



FAIRBURN GEORGIA POLICE DEPARTMENT OPERATIONS MANUAL



CHAPTER 23 Wellness Program

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INDEX

I. PURPOSE

II. DEFINITIONS

III. RULES AND REGULATIONS

- A Wellness Coordinator and Assistant Coordinators
- B Validation of Necessary Certifications
- C Wellness Program Evaluation
- D Professional Development and Resiliency

STANDARD OPERATING PROCEDURES (S.O.P)

S.O.P. 23-1 PHYSICAL WELLNESS

S.O.P. 23-2 MENTAL AND EMOTIONAL WELLNESS

S.O.P. 23-3 OTHER WELLNESS INITIATIVES

S.O.P. 23-4 AWARDS AND RECOGNITION SYSTEM

S.O.P. 23-5 HOUSING ALLOWANCE PROGRAM

I. PURPOSE

The purpose of this policy is to provide guidance on establishing and maintaining a proactive wellness program for department members.

The wellness program is intended to be a holistic approach to a member's well-being and encompasses aspects such as physical fitness, mental and emotional health, and overall wellness.

II. DEFINITIONS

- A. Certified peer support member- an emergency responder or chaplain who is assigned by the agency and certified as a peer support member by the Georgia Department of Public Safety Support (DPSS) to provide emotional and moral support to officers after an incident in which they were acting within the scope of their employment or because of job-related stress.
- B. Critical Incident Stress Debriefing (CISD)- A standardized approach using a discussion format to provide education, support, and emotional release opportunities for members involved in work-related critical incidents.
- C. Critical Incident- An event or situation that may cause a strong emotional, cognitive, or physical reaction that has the potential to interfere with daily life.
- D. Peer Support Event- Any debriefing, defusing, or coaching session conducted by a certified peer support member that involves the emotional or moral support of an officer because of job-related stress or an incident in which the emergency responder was involved while acting in an official capacity.

III. RULES AND REGULATIONS

- A Wellness Coordinator and Assistant Coordinators – The Chief of Police will appoint a wellness coordinator, who in turn will appoint assistants. The coordinator will report directly to the Chief of Police, or the authorized designee, and should collaborate with advisers as appropriate, to fulfill the responsibilities of the position, including but not limited to:
 - 1. Identifying wellness support providers (i.e. licensed psychotherapists, external peer support providers, physical therapists, dietitians, physical fitness trainers holding accredited certifications).
 - a) As appropriate, selected providers should be trained and experienced in providing mental wellness support and counseling to public safety personnel.
 - b) When practicable, the department should not use the same licensed psychotherapist for both member wellness support and fitness for duty evaluations or employment hiring.
 - 2. Developing management and operational procedures for department peer support members, such as:
 - a) Peer support member selection and retention.
 - b) Training and applicable certification requirements.
 - c) Deployment
 - d) Managing potential conflicts between peer support members and those seeking service
 - e) Monitoring and mitigating peer support member emotional fatigue (i.e. compassion fatigue) associated with providing peer support
 - f) Using qualified peer support personnel from other public safety agencies or outside organizations for department peer support, as appropriate.
 - 3. Verifying members have reasonable access to peer support or licensed psychotherapist support.
 - 4. Establishing procedures for CISDs, including:
 - a) Defining the types of incidents that may initiate debriefings.

b) Steps for organizing debriefings.

5. Facilitating the delivery of wellness information, training, and support through various methods appropriate for the situation (i.e. Wellness Applications, cloud-based applications, emails, Special Orders)

6. Verifying a confidential, appropriate, and timely Employee Assistance Program (EAP) is available for members through the City, and also through the use of police provided wellness application(s). This also includes:

- a) Obtaining a written description of the program services.
- b) Providing methods to obtain program services.
- c) Providing referrals to the EAP for appropriate diagnosis, treatment, and follow-up resources.
- d) Obtaining written procedures and guidelines for referrals to, or mandatory participation in, the program.
- e) Obtaining training for supervisors in their role and responsibilities, and identification of member behaviors that would indicate the existence of member concerns, programs, or issues that could impact member job performance.

7. The appointment of the Wellness Coordinator position, or Assistant Coordinator, is voluntary in nature and is not grounds for additional financial compensation. At any point, the coordinator may voluntarily step-down from this role if the job of coordinator begins to impede the responsibilities of the coordinator's primary job function.

B Validation of Necessary Certifications- The Wellness Coordinator will ensure that all points of contact that specialize in the area sought are certified through the appropriate board, or nationally recognized accreditation.

1. Chaplaincy- the Police Chaplain(s) serves as a spiritual guide, mentor, or coach and is designated by the Chief of Police from within the community who serves in a non-denominational capacity.

2. Peer Support Team- group of individuals consisting of agency members who have undergone training in peer support methods (i.e. certified through Georgia Department of Public Safety Support- OPSS)

3. Dietician/Nutritionist- a certified individual (internal or external from the agency) that serves as someone that assists those seeking improvements in his/her own individual diet and nutrition.

4. Physical Trainer- a certified personal trainer (internal or external from the agency) that serves as a point of contact for an officer that is seeking improvements or learning the basics regarding improvements upon his/her physical fitness levels.

C Wellness Program Evaluation- At least annually, the coordinator or the authorized designee should audit the effectiveness of the department's wellness program and prepare a report summarizing the findings. The report shall not contain the names of members participating in the wellness program, and should include the following information:

1. Data on the types of support services provided

2. Wait times for support services
3. Participant feedback, if available
4. Program improvement recommendations
5. Policy revision recommendations

The coordinator should present the completed audit to the Chief of Police for review and consideration of updates to improve program effectiveness. Report should be submitted no later than the end of the calendar year. All results shall be published for all department personnel.

- D. Professional Development and Resiliency – the Agency acknowledges that each individual responsible for any portion of the Wellness program must receive the proper training, certification, in addition to annual refresher training and/or enhanced, advanced training.
- a. Peer Support personnel will receive certification through a recognized Peer Support resource; members will have annual training in addition to recurring meetings with other Peer Support members and the Wellness Coordinator or Assistant Coordinator.
 - b. Georgia POST Resiliency Training is a more hands-on and holistic approach that addresses the mental, physical, social, spiritual and financial aspects of resiliency and provides applicable scientific information and tools that are specific to police officers. It's intervention training aimed at promoted health and well-being for police officers. All peer support members and coordinators will complete this training based upon course offerings and budgetary constraints.
 - c. Additional advanced, specialized training or certifications sought by members of the Wellness Program will receive authorization from the Wellness Coordinator or Chief of Police. Any requested course should be justified in writing as to the benefits that said course will provide to the Wellness Program. Any approved course shall be added within this policy for future publications.
 - d. The Wellness Coordinator or Assistant Coordinators should collaborate with the Training Officer to provide all members with regular education and training on topics related to member wellness, including but not limited to:
 - i. The availability and range of department wellness support systems.
 - ii. Suicide prevention, anger management, and alcohol and substance disorder awareness
 - iii. Recognizing and managing mental distress, emotional fatigue, post-traumatic stress, and other possible reactions to trauma.
 - iv. Marriage and family wellness.
 - v. Countering sleep deprivation and physical fatigue, benefits of exercise and proper nutrition.

vi. Effective time and personal financial management skills.

**STANDARD OPERATING PROCEDURE
EFFECTIVE: 10/01/2023**

S.O.P. 23-1 PHYSICAL WELLNESS

I. Purpose

The purpose of this policy is to acknowledge that the agency understands the importance of physical readiness.

Physical readiness or fitness is important because it determines an individual's capability to perform strenuous job tasks. It is job related.

Secondly, maintaining a professional image has a direct impact on how the public judges police officers. This judgment affects how effectively "police presence" produces a deterrent effect. Your physical appearance is related to your fitness.

Lastly, physical fitness is important to minimize risk for a variety of health problems, many of which can also affect job performance. The fitness areas required to do the job are the same necessary for good health. Cardiovascular disease, high blood pressure, lung cancer, colon cancer, and diabetes are almost at epidemic proportions in our country. The Agency also acknowledges that some conditions are hereditary in nature, but the emphasis of good physical fitness is still vital for those that have hereditary conditions.

II. Policy

It is the policy of this agency to provide the framework for department personnel to improve upon an individual's physical readiness. The department acknowledges that an officer's physical fitness level directly correlates to the officer's ability to serve the community in a safe and professional manner. All department employees will make a voluntary effort to improve his/her physical readiness levels. The goal of this policy is to assist police officers in determining their fitness level and the overall fitness of the department, as well as preparing officers to meet, and continue to meet, the physical demands of the job.

III. Physical Fitness Plan

A. Gym Usage

1. Location

- a) The agency will provide a paid gym membership to all full-time department employees, both sworn and non-sworn, interested in improving his/her physical fitness unless a gym facility is located within the police department.
- b) Each employee will be provided with a keycard to access the gym facility, or FOB entry access if the gym is located within police HQ.
- c) This keycard will provide two purposes:
 - (1) Confirm usage of the gym facility by the individual
 - (2) Utilized for end of month billing for each individual that used the gym (if gym is contracted out)

2. Time

- a) Each 12-hour employee (UPD) will be afforded a maximum of one (1) hour to focus on physical fitness while on the clock, if call volume allows.
- b) Each 8- or 10-hour employee will be afforded a maximum of forty-five (45) minutes to focus on physical fitness while on the clock.
- c) All employees can utilize the gym facility before or after work duty hours.

3. Limitations and Requirements

- a) Each employee will submit a signed usage agreement with a liability release or assumption of risk prior to utilizing the contracted gym facility, or internal gym facility within the police department.
- b) The liability release form will be kept on file within the person's personnel file. It is incumbent upon each member to understand the risks involved with exercise and to ask questions if there is some portion of the release they do not understand or if they have any other concerns.
- c) All individuals that choose to utilize the gym facility while on the clock must receive authorization from his/her direct report supervisor before conducting his/her physical fitness workout.
- d) The supervisor must weigh two factors before authorizing an individual to go to the gym:
 - (1) Current staffing needs
 - (2) Current, or expected, workload to include calls-for-service
- e) A supervisor has the authority to call back an individual from a workout routine if circumstances outlined above change to affect overall operational efficiency within the department.
- f) Supervisors, and individuals that choose to focus on physical wellness, acknowledge and understand that overall operational efficiency will not deteriorate. The program's success depends on the level of communication between individual and supervisor.
- g) All supervisors should have tentative plans on how to accommodate and motivate all subordinates to aim on self-improvement in the physical fitness realm.
- h) Until a gym facility is within the police department, those employees that take part in the paid gym membership program agree, and acknowledge, to utilize the external gym facility a minimum of four (4) times during a given month (either off-duty or on-duty). This agreement and acknowledgement by the employee is to ensure that money allocated to pay for individual gym memberships is properly spent.

B. Individual Physical Readiness

1. Jiu-Jitsu Partnership and Training

- a) The agency recognizes the need for sworn officers to have the skills and knowledge to properly and safely engage a combative suspect, or someone that may be passive-aggressive. The department has partnered with a local facility in order to provide the training resources for all sworn personnel.
- b) One of the biggest benefits of jiu-jitsu training to officer's health and wellness is relief from acute and chronic stress;
- c) Other benefits include physical fitness, reduction in injuries to officers or the suspect the officer is attempting to control, and ability and confidence to handle a suspect without immediately deferring to the use of other non-lethal resources (i.e. Taser, baton, O/C spray). It also develops problem-solving skills, builds an officer's patience, provides a form of self-defense, and builds confidence.

2. Requirements

- a) Jiu-Jitsu training sessions will be held one day a month and each session will last 1.5 hours in length. Location will be dictated by the Agency Training Instructor or Wellness Coordinator.
- b) Uniform for each session consists of t-shirt and shorts, which do not have pockets or a drawstring, or exercise pants. The use of wrestling shoes or socks are permitted, or in some cases barefoot. Any amendments to the uniform for training will be dictated by the Agency Training Instructor, Wellness Coordinator, or jiu-jitsu instructor(s).
- c) Each full-time sworn officer in the agency will be required to attend at least one jiu-jitsu training session each quarter. The quarters are outlined by fiscal year: 1Q- October through December, 2Q- January through March, 3Q- April through June, and 4Q- July through September.
- d) Each officer will be credited with POST training hours, if a POST instructor is present. Officers that attend will be paid 2 hours of overtime.
- e) Each full-time sworn officer will be required to meet the training requirement. This training is voluntary for the reserve officer component.

C. Other Resources

- 1. External Trainer- The Wellness Coordinator, or Assistant Coordinators, will provide contact information to all those employees interested in speaking with, or working with, a certified personal trainer. The personal trainer will be certified through an accredited agency, such as International Sports Sciences Association (ISSA), National Academy of Sports Medicine (NASM), or any other similar physical trainer certification. The use of a physical trainer is beneficial for those that are beginners with physical fitness, or those that seek to improve upon

his/her routines and have plans for specific area improvements.

2. Internal Trainer- The Wellness Coordinator will vet and select one or two employees that exemplify great physical fitness that are interested in being physical trainers within the department. The selected individual(s) must also complete the necessary certification(s) required to be a physical trainer prior to giving any formal fitness instructions to employees seeking professional advice or guidance. The task of being the department Physical Trainer is voluntary in nature and is not grounds for additional financial compensation. The certification fees will be paid by the Agency.

3. Wellness Application- The wellness application specifically provides physical fitness focused exercises and/or assessments to help employee(s) adjust his/her gym workout or provide a start-point to build upon. This resource is department provided, and the user is anonymous.

**STANDARD OPERATING PROCEDURE
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S.O.P. 23-2 MENTAL AND EMOTIONAL WELLNESS

I. Purpose

Law enforcement duties often expose employees to both routine acute stress and highly stressful situations that cannot be resolved through regular coping mechanisms. Unless adequately addressed, these situations may cause disabling emotional, psychological, and physical problems. Preparing for and providing support for daily stress and stress following a traumatic incident will assist in minimizing the chances that employees will experience negative physical, cognitive, emotional, and behavioral reactions.

The purpose of this policy is intended to provide all personnel with access to mental health services and address the management of stress resulting from exposure to traumatic incidents.

II. Definitions

- A. Acute Stress Disorder- an intense reaction to trauma within a month after a traumatic event.
- B. Employee Assistance Program (EAP)- Confidential mental health services provided by a third party and sponsored by the employer.
- C. Impacted Personnel- any employee who is identified as being affected by a traumatic incident. This may include employees who are on the scene at the time of the incident, individuals who respond to the scene immediately following the incident, and/or support personnel participating in the response to the incident.
- D. Mental Health Services- services provided by an agency-employed and/or agency-contracted qualified mental health professional.
- E. Peer Support- a program designed to provide one-on-one emotional, social, or practical support and referrals to additional professional services, when needed. The program comprises specifically trained sworn or civilian colleagues, referred to as peer support persons, who are not counselors or therapists.
- F. Peer Support Team Members- a formal group of individuals consisting of agency members who have undergone training in peer support methods.
- G. Post-traumatic Stress Disorder (PTSD)- an intense and persistent reaction to trauma including intrusive thoughts, avoidance behaviors, negative thoughts and feelings, and/or arousal and reactive symptoms that disrupts one's normal functional ability.
- H. Resiliency- the capacity to prepare for, recover from, adapt to, and navigate through stress and adversity, to include applying skills to everyday life to strengthen one's ability to overcome challenges, maintain peak performance, and thrive personally and professionally.

III. Policy

It is the policy of this agency to provide all personnel with access to mental health services to help them preempt and resolve emotional difficulties and to take those measures necessary in

the provision of mental services to ensure their wellness and safety. It is also the policy of this agency to take immediate action after traumatic incidents to safeguard the continued mental wellness of all involved or impacted personnel.

IV. Procedures

A. Incident After Action Reviews (AARs)

1. Incident AARs are line-level incident debriefings that should be lead by the Lieutenant, Sergeant, or Corporal (if supervising the shift). These types of debriefings occur for instances that do not rise to the level of CISD. However, if the supervisor, during the AAR, feels that an officer(s) has been deeply affected to the detriment of the officer's wellbeing, the supervisor will notify the Wellness Coordinator or Assistant Coordinators.
2. These types of instances include, but are not limited to, suspicious or unexplained deaths that officers respond to, high liability instances such as a vehicle pursuit or response to resistance case (excluding instances where a fatality or use of deadly force occurred), fatality accidents, serious sexual offenses, domestic violence cases. The supervisor should make the determination if an AAR is applicable.
3. AARs promote transparency and communication. The goals that the supervisor, and officers participating, are:
 - a) An understanding of the facts of what occurred and the response by sworn officers to the instance. The AAR pushes communication since officers will have different points of view on what he/she saw and did.
 - b) Was the response to the instance effective and appropriate?
 - c) How can we, or individual officers, improve upon the response to the instance moving forward?
 - d) A wellness check of each to ensure no recurring issue with the mental or emotional wellness of the officer.
4. Any AAR should be completed on the template provided by the Watch Commander, or CID Commander. Information shall be passed to the next level up. The purpose is to replicate the good actions that were taken, while also learning from and avoiding the errors for future instances that other personnel may incur.
5. Any officer that violates law, policy, or directive shall still be handled accordingly. The AAR does not act as a failsafe to avoid any disciplinary action(s) that may have occurred during the instance.
6. AARs should only include the supervisor and officers involved, in addition to the appropriate chain of command (if applicable).

B. Critical Incident Stress Debriefing (CISD)

1. A CISD should occur as soon as practicable following a critical incident. The Wellness Coordinator or Assistant Coordinators are responsible for organizing

the debriefing.

2. Notes and recorded statements shall not be taken because the sole purpose of the debriefing is to help mitigate the stress-related effects of a critical incident.
3. The debriefing is not part of any investigative process. Care should be taken not to release or repeat any communication made during a debriefing unless otherwise authorized by policy, law, or a valid court order.
4. Attendance at the debriefing should only include Agency peer support members, and/or certified peer support members and those directly involved in the incident.
5. Communications between officers and certified peer support members are privileged and will be confidential. Any violation of confidentiality will be immediate dismissal from the Peer Support group and found to be a Category I violation.
6. CISD should occur for critical incidents such as an officer killed or severely injured, officer's use of deadly force, suicide of an officer/family member, personally knowing the victim of an event, significant severe case where children are involved, or any distressing situation or event that profoundly changes or disrupts an individual's physical or psychological functioning or wellbeing.
7. Supervisors should act as the first line of defense, or the "eyes and ears", for their subordinates and notify the Wellness Coordinator, or Assistant Coordinators, if he/she feels there is an instance that needs a CISD to occur.
8. CISD should occur in a location that is private, preferably away from the Police Department Headquarters.

C. Department Peer Support Program

1. Peer Support Member Selection Criteria- the selection of a department peer support member will be at the discretion of the Wellness Coordinator and Assistant Coordinators. Selection should be based on the member's:
 - a) Desire to be a peer support member.
 - b) Experience or tenure
 - c) Demonstrated ability as a positive role model.
 - d) Ability to communicate and interact effectively.
 - e) Evaluation by supervisors and any current peer support members.
2. Only sworn officers, police administrative civilians, or chaplains shall be eligible to become certified peer support trained members.
3. Peer Support Responsibilities- the responsibilities of department peer support members include:
 - a) Providing pre- and post-critical incident support

b) Presenting department members with periodic training on wellness topics, including but not limited to stress management, suicide prevention, and how to access support resources.

c) Providing referrals to licensed psychotherapists and other resources, where appropriate. Referrals should be made to department-designated resources in situations that are beyond the scope of the peer support member's training.

4. Peer Support Requirements- a certified peer support member providing moral or emotional support to an officer because of job-related stress or an incident that occurred within the officer's scope of employment shall meet the following requirements:

a) Complete training in critical stress management or peer support by a recognized training agency (i.e. Regional Counterdrug Training Academy, Georgia Department of Public Safety Support, or any other similarly recognized peer support authorized by the Wellness Coordinator)

b) Full-time employee with the Agency, or designated Police Chaplain

c) Designated in writing as a certified peer support member by the Chief of Police or the authorized designee.

5. Peer Support Communications

a) Although the Department will honor the sensitivity of communications with peer support members, there is no legal privilege to such communications.

b) Communications between officers and certified peer support members are confidential unless an exception applies (refer OCGA 24-5-510):

(1) Disclosure is authorized by the client, or if the client is deceased, by his or her executor or administrator, and if an executor or administrator is not appointed, by the client's next of kin;

(2) Compelled by court order;

(3) The peer counselor was an initial responding public safety officer, witness, or party to an act that is the subject of the counseling;

(4) The communication was made when the peer counselor was not performing official duties; or

(5) The officer is charged with a crime.

c) Privilege created by OCGA 24-5-510 shall not be grounds to fail to comply with mandatory reporting requirements set forth in OCGA 19-7-5.

D. Chaplaincy Program- the department recognizes the stress both sworn and civilian

employees face daily. Employees may need guidance, counseling, and assistance to effectively deal with this stress in their personal and professional lives. Employees who have retired from the department also face a variety of concerns and may require assistance. Additionally, there are times when a chaplain may be needed to provide support and comfort to a citizen.

1. Qualifications

- a) Chaplains must be ordained or appointed clergy members or law enforcement or military trained chaplains.
- b) Chaplains are trained through the ordainment and appointment process to the clergy. Chaplains may attend periodic training through the clergy.
- c) Candidates for chaplain must display no obvious impairments which would hinder him/her in the performance of chaplain duties and responsibilities.

2. Requirements

- a) Must submit to criminal and driver's history checks through Georgia Crime Information Center and the National Crime Information Center;
- b) Can have no criminal convictions other than minor traffic violations.
- c) Must possess a valid Georgia driver's license.
- d) Chaplains shall be appointed by the Chief of Police

3. Chaplain Duties and Responsibilities

- a) Provide emotional and spiritual support to employees, their families, retirees, and citizens as requested.
- b) Make serious injury or death notifications when requested by a police supervisor;
- c) Call and/or visit sick and injured Agency employees at home or in the hospital.
- d) Counsel with families of deceased or terminally ill members of the Department.
- e) Attend, participate in, and/or officiate at funerals for active or retired Fairburn Police Department members and their immediate family members as requested by the members' families, and approved by the Chief of Police.
- f) Participate in training classes.
- g) Attend and/or participate in Department graduations, promotion activities, award ceremonies, dinners, social events, as directed by the Chief of Police or his designee.

- h) Meet and counsel employees/retirees having personal problems, upon their request.
- i) Respond, upon request, to serious motor vehicle crashes, major disasters, hostage situations, and assist those involved by acting as a liaison between victims, their families, and the Fairburn Police Department. Upon arrival at the scene of an incident or situation, chaplains shall report to and receive direction from the highest-ranking police supervisor present.
- j) Represent the agency before official bodies and at public functions upon the request of the Chief of Police.
- k) Respond to all major incidents requiring chaplain services.
- l) Be available for public relations efforts or other situations as needed.
- m) Serve as liaison between the agency and other religious leaders in the community.
- n) Make referrals in cases where specialized attention is needed, or in those cases beyond the chaplain's ability to effectively assist.
- o) Be tactful and considerate in approaching all people, regardless of race, sex, religion, or creed.
- p) Be familiar with community medical, psychiatric, and other helping resources in the area.
- q) Maintain high spiritual and moral standards.

4. Professional Conduct of the Chaplain

- a) Because of the nature of the information received in personal counseling and through confidential reports and/or observations, chaplains must maintain the strictest of confidence in all personal, personnel, and law enforcement related matters.
- b) Chaplains' personal convictions shall not give them the right to disdain (verbally, in writing, or by actions) the faith, or lack thereof, of others, nor shall chaplains attempt to recruit/convert others for membership in a specific church and/or denomination. The chaplain shall strive for an unbiased understanding of all faiths and beliefs.
- c) Chaplains bear heavy responsibilities to foster integrity and honor within the agency and shall refuse gifts, favors or gratuities, which the public could interpret as being offered to influence others.
- d) Chaplains shall always discharge their duties with attitudes of reverence and professionalism.

5. Equipment/Uniform- Chaplains will be issued a police department identification card identifying them as chaplains, which will be displayed at all

times while in service. A badge and uniform will also be issued.

6. Compensation- Chaplains are volunteers, not paid employees or sworn officers of the department, who receive no additional compensation for chaplain services.

E. Employee Assistance Program (EAPs)

An EAP is an employee benefit program, typically administered to assist employees with personal and/or work-related issues that may impact the employee's job performance, health, and mental and emotional wellness. The EAP serves an important role when supervisory referrals are the impetus for an employee seeking treatment and may also encourage the employee to refer themselves for counseling.

The City of Fairburn offers an EAP service powered by CorpCare EAP. It is free of charge to all employees and their families. All calls are confidential and available 24/7. The City's EAP offers assistance with parenting problems, marital concerns, depression, eldercare referral, family problems, emotional upsets, alcohol/drug misuse, childcare referral, work difficulties, stress problems, financial/legal referral, and other personal concerns.

The service includes six (6) professional, confidential counseling sessions to employees and household members each fiscal year. The contact number for the City of Fairburn's EAP service is 1-800-728-9444, or visit www.betterhelp.com/corpcare.

F. Other Emotional/Mental Resources

In addition to the City of Fairburn's EAP service, the Agency has partnered with a resource that is more directed towards law enforcement professionals. The department understands that some EAP services are inadequate for the unique stressors that police officers encounter. The Agency acknowledges the cultural stigma that creates a barrier to most individuals seeking help for emotional and behavioral issues.

The Agency has partnered with Cordico Wellness solution, which will address these challenges. It provides the resource in the officer's hand (phone application) that will provide on-demand access to relevant, trusted and effective wellness resources, without collecting any personal information.

The application is confidential and anonymous. It includes assessments, the ability to connect to the agency peer support team or other external law enforcement peer support teams, chaplains, and other external therapists or resources. The application addresses substance abuse, burnout, grief and loss, family support, financial fitness, healthy habits, PTSD, suicide prevention, fitness, and nutrition, to name a few. The self-assessments and continuous range of videos and guides are designed specifically to help law enforcement develop healthy habits, strengthen personal relationships, and improve resiliency.

Different from other law enforcement wellness applications, this partnership is also available for all employees, sworn and non-sworn, family members, retired officers, and reserve officers.

Aside from this application, there are numerous other law enforcement and first

responder resources available for employees. See Appendix C for list of websites that provide additional information and assistance towards resiliency and wellness.

**STANDARD OPERATING PROCEDURE
EFFECTIVE: 10/01/2023**

S.O.P. 23-3 OTHER WELLNESS INITIATIVES

I. Purpose

The purpose of this policy is to outline other initiatives that the department is taking to address officer wellness. The goal is to be the leading agency as it relates to officer wellness, which entails the implementation of projects that very few agencies have applied, or no agency has executed.

II. Policy

It is the policy of this agency to allocate the appropriate funds and resources to implement initiatives within the agency that will benefit officers. The initiatives outlined below are proactive programs applied.

III. Procedures

A. IV Hydration- The Agency has partnered with a local company to provide this resource to full-time department employees. IV hydration is a method of delivering fluids, nutrients, and medications directly into the bloodstream.

1. Benefits of this option include:

- a) Ensuring 100% absorption of the substances for optimal use and minimal waste
- b) Speeding up the effectiveness of treatment and reducing recovery time
- c) Being easier on the digestive system than oral intake of fluids and supplements
- d) Customizing to the body's needs and preferences.
- e) Boosting immunity, flushing toxins, and improving cognitive function.
- f) Replenishing electrolytes and energy.

2. Qualifications for this Initiative

- a) Eligible only for full-time department employees, sworn or non-sworn.
- b) Only allotted one IV drip bag per month from the partnering company; will have a choice between three options. Refer to Appendix A for more information or to the issued Wellness Brochure.
- c) Required to sign the agency roster at the partnering company upon completion of the IV drip bag; this signed roster is utilized for monthly billing and confirms the individual's use of the resource.

B. Quiet “Zen” Room – The job of law enforcement officers tends to be high stress, sometimes high noise environments. The Agency understands the mental stress that builds, and therefore a room solely constructed and designated as the “Zen” room is available for use by employees.

1. Benefits of this option include:

- a) Improved concentration and calmness.
- b) Reduced stress levels.
- c) Improved immune system.
- d) Relaxation and rejuvenation of the mind and body.
- e) Time to reflect and analyze situations.
- f) Opportunity to take a break from the noise and chaos of the job.

2. Restrictions on usage of this option:

- a) Employees must have prior approval from his/her direct supervisor.
- b) Employees will utilize the room for no longer than 20 minutes.
- c) Employees will ensure the room is cleaned and left in the same condition as when he/she entered the room.
- d) No more than one employee at a time will utilize the Zen room.

C. Team Building Event/Competitions – team building activities and competitions help create a positive work environment that encourages teams to work diligently, enhance communication skills, build leadership skills, reinforce the Agency’s culture, and encourage creativity and innovation.

The Agency, with the goal of building a culture of teamwork and cohesiveness, will implement events/competitions during the fiscal year. Some competitions will be on-going events that run an extended timeframe and do not require an individual’s personal time outside of work.

However, some events may be off-site and outside of scheduled duty hours. These events will be voluntary, but the intended goal is to have fun as a group and reinforce cohesiveness within a shift or unit.

The Team Building events/competitions will be promoted and handled by the Wellness Coordinator or Assistant Coordinator(s).

D. Financial Wellness- **RESERVED TBA**

E. Chiropractic Care – **RESERVED TBA**

F. Massage Therapy / Cold Therapy – **RESERVED TBA**

G. Police Animal Wellness Support (PAWS) Dog Unit – **RESERVED TBA**

S.O.P. 23-4 AWARDS AND RECOGNITION SYSTEM

I. Purpose

The purpose of this policy is to recognize and reward employees for their hard work and achievements, which can help boost morale and motivation. Awards can also be used to promote healthy competition among employees, which can lead to increased productivity and better performance. Additionally, awards can be used to recognize employees who have made significant contributions to the company or who have gone above and beyond in their work. This system can help create a culture of excellence within the Agency and encourage others to strive for greatness as well.

II. Policy

It is the policy of this Agency to recognize and acknowledge exceptional individual or group achievements, performance, proficiency, heroism, and service of its employees and individuals from the community through commendations and awards.

III. Annual Departmental Awards- All annual departmental awards are recognized based on a calendar year. All departmental awards will be awarded by the Chief of Police and the awardee's supervisor. See Appendix B for the ribbon bar identification.

A. Type of Annual Awards-

1. Medal of Valor

- a) This award may be granted for acts of bravery and dedication to service above and beyond the call of duty and a willingness to place the safety of others before that of the officer in the face of imminent danger.
- b) Employees will receive a certificate, medal, and ribbon bar.
- c) The award will be presented by the Chief of Police and the employee's supervisor at the Annual City of Fairburn Christmas Banquet.
- d) Appropriate press coverage should be present upon presentation of the award, when feasible.

2. Police Purple Heart

- a) This award may be granted when an officer is seriously injured in the line of duty due to a hostile act or hazardous situation. This includes but is not limited to injuries incurred while arresting or attempting to arrest a subject, clearing a building, being shot or stabbed.
- b) Employees will receive a certificate, medal, and ribbon bar.

3. Life Saving Award

- a) This award may be granted to any employee whose actions are directly responsible for saving a human life, or where evidence indicated

the employee's actions sustained an individual's life until released to professional medical care.

b) The employee will receive a certificate, acrylic award, and ribbon bar.

4. Supervisor of the Year

a) This award may be granted to any ranking supervisor that holds the rank of Sergeant or Corporal.

b) The award is for outstanding service and commitment to the highest standards of excellence and/or displaying excellent leadership skills.

c) Best exemplifies the leadership qualities and effectiveness of a professional police officer and supervisor; presented to the supervisor who is well regarded by peers and higher command, and their abilities place them above other eligible supervisors.

d) The recipient of the award is selected by the Command Staff

e) Employee will receive a certificate, acrylic award, and ribbon bar.

5. Officer of the Year

a) This award may be granted to any ranking officer that holds the rank of Patrol Officer or Senior Patrol Officer.

b) Awarded to a member of the department who earned the recognition of his/her supervisors for service which would entail such action as exceptional courage or bravery or performed exceptional meritorious service to the department in duties of great responsibility. For service not related to actual crisis, the term "duties of great responsibility" applies to a narrow range of positions other than in crisis situations and requires evidence of significant achievement.

c) Best exemplifies the qualities, characteristics, and effectiveness of a professional police officer; presented to the officer who goes above and beyond the call of duty in their service and their actions place them above other eligible officers.

d) Employee will receive a certificate, acrylic award, and ribbon bar.

6. Rookie of the Year

a) Patrol Officers that have less than 1 year of law enforcement experience (time after Basic Mandate graduation) are eligible for this award.

b) Awarded to a member of the department who earned the recognition of his/her supervisors for service which would entail such action as exceptional courage or bravery or performed exceptional meritorious service to the department in duties of great responsibility. For service not related to actual crisis, the term "duties of great responsibility" applies to a narrow range of positions other than in crisis situations and requires

evidence of significant achievement.

c) Best exemplifies the qualities, characteristics, and effectiveness of a professional police officer; presented to the officer who goes above and beyond the call of duty in their service, and their actions place them above other eligible young, new officers.

d) Employee will receive a certificate, acrylic award, and ribbon bar.

7. Detective of the Year

a) This award may be granted to any sworn officer that is assigned to the Criminal Investigations Division, holding the rank of Detective, Corporal Detective, or Sergeant Detective.

b) Awarded to a member within Criminal Investigations Division that best exemplifies the expectations and effectiveness of a detective; his/her actions as a detective are evident by all and investigative knowledge, techniques, and ability to investigate cases has reflected well upon the department.

c) Employee will receive a certificate, acrylic award, and ribbon bar.

8. Traffic Safety Officer of the Year

a) Sworn police officers of any rank are eligible for this award.

b) Award is based on accidents handled during the year, amount of DUI cases made, and traffic stops completed. Also, the work product for all necessary traffic-type reports will be a factor.

c) Employee will receive a certificate, acrylic award, and ribbon bar.

9. Administrator of the Year

a) Non-sworn, civilian employees are eligible for this award.

b) Based upon outstanding performance and dedication in the performance of his/her duties; consistently provides outstanding customer service.

c) Employee will receive a certificate and acrylic award.

10. Top Shooter of the Year

a) All sworn officers are eligible for this award.

b) Officers that score 90% or higher on the annual department qualifications will then enter into a shootout course. The shootout course will be established by the Training Lieutenant and/or Firearms Range Master. Awardee is based on highest score from the firearms course.

c) Employee will receive a certificate, acrylic award, and ribbon bar.

11. Chief's Award

- a) This award may be granted to any employee or citizen for performance of outstanding community service, performance that improves operations, and/or actions that embody the goals of this department as established in the Fairburn Police Department SOP Chapter 2- Agency Goals.
- b) The awardee is solely selected by the Chief of Police
- c) Employee will receive a certificate, acrylic award, and ribbon bar.

B. Requirements

1. Eligibility- To be considered for the above awards, candidates should have accomplished at least the following throughout the last twelve (12) months:

- a) Demonstrated an above average overall job performance as evidenced by work related documents.
- b) Consistently displayed a professional appearance and demeanor, which is well documented and recognized as common knowledge.
- c) Had no disciplinary action requiring administrative action, resulting in unpaid leave. Any pending actions must not be of a severe nature.
- d) Sick leave records indicate no sick leave abuse.
- e) The candidate has performed some meritorious achievement that is worthy of recognition because of the honor that achievement has bestowed upon the officer and the Department.

2. Nominations- Each Lieutenant, Sergeant, and Corporal may nominate one person for Officer of the Year, Rookie of the Year, Administrator of the Year, and Detective of the Year. A Commendation Form shall be completed for any employee, and the annual award that is being recommended. The form shall address the following:

- a) Work Ethic
- b) Level of Professionalism
- c) Willingness to work with others.
- d) Job activity
- e) Meritorious Achievement
- f) Overall Performance as a Police Officer/Supervisor/Detective
- g) Any additional information that would be pertinent to the specific award

3. Documentation and supporting evidence must be included to substantiate this award (i.e. Incident Report, firsthand knowledge). The Commendation Review Board will then review all recommendations and determine which officers qualify for consideration for the award. The Commendation Review Board will review all nominations and recommendations and make a final recommendation to the Chief of Police.

C. Commendation Review Board- The Commendation Review Board will consist of both Division Commanders and the Deputy Chief of Police

1. Responsibilities

a) The board is responsible for reviewing all recommendations for awards or commendations and providing a selection to the Chief of Police

b) The board will discuss what award is appropriate based on the information provided and shall forward a recommendation to the Chief of Police for review. If the board determines that no award is appropriate, they will make that recommendation.

c) The board will convene annually, typically in the month of November, for awardees to be recognized in December during the City of Fairburn's Christmas Banquet. In the event of no city banquet, the awardees will be recognized by the Chief of Police during the January department event.

2. Procedures for Making Recommendations

a) A recommendation for an award can be made by anyone in the Department, as well as any citizen. All employee recommendations shall be submitted using the inter-office departmental memo header. Recommendations from citizens may be accepted, by letter via mail, email, or phone call.

b) Recommendations should be submitted through the chain-of-command within ten (10) days of the act or action deserving recognition, if possible.

c) All recommendations submitted by citizens and employees will be held by the Commendation Review Board until the end of the year when the board convenes to review nominations and submitted recommendations.

3. Review Board Procedures

a) The Commendation Review Board shall schedule an annual meeting to review all recommendations, as well as nominations made on the Commendation Forms.

b) If the incident is currently being investigated, the board will forward the Commendation Form and supporting documentation to the Deputy Chief to hold for review the following year.

c) The Commendation Review Board shall direct a Command Staff member to gather further information concerning the act(s), to include gathering Incident Reports, summary of Internal Affairs Reports, if

applicable, and other written data, as well as interviewing officers, citizens, or witnesses if needed.

d) Once all information is gathered, the Review Board will meet again to review any applicable documentation.

e) Once the Commendation Review Board has finalized their recommendation selections for the annual awards, the list will be sent to the Chief of Police for final approval.

4. Wearing of Ribbon Bars on Uniform

a) Ribbon bars are optional when wearing the short sleeve Class A uniform, however are mandatory when wearing the long sleeve Class A Dress Uniform (i.e. with hat/tie). Center all ribbons over the right pocket. The bottom of the ribbon bar shall be flush with the top of the right pocket. Ribbon bars will be worn in order of precedence as seen in the diagram below with one (1) being the most important and nine (9) being the least important. A maximum of nine (9) ribbon bars may be worn on the uniform at a time. Ribbon bars are NOT permitted on the outer vest cover and shall not be worn with the Class B duty uniform.

3	2	1
6	5	4
9	8	7

b) Authorized ribbons in order of precedence with award requirements in descending order:

- (1) Medal of Valor (see above)
- (2) Police Purple Heart (see above)
- (3) Life Saving Award (see above)
- (4) Chief's Award (see above)
- (5) Supervisor of the Year (see above)
- (6) Detective of the Year (see above)
- (7) Officer of the Year (see above)
- (8) Rookie of the Year (see above)
- (9) Top Shooter Award (see above)
- (10) Traffic Safety Officer of the Year (see above)
- (11) Southern Police Institute- Graduated SPI
- (12) FBI National Academy- Graduated FBINA
- (13) FBI-LEEDA Trilogy- Completion of FBI-LEEDA Trilogy
- (14) Georgia Law Enforcement Command College – Graduated the Command College course.
- (15) Instructor – POST Certified Instructor
- (16) Field Training Officer – State Certified Field Training Officer
- (17) S.W.A.T. – Active or Retired SWAT Member

- (18) Military Service/Veteran (Retired, Guard, Reserve)
- (19) Crisis Intervention Training (CIT) Certified
- (20) Honor Guard – Complete Post Recognized Color/Honor Guard Training and Serve as a member of the departmental Honor Guard Team

IV. City of Fairburn Public Safety Employee of the Quarter Award

- A. The City of Fairburn’s Human Resources, in conjunction with City of Fairburn Administrators, established a Public Safety Employee of the Quarter Award. This award is only eligible for full-time sworn police officers and full-time firefighters. Eligibility of public safety employees must also show no negative or poor performance in job history spanning back one (1) year and nominated employee must not have had disciplinary action (written reprimand or adverse action) within the last 12-month period.
- B. The City of Fairburn’s criteria is outlined in a Human Resources submission form that is provided quarterly to Command Staff and the public safety employee must make a great overall contribution to the City of Fairburn in one or more of the following areas:
 - 1. Any series of events which demonstrates personal initiative by the employee to better serve the department and the City of Fairburn
 - 2. Provided suggestions or ideas which have increased the efficiency of service or created a cost saving for their respective department/office.
 - 3. Any single contribution of an outstanding nature to his/her office, the City of Fairburn
 - 4. Outstanding distinctive achievements in the areas of individual improvement through education and/or on-the-job training.
 - 5. Provide innovative safety ideas to improve and promote safety.
 - 6. Must be in good standing with maintaining time and attendance policy.
- C. The Commendation Review Board will utilize any submitted recommendations that have been made during the quarter to assist in nominations. If no recommendations have been submitted by citizens, officers, or supervisors, the Commendation Review Board or Chief of Police may nominate any employee for this award if the employee meets any of the above criteria outlined in the award.

V. Informal Reward Tier System

- A. In addition to the above award systems, the Chief of Police has implemented a tier based informal reward system. It is vital to employee morale that employees are recognized for their achievements and consistent hard work.
- B. Procedures for Tier System
 - 1. Any employee that achieves, completes, or is deserving recognition will be awarded a customized annual department reward chip.

- a) The accumulation of reward chips is submitted in exchange for rewards. The awards are displayed within the Chief of Police's office within a locked glass case for all to see.
- b) The tier system will be based on the submission of 3, 6, 9, 12, or 15 reward chips.
- c) Once an employee chooses to submit reward chips for a reward, the chips will be placed back into distribution for awarding to other employees.
- d) A logbook will be maintained by the Chief of Police that annotates the name of the employee that submitted chips, amount of chips submitted, and reward that was selected. This is done for auditing purposes.
- e) When all items are exhausted from a specific tier, the Command Staff will implement a replacement reward within said tier.

2. Each year will have a different customized reward chip for awarding.

3. All previous years' reward chips still held by an employee will still be eligible for use in the program. Any previous years' reward chips not held by an employee will be void and no longer in circulation.

C. Awarding of Reward Chips

1. Command Staff will meet weekly for meetings, where discussions will occur regarding the rewarding of chips to employees for acts that are worthy of such. The awarding of such will be done by the Chief of Police or Command Staff member.

2. The Chief of Police, or his designee, reserves the right to award chips to any employee at will.

D. Awards within the tier system are intended to be geared towards individual health and wellness, team building, or department pride.

**STANDARD OPERATING PROCEDURE
EFFECTIVE: 10/01/2023**

S.O.P. 23-5 HOUSING ALLOWANCE PROGRAM

I. PURPOSE:

The purpose of this Order is to establish the implementation of a Public Safety Housing Allowance Program within the Agency.

II. ELIGIBILITY

In order to be eligible for the Public Safety Housing Allowance Program, employee must meet the following criteria:

- Must be a sworn Police Officer (P.O.S.T. certified) and employed with the City of Fairburn and off his/her six (6) month employment probationary period
- Address must be the employee's physical address. P.O. box addresses will not be accepted
- Must reside within the police jurisdiction city limits of City of Fairburn

III. GUIDELINES

Each eligible employee will receive a maximum allowance of \$350 per month. The housing allowance shall be treated as an allowance and paid monthly through payroll and subject to all compensation taxes, such as federal and state income taxes, Medicare, Social Security, etc. The allowance funds are not wage payments and not considered for retirement or other wage-based benefits.

The housing allowance terminates immediately upon the employee's date of separation from the City or if the recipient moves outside of the city limits. Each recipient is responsible for contacting the Chief of Police immediately if his/her housing situation changes and if he/she is receiving the allowance beyond the approved period.

If the recipient is placed on Paid/Unpaid Administrative Leave, the department may suspend the payment during that period. The Chief of Police may also review the eligibility for continued participation after the administrative leave period has ended.

The department does not guarantee that the Public Safety Housing Allowance Program will continue indefinitely, and it may decide to modify or end the program with/without notice. The benefit will need to be budgeted each year and all eligible participants would need to reapply at the beginning of each fiscal budget year.

Additionally, all participants must complete the Police Housing Allowance Program application and submit the following documentation:

- Property Owner- Copy of the most recent tax bill to verify the property is within the City of Fairburn city limits and an official monthly mortgage statement addressed to the employee. The address provided must be the employee's primary residence.
- Renter- Copy of the fully executed lease agreement with the employee's name on the document. The address provided must be the employee's primary residence.

The City of Fairburn reserves the right to terminate an employee's participation in the program if he/she defaults on the terms of their lease, is evicted from the property, terminates their lease

agreement, is no longer employed fulltime with the City of Fairburn either on his/her own accord, or P.O.S.T. certification becomes inactive, suspended, or revoked.

IV. APPLICATION PROCESS

The eligible officer must complete the Public Safety Housing Allowance Program application and submit it, along with the supporting documentation named above, to the Chief of Police.

The Chief of Police will review the packet and applicant will receive a notification letter once approved and awarded. Payment of the monthly \$350 will occur at the beginning of the month.

All qualified applications will be awarded based on priority list: Property Owner, Renter, and Renter that serves as Courtesy Officer. Once all budgeted slots are filled, all other applications will be placed on a waitlist in the order in which they were received should available funding become available to expand the program.

Any employee that is found to be deceitful or attempts to attain Agency funds in a fraudulent manner will result in an Internal Affairs investigation that could result in disciplinary action, up to and including termination.

APPENDIX A

REFERENCE	SOP CHAPTER 23-3 OTHER WELLNESS INITIATIVES
BUSINESS NAME	NEWNAN PURIFI IV
LOCATION	21 MARKET SQUARE, NEWNAN GA 30265 PH: 678-423-2965
EFFECTIVE DATE	10/01/2023

Each month, an employee will be afforded the opportunity to choose one of the following IV fluids. The following provides information about each one to provide the employee with the knowledge for appropriate selection.

1. Be Admyred / Classic Myer's

- a. **What is it about?** Classic Myer's Cocktail invented by Dr. Myer's and hugely popular for its numerous benefits that treat a wide variety of symptoms. Support for immunity, reinforced nerve health, pain relief, improved memory, support for bone health, increased energy, boosted mood, better blood and circulatory system health, migraine prevention and treatment.
- b. **What's in it?** Ingredients include saline, Magnesium, B Vitamins, Calcium, and Ascorbic Acid (Vitamin C)
- c. **Why it works?** Saline hydrates and replaces electrolytes. Ascorbic acid, known as Vitamin C, bolsters your immunity so you're ready for anything that comes your way. It also helps your body heal everything from muscles to blood vessels, which brings pain relief and helps you feel better. Magnesium and B vitamins support great neurological function, combat migraines, improve your memory and focus and overall enrich your brain health. Magnesium also promotes a healthy heartbeat, which is great for your blood and circulatory system health. B vitamins boost your mood and energy. And calcium keeps your bones in top shape, while also relaxing your muscles, which equates to relief for your aches and pains.

2. Be Renewed / Recovery

- a. **What is it about?** The perfect cocktail when you are recovering. Whether you are recuperating from surgery or a tough workout, this IV drip will bring your body the hydration and vitamins it needs to restore and recover well.
- b. **What's in it?** Ingredients include saline, Magnesium, B Vitamins
- c. **Why it works?** Saline hydrates and replaces electrolytes. Magnesium and B vitamins support great neurological function, combat migraines, improve your memory and focus and overall enrich your brain health. Magnesium also promotes a healthy heartbeat, which is great for your blood and circulatory system health. B vitamins boost your mood and energy.

3. Be Hydrated / Simple Fluids

- a. **What is it about?** Hydrate effectively and fast. This drip is simple fluids- saline with no additives.
- b. **What's in it?** Ingredients include saline.
- c. **Why it works?** Saline hydrates and replaces electrolytes. This is hospital-grade hydration.

In addition to one of the selected IV hydration fluids that an employee selects, the partnership also includes the option of a B-12 injection shot upon completion of the fluids.

4. The Energizer / B12 (OPTIONAL)

- a. **Benefits-** B12 is the best known of the B vitamins for being an energy-boosting and mood-lifting nutrient. This powerful vitamin helps create red blood cells and DNA and aids in the development of brain and nerve cells. It may even prevent osteoporosis and anemia.

APPENDIX B

REFERENCE	SOP CHAPTER 23-4 AWARDS AND RECOGNITION SYSTEM
EFFECTIVE DATE	10/01/2023

The below annotates the 5/16” ribbon bar that correlates to the appropriate award; the reference number below is the authorized ribbon number thru Smith & Warren design company. The images below are similar to the ribbon awarded with possible slight variation in color(s) or symbols:



Medal of Valor
SAB3_21



Police Purple Heart
SAB3_49



Life Saving Award
SAB3_191



Chief's Award
SAB3_87



Supervisor of the Year
SAB3_91



Detective of the Year
SAB3_198



Officer of the Year
SAB3_169



Rookie of the Year
SAB3_390



Top Shooter Award
SAB3_476



Traffic Safety Award
SAB3_156



POST Instructor
SAB3_95



Field Training Certified
SAB3_32



SWAT
SAB3_71



Military Service
SAB3_9



Crisis Intervention Trained
SAB3_155



Honor Guard
SAB3_70

SPI, FBI-NA, FBI-LEEDA, and Command College have ribbon bars that are awarded to the individual upon completion.

APPENDIX C

REFERENCE	SOP CHAPTER 23-2 MENTAL AND EMOTIONAL WELLNESS
UPDATED DATE	10/01/2023

The following is a list of active websites specifically aimed for law enforcement or public safety first responders regarding resiliency and officer wellness. This appendix will be audited, and list updated by an Assistant Coordinator quarterly.

<https://sessionsfirst.com/>

<https://gapostcouncilresiliencytraining.org/home/>

<https://www.copline.org/>

<https://dps.georgia.gov/divisions/office-public-safety-support>

<https://thecode9project.org/>

<https://www.drTinajaeckle.com/>

<https://callforbackup.org/>

<https://bouldercrest.org/>

<https://next18.org/>

<https://www.warriorsascent.org/>

<https://www.campheroky.org/>

<https://www.dmavs.nh.gov/events/camp-resilience-armor-retreat-first-responders>

<https://socialworklicensemap.com/blog/first-responders-mental-health-support/>

<https://www.codegreencampaign.org/resources/>

<https://www.samhsa.gov/dtac/disaster-responders>

<https://www.firstrespondersfirst.com/>

<https://russbassett.com/mental-health-resources-911-responders/>