

DESTINATION ZERO AWARD SUBMISSION FORM

AGENCY INFORMATION

Name of agency: **Herndon Police Department**

Award Category (If submitting for more than one category, a separate submission form must accompany each submission.)

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

Agency contact name: **Maggie A. DeBoard**


Contact Email: **maggie.deboard@herndon** Contact phone number: **571-262-1712**

Please include the following items in your submission.

- Department Release Form
- Executive summary that provides a brief overview of the agency approach including innovative practices, programs, and established partnerships
- Narrative that details the elements and initiatives of the program. Examples of items to include
 - Description of the agency characteristics
 - Description of the program and its implementation (including marketing material)
 - Before-and-after comparison of change(s) due to the program
 - Qualities that make this program unique compared to other initiatives
 - Challenges that were overcome to implement the program
 - Impact of the program on staff within the agency
 - Quantitative evidence of success
 - Steps other agencies can take to replicate the program
- Appropriate supporting documentation or attachments

AGENCY LEADERSHIP ENDORSEMENT

Signature of the agency representative on this form acknowledges that all information contained herein and in attached documents and/or submission is true and correct.


Signature of Agency Head

2/27/23
Date

2023 NATIONAL OFFICER SAFETY AND WELLNESS AWARD SUBMISSION



The Destination Zero program maintains a database of all submitted programs and corresponding materials in an effort to benefit law enforcement by providing a robust resource center of proven officer safety programs and wellness programs. The National Law Enforcement Memorial Fund and Museum require acknowledgment by the submitting agency that any materials submitted including, but not limited to relevant promotional materials, training guides, curricula, photos, policies and procedures that relate to the submitted officer safety and wellness program will be shared into the public domain website or other means of transmission.

AGENCY RELEASE

Signature of the agency representative acknowledges and agrees to the release of all submitted materials into the public domain via website or other means of transmission.

Name of agency **Herndon Police Department**

Maggie A. DeBoard, Chief of Police

(Printed Name and Title)

M.A. DeBoard
(Signed Endorsement of Chief/Agency Head)

2/27/23
(Date)

Herndon

HERNDON POLICE DEPARTMENT

Maggie A. DeBoard
CHIEF OF POLICE

T (703) 435-6841
F (703) 437-4516



February 27, 2023

National Law Enforcement Officers Memorial and Museum
Destination Zero Officer Safety and Wellness Committee
444 E Street NW
Washington, DC 20001

Dear Committee Members:

Please accept the attached Comprehensive Safety Award nomination for the National Officer Safety and Wellness Award. This submission provides supporting, detailed documentation on the efforts our department and our staff is making to mitigate risk in the law enforcement profession. Our efforts include sound decision-making, managing health and wellness through innovative programs and leveraging resources, and instilling a culture of safety in the workplace to reduce accidents, injuries, and officer fatalities.

As a 37-year law enforcement professional, I have personally experienced the line of duty deaths of several colleagues and have lost even more to suicide. My background and experience have provided me with opportunities to educate others on the importance of officer wellness and promote a culture of safety within our department and our profession. This requires an expectation to engage in smart risk-taking strategies in the field, equipping our officers with the most effective equipment to do the job, and mental health and wellness resources for our officers.

As a law enforcement leader, I consider caring for the safety of my officers my number one responsibility. I have spent over half of my career focused on developing programs and strategies to keep officers safe, through innovative law enforcement safety programs that began during my early years with the Fairfax County Police Department. While there, I developed and initiated the first comprehensive law enforcement safety officer program in the country that provided dedicated safety officers on operational incidents. This program grew from a part-time to a full-time program under my leadership and touched all aspects of safety across the department. It became a national model for law enforcement safety management.

In 2012, I took that focus with me to the Herndon Police Department when I was appointed chief of police. During my tenure as the Herndon Chief, I completed my master's degree at the Naval Postgraduate School and wrote my thesis on safety entitled "*Applying Systems Thinking to Law Enforcement Safety: Recommendation for A Comprehensive Safety Management Framework*". I worked to change the antiquated culture that was present in the department, one that supported unnecessary risk-taking and exposed officers to increased vulnerability to injuries and fatalities.

With the assistance of talented staff, I instituted programs and leveraged resources to support the health and wellness of my officers and professional staff and have shared those best practices with other agencies throughout the region and the state. The Herndon Police Department has led the region in innovative wellness programs and is the first in the region to institute a mandatory physical

fitness program that involves an annual assessment and monthly to bi-monthly squad workouts led by a department fitness coordinator. I have also provided critical instruction to supervisors and commanders at the state level on how to manage safety and minimize risk in their agencies, as well as how to build wellness programs to fit their needs, sharing best practices, policies, and resources.

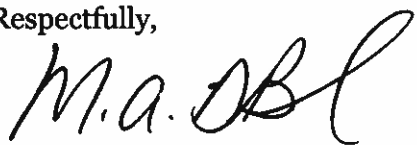
As President of the Virginia Association of Chiefs of Police (VACP), and now as a past president of the organization, I have advocated for the past few years for the advancement of legislation to get workers' compensation coverage for first responders diagnosed with depression and anxiety disorders. This legislation has passed unanimously through the 2023 Virginia General Assembly and will be enacted into law, becoming effective July 1, 2023. Virginia will be one of the first states in the country to have workers compensation coverage for depression and anxiety for first responders. This bill is about prevention and changing the future outcomes for our officers who are exposed to significant levels of trauma over the course of their careers.

Over the past two years, I also worked with the US Marshal's Service to support a National Public Safety Wellness Survey for law enforcement. My department served as the national law enforcement liaison to solicit agency leadership to allow their officers and dispatchers to participate in the national survey. I used the results from the Virginia Survey Report to demonstrate the critical need for mental health resources for the law enforcement profession to both our Virginia General Assembly and to our chiefs across the state through the VACP. These results validated the important need for dedicated mental health resources in this profession. I continue to do presentations on the results of this survey to agencies and groups throughout the state to bring awareness to the growing crisis and generate a call to action.

Aside from my sworn position as the Herndon Chief, I have recently started a non-profit corporation called the Foundation for First Responder Wellness and Resiliency, whose mission is to build a Public Safety Wellness Center in Northern Virginia, a no-cost, walk-in center for first responders in need of mental health resources. The facility will not only serve as a treatment center for first responders in need (both active and retired) but will also be used to support research to direct future services and serve as a training location for a variety of wellness topics.

I am immensely proud of the work that we have done in Herndon and throughout the state to change the culture towards mental health and wellness, and advance innovative and effective officer safety practices, policies, and programs in the profession. I greatly appreciate the opportunity to share this evolving body of work with you through the Destination Zero Award Program and I am confident you will find our department's efforts both significant and impactful.

Respectfully,

A handwritten signature in black ink, appearing to read "M.A. DeBoard". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

Chief Maggie A. DeBoard
Herndon Police Department

Destination Zero: General Officer Safety Award Submission
Herndon Police Department (VA)



AGENCY OVERVIEW

The Town of Herndon is the third largest incorporated town in Virginia, comprised of 4.25 square miles. It is situated in western Fairfax County, just minutes from Dulles International Airport and approximately 25 miles from Washington, DC. The town has 11 parks, and the W&OD bike trail runs through its downtown. It has a current residential population of around 24,500. Its citizens are well educated, with 48.5% having a college degree, and the median income level is approximately \$100,000. The town also has a growing Hispanic population of approximately 36%. The town is surrounded by a growing business base due to its location and has become a hub for information technology, government facilities, and other national and international businesses. The leadership of the town preserves the unique sense of community of Herndon and strives to maintain the balance between business growth and small-town charm, especially with the recent opening of the Washington Metropolitan Area Transit Authority subway stop along our adjoining border with Fairfax County.

Historically, the first law enforcement office in the town was formed in 1879, with an appointed town sergeant. In 1958, the responsibilities of a town sergeant were turned over to a chief of police. Under a chief of police, the department was comprised of both full and part-time officers. By 1972, the department had six officers. From 1972-1983, the six-man department grew to 26 officers and 10 civilian personnel. Also, in 1972, the first dispatcher was hired for a part-time call center, and was later expanded to a 24-hour, seven day a week operation in 1975.

Today the agency is a professional, progressive mid-size police department employing 54 police officers and 18 civilian personnel. It is nationally accredited through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) and has led the region in policies and practices for the past 10 years under the current chief, who came to Herndon after retiring from a neighboring county agency in 2012. The department serves a very diverse and supportive community and places a priority on community policing and engagement, a practice that is supported throughout all levels of the organization. It values the trusting relationship it has earned with the Herndon community and has accumulated over 15,800 followers on its social media platforms (with a town population of 24,500).

Message From the Chief



Over the past 11 years, the Herndon Police Department has made significant strides in developing a culture of safety, emphasizing smart risk-taking and sound decision making through education, discussion, training, and accountability. Changing a culture takes time and patience, a desire of staff to engage in continuous learning, and a recognition of the need to modify how we operate. Officers and supervisors need to be provided encouragement and support for decisions that minimize risk in the accomplishment of the public safety mission, and to make mistakes within safe boundaries to enhance the learning process.

Creating a culture of safety within law enforcement requires a change in mindset, a progressive approach to examine new ways to safely solve the tactical and operational challenges with less staffing, and that meet the changing expectations of the community we serve. This means abandoning old ways of doing business, and an openness to new methods and tactics that challenge our traditional approach to problem solving, all with the goal of reducing accidents, injuries, and exposures to work-related traumatic incidents.

As the Town of Herndon chief and throughout my professional career, I have continually placed a priority on law enforcement safety and officer health and wellness. This attention to safety began during my early career with the Fairfax County Police Department where I developed and commanded the first comprehensive Law Enforcement Safety Officer Program in the country. After being appointed chief in Herndon, I returned to school to earn my master's degree and completed my thesis on organizational safety (*"A Systems Approach to Law Enforcement Safety: Recommendation for a Comprehensive Safety Management Framework"*). I have worked diligently through my appointment to various board with the Virginia Association of Chiefs of Police (VACP) and the Department of Criminal Justice Services (DCJS) to educate both officers and executive leaders towards a mindset of safety and wellness. This is illustrated in a class that I developed entitled *"Building Organizational Safety"* that was taught in Herndon and for the VACP

First Line Supervisors Course. I have partnered with the U.S. Marshal's Service to facilitate a National Public Safety Wellness Survey and educated others about the mental health challenges facing our profession. I have also recently started a non-profit corporation, the Foundation for First Responder Wellness and Resiliency, whose mission



Signs of support posted on each entrance gate to the secured parking lot. Officers pass through these gates whenever they return to the station.

is to build the first private Public Safety Wellness Center in Northern Virginia, a no to low-cost, walk-in facility to treat first responders (both active and retired) experiencing mental health challenges. This future facility is expected to serve as a national model, not only for treating those in need, but for connecting our first responders and their agencies with a variety of programs, practices, and policies to support officer health and wellness.

The process of building this award submission last year provided me with far more than a platform to demonstrate the commitment our agency and leadership team has made to officer safety and wellness. It assisted me in identifying current gaps in our efforts and programs that still needed addressed. The pursuit of excellence in the interest of officer safety and wellness is an endless process that must continue to evolve. We must always evaluate where we have room to grow and improve, especially given the challenges and evolving threats facing our profession. Placing a priority on the health and safety of our officers must become the single most important job of every law enforcement leader if we want to retain sufficient staffing to carry out our mission and effectively serve our communities.

GENERAL OFFICER SAFETY

The goal of the department's efforts to increase officer safety have focused on several key areas:

- Instill sound decision-making and smart risk taking in operational settings to reduce injuries and enhance personal safety (culture of safety)
- Enhance departmental equipment to ensure officers have the proper tools to conduct safe and effective operations, and
- Increase training that focuses on critical thinking and tactical decision-making in both classroom and scenario-based exercises to improve positive outcomes.

Tactical Trauma Kits and Training

Several years ago, the department purchased tactical go-bags to issue to all sworn officers. These tactical go-bags are equipped with emergency medical supplies to use in the field including tourniquets, Quick Clot, sucking chest wound patches, extra handgun and rifle magazines, gauze, bandages, and an



Tactical Emergency Medical Training



artificial airway tube. Officers are issued a total of three tourniquets to be used for their go-bags and also to be carried on their outer ballistic vest carrier for use on themselves should they become critically injured and unable to get medical immediate assistance.

A partnership was developed several years ago with our local fire department, who conduct tactical medical field training for all sworn officers, to include our executive staff. This training involves hands-on guidance that includes both classroom instruction on how to use the medical supplies, as well as scenario-based training that involves realistic officer rescue scenarios in active shooter and other high-risk incidents. Training is conducted each year that refamiliarizes officers with how to use this equipment properly. New officers are provided these tactical trauma kits upon hire and first receive training on the equipment while in the academy.

Additional small medical kits are attached to the back of the front seat passenger headrest of every patrol cruiser. This provides additional medical supplies for every on-duty officer and increases access to emergency medical supplies for others to assist when an officer may not have immediate access to their trauma bags.

In 2022, the department purchased new cruiser headrest kits that are larger and provide more storage for emergency medical supplies and ease of retrieval. They velcro to the back headrest so they can be quickly torn away and put in use. The bags that were purchased have a visible red cross on them so anyone can quickly identify these as medical supplies. The old cruiser vehicle supply kits are being given to the officers for use in their personal vehicles.



Medical "Headrest" Kits



Extra Medical Supplies in Each Patrol Cruiser

Body Worn and In-Car Cameras

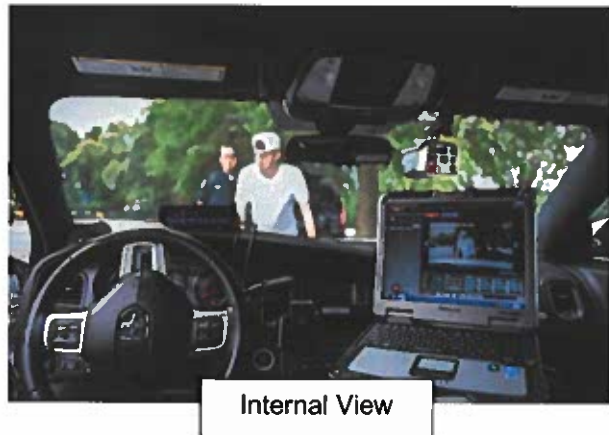
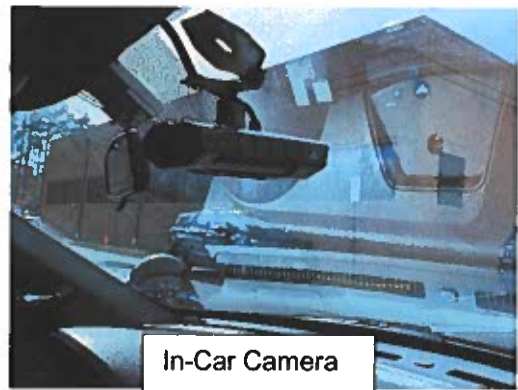
The Herndon Police Department was using the Panasonic in-car and body worn camera systems since 2017 and was one of the first agencies in Northern Virginia to equip its officers with body worn cameras. The department has now transitioned to the modern Axon camera systems for BWCs, in-car cameras, and station interview room cameras.

The move to this new camera system has presented enhanced safety features such as GPS location in each BWC so that an officer who separates from his or her vehicle can be quickly located; an automatic-on feature when an officer draws their weapon from the holster; automatic-on features of other BWCs that respond and come within a set distance from an activated camera; enhanced picture quality; ability to review video from the officer's cell phone; automatic activation of the BWC when the cruiser lights are turned on; and enhanced ability to conduct effective and more efficient video audits by supervisors and commanders.

Our new system has a center backseat camera to capture video of subjects being transported. This camera protects officers from allegations of improper treatment or excessive force during transport and documents any admissions a subject may make while enroute to the jail. It also provides officers the ability to watch these subjects more closely during transport for any signs of medical distress or attempts to escape restraints.

Video footage from an officer's BWC and in-car camera that capture use of force incidents or other police incidents that have training value are replayed in roll calls so squads can discuss the incident, including what worked well, what did not work as intended, and what other options could have been utilized to resolve the incident. Videos from use of force incidents are locked down until the review is conducted by a commander, then released for squads to view. These debriefing sessions are meant to educate officers on how to respond in similar situations, and not to criticize the performance of the officers involved.

In 2019 when one of our officers was involved in an officer involved shooting, our IA commander and lead investigative liaison put together a full debriefing in PowerPoint format and formally presented this debrief of the incident to all department members. The PowerPoint included radio traffic, suspect information, BWC video from the officers directly involved as well as responding officers first to arrive on scene, surveillance camera footage from nearby businesses, and information regarding the investigation. These debriefing on serious incidents have become a part of our culture was done again in 2022 for another officer involved shooting in our department.



Ballistic Vests

The Herndon Police Department has a mandatory policy regarding the wearing of ballistic vests. Every officer is custom fitted with body armor when hired. The department gives officers the option of wearing their vest in an outer vest carrier or under their uniform shirt. Most officers in the department have chosen the outer vest carrier for greater accessibility to their issued equipment and less strain on their back and hips from carrying all their equipment on their duty belts. The policy applies to patrol personnel and all other officers working in operational assignments. Body armor is also required at the firearms range during qualification and tactical training.

A unique feature of our vests is a pull/drag strap that the department has had sewn on the back under a hidden flap. This strap is placed there so that if an officer goes down, another officer can pull him/her to safety.



Pull/Drag Strap

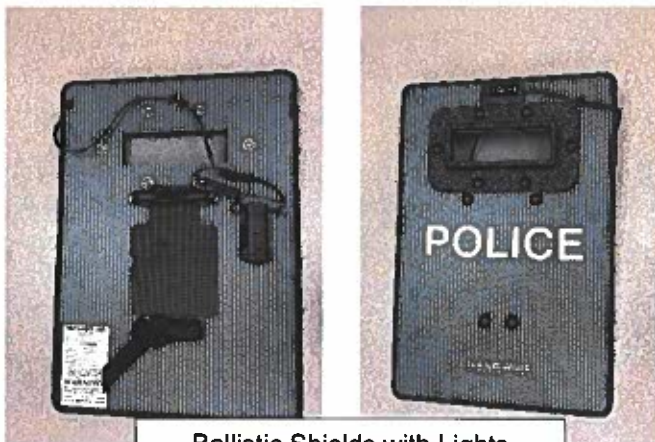


Ballistic Vests Worn at Range Training

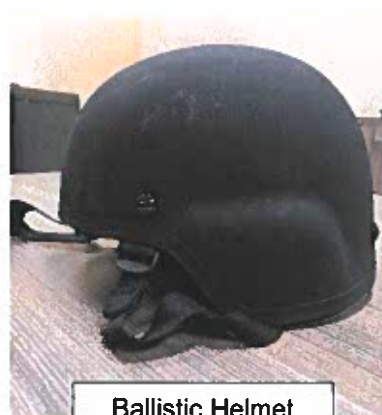
The department participates in the US Department of Justice Bulletproof Vest Partnership (BVP) Grant Program, which provides reimbursement for a percentage of the costs to purchase ballistic vests. The department equips all sworn officers with a Level III A protective vest. These vests are replaced every five years, as recommended by the manufacturer.

Ballistic Shields and Helmets

The department is equipped with both handgun and rifle shields. These shields are carried in the on-duty supervisor's cruisers so they can be quickly deployed in an emergency or high-risk incident. The shields were recently equipped with forward facing lights (replacing the need for a flashlight), which allows the operator to handle both the shield and a firearm simultaneously. Ballistic helmets accompany the handgun and rifle shields and are also stored in the supervisor's cruisers. Inspections are conducted semi-annually on all equipment.



Ballistic Shields with Lights



Ballistic Helmet

Less Lethal

The department utilizes a variety of tools to de-escalate volatile encounters and safely resolve high-risk incidents. Policies are in place for all less-lethal weapons that require annual training and/or recertification, guidelines for legal and department deployment, and reporting requirements. Inspections are conducted annually on all less lethal weapons and equipment.

Electronic Control Weapon (Taser) - All patrol officers are issued Tasers and are required to qualify annually. Strict policy is in place regarding the deployment, medical care, and reporting of Taser usage. All Taser deployments are investigated as a use of force through our internal affairs process.

Tasers and batteries were updated in the past two years to safer models that automatically shut off after 5 seconds when fired. This ensures that officers do not get distracted during a rapidly evolving and stressful event and unintentionally continue to depress the trigger while continuing to deliver a shock.

The Taser has been used this year to resolve a violent encounter safely and effectively on a subject under the influence of drugs. Since department Taser policy was amended in 2017 to reflect 4th Circuit Court case law, the department has had only eight Taser deployments. All of these deployments were in compliance with department policy.



X-26 Taser

Transition to less lethal shotguns— Approximately two years ago, the department eliminated less lethal shotgun rounds from its inventory and reserved the use of shotguns strictly for lethal force. Despite having an appropriate policy that distinguished and maintained separate bean bag rounds for less lethal encounters, it was determined that the risk of mistakenly loading the wrong type of rounds into the shotgun during an incident was too great. As a result, the department eliminated all less lethal shotgun rounds, dedicating the shotguns for lethal force, and purchased a separate 40mm less lethal weapon that posed less risk and provided greater range and accuracy.

Recently, the department has chosen to pivot once again to redistribute the lethal and less lethal tools in our arsenal more effectively. Shotguns have not been proven to be an effective response to the significant threat officers are facing in violent encounters during their shifts, and their use in urban environments do not always make them the safest choice to deploy. As a result, all shotguns are currently being transitioned strictly to less lethal weapons loaded with new and improved bean bag rounds. The stocks and grips for the shotguns are being replaced with orange ones to visibly indicate they are less lethal weapons. This transition will also put another less lethal tool in every officer's cruiser.

To account for the loss of the lethal shotguns, additional rifles were purchased, and new officers have been, and continue to be trained to ensure enough are deployed on every shift to effectively respond to high-risk incidents or violent encounters.

40mm – The 40mm less lethal launcher was purchased to add to our less lethal tool kit. Patrol supervisors manage the use of the 40mm launcher, carrying it with them in their cruisers each shift. This weapon system provides a less lethal option that may be used to resolve potentially violent situations or when unsafe for officers to approach within a physical contact range. It provides more accuracy than a shotgun bean bag round and utilizes a foam baton to deliver an effective impact. It also has a longer effective range. Two additional 40mm launchers are being purchased in the upcoming budget that have multi-round capacity so that officers do not have to reload after firing each round.

This less lethal device was used successfully in 2021 to safely disarm a subject in emotional crisis who was armed with a knife and threatening to harm himself.



Pepper Spray – Officers are issued chemical spray as a less lethal tool that presents an alternative to physical control techniques. Pepper spray is not used often due to the additional contamination effect it can have on the officer deploying it and the lack of effectiveness we have seen during deployment.

Collapsible Baton – Officers are issued an impact weapon for defensive and control purposes. They receive retraining annually in conjunction with handcuffing procedures or as part of use of force training.



The department's use of force incidents remains consistently low year over year, as weaponless physical force accounts for most incidents. In 2022, there were four incidents with weapons, and 13 incidents of weaponless physical force. All use of force incidents were compliant with policy.

Thermal Imagers

Less than two years ago, department purchased two thermal imagers for patrol use. These devices allow officers to search for hidden suspects more safely in darkness or low light conditions without giving up concealment and/or cover. They can also be used to locate missing persons that may be hiding or in emotional crisis, or to check for recently parked vehicles and other items that emanate heat while investigating crimes in progress.

Recently, six more FLIR Scout III handheld thermal vision monocular devices have been purchased to increase night-time response safety and effectiveness.



FLIR Thermal Imager

Active Shooter Training

The department has two certified active shooter instructors that train department personnel, as well as assist our academy and other local agencies with training.

The department conducts active shooter training biennially. Training has been conducted independently, as well as jointly with both our county police department and with our county Fire and Rescue Department. Some of the training sessions have incorporated tactical medic response training where officers were instructed on how to use the medical trauma kits they were issued. Exercises were conducted using mannequins that spewed fake blood to simulate an arterial bleed, requiring officers to apply what they learned to pack a wound and stop the bleeding, apply a tourniquet, and address a sucking chest wound. Officers were also trained to apply a tourniquet to themselves in the event they were wounded and had no backup or medical resources available.



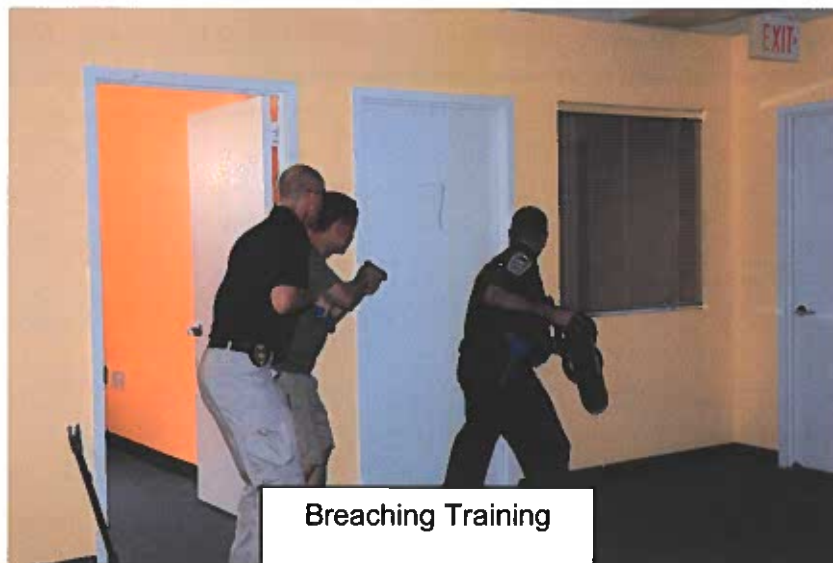
Active Shooter Scenario-Based Training

Active shooter/workplace safety awareness training was also conducted in 2022 by our instructors for town staff at our various town buildings within the jurisdiction. In the training, employees were taught how to react during an emergency, where to seek cover and/or concealment, and what to expect from the police during a response. Similar training is also scheduled in March 2023 for town council members

in case of an attack or disruption during a town council meeting. This training was coordinated with the Town's risk manager.

Breaching Training

In 2022, one of our active shooter instructors secured access to a local building that was scheduled for demolition to conduct breaching training for the patrol squads. This training had to be done quickly with short notice over a couple of days, but the department was able to run many officers through this training. This gave officers both hands on training for the department breaching equipment carried in each supervisor's cruiser, as well as techniques to effectively breach different types of doors as safely as possible in an emergency.



Narcan

The department received its first inventory of Narcan several years ago through a grant. Officers are trained to administer Narcan, an effective opioid reversal medication, by in-house instructors, to individuals experiencing an overdose emergency or an accidental exposure. Officers also carry Narcan for their own safety in case of accidental exposure to the deadly drug Fentanyl during a vehicle or subject search.

The department now participates in the Virginia Association of Chiefs of Police (VACP) First Responder Naloxone Revive Program, which trains officers to be Naloxone instructors and provides no-cost Narcan spray and carrying cases to law enforcement agencies in the Commonwealth. Through this program, the department can replenish our Narcan stock when inventory runs low or is beyond its shelf life.

During calendar year 2022, our officers deployed Narcan on two individuals who had overdosed and assisted with several other administrations of the drug, saving their lives.

Firearms, Qualifications, and Training

The department incorporates shotguns, rifles, and handguns into police operations. Officers receive department authorized training designed to simulate actual situations and conditions and enhance officers' discretion and judgment in the use of lethal and less lethal force and weapons. The department also conducts recertification exercises to establish and measure weapons proficiency and officers must demonstrate proficiency with all approved and authorized lethal and less lethal weapons. Officers must qualify with firearms prior to carrying the approved weapon on-duty or off-duty. All department training is monitored by certified weapons instructors. Inspections and inventories are conducted annually or semi-annually, as appropriate, on all department weapons.

Handguns - The department transitioned from the Glock 40mm handgun to the Glock 9mm handgun approximately 1.5 years ago after FBI ballistics research indicated the greater effectiveness of the 9mm ammunition in stopping an active threat. Recently, gun lights were added to all patrol handguns for tactical effectiveness in low light or dark conditions. Officers working administrative or investigative assignments were given the option to add handgun lights.

The addition of the gun lights allows officers to keep two hands on their weapon instead of holding a flashlight and handgun simultaneously. The toggle switch for the handgun light was strategically placed on the opposite side of the officer's trigger finger to minimize the possibility of an accidental discharge.

The department is now testing and evaluating new handguns with miniaturized red dot sights (MRDS). Plans are in place for full transition to these new, advanced weapon systems in the months ahead, using a combination of recently released grant funding and seized asset money. These sights have a significant advantage over traditional sights. When using a MRDS, the shooter can focus on the threat more quickly with both eyes open, simply see the dot superimposed on the threat, and squeeze the trigger. As a result, the threat stays in focus and can be seen more clearly, providing better information to the officer on whether and when to use lethal force.



Duty Glock 9MM with Light



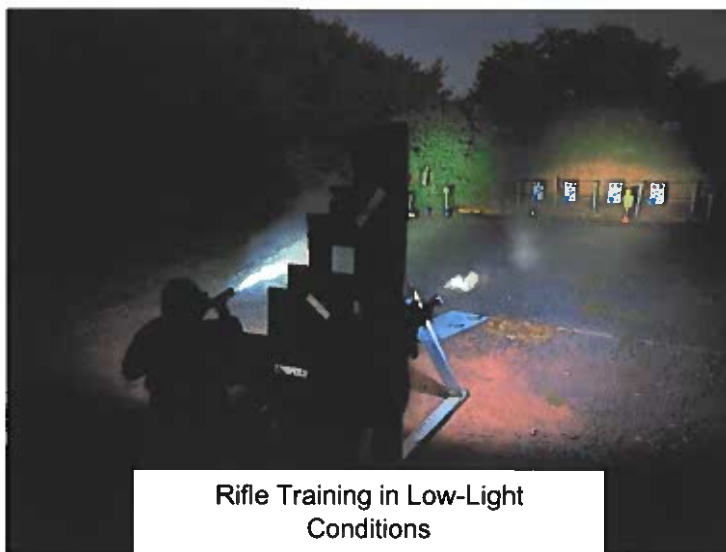
Duty Glock 9MM with Red Dot Sights

Shotguns – As previously mentioned, all shotguns are being transitioned to less lethal weapons carrying only bean bag rounds. More rifles and rifle operators have been added to make up for this transition. Orange stocks and grips are replacing the standard stocks on the shotguns to indicate they are less lethal weapons. Officers must still qualify annually with this less lethal weapon.



Rifles – The department’s rifle program has traditionally allowed both department-issued rifles and personally-owned rifles. A decision was made almost two years ago to end the use of personally owned rifles for on duty operations due to liability concerns and more importantly, to standardize the platform that is being used in the department. All rifles are now configured using an identical platform and attachments so that anyone who operates a rifle in the program will have the ability to pick one up and be familiar with its operation. This is critical in emergency situations. Additional rifles were purchased over the past year to ensure each rifle operator had access to a department issued rifle and more are in the current budget for purchase in FY24.

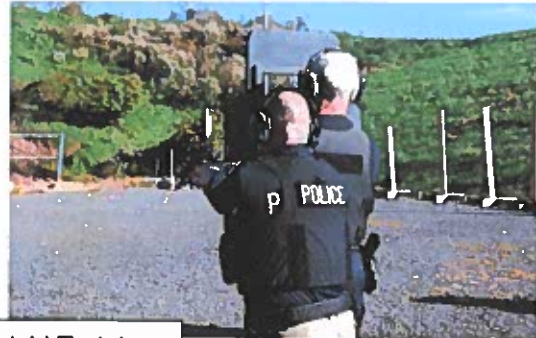
Rifle operators must qualify quarterly to remain in the program. Rifle operators are chosen based on their firearms skills and history of past decision making in the performance of their duties.



Backup Weapons – Officers are permitted and encouraged to carry a backup handgun. Officers must submit a form requesting to carry an approved backup weapon, after qualifying and demonstrating proficiency. Annual qualification is also required.

Range Training – Officers are required to wear their ballistic vest to range training. Detectives are directed to attend tactical training in the soft uniform they routinely wear on duty, unless active shooter or other specialized tactical training is being conducted. Two formal range dates are held each year, one for mandatory qualifications and the other for tactical training exercises.

The Virginia Department of Criminal Justice Services mandates that law enforcement officers qualify once each calendar year on issued firearms with a 70% proficiency score. The department, however, requires officers achieve a 75% proficiency score. This higher proficiency score is also a requirement of academy graduates. Tactical training varies and involves exercises covering low light shooting, shooting while moving, tactical repositioning, shooting from behind cover and concealment, shooting behind a shield, tactical advancements alone and with another officer, and use of force decision making, and de-escalation. Weapons are cleaned and inspected by a firearms instructor after each range training.



Firearms and Shield Training



High Visibility Traffic Vests

Officers are required by policy to wear their yellow, high-visibility traffic vests when working traffic assignments or while working accident scenes on the roadways.

Threat Assessments Required for High-Risk Events

Officers must complete a threat assessment form before any planned or high-risk event such as a search warrant or buy/bust operation. This form provides an evaluation of risk elements such as criminal history of the suspect(s), weapons involved, site factors, etc. The form standardizes the safety checks that must be conducted before a high-risk operation and indicates whether a tactical team should be used for the operation. This form must be completed by the lead officer/detective, reviewed by their supervisor, and approved by a commander before the operation is initiated.



Incident Command System (ICS)

Sworn staff and dispatchers are trained on the Incident Command System and utilize this for managing both planned and emergency events. Supervisors and commanders are required to follow ICS protocols and practices when developing operational plans for Town events and work collaboratively with other Town departments to include them in the ICS structure, assigning roles and explaining responsibilities for those involved. All sworn officers are required to take ICS training courses. Supervisors and commanders attend advanced courses to support their roles and responsibilities and work in partnership with the County's Office of Emergency Management on updating the town's Hazard Mitigation Plan and emergency issues such as major weather storms that have an impact on the town.

Emergency Response to Town Buildings

Following the 2019 workplace violence mass shooting in Virginia Beach, VA, the Herndon Police Department initiated an assessment of physical security in town buildings. These recommendations led to the installation of electronic door locks on the offices of the Town Manager and key staff in the Herndon Municipal Center (HMC), as well as the Town Attorney's Office. The doors to these offices and hallways had previously remained unsecured during operating hours and locked with a key during off hours, making entry by officers difficult in an emergency. Changes resulted in electronic locks being installed in town buildings and every officer having access through master key cards/swobs. This ensures that officers can make a rapid entry into Town buildings should it be required for an emergency incident.

Panic buttons were installed at the front desk in the HMC, with cameras that are viewed directly by our dispatchers 24-hours a day. Dispatchers also can lock or unlock electronic doors if a threat incident occurs and can provide real-time information to officers who are responding to the scene. Additional security enhancements to Town buildings are ongoing including the addition of more security cameras and electronically controlled doors in other town buildings.

To enhance a rapid and effective response to workplace violence incidents, the department procured critical incident maps of every town building. These maps, known as Collaborative Response Graphics (CRGs), provide a gridded overlay, high resolution imagery, and floor plans together in one map. The maps provide detailed labeling of each floor, rooms, doors, and key utility locations. They provide a simple, visual communication tool to coordinate emergency response while under stress both inside and outside a building. These maps have been loaded in the officer's mobile computers for immediate accessibility. Enlarged copies of the maps were printed and placed in supervisor cruisers for use in a command post.

The department also added the CRG smart phone app that put these maps in officer's hands so they can access them on foot or from inside a building during response to a high-threat incident. These maps also track in real-time the location and movement of the officer who is using the app on their phone, which assists in both locating an officer during a high-risk incident, but also in setting up perimeters to control a scene. The virtual app tracks all users, regardless of agency, which is incredibly helpful during incidents requiring mutual aid. In the upcoming future, all secondary schools in our region will be mapped using this software, providing officers real-time access during a high-threat school incident.

Safety Officer and Safety Matrix Requirement

A dedicated safety officer is required for all firearms training and other scenario-based training exercises. This officer is responsible for ensuring the safety of all participants in the training exercise. The safety officer assigned to the training exercise must be dedicated to the safety function and not be providing instruction.

A safety matrix form must be completed for all scenario-based training exercises and included with mandatory lesson plans. This matrix ensures that all safety guidelines are properly addressed before training commences. This form must be signed off



Safety Checks during Scenario-based Training Exercises

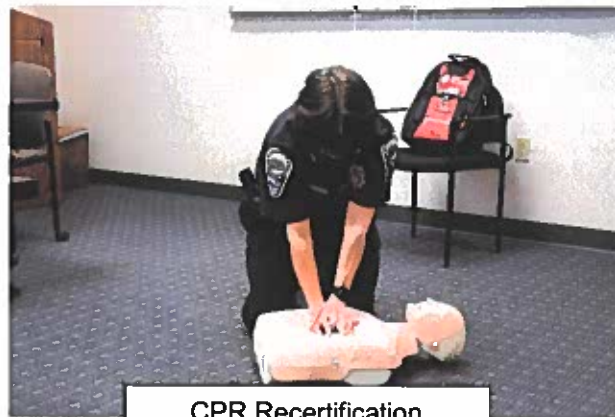
by a supervisor or commander, depending on the nature of the training. It is used for training at the academy, range, and within our department.

Training signs are also required to be posted when conducting scenario-based training exercises, whether training is held inside or outside.



CPR Certification

The department has both officers and dispatchers trained as CPR certified instructors. Officers first receive this training in the academy. Officers are then recertified every two years by our in-house instructors through scheduled roll call training.



CPR Recertification

Personal Protective Equipment (PPE)

Sworn officers are equipped and fit-tested with gas masks and N95 masks. These masks are personally issued and carried with officers in their equipment bags.

Latex gloves are installed on the walls of several exit doors leading to the secured parking lot so officers can replenish their glove supply quickly on their way out the door.

Tyvek suits are available in the crime scene supply area as needed.

The department has both rifle and handgun shields that are deployed in multiple cruisers during a shift. Ballistic helmets are included with the shields.

For incidents involving civil disturbance, the County provides mutual aid to our department and has a large civil disturbance unit that can be rapidly deployed when requested. The region also works under a mutual aid MOU for civil disturbance and active violence incidents.

Spit Masks

Spit Masks were ordered and put into use in 2022. These devices are used to prevent persons in custody from intentionally spitting on officers and spreading bodily fluids and bloodborne pathogens. A policy was developed on proper use of the masks and officers received training before the masks were placed

into operation. Restrictions were placed on using the masks on juveniles and subjects who may be having difficulty breathing.

AEDs

AEDs are located in the building and in all of the patrol supervisor's cruisers. Officers were instructed on how to operate them and shown the step-by-step instructions that are included with the device.

Bloodborne Exposure Reporting Process

When officers are exposed to a known bloodborne pathogen or infectious disease in the line of duty, it is handled through our on-duty injury reporting system. Supervisors are required to first report the incident to our Nurse Triage Reporting System as well as fill out a Bloodborne/Airborne Pathogen Exposure Report. Depending on the specifics of the incident, the attending nurse provides the officer with additional care advice and works with the exposed employee and supervisor to determine what treatment, if any, is needed.

Supervisors are then required to contact the 24-hour on-call exposure officer with the Fairfax County Police Department. The exposure officer will also arrange treatment with the approved Infectious Diseases doctor on our Workman's Compensation Panel. Having 24/7 access to an exposure control officer who can talk directly with the officer to ease concerns and arrange follow-up care has proven extremely beneficial.

All-Hazard Response Plan

Department members completed an annual review of our department's All-Hazard Response Plan in September 2022. This training was led by a lieutenant, who also serves as the department's deputy emergency manager for the town under the chief of police.

METRO Training

All sworn officers received training from the Washington Metropolitan Area Transit Authority (WMATA) during the month of October 2022 prior to the grand opening of the Herndon Metro stop. This training included a walk-through of the new station, a safety briefing regarding operating around the trains and hot rails, jurisdictional boundaries, and threat awareness.

Crisis Intervention Training (CIT) and De-escalation

The department has 29 Crisis Intervention Officers who have received specialized, week-long training in responding and resolving crisis situations involving mental illness or developmental disability. Due to the complexity of delivering this scenario-based crisis intervention class (which is taught only once a month) and the high demand for it at our police academy, our department receives only 1-2 student slots each training class. We will continue to fill all training seats provided to us until our entire department is trained. To date, the department has approximately 60% of its officers CIT trained. We already have officers

scheduled to attend the class each month throughout 2023. Our officers are also provided CIT training in-house that supplements this class.

We have two highly experienced employees who are certified in de-escalation training and teach the topic nationally. Officers receive annual de-escalation training to review strategies and scenarios that may be necessary to mitigate or avoid circumstances that could intentionally increase the risk of a volatile situation. These instructors have conducted multiple training sessions in de-escalation and control tactics, both in the classroom and through scenario-based exercises. The department's training committee has further been instructed to ensure that de-escalation tactics are incorporated into our firearms and use of force training each year.



Mat Room for training at Herndon Police Department

Field Training Program for Certified Officers and Academy Graduates

Probationary officers (recent graduates of a law enforcement basic academy and certified police officer new hires) must complete mandatory department field training supervised by a field training instructor. New officers must demonstrate throughout the program sufficient knowledge and skill to perform independently as a police officer. Field training is based on tasks that are most frequently performed by law enforcement personnel and competency is measured in the required skills, knowledge, and abilities.

The department's field training program requires a new officer and a field training instructor to work together to complete a structured training program. New academy recruits must complete a minimum of 240 hours before they can be released for solo patrol. The department hires numerous certified officers from other Virginia agencies. Virginia certified sworn have already successfully graduated from an academy, but some have never performed the duties of a patrol officer. Certified officers that come from a corrections background, working in a jail or court setting, are required to complete the same full field training period as academy recruits. Certified officers that have been police officers in other agencies are required to go through field training, but the length of that training is reduced based on their previous experience and job knowledge.

A Field Training Instructor (FTI) is designated to provide daily guidance, mentoring, and direction during the field training process to develop the probationary officer for independent patrol. Officers in field

training work under the guidance of multiple field trainers with expertise in different areas to expose them to a variety of best practices in performing patrol duties.

All FTIs are selected based on their interest in teaching new recruits and their overall job performance. FTIs are required to attend specific classes for Instructor Development and Field Training Instruction. Those that do not meet the department's expectations for delivering effective field training instruction are removed from the program. FTIs and all instructors must recertify every 3 years.

Managing Fatigue at Work

The department recognizes that fatigue is a contributing factor that affects the safety, performance, and the long-term health of employees. The department has a responsibility to ensure its officers are not placed in a position where working an excessive number of hours creates an unsafe situation for the officer, the town, or the community. As such, our general orders restrict officers from engaging in law enforcement services and security related work for more than 16 hours in a 24-hour period or any combination of overtime for more than 120 hours in any pay period. Law enforcement services and security related work includes time spent on-duty during the officer's normal shift, while participating in planned or unplanned department sponsored overtime and supplemental assignments, court appearances, law enforcement training, and law enforcement services or security related off-duty employment.

Exceptions are made by supervisors due to unanticipated or ongoing critical operations. During such events, supervisors are responsible to make effective decisions to ensure officer safety and request additional resources if necessary. If at any time an employee demonstrates or expresses fatigue, the employee will be released from duty and provided with a rest opportunity. This may include transportation of the member to their residence or other location.

National Accreditation from CALEA

The Herndon Police Department has been nationally accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) since 1986 by demonstrating its voluntary commitment to comply with essential law enforcement standards and adhere to best professional practices. The department is assessed every four years and compliance is reviewed annually. The department is additionally certified as meeting certain eligibility requirements pursuant to accreditation, as set forth by the U.S. Department of Justice, for discretionary grants eligibility.

Conclusion

The Herndon Police Department understands the importance of placing a focused effort on supporting our officer's overall health and wellness, for personal wellness and job performance. We also understand the importance of extending these same resources to all our professional staff, who support our daily mission to provide effective public safety services to our community. Our efforts have resulted in a holistic health, safety, and wellness program that has increased the opportunities for personnel to maintain positive mental and physical health in an increasingly difficult and stressful profession, as well as enhance our ability to remain safe on the job. Our program has also contributed to better working conditions and a healthy work culture within the agency, which has been a highly valuable selling point for our recruiting team, demonstrating our department's sincere care and concern for our employees. Our overall goal is to not only keep our officers physically safe and mentally well on the job, but to ensure they leave the profession whole, with the ability to enjoy their lives in retirement after years of dedicated public service.