center">Helena Julaine Beatty, LCSW, LAC 314 N. Last Chance Gulch, Suite 208 (406) 996-1073</p> <p>Individuals, Adolescents (12+), Addictions, Anxiety/Depression, Adjustment Disorders, Religious abuse in trauma</p>	<p align="center">Helena Cathryn English- Straub, LCSW, LAC 616 Helena Avenue, Suite 301 (406) 447-6410</p> <p>Individuals/Couples, Adolescents, Depression/Anxiety, Adjustment disorders, Cognitive Behavioral Therapy, Addictive disorders, Chronic pain, Medical issues, Parenting Issues</p>
<p align="center">Helena Patrick Van Wyk, PHD 825 Helena Ave (406) 475-4075</p> <p>Individuals/couples, Anxiety/Depression, Health & Illness related problems, Trauma, Burnout & Distress</p>	<p align="center">Townsend Jennifer Beatty, LCPC 108 N. Front Street (406) 980-0672</p> <p>Individuals, couples, families, children, adolescents, elderly, mood disorders, anxiety disorders, personality disorders, childhood disorders, relationship conflict</p>
<p align="center">Helena Aleece Berg Call for address</p>	

<p>(406) 431-2908 Substance Abuse Issues, Trauma, Adolescents, Family/Parents</p>	
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Workplace services

- Critical incident stress debriefing
- Unlimited management consultations
- Substance abuse professional (SAP) assessment
- Organizational development

Sapphire Resource Connection's EAP consultants possess the specialized background, knowledge and experience in the fields of counseling, psychology, human resource and business to support your organization and employees in their times of need.



Your EAP is designed to assist you with issues that are affecting your personal and professional life.

Your employer has provided this confidential service to you at no cost. The professional consultants at Sapphire Resource Connection are trained to provide therapy and counseling that addresses many issues.



Contact your human resource department or

www.sarconnection.com
1-800-523-7797 or
the 24-hour toll-free help line:
866-767-9511

Employee Assistance Program

CONFIDENTIAL ASSISTANCE
FOR YOUR PERSONAL OR
PROFESSIONAL PROBLEMS



About EAP

Sapphire Resource Connection, Inc. provides short-term, confidential assessment and solution focused intervention services. This service is available to you, the employee, and your defined family members at no out-of-pocket expense.

Any issue at all that is important to you, or is creating stress in your life, is a great reason to consider contacting your Employee Assistance Program.

Why Use An EAP?

- Excessive stress in your life
- Trouble balancing work/life
- Mounting work pressures
- Pending separation/divorce
- Blended family issues
- Alcohol/drug issues
- Anxiety
- Depression
- Financial problems
- Grief issues
- Illness/medical concerns



Call your local EAP
counselor directly



EAP Services

- Simple, prompt, direct access to EAP counselors
- Face-to-face confidential, short-term assessments and solution-focused intervention
- Personalized EAP account management
- Supervisor training sessions
- Employee orientation sessions
- Topical training sessions
- Online EAP resources
– visit www.sr-connection.com
- 24 hours a day, 7 days a week toll-free help line



Physical Fitness Incentive

1032.1 PURPOSE AND SCOPE

The Lewis and Clark County Sheriff's Office recognizes the importance of maintaining a level of physical fitness that enables employees to physically perform requirements of their duties.

The goal of this policy is to establish a physical fitness incentive program to encourage employees to exercise regularly and maintain a healthy lifestyle. The Sheriff's Office aims to promote the general physical fitness of our employees, decrease the use of sick leave and incidents of injury, and promote confidence and an ability to perform work related activities.

The LCSO Physical Fitness Incentive Program is a supplement to Lewis and Clark County's Wellness Program. All LCSO employees are encouraged to participate in the county wellness program.

1032.2 POLICY

The Lewis and Clark County Sheriff's Office encourages its members to maintain a satisfactory level of general health and physical fitness.

All Sworn Deputies are required to participate in the Sheriff's Office Physical Fitness Incentive program twice a year. There is no requirement to pass the minimum standard set forth by the Montana Physical Abilities Test. They are eligible for incentive compensation. As described below, there are incentives for exceeding standards.

Support Staff are encouraged to participate in the Sheriff's Office Physical Fitness Incentive program. Their participation is voluntary and not a requirement of employment with the Sheriff's Office. Support Staff are eligible for incentive compensation.

Detention Officers are encouraged to participate in the Sheriff's Office Physical Fitness Incentive program. Their participation is voluntary and not a requirement of employment with the Sheriff's Office. Detention Officers are eligible for incentive compensation.

Reserve Deputies are encouraged to participate in the Sheriff's Office Physical Fitness Incentive program. Their participation is voluntary, and they are not eligible for monetary compensation.

1032.3 DEFINITIONS

Honest Effort:

- Employees must put forth a solid effort in completing the fitness requirements. Employees are required to participate fully in all portions of the testing and put forth a full effort to meet requirements.

MPAT:

Lewis and Clark County Sheriff's Office
Policy Manual

Physical Fitness Incentive

- The Montana Physical Abilities Test is a hybrid physical ability/job sample assessment process designed to evaluate law enforcement officers on the essential physical capacities required to perform their duties. MPAT attempts to replicate essential tasks and demands of law enforcement officers in the normal performance of their duties through the use of carefully designed and validated, time obstacle course.

1032.4 TESTING

The Sheriff, or authorized designee, will be in charge of coordinating fitness testing.

The Sheriff, or authorized designee, will set a date, time and location of testing. Times, dates and locations will be set to afford at least two opportunities for employees to participate during each testing cycle.

Testing will be conducted semi-annually, March/September.

Physical fitness performance standards for the MPAT (age/gender breakdowns are not part of MPAT evaluation):

- Standard #1: 3 minutes or less
- Standard #2: 3:30 to 3:01
- Standard #3: 4:00 to 3:31
- Standard #4: 4:30 to 4:01
- Standard #5: 4:51 to 4:31
- Standard #6: 6:30 to 4:52
- Standard #7: 6:31 and above

1032.5 PROGRAM INCENTIVES

Employees achieving the Standard #4 time or lower will also receive a fitness commendation award ribbon that may be worn on the Class A uniform.

Employees who participate in the physical fitness incentive program and put forth a solid/honest effort may be allowed to work out while on duty during normal work hours under the following conditions:

- Workout times are allowed dependent upon workload, manpower and staffing needs, as determined by the employee's immediate or on-duty supervisor. On duty workout times must be approved by the employee's supervisor.
- On-duty workout time is limited to not more than 60 minutes per day, and the employee remains subject to recall if needed. Employees must have a cell phone, pager or radio on their person during this time.
- Workouts are to be conducted at the Law and Justice Center, the Lewis and Clark Detention Center, a local fitness center of which the employee is a member, or any outside area within 10 miles of the Law Enforcement Center. Augusta and Lincoln

Lewis and Clark County Sheriff's Office

Policy Manual

Physical Fitness Incentive

substation deputies are not subject to being within 10 miles of the Law and Justice Center. Employees will not be allowed to workout at home.

1032.5.1 COMPENSATORY LEAVE

Lewis and Clark County policy states that employees are eligible to receive compensatory benefits up to, but not beyond, the employee's maximum accrual limit. No monetary payments or compensatory time will be granted for participation in the physical fitness incentive program that exceeds the allowed maximum compensatory accrual limit.

- Employees participating in the evaluation, achieving Standard #1 are awarded 20 hours of compensatory time.
- Employees participating in the evaluation, achieving Standard #2 are awarded 16 hours of compensatory time.
- Employees participating in the evaluation, achieving Standard #3 are awarded 14 hours of compensatory time.
- Employees participating in the evaluation, achieving Standard #4 are awarded 12 hours of compensatory time.
- Employees participating in the evaluation, achieving Standard #5 are awarded 8 hours of compensatory time.
- Employees participating in the evaluation, achieving Standard #6 are awarded 4 hours of compensatory time.
- Employees participating in the evaluation, achieving Standard #7 are awarded 1.5 hours of compensatory time.

Actual Hourly Request

13.34

10.67

9.34

8

5.34

2.67

1

Standard	MPAT Times	Actual Comp Time Accrued
Above Standard #1	3 minutes or less	20 hours
Above Standard #2	3:30 to 3:01	16
Standard #0	4:00 to 3:31	14
Standard #1	4:30 to 4:01	12
Standard #2	4:51 to 4:31	8
Standard #3	6:30 to 4:52	4
Standard #4	6:31 and above	1.5



Montana Physical Abilities Test (MPAT) Summary

The Montana Physical Abilities Test (MPAT) is a hybrid physical ability/job sample physical abilities assessment process designed to evaluate Law Enforcement officer candidates on the essential physical capacities required to satisfactorily perform their job duties. MPAT was originally based on data taken from the Canadian RCMP PARE (Physical Abilities Requirement Evaluation) research and tests as well as multiple Job Task Analysis (JTAs) for Oregon Law Enforcement, corrections and probation and parole officers.

The Canadian PARE program, which serves as the constructional and theoretical underpinnings of MPAT is research -based, having been derived from the work of Mr. Doug Farenholtz of the British Columbia Justice Institute. Mr. Farenholtz, through a scientifically accepted method of task analysis, identified nine baseline physical activities required by public safety officers in the pursuit of their duties.

These were:

Walking	Running	Jumping
Climbing	Vaulting	Lifting
Carrying	Pulling	Pushing

It was identified that Law Enforcement officers, from time-to-time, had to have the physical ability to gain and maintain physical control over suspects.

Law Enforcement officers must also intervene in disputes where they have to control aggressive and/or violent behavior (pushing, pulling). They are also involved in search and rescue operations (climbing, vaulting, crawling, carrying), particularly involving motor vehicle accidents (pushing, pulling, crawling, carrying). Although not commonplace, these activities are essential and critical tasks for Law Enforcement.

MPAT was designed to replicate critical and essential physical tasks and demands faced by Law Enforcement officers in the normal performance of their duties. Both specific tasks and overall physical demands are replicated in the MPAT through the use of a carefully designed and validated, timed "obstacle course".

PART ONE

Obstacle Course – Mobility Run

Section one of MPAT consists of a 1235-foot obstacle run where the officer must demonstrate essential, job-related physical abilities such as mobility, agility, flexibility, power and general physical endurance.

From the course start marker the officer runs to the outside of the marked course towards the first marker placed 20 feet out, and 10 feet from the course centerline. Before reaching the first marker the officer must cross the balance beam (centered between the start marker and first marker).

From this marker the officer runs diagonally towards the second marker. This marker is placed 40 feet out from the start position and 10 feet to the right of the centerline. Before reaching the second marker, the officer must jump over a five-foot obstacle (mat). On landing, the officer must turn left and proceed towards the stair-simulator.

The stair-simulator is placed in the center of the course in such a manner that the center of the top platform is exactly sixty (60) feet from the start marker. The officer must run up and down the stairs hitting at least one step on the way up, the top platform, and one step on the way down.

The third marker is set in the center of the course exactly eighty (80) feet from the start marker. The officer runs outside this marker, turns sharply right or left and runs back towards the stairs going up and down again. He/she then proceeds towards the fourth marker. The fourth marker is placed exactly opposite to marker number two and is in line with marker number one. Before reaching marker four, the officer must crawl under the crawl obstacle, which is centered between the stairs and marker four. It is 23 inches high.

The officer runs around marker four, turns left diagonally heading toward marker five. Before reaching this marker, the officer must jump over two identical obstacles (18 inches high and 10 feet apart).

Upon reaching the fifth marker the officer runs to the right, towards the original start marker. Before reaching this marker the officer will vault a 3-foot high railing. Officers will land in control on the opposite side of the vault obstacle, fall to their back or stomach (alternating on each lap) recover to their feet without mechanical assistance and proceed around the start marker before beginning the second lap. Six laps are completed in this manner.

Getting up without mechanical assistance means:

After a stomach fall the officers push up from the floor mat with their arms in a "push-up" type manner (but more akin to actual work tasks). Their form is not a significant issue. However, the officer is not allowed to roll over or use the railing for support.

After the back fall the officer will stand up, using a sit-up/curl-up procedure. Again, form is unimportant. Officers can roll on their back and use the roll to gain momentum to stand-up. The

officer cannot use the railing for assistance. Six laps must be completed before starting Part 2 (fight portion) of the test. The six repetitions are de-signed to put the officer in an anaerobic condition before the fight portion of the test (to simulate the typical pursuit and struggle to apprehend work scenarios). Once the sixth lap of the obstacle course is completed the officer proceeds towards the push-pull machine, which is part two of the testing process.

PART TWO

Push Pull Machine

One of the more difficult aspects of standardizing physical tests involves presenting essentially identical tasks to each participant. This is one of the reasons why testing outdoors is not advisable. Weather and surface conditions are unpredictable and uncontrollable. Using a machine to simulate struggling with a person allows for absolute uniformity in testing. The push-pull machine also has the advantage of offering a more balanced exertion profile than other methods that might inadvertently emphasize upper body strength.

After completing the obstacle run the officer moves to the mechanical push/pull station, consisting of a push-pull unit and a line on the wall 39 inches from the floor. Reaching the push-pull unit after completing the sixth lap of the obstacle course should take no more than five seconds. Maximum allowed distance between the course terminus and the push-pull machine is 20 feet. Where it is physically impossible to locate the station within 20 feet of the end of the run, the amount of time equivalent to the period taken to reach the push/pull must be deducted from the officer's total time to maintain standardization. The officer may perform the push-pull activity in the order he/she chooses. Since the "push" is more difficult to perform it is generally recommended to do this activity first.

Push Activity

Upon reaching the push-pull unit the officer grasps the machine handles and pushes the 80lbs off the floor, then moves right to left completing a 180-degree arc. Six complete arcs must be executed by bringing the bar parallel with the base of the machine. The officer must remain in control of the machine throughout the activity. Shoulder girdle strength and endurance are required to push the weight and maintain control.

The officer's chest may not touch the lever arm. Arms must remain bent at the elbow throughout the performance of the activity. The degree of the bend can vary from 60 to 135 degrees. The elbows or hands must not be touching the chest or shoulders since this indicates a lack of muscular control. The officer's back must be straight and the contraction of the abdominal muscles to maintain pelvic tilt is essential. This part of the test lasts approximately 25 seconds.

It is important that the officer's elbows remain bent throughout the test and the arms or hands must not touch the chest or shoulders. Officers must be reminded of this throughout the performance of this push activity. If, after a reminder the officer fails to correct their technique, the specific arc should be repeated and the correct form used.

Controlled Falls

Once the push activity is completed the weight is released, again while maintaining control at all times. The officer moves away from the unit, falls to his/her stomach (executing a push-up type movement) and stands up, touching the marked line on the wall 39 inches from the floor. The officer then executes a second fall; this time on their back. Once again, the officer executes a sit-up type maneuver, rising to a standing position touching the wall once again. This sequence is repeated twice (4 falls, 2 front, 2 back). The activity typically lasts 20 seconds. Specific form is not important. However, the officer must maintain control and come back to the ready position after each repetition.

Note: Precautions must be taken in both the front and back falls. The officer should be advised to avoid a full squat position. The safe fall and stand-up procedures should be demonstrated by the test administrator and practiced by the officers before the test is initiated.

Pull Activity

When the fourth fall is completed the officer grasps the rope and pulls the weight off the floor. Maintaining the weight in this position, he/she moves through 180 degrees an arc by bringing the bar parallel to the base of the machine. This action is repeated six times, with the officer touching the marked line three times on each side.

This portion of the test lasts approximately 20 seconds. The officer must remain in control at all times and their elbows must remain flexed.

In order to maintain proper balance a shuffle movement of the feet is suggested. Crossing the feet over weakens this position and, for less fit individuals, may cause them to drop the weight or lose their balance.

The officer's back must be kept straight throughout the movement as well as contracting the abdominal muscles, thus stabilizing the pelvis.

PART THREE

Dummy Drag Section

After a rest period of up to 60 seconds, the officer must drag a 165 pound dummy a distance of 25 feet. Officers must use the under the arm technique to accomplish this. This is done by reaching under the dummy's arms and grasping the forearm section. The officer then drags the dummy for 25 feet. Officers must perform this task in a controlled and continuous manner.

Once motion is started the officer cannot stop if they are to pass this section of the test. Officers will have three attempts to complete task. Three unsuccessful trials will constitute a failure. Officers failing the dummy drag section fail the MPAT examination.

SECTION ONE

Station - Balance Beam

From a standing start, the officer runs around a cone and jumps up on the fifteen-foot balance beam, running the entire length. If he/she falls off the beam the officer must return to the course start-point and repeat the obstacle.

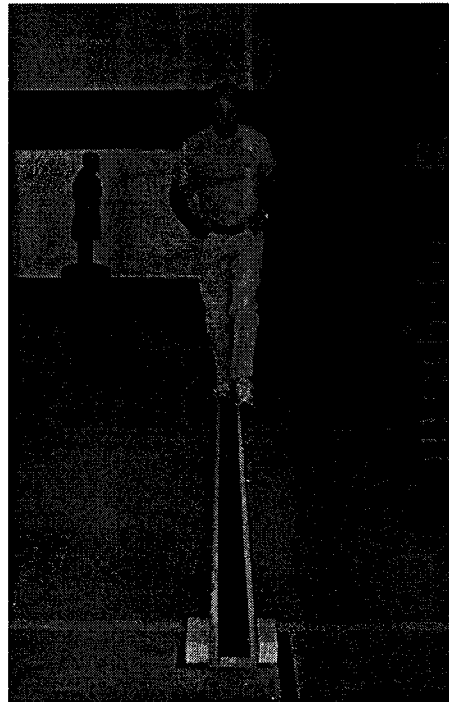
Assessment Elements

Job Tasks

- Pursuing a person on foot over uneven terrain
- Walking-Running while balancing on narrow elevated surfaces

Physical Abilities

- Balance
- Depth perception
- Agility
- Lower body strength



Station - Five-foot Jump Obstacle

After completing the balance beam obstacle the officer rounds another cone and jumps the five foot obstacle (designed to simulate a ditch or other opening-type obstacle). The officer's feet (foot) cannot land within the marked obstacle perimeter.

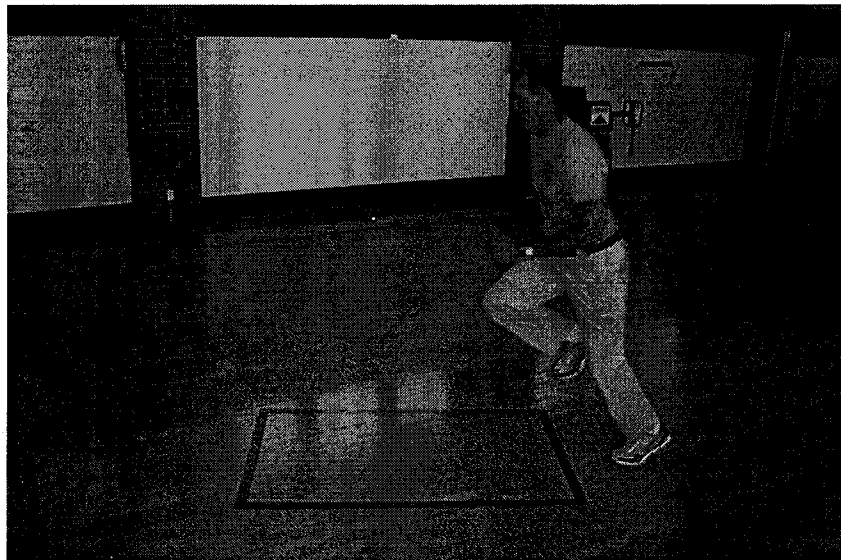
Assessment Elements

Job Tasks

- Pursuing someone on foot
- Jumping across obstacles

Physical Abilities

- Depth perception
- Running speed
- Agility
- Lower body strength
- Core strength
- Ability to jump



Station - Stair Climb Simulator

After completing the jump obstacle the officer rounds another cone and runs 60 feet of the course to the stair simulator. Comprised of five steps on either side, the officer runs up one side, down the other, rounds a cone and repeats the stair obstacle. The officer must hit at least one step and the top platform, going up and down.

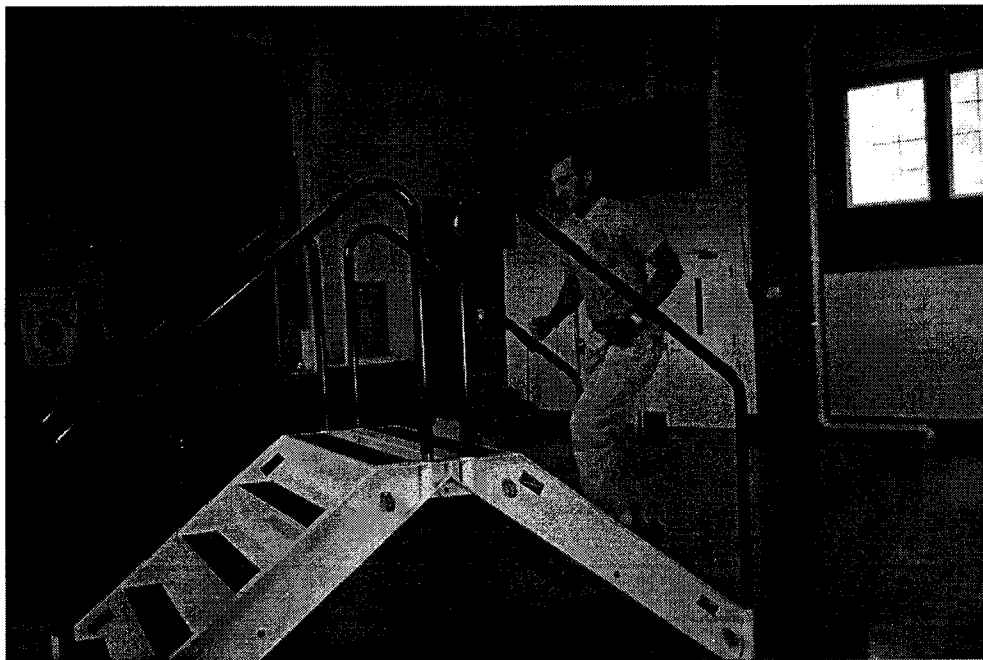
Assessment Elements

Job Tasks

- Pursuing someone on foot
- Walking/Running Up/Down Stairs

Physical Abilities

- Depth perception
- Visual acuity
- Agility
- Coordination
- Lower body strength
- Core strength



Station - Crawl Obstacle

After completing the stair simulator obstacle, the officer runs to the crawl obstacle, drops down and goes under the 23" high bar.

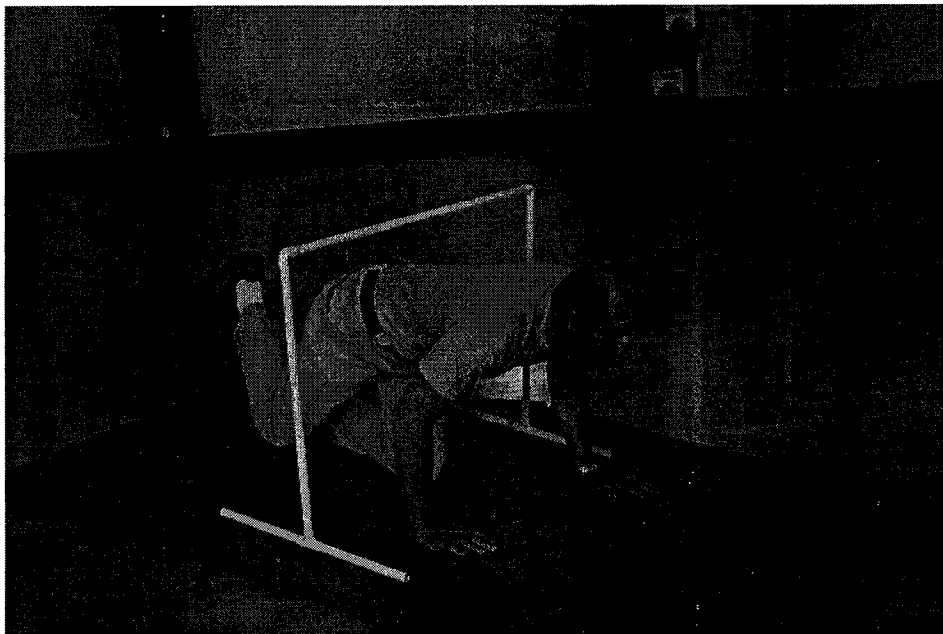
Assessment Elements

Job Tasks

- Pursuing someone on foot
- Crawling through small opening

Physical Abilities

- Agility
- Flexibility
- Coordination
- Core body strength
- Core power
- Lower body strength



Station - 18-inch Barrier Jump (x2)

After completing the crawl obstacle the officer traverses the center section of the course, which contains two eighteen-inch jump barriers. These barriers are intended to represent small obstructions, such as curbs, landscape features, etc.

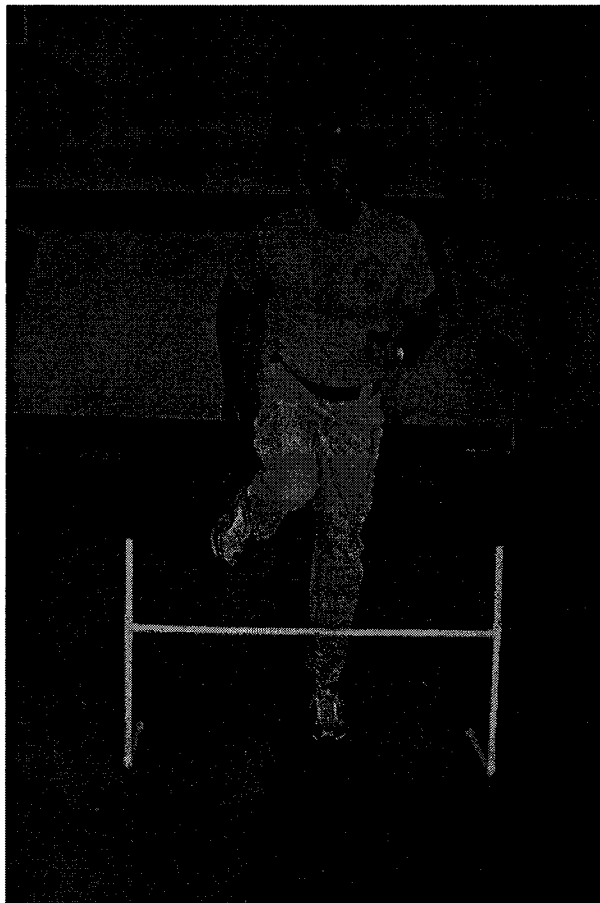
Assessment Elements

Job Tasks

- Pursuing someone on foot
- Jumping over common obstacles

Physical Abilities

- Depth perception
- Coordination
- Balance
- Lower body strength
- Core strength
- Ability to jump



Station - Three-foot Vault

After completing the two 18 -inch jump barriers the officer does a controlled vault of three feet, makes a two-footed landing, then drops to a prone position, rises without assistance and begins the obstacle course again.

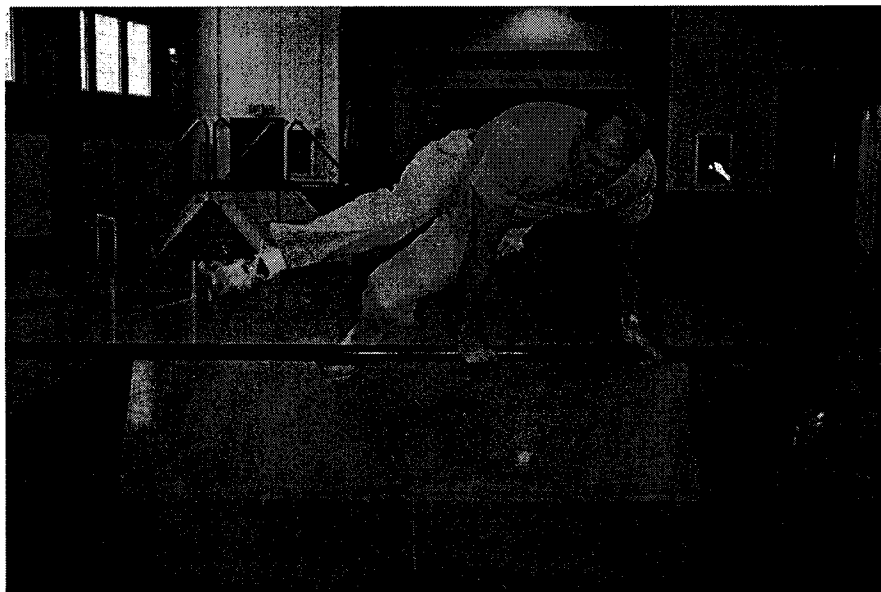
Assessment Elements

Job Tasks

- Pursuing someone on foot
- Jump/Climb over obstacles
- Regain feet after falling/being knocked down
- Jump down from elevated surface

Physical Abilities

- Depth perception
- Agility
- Coordination
- Balance
- Core Power
- Upper/Lower body strength



Station - Fall to Back/Front

After completing the vault obstacle and returning to their feet the officer falls to stomach and then to back, recovering to their feet each time without using any assistance.

The purpose of this is to simulate recovery from falling/being knocked down, after clearing an obstacle.

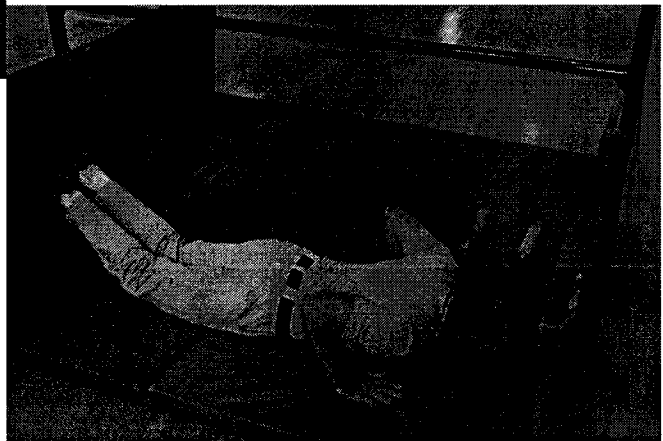
Assessment Elements

Job Tasks

- Physically control a person
- Pursue/Struggle with suspect
- Regain feet after falling/being knocked down

Physical Abilities

- Balance
- Core strength
- Upper/Lower body strength



SECTION TWO

Station - Push Pull Machine

After completing six laps of the obstacle course the officer moves to the push-pull machine. This machine simulates struggling with, and controlling a subject, and extracting subject from a car or room. It presents a standardized "fight" obstacle to each participant.

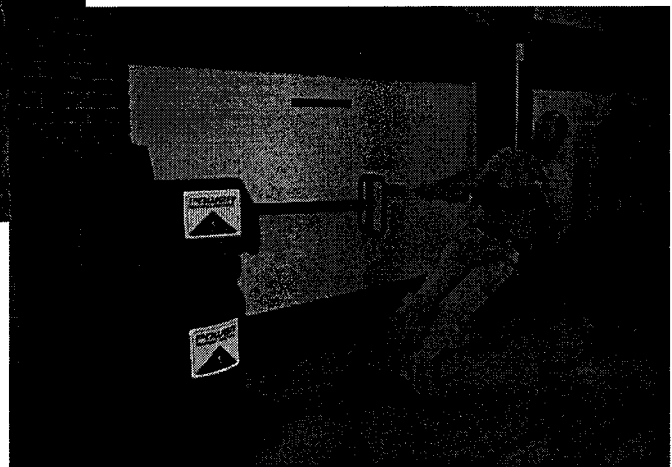
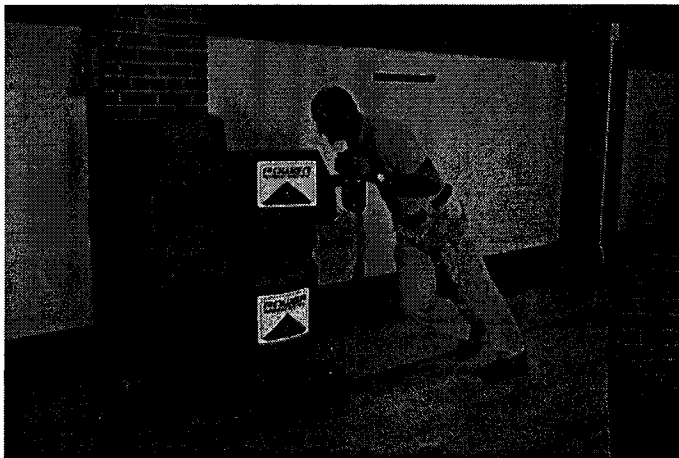
Assessment Elements

Job Tasks

- Physically control a person
- Pull-Drag a person
- Struggle/Fight with a person

Physical Abilities

- Balance
- Agility
- Core strength
- Upper/Lower body strength



Station - Fall to Back/Front

After completing the push portion machine the officer moves to a wall and executes front and back falls to the floor, simulating being knocked down or falling to the ground in a fight scenario, and recovering to feet.

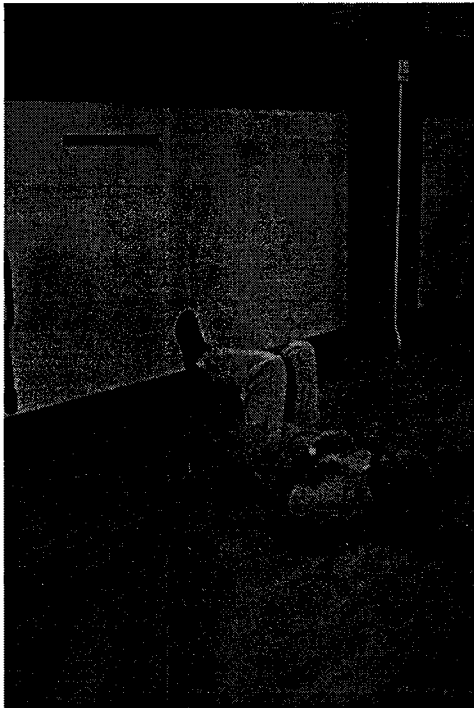
Assessment Elements

Job Tasks

- Physically control a person
- Get to feet after falling/being knocked down

Physical Abilities

- Balance
- Core strength
- Upper/Lower body strength



SECTION THREE

Station - Dummy Drag

After completing the fight portion of the test, the officer is given a sixty (60) second recovery time, and then moves to a 165-pound dummy. The dummy must be moved in a controlled manner for 25 feet.

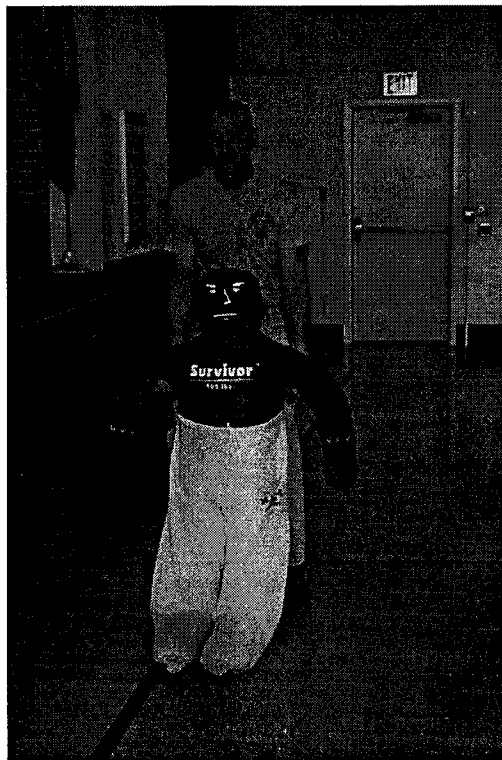
Assessment Elements

Job Tasks

- Physically control a person
- Pull/Drag a person
- Lift/Carry a person

Physical Abilities

- Balance
- Core strength
- Lower/Upper body strength
- Ability to recover (the drag takes place after running the obstacle course, participants are usually quite fatigues at this point)

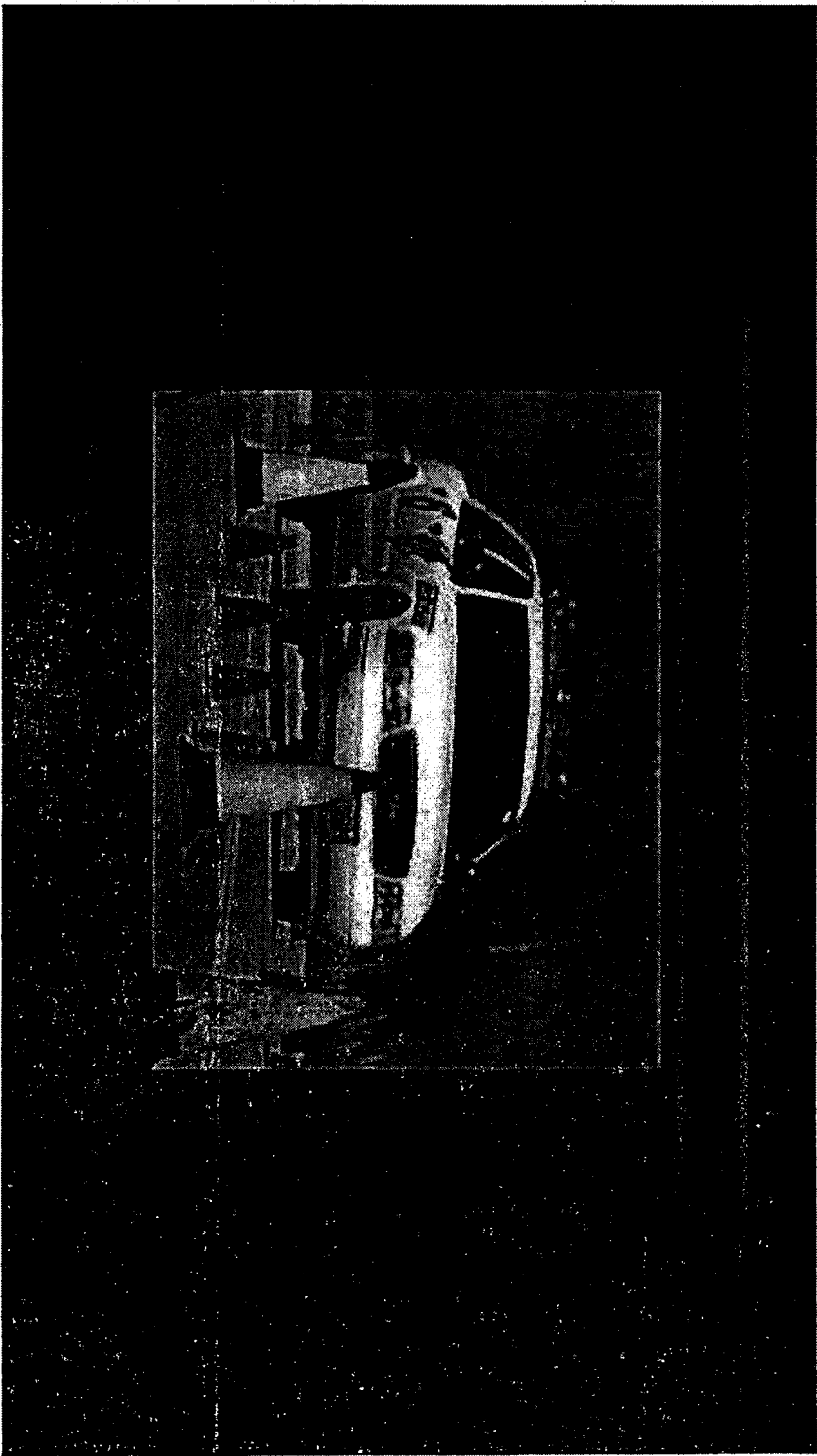


General Exertion Elements


- Cardio-vascular endurance
- Muscular endurance
- Core body strength
- Explosive power
- Balance
- Agility
- Flexibility
- Coordination
- Speed
- Depth perception



Police Vehicle Operations Course Refresher 2012



Program Objectives



- Reduce CRASHES!!!!
- Reduce INJURIES!!!!
- Reduce LIABILITY!!!!
- IMPROVE awareness
- IMPROVE driving skills and abilities
- IMPROVE confidence under stressful driving conditions

LCSO PVOC Refresher Questionnaire

1. If dispatched to an accident and dispatch doesn't advise if there are injuries, what driving response is used?
2. T/F: Lights and sirens used during emergency code driving relieve the officer of the responsibility to drive safe at all times?
3. Please define the phrase "due regard" as it relates to LCSO driving policy and MCA?
4. Under Policy 2.54, what are the maximum speeds allowable while engaged in **emergency driving Code 3 response**:
Incorporated city or established subdivision: _____
Urban or rural setting: _____
5. List the 9 primary considerations when considering to engage in and/or continue a pursuit per LCSO pursuit policy.
6. Are deputies authorized to drive through school zones in excess of the posted limits while driving in emergency response mode? Explain.

7. In what manner may a deputy driving in emergency response mode pass, overtake, or drive around school bus with yellow or red lights flashing?

8. Deputies will slow to below ___ miles per hour before entering intersections against red lights or stop signs and shall determine that all cross _____ has yielded prior to proceeding through such intersections.

9. The Sheriff's Office has SUV's and pickup trucks for patrol operations. Are these vehicles permitted to be engaged in pursuit driving? What is the policy regarding unmarked units?

10. What required information should officers relay to give to dispatch if they are involved in a pursuit?

11. Can you initiate a pursuit with anyone in the patrol car with you? If so, who?

12. A pursuit should normally involve how many law enforcement vehicles?

13. What MCA code refers to the use of Roadblocks? _____
Are the use of Roadblocks considered as a force likely to cause death?

14. Is the use of stop sticks or road spikes considered as a force likely to cause death?

15. Under what circumstances is the use of fabricated tire deflating devices prohibited?
16. Please explain the LCSO policy regarding seat belt use for county employees in county vehicles.
17. A child safety restraint is required for children under ___ years of age and weighs less than _____ pounds.
18. T/F: A child restraint violation observed by an officer is probable cause for a traffic stop.
19. Does our policy allow sworn deputies to escort ambulances, other emergency vehicles, or private civilian vehicles? _____
What policy addresses this matter? _____
20. What are your expectations from this course of training?