

**OPTIONS FOR DEVELOPING AN OFFICIAL PEER
SUPPORT PROGRAM FOR THE PARADISE VALLEY
POLICE DEPARTMENT TO ENHANCE OFFICER
WELLNESS**

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OPTIONS FOR DEVELOPING AN OFFICIAL PEER SUPPORT PROGRAM FOR THE PARADISE VALLEY POLICE DEPARTMENT TO ENHANCE OFFICER WELLNESS

Problem

All police officers are subjected to several work-related stressors, both occupational and organizational. Occupational stressors being various critical incidents to which officers must respond. Organizational stressors being matters that fall within the organization itself. Organizational stressors can be even more common in smaller police agencies such as the Paradise Valley Police Department (Can & Hendy, 2014, p. 167). Furthermore, these occupational and organizational stressors can negatively impact not only an officer's work, but the officer him/herself (Otto & Gatens, 2022, p.1).

The Paradise Valley Police Department has recently enacted a physical fitness program with one of the intentions being, mitigating officer stress levels. That being said, the department does not currently have a formal peer support team in place which can be an essential piece to a comprehensive officer wellness program. According to Walden University, not only do more officers die from suicide than those in the line-of-duty, but that rate increases to three times the national average for those serving in smaller departments (Walden University, 2023).

Assumptions

- Law enforcement will continue to be a stressful occupation.
- Lack of stress reduction can result in unhealthy living habits both physically and mentally.
- The Paradise Valley Police Department remains committed to enhancing officer wellness.
- Failing to enact a peer support program could result in personnel issues.

Facts

- The Paradise Valley Police Department covers the Town of Paradise Valley encompassing 15.4 square miles between Phoenix and Scottsdale Arizona. (Annex A).

- The Town of Paradise Valley has a population of 12,658 citizens. (Annex B).
- The Paradise Valley Police Department currently has 36 sworn positions and 18 civilian staff members. (Annex C).
- The Paradise Valley Police Department references peer support in current General Orders, however, the department does not currently have an official peer support program. (Annex D).
- Per Bluehelp.org (2023) there have been 958 police officer suicides from 2017 through April 22, 2023. (Annex E).

Discussion

Background

Recently, the Paradise Valley Police Department has taken steps to increase officer wellness by completing gym updates and incorporating a fitness program. This fitness program also requires participating officers to undergo a comprehensive physical at Heart Fit for Duty located in Mesa, AZ. The current department leadership wishes to continue to enhance the officer's wellness. One way of accomplishing this would be to address the mental health side of wellness and offer an official peer support program to officers.

Police officers can be exposed to several job-related issues, both occupational and organizational, that cause them undue stress. In fact, organizational stressors such as promotional processes, police culture and unsupportive supervisors seem to be more common than critical incidents (Milliard, 2020). Peer support has recently become a very effective tool for first responders nationwide to help mitigate stress levels from reaching a point of concern. According to the Substance Abuse and Mental Health Services Administration (SAMHSA), these peer support programs consist of first responders providing support for each other. This support may come in the form of reflective listening as well as other types of emotional support (SAMHSA, 2023, para. 4)

Benefits

Officers who deeply suffer from stress can easily spiral down the path of substance abuse and/or suicidal ideation (Otto and Gatens, 2022, p.6). As cited by Millard in his article, "Utilization and Impact of Peer-Support Programs on Police Officers' Mental Health," Burke et al. indicated that peer-support can help those suffering from mental health issues and improve self-efficacy (Milliard, 2020). The International Association of Chiefs of Police (IACP) note that officers may be more likely to seek support from a peer who understands what they may be going through and has experienced the same stressors versus speaking with a mental health practitioner (IACP, 2023).

Van Hasselt et al. (2019) identified four specific benefits of a peer support program. Those being 1) Peer support members can be trained to identify risk factors for suicide and other disorders. 2) Trained peers can act as a first line of defense by letting these compromised officers know admission is not a sign of weakness. 3) Police officers are more comfortable speaking with a peer than a mental health professional. 4) Peer support will have information on professional services that have already been vetted.

Comparison of Policies from Other Agencies

As part of this study, policies were collected from several area police departments. Of those, policies from three departments were selected to be compared as possible guides to establishing a formal peer support program at the Paradise Valley Police Department. Ultimately policies from the Apache Junction Police Department (Annex F), Lake Havasu City Police Department (Annex G), and Chandler Police Department (Annex H) were selected for comparison. The information contained in those department policies were then compared to the Peer Support Guidelines established by IACP in 2016 (Annex I) in order to apply best practices when considering this new peer support program.

The Apache Junction Police Department is a smaller department set in the east Phoenix valley. The department is currently accredited through the Arizona Law Enforcement Accreditation Program (ALEAP). A review of their Peer Support policy (Annex F) revealed the following:

Pros:

- Clearly established goals for the program.
- Sets a process for team member selection.
- Describes new hire mentoring.
- Outlines team members' response.
- Defines team role in criminal investigations (OIS).
- Defines when an incident debrief is necessary.
- Outlines the need for confidentiality.

Cons:

- The training requirement is very broad.
- The policy does not specify a team structure.

The Lake Havasu City Police Department is another smaller agency. It is located Northwest of Phoenix and sits along the Colorado River, bordering California. Lake Havasu City Police Department is also ALEAP accredited. A review of their Critical Incident Team policy (Annex G) revealed the following:

Pros:

- Defines the purpose and scope of the program.
- Addresses Critical Incident Stress Management (CISM).
- Lays out the structure of the team.
- Descriptive application process.
- Addresses the specifics of confidentiality.
- Describes team activation process.
- Contains a “catch all” defusing section to address any stress related issue.

Cons:

- The training section is broad and does not specify specific training.

The Chandler Police Department is a medium sized department located just Southeast of Phoenix. The Chandler Police Department is accredited by The Commission on Accreditation for Law Enforcement Agencies (CALEA). A review of their Critical Incident Stress Management policy (Annex H) revealed:

Pros:

- Identifies the background and purpose for the program.
- Defines the team structure.
- Sets parameters for team activation.

Cons:

- Policy is short and overly broad.
- No mention of training requirements for team members.
- Lacks direction for cumulative stress issues.
- Does not effectively address the need for confidentiality.

The IACP Police Psychological Services Section established a set of guidelines in 2016 (Annex I). This document essentially outlines the best practices when establishing a peer support team within a police department. The policies from Apache Junction PD, Lake Havasu City PD, and Chandler PD all contained information that is recommended by IACP. That being said, only Chandler’s policy indicates they incorporate a clinical partner in their team. The guidelines also list specific topics that prospective peer support members should be trained in when accepting a role as a team member.

Possible Solutions / Considerations / Options

In order to address the lack of an official peer support at the Paradise Valley Police Department, the following options can be considered:

- A first option would be modeling a peer support program after the other Arizona police agencies, selecting and training sworn personnel to create an in-house peer support team at the Paradise Valley Police Department.
 - Pros:
 - Members would be taking care of their own department so possibly more of a vested interest.
 - Coordination may be more convenient for critical incidents.
 - Team members would be working routinely and able to observe if other officers are showing signs of stress related issues.
 - Team members will require routine training which is mostly free through 100 Club of Arizona (Crabtree interview, 2023).
 - Cons:
 - The Department is small and may not have the personnel numbers needed to staff a peer support team.
 - Department members may not feel comfortable speaking with someone in the department due to it being such a small department.
 - Costs:
 - Nominal - \$1000 budgeted for uniforms (casual wear) and ID badges

- A second option would be partnering with another valley agency such as the Scottsdale Police Department, who may already have an established peer support team in place
 - Pros:
 - The partner agency already has a program in place and there would be no lag time.
 - The members of the partner agency's team would already have experience.

- This would not put any additional manpower needs on Paradise Valley PD.
- Paradise Valley officers may rather speak with someone they don't work with on a day-to-day basis.
- Cons:
 - Paradise Valley would not have autonomy regarding decisions concerning peer support.
 - Other valley agencies may be unwilling to participate.
 - Paradise Valley Officers may not feel comfortable speaking with members from an outside department.
 - This would require officers to reach out, instead of having trained individuals on staff that could detect potential issues in co-workers while on duty.
- Costs:
 - Unknown
- A final option would be to utilize the services offered in the Bulletproof Support Service application provided by the 100 Club of Arizona (Annex J).
 - Pros:
 - The department already is supposed to have access to this application.
 - Would not require any additional manpower needs.
 - Ability to stay completely anonymous.
 - Cons:
 - Untested
 - May not suit each officer's needs
 - This would be a one way of communication; officers would have to reach out.

- Costs:
 - Nominal less than \$1000 for advertisement of the program throughout the police department – The department already has access to the application.

Conclusion

The examined research substantiated the need for the Paradise Valley Police Department to adopt an official peer support program to enhance officer wellness. Adopting such a program would add a mental health component to the existing physical fitness component of the department's officer wellness program. Peer support services can provide essential, effective, and financially viable wellness strategies to mitigate the challenges of law enforcement and build resiliency in the process (IACP, 2023).

This study presented three solutions for adopting a formal peer support program within the Paradise Valley Police Department. Most likely, all three are viable options. However, the absolute best option would be to adopt all three solutions. This would allow the Paradise Valley Police Department to have autonomy over their own program. Members of the Paradise Valley Police Department could also begin to use the program immediately since the selected partner agency already has a team in place to provide services to them as their team is developed and trained. The partner agency could also help mentor the Paradise Valley Police Officers who wish to become part of their own peer support team. And finally, the Bulletproof mobile application would simply provide another level of service, providing additional information on available options. The cost to accomplish this would most likely be nominal.

Standing alone, the adoption of only one, or two of these options would be lackluster and fall short of the program's objective. Simply starting a new standalone peer support program at the Paradise Valley Police Department would be feasible, however, the length of time to stand up a well-trained team makes it a poor option. Additionally, having such a small agency makes it difficult to achieve a sufficient number of trained peer support team members that could provide services to the other members of the department. Simply using another department's peer support team would take away any program autonomy from the Paradise Valley Police Department. And simply using the Bulletproof mobile application that only provides outside options could be seen by officers as being disingenuous.

Recommendations

When instituting a novel peer support program within the Paradise Valley Police Department, it is recommended the agency take a comprehensive approach and move forward with all three solutions. The department should begin by taking steps to develop its own peer support team in-house. The department should simultaneously look to partner with another valley agency (possibly Scottsdale Police Department) to utilize their existing peer support program, both for its services, and to help build it in-house peer support team. Finally, the department should solidify this new program by updating information on the Bulletproof mobile application and endorse the use of the application in connection with this new partnership. The successful implementation will require the cooperation and coordination of the police department command staff, training unit, systems manager, and town attorney in order to go live with the new peer support program on Monday, September 4, 2023 (Annex K).

Freeman Carney, Chief of Police
Paradise Valley Police Department

Concur **Non-Concur**

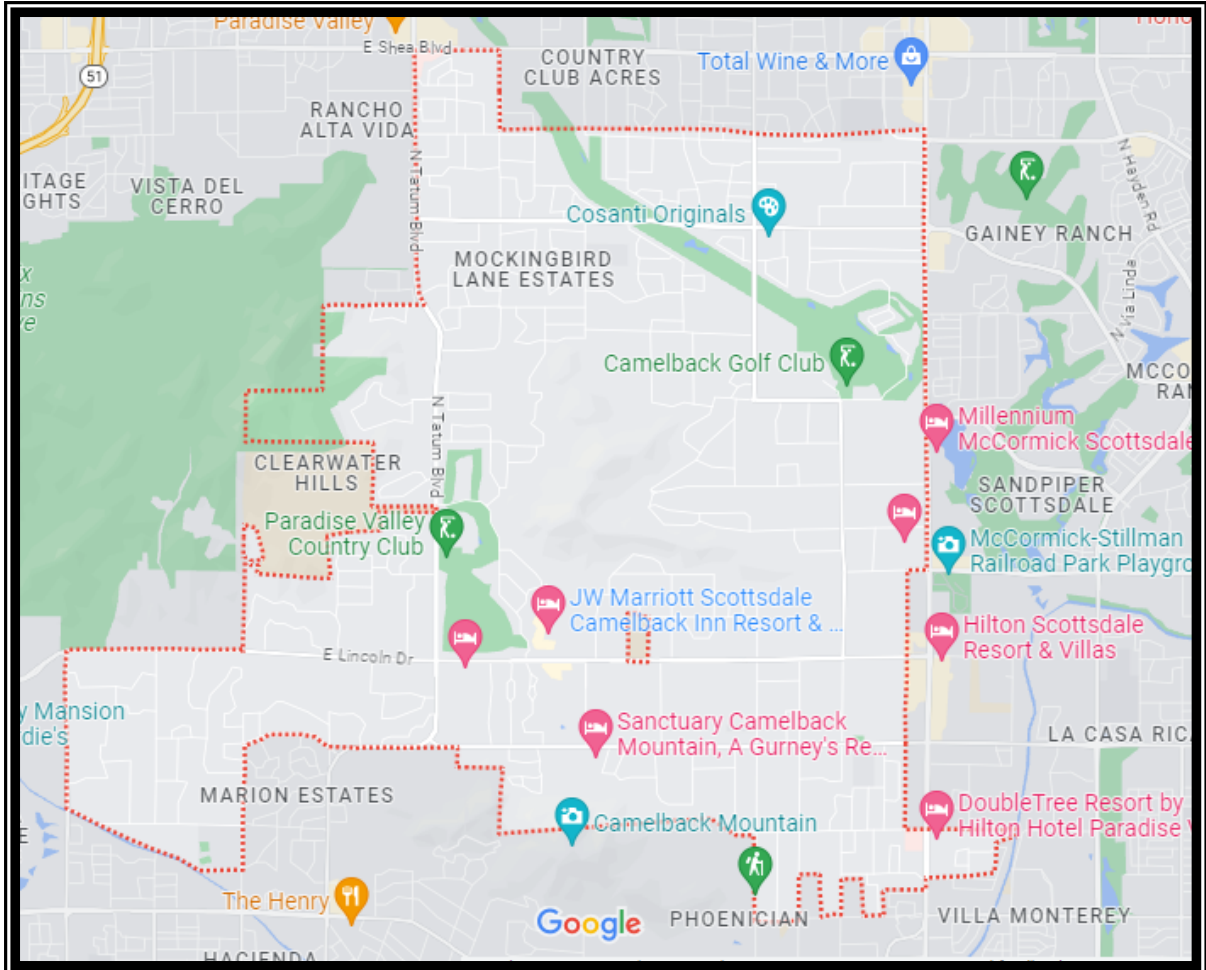
Comments:

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List of Annexes


Annex A (Map of the Town of Paradise Valley)



Annex B (Town of Paradise Valley Information)

Paradise Valley

Town in Arizona



Paradise Valley is a town in Maricopa County, Arizona, United States, and a suburb of Phoenix. It is Arizona's wealthiest municipality. The town is known for its luxury golf courses, shopping, expensive real estate, and restaurant scene. According to the 2020 census, its population was 12,658. [Wikipedia](#)

Weather: 70°F (21°C), Wind SW at 8 mph (13 km/h), 15% Humidity [More on weather.com](#)

Neighborhoods: Mountain Shadow Resort, [MORE](#)

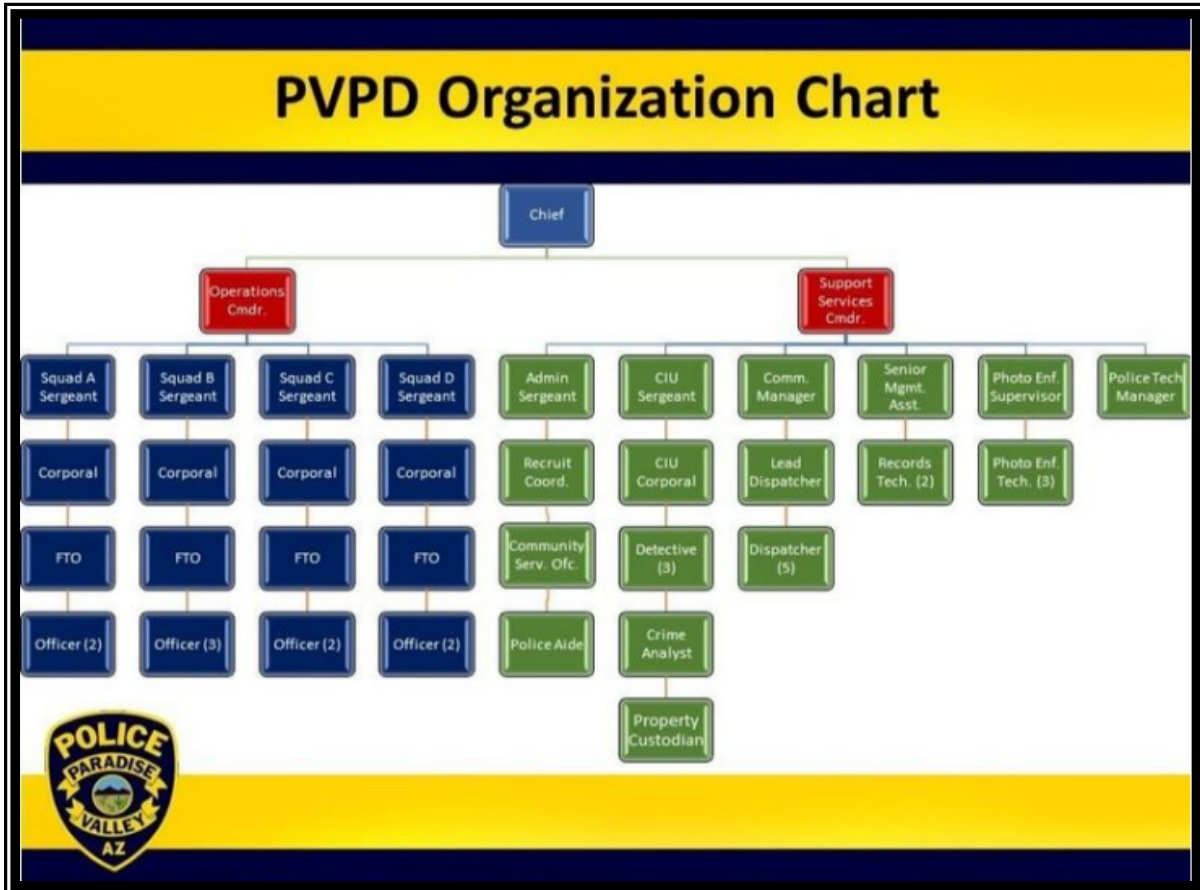
Area code: Area code 602

Elevation: 1,854'


Population: 12,682 (2021)

Mayor: [Jerry Bien-Willner](#)

Annex C (Organization Chart)



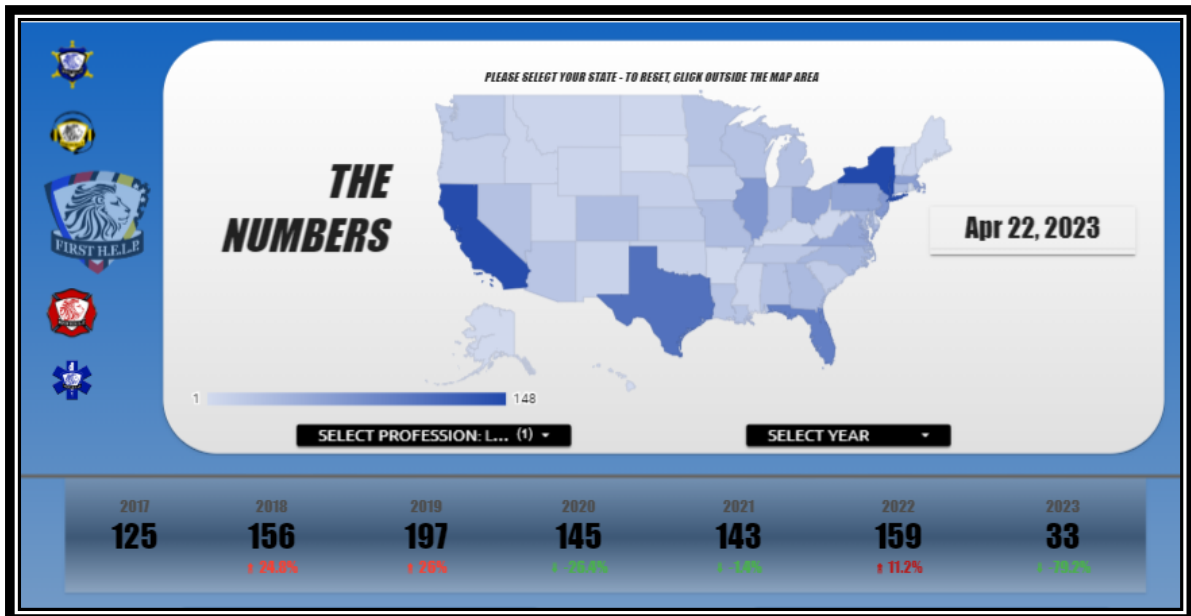
Annex D (PVPD G.O. Defining Peer Support)

	PARADISE VALLEY POLICE GENERAL ORDER Handling and Investigation of Critical Incidents	Order Number
		46.1
		Date
		01-28-17

46.1 Definitions

- A. **Agency Briefing:** An informational administrative meeting and subsequent report on what happened during a *critical incident*.
- B. **Case Agent:** The detective from the investigating law enforcement agency who will have primary responsibility for conducting the criminal investigation into a *critical incident*.
- C. **Companion Officer:** An officer assigned to another officer/employee to provide emotional support and assistance following a *critical incident*. The companion officer is normally a member of the Department.
- D. **Critical Incident:** In the context of this order, a critical incident includes any officer involved shooting, in-custody death, or other incident where the actions of a Department employee result in serious physical injury or death. All critical incidents shall immediately be brought, through the chain of command, to the attention of the Chief.
- E. **Debriefings:** In the context of this order, a formal process that is conducted by a qualified mental health professional to address the psychological and emotional effects of the *critical incident*.
- F. **Investigating Agency:** The designated agency conducting the criminal investigation into a *critical incident*. The Arizona Department of Public Safety shall be the primary Investigating Agency for the Paradise Valley Police Department. Should DPS not be available the Chief will make arrangements for an alternate agency to conduct the investigation.
- G. **Involved Employee:** In the context of this order, an employee involved in a *critical incident* who discharged his or her firearm or used other force with the potential to cause serious physical injury or death.
- H. **Law Enforcement Liaison (LEL):** The primary Maricopa County Attorney's Office (MCAO) employee charged with responding to all Officer Involved Shootings and/or In-Custody Deaths.
- I. **Peer Support Team:** A formal group of individuals consisting of approved members who have undergone training in peer support methods.

Annex E (Police Officer Suicides from 2017 – April 2023)



Annex F (Apache Junction Police Department Peer Support Policy)



Policy
347

Effective Date: December 8th, 2022

Revision Date:

Peer Support

347.1 PURPOSE AND SCOPE

The purpose of this policy is to provide a team of trained members to assist Apache Junction Police Department personnel through support and assistance during sensitive events and stressors that exists in police work and everyday life.

The Peer Support Team is available to all members and family contacts to assist them when affected by cumulative stress issues, death in the family, or any other stressor that could impact the employee on the job.

347.2 GOALS

The specific goals of the Peer Support Team function are as follows:

- (a) Lessen the impact on Department members exposed to a critical incident.
- (b) Accelerate recovery from events before harmful stress reactions have a chance to damage performance, careers, health and families.
- (c) Develop awareness among employees of the signs and symptoms of stress and what can occur if left untreated.
- (d) Provide information on stress and stress management.
- (e) Provide referral sources for professional assistance if necessary or requested.

347.3 TEAM SELECTION

The Peer Support Team will be composed of department employees who are selected from sworn and non-sworn positions based on their skills, knowledge, and abilities. The selection process will consist of the following (Also see policy 1002 – Promotions and transfers):

- (a) Resume
- (b) Concurrence through the chain of command
- (c) Ability to maintain confidentiality
- (d) Police experience within any division and military experience

347.4 TRAINING

The Peer Support Team will be trained by professional staff to ensure that each team member has the necessary skills. On-going training and meetings will be conducted on a regular basis.



347.5 NEW HIRE MENTORING

AJPD Peer Support Team Member may be assigned to newly hired officers in order to promote retention and mentoring. Mentoring will officially conclude when the new officer successfully completes probation or their employment has been terminated. Assigned Peer Support Team Members will provide:

- (a) Support.
- (b) Resources.
- (c) Education.
- (d) Feedback.
- (e) Referrals for professional help if needed.
- (f) Cumulative stress training will provide Peer Support Team Members with the necessary skills to assist new officers in their first year of employment.

347.6 RESPONSE

The AJPD Peer Support Team will respond to incidents where there is the likelihood that employees will be subjected to significantly abnormal stress either during a police incident or at its conclusion. The on-scene supervisor for the following incidents may activate the Peer Support Team:

- (a) Employee-involved shootings.
- (b) Line-of-duty death.
- (c) Line-of-duty injury with prolonged hospitalization and/or surgeries.
- (d) Disaster scenes with multiple victims.
- (e) Prolonged tactical operations with death or severe injuries.

347.6.1 PEER SUPPORT TEAM ACTIVATION

The Peer Support Team may also be activated with supervisory discretion for other stressful situations, depending upon the needs of the employees involved, such as:

- (a) Fatal traffic accidents.
- (b) Bum injuries with long-term hospitalization.
- (c) Unexpected death of an employee.
- (d) Death or traumatic injury to a child.
- (e) Any situation where a member is physically or emotionally overwhelmed and the employee states they are having the inability to cope.

Activation of all or part of the Peer Support Team may occur, depending upon the type and scope of the incident and the number of employees involved.

347.6.2 CALL OUT REQUESTS

When a request is made for a call-out of the Peer Support Team, a Team Leader will normally be contacted; however, an on-duty team member may be dispatched to the



situation and advised of the nature of the incident. When a peer support member responds to the scene while still on duty, officers will first fulfill their role as police officers.

When peer support services are needed, it is the responsibility of the on-scene supervisor to assign the officer to the peer support role. A Peer Support Team Leader will be responsible for determining the number of personnel required and have Communications contact team members for the call-out. Peer Support Team members will be paid with compensatory time or overtime for responding to call-outs, meetings and training.

347.7 CRIMINAL INVESTIGATIONS

Peer Support shall take the following role when there is a criminal investigation ongoing:

- (a) Peer Support Team members will not ask affected personnel any questions regarding the criminal matter if the Criminal Investigations Division (CID) needs to interview the employee.
- (b) After the Investigative Interview, the peer support member may ask questions regarding the incident.
- (c) The Peer Support Team member will talk to the affected person about the impact of the stressful event and what to expect regarding procedures.
- (d) Peer Support Team members will not accompany affected employees into a criminal interview unless there are special circumstances, and then only with supervisory approval.
- (e) Peer Support Team members will not walk into the primary crime scene with affected employees while the investigation is in progress. Team members will stay in the secondary crime scene area.

347.8 DEBRIEFING AN INCIDENT

At the conclusion of an incident, the affected Division Commander may determine that a mandatory debriefing is necessary for employees who were directly or indirectly involved in the incident. Debriefings will normally be held within three (3) days of the incident. The following are examples of types of incidents that may result in a debriefing:

- (a) Line-of-duty death of an employee.
- (b) Employee-involved shootings.
- (c) Line-of-duty injury with prolonged hospitalization and/or surgeries.
- (d) Unexpected death of an employee, including suicide.
- (e) Traumatic injury to a citizen as a result of police action.



Critical Incident debriefings are **NOT** operational critiques, and members of the peer support team will not comment on operational or tactical procedures. The debriefing provides a format in which employees can discuss their thoughts, feelings, and reactions. Debriefings allow employees to reduce stress from exposure to a critical incident.

347.9 INDIVIDUAL CONTACTS

The Peer Support Team also conducts individual contacts that involve one-on-one interaction between a team member and an employee to provide the following:

- (a) Support.
- (b) Referrals for professional assistance.
- (c) Education.

347.10 CONFIDENTIALITY

Employees who desire peer support contact may communicate with a Peer Support Team member directly, without supervisory personnel's knowledge or approval. The content of the contact, and the fact that a contact was made shall remain confidential, subject to the provisions of this order. These contacts are generally short-term in nature (hours to few days) and are designed to address the immediate needs of the employee. Depending upon the nature of the employee's needs, a professional referral for counseling may be recommended.

347.10.1 MEMBER IDENTITY

Confidentiality will be maintained to protect the identity of employees and the content of any contact by a member of the Peer Support Team.

Confidentiality will be extended to employees during contacts by a Peer Support Team member for Department policy violations not amounting to a violation of the law enforced by this Department and where there is no immediate threat to the employee or others.

347.10.2 CONFIDENTIALITY VIOLATIONS

All team members will sign a letter of confidentiality. Compromising confidentiality will be considered a violation of this policy. Members of the Peer Support Team who violate the confidentiality of an employee contact will be subject to disciplinary action.

347.11 INTERNAL INVESTIGATIONS

Peer Support Team members will not talk about the content of any internal investigation with the affected officers when there is an admonishment not to talk about the investigation. Peer Support Team members may talk about the stressful impact of the investigation, but not the investigation itself.

Annex G (Lake Havasu City Police Department Peer Support Policy)

Policy
1035

Lake Havasu City Police Department
Lake Havasu City PD Policy Manual

Critical Incident Team (CIT)

1035.1 PURPOSE AND SCOPE

The Lake Havasu City Police Department offers confidential assistance and support to all department employees and their family members in times of personal need or due to traumatic incidents. The CIT shall respond when there is a likelihood employees will be subjected to significantly abnormal levels of stress either during an incident or at its conclusion.

The objectives of this program/policy is to minimize psychological trauma department employees and their families may experience throughout their career and render assistance in an attempt to accelerate normal recovery to abnormal events, some of which are unique to the department. It does not replace psychological treatment.

Department employees have been trained as Critical Incident Team Members to provide peer support services. The team members are not licensed counselors or therapists but act as a peer support provider, offering information and the opportunity to obtain information and direction to resolve emotionally charged matters in a confidential setting.

1035.1.1 DEFINITIONS

Definitions related to this policy include:

Critical Incident Stress Management (CISM) – CISM is the process of educating, preventing or mitigating the effects from exposure to an abnormal or highly unusual event.

Critical Incident Stress – Any situation faced by personnel that causes them to experience unusually strong emotional reactions, which have the potential to interfere with their ability to perform. This is a normal response of normal people to an abnormal event.

CISM Defusing – Defusing is a small group discussion following a critical event. It is typically provided within 8 to 12 hours of the event. If the time frame cannot be met, it is better to schedule a debriefing (see below). The duration is usually less than 1 hour. The homogenous group (same event/same people) will be the focus. Most police personnel defuse after shift without knowing it by talking in the locker room or in the parking lot. The goals are to normalize/lower tension, set expectations and to provide information, discuss coping methods, and identify those who need additional support.

CISM Debriefing – This is a small group intervention. It is typically conducted 24 to 72 hours after the event. It is done "Out of Service" meaning the participants will not be called out. It is a team intervention. Mental health professionals should be available to attend. The goals are to mitigate impact of a horrible event, accelerate normal recovery process in normal people having common reactions to a horrific event.

1035.2 CRITICAL INCIDENT STRESS MANAGEMENT PROGRAM (CISM)

The Department recognizes employees may be subjected to high levels of stress during the performance of their duties. These stressors may have a direct impact on the employee and family.

Critical Incident Team (CIT)

The CISM program provides a structured process in which stress and reactions, which occur as a result of a critical incident, may be vented in a controlled setting.

CISM services are provided by members who have received training in stress related matters. Members form a Critical Incident Team (CIT) when providing CISM services. Team member selection is based on the member's skill, education, training, and knowledge. The team shall include a mental health professional.

CIT team members may provide a defusing during or immediately after a major incident. A defusing is directed at stabilizing the incident. The defusing allows employees impacted by the critical incident to vent reactions or emotions and permits CIT members to assess the need for a formal group debriefing. A debriefing is a confidential, structured group meeting which is attended by individuals directly and indirectly involved in a critical incident. CIT members may facilitate the meeting, along with a mental health professional who may be present, to provide any immediate assistance and guidance. CIT members also provide individuals with information about possible normal symptoms and reactions to unusual events.

The team is not trained to provide assistance to non-emergency personnel who are experiencing stress due to other factors. The team is not trained or able to address issues that family members, friends, co-workers, or classmates who are not directly involved with the delivery of emergency services to the specific incident they might be experiencing. The team is not trained to provide mental health services to anyone in regards to issues that are not a result of professional related high stress incidents (divorce, depression, anger management, drug abuse).

1035.3 CRITICAL INCIDENT TEAM (CIT)

A. The CIT will be overseen by the Chief of Police. The team will normally consist of 8 team members including 2 coordinators at the discretion of the Chief of Police.

B. The coordinator(s) will be the link between Police Administration and the CIT members for any CISM related business.

C. The coordinator or team members will be available 24 hours a day.

D. The coordinator(s) responsibilities will be:

- Establishing the general direction of the program and maintaining its well being consistent with sound administrative practices.
- Keeping the Chief of Police informed of any disturbing trends and making recommendations regarding those trends.
- Assessing the need to breach confidentiality between team members and employees and may notify the affected employee if and why the breach was necessary.
- Establishing training standards for team members.
- Overseeing the selection of team members.
- Serving as an advisor to the team members and acting as liaison between the team members and their supervisors.

Critical Incident Team (CIT)

- Removing team members from the program for cause with approval of the Chief of Police.
- Responding to requests for CIT/member services from other agencies.
- Arranging briefings and maintaining contacts with mental health professions who assist at briefings.
- Assisting Immediate supervisors in resolving CIT member scheduling conflicts.

1035.3.1 CIT SELECTION

Any employee is eligible to apply for membership to the CIT.

A. Application Process

When a vacancy arises or the need to expand the team, volunteers will be solicited through an open memorandum. Applicants must submit a resume through their chain of command to the CIT coordinator(s). The resume package should also include a memorandum expressing the applicant's interest and willingness to be of service.

The CIT will review the applicant's qualifications and work history. The quality of the applicant's job performance, as well as any previous disciplinary actions received, will be the significant factor in the selection process.

Applicants must attest that they are not currently the subject of a disciplinary investigation and that they are not suffering from or being treated for any serious personal problems. The CIT will select the most qualified individuals and their names will be presented to the Chief for final approval. The program coordinator will notify new CIT members of their appointment.

Selected applicants will be required to attend and successfully complete the basic introductory courses needed in accordance to the International Critical Incident Stress Foundation (ICISF).

B. Training

Team members must attend a minimum of eight (8) hours of continuing training per fiscal year to maintain their active status with the team. Review by the coordinators and the Chief of Police will occur if the training obligation is not met.

C. Assignments

Prior to responding to any incident, CIT members will notify the coordinator(s) and obtain approval for the response. If a scheduling conflict occurs, the member will immediately notify the program coordinator(s). CIT members will notify their immediate supervisors of any required training, program meetings or scheduled debriefings. Requests for CIT services from other agencies or individuals will be directed to the program coordinator(s) for approval from the Chief for response.

1035.3.2 CONFIDENTIALITY

Confidentiality is essential to promoting trust and anonymity between peer support members and individuals requesting assistance. Confidentiality is essential to protect the identity of employees and content of any contact by a member of the CIT. It must be made clear that CIT members

Critical Incident Team (CIT)

are not licensed counselors or therapists but act as a peer support to provide information and the opportunity to obtain information and direction to resolve emotionally charged matters in a confidential setting.

A. Confidentiality Guidelines

Team members and individual interactive sessions are considered confidential by the department in order to ensure trust, anonymity, and effectiveness of assistance requested. Confidentiality cannot be absolute because of the seriousness of a circumstance or legal requirement. While every reasonable effort to protect anonymity shall be taken by the member, there are confidentiality exceptions.

In order for groups (debriefings) to be effective, group members must feel what they share about themselves will remain private and within the group. In other words, members must feel their statements are confidential (not privileged). Therefore, all members are responsible to "keep the privacy" of their fellow members by not discussing the statements or other material in any way which could be used to identify what a specific group member stated. They must only speak for themselves and not for others in the group.

B. Confidentiality Exceptions

The rights and privacy of employees will be safeguarded to the maximum extent possible, while balanced with the department's compelling interest in maintaining a safe and productive workplace and workforce. There are some situations where confidentiality cannot be absolute. While every effort will be made to protect anonymity, the gravity of some situations will demand attention by management. Confidentiality will be maintained except in the following circumstances:

- Where there is a serious breach of department policy.
- When a crime has been committed.
- When circumstances indicate those being assisted are in danger or are a threat to themselves or others.
- When child/elder abuse is alleged or apparent.
- When there are indications of domestic violence.
- When subpoenaed, the subpoenaed information should be discussed with a legal advisor to insure whether the requested information or testimony should be provided.

C. Breach of Confidentiality Consequences

Compromising a confidence for any other reason than stated in exceptions to authorized confidentiality will be considered a violation of department policy. A Team member who violates confidentiality may be subject to investigation and discipline.

D. Breach of Confidentiality: Non-Emergency Procedures

Critical Incident Team (CIT)

- a. Whenever a team member believes a confidentiality exception is present, the member will, as soon as possible, contact the program coordinator(s) and provide a briefing on the general circumstances of the situation.
- b. If, in the judgment of the program coordinator(s), immediate attention is required, the member will disclose all information about the situation, including the identity of the employee or individual(s) involved. The program coordinator(s) will initiate appropriate steps to resolve the matter.
- c. If, in the judgment of the program coordinator, a confidentiality exception is not present, the matter will be considered confidential and the matter will go no further than the program coordinator(s) and member.

E. Breach of Confidentiality: Emergency Procedures

If a member becomes aware of an emergency situation involving a confidentiality exception and the program coordinator(s) cannot be immediately contacted, the member will contact the on-duty supervisor and disclose all information.

1035.4 CIT ACTIVATION

A. Activation Procedures

The CIT may respond to incidents where there is likelihood that employees will be subjected to significantly abnormal stress either during a police incident or at its conclusion. The on-scene supervisor shall notify the CIT coordinator(s). If the program coordinator(s) cannot be contacted, the next team member should be contacted.

Activation of the CIT should be considered by the on-scene supervisor/commander for the following:

- An on-duty incident in which action taken by or against a department employee or employee of another agency participating in a department-led task force operation results in death or serious physical injury.
- A collision involving a department vehicle, or a vehicle authorized for use in conducting department business, which results in death or serious physical injury.
- An off-duty incident involving an employee where a department-issued or authorized firearm has been discharged, causing death or serious physical injury.
- Any on-duty incident where shots have been fired at an employee or by an employee, and is not listed below in the exceptions.

B. Discretionary Activation of a CISM Team/Member

The on-duty supervisor/commander may activate a CIT team/member whenever the following occurs:

- Prolonged or violent tactical operations.
- Major disasters.

Critical Incident Team (CIT)

- Other stressful situations, depending on the needs of the employee(s) involved.
- Any incident deemed serious enough by the magnitude of the circumstances to mandate critical incident investigation and review.
- A significant event involving children.
- Knowing the victims involved in the event.
- Observation of a traumatic incident.
- Multi-significant incidents within a short time frame.
- Employees' reaction to the incident

C. CIT Coordinator's Activation Responsibilities

When a critical incident occurs, the CIT coordinator(s) will communicate with the critical incident on-scene commander to evaluate the need for CIT services. The CIT coordinator(s) will:

- (a) Determine if a defusing or debriefing is needed.
- (b) Initiate contact of CIT members and coordinate with their appropriate supervisor(s) in order to facilitate on scene action.
- (c) Contact the supervisor in charge of the investigation or incident to coordinate on-scene defusing.
- (d) Determine the number of CIT members needed for a particular incident. Activation of all or part of the CIT may depend upon the type and scope of the incident and the number of employees involved.


D. Debriefings

- (a) At the conclusion of an incident, a CIT coordinator(s), a team member, or any other supervisor may request a debriefing be conducted for employees directly or indirectly involved in the incident.
- (b) Participation in debriefings is voluntary.
- (c) Debriefings will normally be held within three days (72 hours) of the incident.
- (d) A mental health professional may be present for a debriefing.
- (e) Individuals from other agencies directly involved in the incident may attend the debriefing.

E. Defusing

Any employee can arrange a one-on-one defusing by contacting a CIT coordinator(s) or any team member at any time of the day. An on-duty one-on-one meeting that occurs will require the prior notification of the affected employee's and team member's supervisor.

Annex H (Chandler Police Department Peer Support Policy)

	CHANDLER POLICE DEPARTMENT GENERAL ORDERS <small>Serving with Courage, Pride, and Dedication</small>	Order	B-08 EMPLOYEE HEALTH AND WELLNESS
			Subject
		400 CISM PROGRAM	06/30/22
<p>Summary This policy describes the in-house Critical Incident Stress Management Program (CISM), i.e., peer support.</p>			
<p>A. PURPOSE (22.2.5)</p>			
<ol style="list-style-type: none"> 1. TO PROVIDE PROFESSIONAL INTERVENTION to lessen the impact of major events on police personnel 2. TO PROVIDE SUPPORT to police personnel at the scene or after an encounter with a critical incident 			
<p>B. POLICY (33.8.1)</p>			
<p>The Critical Incident Stress Management Team and / or chaplain may be called on to address the stress and trauma associated with critical incidents which Police Department employees encounter in the performance of their duties</p>			
<p>C. BACKGROUND</p>			
<p style="text-align: center;">THERE ARE UNIQUE STRESSES TO THE POLICE PROFESSION</p>			
<ol style="list-style-type: none"> 1. COMMAND PERSONNEL should be aware that minimizing exposure time at stressful incidents might result in fewer stress-related problems. This can be accomplished by rotating personnel and by removing initial responding personnel from the scene as soon as possible. 2. THE DEPARTMENT'S PEER SUPPORT PROGRAM may be called on to address the stress experienced by department members in critical situations 			
<p>D. DEFINITIONS</p>			
<ol style="list-style-type: none"> 1. CRITICAL INCIDENT: An incident that exposes personnel to unusually strong emotional involvement 2. DEFUSING: Primarily an information-type meeting that provides an update on the incident, including injuries, as well as a brief review of stress-related symptoms and how to manage them 3. DEBRIEFING: A format in which police personnel can discuss their feelings and reactions, thus reducing the stress resulting from exposure to a critical incident 4. CRITICAL INCIDENT STRESS MANAGEMENT TEAM: A trained team of peer support personnel supported by one or more mental health professionals 			

E. COMPOSITION OF CISM

[33.6.1]

The team is composed of:

Rev

1. A **SUPERVISOR**: The Operational Support Bureau lieutenant
2. **EMPLOYEES** from a cross section of the department
3. A **PROGRAM COORDINATOR**: Appointed by the Police Chief
4. A **MENTAL HEALTH PROFESSIONAL** assigned to the team

F. INITIATION OF INTERVENTION

[33.6.1]

1. **THE ON-SCENE SUPERVISOR** will notify the CISM coordinator or a team member of incidents which may qualify as a critical incident and may warrant some kind of intervention
2. **THE ON-SCENE SUPERVISOR OR THE TEAM COORDINATOR** will decide to either call out the whole team or a smaller group to handle the incident or to provide some kind of intervention
3. **THE CISM TEAM** may be activated by the on-scene supervisor for the following incidents:
 - a. The death of a Police Department member
 - b. A mass casualty incident
 - c. Serious injury or death of a citizen resulting from a Police Department operation
4. **THE FOLLOWING INCIDENTS MAY BE DEBRIEFED** at the discretion of the on-scene supervisor or the team coordinator in response to the needs of the employee(s) involved:
 - a. Incidents involving the death of a child or violence to a child
 - b. Serious injury to a member of the department
 - c. Loss of life of a citizen involving a rescue operation following an extraordinary and prolonged expenditure of physical and emotional energy
 - d. Incidents that attract extremely unusual or critical news media coverage
 - e. An incident in which the circumstances were so unusual or sights and sounds so distressing as to produce a high level of immediate or delayed emotional reaction or anxiety
5. **THE CISM TEAM WILL DELAY** their contacts until any initial investigations have been concluded by the Criminal Investigations Bureau

Annex I (IACP Peer Support Guidelines)

Peer Support Guidelines

Ratified by the IACP Police Psychological Services Section
San Diego, California, 2016

1. Purpose

1.1 The goal of peer support is to provide all public safety employees in an agency the opportunity to receive emotional and tangible support through times of personal or professional crisis and to help anticipate and address potential difficulties. Ideally, peer support programs are developed and implemented under the organizational structure of the parent agency. Receiving support from the highest levels within an organization helps a peer support program to work effectively.

1.2 These guidelines are intended to provide information and recommendations on forming and maintaining a peer support structure for sworn and civilian personnel in law enforcement agencies. The guidelines are not meant to be a rigid protocol but reflect the commonly accepted practices of the IACP Psychological Services Section members and the agencies they serve. The guidelines work best when applied appropriately to each individual and agency situation.

2. Definitions

2.1 A peer support person (PSP), sworn or civilian, is a specifically trained colleague, not a counselor or therapist. A peer support program can augment outreach programs such as employee assistance programs (EAPs), in-house treatment programs, and out-of-agency psychological services and resources, but not replace them. A peer support person is trained to provide both day-to-day emotional support for department employees as well as to participate in a department's comprehensive response to critical incidents. PSPs are trained to recognize and refer cases that require professional intervention or are beyond their scope of training to a licensed mental health professional.

2.2 To increase the level of comfort and openness in PSP contacts, assurances can be made that such information will be protected. There are three levels of non- disclosure of personal information to differentiate in this context:

2.2.1 Privacy is the expectation of an individual that disclosure of personal information is confined to or intended only for the PSP.

2.2.2 Confidentiality is a professional or ethical duty for the PSP to refrain from disclosing information from or about a recipient of peer support services, barring any exceptions recommended to be disclosed at the outset (See Section 6).

2.2.3 Privilege is the legal protection from being compelled to disclose communications in certain protected relationships, such as between attorney and client, doctor and patient, priest and confessor, or in some states, peer support persons and sworn or civilian personnel.

2.3 Anonymous statistical information is tracked using a form (electronic or paper) that PSPs fill out to show the utilization of the peer support program; e.g., number of contacts (family or employee), time spent (in person or telephonically), type of service, referrals given, and follow-up services. Anonymous statistical information can be used as a guide for a department to increase the amount of PSPs, to monitor the hours worked per PSP, and also to justify to the department why a peer support program is necessary. It also helps the department recognize training needs in various divisions.

2.4 Some examples of applicable activities for a PSP include the following:

2.4.1 Hospital visitation

2.4.2 Support with career-related issues

2.4.3 Post-critical incident support

2.4.4 Death notification

2.4.5 Substance abuse and EAP referrals

2.4.6 Support with relationship and family issues

2.4.7 Support for families of injured or ill employees

2.4.8 On-scene support for personnel immediately following critical incidents

3. Administration

3.1 Departments can create a formal policy that grants peer support teams departmental confidentiality to encourage the use of such services. Such a departmental policy is recommended to be mindful of the jurisdiction's laws regarding legal privilege and confidentiality that apply to PSPs. It is highly encouraged PSPs not be asked to give, or release, identifying or confidential information about personnel they support. Management can receive information about peer support cases through anonymous statistical information regarding utilization of PSP services.

3.2 Departments are strongly encouraged to use a steering committee in the formation of the peer support program to provide organizational guidance and structure. Participation by relevant employee organizations and police administrators is encouraged during the initial planning stages to ensure maximum utilization of the program and to support assurances of confidentiality. Membership on the steering committee in subsequent stages is encouraged to include a wide representation of involved sworn and civilian parties as well as a mental health professional licensed in the department's jurisdiction, preferably one who is knowledgeable about the culture of law enforcement.

3.3 It is beneficial for PSPs to be involved in supporting individuals involved in critical incidents, such as an officer-involved shooting or when an employee is injured or killed. PSPs often provide a valuable contribution by being available to make the appropriate referrals in response to officers and other employees dealing with general life stressors or life crises. PSPs also make an invaluable addition to group interventions in conjunction with a licensed mental health professional.

3.4 In order for the department that has a PSP team to meet the emerging standard of care in peer support programs, it is preferred that the department have clinical oversight and professional psychological consultation continuously with a licensed mental health professional who is qualified to provide that consultation to the PSP team. The role and scope of the professional mental health consultant can be mutually determined by the agency and the mental health professional.

3.5 It is recommended a peer support program be governed by a written procedures manual that is available to all personnel.

3.6 Individuals being offered peer support may voluntarily accept or reject a PSP by using any criteria they choose.

3.7 Management may choose to provide non-compensatory support for the PSP program.

3.8 PSPs are recommended to carry identification that is visible and also identifies their agency and that they are a member of a peer support team.

3.9 Departments are encouraged to train as many employees as possible in peer support skills. Peer support team size varies across agencies depending on the size of and resources available to each agency. The number of PSPs can depend on many variables: such as the crime level and geographical area covered by the agency; the number and size of divisions within a department; who is transferring, retiring, or promoting; and the agency's budget.

3.9.1 Peer support teams are encouraged to have enough trained and accessible members to provide services to all sworn and civilian department personnel, across all shifts and divisions. Team size is recommended to be manageable by program leaders or coordinators. Departments are encouraged to have sworn and civilian members of the agency available to increase the commonality when responding to personnel in different departmental positions (e.g., a sworn officer versus a telecommunications operator).

3.9.2 Larger departments are encouraged to disseminate PSPs across sworn and civilian personnel, divisions, and shifts throughout their agency. When economically and logistically feasible, they can make their PSP services available to adjacent agencies. Smaller departments may need to combine

resources with adjacent agencies, particularly for training and critical incident support. Many critical incident response teams already exist across services (police, fire, paramedics, dispatchers, and so on). Additionally, building interagency team relationships is beneficial for major incidents where the agency's PSPs themselves are close to the incident and may desire support (such as after an employee's death or suicide).

3.9.3 Program managers are advised to consider long-term team planning in order to balance the impact of transfers, promotions, and retirements on the team size and availability.

3.9.4 A peer support program coordinator is recommended to be identified to address program logistics and development. This individual coordinates peer support activation, makes referrals to mental health professionals, collects utilization data, and coordinates training and meetings.

3.9.5 The peer support program is not an alternative to discipline. It is highly recommended that a PSP does not intervene in the disciplinary process. A PSP may provide support for the employee(s) under investigation or during a disciplinary process but ideally will refrain from discussing the incident itself. Further, it is recommended that the employee(s) are cautioned that any information shared with the PSP regarding the incident in question might not be confidential based on agency policies and jurisdictional requirements.

4. Selection/Deselection

4.1 Ideally, PSPs are volunteers who are currently in good standing with their departments and who have received recommendations from their superiors and/or peers. It may be helpful to include an interview process. The interview panel may consist of peer support members and the licensed mental health professional associated with the peer support team.

4.2 Considerations for selection of PSP candidates include, but are not limited to, previous education and training; resolved traumatic experiences; and desirable personal qualities such as maturity, judgment, personal and professional ethics, and credibility.

4.3 It is beneficial that a procedure be in place that establishes criteria for deselection from the program. Possible criteria include breach of confidentiality, failure to attend training, or loss of one's good standing with the department.

4.4 PSPs can be provided with the option to take a leave of absence and encouraged to exercise this option when personal issues or obligations require it.

5. Consultation Services from Mental Health Professionals

5.1 It is recommended that a peer support program have mental health consultations and training. Preferably, this consultation will be available 24 hours a day and is recommended to be with a licensed mental health professional, who is specifically trained in Police and Public Safety Psychology and understands the specific nature of the agency involved.

5.2 It is beneficial for PSPs to be aware of their personal limitations and seek advice and counsel in determining when to disqualify themselves from working with problems for which they have not been trained or problems about which they may have strong personal beliefs.

5.3 After a large-scale event, it is recommended PSPs attend a mandatory critical incident debriefing to discuss the impact the event had on their team.

6. Confidentiality

6.1 It is prudent for departments to have a policy that clarifies confidentiality guidelines and reporting requirements for PSPs. It is recommended for a department's policy to avoid role conflicts and multiple relationships with individuals performing PSP roles.

6.2 It is beneficial for limits to confidentiality to be consistent with state and federal laws as well as departmental policy. It is recommended that recipients of peer support be advised that there is usually no confidentiality for threats to self, threats to others, and child and vulnerable adult abuse. Additional exceptions to confidentiality may be defined by specific state laws or department policies. In general, the fewer confidentiality restrictions, the more confidence department members will have in the program. These can be well defined in the PSP manual, including procedures to follow when one of these exceptions to confidentiality occurs.

6.3 It is advised that PSP members have a well-informed, working knowledge of the three **overlapping** principles that have an impact on the boundaries surrounding their communications with members within the role of peer support. Those principles are *privilege*, *confidentiality*, and *privacy*.

6.4 PSPs are counseled to respect the confidentiality of their contacts, to be fully familiar with the limits of confidentiality and legal privilege and be able to communicate those limits to their contacts. The extent and limits of confidentiality can be explained to the individuals directly served at the outset and, ideally, will also be provided through agency-wide trainings.

6.5 PSPs are advised not to provide information to supervisors or fellow peer support members obtained through peer support contact and can educate supervisors on the confidentiality guidelines established by the department.

6.6 It is recommended for a PSP to not keep written formal or private records of supportive contacts other than anonymous statistical information that can help to document the general productivity of the program (such as number of contacts).

6.7 PSPs are advised to sign a confidentiality agreement, indicating their agreement to maintain confidentiality as defined above. It is recommended that the agreement outline the consequences to the PSP for any violation of confidentiality.

6.8 After a large-scale event, PSPs are advised to participate without giving up confidentiality, in the “After Action” report requested by the agency. This report is produced in conjunction with the chaplains and mental health professionals involved in the event.

7. Role Conflict

7.1 PSPs are advised to refrain from entering relationships if the relationship could reasonably be expected to impair objectivity, competence, or effectiveness in performing their role or otherwise risks exploitation or harm to the person with whom the relationship exists. For example, PSPs avoid religious, sexual, or financial entanglements with receivers of peer support. PSPs are recommended to receive training related to handling the complexities that can develop between PSPs and receivers of peer support.

7.2 Because of potential role conflicts involved in providing peer support, including those that could affect future decisions or recommendations concerning assignment, transfer, or promotion, it is preferred that PSPs not develop peer support relationships between supervisors or subordinates.

7.3 A trained PSP knows when and how to refer peers, supervisors, or subordinates to another PSP member, chaplain, or mental health professional to avoid any potential conflicts of interest. This includes recognition that a large number of contacts between a PSP and any one individual may be an indication that a referral is needed.

7.4 Supervisors may have additional requirements regarding the reporting of issues such as sexual harassment, racial discrimination, and workplace injury that can place the supervisor or the agency in jeopardy if the procedures are not followed. PSPs are advised not to abdicate their job responsibility as officers or supervisors by participating in the program. Each agency is recommended to evaluate supervisor responsibilities and the viability of having supervisors as PSPs.

8. Training

8.1 The steering committee identifies appropriate ongoing training for PSPs.

8.2 PSPs are recommended to advance their skills through continuing training as scheduled by the program coordinator. It is recommended that four hours of update training per quarter be provided to peer-support members.

8.3 It is advised that PSPs be provided with a mechanism for providing feedback to the program coordinator, including but not limited to, the request of specific training, program-related problems in the field, or the need for new or additional resources.

8.4 Relevant introductory and continuing training for PSPs could cover the following topics:

8.4.1 Confidentiality – federal and state laws as well as agency policies

8.4.2 Role conflict

8.4.3 Limits and liability

8.4.4 Ethical issues

8.4.5 Communication facilitation and listening skills

8.4.6 Nonverbal communication

8.4.7 Problem assessment

8.4.8 Problem-solving skills

8.4.9 Cross-cultural issues, including diversity and implicit / explicit bias

8.4.10 Common psychological symptoms

8.4.11 Medical conditions often confused with psychiatric disorders

8.4.12 Stress management and resiliency

8.4.13 Burn-out

8.4.14 Grief management

8.4.15 Domestic violence

8.4.16 Medical issues with significant psychological or lifestyle impact

8.4.17 Suicide assessment

8.4.18 Crisis management intervention

8.4.19 Work-related critical incident stress management

8.4.20 Dependency and abuse (alcohol, substance, gambling, and other addictive behaviors)

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8.4.21 When to seek licensed mental health consultation and referral information

8.4.22 Relationship / family issues and concerns

8.4.23 Military support

8.4.24 Local resources (e.g., social services, AA meetings, childcare, and so on)

8.4.25 Organizational stress and communication

8.4.26 Brief screening tools

8.4.27 Wellness and self-care (for employees and PSPs)

Annex J (Advertisement for Bulletproof Mobile App from 100 Club of Arizona)




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Annex K (Implementation Schedule for the new peer support program)

Task	Assigned	Due Date
Review plan for additional budget items / add those items onto pending FY2023/24 budget proposal	Chief Carney	May 30, 2023
Selection of 4 Paradise Valley Police Officers to become the initial members of the new peer support team.	Chief Carney, Commander DiVenti, Commander Beumler	June 30, 2023
Select Partner Agency	Chief Carney	June 30, 2023
Train the 4 new peer support officers	Sgt. Williams	July 28, 2023
Ensure Bulletproof mobile application is running effectively	Systems Manager Perea	July 28, 2023
Order signage and pamphlets	Chief's Executive Secretary	August 7, 2023
Complete Memorandum of Understanding (MOU) with partner agency	Town Attorney	September 1, 2023
Program introduction	Chief Carney	September 4, 2023

Annex L (Executive Summary)

OPTIONS FOR DEVELOPING AN OFFICIAL PEER SUPPORT PROGRAM FOR THE PARADISE VALLEY POLICE DEPARTMENT TO ENHANCE OFFICER WELLNESS

Problem

All police officers are subjected to several work-related stressors, both occupational and organizational. The Paradise Valley Police Department (PVPD) does not currently have a formal peer support team in place which can be an essential piece to a comprehensive officer wellness program. According to Walden University, not only do more officers die from suicide than those in the line-of-duty, but that rate increases to three times the national average for those serving in smaller departments (Walden University, 2023).

Possible Solutions

- PVPD can develop its own in-house peer support program.
- PVPD can partner with another valley agency such as Scottsdale Police Department who has an existing peer support program.
- PVPD can utilize the Bulletproof mobile application to help refer its officers to mental health services (Annex J).

Recommendation

It is recommended the Paradise Valley Police Department Office take a comprehensive approach and approve all three solutions. The department should develop its own peer support team at the same time partnering with another valley agency that already has an established peer support program. Finally, PVPD should incorporate the Bulletproof mobile application to shore up and maintain information for this new partnership. The successful implementation will require the cooperation and coordination of the police department command staff, training unit, systems manager, and town attorney in order to go live with the new peer support program on Monday, September 4, 2023 (Annex K).

Freeman Carney, Chief of Police
Paradise Valley Police Department

Concur Do not concur