

OFFICER SAFETY AND WELLNESS STRATEGIC PROGRAM DEVELOPMENT TOOLKIT





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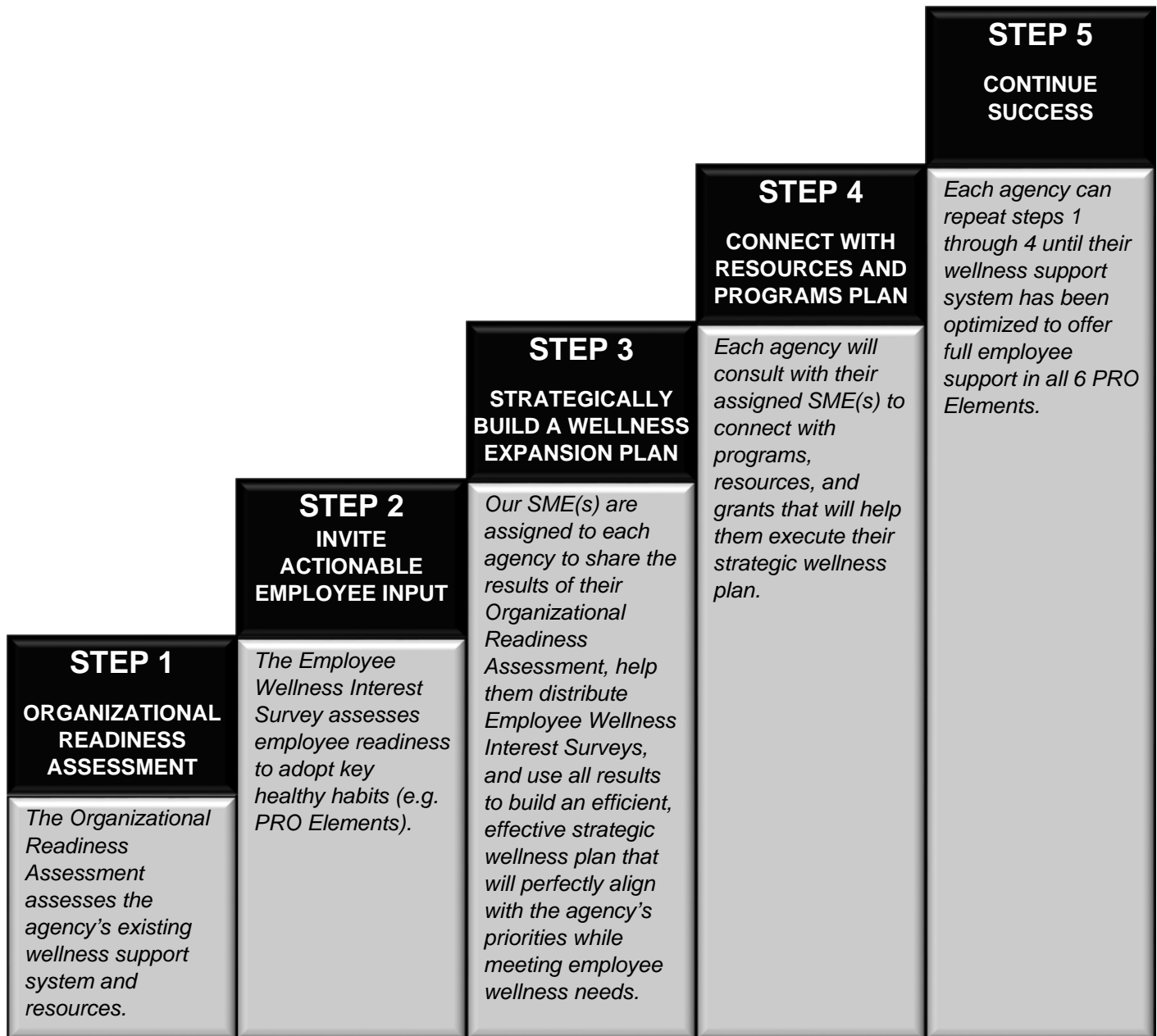
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5-STEP SYSTEM FOR OFFICER SAFETY AND WELLNESS PROGRAM DEVELOPMENT



STEP 1: ORGANIZATIONAL READINESS ASSESSMENT

SECTION I ASSESSMENT OVERVIEW

How it Works

Our Subject Matter Experts (SMEs) will be there for you to support your success every step of the way.

1. Complete the Assessment

Instructions to complete the assessment are included below. If you have any questions, please reach out to our team of SMEs any time.

2. Receive an Executive Results Report

This report will be provided after you complete the assessment. It will provide an overview of your agency's wellness program strengths as well as opportunities for growth.

3. Team with Experts to Build a Strategic Wellness Plan

Our team of experienced subject matter experts (SMEs) will review your Executive Results Report with you and use our "5-Step System of Program Development" to help you establish a strategic plan that fulfills the agency's greatest wellness needs and succinctly aligns with Command Staff's highest priorities. Rest assured that our SMEs will fully support you with best-in-class recommended resources that directly correspond to your wellness goals and plan. They will also offer up-to-date information about current grants for law enforcement wellness and assist your agency, should you choose to apply.

User Instructions

Please complete the Agency Profile and Organizational Readiness Assessment. All responses and scores will be kept fully confidential and used solely for the purpose of providing customized guidance, support and solutions to support officer safety and wellness at your agency. All questions pertain to the last 12 months and involve the following PRO elements:

- **Mental:** This PRO Element relates to the psychology of law enforcement job performance and key corresponding principles of mental health. It involves connecting law enforcement personnel to the occupation-specific mental health resources and professionals they need to protect and optimize their mental health through all stages of their career.
- **Physical:** This PRO Element relates to the exceptional physical health and strength required to safely perform law enforcement job tasks. It involves optimizing nutrition and maximizing access to science-based, occupation-specific exercise training that has proven to optimize job task performance, reduce risk of injuries, reduce risk of heart disease, improve health, and improve longevity.
- **Social:** This PRO Element relates to developing structured, productive social support systems within the agency. It involves developing and training various teams (e.g. peer support and family assistance) to positively unite law enforcement personnel, their spouses, and their children.
- **Spiritual:** This PRO Element relates to developing and fostering a winning mindset and a sense of purpose for officers. It involves mitigating burnout and incorporating chaplains into the agency.
- **Financial:** This PRO Element relates to helping law enforcement personnel manage their finances. It involves helping law enforcement personnel and their families learn key, practical, sustainable financial management skills that they can use to achieve immediate and long-term financial success.
- **Tactical:** This PRO Element relates to the law enforcement officer's proficiency in doing the job well. It involves continuously optimizing academy and in-service training to psychologically and physiologically prepare law enforcement officers to uphold all agency protocols in a wide variety of potentially intense, dangerous, and unpredictable scenarios.



SECTION II AGENCY PROFILE INFORMATION

Please complete the following form and assessment to help our team understand the size and scope of your agency and any wellness program(s) you currently provide for employees. All information will be kept fully confidential and used only for the purpose of officer safety and wellness program development.

General Information

Agency Name _____
 Primary Address _____
 Date _____

Officer Safety and Wellness Point(s) of Contact

<i>Point of Contact (1)</i>	<i>Point of Contact (2)</i>	<i>Point of Contact (3)</i>
Name _____	Name _____	Name _____
Rank _____	Rank _____	Rank _____
Yrs. of Service _____	Yrs. of Service _____	Yrs. of Service _____
Phone # _____	Phone # _____	Phone # _____
Email _____	Email _____	Email _____

Community Served by the Agency

City/County population size _____
 Square mileage of jurisdiction _____
 Total number of worksites _____

Agency Demographics

Number of Employees

- # Total employees _____
- # Law enforcement _____
- # Detention _____
- # Communications _____
- # Civilians _____

Gender of Employees (optional)

- % Male _____
- % Female _____
- % Other _____

Employee Schedules

Shift schedules **Please attach all**

Training Schedules

- # Academy hours (if applicable) _____
- # In-Service hours _____
- # Professional development hours allocated per year to maintain state certification _____

Race of Employees (optional)

- % American Indian or Alaskan Native _____
- % Asian _____
- % Black or African American _____
- % Native Hawaiian or other Pacific Islander _____
- % White _____

**SECTION III
AGENCY'S LEVEL OF SUPPORT FOR OFFICER SAFETY AND WELLNESS**

Level of Support	How would you rate your agency's level of support from no support to excellent support?	None Little Neutral Some Excellent	
A. Leadership	Describe the ways in which command staff currently provide tangible support to officers for wellness.		
B. Culture	Write your agency's mission and core values.		
C. Planning	Describe how wellness is factored into your agency's strategic plan.		
D. Management	Mark the PRO element(s) that the agency has hired ¹ staff member(s) and/or contractor(s) in to manage in the past year.	Mental Physical Spiritual Social Financial Tactical	

¹ Examples include:

- *Mental PRO Element: The agency hired onsite psychologist(s).*
- *Physical PRO Element: The agency hired onsite fitness coordinator(s), consultant(s) and/or fitness trainer(s).*
- *Spiritual PRO Element: The agency hired onsite chaplain(s).*

**SECTION IV
AGENCY'S LEVEL OF INVESTMENT FOR OFFICER SAFETY AND WELLNESS**

Level of Support	How would you rate your agency's level of investment from no support to excellent support?	None Little Neutral Some Excellent	
A. Time *For each question, please check those that apply and describe in the text box to the right.	Does your agency include PRO elements in your academy training for new recruits?	Mental Physical Spiritual Social Financial Tactical	
	Does your agency include any PRO element(s) in your curriculum for incumbent employees?	Mental Physical Spiritual Social Financial Tactical	
	Does your agency include any PRO elements in routinely held supplementary seminars/workshops outside of "In Service" training?	Mental Physical Spiritual Social Financial Tactical	
B. Manpower *For each question, please check those that apply and describe in the text box to the right.	Does the agency sponsor staff members to participate in external educational program(s), training program(s), conference(s) and/or certification programs related to the PRO elements?	Mental Physical Spiritual Social Financial Tactical	
C. Funding *For each question, please check those that apply and describe in the text box to the right.	Does the agency fund a seasonal program or single project based on any of the PRO elements?	Mental Physical Spiritual Social Financial Tactical	
	Does the agency routinely allocate funding towards any of the PRO elements?	Mental Physical Spiritual Social Financial Tactical	
	Has the agency received dedicated funding to enhance a PRO element?	Mental Physical Spiritual Social Financial Tactical	

**SECTION V
POLICIES AND STANDARDS FOR OPERATING PROCEDURES (SOPs) FOR OFFICER SAFETY AND WELLNESS**

<p>SOPs</p>	<p>How aligned would you say your agency's SOPs are with wellness on a scale of not at all to extremely?</p>	<p>None Little Neutral Some Extremely</p>	
<p>A. Culture</p> <p>*For each question, please check those that apply and describe in the text box to the right.</p>	<p>Each PRO element can be used to help foster a culture with a winning mindset. Mark any PRO element that your agency uses (through an SOP, policy, etc) to foster a winning mindset.</p>	<p>Mental Physical Spiritual Social Financial Tactical</p>	
	<p>Each PRO element can be used to build a culture that instills a strong sense of purpose. Does your agency use any PRO elements (through an SOP, policy, etc) to help instill a sense of purpose in officers?</p>	<p>Mental Physical Spiritual Social Financial Tactical</p>	
	<p>Each PRO element can be used to build a culture that mitigates burnout. Does your agency include any PRO elements in your SOP or policies to mitigate burnout?</p>	<p>Mental Physical Spiritual Social Financial Tactical</p>	
<p>B. Wellness Support</p> <p>*For each question, please check those that apply and describe in the text box to the right.</p>	<p>Does your agency have established supportive policies and SOPs in place surrounding the PRO elements?</p>	<p>Mental Physical Spiritual Social Financial Tactical</p>	
<p>C. Communications</p> <p>*For each question, please check those that apply and describe in the text box to the right.</p>	<p>Does your agency provide routine communication through presentations, webinars, shift briefing announcements, e-newsletters, flyers, brochures, etc, surrounding any of the PRO elements?</p>	<p>Mental Physical Spiritual Social Financial Tactical</p>	



**SECTION V (CONTINUED)
POLICIES AND STANDARDS FOR OPERATING PROCEDURES (SOPs) FOR OFFICER SAFETY AND WELLNESS**

<p>D. Resource Connection</p> <p>*For each question, please check those that apply and describe in the text box to the right.</p>	<p>Does your agency have a policy/SOP in place to consistency provide officers with up-to-date, local resources for support and assistance with any of the PRO elements?</p>	<p>Mental Physical Spiritual Social Financial Tactical</p>	
<p>E. Rewards</p> <p>*For each question, please check those that apply and describe in the text box to the right.</p>	<p>Does your agency have a policy or SOP in place to provide quick-guides/manuals to optimize wellness?</p>	<p>Mental Physical Spiritual Social Financial Tactical</p>	
	<p>Does the agency incentive any PRO elements?</p>	<p>Mental Physical Spiritual Social Financial Tactical</p>	



**SECTION VI
PROFESSIONAL COLLABORATION TO OPTIMIZE OFFICER SAFETY AND WELLNESS**

<p>A. Internal and External Collaboration with Wellness Professionals and/or Companies</p>	<p>Does your agency employ full time professionally qualified personnel or companies in line with any of the PRO elements?</p>	<p>Mental Physical Spiritual Social Financial Tactical</p>	
<p>*For each question, please check those that apply and describe in the text box to the right.</p>	<p>Does your agency employ any part time professionally qualified personnel or companies in line with any of the PRO elements?</p>	<p>Mental Physical Spiritual Social Financial Tactical</p>	
	<p>Does your agency contract with any professionally qualified personnel or companies in line with any of the PRO elements?</p>	<p>Mental Physical Spiritual Social Financial Tactical</p>	
	<p>Does your agency allow professionally qualified personnel or companies to voluntarily provide wellness support for staff at no cost to the employees?</p>	<p>Mental Physical Spiritual Social Financial Tactical</p>	
	<p>Does your agency utilize or distribute resources related from their health insurance provider related to any of the PRO elements?</p>	<p>Mental Physical Spiritual Social Financial Tactical</p>	
	<p>Does your agency issue any web or mobile-based trainings related to any PRO elements?</p>	<p>Mental Physical Spiritual Social Financial Tactical</p>	



**SECTION VI (CONTINUED)
PROFESSIONAL COLLABORATION TO OPTIMIZE OFFICER SAFETY AND WELLNESS**

<p>B. Integration of Internal and External Wellness Professionals and /or Companies</p> <p>*For each question, please check those that apply and describe in the text box to the right.</p>	<p>Does your agency include the presence of wellness professionals during a training accompanying any of the PRO elements?</p>	<p>Mental Physical Spiritual Social Financial Tactical</p>	
	<p>Does your agency team officers with wellness professional to develop a plan surrounding any of the PRO elements in order to implement that plan?</p>	<p>Mental Physical Spiritual Social Financial Tactical</p>	

**SECTION VII
INTERNAL SUPPORT SYSTEM FOR OFFICER SAFETY AND WELLNESS**

<p>A. Peer-to-Peer</p> <p>*For each question, please check those that apply and describe in the text box to the right.</p>	<p>Does your agency have a peer to peer system regarding any of the PRO elements?</p>	<p>Mental Physical Spiritual Social Financial Tactical</p>	
<p>B. Family</p> <p>*For each question, please check those that apply and describe in the text box to the right.</p>	<p>Does your agency have a family support group or team regarding any of the PRO elements?</p>	<p>Mental Physical Spiritual Social Financial Tactical</p>	
	<p>Does your agency have training or events for which the spouses and children can participate in regarding any of the PRO elements?</p>	<p>Mental Physical Spiritual Social Financial Tactical</p>	

**SECTION VIII
OFFICER SAFETY AND WELLNESS PROGRAM METRICS**

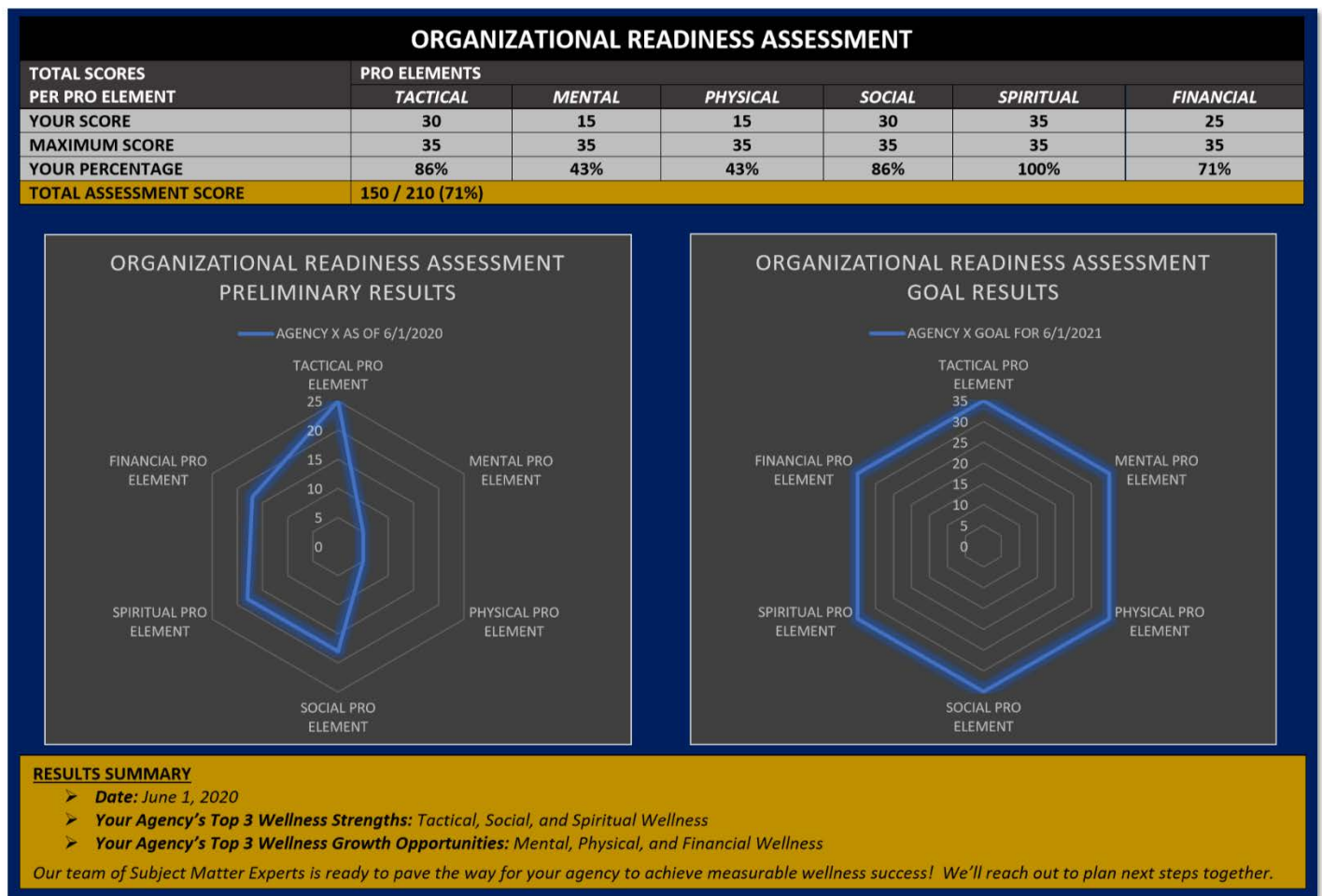
<p>A. Program Utilization</p> <p>*For each question, please check those that apply and describe in the text box to the right.</p>	<p>Does your agency measure program utilization by any of the PRO elements?</p>	<p>Mental Physical Spiritual Social Financial Tactical</p>	
<p>B. Program Effectiveness</p> <p>*For each question, please check those that apply and describe in the text box to the right.</p>	<p>Does your agency measure the effectiveness of the programs implemented for any of the PRO elements?</p>	<p>Mental Physical Spiritual Social Financial Tactical</p>	
<p>C. Employee Satisfaction</p> <p>*For each question, please check those that apply and describe in the text box to the right.</p>	<p>Does your agency measure employee satisfaction for any of the programs utilizing PRO elements?</p>	<p>Mental Physical Spiritual Social Financial Tactical</p>	

SECTION IX ASSESSMENT RESULTS

Thank you for taking the Organizational Readiness Assessment. Click to see your initial scores:

PRO Element	Your Score	Maximum Score	Your Percentage
Mental		30	
Physical		30	
Social		30	
Spiritual		30	
Financial		30	
Tactical		30	

An Executive Results Report will be provided if you submit the Organizational Readiness Assessment (see example below).



STEP 2: INVITE ACTIONABLE EMPLOYEE INPUT

How it Works

Based on your agency's structure, size, health and wellness needs, and resource availability, our Subject Matter Experts (SMEs) will customize a "Wellness Interest Survey" that will help you identify the wellness goals that are most relevant and most meaningful to employees. The results will help your agency make wise, informed, data-based decisions about which elements of wellness to prioritize first, in order to simultaneously maximize your employees' health improvements and satisfaction for wellness program success at each step of implementation.



STEP 3: STRATEGICALLY BUILD A WELLNESS OPTIMIZATION PLAN

How it Works

We recognize that each agency has unique needs and preferences. Therefore, we will provide the following team of Subject Matter Experts (SMEs) to guide you through steps 3 through 5 to ensure your highest satisfaction level.

TACTICAL PRO ELEMENT SUBJECT MATTER EXPERT

Joel Pope is a San Antonio Police Department Academy instructor who teaches law enforcement officers and police trainees in emergency vehicle operations, patrol tactics, and officer health and wellness.

Joel knows effective training of law enforcement personnel translates into higher personal satisfaction for officers. This elevated personal satisfaction directly translates into better police services for our community members and builds trust between law enforcement and those they serve.

Joel has spent over a decade developing various law enforcement training programs. These programs are based in realistic scenario training, with an emphasis on stress control techniques and performance psychology as it relates to critical police response. Joel supports officer career and life development by implementing Performance Recovery Optimization techniques, a first within the San Antonio Police Department. Based on Joel's work with San Antonio Police psychological services, San Antonio was chosen and presented to the U.S. Congress as an example of health and wellness programs designed to provide successful law enforcement mental health and wellness strategies. Joel currently works with the International Association of Chiefs of Police as a training consultant working with major cities across the United States. Preparing police officers to be safe and healthy inspires Joel's work due to the direct impact it has on the community they are serving.

Joel is a local, state and federal trained police instructor with 24 years of law enforcement experience. Joel has trained and provided training programs for numerous police agencies, corporate and community members alike. Joel volunteers with the youth of San Antonio specifically with JUSDSON ISD Learning academy for at risk youth and The Boys and Girls Clubs of San Antonio SMART Moves program.

Joel holds a Bachelor of Science in Criminal Justice from Texas State University-[1996]; and a TCOLE Master Peace Officer License.

Annie Salinas is an Academy Instructor with the San Antonio Police Department. Annie teaches current law enforcement officers and cadets in: Tactics, Use of Force, PRO Wellness, Taser operation, Cultural Diversity, Patrol Operations, De-Escalation in the midst of Verbal Conflict, and Interactions with the Transgender Community. Previous areas of instruction include: Fair and Impartial Policing, Civil Process, and Racial Profiling.

Annie understands the importance of promoting high quality use of force reality-based training in relation to increasing an officer's effectiveness. This increased effectiveness correlates to enhanced community relations as community members will be better able to trust and respect officers' decision making and authority, which directly impacts an officer's morale and sense of comprehensive well-being.

Annie has been a Tactics Instructor since May 2016. Her unit uses scenario-based training with occasional stress inoculation with cadets and officers to allow the individual to identify how they are affected by stress. Annie teaches several courses which allows her the opportunity to emphasize the utilization of stress control techniques consistently throughout her interactions with law enforcement officers. Annie currently works as a Training Consultant with the International Association of Chiefs of Police. As a consultant, Annie is able to work with major cities across the United States in an effort to enhance comprehensive officer performance and wellness, something she is extremely passionate about.

Annie is a local and state trained police instructor with 14 years of law enforcement experience. Annie has trained numerous law enforcement agencies as well as community members in a variety of areas. Annie also volunteers with local schools and youth organizations, specifically the Christian Youth Organization (CYO) and The Boys and Girls Clubs of San Antonio SMART Moves program.

Annie holds a Bachelor of Arts degree in Criminal Justice and a Bachelor of Arts degree in Political Science from the University of Texas at San Antonio (2004). Annie also holds a TCOLE Advanced Peace Officer License.

MENTAL PRO ELEMENT SUBJECT MATTER EXPERT

Dr. Brandi Burque-DeCarlo is currently a psychologist with the Bexar County Sheriff's Office San where she is responsible for providing psychological treatment for police officers and their families, teaching classes for the police academy, and on call with their Crisis Negotiation Unit. She formerly was a staff psychologist for the San Antonio Police Department from 2013-2019. In 2010, Dr. Burque-DeCarlo and Dr. Deloria Wilson from Air Force Security Forces developed an innovative stress management program for military and civilian law enforcement based upon principles from sports, law enforcement and military psychology. This program has since been implemented at SAPD entitled *Performance & Recovery Optimization (PRO)* starting in 2013 and has flourished and grown with the needs of the department thanks to officers teaming up in developing and enhancing the program. PRO has received recognition from the International Association of Chiefs of Police (IACP), the Center for Naval Analysis (CNA), and the Department of Justice (DOJ). She has worked with CNA and IACP on the 21st Century Policing Initiative, consulting with departments such as South Dakota Highway Patrol, Hennepin County Sheriff's Office, Baton Rouge Police Department, and the Oakland Police Department. Dr. Burque-DeCarlo has presented at the FBI National Academy on topics such as PTSD and Critical Incident Stress Management and Crisis Intervention Teams. She has also presented on the risk and protective factors and case studies of school violence to several law enforcement agencies in the Midwest as part of a FBI collaboration. Previous clinical experience since 2006 includes the Broward Sheriff's Office, the North Chicago VA, US Army's Warrior Resiliency Program, and the Danville VA. She is also owner of PRO Wellness Services, PLLC., a company based in the "Cop & Doc" Model where officers and mental health professionals come together to bring the latest and culturally relevant consultation services to first responder agencies across the nation.

Officer Cliff Burns is originally from Jacksonville, Florida. He is a graduate of Georgia Military College and Excelsior College with a Bachelor's degree in psychology. He served in the US Army as an Infantry officer and Psychological Operations officer. He is an Operation Iraqi Freedom veteran. He has been an officer with the San Antonio Police Department for six years. He is a Field Training Officer and has served on assignments with several specialty units around the department. In his spare time, he actively volunteers as a member of several boards and committees for the San Antonio Police Officers Association. He has written article for Police Chief Magazine on resiliency for officers and developed the mindset module for the nationally recognizes officer wellness program, *Performance & Recovery Optimization*.

PHYSICAL PRO ELEMENT SUBJECT MATTER EXPERT

Mandy Nice has over 14 years of experience developing and implementing nationally award-winning, science-based, results-proven, practical programs that measurably improve the physical strength and resilience of tactical athletes and civilians. She currently serves as the Tactical Program Associate Manager of the National Strength and Conditioning Association (NSCA). Her primary role is to help equip members of law enforcement, the military, and firefighters with the research, tools, and resources they need to establish safe and effective tactical athletic programs that optimize job performance and reduce injury risk.

Mandy also actively serves as a guest speaker at state, national and international law enforcement conferences to share industry best practices and strategic solutions for sustainable tactical athleticism. Some highlights include: Expert Panel Speaker for Building Resiliency at the 2017 annual International Association of Chiefs of Police (IACP) Conference, a presenter of LEO physical fitness solutions at the 2019 IACP Officer Safety and Wellness Symposium, and a presenter of LEO physical fitness program strategies at the 2019 National Tactical Officers Association.

As a small business owner for over 14 years, Mandy is honored to continue supporting multiple law enforcement agencies across the country as well as city, county and state governments. She also serves corporations in the private sector (to date, over 45, including many Fortune 500 companies). Mandy is most passionate about helping tactical professionals implement programs that produce high participant satisfaction and quantifiable wellness success. Inspired by their measurable results, she has authored articles that outline proven strategies for scalable, effective, efficient, engaging exercise and wellness programs. These articles have been published in prestigious publications including the IACP's The Police Chief Magazine, The FBI National Academy's FBINAA Associate Magazine and NSCA's Tactical Strength and Conditioning Report.

Mandy holds numerous certifications in corporate wellness and tactical fitness training, some of which include the U.S. Army Master Fitness Trainer certification, the NSCA Tactical Strength and Conditioning Facilitator Recertification with Distinction, the Blue Courage Trainer certification, the NSCA Certified Personal Trainer Recertification with Distinction, and the Functional Movement L2 Systems certification. She looks forward to continuing to serve tactical professionals, as her greatest motivator is optimizing their fitness and wellness, so they can enjoy strong, healthy careers and long retirements.

SOCIAL PRO ELEMENT SUBJECT MATTER EXPERT

Nic Allen is a born and raised South Dakotan who has a passion for public service. He enlisted in the South Dakota National Guard in 2002, and is a combat veteran deploying twice in support of Operation Enduring Freedom. In 2005 Nic was hired by the South Dakota Highway Patrol. Nic worked 9 years as a State Trooper, specializing as a member of the agency's SWAT team and in forensic crash reconstruction. Nic transitioned from working the road to serving as a Victim Witness Coordinator for over three years in the agency's Crash Assistance Program. The program was designed to assist victims of crime, specifically in traffic related incidents and crashes.

OFFICER SAFETY AND WELLNESS STRATEGIC PROGRAM DEVELOPMENT TOOLKIT



However, it evolved into providing assistance to law enforcement officers and their families who became victims of crime due to assaults, etc. Because of Nic's passion for taking care of law enforcement officers and families, he was tasked with developing a wellness program for the South Dakota Highway Patrol. Nic was appointed as the wellness coordinator and helped establish the agency's peer support and critical incident response teams, as well as the development of other wellness programs. Nic currently works full time in the South Dakota National Guard where he serves as an AGR for the 235th Military Police Company. He lives in Rapid City, SD with his wife and three children.

Officer William Kasberg is a 26-year veteran of the San Antonio Police Department. He is an innovative and inspired trainer with a focus on application to create better community service, personal development and wellness with a focus on the individual and betterment of the organization through training, understanding and practical application skills. He is a co-author of the emergency crisis response curriculum for US Marshals Service and co-creator of SAPD's mental and behavioral health restoration community-oriented policing unit. He has served as a Mental Health Peace Officer, DWI Taskforce member and Field Training Officer. William also served in the US Air Force from 1986-1994 in the explosives & narcotics detection unit as a Kennel Master & Master Trainer. Along with Officer Purkiss, he developed and taught community engagement classes with the Baltimore Police Department and traveled to multiple locations to deliver this innovative training course.

Officer Shannon Purkiss has been with the San Antonio Police Department since 2010. She is currently working with the DUI Traffic Unit and has experience investigating and processing major accidents involving serious bodily injury or fatalities with a focus on intoxicated drivers. Prior to her extensive work with DUI enforcement and investigations, she became a subject matter expert in crisis intervention. Passionate about her work, Officer Purkiss has devoted her time creating training courses on crisis intervention, mental health intervention and officer/community engagement. She has taught classes with Winner's Circle Tactical Solutions on community engagement and crisis intervention in cities like Baltimore in collaboration with their local police department to mend community trauma and increase resilience.

SPIRITUAL PRO ELEMENT SUBJECT MATTER EXPERT

Officer William Kasberg is a 26-year veteran of the San Antonio Police Department. He is an innovative and inspired trainer with a focus on application to create better community service, personal development and wellness with a focus on the individual and betterment of the organization through training, understanding and practical application skills. He is a co-author of the emergency crisis response curriculum for US Marshals Service and co-creator of SAPD's mental and behavioral health restoration community-oriented policing unit. He has served as a Mental Health Peace Officer, DWI Taskforce member and Field Training Officer. William also served in the US Air Force from 1986-1994 in the explosives & narcotics detection unit as a Kennel Master & Master Trainer. Along with Officer Purkiss, he developed and taught community engagement classes with the Baltimore Police Department and traveled to multiple locations to deliver this innovative training course.

Officer Cliff Burns is originally from Jacksonville, Florida. He is a graduate of Georgia Military College and Excelsior College with a Bachelor's degree in psychology. He served in the US Army as an Infantry officer and Psychological Operations officer. He is an Operation Iraqi Freedom veteran. He has been an officer with the San Antonio Police Department for six years. He is a Field Training Officer and has served on assignments with several specialty units around the department. In his spare time, he actively volunteers as a member of several boards and committees for the San Antonio Police Officers Association. He has written article for Police Chief Magazine on resiliency for officers and developed the mindset module for the nationally recognizes officer wellness program, *Performance & Recovery Optimization*.

FINANCIAL PRO ELEMENT SUBJECT MATTER EXPERT

Paulo & Jovita Perez were both born & raised on the westside of San Antonio. They have been married for 29 years. They have raised 3 sons & are grandparents to 2 granddaughters. Straight after graduation Paulo joined and honorably served active duty 5 years (1991 - 1997) in the United States Marine Corps during Operations Restore Hope, Continue Hope and Distant Runner. After his exit from the military Paulo started his career in Law Enforcement with the Bexar County Sheriff's Department in 1997 to present. He has worked in the jail, patrol, and several warrant divisions. He has been on specialized teams such as SERT & SWAT. Jovita held a 21 year career as a banker, 20 years with USAA Federal Savings Bank & 1 year with Security Service Federal Credit Union.

Paulo & Jovita joined Primerica in July of 2019 where they started their financial services business. They started this business because they love educating and helping Main Street families. Jovita works their business full-time and Paulo works it with her part-time. They are very proud to be in the service business of protecting families through life insurance and helping them work out game plans to achieve financial freedom. Both are life insurance licensed through the state of Texas and are working on their investment licenses. They are currently Division Managers and will be promoted to Regional Leaders in November of 2020. By early 2021 they will become Regional Vice Presidents & they will be opening their own Financial Services Office in San Antonio. Jovita is also involved with the Women in Primerica organization and with the Hispanic American Leadership Council. They are proud problem solvers. Paulo & Jovita are very excited for what the bright future holds for them and to be in such a blessed position to change people's lives in a positive & healthy manner.

STEP 4: CONNECT WITH RESOURCES AND PROGRAMS

How it Works

The team of Subject Matter Experts (SMEs) introduced in step 3 will connect you to resources and programs that meet your agency's unique needs and preferences. As a starting point, the following pages will suggest initial resources and guidance material for your agency based on the results of your Assessment Results. We encourage you to contact our experienced SMEs to review your Assessment Results in detail.

LAW ENFORCEMENT PHYSICAL FITNESS RESOURCES & GUIDANCE

STEP 1: CIRCLE YOUR STARTING POINT

LOW SCORE (0-49%)	MODERATE SCORE (50-79%)	HIGH SCORE (80-100%)
-----------------------------	-----------------------------------	--------------------------------

STEP 2: REVIEW CORRESPONDING STRATEGIES AND RESOURCES TO IMPROVE

<p>LOW SCORE IMPROVEMENT STRATEGY Assess your agency's need and interest for increasing physical fitness support</p>	<p>MODERATE SCORE IMPROVEMENT STRATEGY Increase positive program engagement and measurable results</p>	<p>HIGH SCORE IMPROVEMENT STRATEGY Expand program leadership to maximize success sustainability</p>
<p>EXAMPLE SUCCESS RESOURCES</p> <ul style="list-style-type: none"> ➢ Statistics and research related to the criticality of law enforcement physical fitness ➢ The Nice Life, LLC's Employee Fitness Interest Survey & implementation toolkit 	<p>EXAMPLE SUCCESS RESOURCES</p> <ul style="list-style-type: none"> ➢ Got Your Six™ Law Enforcement Physical Fitness Training App ➢ Cutting edge research and best practices for law enforcement fitness program engagement 	<p>EXAMPLE SUCCESS RESOURCES</p> <ul style="list-style-type: none"> ➢ National Strength and Conditioning Association Tactical Strength and Conditioning Course ➢ National Strength and Conditioning Association Tactical Strength and Conditioning Facilitator Certification

STEP 3: RECEIVE YOUR PROFESSIONALLY CUSTOMIZED SUCCESS ACTION PLAN

Contact our experienced Subject Matter Expert Mandy Nice (at 407-754-6190 or TheNiceLifeNow@gmail.com), who will review your Assessment Results, provide professional feedback, listen to your goals, priorities, and preferences, and produce a corresponding customized Success Action Plan that you can share with your agency. This service is fully complimentary and obligation-free.

LAW ENFORCEMENT MENTAL ELEMENT RESOURCES & GUIDANCE

STEP 1: CIRCLE YOUR STARTING POINT

LOW SCORE
(0-49%)

MODERATE SCORE
(50-79%)

HIGH SCORE
(80-100%)

STEP 2: REVIEW CORRESPONDING STRATEGIES AND RESOURCES TO IMPROVE

LOW SCORE IMPROVEMENT STRATEGY

Find mental health providers and review options for SOP development

EXAMPLE SUCCESS RESOURCES

- Review what providers are in your community that take your agency's insurance
- Review the provider(s) that conduct applicant testing
- [Sample SOPs](#) and [Directive](#)

MODERATE SCORE IMPROVEMENT STRATEGY

Increase strategies to assist officers in mental health wellness

EXAMPLE SUCCESS RESOURCES

- Interview, assess and train possible MH providers
- Have mental health providers develop and push outreach initiatives

HIGH SCORE IMPROVEMENT STRATEGY

Embed mental health providers in training & increase access to services

EXAMPLE SUCCESS RESOURCES

- [Embed MH providers as part of training cadre](#)
- Engage with community partners to increase the access to care for a wider range of issues (i.e., [substance abuse treatment](#) and [PTSD](#))
- Develop a 6 element approach to officer wellness utilizing PRO Model

**MENTAL
OPTIMIZATION**

STEP 3: RECEIVE YOUR PROFESSIONALLY CUSTOMIZED SUCCESS ACTION PLAN

Contact our experienced Subject Matter Experts Dr. Brandi Burque, Dr. Deloria Wilson, and Officer Cliff Burns at brandipro2016@gmail.com, 954-802-7419, who will review your Assessment Results, provide professional feedback, listen to your goals, priorities, and preferences, and produce a corresponding customized Success Action Plan that you can share with your agency. This service is fully complimentary and obligation-free.

**LAW ENFORCEMENT SOCIAL ELEMENT
RESOURCES & GUIDANCE**

STEP 1: CIRCLE YOUR STARTING POINT

LOW SCORE
(0-49%)

MODERATE SCORE
(50-79%)

HIGH SCORE
(80-100%)

STEP 2: REVIEW CORRESPONDING STRATEGIES AND RESOURCES TO IMPROVE

**LOW SCORE
IMPROVEMENT
STRATEGY**

Review SOP samples and determine feasibility of Peer Support/Family Assistance programs

**MODERATE SCORE
IMPROVEMENT
STRATEGY**

Recruit volunteers in the agency, schedule training and develop the SOP

**HIGH SCORE
IMPROVEMENT
STRATEGY**

Establish treatment networks, Support Groups and Family Groups

**SOCIAL
OPTIMIZATION**

**EXAMPLE SUCCESS
RESOURCES**

- [Sample Peer Support SOP](#)
- [Sample Family Assistance SOP](#)
- [IACP Peer Support Guidelines](#)

**EXAMPLE SUCCESS
RESOURCES**

- [Sample agency MOU](#)
- Sample agency peer support [application](#) and [nomination](#) forms
- Sample agency [Code of Ethics](#)
- [Peer Support Purpose PowerPoint](#)

**EXAMPLE SUCCESS
RESOURCES**

- [PTSD Foundation of America](#)
- [Police Wives of America](#)

STEP 3: RECEIVE YOUR PROFESSIONALLY CUSTOMIZED SUCCESS ACTION PLAN

Contact our experienced Subject Matter Experts Officer William Kasberg, Officer Shannon Purkiss, Cora Olsen, and Nic Allen at brandipro2016@gmail.com who will review your Assessment Results, provide professional feedback, listen to your goals, priorities, and preferences, and produce a corresponding customized Success Action Plan that you can share with your agency. This service is fully complimentary and obligation-free.

**LAW ENFORCEMENT SPIRITUAL ELEMENT
RESOURCES & GUIDANCE**

STEP 1: CIRCLE YOUR STARTING POINT

LOW SCORE
(0-49%)

MODERATE SCORE
(50-79%)

HIGH SCORE
(80-100%)

STEP 2: REVIEW CORRESPONDING STRATEGIES AND RESOURCES TO IMPROVE

**LOW SCORE
IMPROVEMENT
STRATEGY**

Mindset Strengthening at Individual Level

**MODERATE SCORE
IMPROVEMENT
STRATEGY**

Mindset Broadening at Group Level

**HIGH SCORE
IMPROVEMENT
STRATEGY**

Advanced Agency Wide Mindset Integration

**SPIRITUAL
OPTIMIZATION**

**EXAMPLE SUCCESS
RESOURCES**

- Daily Stoic Exercises
- Journaling Exercises
- Mindfulness Exercises

**EXAMPLE SUCCESS
RESOURCES**

- Mindset Modules for Academy Cadets
- Mindset Modules at In-Service

**EXAMPLE SUCCESS
RESOURCES**

- Newsletter Reinforcing Mindset Strategies
- Training for Supervisors on how to Strengthen Mindset of Subordinates
- Training for Peer Support Persons to Reinforce Mindset in the Field

STEP 3: RECEIVE YOUR PROFESSIONALLY CUSTOMIZED SUCCESS ACTION PLAN

Contact our experienced Subject Matter Expert Officers William Kasberg and Clifford Burns at (210) 818-8435 who will review your Assessment Results, provide professional feedback, listen to your goals, priorities, and preferences, and produce a corresponding customized Success Action Plan that you can share with your agency. This service is fully complimentary and obligation-free.

**LAW ENFORCEMENT FINANCIAL ELEMENT
RESOURCES & GUIDANCE**

STEP 1: CIRCLE YOUR STARTING POINT

LOW SCORE
(0-49%)

MODERATE SCORE
(50-79%)

HIGH SCORE
(80-100%)

STEP 2: REVIEW CORRESPONDING STRATEGIES AND RESOURCES TO IMPROVE

**LOW SCORE
IMPROVEMENT
STRATEGY**

Recruit area credit unions and banks to offer financial classes

**MODERATE SCORE
IMPROVEMENT
STRATEGY**

Review other department's strategies and see what internal resources you may have

**HIGH SCORE
IMPROVEMENT
STRATEGY**

Choose an instructor and embed them within department

**PHYSICAL
FITNESS
OPTIMIZATION**

**EXAMPLE SUCCESS
RESOURCES**

- [Financial Literacy for Law Enforcement](#)
- [Financial Fitness for Law Enforcement Officers](#)
- [National Police Credit Union](#)

**EXAMPLE SUCCESS
RESOURCES**

- [Examples](#) of agency's financial counseling programs

**EXAMPLE SUCCESS
RESOURCES**

- [Texas Sheriff's Office and Primerica](#)
- [Financial Cops](#)

STEP 3: RECEIVE YOUR PROFESSIONALLY CUSTOMIZED SUCCESS ACTION PLAN

Contact our experienced Subject Matter Experts Deputy Paulo Perez and Ms. Jo Perez at brandipro2016@gmail.com who will review your Assessment Results, provide professional feedback, listen to your goals, priorities, and preferences, and produce a corresponding customized Success Action Plan that you can share with your agency. This service is fully complimentary and obligation-free.

LAW ENFORCEMENT TACTICAL ELEMENT RESOURCES & GUIDANCE

STEP 1: CIRCLE YOUR STARTING POINT

LOW SCORE
(0-49%)

MODERATE SCORE
(50-79%)

HIGH SCORE
(80-100%)

STEP 2: REVIEW CORRESPONDING STRATEGIES AND RESOURCES TO IMPROVE

LOW SCORE IMPROVEMENT STRATEGY

Review current lesson plans, academy staff, and determine gaps in language

EXAMPLE SUCCESS RESOURCES

- [CNA Spotlight](#)
- [Performance, Health & Recovery](#)
- [Police Chief Magazine](#)

MODERATE SCORE IMPROVEMENT STRATEGY

Create academy lesson plans and develop in-service/yearly training

EXAMPLE SUCCESS RESOURCES

- [Sample lesson plans](#) via consultation phone call
- [Training Ideas](#) via consultation phone call

HIGH SCORE IMPROVEMENT STRATEGY

Network other training and embed a performance psychologist

EXAMPLE SUCCESS RESOURCES

- [Reality Defense Training](#)
- [Q&A with Instructors](#)

**TACTICAL
OPTIMIZATION**

STEP 3: RECEIVE YOUR PROFESSIONALLY CUSTOMIZED SUCCESS ACTION PLAN

Contact our experienced Subject Matter Experts Officers Joel Pope, Annie Salinas, and Officer Jessie Noriega at info@prowellnesspllc.com who will review your Assessment Results, provide professional feedback, listen to your goals, priorities, and preferences, and produce a corresponding customized Success Action Plan that you can share with your agency. This service is fully complimentary and obligation-free.



STEP 5: CONTINUE SUCCESS

How it Works

Our team of Subject Matter Experts (SMEs) will work with your agency to repeat steps 1 through 4 until your wellness support system has been optimized to offer full employee support in all 6 PRO Elements.