

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.)

- | | |
|------------------------------------------------------|-------------------------------------------------|
| <input type="checkbox"/> General Officer Safety | <input type="checkbox"/> Comprehensive Safety |
| <input type="checkbox"/> Officer Traffic Safety | <input type="checkbox"/> Comprehensive Wellness |
| <input checked="" type="checkbox"/> 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)

(Signed Endorsement of Chief/Agency Head)

(Date)

Herndon

HERNDON POLICE DEPARTMENT

Maggie A. DeBoard
CHIEF OF POLICE

T (703) 435-6841
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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.

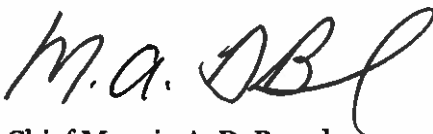
As President of the Virginia Association of Chiefs of Police (VACP), and now as a past president of the organization, I have advocated for the past few years for the advancement of legislation to get workers' compensation coverage for first responders diagnosed with depression and anxiety disorders. 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 the first and last names being capitalized and prominent.

Chief Maggie A. DeBoard
Herndon Police Department

Destination Zero: Officer Wellness 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.

OFFICER WELLNESS

The Herndon Police Department has developed a comprehensive wellness program for department members that has greatly improved the mental health and wellness of our personnel, and improved safety and working conditions within our agency. Our goal with this program is not just to react to wellness issues as they arise, but to proactively provide the programs, resources, and tools necessary to prevent physical and mental issues from becoming personally disabling or interfering with law enforcement performance and responsibilities.

The program has a variety of components that help personnel cope with exposure to stressful incidents, as well as deal with day-to-day health and wellness issues. Our program takes a holistic view to mental and physical health and consists of numerous components that are outlined below. No one part of the program is more important than the other. Specific measurable goals to achieve over time are to reduce sick leave and on-duty injuries, and reduce complaints related to the performance of duty. Due to the significant turnover in personnel experienced by our agency over the past two years, it will take additional time to determine overall program effectiveness. What we do know, however, is that our programs are having a significant impact on hiring and recruiting based on input we receive during the application process. People want to work where they are supported and cared for!

Before the various components of HPD's comprehensive wellness program were implemented, two of our lieutenants with significant experience in the mental wellness field conducted roll call training sessions on the various components of our program for all personnel. This was done to ensure officers could ask questions and understand the purpose behind the policies and program. The police psychologists were included in these presentations virtually so personnel could be introduced to them in advance of the mandated wellness checks and before they became involved in a critical incident.

As chief, with the assistance of competent and experienced staff members, I have also taken a proactive leadership role to share our wellness policies with other agencies throughout the state, advocate for participation in the National Public Safety Wellness Survey as well as sharing the results of that survey, work on state and regional mental health projects, successfully introduced new legislation that will support treatment of first responders in Virginia, and assisted other agencies with leveraging mental health resources for their officers and dispatchers. My previous position on the board of the Virginia Association

of Chiefs of Police and current position on the Department of Criminal Justice Services Board has presented me with a visible and influential platform to educate and collaborate on law enforcement mental health issues across Virginia.

National Public Safety Wellness Survey

The Herndon Police Department became the law enforcement liaison for a critical public safety mental health survey that was conducted in 2021. The National Public Safety Wellness Survey, led by the United States Marshal Service, was developed to collect mental health data using verified clinical diagnostic tools tailored towards first responder mental health (law enforcement, fire and rescue, corrections, and dispatchers), to assess levels of PTSD, anxiety, and depression among participants. The survey was disseminated nationwide, which closed at the end of November 2021, was entirely voluntary, and the identity of all participants remained anonymous due to encryption software that the Marshal's Service attached to the survey. As the chief, I became the liaison for this survey alongside my experienced lieutenant, and we began advocating for other agencies in Virginia and across the country to participate.

What we discovered was that public safety leadership in some agencies did not support the survey because they either did not place a priority on mental health issues or did not want to appear to want to know the results for their agency. To educate law enforcement executives, my lieutenant and I conducted numerous in-person presentations on this survey to organizations both in Virginia and out of state attempting to create buy-in from top leadership and get cooperation for distributing the survey to their personnel. These organizations included the Virginia Association of Chiefs of Police (VACP), Virginia Fire Chiefs Association, National Capital Region Council of Governments (COG), Northern Virginia Chiefs and Sheriffs, and the Attorney General of Ohio Safety and Wellness Conference. Other presentations to out of state groups was conducted virtually by my lieutenant. When the survey closed, over 10,000 first responders had taken the survey.

As chief, I also participated in a video for the survey urging law enforcement leaders to distribute the survey to their agency and discussed how they could use the results to leverage mental health resources. That video can be viewed at <https://youtu.be/BZfWmmxOfcQ>.

The Herndon Police Department participated in the survey in early 2021 and I received an agency summary quickly due to our lead role in the project. The survey results were concerning and in line with national and state results that showed a significant number of officers were experiencing moderate to severe levels of anxiety and depression. Also alarming from the survey results was a snapshot of those with levels of PTSD and suicide ideation. When I presented our department's summary to the Town Manager, he was immediately struck by the results, especially since the Town of Herndon was a relatively calm, supportive community throughout the challenges of police reform that sparked violent protests and heightened attacks towards law enforcement. As a result, funds were immediately made available for Herndon police officers to have access to wellness checks, with an assurance that the funding would continue in future budget cycles. Those wellness checks were implemented within months of the funding being allocated and continue to this day.

In 2022, the Virginia summary results were released through the VACP. These results further demonstrate the critical need for mental health resources across our first responder communities. I have been presenting the results to the law enforcement community through meetings, conferences, and training seminars. Last September, I presented the survey and its results at the Department of Criminal Justice Service Trauma on Law Enforcement Conference in Arlington, Virginia.

In 2023, I again solicited political support for a bill in the General Assembly that would add workers compensation benefits for law enforcement officers and firefighters who were suffering from anxiety and depression resulting from a work-related traumatic exposure. Currently legislation only supports PTSD for workers compensation. Efforts to pass this amended bill failed in last year's session. This year, the bills were again introduced in both the Virginia Senate and in the House to support the addition of anxiety and depression. The results of the Virginia survey were used to advocate and advance this legislation without opposition through the 2023 General Assembly. This bill, the first of its kind nationwide to provide workers compensation for anxiety and depression for first responders, is expected to become law on July 1, 2023.



Police Psychologist

Police psychologist services were contracted to assist Herndon officers and dispatchers who were struggling with exposure to traumatic events, as well as the daily stresses of the job. Research has shown that providing first responders access to a known and experienced police psychologist who understands the demands and challenges of the profession can greatly increase their willingness to disclose their struggles and build a trusting relationship. The department hoped to encourage officers to seek help before their mental health issues escalated to problems at work or at home. The department also recognized that a mentally well officer and dispatcher will have more effective interactions with the community, make better decisions, and be better prepared to cope with traumatic exposures more effectively.

The police psychologists that were contracted are two of the most experienced police psychologists in the state and are utilized for annual wellness checks, training, advice, callouts for traumatic incidents, and referrals regarding difficult and/or struggling personnel. Personnel were given their contact information and provided direct access without having to go through their chain of command. This was done to encourage department personnel to reach out confidentially and ask for help without fear of impacting their jobs.

The critical importance of having a known police psychologist on contract and available for call out became readily apparent in June of 2021 when officers responded to an apartment complex for a welfare check of a family, only to discover the murdered bodies of two young children and their mother. The presence of the police psychologist in the police station all day as this case was being investigated was invaluable. The psychologist, who had her own emotional support dog along with her, met with every officer and dispatcher involved in the incident prior to the end of their shift and upon leaving the station. The psychologist also provided follow up sessions with those who needed it in the days following the

incident. Based on her recommendations, several officers were provided additional administrative days off before returning to work to cope with the traumatic incident.

Our police psychologists were also used in 2022 for an officer involved shooting and several other incidents where officers needed follow up clinical care after their involvement in stressful events.

Annual Wellness Educational Sessions

Annual wellness educational sessions are **mandated** for both sworn and professional staff as part of HPD's wellness program. Mandating these sessions through policy removes the stigma of having to talk with a mental health professional. All employees, including the chief and her executive staff, participate in these sessions. Our administrative support lieutenant worked closely with our police psychologist to schedule all personnel for these wellness sessions in early 2021, which were designed to provide mechanisms and strategies to cope with stress, as well as allow personnel to discuss current struggles. These sessions were conducted virtually with our police psychologists and done in complete confidence. Follow up sessions were conducted with personnel as needed or as requested. These wellness sessions were again completed in the calendar year 2022 for all personnel.

Prior to launching the sessions, roll call training was conducted for the agency to introduce the police psychologists, familiarize personnel with the process and what to expect in the sessions, and demonstrate the need for mental health care in the profession. The police psychologists also answered any questions that arose and explained their professional duty to confidentiality.

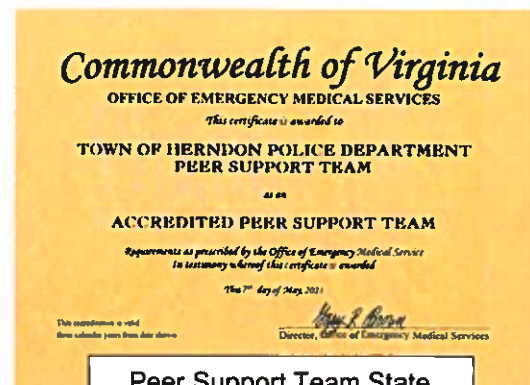
Despite some initial hesitancy among a small percentage of personnel, these sessions were well received and quickly embraced by staff. The wellness checks will continue to be conducted annually and remain mandatory for all personnel at HPD. The Town Manager understands the need for these wellness checks and has committed to funding them each budget year.

Peer Support Team Expansion and State Certification

The Herndon Police Department had previously established a small peer support team, but its members had little experience or training. Additionally, internal policies had not been fully developed for the agency, nor did officers understand the unique role this team played during a critical incident.

Over the course of the last two years, department's administrative lieutenants worked on developing training opportunities for new and current members and expanded the number of team members in the agency. They also connected our peer team with other teams throughout the region for training purposes and to assist with mutual aid requests. State level training in Critical Incident Stress Management (CISM) was also secured to ensure all team members received this baseline training.

The administrative lieutenants also developed the necessary internal policies governing the proper use of a peer support team and completed the paperwork and steps to have HPD's peer support team Virginia state certified in Richmond. The team's state certification protects the confidentiality of discussions between officers and peer team members so they cannot be called to court and testify. This provides



officers with a known colleague to talk to in confidence when they are struggling without fear of that information being released.

The department has a total of 7 officers trained in peer support. A retired police officer who now works as a civilian parking enforcement officer for the department is also trained, as is one assistant supervisor in our dispatch center. Three commanders are fully trained, one of which oversees the program, provides guidance to the first line supervisor in the unit, and assists in coordinating training. Depending on the scope and size of the incident, our peer support team provides services to our personnel. When incidents exceed the ability of our agency, peer teams from other jurisdictions in the region are called to assist our department.

Our peer support members are used to respond to the scene of critical incidents and were called to the scene of an officer-involved shooting in 2019 to provide peer support to the officer involved in that incident. In 2021, during a significantly difficult homicide scene involving the death of young children, the department utilized peer support from a neighboring jurisdiction for our officers due to the number of peer team members from our agency directly involved in working the scene. They were additionally used in 2022 for an officer involved shooting involving multiple officers and for officers experiencing significant personal issues at home.

Transcendental Meditation

Research has shown that mindfulness training is critically important to effectively deal with stress. The Herndon Police Department recognized that meditation could provide personnel with skills to cope with the daily challenges they face. As such, one of our lieutenants developed a contact with the David Lynch Foundation, which teaches Transcendental Meditation™. As a result of that contact, the Foundation offered to donate instructors to teach TM to HPD personnel through a grant at no cost to our agency. Over the course of 2021, the David Lynch Foundation provided an onsite certified instructor to train 25 personnel who had a desire to incorporate TM into their daily lives. The first group that was trained was the chief and her administrative staff. The Town's Risk Manager was also invited to participate in the training to demonstrate the department's proactive efforts to support officer mental health and wellness. Additional personnel were trained in 2022, to add to the number of employees participating in the program. Frequent check-ins occur with our TM instructor to assist us in keeping on track and to answer any questions we have about our practice.

Herndon Police Department personnel are provided on duty time to meditate each workday and a comfortable location in which to do so. Those that have incorporated meditation into their lives have discussed the positive effect it has had on managing daily stress.

In 2022, the David Lynch Foundation produced a professional video regarding their pilot program with the Herndon Police Department. The purpose of the video was to highlight the success of the program and encourage other first responders to consider TM as a wellness tool. That video can be found at:

[\(99\) Developing Resilience at the Herndon PD - YouTube](#)

As chief, I was invited to speak at the David Lynch Foundation's Meditate New York Gala in New York City in September of 2022 to talk about the effects of TM on first responder mental health. This opportunity allowed me to highlight our pilot program and personally talk about the benefits it has provided to those of us who have regularly embraced the practice.

Mental Health Diversion Policies

The department's administrative lieutenants helped to develop best practice policies to provide leadership with opportunities for diversion treatment in lieu of or in addition to discipline for performance issues that arise, where applicable. These avenues for diversion allow division commanders ways in which to treat underlying mental or physical health issues that interfere with performance, so the problems do not repeat themselves, as well as provide officers a path towards post-traumatic growth. Personnel are still held accountable for performance issues, but through the internal investigation process, diversion policies provide a method to mandate therapy to deal with root causes, instead of simply treating the behaviors.

This policy was used in 2021 to mandate assistance for an officer who had performance issues but was found to be struggling with significant personal stress. This mandated assistance allowed us to eventually return the officer back to full duty.

Early Warning System

The department recognizes that poor performance and behavior often has a root cause that can be addressed successfully if discovered early. As a result, the department has established an Early Warning System to identify officers in need of structured intervention measures to address problematic behavior or other potential issues.

The objective of an Early Warning System review is to recognize incidents, practices, or patterns of behavior that negatively impact the department's mission or the officer's performance, and provide structured intervention through monitoring, training, counseling, or other productive means to improve performance. If it is determined that intervention is warranted, the appropriate division commander works with the officer's supervisor to propose an intervention plan that may include training, EAP or peer counseling, or other methods that would support improvement.

This process was used successfully over the past two years to separate one officer from the agency, and to put another officer on a positive path forward.

Critical Incident Exposure Form

Our administrative support lieutenants introduced and developed a Critical Incident Exposure Report form that personnel and supervisors are asked to use to document on duty exposures to traumatic incidents such as child death investigations, police involved shootings, etc. These forms simply document the involvement of the officer or dispatcher in an on-duty traumatic incident over the course of a career. They are intended to help support future workers compensation claims of PTSD, depression, or anxiety, should an officer need mental health resources and treatment due to an exposure. These forms will also be invaluable to assist police psychologists in treating those struggling from work-related stress.

These forms are not mandatory, and officers may fill them out themselves, or a supervisor can complete it. Officers are encouraged to maintain a copy for themselves. The forms are not placed in an officers personnel file, nor are they sent up the chain of command or to Human Resources. No HIPAA information is included on the form. If filled out, a copy is sent to the administrative lieutenant in charge of the peer support team, who is also our liaison with our psychologist. These forms remain in that file until the officer separates from the department. At that time, the officer is given the entire file to take with them.

This documentation will be critical due to the upcoming changes in Virginia State Code regarding the ability for law enforcement officers to secure workers compensation for mental health treatment if diagnosed with PTSD, depression, or anxiety. The legislation states that these conditions MUST have

resulted from an on-duty exposure to one of five qualifying events such as traumatic exposures to a crime scene, traffic accident, involvement in a use of force incident that leads to death or serious injury, etc. By using some standard format to capture these exposures, officers will be in a better position to support their need to secure workers compensation covered treatment from a mental health professional.

Critical Incident Exposure Report

<p style="text-align: center;">Herndon Police Department Critical Incident Exposure Report</p> <p><small>This is a report of exposure to a critical incident to be submitted to the Herndon Police Department. This is not a worker's compensation claim form. Employees will be offered the opportunity to fill out this form if they were involved in a critical incident. A brief list of events that may be considered critical incidents are: officer involved shootings, vehicle crash resulting in serious injury or death, officer being the victim of a felonious assault, death or serious injury of a colleague or partner, death or serious injury to someone in custody, near shoot situations, severe trauma or death involving children, elderly and other vulnerable populations (particularly if officer has a child near same age), resistance resulting multiple deaths, or exposure to a street protest of law enforcement encounters with victims, unsuccessful rescue attempt, sometimes human acts, perceived personal threat, excessive media coverage or a negative outcome.</small></p> <p><small>Each officer has a threshold for emotional trauma is different, and there is a cumulative effect to such exposures. Being able to track exposures following a critical or potentially traumatic incident will help the department to better understand how critical incidents affect officer's mental health and what help or treatment may be needed in the short and long term. Tracking "at risk" incidents and giving better support to officers "early on" will help officer's mental/emotional wellness as well as reduce absenteeism and compensation claims. This form also provides valuable information that may be used later to support a potential worker's compensation claims for post-traumatic stress disorder (PTSD).</small></p> <p><small>Restricted to employees. If you are diagnosed with Post-Traumatic Stress Disorder (PTSD) and you believe the stress could be work related and desire to establish a claim, you must complete and submit the worker's report of injury form within one year of the diagnosis. TSA-16 2017 Ball Form.</small></p> <p style="text-align: center;">Please submit this completed report to the Assistant Support Services Commander</p> <p style="text-align: center;"><i>It is recommended that you attach a copy of the event or report to this document for future reference.</i></p> <p style="text-align: center;"><i>The form can only be obtained and viewed by the employee, citizens, and the Assistant Support Services Commander.</i></p> <p style="text-align: right; font-size: small;">Page 1 of 2</p>	<p style="text-align: center;">Herndon Police Department Critical Incident Exposure Report</p> <p>OFFICER INFORMATION</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">First Name:</td> <td style="width: 30%;">Last Name:</td> <td style="width: 40%;">CID#</td> </tr> <tr> <td>Assignment:</td> <td>Shift:</td> <td>How On Duty:</td> </tr> <tr> <td>Unit #:</td> <td>Supervisor:</td> <td>How Off Duty:</td> </tr> <tr> <td>Call Number:</td> <td>Emergency Contact:</td> <td></td> </tr> <tr> <td>Alternate Station:</td> <td>Phone Number:</td> <td></td> </tr> </table> <p>Supervisor's Name: _____</p> <p>CRITICAL INCIDENT DETAILS</p> <p>Date of Incident: _____ Type of Call: _____</p> <p>Event # _____ Case # _____</p> <p>Describe Nature of Incident: _____</p> <p>Describe Officer/Employee Involvement: _____</p> <p>Signature of Supervisor: _____ Date: _____</p> <p style="text-align: right; font-size: small;">Page 2 of 2</p>	First Name:	Last Name:	CID#	Assignment:	Shift:	How On Duty:	Unit #:	Supervisor:	How Off Duty:	Call Number:	Emergency Contact:		Alternate Station:	Phone Number:	
First Name:	Last Name:	CID#														
Assignment:	Shift:	How On Duty:														
Unit #:	Supervisor:	How Off Duty:														
Call Number:	Emergency Contact:															
Alternate Station:	Phone Number:															

Managing Work Fatigue

The department recognizes that fatigue is a contributing factor that affects the safety, performance, and 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 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.

Restoration and Recovery Room ("Nap Room")

A Restoration and Recovery Room, or "nap" room as it is commonly referred to, was established in HPD to provide officers and dispatchers a safe place to take a 20–30-minute power nap, meditate, or otherwise use as a quiet space to decompress. Officers and dispatchers work long, varied shifts and are routinely

working in states of sleep deprivation. Research overwhelmingly supports the fact that rested first responders are safer and make better decisions in the field. Better decisions in the field lead to better interactions with our community, as well as less chance for accidents.

One of our lieutenants worked diligently to construct this space and make it a comfortable and inviting environment. Recliners, dim lighting, dark paint, and a sound machine contribute to a soothing environment. The lieutenant took it upon himself to paint the room instead of waiting for town personnel to do so. A policy was developed to ensure both accountability and safety while the room was in use. Because the room remains darkened most of the time, a sign was installed on the wall next to the door that slides to "occupied/unoccupied" so those using the room are not interrupted.

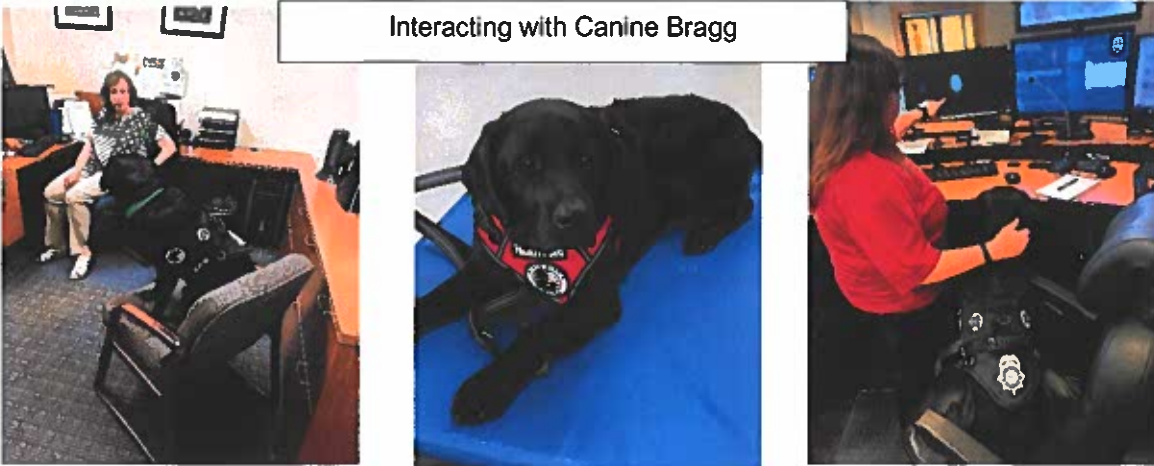
Before this room was created, officers would routinely catch short naps in their cruisers when sleep deprived or while waiting to go to court or drive home after an extended shift. This is a reality throughout our profession that most will not openly discuss. The increased targeting of our law enforcement officers, however, makes this practice even more dangerous today. This nap room creates a safe place for officers to take a short nap without judgment. Officers also use this room to catch a short nap while waiting to attend court after their shift or after court before they drive home. The room is also used for meditation by our staff and can be utilized as a private space for female employees to lactate after the birth of a child.



"Nap Room"

Facility Dog

A decision was made to add a dedicated facility dog to our HPD family to assist our personnel with daily stress and trauma exposure. One of our lieutenants made contact with a non-profit organization based out of Virginia Beach, VA, (Mutts With a Mission), who trained and placed dogs with veterans suffering from PTSD. The organization had recently begun to place some of their dogs with law enforcement agencies as facility dogs, where they could serve an entire group of first responders as opposed to one individual with PTSD. As a result of the relationship that our lieutenant developed, and the efforts he made to establish our agency as a worthy recipient of a facility dog, the Herndon Police Department was selected to receive a dog for our agency.



In April of 2020, Canine Bragg joined the HPD family and had an immediate positive impact on personnel. One of our captains was chosen to be Bragg's handler based on his regular but flexible administrative shift schedule and his training in peer support. K9 Bragg was embraced by staff from his first day on the job, and leadership quickly noticed the positive difference in the personalities of several employees due to his presence. Bragg can often be found during the day visiting various parts of the station, sitting in dispatch, begging in the lunchroom around noon, or hanging out in investigations visiting with the detectives. Bragg and his handler have also visited some of our local schools for various special events, which has helped break down barriers between the police and our community. He has been an ambassador for us to talk to the community about the impact that stress has on our profession and our need for mental health resources.

Chaplain Program

In 2022, the department formed a partnership with the Herndon United Methodist Church and started a formal police chaplain program with two of their pastors. The pastors have come to roll calls and introduced themselves to the officers and have begun to conduct ride-alongs to learn more about the department and the officers. They will be used to assist our officers with difficult incidents in the community, as well as be another resource for officers who wish to talk privately about difficulties they may be having.

An HPD captain has taken the lead for this program due to his background in theology studies. He has identified recommended police chaplain training for these new pastors to attend and will be working with them to get it scheduled during this calendar year. While they await formal training, they continue to work informally with HPD on various events and incidents.

Employee Assistance Program (EAP)

The town provides an Employee Assistance Program (EAP) which offers counseling and support services for personnel at no cost. The EAP can assist with a variety of problems whether personal or job-related. Any employee or family member may initiate a request for help by calling EAP without going through the chain of command and the services provided are strictly confidential. Personnel are provided information on how to access EAP during their hiring orientation with the Department of Human Resources and information is also posted in the police department. This information is readily accessible to personnel electronically or by phone.

Supervisors also can make employee referrals to EAP when they determine someone needs services. If a work performance problem continues and the employee does not voluntarily consult with EAP, the supervisor can initiate a formal referral for the employee. The supervisor must contact EAP and register the referral. The supervisor is not entitled to any information discussed between the employee and EAP, but EAP will confirm with the supervisor if the employee has called to schedule an appointment and verify their attendance. The department has successfully used both voluntary and mandatory referrals in the past few years to help employees cope with personal problems.

Suicide Awareness Training

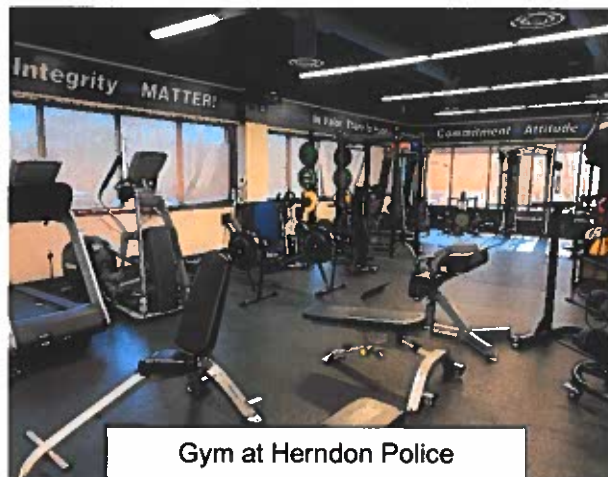
Suicide awareness training has been provided to officers through a variety of training platforms over the years. The department, however, recognizes this growing crisis within the profession and took steps to conduct formal training to all personnel in 2022. An additional police psychologist who has been recently brought onto our contract assisted in conducting the training. The training was delivered both virtually and in-person in roll calls using videos that were developed depicting officers from our neighboring jurisdictions that have been personally affected by this growing crisis.

Additionally, our executive staff encourages open discussion about police suicides that occur in our region. Our senior staff also talks about officers we know that have taken their own lives, how those signs and red flags became clear after the officer's death, and how they can engage other officers in conversation when issues of concern are voiced. Our department also encourages our personnel to honor those who take their own life, and not allow the stigma of suicide to diminish their dedicated service.

Fitness Facility

Department personnel have 24-hour access to a well-equipped gymnasium that contains functional fitness, strength, and cardio equipment. Personnel are provided one hour to work out on duty each shift, provided that operational demands allow. Personnel also have full access to this facility before or after work, and on days off. A signup sheet is in the facility to document employee use in the event of a workman's compensation claim.

The Town of Herndon also has its own Community Center with an indoor pool, gymnasium, strength and cardio equipment, tennis courts, and fitness classes. All personnel have free access to this facility and the classes that are offered, on or off duty. In addition, the Town's golf course is free to all employees.



Mandatory Fitness and Education Program

Starting January 2023, the department instituted a mandatory fitness program for all sworn officers that involves three components: monthly to bi-monthly squad workouts, annual fitness assessment, and annual wellness education. The purpose of this program is to promote morale and personal well-being by promoting individual health and fitness, strengthen officers' ability to respond to increasing physical demands of the law enforcement profession, and increase resilience and the ability to manage emotional and physical stress, enhance mental alertness, and reduce tension. The program is optional for all non-sworn staff.

Officers will be asked to volunteer their health measurements such as height, weight, bodyfat, blood pressure, and BMI that will be recorded on a form that will be kept by the fitness coordinators. For those that agree to participate, these vitals will be recorded and used as a baseline in the program. These measurements will be taken once a year at the annual assessment to determine progress and whether individual goals are being met.

Monthly Squad Workouts

Monthly squad workouts are led by one or two of the department's fitness coordinators. These squad workouts typically involve a variety of exercises executed through a variety of stations that the officers rotate through. The fitness coordinators first explain and demonstrate the exercises and offer a modified version for those where needed. The workouts, which include a warmup and cool down, last approximately one hour and are the same for all squads each month. The workouts are occurring either before or at the end of the officer's shift. All sworn officers are required to attend these workouts, up to the chief of police.



Annual Fitness Assessment

Each year, officers will be required to take a physical fitness assessment that rates them in a variety of categories according to age and gender. Each officer will be assessed in the following categories:

- Plank hold (max time)
- Body weight squats (max repetitions in 1 minute)
- Push-ups (max repetitions in 1 minute)

Officers have three choices regarding their preferred aerobic assessment:

- 1.5-mile run
- 300m shuttle run
- 1000m row

Officers do not have to achieve a particular level, but their results will be recorded and compared to next year's physical assessment to determine their individual progress. The first annual assessment is scheduled to occur in late April. Officers achieving the top level in each category will be provided an incentive (the town is still working on options such as a cash bonus or administrative days off). Internally, we are accepting input on how officers would like to be recognized through the department.

Fitness Education

Each year, the department will deliver an educational topic on a particular area of fitness. This year, the Herndon Police Department applied for and was awarded a \$20K grant from the Bureau of Justice Administration (BJA) Training Grant Program. The grant funding is for wellness education from O2X, who will be doing a 4-hour training block at the end of March for all officers. With the training, officers will also be given a 1-year subscription to the O2X app on their smart phones, which contains daily workouts, recipes, mindfulness exercises, and more.

The Herndon Police Department also worked with O2X to host a 2-day All Women's Workshop, which will be held on March 8 and 9, 2023 at the Fairfax County Criminal Justice Academy. This fitness workshop will be attended by women law enforcement officers and firefighters from across the country. HPD has two females that will be attending the training.



Fitness Coordinators

The department has identified officers who have an interest or strong background in exercise and wellness and sent them to various training courses to increase their knowledge of health and wellness programs and practices. These officers have become the program's fitness coordinators and design and run the squad workouts, as well as coordinate the annual assessment. These officers can assist others with proper exercise instruction, as well as build programs for those with little experience. The department has trained officers in CrossFit, the Cooper Institute's law enforcement fitness standards, and O2X's functional fitness program, as examples of certified courses attended.

The department also has a sworn officer who is highly experienced in jiu jitsu who teaches the martial art to others who have an interest. He is also our lead physical control tactics and de-escalation instructor. The department has a mat room in the building that allows this training to be conducted onsite. This training not only increases physical fitness but teaches officers valuable skills that assist them in handling physical encounters and surviving ground fights on duty.

Annual Medical Physicals

Medical physicals are mandated every 1, 2, or 3 years (depending on the age of the officer) through the Fairfax County Public Safety Occupational Health Center (OHC). The department is preparing to transition to a new occupational health center through the INOVA Hospital system beginning on July 1,

2023, that will provide additional services not previously available through the County's facility. The physical examination for sworn personnel is conducted to determine the employee's continued fitness to perform the tasks of a police officer and to inform them of their general physical health. Information is confidential and is reported to the Personnel and Training Section Supervisor. Officers must receive a Class B or greater rating to remain on active duty. Officers that receive lesser ratings will be evaluated on a case-by-case basis and may be placed on restricted duty pending resolution of the issue.

In addition to regular medical tests, exams, and blood work provided by the OHC, officers are also given stress tests, vaccines, and chest x-rays at various stages in their career. Officers are encouraged to drop in at the OHC to have blood drawn a week before their scheduled physical so the doctor can go over the results with them at the time of their medical exam.

Officers are also instructed to bring their issued gas mask/air purifying respirator (APR) with them when they come in for their medical physical. The OHC conducts fit testing on gas masks and on N95 masks as part of their exam. The department also has two officers trained to conduct fit testing at the department to ensure fit testing can be done on site when necessary.

Flu shots are made available annually through advertised locations in the County or are provided free of charge through Town insurance at local pharmacies within our jurisdiction.

Casualty Assistance Plan

The department has a Casualty Assistance Plan which establishes guidelines and an operational framework for the department's response to a serious injury or death in the line of duty.

Financial Planning Resources

The Town offers access to financial planning resources to all personnel for their Town 457 plans. Employees can work with the Town's Investment Advisor or use the online Web Education Portal to get assistance. A Financial Wellness section on the portal covers areas such as budgeting, home buying and mortgages, saving for retirement or kids college, and social security strategies. Employees can also sign up online to schedule one-on-one sessions with an advisor. Emails are sent out each year with the contact information for the Town's financial advisor with information on how they can make personal appointments.

The Florian Foundation was brought into roll calls on several occasions to conduct training for officers on the need to create personal wills and medical directives. This non-profit organization provides this service at no cost to all first responders. Emails were also distributed to all sworn staff about this resource to connect them with this valuable service.

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.