



President
Ms. Rachel Ancheta
City of Dixon

Vice President
Mr. Spencer Morrison
City of Yuba City

Treasurer
Ms. Jen Lee
City of Rio Vista

Secretary
Ms. Jennifer Styczynski
City of Marysville

NORTHERN CALIFORNIA CITIES SELF INSURANCE FUND POLICE RISK MANAGEMENT COMMITTEE MEETING AGENDA

DATE/TIME: Thursday, November 14, 2024
Meeting at 10:00 a.m. – 11:00 a.m.
Informational Session at 11:15 a.m.- Noon

A - Action
I - Information

LOCATION: Zoom Teleconference
Call-in Number: (669) 444- 9171
Meeting ID: 978 8776 3860 Passcode: 322276

1 - Attached
2 - Hand Out
3 - Separate Cover
4 - Verbal

ZOOM LINK:

<https://alliantinsurance.zoom.us/j/97887763860?pwd=Oe9SRFRw5pV18livW5vIzBOctyXnTP.1>

1. City of Anderson- 1887 Howard St, Anderson, CA 96007
2. City of Auburn- 1225 Lincoln Way, Auburn, CA 95603
3. City of Colusa – 425 Webster St, Colusa, CA 95932
4. City of Corning- 794 Third St, Corning, CA 96021
5. City of Dixon – 600 E A St, Dixon, CA 95620
6. City of Elk Grove- 8401 Laguna Palms Way, Elk Grove, CA 95758
7. City of Folsom- 50 Natoma St, Folsom, CA 95630
8. City of Galt- 380 Civic Dr, Galt, CA 95632
9. City of Gridley- 685 Kentucky St, Gridley, CA 95948
10. City of Ione- 1 E Main St, Ione, CA 95640
11. City of Jackson- 33 Broadway #D, Jackson, CA 95642
12. Cit of Lincoln- 600 6th St, Lincoln, CA 95648
13. City of Marysville- 526 C Street, Marysville, CA 95901
14. City of Oroville- 1725 Montgomery St, Oroville, CA 95965
15. City of Nevada City- 317 W Broad St, Nevada City, CA 95959
16. City of Red Bluff- 727 Oak St, Red Bluff, CA 96080
17. City of Rio Vista - 1 Main St, Rio Vista, CA 94571
18. City of Rocklin – 3970 Rocklin Rd, Rocklin, CA 95677
19. City of Marysville- 526 C St. Marysville, CA 95901
20. City of Yuba City – 1201 Civic Center Boulevard, Yuba City, CA 95993
21. Town of Paradise- 5555 Skyway Rd Paradise, CA 95969



President
Ms. Rachel Ancheta
City of Dixon

Vice President
Mr. Spencer Morrison
City of Yuba City

Treasurer
Ms. Jen Lee
City of Rio Vista

Secretary
Ms. Jennifer Styczynski
City of Marysville

MISSION STATEMENT

The Northern California Cities Self Insurance Fund, or NCCSIF, is an association of municipalities joined to protect member resources by stabilizing risk costs in a reliable, economical and beneficial manner while providing members with broad coverage and quality services in risk management and claims management.

A. CALL TO ORDER

B. ROLL CALL

C. PUBLIC COMMENTS

This time is reserved for members of the public to address the Police Risk Management Committee on NCCSIF matters that are of interest to them.

pg. 4	D. CONSENT CALENDAR <i>All matters listed under the consent calendar are considered routine with no separate discussion necessary. Any member of the public or the Police Risk Management Committee may request any item to be considered separately.</i>	A	1
-------	---	----------	----------

pg. 5	1. Police Risk Management Committee Meeting Minutes – February 2, 2023		
pg. 9	2. Police Risk Management Committee Meeting Minutes- May 4, 2023		
pg. 12	3. Police Risk Management Committee Meeting Minutes – August 3, 2023		
pg. 15	4. Police Risk Management Committee Meeting Minutes- November 2, 2023		
pg. 18	5. Police Risk Management Committee Meeting Minutes- February 1, 2024		
pg. 21	6. Police Risk Management Committee Meeting Minutes- May 2, 2024		
pg. 23	7. Police Risk Management Committee Meeting Minutes- August 1, 2024		

E. RISK MANAGEMENT

pg. 26	1. Appointment of NCCSIF PRMC Chair and Vice Chair <i>The Committee will be asked to appoint a Chair and Vice-Chair.</i>	A	1
--------	--	----------	----------

pg. 27	2. Sedgwick Risk Control Staffing Update <i>The Committee will receive an update on Sedgwick Risk Control Staffing.</i>	I	1
--------	---	----------	----------

pg. 29	3. ABLE (Active Bystandership for Law Enforcement) <i>The Committee will receive an overview of ABLE (Active Bystandership for Law Enforcement) from Robert Patton.</i>	I	1
--------	---	----------	----------

pg. 36	4. Legislative Update <i>The Committee members will receive an update on bills introduced in 2024 California Legislature that are of interest to police agencies and signed by Governor Newsom.</i>	I	1
--------	---	----------	----------



President
Ms. Rachel Ancheta
City of Dixon

Vice President
Mr. Spencer Morrison
City of Yuba City

Treasurer
Ms. Jen Lee
City of Rio Vista

Secretary
Ms. Jennifer Styczynski
City of Marysville

pg. 44	5. Technology Discussion <i>New technologies continue to affect police operations in many areas. It is important for law enforcement agencies to be aware of the latest available technologies which may improve their operations.</i>	I	1
pg. 50	6. Wellness Discussion <i>The Committee will review and provide feedback on wellness initiatives and suggestions for future training or services.</i>	I	1
pg. 79	7. Police Risk Management Grant Funds <i>The Committee will receive an update on the Police Risk Management Grant funds.</i>	I	1
pg. 83	8. Round Table Discussion <i>There will be a round table discussion by the NCCSIF Police Risk Management Committee for any topics or ideas that members would like to address including future training sessions.</i>	I	4
	F INFORMATION ITEMS	I	1
pg. 96	1. NorCal Cities FY 24/25 Organizational Chart		
pg. 97	2. NorCal Cities FY 24/25 Meeting Calendar		
pg.98	3. Applied Risk Management: Tips Tricks and Lessons Learned -December 19, 2024		

G. ADJOURNMENT

UPCOMING MEETING

Police Risk Management Committee Meeting - Thursday, February 6, 2025

pg. 99 **TRAINING SESSION at 11:00a.m – noon**
This virtual informational session will be provided by PERFORMA Labs

Per Government Code 54954.2, persons requesting disability related modifications or accommodations, including auxiliary aids or services in order to participate in the meeting, are requested to contact Jenna Wirkner at Alliant Insurance Services at (916) 643-2741.

The Agenda packet will be posted on the NCCSIF website at www.nccsif.org. Documents and materials relating to an open session agenda item that are provided to the NCCSIF Police Risk Management Committee less than 72 hours prior to a regular meeting will be available for public inspection and copying at 2180 Harvard Street, Suite 460, Sacramento, CA 95815.

Access to some buildings and offices may require routine provisions of identification to building security. However, NCCSIF does not require any member of the public to register his or her name, or to provide other information, as a condition to attendance at any public meeting and will not inquire of building security concerning information so provided. See Government Code section 54953.3.



BACK TO AGENDA

**Northern California Cities Self Insurance Fund
Police Risk Management Committee Meeting
November 14, 2024**

Agenda Item D.

CONSENT CALENDAR

ACTION ITEM

ISSUE: The Police Risk Management Committee (PRMC) reviews items on the Consent Calendar, and if any item requires clarification or discussion a member should ask that it be removed for separate action. The PRMC should then consider action to approve the Consent Calendar excluding those items removed. Any items removed from the Consent Calendar will be placed on the agenda later in the meeting in an order determined by the Chair.

RECOMMENDATION: Adoption of the Consent Calendar after review by the PRMC.

FISCAL IMPACT: None.

BACKGROUND: The following items are placed on the Consent Calendar for approval. The PRMC may approve the Consent Calendar items as presented, or any individual may request that an item be removed for discussion and separate action may be taken during the meeting.

ATTACHMENT(S):

1. Police Risk Management Committee Meeting Minutes- February 2, 2023
2. Police Risk Management Committee Meeting Minutes- May 4, 2023
3. Police Risk Management Committee Meeting Minutes – August 3, 2023
4. Police Risk Management Committee Meeting Minutes – November 2, 2023
5. Police Risk Management Committee Meeting Minutes – February 1, 2024
6. Police Risk Management Committee Meeting Minutes – May 2, 2024
7. Police Risk Management Committee Meeting Minutes – August 1, 2024



**NORTHERN CALIFORNIA CITIES SELF INSURANCE FUND
POLICE RISK MANAGEMENT COMMITTEE MINUTES
ROCKLIN COMMUNITY CENTER – SPRINGVIEW HALL
FEBRUARY 2, 2023**

MEMBERS PRESENT

Chief Ryan Kinnan, City of Auburn
Chief Robert Thompson, City of Dixon
Chief Brian Kalinowski, City of Galt
Chief Matt Alves, City of Lincoln
Captain Quintan Ortega, City of Red Bluff
Chief Brian Baker, City of Yuba City

Chief Jeremiah Fears, City of Corning
Sergeant Jason Jacobo, City of Elk Grove
Chief Rodney Harr, City of Gridley
Chief Eric Reinbold, Town of Paradise
Lt. Scott Horrillo, City of Rocklin

OTHER MEMBERS PRESENT

Commander Sam Escheman, City of Yuba City Lt. Adrian Passadore, City of Rocklin

GUESTS & CONSULTANTS

Jenna Wirkner, Alliant Insurance Services
Tom Kline, Sedgwick

Summer Simpson, Sedgwick
Dori Zumwalt, Sedgwick

A. CALL TO ORDER

Chief Kinnan called the meeting to order at 10:04a.m.

B. ROLL CALL

The above members listed were present.

C. PUBLIC COMMENTS

There were no public comments.

D. CONSENT CALENDAR

1. Police Risk Management Committee Meeting Minutes – November 3, 2022

A motion was made to approve the Consent Calendar as presented.

MOTION: Robert Thompson **SECOND:** Brian Kalinowski **MOTION CARRIED UNANIMOUSLY**
Ayes: Kinnan, Fears, Thompson, Jacobo, Kalinowski, Harr, Alves, Reinbold, Ortega, Horrillo, Baker
Nays: None

E. RISK MANAGEMENT

E.1. Workers' Compensation Claims Analysis for Police



**NORTHERN CALIFORNIA CITIES SELF INSURANCE FUND
POLICE RISK MANAGEMENT COMMITTEE MINUTES
ROCKLIN COMMUNITY CENTER – SPRINGVIEW HALL
FEBRUARY 2, 2023**

Ms. Dori Zumwalt from Sedgwick gave an analysis for Police Workers' Compensation claims.

E.2. Police Risk Management Grant Funds

Members discussed eliminating the body worn camera requirement from the Police Risk Management Grant Funds. Members would like to continue using the grant funds.

A motion was made to recommend approving the PRMC Grant Funds and eliminating the Body Worn Camera requirement to the Board of Directors.

MOTION: Robert Thompson **SECOND:** Brian Kalinowski **MOTION CARRIED
UNANIMOUSLY**
Ayes: Kinnan, Fears, Thompson, Jacobo, Kalinowski, Harr, Alves, Reinbold, Ortega, Horrillo, Baker
Nays: None

E.3. Wellness Discussion

Members discussed what departments are doing relating to wellness. Examples were gym memberships, EAPs and peer support groups.

E.4. Active Bystandership for Law Enforcement (ABLE)

Mr. Tom Kline discussed Active Bystandership for Law Enforcement.

ABLE is a research-backed training program designed to provide practical active bystandership strategies and tactics to law enforcement officers, focusing on fostering a healthy culture that encourages officers to both give and accept intervention to prevent harm or acts of wrongdoing.

E.5. Legislative Spotlight

Mr. Tom Kline gave an update on new California laws that impose new requirements on police agencies or bills that may affect them.

Enforcement Procedures

- AB 2537 – Driver Education for Stops
- AB 2644 – Minor Custodial Interrogation
- AB 2773 – Reason for Stop
- SB 1359 – Vehicle Registration
- AB 485 - Hate Crime Reporting



**NORTHERN CALIFORNIA CITIES SELF INSURANCE FUND
POLICE RISK MANAGEMENT COMMITTEE MINUTES
ROCKLIN COMMUNITY CENTER – SPRINGVIEW HALL
FEBRUARY 2, 2023**

Hiring & Termination of Officers

- AB 655 – Hate Group Background
- AB 2229 – Bias Evaluation
- SB 960 – Citizenship

ATTACHMENTS:

1. AB 2537 – Driver Education for Stops
2. AB 2644 – Minor Custodial Interrogation
3. AB 2773 – Reason for Stop
4. SB 1359 – Vehicle Registration
5. AB 485 - Hate Crime Reporting
6. AB 655 – Hate Group Background
7. AB 2229 – Bias Evaluation
8. SB 960 – Citizens

E.6. TECHNOLOGY DISCUSSION

Mr. Kline gave an update on technologies we have discussed at previous meetings and new technology.

1. *Artificial Intelligence (AI) – *Flock Safety*
2. Automatic License Plate Recognition (ALPR)
3. Biometrics
4. Body-Worn Cameras and In-Car Video Systems
5. *Body Worn Camera Auditing – *Frontline Public Safety Solutions*
6. *Communication – *Tango Tango*
7. DeleteMe
8. Drones - Unmanned Aircraft Systems (UAS)
9. Gunshot Detection Systems (GDS)
10. Handheld Lasers
11. True Narc
12. Robots
13. Robotic Cameras
14. Smarter Police Cars
15. Tablets
16. Thermal Imaging
17. *Vehicle Pursuit Dart – *Starchase demonstration*
18. Video Doorbells
19. *Video Redaction Software – *Veritone*
20. *RIPA Compliance Software – *Veritone*



**NORTHERN CALIFORNIA CITIES SELF INSURANCE FUND
POLICE RISK MANAGEMENT COMMITTEE MINUTES
ROCKLIN COMMUNITY CENTER – SPRINGVIEW HALL
FEBRUARY 2, 2023**

Members discussed utilizing DeleteMe and having DeleteMe host an informational training session.

E.7. Round Table Discussion

Mr. Tom Kline discussed a possible Workers' Compensation Presumptions for Police Leadership training.

F. INFORMATION ITEMS

1. NCCSIF 2022-23 ORGANIZATIONAL CHART
2. NCCSIF 2022-23 MEETING CALENDAR

G. ADJOURNMENT

The meeting was adjourned at 11:00a.m.

Next Meeting Date: May 4, 2023

Respectfully Submitted,

Jennifer Styczynski, Secretary

Date: _____



**NORTHERN CALIFORNIA CITIES SELF INSURANCE FUND
POLICE RISK MANAGEMENT COMMITTEE MINUTES
ROCKLIN EVENT CENTER – GARDEN ROOM
MAY 4, 2023**

MEMBERS PRESENT

Chief Jeremiah Fears, City of Corning
Chief Robert Thompson, City of Dixon
Chief Jon Alfred, City of Ione
Chief Kyle Sanders, City of Red Bluff
Chief Rustin Banks, City of Rocklin

Chief Robert Thompson, City of Dixon
Chief Rodney Harr, City of Gridley
Chief Eric Reinbold, Town of Paradise
Chief Jon Mazer, City of Rio Vista
Chief Brian Baker, City of Yuba City

OTHER MEMBERS PRESENT

Commander Sam Escheman, City of Yuba City Lt. Adrian Passadore, City of Rocklin

GUESTS & CONSULTANTS

Jenna Wirkner, Alliant Insurance Services
Tom Kline, Sedgwick

Marcus Beverly, Alliant Insurance Services

A. CALL TO ORDER

Chief Sanders called the meeting to order at 10:00 a.m.

B. ROLL CALL

The above members listed were present.

C. PUBLIC COMMENTS

There were no public comments.

D. CONSENT CALENDAR

1. Police Risk Management Committee Meeting Minutes – February 2, 2023

No motion was made.

E. RISK MANAGEMENT

E.1. Police Risk Management Grant Funds

Mr. Beverly discussed the Police Risk Management Grant Funds for FY23/24. Members are encouraged to use the fund for body worn camera programs or other risk management products or services.

E.2. Legislative Spotlight

A Public Entity Joint Powers Authority



**NORTHERN CALIFORNIA CITIES SELF INSURANCE FUND
POLICE RISK MANAGEMENT COMMITTEE MINUTES
ROCKLIN EVENT CENTER – GARDEN ROOM
MAY 4, 2023**

Mr. Tom Kline discussed the legislative spotlight for Law Enforcement. Twenty-seven bills related to law enforcement were listed in the agenda packet and discussed, including the following:

AB 21 – Peace officers: training

AB 360: Excited delirium

AB 443: Peace officers: determination of bias

AB 449: Hate crimes: law enforcement policies.

AB 742: Law enforcement: police canines

AB 807: Police use of force

AB 856: Peace officers: active shooter and rescue training

AB 994: Law enforcement: social media

AB 1034: Law enforcement: facial recognition and other biometric surveillance

E.3. Technology Discussion

Mr. Tom Kline gave an update on Law Enforcement Technology.

The City of Oroville recently approved a contract with Flock Safety to install and maintain 40 cameras for monitoring criminal activity in the city. Discussion included two articles regarding the installation, one citing the purpose and one expressing some privacy concerns. Members discussed their experience with using the cameras and impact on crime in their jurisdictions.

Members discussed PRA software and guardian for background checks.

E.4. Wellness Discussion

Mr. Marcus Beverly discussed wellness and the use of Chaplaincy programs for departments.

Members are using Cordico for wellness. Member discussed the Cal Chiefs Wellness Training Event.

Members discussed UC Davis Sports Medicine and creating an incentive if employees go.

E.5. Training Topics

Members discussed potential training topics for meetings.

Chief Baker from the City of Yuba City discussed the CIRA Training Day. Mindbase is a wellness app that some departments are using. You can see how many people are using the app and for what. Chief Baker also discussed the First Responder Resiliency Center.



**NORTHERN CALIFORNIA CITIES SELF INSURANCE FUND
POLICE RISK MANAGEMENT COMMITTEE MINUTES
ROCKLIN EVENT CENTER – GARDEN ROOM
MAY 4, 2023**

Lt. Passadore from the Rocklin Police Department attended the Placer County Training and mentioned the Eugene Ramirez training regarding the impact of officer feedback during arrests and how that can make defense of a claim more difficult.

E.6. Round Table Discussion

Members discussed the Sacramento Police Department rifle resistant armor and City of Alameda Police Department Special Order #22-02.

F. INFORMATION ITEMS

1. NCCSIF 2022-23 ORGANIZATIONAL CHART
2. NCCSIF 2022-23 MEETING CALENDAR
3. Training Announcement

G. ADJOURNMENT

The meeting was adjourned at 11:25 a.m.

Next Meeting Date: August 3, 2023

Respectfully Submitted,

Jennifer Styczynski, Secretary

Date: _____



**NORTHERN CALIFORNIA CITIES SELF INSURANCE FUND
POLICE RISK MANAGEMENT COMMITTEE MINUTES
ROCKLIN EVENT CENTER – GARDEN ROOM
AUGUST 3, 2023**

MEMBERS PRESENT

Chief Ryan Kinnan, City of Auburn
Lt. Brian Schopf, City of Elk Grove
Chief Rodney Harr, City of Gridley
Chief Matt Alves, City of Lincoln
Captain Scott Horrillo, City of Rocklin

Chief Robert Thompson, City of Dixon
Chief Brian Kalinowski, City of Galt
Chief Jon Alfred, City of Ione
Lt. Gil Zarate, City of Oroville
Chief Jon Mazer, City of Rio Vista

GUESTS & CONSULTANTS

Jenna Wirkner, Alliant Insurance Services
Evan Washburn, Alliant Insurance Services
Summer Simpson, Sedgwick

Marcus Beverly, Alliant Insurance Services
Tom Kline, Sedgwick
Sergeant Jeff Daigle, City of Rocklin

A. CALL TO ORDER

Chief Kinnan called the meeting to order at 10:02 a.m.

B. ROLL CALL

The above members listed were present.

C. PUBLIC COMMENTS

There were no public comments.

D. CONSENT CALENDAR

1. Police Risk Management Committee Meeting Minutes – February 2, 2023
2. Police Risk Management Committee Meeting Minutes May 4, 2023

No quorum. Minutes will be moved to the November 3, 2022, Meeting Agenda.

E. RISK MANAGEMENT

E.1. Police Risk Management Grant Funds

Mr. Beverly discussed the Police Risk Management Grants for members. Members are encouraged to use funds for Body Worn Cameras. If members have cameras, they can use the funds for other Risk Management items.



**NORTHERN CALIFORNIA CITIES SELF INSURANCE FUND
POLICE RISK MANAGEMENT COMMITTEE MINUTES
ROCKLIN EVENT CENTER – GARDEN ROOM
AUGUST 3, 2023**

E.2. General Liability Claims Analysis for Police

Ms. Summer Simpson gave an overview on the General Liability Claims Analysis for Police. Police Liability claims are the highest in severity. Policy Liability is the 3rd in Frequency and Severity by claim.

E.3. Legislative Update

Mr. Tom Kline provided a legislative update related to Law Enforcement.

- AB 21 - Peace officers: training
- AB 44 - California Law Enforcement Telecommunications System: tribal police
- AB 79 - Weapons: robotic devices and unmanned aircrafts
- AB 93 - Criminal procedure: consensual searches
- AB 355- Firearms: assault weapons: exception for peace officer training
- AB 360 - Excited Delirium
- AB 390 - Commission on POST: assessment of training requirements
- AB 443 - Peace officers: determination of bias
- AB 449- Hate crimes: law enforcement policies
- AB 458 - Peace officers
- AB 462 - Overdose response teams
- AB 742 - Law Enforcement: police canines
- AB 750 - Menace to public health: closure by law enforcement
- AB 797 - Local government: police review boards
- AB 807 - Police Use of Force
- AB 856 - Peace officers: active shooter and rescue training
- AB 994 - Law Enforcement: social media
- AB 1034 - Law Enforcement: facial recognition and other biometric surveillance
- AB 1090 - County officers: sheriffs
- AB 1133 - Firearms: concealed carry licenses
- AB 1299 - School safety: school resource officers, school police officers, school safety plans
- AB 1435- Department of the California Highway Patrol: officers: age limit
- SB 50 - Vehicles: enforcement
- SB 400 - Peace officers: confidentiality of records
- SB 449 - Peace officers: Peace Officer Standards Accountability Advisory Board
- SB 719 - Law enforcement agencies: radio communications
- SB 852 - Searches: supervised persons

E.4 Technology Discussion

Members discussed their experiences with their departments emerging technologies. Members discussed RTIC and Tazer Ten.



**NORTHERN CALIFORNIA CITIES SELF INSURANCE FUND
POLICE RISK MANAGEMENT COMMITTEE MINUTES
ROCKLIN EVENT CENTER – GARDEN ROOM
AUGUST 3, 2023**

E.5 Wellness Discussion

Lt. Schopf discussed the Elk Grove Police Department Wellness program. Lt. Schopf discussed the use of the Pinnacle Training System. Pinnacle offers blood tests for cancer markers and functional medicine for knees, back, and shoulders. Lt. Schopf also discussed my steady mind, a 10 week cognitive fitness course.

Other members discussed the environment around nutrition and exercise. Members are bringing in healthy meals for officers to purchase and offering discounts for gym memberships or incentives for health screenings.

E.6. Lexipol Grant Finder

Mr. Beverly discussed Lexipol Grant Finder. The Board of Directors approved a 2-year MOU with a 50% discount for grant writing and additional services. Members are encouraged to register on the website.

E.7. Round Table Discussion

F. INFORMATION ITEMS

1. NCCSIF 2022-23 ORGANIZATIONAL CHART
2. NCCSIF 2022-23 MEETING CALENDAR

G. ADJOURNMENT

The meeting was adjourned at 11:26a.m.

Next Meeting Date: November 2,2023

Respectfully Submitted,

Jennifer Styczynski, Secretary

Date: _____



**NORTHERN CALIFORNIA CITIES SELF INSURANCE FUND
POLICE RISK MANAGEMENT COMMITTEE MINUTES
ZOOM WEBINAR
NOVEMBER 2, 2023**

MEMBERS PRESENT

Chief Robert Thompson, City of Dixon
Chief Matt Alves, City of Lincoln
Chief Eric Reinbold, Town of Paradise
Chief Rustin Banks, City of Rocklin

Sergeant Cooley, City of Elk Grove
Lt. Gil Zarate, City of Oroville
Chief Kyle Sanders, City of Red Bluff
Commander Sam Escheman, City of Yuba City

GUESTS & CONSULTANTS

Jenna Wirkner, Alliant Insurance Services
Tom Kline, Sedgwick
Brian Davis, Sedgwick,

Evan Washburn, Alliant Insurance Services
Summer Simpson, Sedgwick
Richard Byrod, California Highway Patrol

A. CALL TO ORDER

Chief Sanders called the meeting to order at 10:00a.m.

B. ROLL CALL

The above members listed were present.

C. PUBLIC COMMENTS

There were no public comments.

D. CONSENT CALENDAR

1. Police Risk Management Committee Meeting Minutes – February 2, 2023
2. Police Risk Management Committee Meeting Minutes- May 4, 2023
3. Police Risk Management Committee Meeting Minutes- August 3, 2023

A motion was made to approve the Consent Calendar as presented.

No quorum. Moved to February meeting.

E. RISK MANAGEMENT

E.1. Police Risk Management Grant Funds

Ms. Wirkner discussed the Police Risk Management Grant funds remaining for members.



**NORTHERN CALIFORNIA CITIES SELF INSURANCE FUND
POLICE RISK MANAGEMENT COMMITTEE MINUTES
ZOOM WEBINAR
NOVEMBER 2, 2023**

E.2. Legislative Update

Mr. Kline discussed a Legislative update on bills relating to Law Enforcement.

AB 355 Firearms: assault weapons: exception for peace officer training

AB 360 Excited Delirium

AB 443 Peace officers: determination of bias

AB 448 Hate crimes: law enforcement policies

AB 750 Menace to public health: closure by law enforcement

AB 994 Law enforcement: social media

SB 2 Firearms

E.3. Technology Discussion

Mr. Kline discussed Technology related to Law Enforcement. Mr. Kline discussed a possible webinar with Ford, regarding safety, ergonomics, and the future of Ford police vehicles.

The City of Oroville Police Department discussed a mobile security system.

E.4. Wellness Discussion

Ms. Wirkner discussed Concerns EAP tailored for first responders. The program will launch on January 1st for PRISM members.

E.5. Lexipol Grant Finder Update

Ms. Washburn provided an update on Lexipol Grant Finder. Members discussed having Lexipol alert them when they have grants for Law Enforcement.

E.6. Round Table Discussion

Members discussed RIMS new requirements as of January 1st.

Members discussed quality insurance software, frontline, and the Lexipol Policy Manual regarding DOJ.

Members will hear a presentation from Benchmark Analytics. If implemented, it will be at no cost to the department.



**NORTHERN CALIFORNIA CITIES SELF INSURANCE FUND
POLICE RISK MANAGEMENT COMMITTEE MINUTES
ZOOM WEBINAR
NOVEMBER 2, 2023**

F. INFORMATION ITEMS

1. NCCSIF 2022-23 ORGANIZATIONAL CHART
2. NCCSIF 2022-23 MEETING CALENDAR
3. Applied Risk Management: Tips Tricks and Lessons Learned -November 28th, 2023
4. Your Black Swan is Someone Else's Grey Rhino – January 25th, 2024

G. ADJOURNMENT

The meeting was adjourned at 11:05a.m.

Next Meeting Date: February 1, 2024

Respectfully Submitted,

Jennifer Styczynski, Secretary

Date: _____



**NORTHERN CALIFORNIA CITIES SELF INSURANCE FUND
POLICE RISK MANAGEMENT COMMITTEE MINUTES
ZOOM WEBINAR
FEBRUARY 1, 2024**

MEMBERS PRESENT

Chief Robert Thompson, City of Dixon
Chief Brian Kalinowski, City of Galt
Chief Eric Reinbold, Town of Paradise
Chief Rustin Banks, City of Rocklin

Lt. Brian Schopf, City of Elk Grove
Chief Rodney Harr, City of Gridley
Captain Quintan Ortega, City of Red Bluff
Chief Brian Baker, City of Yuba City

GUESTS & CONSULTANTS

Jenna Wirkner, Alliant Insurance Services
Tom Kline, Sedgwick
Brian Davis, Sedgwick,
Jared Boothe, Pulse Patch
Todd Farr, City of Gridley
Commander Sam Escheman, City of Yuba City

Evan Washburn, Alliant Insurance Services
Summer Simpson, Sedgwick
Richard Byrod, Pulse Patch
Sergeant Terry Cooley, City of Elk Grove
Lt. Cameron Kovacs, Town of Paradise

A. CALL TO ORDER

Captain Ortega called the meeting to order at 10:00a.m.

B. ROLL CALL

The above members listed were present.

C. PUBLIC COMMENTS

There were no public comments.

D. CONSENT CALENDAR

1. Police Risk Management Committee Meeting Minutes- February 2, 2023
2. Police Risk Management Committee Meeting Minutes- May 4, 2023
3. Police Risk Management Committee Meeting Minutes- August 3, 2023
4. Police Risk Management Committee Meeting Minutes – November 2, 2023

No quorum will table minutes to next meeting.

E. RISK MANAGEMENT



**NORTHERN CALIFORNIA CITIES SELF INSURANCE FUND
POLICE RISK MANAGEMENT COMMITTEE MINUTES
ZOOM WEBINAR
FEBRUARY 1, 2024**

E.1. Workers' Compensation Claims Analysis for Police

Ms. Stacey Bean discussed the Workers' Compensation Claims Analysis for Police for 2019-2023. The top 5 causes of injury are Strain or Injury By NOC, Cumulative, NOC, Other, Miscellaneous NOC, Strain or Injury By- Lifting, Strain or Injury By – Repetitive Motion. The top 5 part of body injured are multiple body parts (including body systems and Bo, knee, lower back area, body systems and multiple body systems and shoulders.

E.2. Police Risk Management Grant Funds

Ms. Evan Washburn discussed the Police Risk Management Grant Funds. Members would like to increase the Police Risk Management Grant Funds to \$100,000 for FY 24/25.

E.3. Wellness Discussion

Lt. Schopf from the Elk Grove Police Department discussed the cognitive fitness program at Elk Grove PD. My Steady Mind has been popular with the Police Department.

We will schedule a webinar with My Steady Mind.

Members discussed Peer Support Programs.

E.4. Law Enforcement Training Day

Ms. Washburn discussed the Law Enforcement Training Day and asked if members had any feedback. The next Law Enforcement Training Day is on November 6th, 2024. Members are encouraged to provide recommendations on training topics. The proposed speakers for the 2024 Law Enforcement Training Day are Tony Giles and Marinda Griese, Tony Sain, Mike Ranalli and Gerry Preciado.

E.5. Legislative Spotlight

Mr. Kline discussed the Legislative Spotlight.

New Laws

1. AB 443 - Peace officers: determination of bias
2. AB 449 - Hate crimes: law enforcement policies
3. AB 750 - Menace to public health: closure by law enforcement
4. AB 994 - Law Enforcement: social media
5. SB 2 - Firearms
6. SB 449- Peace officer: Peace Officer Standards Accountability Advisory Board
7. SB 852 – Searches: supervised persons



**NORTHERN CALIFORNIA CITIES SELF INSURANCE FUND
POLICE RISK MANAGEMENT COMMITTEE MINUTES
ZOOM WEBINAR
FEBRUARY 1, 2024**

New Bills

1. AB 1814 - Law Enforcement – Facial recognition Technology
2. SB 804 – Criminal Procedure – Hearsay Testimony at Preliminary Hearings
3. SB 912 – Colormetric Field Drug Tests

Bills That Will NOT Be Carried Over from 2023

1. [Senate Bill 838](#) would have expanded eligibility for victims compensation to include injuries or deaths caused by police officers after Jan. 1, 2024
2. [AB 797](#) would mandate that cities and counties create by Jan. 1, 2026 independent

E.6. Technology Spotlight

Mr. Tom Kline discussed Performa Labs and having them host a training.

Richard Byrod and Jared Booth gave a presentation and demo on Pulse Patch. Pulse patch is an inexpensive and disposable device, which will alert first responders to the deteriorating health status of and individual in custody.

E.7. Round Table Discussion

Ms. Washburn and Ms. Wirkner discussed training idea for the May Meeting, Lexipol Grant Finder and the estimated increase from drone premiums.

F. INFORMATION ITEMS

1. NCCSIF 2022-23 ORGANIZATIONAL CHART
2. NCCSIF 2022-23 MEETING CALENDAR

G. ADJOURNMENT

The meeting was adjourned at 11:15a.m.

Next Meeting Date: May 2, 2024

Respectfully Submitted,

Jennifer Styczynski, Secretary

Date: _____



**NORTHERN CALIFORNIA CITIES SELF INSURANCE FUND
POLICE RISK MANAGEMENT COMMITTEE MINUTES
ROCKLIN EVENT CENTER – GARDEN ROOM
MAY 2, 2024**

MEMBERS PRESENT

Chief Ryan Kinnan, City of Auburn
Sergeant Warner Herndon, City of Folsom
Chief Eric Reinbold, Town of Paradise
Chief Jon Mazer, City of Rio Vista

Chief Robert Thompson, City of Dixon
Asst Chief Jess Darnell, City of Oroville
Captain Quintan Ortega, City of Red Bluff
Chief Rustin Banks, City of Rocklin

GUESTS & CONSULTANTS

Jenna Wirkner, Alliant Insurance Services
Brian Davis, Sedgwick,
Marcus Beverly, Alliant Insurance Services

Evan Washburn, Alliant Insurance Services
Lt. Cameron Kovacs, Town of Paradise

A. CALL TO ORDER

Chief Kinnan called the meeting to order at 10:00a.m.

B. ROLL CALL

The above members listed were present.

C. PUBLIC COMMENTS

There were no public comments.

D. CONSENT CALENDAR

1. Police Risk Management Committee Meeting Minutes- February 2, 2023
2. Police Risk Management Committee Meeting Minutes- May 4, 2023
3. Police Risk Management Committee Meeting Minutes- August 3, 2023
4. Police Risk Management Committee Meeting Minutes – November 2,2023
5. Police Risk Management Committee Meeting Minutes – February 2, 2024

No quorum will table minutes to next meeting.

E. RISK MANAGEMENT

E.1. Police Risk Management Grant Funds

Ms. Evan Washburn discussed the Police Risk Management Grant Funds. We increased the funds to \$100,000.



**NORTHERN CALIFORNIA CITIES SELF INSURANCE FUND
POLICE RISK MANAGEMENT COMMITTEE MINUTES
ROCKLIN EVENT CENTER – GARDEN ROOM
MAY 2, 2024**

We will send out an updated allocation after July 1st.

E.2. Lexipol Grant Finder

Ms. Washburn discussed Lexipol grant finder and encouraged members to look at the grants available.

E.3. Recent Trends in Policing

Mr. Beverly discussed recent trends in policing.

E.4. Legislative Update

Ms. Beverly provided a legislative update relating to Law Enforcement.

E.5. Technology Discussion

Mr. Beverly discussed Performa. Performa is a mobile-based raining accelerator.

E.6. Round Table Discussion

Members discussed bean bags and if we have had any claims from bean bags.

Members discussed bean bags. 12-gauge bean bag compared to 12 gauge. Discuss claims.

F. INFORMATION ITEMS

1. NCCSIF 2022-23 ORGANIZATIONAL CHART
2. NCCSIF 2022-23 MEETING CALENDAR

G. ADJOURNMENT

The meeting was adjourned at 11:15a.m.

Next Meeting Date: August 1, 2024

Respectfully Submitted,

Jennifer Styczynski, Secretary

Date: _____



**NORTHERN CALIFORNIA CITIES SELF INSURANCE FUND
POLICE RISK MANAGEMENT COMMITTEE MINUTES
ROCKLIN EVENT CENTER – GARDEN ROOM
AUGUST 1, 2024**

MEMBERS PRESENT

Chief Ryan Kinnan, City of Auburn
Sergeant Warner Herndon, City of Folsom
Chief Rodney Harr, City of Gridley
Chief Jon Mazer, City of Rio Vista

Chief Robert Thompson, City of Dixon
Captain Richard Small, City of Galt
Chief Eric Reinbold, Town of Paradise
Captain Chad Morris, City of Rocklin

OTHER MEMBERS PRESENT

Lieutenant Brian Azevedo, City of Galt
Captain Luke Sincerny, City of Rocklin

Sergeant Todd Farr, City of Gridley

GUESTS & CONSULTANTS

Jenna Wirkner, Alliant Insurance Services
Evan Washburn, Alliant Insurance Services

Marcus Beverly, Alliant Insurance Services
Tom Kline, Sedgwick

A. CALL TO ORDER

Chief Kinnan called the meeting to order at 10:02 a.m.

B. ROLL CALL

The above members listed were present.

C. PUBLIC COMMENTS

There were no public comments.

D. CONSENT CALENDAR

1. Police Risk Management Committee Meeting Minutes – February 2, 2023
2. Police Risk Management Committee Meeting Minutes - May 4, 2023
3. Police Risk Management Committee Meeting Minutes – August 3, 2023
4. Police Risk Management Committee Meeting Minutes- November 2, 2023
5. Police Risk Management Committee Meeting Minutes- February 1, 2024
6. Police Risk Management Committee Meeting Minutes- May 2, 2024



**NORTHERN CALIFORNIA CITIES SELF INSURANCE FUND
POLICE RISK MANAGEMENT COMMITTEE MINUTES
ROCKLIN EVENT CENTER – GARDEN ROOM
AUGUST 1, 2024**

E. RISK MANAGEMENT

E.1. Public Risk Innovation, Solutions, and Management System PRISM Law Enforcement Presentation

Sarah Bruno from PRISM discussed Law Enforcement resources available to NCCSIF members.

E.2. Police Risk Management Grant Funds

Ms. Evan Washburn discussed the Police Risk Management Grant Funds for members. Members are encouraged to use the Police Risk Management Grant Funds.

E.3. Appointment of NCCSIF PRMC Chair and Vice Chair

Ms. Wirkner discussed selecting a new chair and vice chair at the November 14, 2024, meeting.

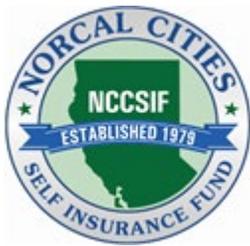
E.4. General Liability Police Claims Analysis

Ms. Summer Simpson discussed the general liability police claims analysis from 2019-2024.

E.5. Legislative Update

Mr. Tom Kline provided a legislative update relating to law enforcement.

- AB 667 Firearms: gun violence restraining orders
- AB 1839 Peace officers: education and hiring grants
- AB 2002 Vehicles: public safety: Blue Envelope Program
- AB 2020 Survivors of Human Trafficking Support Act
- AB 2042 Police canines: standards and training
- AB 2541 Peace officer training: wandering
- AB 2621 Law Enforcement Training
- AB 2710 Active Shooter Incidents
- AB 2923 Peace officers: public complaints
- AB 3021 Criminal procedure: interrogations
- AB 3038 School safety: armed school resource officers
- AB 3241 Law Enforcement: police canines
- SB 400 Peace officers: confidentiality of records
- SB 1020 Law enforcement agency regulations: shooting range targets
- SB 1122 Peace officers: educational requirements



**NORTHERN CALIFORNIA CITIES SELF INSURANCE FUND
POLICE RISK MANAGEMENT COMMITTEE MINUTES
ROCKLIN EVENT CENTER – GARDEN ROOM
AUGUST 1, 2024**

E.6. Technology Discussion

Mr. Tom Kline discussed technology specific to law enforcement. Member discusses utilizing drones and AXON AI reporting.

E.7. Wellness Discussion

Members discussed the Solano County Mobile Crisis Team (one for schools and one for the public).

Mr. Beverly discussed The Counseling Team Training topics available to members.

E.8. K-9 Insurance Discussion

Ms. Washburn discussed options for K-9 insurance. Members in the Alliant Property Insurance Program can choose to schedule them. Alliant recently added a program for K-9s.

E.9. Lexipol Grant Finder

Ms. Washburn discussed Lexipol Grant Finder. Lexipol Grant Finder does have public safety grants.

E.10. Round Table Discussion

F. INFORMATION ITEMS

1. NCCSIF 2022-23 ORGANIZATIONAL CHART
2. NCCSIF 2022-23 MEETING CALENDAR

G. ADJOURNMENT

The meeting was adjourned at 11:09am.

Next Meeting Date: November 2, 2023

Respectfully Submitted,

Jennifer Styczynski, Secretary

Date: _____



BACK TO AGENDA

**Northern California Cities Self Insurance Fund
Police Risk Management Committee Meeting
November 14, 2024**

Agenda Item E.1.

APPOINTMENT OF NCCSIF PRMC CHAIR AND VICE CHAIR

ACTION ITEM

ISSUE: The Police Risk Management Committee will appoint a Chair and Vice-Chair. A staff report is provided to the Risk Management Committee reporting on matters pertaining to the Police Risk Management Committee.

RECOMMENDATION: Solicit nominations and appoint Committee Chair and Vice Chair.

FISCAL IMPACT: None.

BACKGROUND: None.

ATTACHMENT(S): None.



**Northern California Cities Self Insurance Fund
Police Risk Management Committee Meeting
November 14, 2024**

Agenda Item E.2.

SEDGWICK RISK CONTROL STAFFING UPDATE

INFORMATION ITEM

ISSUE: Sadly, Tom Kline passed away in August. Tom provided Police Risk Control services to NCCSIF for over 10 years, typically focusing on Legislative Updates and Technology items. Tom had worked with Sedgwick since 2001 and was well known in the JPA community, he will be deeply missed.

Rob Patton from Sedgwick will be taking over Tom's duties on NCCSIF. Rob is a retired Lieutenant from the Sacramento Sheriff's office and worked for POST as a Law Enforcement Consultant after retiring. Rob has worked with other pools to facilitate the implementation of the ABLE program.

RECOMMENDATION: None – information only.

FISCAL IMPACT: None.

BACKGROUND: None.

ATTACHMENT(S): Robert Patton Bio

Rob Patton Biography

Rob Patton is a retired Lieutenant from the Sacramento Sheriff's Office. His experience includes corrections, patrol, problem-oriented policing, metro detective, FBI gang task force, fugitive apprehension detective, SWAT, communications supervisor, detective bureau supervisor, internal affairs investigator, jail watch commander, and patrol services watch commander.

Upon retiring, Rob joined the Commission on Peace Officer Standards and Training (POST), where he served as a Law Enforcement Consultant and Bureau Chief. After transitioning from POST, he partnered with the California Affiliated Risk Management Authorities (CARMA) to facilitate the implementation of the Active Bystandership for Law Enforcement (ABLE) program into police organizations.

Rob possesses a bachelor's degree in Criminal Justice and a master's degree in Organizational Leadership. He is an ABLE National Instructor, a graduate of the Sherman Block Supervisory Leadership Institute, and LAPD's West Point Leadership Academy. Rob created and implemented a leadership development program for the Sacramento Sheriff's Office and received the Distinguished Alumni Service award for outstanding leadership in law enforcement from California State University Sacramento.



**Northern California Cities Self Insurance Fund
Police Risk Management Committee Meeting
November 14, 2024**

Agenda Item E.3.

ABLE (Active Bystandership for Law Enforcement)

INFORMATION ITEM

ISSUE: Duty to intercede policies and law exist in California that officers must adhere to, but law enforcement in general do not train personnel how to successfully intervene. This creates an environment where officers and their agencies are set up to potentially fail.

Agencies can proactively reduce unnecessary harm and transform culture by implementing the Active Bystandership for Law Enforcement (ABLE) program. ABLE builds upon a training developed by Dr. Ervin Staub, the Founding Director of the UMass Amherst Psychology of Peace and Violence Program, to help police officers reduce unnecessary harmful behavior by fellow officers. In 2014, Dr. Staub, other experts, and the New Orleans Police Department developed the successful Ethical Policing Is Courageous (EPIC) Peer Intervention Program in New Orleans. ABLE builds upon EPIC and Dr. Staub's prior work to develop and deliver practical, scenario-based training for police agencies in the strategies and tactics of police peer intervention.

RECOMMENDATION: Review and consider ABLE training for NCC members.

FISCAL IMPACT: None. ABLE is a non-profit initiative designed to support Law Enforcement at no cost.

BACKGROUND: ABLE is a national program that rolled out in 2020. Since then, 411 law enforcement departments have become ABLE agencies, 2,894 officers are ABLE certified instructors, and 170,000+ officers have received the training.

ATTACHMENT(S): ABLE fact sheet.



Active Bystandership for Law Enforcement (ABLE) Project FACT SHEET

Christy Lopez
Professor
Director, ABLE Project
Co-Director, Innovative
Policing Program

Rosa Brooks
Professor
Co-Director, Innovative
Policing Program

Jonathan Aronie
Partner, Sheppard
Mullin LLP
Chair, ABLE Project
Board of Advisors

Lisa A. Kurtz
ABLE Project Director
Innovative Policing
Program

Executive Summary

Georgetown University Law Center's Innovative Policing Program, in collaboration with global law firm Sheppard Mullin LLP, created the Active Bystandership for Law Enforcement (ABLE) Project to serve as a national hub for active bystander scholarship, training, and technical assistance.

- **ABLE teaches a practical skill.** ABLE training provides practical active bystandership strategies and tactics to prevent misconduct, reduce officer mistakes, and promote health and wellness. ABLE gives officers the tools they need to overcome the powerful inhibitors to intervene in one another's actions.
- **ABLE requires agency commitment.** ABLE training is provided primarily through a Train-The-Trainer (TTT) program. To be considered for the TTT program, law enforcement agencies must commit to 10 ABLE Standards and submit four letters of support - one from the agency head (e.g., Chief/Sheriff), one from the locality head (e.g., Mayor/County Executive), and two from community groups vouching for the agency's commitment to ABLE. These Standards are meant to ensure that ABLE training is effective at preventing harm and changing culture.
- **ABLE is evidence-based.** The ABLE Project is unique in how carefully the training is built upon decades of research, field studies, and on-the-ground experience. When based on sound research, active bystandership works and can be taught.
- **ABLE is widely supported.** Officers, departments, civil rights/social justice groups, and members of the community embrace ABLE. More than 100 law enforcement agencies have made public commitments to ABLE, including The New York City Police Department, the New Orleans Police Department, the Philadelphia Police Department, the Dallas Police Department, the Seattle Police Department, the Washington State Criminal Justice Training Commission, the Northern Virginia Criminal Justice Training Academy, the New Hampshire Police Standards and Training Council, the Clemson University Police Department, the Wilmington North Carolina Police Department, and many others.
- **ABLE is not a reporting program.** ABLE is not a disciplinary program or a reporting program. If an action is reportable before the

The Active Bystandership for Law Enforcement (ABLE) Project is a program of the Georgetown University Law Center. The ABLE Project is a registered service mark of Georgetown. For more information visit www.law.georgetown.edu/ABLE.

implementation of ABLE, it remains reportable after the implementation of ABLE. ABLE simply teaches officers a new skill - a better way to do something many want to do anyway - and seeks to promote a departmental culture where the use of that skill is encouraged, accepted, and even rewarded.

- **ABLE is tested.** The ABLE Project is founded upon the scholarship and research of Dr. Ervin Staub, professor emeritus, U. Mass. Amherst. Dr. Staub worked hand in hand with other experts and the men and women of the New Orleans Police Department to develop the country's first department-wide peer intervention program, called EPIC (Ethical Policing Is Courageous). EPIC has been in use successfully in New Orleans since 2015.
- **ABLE is adaptable.** No matter what police departments or public safety look like tomorrow, we still will need active bystandership training.

The ABLE Project Mission

The mission of the ABLE Project is simple and straightforward.

- Ensure every police officer in the United States has the opportunity to receive meaningful, effective active bystandership training.
- Produce and serve as a clearinghouse for thoughtful and sound training materials, including curricula, lesson plans, presentation materials, and teacher's aides.
- Provide guidance to police agencies and communities that want to develop meaningful active bystandership programs and build the cultures that sustain them.
- Establish standards and benchmarks for effective active bystandership programs.
- Serve as a hub to connect ABLE partners agencies, community groups, and other organizations across the U.S.

ABLE Project Programs

The ABLE Project offers different active bystandership programs for law enforcement agencies of all sizes.

- **ABLE Train-The-Trainer Events.** ABLE Train-The-Trainer events are offered free of charge to agencies willing to commit to the 10 ABLE Standards available [on the ABLE website](http://www.law.georgetown.edu/ABLE). Interested agencies must

submit FOUR letters of support in conjunction with their applications: One letter from the agency head (chief/sheriff/director), one letter from the locality head (mayor/county executive/governor), and two letters from community groups vouching for the agency's sincerity in implementing ABLE.

- **ABLE Academy/POST-Focused Train-The-Trainer Events.** The ABLE Project is working with a number of statewide and regional academies and standards-setting agencies to offer dedicated Train-The-Trainer events for those organizations.
- **ABLE Overview Programs.** The ABLE Project from time to time holds "virtual open houses" to provide more information about active bystandership generally and the ABLE Project in particular. The first Open House was held in July 2020, and is available for [free viewing on YouTube](#).
- **Exclusive Learning Sessions.** ABLE participants are invited to participate in free, dedicated online workshops. These workshops provide implementation support and ongoing training and networking opportunities for agencies accepted into the ABLE Project.
- **Command Staff "Lunch & Learns."** Upon request and subject to availability, the ABLE Project offers free virtual overview programs to law enforcement agencies looking to participate in the ABLE Project.
- **Complementary Programs.** The New Orleans Police Department, in partnership with Loyola University New Orleans Law School, holds an annual Executive Leadership Conference focusing on peer intervention. More information about the conference can be found [on the EPIC website](#). The ABLE Project is proud to support this conference.

How We Know Active Bystandership Training Works

While it is hard to quantify the success of active bystandership training because, in most cases, when it works, nothing happens, we have strong evidence it is effective.

- Dr. Ervin Staub and other scholars have studied active bystandership for decades. Their research confirms the skills necessary to intervene successfully can be taught and learned.

- Dr. Staub and others have conducted extensive field experiments that show the inhibitors to an intervention can be overcome even in hierarchical environments.
- Other national problems have been successfully mitigated using active bystandership techniques, including drunk driving, mistakes in surgery, pilot errors, and sexual assaults on campus.
- The on-the-ground experience of the New Orleans Police Department evidences the success of the ABLE principles. The NOPD developed and implemented a successful bystandership program called EPIC (Ethical Policing Is Courageous) in New Orleans in 2015, much of which served as the foundation for the ABLE Project.
- A survey of police officers in New Orleans showed officers who have gone through EPIC training perceive themselves as being more likely to intervene in another officer's actions.
- The ABLE Project's Research Advisory Board, composed of leading researchers from across the country, has assisted our team in the development of pre- and post-implementation surveys that are administered to officers of all ABLE agencies before and after receiving the training. The survey is designed to measure changes in attitudes, perceptions of culture, and self-reported behaviors related to intervention. The ABLE team continues to work with the Research Advisory Board and with external partners to develop additional metrics for program evaluation.

ABLE History

The ABLE Project was launched in June 2020, but is built upon decades of research, field studies, and on-the-ground experience.

- Dr. Ervin Staub, Professor Emeritus at the University of Massachusetts and the founder of the Psychology of Peace and Violence Program, has studied active and passive bystandership for decades. Following the Rodney King beating, Dr. Staub was engaged by the LAPD to create active bystander training for law enforcement officers.
- The 2012 New Orleans Consent Decree incorporated a requirement that NOPD teach peer intervention to its officers.
- In 2014, civil rights lawyer Mary Howell, social activist Ted Quant, psychologist Dr. Joel Dvoskin and others proposed incorporating an active bystandership training recommendation in the President's Task Force on 21st Century Policing Report.



- In 2014 and 2015, the New Orleans Police Department worked with Dr. Staub, Dr. Dvoskin, community members, and other experts to develop the country's first department-wide active bystandership program, called EPIC (Ethical Policing Is Courageous).
- The push to develop EPIC came from NOPD rank and file officers, working closely with Department leadership and community members, looking for a way to protect the public and save careers at the same time.
- In June 2020, following the tragic killing of George Floyd, Georgetown University Law Center's Innovative Policing Program, in collaboration with global law firm Sheppard Mullin LLP, created the Active Bystandership for Law Enforcement (ABLE) Project to serve as a national hub for active bystander scholarship, training, and technical assistance. The ABLE Project is housed within Georgetown's existing Innovative Policing Program, led by Professors Christy Lopez and Rosa Brooks. The creators of the New Orleans EPIC program remain significantly involved in the ABLE Project. The New Orleans Police Department has committed to the ABLE Standards and has had several instructors certified as ABLE instructors via the Train-the-Trainer program.
- In September 2020, the ABLE Project began working with the FBI National Academy (NA), the country's premier education program for law enforcement executives, to bring the ABLE Project to even more agencies and communities across the country. Among other things, the FBI NA will incorporate active bystandership training taught by ABLE-certified professional NA instructors for all NA attendees and will give NA participants the option of taking a two-day ABLE certification program while at the NA to become an ABLE-certified instructor.

ABLE Resources

The ABLE Project is always evolving. We continue to expand our training offerings and expand the resources available on our website. Here is a look at the resources that are or soon will be available via the ABLE Project web site:

- **Caselaw Digests.** Federal and state law regarding the civil and criminal liability of bystander officers continues to evolve. The ABLE Project website will provide a digest of relevant federal and state bystander caselaw.



- **Statutory Digests.** Legislatures across the country are actively seeking to impose requirements for officers to intervene to prevent wrongdoing. The ABLE Project website will track these legislative efforts.
- **Policy Best Practices.** To participate in the ABLE Project, law enforcement agencies must adopt certain policies designed to create a culture in which active bystandership will thrive. The ABLE Project website will provide a collection of model policies to assist agencies in adopting best practices in these areas.
- **Online “ABLE Shorts” Video Series.** To give agencies and communities a deeper understanding of what active bystandership is and how it works in the context of policing, the ABLE Project will host a series of brief Zoom interviews with thought-leaders in the areas of policing, social justice, civil rights, teaching, psychology, and related fields.
- **Implementation Technical Assistance.** The ABLE Project provides law enforcement agencies accepted in the program with a wide variety of free implementation support. For agencies that require additional assistance, the ABLE Project website will offer a list of individuals and agencies offering free support.

For more information regarding the ABLE Project, please visit <https://www.law.georgetown.edu/ABLE> or email ABLE@georgetown.edu.



BACK TO AGENDA

**Northern California Cities Self Insurance Fund
Police Risk Management Committee Meeting
November 14, 2024**

Agenda Item E.4.

LEGISLATIVE UPDATE

INFORMATION ITEM

ISSUE: There are many bills from the 2023-24 Legislative Session that were signed into law. These new laws will impact law enforcement. The new laws are listed below and are also attached as pdf files.

RECOMMENDATION: Information only.

FISCAL IMPACT: None

BACKGROUND: The Program Administrators continue to monitor and report on the new bills affecting law enforcement that were recently signed into law by the Governor.

[Status of Current Legislation \(ca.gov\)](#)

AB 2020	Survivors of Human Trafficking Support Act
AB 2541	Peace officer training: wandering.
AB 2621	Law enforcement training
SB 989	Domestic violence: deaths.
SB 1518	Public Safety Omnibus

ATTACHMENT(S): Current Legislation



POST Legislative Update
As of September 30, 2024

The legislation listed in this document are the legislative bills that POST monitored over the 2024 legislative session. These bills could have an impact on POST or be of significant interest to the law enforcement community. It is not a complete list.

For any questions on the legislative process or to receive a status update, please contact:
POST Legislative Liaison, Meagan Poulos at (916) 227-2809 or Meagan.poulos@post.ca.gov.

AB 852 (Jones-Sawyer) Peace officers.

Amended: 8/14/2024

Summary: Current law requires the Commission on Peace Officer Standards and Training to establish a certification program for specified peace officers, including officers of the Department of the California Highway Patrol. Current law requires the commission to establish, among others, basic certificates for the purpose of fostering the education and experience necessary to perform general police service duties. Current law requires the Chancellor of the California Community Colleges, in consultation with specified entities, to develop a modern policing degree program and to prepare and submit a report to the Legislature by no later than June 1, 2023, outlining a plan to implement the program. Current law requires peace officers in this state to meet specified minimum standards, including age and education requirements. This bill would require a peace officer who is hired on or after January 1, 2029, to attain a modern policing degree, as specified, or a bachelor's or other advanced degree from an accredited college or university within 36 months of commencing their employment as a peace officer.

Status: DEAD

AB 1839 (Alanis) Peace officers: education and hiring grants.

Introduced: 1/16/2024

Summary: Would, subject to an appropriation, establish the Law Enforcement Officer Grant Program under the administration of the Student Aid Commission to provide grants of up to \$6,000 per year to individuals enrolled in a modern policing degree program at a California community college who commit to work for 4 years as a peace officer at a law enforcement agency, as specified. The bill would require grant recipients to agree to repay the grant to the state if certain conditions for the grant are not met, except as specified.

Status: DEAD

AB 2002 (Sanchez) Vehicles: public safety: Blue Envelope Program

Amended: 3/6/2024

Summary: Current law establishes the Department of Motor Vehicles, tasked with issuance and renewal of licenses to drivers. Current law requires the department to prescribe and provide suitable forms of applications, certificates of ownership, registration cards, driver's licenses, and all other forms that are deemed necessary. This bill would, by January 1, 2026, require the department, in consultation with

relevant stakeholders, to develop a Blue Envelope Program. Under the program, the bill would require the blue envelope to contain specified information for requesters with a condition or disability, as specified.

Status: DEAD

AB 2020 (Bonta) Survivors of Human Trafficking Support Act

Amended: 8/15/2024

Summary: This bill would require the commission to, by no later than June 1, 2026, develop guidelines for interacting with survivors of human trafficking. The bill would require each law enforcement agency to, by no later than December 1, 2026, adopt a written policy for interacting with survivors of human trafficking based on the guidelines developed by the commission.

Status: SIGNED by the Governor.

AB 2042 (Jackson) Police canines: standards and training.

Amended: 7/3/2024

Summary: Would require the Commission on Peace Officer Standards and Training, on or before January 1, 2026, to develop standards and training guidelines, as specified, for the use of canines by law enforcement. The bill would authorize the commission to periodically update these guidelines. The bill would require law enforcement agencies with a canine unit, on or before July 1, 2027, to adopt a policy for the use of canines that, at a minimum, complies with the guidelines developed by the commission.

Status: DEAD

AB 2138 (Ramos) Peace officers: tribal police pilot project.

Amended: 6/26/2024

Summary: Current law defines those persons who are peace officers in the state, grants certain authority to those individuals and their employing entities, and places certain requirements on those individuals and their employing entities. Current law also grants specified limited arrest authority to certain other persons, including federal criminal investigators and park rangers and peace officers from adjoining jurisdictions. Current federal law authorizes tribal governments to employ tribal police for the enforcement of tribal law on tribal lands. Current federal law requires the State of California to exercise criminal jurisdiction on Indian lands. Existing state law deems a tribal police officer who has been deputized or appointed by a county sheriff as a reserve or auxiliary deputy to be a peace officer in the State of California. This bill would, from July 1, 2025, until July 1, 2028, establish a pilot program under the Department of Justice and the Commission on Peace Officer Standards and Training granting peace officer authority to certain tribal police officers on Indian lands and elsewhere in the state under specified circumstances. The bill would authorize the department to select 3 tribal entities to participate, would set certain minimum qualifications and certification and training requirements for a tribal officer to act pursuant to this authority, and would place certain requirements on the employing tribe, including a limited waiver of sovereign immunity, and the adoption of a tribal law or resolution authorizing that exercise of authority and providing for public access to certain records.

Status: VETOED by the Governor.

AB 2379 (Jones-Sawyer) Peace officers.

Introduced: 2/12/2024

Summary: Current law requires the Chancellor of the California Community Colleges, in consultation with specified entities, to develop a modern policing degree program and to prepare and submit a report to the Legislature outlining a plan to implement the program. This bill would make a technical, nonsubstantive change to these provisions.

Status: DEAD

AB 2382 (Rubio, Blanca) Human trafficking.

Amended: 4/18/2024

Summary: Would state the intent of the Legislature to enact legislation relating to training conducted by the Commission on Peace Officer Standards and Training on the subject of human trafficking.

Status: DEAD

AB 2541 (Bains) Peace officer training: wandering.

Amended: 8/7/2024

Summary: Would require the Commission on Peace Officer Standards and Training (POST), in consultation with specified subject matter experts and on or before January 1, 2026, to develop guidelines addressing wandering associated with Alzheimer’s disease, autism, and dementia, as specified.

Status: SIGNED by the Governor.

AB 2621 (Gabriel) Law enforcement training

Amended: 5/20/2024

Summary: Current law defines a “hate crime” as a criminal act committed, in whole or in part, because of actual or perceived characteristics of the victim, including, among other things, race, religion, disability, and sexual orientation. Current law requires the Commission on Peace Officer Standards and Training, in consultation with specified subject-matter experts, to develop a course of instruction that trains law enforcement on, among other things, indicators of hate crimes and techniques, responses to hate crime waves against certain groups, including Arab and Islamic communities, and methods to handle incidents of hate crimes in a noncombative manner. This bill would require instruction to include identifying when a gun violence restraining order is appropriate to prevent a hate crime and the procedure for seeking a gun violence restraining order.

Status: SIGNED by the Governor.

AB 2710 (Lackey) Peace officers: active shooter incidents

Amended: 4/8/2024

Summary: Would require the Commission on Peace Officer Standards and Training (POST) to convene a panel of law enforcement experts to report to the Legislature and the commission, by January 1, 2027, specified topics related to active shooter incidents, including successful trainings and response protocols that have been demonstrated in active shooter incidents and the use of school resource

officers on campus for threat prevention, detection, and assessment. The bill would repeal these provisions as of January 1, 2031.

Status: DEAD

AB 2923 (Jones-Sawyer) Peace officers: public complaints.

Introduced: 2/15/2024

Summary: Current law requires each department or agency that employs peace officer to establish a procedure to investigate complaints by members of the public against the personnel of the department or agency. This bill would require a form used during the complaint process to include a provision inquiring whether the complaint includes an allegation of racial or identify profiling and a space to describe the allegation. The bill would define “complaint” for these purposes to mean a report, given either in writing or verbally, that brings to the attention of a department or agency an incident during which the complainant perceives that a department or agency employee engaged in misconduct, as specified.

Status: DEAD

AB 3021 (Kalra) Criminal procedure: interrogations.

Amended: 5/9/2024

Summary: Current law prohibits the prosecuting attorney, attorney for the defendant, or investigator for either the prosecution or the defendant from interviewing, questioning, or speaking to a victim or witness whose name has been disclosed by the defendant pursuant to current law without first clearly identifying themselves and identifying the full name of the agency by whom they are employed, and identifying whether they represent, or have been retained by, the prosecution or the defendant. Under current law, if an interview takes place in person, the party is also required to show the victim or witness a business card, official badge, or other form of official identification before commencing the interview or questioning. This bill would require a peace officer, as defined, a prosecuting attorney, or an investigator for the prosecution, prior to interviewing a family member of a person who has been killed or seriously injured by a peace officer, to clearly identify themselves, if the interview takes place in person, to show identification, and to state specified information, including that the family member has the right to ask about the status of their family member prior to answering questions, has the right to remain silent, and before speaking with the interviewer, can consult with a trusted person and can have that person with them while they speak to the interviewer.

Status: DEAD

AB 3027 (Bains) Crime: transnational repression

Amended: 4/17/2024

Summary: Would state that it is the policy of the state to protect individuals and organizations against transnational repression and would define that term to mean the actions of a foreign government or agents of a foreign government involving the transgression of national borders in order to intimidate, silence, coerce, harass, or harm members of diaspora and exile communities or organizations that advocate for individuals in diaspora and exile communities in order to prevent their exercise of their

human rights, as defined. The bill would specify that it is the policy of the state to pursue criminal prosecutions against those who engage in transnational repression and to provide support services to victims who are targeted by transnational repression, among other things.

Status: DEAD

AB 3038 (Essayli) School safety: armed school resource officers.

Amended: 4/1/2024

Summary: Would require a school district or charter school to hire or contract with at least one armed school resource officer, as defined, authorized to carry a loaded firearm to be present at each school of the school district or charter school during regular school hours and any other time when pupils are present on campus. By imposing an additional requirement on school districts and charter schools, the bill would impose a state-mandated local program.

Status: DEAD

AB 3241 (Pacheco) Law enforcement: police canines.

Amended: 8/15/2024

Summary: This bill would require the commission, on or before July 1, 2026, to study and issue recommendations to the Legislature on the use of canines by law enforcement, as specified. This bill contains other related provisions and other existing laws.

Status: DEAD

SB 989 (Ashby) Domestic violence: deaths.

Amended: 8/22/2024

Summary: Current law generally prohibits a copy, reproduction, or facsimile of any kind of a photograph, negative, or print, including instant photographs and video recordings, of the body, or any portion of the body, of a deceased person, taken by or for the coroner at the scene of death or in the course of a postmortem examination or autopsy, from being made or disseminated. Current law authorizes the use of a copy, reproduction, or facsimile described above in specified circumstances, including for use in a potential civil action if the coroner receives written authorization from a legal heir or representative of that person before the civil action is filed or while the action is pending. Current law requires the identity of the legal heir to be verified by, including other things, a declaration under the penalty of perjury that the individual is a legal heir or representative of the deceased person. This bill would additionally authorize a family member of the deceased, as defined, to provide the coroner with written authorization for use or potential use of a copy, reproduction, or facsimile described above in a civil action or proceeding that relates to the death of that person.

Status: SIGNED by the Governor.

SB 1020 (Bradford) Law enforcement agency regulations: shooting range targets.

Amended: 3/19/2024

Summary: Current law requires law enforcement agencies to maintain specified policies, including policies regulating the use of force and the use of certain defensive weapons. Current law requires

each peace officer to complete all pre-service and in-service training mandated by the Commission on Peace Officer Standards and Training. This bill would require each law enforcement agency and police academy to prohibit the use, as specified, of ethnic shooting targets, as defined.

Status: VETOED by the Governor.

SB 1122 (Seyarto) Peace officers: educational requirements.

Amended: 3/18/2024

Summary: Current law requires the office of the Chancellor of the California Community Colleges to develop a modern policing degree program, with the Commission on Peace Officer Standards and Training and other stakeholders to serve as advisors, as specified, and to submit a report on recommendations to the Legislature outlining a plan to implement the program on or before June 1, 2023. Current law requires the report to include, among other things, recommendations to include both the modern policing degree program and a bachelor's degree in the discipline of their choosing as minimum education requirements for employment as a peace officer. Current law requires the commission to adopt the recommended criteria within 2 years of when the office of the Chancellor of the California Community Colleges submits its report to the Legislature. This bill would specify that a bachelor's degree or an associate's degree required for employment as a peace officer under these provisions may be obtained after completion of the Peace Officer Standards and Training program and within 36 months of employment as a peace officer.

Status: DEAD

SB 1264 (Grove) Employment discrimination: cannabis use

Amended: 4/29/2024

Summary: Current law prohibits an employer from discriminating against a person in hiring, termination, or a term or condition of employment, or otherwise penalizing a person because of the person's use of cannabis off the job and away from the workplace or an employer-required drug screening test that has found the person to have nonpsychoactive cannabis metabolites in their hair, blood, urine, or other bodily fluids. Current law exempts certain applicants and employees from those provisions, including applicants and employees hired for positions that require a federal government background investigation or security clearance, as specified. This bill would exempt from the provision prohibiting employers from discriminating against a person for use of cannabis off the job and away from the workplace applicants and employees in sworn positions within law enforcement agencies who have certain functions, including functions related civil enforcement matters or coroner functions.

Status: DEAD

SB 1489 (McGuire) Peace officers: Peace Officer Standards Accountability Advisory Board

Amended: 3/20/2024

Summary: Current law creates the Peace Officer Standards Accountability Advisory Board, the Commission on Peace Officer Standards and Training, and the Peace Officer Standards Accountability Division. Current law requires the board to report annually on the activities of the division, board, and commission relating to peace officer certification, including the number of applications for

certification, the events reported, the number of investigations conducted, and the number of certificates surrendered or revoked. This bill would require the board to prepare the report no later than February 1 of each year.

Status: DEAD

SB 1518 (Committee on Public Safety) Public Safety Omnibus

Amended: 8/8/2024

Summary: Current law requires law enforcement agencies to provide victims with specified information about victims' rights and resources. This bill would fix an erroneous cross-reference in these provisions. This bill contains other related provisions and other existing laws.

Status: SIGNED by the Governor.



BACK TO AGENDA

**Northern California Cities Self Insurance Fund
Police Risk Management Committee Meeting
November 14, 2024**

Agenda Item E.5.

TECHNOLOGY DISCUSSION

INFORMATION ITEM

ISSUE: New technologies continue to affect police operations in many areas. It is important for law enforcement agencies to be aware of the latest available technologies which may improve their operations. A couple of items are brought to the Committee's attention:

- Richard Byrod will provide an update on Pulse Patch.
- Apex Officer

RECOMMENDATION: Discussion by the committee as to which technology items the committee would like to focus on next.

FISCAL IMPACT: None expected from this item.

BACKGROUND: None.

ATTACHMENT(S):

1. Pulse Patch Pilot Program, Agency Interest Form and One Sheet
2. Apex Officer

PULSE PATCH

REDUCE THE RISK OF IN-CUSTODY DEATH

Deployment Focus:

Law Enforcement | Detention Facilities | Mass Casualty | Remote Areas

THE PROBLEM:

The Risks Surrounding Police Custody

The Citizen:

Subject's wellbeing is not always easy to assess

The Law Enforcement Officer:

Officer is responsible for detainee wellness, but often has minimal medical training

The Police Department:

Department needs way to meet current laws and adequately equip their officers

The Insurance Provider:

Insurance pools need to reduce risk exposure

THE PROBLEM SCALE:

Frequency & Cost

"Over the last decade, more than 1000 people died after police subdued them" - Associated Press 4/24

CA: \$76M in settlements paid out in the last 3 years (that we know about)

Nationwide Average Settlement as of 2020: \$1.87M

As many as 1.7M arrests involve Use of Force each year in the US (Estimated 17%)

Taser reports that a taser is deployed 904 times per day or once every 2 minutes worldwide

THE SOLUTION:

Pulse Patch

-Patent Pending-

A disposable adhesive device that reliably monitors a subject's wellness and alerts police officers to a declining status.

- **Rapidly Deployable**
- **Audible & Visual Alerts**
- **Downloadable Data**
- **Cost Effective**



MARKET SIZE:

\$90M Annual Revenue

@ \$75/unit
-capturing 3%/year at 5 years
US First Responders

\$460M+ Revenue

US/Canada and Europe
Law Enforcement
Firefighters
Paramedics + EMT
Security Guards



<https://pulsepatchusa.com>



team@pulsepatchusa.com

Page 45 of 100



Folsom, California, USA

Pilot Program: Letter Of Intent

Agency Name: _____

Agency Address: _____

City, State, ZIP Code: _____

Primary Contact Name and Title: _____

Phone Number: _____

Email Address: _____

Subject: Participation in the Pulse Patch Pilot Program

On behalf of [Agency Name] _____, I express our agency's intent to participate in a Pilot Program of the Pulse Patch device. We understand the importance of integrating advanced technology to enhance the health, safety, and effectiveness of our officers.

Authorization:

By signing this letter, [Agency Name] _____, confirms its interest in participating in the Pilot Program of the Pulse Patch device and agrees to maintain collaboration with the Pulse Patch team throughout the testing period.

Police Chief/Authorized Representative:

For Internal Use by Pulse Patch:

Signature: _____

Received by: _____

Date: _____

Date: _____

Follow-up Scheduled: _____



Agency Interest Form:

Agency Information

Agency Name: _____

Agency Address: _____

City, State, ZIP Code: _____

Primary Contact Name & Title: _____

Phone Number: _____ Email: _____

1. Interest in Pulse Patch

Our agency is interested in Pulse Patch for the following reasons (check all that apply):

- Learning more about wellness monitoring technology for individuals in custody
- Potential future adoption for our agency
- Other: _____

2. Information Requested

What kind of information would you like to receive about Pulse Patch? (check all that apply):

- Product overview and specifications
- Demonstrations or presentations
- Pricing and procurement details
- Case studies or pilot trial results
- Technical support and training
- Other: _____

3. Preferred Contact Method

- Email
- Phone
- In-person presentation or meeting
- Virtual presentation or meeting

Authorized Representative

Name & Title: _____

Signature (optional): _____ Date: _____



Apex Officer Key Points

Apex Officer training simulators are designed to conduct immersive and interactive training in a safe and controlled environment, to assist in retaining valuable performance skills. Each Apex Officer system is designed to increase trainee knowledge and is an effective tool for ongoing de-escalation, crisis intervention, communication training, and use of force training. By utilizing the best virtual reality hardware and technology, we have created the world's most realistic and immersive training simulator.

Leading Virtual Reality Equipment

Our simulator comes equipped with the world's most powerful wearable backpack workstation – optimized for free-roam experiences. Experience full training immersion with unprecedented freedom of movement and the most reliable connectivity that no wireless VR device can provide. With the Apex Officer, trainees are transported into a 360-degree virtual environment that looks, feels, and interacts identically to real-world encounters.

Unlike other simulators, you aren't limited to projector displays or to static voice scripts. With our propriety microphone input, trainees are dispatched into virtual environments in which they control the progression and outcomes of their training session as they assess, give verbal commands, and make split-second decisions that reflect the expectations of their department.

Infinite Capabilities

The Apex Officer allows every agency to customize training to best tailor the specific needs of their officers. No other simulator allows trainees\recruits\officers to practice and refine their skills with a nearly limitless number of outcomes in dynamic training exercises.

The infinite capabilities within the simulator allow trainers to select from an extensive range of training parameters from our Apex Officer Content Library. Training parameters in our simulators include environments, start points, behavior, suspects, characters, weapons, and many more options to create.

No Re-Occurring Fees

A one-time cost of the system with all future software updates is included in the purchase price. The updates are provided at no additional cost. There are no additional fees (outside of the initial purchase price).

Multiple Officers

The system can have multiple officers train simultaneously as well as the ability to train beyond two officers at once with additional optional upgrades in the future. Apex Officer is currently the only simulator that can train beyond two officers at once.



Portable and Compact

The portability of the simulator is a real asset to agencies with multiple locations and limited space. The system is connected wirelessly to a provided router, internet connection is not required, allowing you to train anywhere you have power and space.

Capable of transporting from one location to another with ease, as it runs from a laptop. Most simulators use desktops which hinder portability and require more space. The Apex Officer can accommodate multiple users in spaces ranging from 5 feet by 5 feet up to 30 feet by 30 feet.

VR Weaponry

With a wide selection of life-like weapons and less-lethal equipment, our Apex weapons allow for an immersive training experience where law enforcement and police departments may adequately and train in using lethal and non-lethal force.

Longer Training Time

Sufficient hot-swappable battery system to ensure extended training periods without having to shut down. Apex Officer is the only simulator that utilizes hot-swappable batteries.

Advanced Officer Analytics and After-Action Debriefing

Our advanced training analytics offers training instructors insight into the trainee's results, and where training needs to be emphasized. After-action debriefing with the simulator provides training instructors and departments the ability to review the training module with the recruit immediately, and if saved at any time of their training. This is incredibly useful for delayed debriefing after lesson observation, providing the recruit with time for reflection in the form of a time delay, and correlating material.

Collaboration

Our Semi-monthly Apex Officer Roundtables allow all agencies with the simulator to communicate, collaborate and interact with other trainers. It is also the platform in which Apex Officer developers discuss any new features and similar functionality, common support issues, and general feedback regarding the Apex Officer.

Community Benefit

Departments currently using the Apex Officer have incorporated the simulator into their curriculum, including their training academies, annual in-service training, other supplement training, and their Citizen's Academies.



BACK TO AGENDA

**Northern California Cities Self Insurance Fund
Police Risk Management Committee Meeting
November 14, 2024**

Agenda Item E.6.

WELLNESS DISCUSSION

INFORMATION ITEM

ISSUE: The Program Administrators share the following information for reducing law enforcement liability and supporting officer wellness.

- POST Organizational Wellness Program
- HART Program

RECOMMENDATION: Review and provide feedback regarding the attached and suggest additional services for consideration at future meetings.

FISCAL IMPACT: None

BACKGROUND: Wellness programs have taken on additional importance as the stress of public safety jobs and the toll they can take has become more well known and acceptance of help has become more normal.

ATTACHMENT(S):

1. POST Organizational Wellness Program
2. HART program

POST Organizational Wellness Program

[Organizational Wellness Application](#)

POST Organizational Wellness Program Promo



Could your agency benefit from your sworn and non-sworn personnel performing at their peak with a nexus to improved community relations? Communities across the state are diverse and constantly evolving, and are best

 Contact Us

[Organizational Wellness Program and Resources](#) (xlsx)

[Frequently Asked Questions](#)

[Raymund Nanadiego](#)
Wellness@post.ca.gov
[ov](#)
[\(916\) 227-4852](#)

Public Safety Dispatcher Questions

[Anne Henry](#)
[\(916\) 227-4837](#)

Content on POST Training Video Materials

served when law enforcement personnel are thriving in their personal and professional lives.

The POST Organizational Wellness Program is specifically tailored for each agency and member. Developed and delivered by culturally competent wellness and resilience experts through the University of California (UC) San Diego Centers for Integrative Health, this optimization program is adaptive, contemporary, and practical in mentoring law enforcement agencies to develop their own organizational wellness programs that are specific to the needs of their sworn and non-sworn personnel. This engaging, interactive mentorship program will be facilitated by highly trained professionals with expertise and experience in law enforcement and wellness.

It's okay to not be okay, but it's not okay to stay that way.

— Dr. Cherylynn R. Lee, M.A., PhD.

The reality is that everyone is either approaching adversity, dealing with adversity, or has recently overcome adversity. This multifaceted approach is geared to equip law enforcement agencies and their personnel with evidence-based concepts while supporting the following key factors:

- Integrate the physical, emotional, and mental health of law enforcement professionals

[Michael McHenry](#)
[\(916\) 227-5549](#)

 **Organizational
Wellness
Application**

[Apply on a
continuous basis](#)

 **Available
Resources**

*Your Life is Worth
the Call.* If you find
yourself in emotional
distress, or are
contemplating
suicide, please call
911 or the National
Suicide Prevention
Lifeline:

[1\(800\) 273-8255](#)

- Learn practices to improve peak performance
- Emphasize the intersection of individual wellness, procedural justice, and community relations
- Provide a framework that embeds qualitative, quantitative, or biometric measurements to evaluate outcomes.

Application and Qualifications

Qualified agencies seeking training reimbursement shall employ peace officers pursuant to Penal Code Section [830.1](#). Agencies who wish to participate in this program will be required to demonstrate an emphasis on the intersection of individual wellness, procedural justice, and community relations. Applications are continuously accepted and are required for participation in the program. All accepted agencies will be guided through the onboarding process by mentors and subject matter experts with the UC San Diego Centers for Integrative Health.

Note: Funding for this program is concurrent with, but distinct from, wellness funding that is being administered by the [Board of State and Community Corrections \(BSCC\)](#). For questions related to BSCC funds data reporting,

[Staying Healthy in the Fray: The Impact of Crowd Management on Officers in the Context of Civil Unrest](#)

The National Police Foundation in partnership with the Bureau of Justice Statistics provides detailed information and statistics on the stressors, their effects, and mitigation methods common to law enforcement as applied to the different perspectives of various ranks and management levels.

contact OfficerWellnessGrant@bscc.ca.gov If you have received or are planning to receive BSCC funding for wellness, POST and the UC San Diego Centers for Integrative Health are available to provide guidance and programming to support your agency. If interested, please email Wellness@post.ca.gov.

- [Frequently Asked Questions](#)

Additional Information

[Available Training Courses](#) 

[Resource Contacts for Agencies](#)* (xlsx)

Video Resources



[Dispatcher Wellness Training Video Program](#)  (new)

Designed to enhance the ability of California's Public Safety Dispatchers and their supervisors to recognize common issues affecting dispatchers' well-being, this full-length video program uses storylines that dispatchers will find all-too familiar and



RESILIENCE FIRST AID™

Designed for Peer Support Teams and Front Line Leaders

Learn critical skills to proactively support mental health in others.



For Individuals – Learn how to **proactively support** the mental health of others.



For organizations – **Protect** the mental health of your staff.

WHY RESILIENCE FIRST AID?

9 out of 10 of people can benefit from increasing resilience skills which protect against mental illness such as depression and anxiety.

We need to take a **preventative approach** to mental health. Rather than waiting until people need treatment, we can support each other to connect and build mental wellness.

Resilience First Aid (RFA) teaches you **strength-based skills** to build resilience in others. You will learn how to spot signs of low resilience, learn language to talk people through difficult situations, and skills that build resilience.

Having **trained mental health champions** on your team helps create a culture of resilience and mental health.



GET CERTIFIED AS A **RESILIENCE FIRST AID RESPONDER**

Join the movement for proactive mental health.

More info

→ resiliencefirstaid.com

LEARN HOW TO

- **Build** mental wellness in others
- Support others through **six resilience domains**
- **Have** challenging conversations about mental health
- **Respond** when someone is struggling
- Use a **strength-based** model to become a source of hope and optimism
- How to **connect meaningfully** to support those around you

IDEAL CANDIDATES

- **Peer Support Teams** hoping to help folks build the strength to deal with difficulties before they happen.
- **Managers** looking to support staff mental health and create a culture of resilience
- **Organizations** looking to provide the best training to their people to build a culture of proactive care
- **Occupational Health & Safety departments** looking for better ways to reduce risk and promote a healthier workforce

COURSE OUTCOME

On completion of the course, you will:

- **Be Certified** as a Resilience First Aid Responder
- Be able to apply the concepts of preventative mental health
- Know how to use the 6 domains of resilience
- Be able to spot early on when someone might need support
- Be able to apply an effective responder protocol

COURSE FORMAT

Resilience First Aid is a 2-day mental health certification course.

Option 1: Blended – 14 hours blended training

- 2 hours live video workshop
- 10 hours self-paced (14 days to complete)
- 2 hour live video workshop closing session

Option 2: Fully Live – Two days of fully live facilitated training

WHAT'S INCLUDED

RFA is a high-impact course that teaches you practical skills alongside the latest neuroscience of preventative mental health. As part of completing the certification, you will receive:

- **14 hours** interactive training on preventative mental health skills
- **14 hours** Continuing Education Credits
- **12 months** access to the Driven Resilience Training programs with full mental health and resilience training courses
- **Resilience First Aid kit** including physical resources to facilitate conversations
- **Community access** to connect with other responders

Course fee: \$450

Contact: kevin@firstwatch.net



GET CERTIFIED AS A RESILIENCE FIRST AID RESPONDER

Join the movement for proactive mental health.

Contact: khammond@firstwatch.net

2024 HART

High Adversity Resilience Training (HART): Development for emergency responders and defence

Published: **March 2024**

Available Online: driv.ai/hart-research

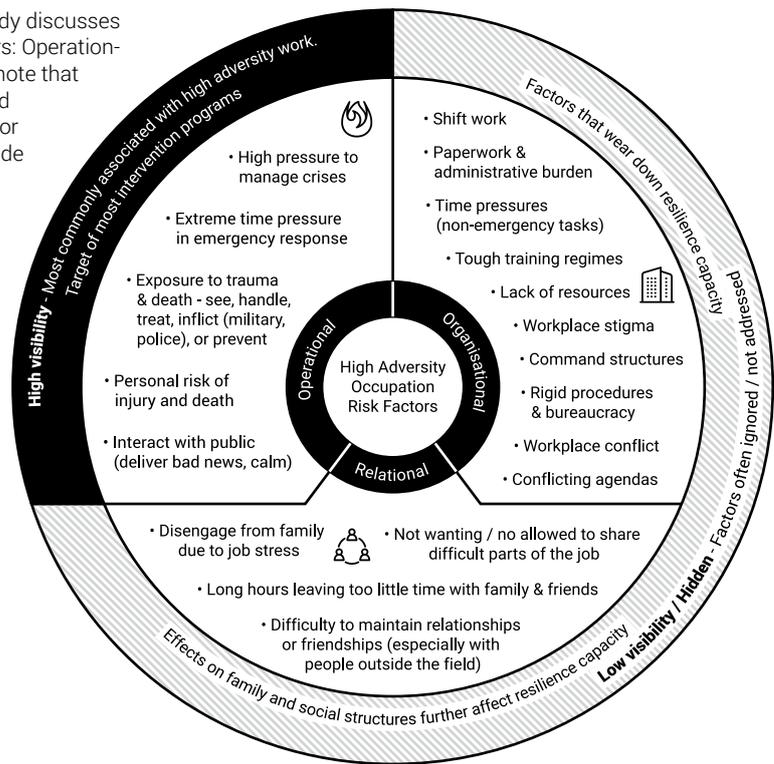
How to cite this article: Rossouw, J.G., Herlofson, J., Geldenhuys, D.J., & Eriéau, C.L. (2024). High Adversity Resilience Training (HART): Development for emergency responders and defence. *Journal of Applied Neurosciences*, 3(1), a8. <https://doi.org/10.4102/jan.v3i1.8>



KEY TAKEAWAYS

We introduce the **High Adversity Resilience Training (HART)** Program, tailored for individuals in High Adversity Occupations (HAOs) such as first responders, healthcare workers, and military personnel, and others facing extreme challenges at work. These individuals face significant risks due to their exposure to potentially traumatic events (PTEs), which can increase their susceptibility to mental illnesses including PTSD, as well as an increased risk of suicide. Our study outlines the necessity for a comprehensive and proactive approach in resilience training to mitigate these risks effectively. Key takeaways are as follows:

- 1. Limbic Brain Reactivity and Resilience Training** - We highlight the link between limbic brain reactivity, a neurological response to stress and trauma, and the onset of mental health conditions like PTSD. We emphasize the significance of proactive resilience training in reducing limbic brain reactivity, thereby lowering the risk for developing such mental health issues.
- 2. Risk Categories for HAO Workers** - The study discusses three critical risk categories for HAO workers: Operational, Organisational, and Relational risks. We note that many programs overlook Organisational and Relational risks, which are vital to manage for reducing the overall mental health and suicide risks among HAO workers. Therefore, we design a program with these factors in mind.
- 3. Development of the HART Program** - The HART Program is presented as a comprehensive training program based on the Predictive 6-Factor Resilience (PR6) model. It aims to equip HAO workers with advanced, evidence-based skills to protect their mental health amidst extreme challenges. This approach not only focuses on the individual's resilience skills but also on fostering a supportive organisational culture and environment. We set out the HART Approach which includes a comprehensive set of phases across all stakeholders to create a culture of resilience.



CONCLUSION

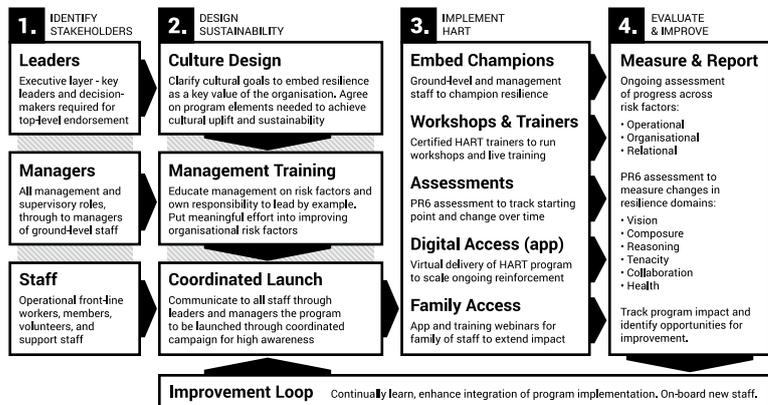
The implications of the HART Program for practice are significant, offering a new direction in enhancing resilience among HAOs through a holistic and neurobiologically informed approach.

Addressing both the individual and systemic factors contributing to resilience can provide a more effective shield against the psychological impacts of high-adversity work environments.

Explore HART - driv.ai/hart

Crisis Support:
Australia - Lifeline: 13 11 14
United States - Lifeline: 988

HART Program Approach



High Adversity Resilience Training (HART): Development for emergency responders and defence



Authors:

Jurie G. Rossouw¹ 
 Jörgen Herlofson² 
 Dirk J. Geldenhuys³ 
 Chelsea L. Erieanu⁴ 

Affiliations:

¹Hello Driven Pty Ltd, Sydney, Australia

²Empatica AB, Uppsala, Sweden

³Department of Industrial and Organisational Psychology, Faculty of Economic and Management Sciences, University of South Africa, Pretoria, South Africa

⁴Unaffiliated, Sydney, Australia

Corresponding author:

Jurie Rossouw,
j@hellodrivenc.com

Dates:

Received: 07 June 2023

Accepted: 14 Feb. 2024

Published: 22 Mar. 2024

How to cite this article:

Rossouw, J.G., Herlofson, J., Geldenhuys, D.J., & Erieanu, C.L. (2024). High Adversity Resilience Training (HART): Development for emergency responders and defence.

Journal of Applied Neurosciences, 3(1), a8.
<https://doi.org/10.4102/jan.v3i1.8>

Copyright:

© 2024. The Authors.
 Licensee: AOSIS. This work is licensed under the Creative Commons Attribution License.

Read online:



Scan this QR code with your smart phone or mobile device to read online.

Orientation: High adversity occupations (HAOs) such as first responders, healthcare workers, and military personnel are subject to extreme exposure to potentially traumatic events (PTEs), thus increasing their risk of mental illness and post-traumatic stress disorder (PTSD). There is a recognised gap in providing comprehensive, proactive resilience training to mitigate these risks effectively.

Research purpose: This study aimed to introduce the High Adversity Resilience Training (HART) programme, designed to equip HAOs with resilience tools through a holistic, preventive approach based on the Predictive 6-Factor Resilience (PR6) model.

Motivation for the study: Existing programmes for HAOs often lack comprehensive and proactive approaches. The HART programme aims to fill this gap, offering a systemic and evidence-based resilience training framework.

Research approach/design and method: The study employs a literature review to identify HAO challenges and the need for preventative resilience programmes, leading to the development of the HART programme.

Main findings: The HART programme provides a comprehensive approach for resilience training that addresses both individual skills and supportive organisational environments, crucial for mitigating adversity in HAOs.

Implications for practice: The findings were incorporated into the HART programme, which includes a comprehensive awareness protocol involving leadership, management, workers, family members, and internal champions. This helps to overcome previous shortcomings and reduce risk for HAO workers.

Contribution/value-add: By integrating neurobiological insights with resilience training, the HART programme presents a novel approach to enhancing resilience in HAOs. This expands on existing theories of occupational stress and resilience, providing a comprehensive model adaptable across various high-adversity settings.

Keywords: resilience; post-traumatic growth; first responders; care providers; mental wellness; emergency responders; strength-based.

Introduction

First responders, healthcare workers, military personnel, and others who respond to emergencies face complex and extreme exposure to potentially traumatic events (PTEs), resulting in elevated risks of mental illness and post-traumatic stress disorder (PTSD) compared to the general population (Dell et al., 2022; Ponder et al., 2023; Stevelink et al., 2020).

The elevated risks in these high adversity occupations (HAOs) are well documented; however, there exists a gap in providing a comprehensive and integrative approach to primary prevention, as programmes tend to be reactive rather than proactive, as well as being isolated (e.g., focussing only on PTSD) rather than systemic (Crane et al., 2021; Dell et al., 2022; Hamling, 2018; McCreary, 2019).

A conceptual pathway to primary prevention is through development of personal resilience, which is defined as the capacity to 'advance despite adversity' (Rossouw & Rossouw, 2016). Resilience acts as a broad protective mechanism against mental ill-health such as burnout (Joyce et al., 2018) and depression (Elisei et al., 2013).

While several programmes and interventions have been trialled to counter this risk by developing protective mechanisms through resilience for HAOs (Crane et al., 2021; McCreary, 2019), McCreary

points out that these programmes often have a scarce evidence base or lack a comprehensive evaluation of their efficacy. Others observe the lack of qualitative research to support prevention of mental illness in HAOs (Rippstein-Leuenerberger et al., 2017; Wild et al., 2020).

In response to this gap in literature, our study introduces the High Adversity Resilience Training (HART) programme, an initiative aimed at equipping HAOs with the tools to build resilience in the face of high adversity. The HART programme, is grounded in the Predictive 6-Factor Resilience (PR6) model, which offers an integrated framework for resilience training that addresses both individual and systemic factors (Rossouw & Rossouw, 2016; Rossouw et al., 201, 2019). Prevention is increasingly proposed to benefit from a comprehensive cultural approach (Al Jowf et al., 2022, 2023; Dell et al., 2022; Hamling, 2018) Consequently, the HART programme, follows in its design to not only mitigate the impact of PTEs but also to foster a systemic culture of resilience that supports HAOs in their demanding roles.

In developing the HART programme, this study provides an evidence-based approach to resilience training targeted specifically for HAOs. By doing so, we aim to shift the paradigm from a focus on individual-centric, post-trauma interventions to a more holistic, preventive, and cultural approach to resilience training.

Method

This study is based on a literature review, consisting of two phases. The challenges identified within high adversity settings are identified, followed by arguments on the importance of preventative programmes and resilience. This phase concludes with the identification of the shortcomings of current training programmes for HAOs, informing the current programme. The second phase of the study offers a detailed description of the HART programme.

To obtain consolidated, integrated theories, scholarly publications by seminal authors were primarily consulted. This was augmented by e-journals located in databases such as EBSCOHost, Emerald, Google Scholar, ProQuest, SAE Publications and ScienceDirect, which cover multidisciplinary subjects. Access to these databases was facilitated through <http://www.unisa.ac.za/library> web portal. Data were also retrieved from the reference lists of publications found during the database searches.

Data-gathering method

Inclusion and exclusion criteria were used to ensure the retrieval of relevant data for this study. This was done by reading the table of contents of books, as well as article abstracts of peer-reviewed articles published in English. The time frame for inclusion was not limited, but was chronologically managed, working backwards from 2023. The keywords used in the search included 'resilience', 'emergency services', 'first responders', 'military', 'PTSD',

'high adversity'. Boolean operators ('and', 'or', 'not') were used to refine and broaden the search results.

Review of findings

High adversity occupations are at a higher risk of damage to their physical and mental health than the general population (Dell et al., 2022; Hamling, 2018; Ponder et al., 2023). As frontline workers, first responders are often exposed to traumatic situations and emergency events where they must mitigate damage and provide care (Wild et al., 2020).

This service comes at a cost: first responders are at a higher risk of ill health – including PTSD, cardiovascular issues, anxiety, and depression (Hamling, 2018). First responders face a higher risk of suicidal ideation and death (Henderson et al., 2016). Many first responders are also shift workers: a demographic that is more at risk of health problems such as peptic ulcer disease, coronary heart disease, and compromised pregnancy outcome (Knutsson, 2003).

The working environment and complexity of organisational structure that characterise HAOs can affect health, as work strain can be magnified in these paramilitary-style, hierarchical structures (Dell et al., 2022; Hamling, 2018). Research on volunteer firefighters shows that an estimated 12% – 16% meet criteria for PTSD (Bryant & Guthrie, 2007). First responders, such as intensive care unit (ICU) workers, also have a higher rate of PTSD than general medical staff (Mealer et al., 2012).

Personal trauma and the degree of exposure can contribute to vicarious trauma (Baird et al., 2006). Vicarious trauma (VT), also called 'compassion fatigue' (CT) when it falls short of a traumatic experience, describes the way in which a professional's perception of the world and themselves can be altered in a harmful way through exposure to the traumatic material of the people they work with.

This can result in a reduced capacity for 'bearing the suffering of clients' (Figley, 1995, p. 7) and a high likelihood of experiencing second-hand psychological distress (Boscarino et al., 2004). First responders are at 'chronic risk' for this type of traumatic stress (Fisher & Abrahamson, 2002).

The resilience of professional healthcare workers can be damaged by the increased amount of workplace strain, which can contribute to burnout and be detrimental to the quality of care they provide (Aiken et al., 2013). First responders such as ICU workers have a higher risk of these issues than general medical staff (Mealer et al., 2012).

Dell et al. (2022) and Hamling (2018) point to a general lack of focus on sources of organisational stress faced in HAOs, including factors such as bureaucracy, workplace conflict, a lack of resources, burden of administrative duties, stigma, and challenges with shift work. This research indicates the tendency of organisational stress to erode resilience capacity of responders to be able to deal with the operational trauma exposure of their occupations, thereby increasing risk of

PTSD, burnout, and other forms of mental ill-health. Challenges regarding relationships with maintaining social and romantic connections further impact support networks valuable for resilience.

Challenges faced by high adversity occupations

Summarising the challenges in literature related to first responders, defence personnel, as well as recent coronavirus disease 2019 (COVID-19) challenges faced (Dell et al., 2022; Hamling, 2018; McAlearney et al., 2022) and Hamling

(2018), challenges that increase mental health risk for HAOs overall are grouped in three categories as illustrated in Figure 1.

Operational

The features of the work most associated with high adversity work, such as actual crisis response, working under pressure, exposure to trauma and death, personal risk of injury and death, and interacting with the public in high stress situations. This is the most common target of intervention programmes.



Note: Operational risks tend to be more visible and more readily associated with HAOs, including managing high pressure crises, life or death situations, personal risk, and trauma exposure. Alternatively, less visible risks include Organisational and Relational risks. Organisational risks include challenges with shift work, administrative burdens, resource availability, stigma, and other workplace factors less commonly associated with this type of work. Relational risks include disengagement with family members, withholding job experiences, and little time to maintain relationships.

FIGURE 1: Risk factors: displaying three categories of risk factors and challenges.

Organisational

These factors erode resilience capacity and are often neglected in programme focus. These include the pressures of shift work, high administrative loads, non-emergency time pressures, tough training regimes, a lack of resources, workplace stigma, rigid command structures and procedures, workplace conflict, and conflicting agendas.

Relational

These ancillary effects of high adversity work on family and social structures further erode resilience capacity, including not wanting or not being allowed to share difficult parts of the job with others, long hours and shift work leaving little time with family and friends, disengagement from family, difficulty maintaining relationships or friendships with people outside the field.

These three risk factors indicate that resilience is not only about building individual resilience skills but also about creating an organisational and social environment that creates safety and supports resilience at a systemic cultural level. Resilience, in this context, transcends the conventional focus on personal fortitude to include a comprehensive framework where the work environment itself acts as a catalyst for or barrier to resilience. The essential premise is that the resilience of individuals working in HAOs is significantly influenced by the organisational culture, policies, and support systems in place. Thus, by addressing the combination of operational, organisational, and relational risk factors collectively, limbic brain reactivity (LBR) can be reduced to protect mental health.

Current first responder interventions

programmes have been developed in response to the risks faced by HAOs. These include the Mental Agility and Psychological Strength training (MAPS), the Road to Mental Readiness (R2MR), the Master Resilience Training (MRT) designed as part of the Comprehensive Soldier Fitness programme (CSF), and the Provider Resilience mobile application (PRMA).

Various responses have been published regarding existing programmes. Some pointed out a lack of prevention efficacy, also not finding effects on social support and coping strategies (Skeffington et al., 2016). Others found low efficacy and little evidence of improvement, possibly because of factors such as classroom-style learning and no ongoing skills training (McCreary, 2019). Some pointed out a lack of scientific rigour prior to implementation (Eidelson & Soldz, 2012), as well as a lack of effect on suicide rates (DSPO, 2020), a lack of impact on secondary traumatic stress, compassion satisfaction, or burnout (Jakel et al., 2016). Current digital interventions are also found to lack a comprehensive evidence base (Wild et al., 2020).

Considering the combination of operational, organisational, and relational challenges faced by HAOs, it becomes evident that enhancing resilience requires a multifaceted cultural approach. Shortcomings regarding previous approaches can

be augmented through incorporating a neuroscience-based approach to build on existing evidence regarding prevention of PTSD and psychopathology. To this effect, we ground the efficacy of included interventions in the HART programme by building on the neurobiological basis of the PR6 model (Rossouw & Rossouw, 2016) as well as recent models of prevention (Al Jowf et al., 2023).

Neurological model for prevention

Stress-related psychopathology is broadly linked to limbic brain structures (Al Jowf et al., 2023; Seo et al., 2019), including amygdala hyperactivity (Morey et al., 2012), and hippocampal (Tural et al., 2018) and hypothalamic-pituitary-adrenal axis changes (Bremner, 2006). Similarly, regulating neural structures are also affected, such as diminished Medial Prefrontal Cortex (MPFC) responses, reduced MPFC blood oxygenation, smaller Anterior Cingulate Cortical volume and decreased functioning (Etkin et al., 2011).

Pharmacological interventions such as glucocorticoid administration have identified the value of halting amygdala overshoot and hyperactivity in preventing and treating PTSD (Henckens et al., 2010). A neurofeedback investigation showed that non-pharmacological yet neuroscience-based strategies such as cognitive and relaxation exercises can reduce limbic reactivity and prevent stress-related psychopathology (Keynan et al., 2019). We summarise these concepts from a preventative perspective as LBR, wherein approaches that can reduce the reactivity of limbic structures such as the amygdala during stress and trauma exposure can prevent maladaptive alterations to neural structures.

Limbic brain reactivity connects with the Allostatic Load Theory by demonstrating the lasting neural changes caused by traumatic stress, such as altered cortisol and norepinephrine responses, altered HPA axis function, and structural changes in the hippocampus and amygdala (Guidi et al., 2021). Further alignment is noticed with Cognitive Appraisal Theory by emphasising the role of structures such as the MPFC and ACC in cognitive control, emotional regulation, and appraisal processes (Webb et al., 2012). Trauma-induced alterations in these structures can impair cognitive appraisal and emotional regulation, influencing an individual's response to stressors and coping strategies (McCammon et al., 1988).

Preventative interventions can play a significant role in mitigating the effects of stress and trauma on the brain. Comprehensive resilience training for HAOs can help establish and strengthen regulatory neural pathways that reduces LBR during exposure to stress or PTEs. The dual-process framework for emotion regulation highlights the need for comprehensiveness (Gyurak et al., 2011). This model shows that explicit regulation techniques provide one aspect of limbic brain regulation through ventrolateral and dorsolateral activation, connecting to reappraisal and breathing techniques included in the composure domain in the PR6 model. Implicit emotion regulation techniques

include those from the vision, tenacity, reasoning, and collaboration domains in the PR6 mode, providing a perspective on how Anterior Cingulate Cortex (ACC) and MPFC regulation of the limbic brain can be achieved.

We explore advanced proactive resilience training techniques in context of HAOs to achieve a reduction in LBR, offering a level of neural protection that decreases the risk of developing trauma-related mental health issues. In order to augment this search and build a comprehensive programme to equip individuals and organisations with the tools and strategies to protect mental well-being, we explore gaps and criticism of current programmes.

Gaps in resilience training for high adversity occupations

One review of preventative programme for first responders found 12 significant gaps in the knowledge base of programme for first responders and their families (McCreary, 2019). Among them was a lack of focus on families and veterans, and an overly restrictive focus on PTSD, PTEs, and individually oriented prevention programming. They also observe a significant lack of quality data; lacking quality evidence, methodology, a lack of gender differentiation in data, and lack of measurement assessing desired outcomes (instead, often measuring current processes or immediate outcomes) (McCreary, 2019, p. 9). The overly restrictive focus on PTSD mirrors a trend in the literature on loss and trauma, where trauma theorists have often focussed on PTSD interventions (Bonanno, 2004).

Decades of research on suicidal thoughts, feelings, and behaviours in military settings have extensively outlined the risk factors for suicide; however, further research is needed for resilience education preventatively and strategically delivered to the general military population as well as to those having experienced suicidal thoughts, feelings, and behaviours (Ringer et al., 2018). One review of programme for frontline workers calls for a larger focus on the integration of organisational training frameworks that include embedded individuals who act as leaders in implementation (Crane et al., 2021).

We observe the need to address the absence of interventions for organisational-level barriers and community resilience. Similarly, considering these gaps in the literature, we aim to implement a long-term, validated system of measurement that can assess outcomes over time. Our aim is to develop a comprehensive preventative resilience approach that can act as a protective mechanism against a wide range of mental and physical ill health effects.

The benefits of resilience training

Research has become more focussed on the benefits of resilience training (Joyce et al., 2018):

- Resilience is indicated to be bidirectionally linked with mental wellness (Joyce et al., 2018).

- Resilience training can play an important role in mental health and comprehensive wellness outcomes (Elisei et al., 2013; Horn & Feder, 2018).
- Resilience education has been found to be a protective factor against suicide risk (Sher, 2019).
- Resilient people are able to recover from stress faster and are able to return to sense of a physiological equilibrium from negative arousal quicker (Carver, 1998).
- Resilience acts as a buffer against negative health outcomes (Tugade et al., 2004), and is a causal mechanism for improved physical and mental health.

Research on developing resilience in first responders and HAOs concludes that targeted, ongoing training in resilience skills can build resilience capacity over time, acting as a protective factor against mental and physical health issues (Brassington & Lomas, 2020; Joyce et al., 2019). Studies show that resilience training lessens anxiety, stress and burnout in nurses (Deldar et al., 2018). Cai et al. (2017) found that in military settings, acute stress was mediated by cognitive emotion regulation, social support, and resilience education.

Current research indicates need for an integrated approach to suicide prevention and the promotion of personal and community resilience via education that incorporates biopsychosocial subjects in the areas of positive mental health behaviours and social relationships (Ivbijaro et al., 2019). The U.S. Department of Veterans Affairs found that a holistic, goal-focussed public health approach to suicide prevention is cost effective, results in high quality outcomes, increases veteran satisfaction, and even enhances the experience of the military healthcare provider (Kearney et al., 2020). A study on the U.S. Department of Veterans Affairs health coaching course found that it increased preparedness, self-efficacy, and use of health coaching skills (Collins et al., 2015).

Hoopsick et al. (2021) suggested that resilience factors should be focussed on for interventions to prevent deteriorating mental health in Army Reserve servicemembers, and that learned resilience skills are a significant protective factors for army soldiers who have never deployed. Cai et al. (2017) found that military acute stress was mediated by cognitive emotion regulation, social support, and resilience education.

Thus, purposeful and evidence-based resilience training for HAOs has significant support from researchers in this area (Thompson & Dobbins, 2018). Risk reduction through resilience training can be understood further through the neuromechanical perspective of LBR regulation, further highlighting the benefit of resilience as primary prevention.

Recognising the value of prevention

Preventative programme such as resilience are increasingly recognised (McDaid et al., 2019) as they address mental health challenges more effectively than treatment alone (Furber et al., 2015). These cost-effective solutions (McDaid et al., 2017) reduce the financial burden associated with

mental illness (Knapp et al., 2011), such as America's \$163.00 billion cost in 2013 (McDaid et al., 2019) and the global cost tripling between 2010 and 2030 (Bloom et al., 2012). Preventative interventions yield high returns, estimating a return of AUD\$2.30 per dollar of investment (Beyondblue & PwC, 2014; Knapp et al., 2011) and are considered most effective in tackling mental health issues.

Adverse psychological consequences for HAOs may stem from pre-employment experiences (Chamberlin & Green, 2010), emphasising the need for resilience training (Madden, 2015). Mental health stigma, affecting males more than females, persists throughout life (Eisenberg et al., 2009) and is prevalent in first responder jobs. Preventative interventions can address this stigma. It is noted that no evaluations were found that included samples of more diverse and non-binary gender classifications.

Potentially traumatic events can be exacerbated by clinical interventions like debriefing (Bonanno, 2004), yet they remain common. Implementing preventative measures can reduce the need for such treatments and improve overall wellbeing (Madden, 2015), consequently enhancing the quality-of-care HAOs provide (Aiken et al., 2013).

The high adversity resilience training programme

We conceptualise resilience practically as a set of skills and beliefs that act as protective mechanisms against adverse situations, and which enable growth through a strength-based approach (Rossouw et al., 2017).

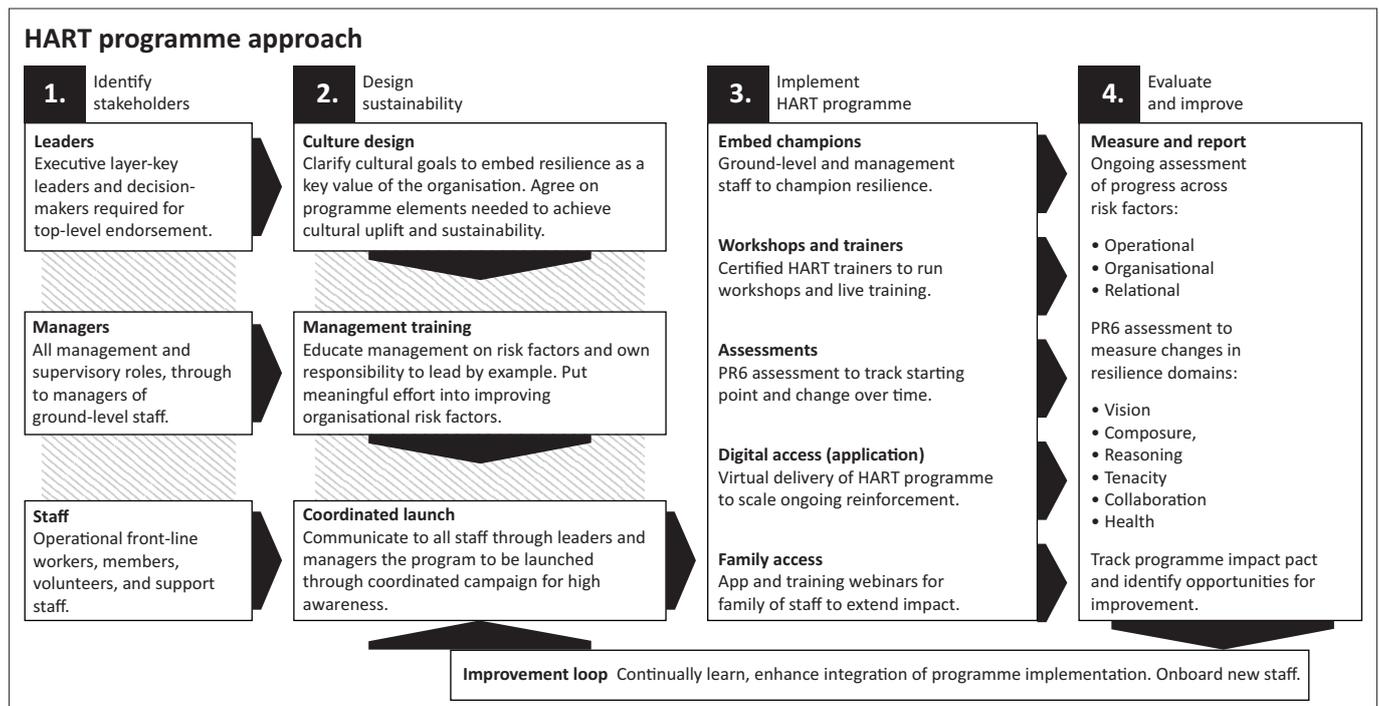
The idea of 'preventative interventions' has gained increasing popularity as solutions have been sought to the escalating mental health crisis (Knapp et al., 2011). Of note is the concept of 'microtrauma', which is the cumulative psychological burden accrued over time from regular, low-level stresses (Crastnopol, 2015) that may increase LBR and related risks over time. This programme aims to develop resilience as a protective mechanism both against larger traumatic experiences as well as experience of microtrauma through more effective LBR regulation.

High adversity resilience training approach

In order to take a comprehensive approach that includes mental and physical health aspects, the PR6 model is used as a foundation (Rossouw et al., 2019). The PR6 model provides a psychometric assessment that may further be used as method of assessing impact, across the resilience domains of vision, composure, reasoning, health, tenacity, and collaboration.

These six domains provide the framework to construct the broader programme, putting together proven skills in a repeatable process to embed the programme and integrate with other resilience training elements using the PR6 model, such as the Driven Resilience App, and Resilience First Aid programme.

High adversity resilience training targets the specific resilience challenges of HAOs through an integrative approach, working from current research to address gaps identified. The HART programme approach has four stages (Figure 2). These stages incorporate concept to work towards cultural change from



HART, High Adversity Resilience Training Approach.

Note: The approach developed starts by identifying relevant stakeholders, including those who affect the organisational risk factors. From there, a collaborative approach is taken to design sustainability into the programme. This is followed by implementing the HART programme as designed in the collaborative phase. The impact is evaluated for improvement, looping back to re-iterating the design and onboarding new staff.

FIGURE 2: High Adversity Resilience Training Approach. Aiming towards a broader cultural impact.

recent research (Al Jowf et al., 2023; Dell et al., 2022), aiming to address operational, organisational, and relational challenges:

Identify stakeholders

Key audiences are identified for specific roles, including leadership layer for executive sponsorship, management and supervisory participants, as well as the broader staffing audience

Design sustainability

A structured approach aims to clarify the cultural goals and programme components, train executives and managers on how to support staff, culminating in a coordinated launch with the broader audience

Implement

Selected programme components as designed for the broader programme are implemented, including embedding champions, creating internal trainers, hosting workshops, running assessments, providing digital resource access, and also reaching family members through the staffing layer

Evaluate

Assessments provide important insight to evaluate programme effectiveness, as well as establish where improvements need to be made, feeding into an improvement loop back to the design stage to redesign an improved programme.

This approach builds in flexibility given that high adversity organisations and agencies have unique cultures and features that will require adaptation and ongoing evaluation to achieve high impact over time.

High adversity resilience training programme, elements

High adversity resilience training responds to a need for an approach which targets the community over the individual (Deppa, 2015). One systematic review of resilience programme notes that the effectiveness of resilience training is strongly mediated by the comprehensiveness of the training in terms of its audience – including employers, management, families, and so on (Brassington & Lomas, 2020).

High adversity occupations do not encounter well-being individually, but must 'negotiate complex social, political and culture systems' (Hamling, 2018, p. 142) in order to develop long term resilience. The HART programme has thus focused on targeting culture and communities, instead of having an overly restrictive focus on individual-based training.

High adversity resilience training can start small and scale over time, using an integrated set of programme components:

Embed champions

Training ground-level personnel who understand resilience and can champion the programme is critical for engagement.

programme such as Resilience First Aid, that is designed for this purpose, train various levels of stakeholders on how to create an environment that enabled resilience.

Workshops and trainers

Internal or external resilience coaches trained in the HART programme, can deliver ongoing live workshops to train individual skills, as well as help train managers and leaders on how to create an environment that supports resilience.

Assessments

The PR6 psychometric and other surveys provide important ongoing insight into programme impact and needs. Conducting twice yearly assessments can provide meaningful insight without overburdening staff.

Digital access Application (App)

- Variable training options help to reach audiences who prefer different learning styles. The Driven Resilience Application (App) also contains the HART programme, and further allows scalable training and ongoing reinforcement of learning through daily microtasks.

Family access

Through the staff themselves, training can also be provided to their family members (partners, children). This can include open webinars hosted by trainers and app access. This is important in helping to build a supportive and understanding social environment outside of the workplace (Deppa, 2015).

A key role for leadership and management is the understanding that resilience is not simply about individuals building resilience skills, but also about creating an environment that reduces organisational and relational risk factors. This requires management to put meaningful effort towards improving organisational risk factors (paperwork, shift arrangements, workplace conflict, lack of resources, etc.) as a clear indicator to HAO workers that there is a balance of individual and organisational investment in resilience.

This collaborative approach is necessary to create a culture of resilience that reduces stress and helps with limbic brain regulation. Taking a socially comprehensive approach is linked with greater resilience over time (Brassington & Lomas, 2020).

High adversity resilience training core curriculum

Our research identified commonalities between the gaps in the scientific literature and the PR6 resilience model, as well as neurological relationships with resilience building as a pathway to limbic brain downregulation during various modes of stress through high adversity work.

The upregulation of Neuropeptide Y (NPY) in the brain is associated with protection against adverse mental health effects, and appears to be inversely related to stress responses

(Zhou et al., 2008). It has a strong anxiolytic effect, making it a pivotal mediator for the stress response (Hirsch & Zukowska, 2012).

Additional conceptualisations are emerging to discuss the underlying pathways (e.g., mesostriatal reward and default mode networks) to resilience building, by focussing on interventions 'up-regulate the positive, down-regulate the negative, and transcend the self' (Tabibnia, 2020, p. 321). We theorise that training in the PR6 resilience domains can stimulate the upregulation of NPY and create epigenetic shifts contributing to an improved mediation of stress (Rossouw & Rossouw, 2016), which can provide not only learned improvement in LBR regulation and related risk reduction, but also lead to generational benefits through gene heredity.

High adversity resilience training encourages HAOs and other programme participants to better understand their brain, to build emotional composure in stressful situations, and to effectively empathise and manage the stress response of others. Neuroscience fundamentals is taught in relation to stress and the role of neuroplasticity. This section of the programme involves education on the limbic brain and the prefrontal cortex and encourages participants to reflect on the different ways they respond to stress.

Strategies identified through reviews take a strength-based approach and are grouped by PR6 domain for inclusion into the HART programme. While the domains act as separate constructs, each has a bidirectional effect on the other domains.

Vision

The domain of Vision encompasses a person's congruent sense of meaning, purpose, and personal vision for their lives. This domain guides the motivation and application for all the other domains (Rossouw & Rossouw, 2016).

The adverse effects of a distressing event can be significantly mitigated through the development of purpose – such as a commitment to developing meaningful life purpose, having an internal locus of control (i.e., believing you can change things), and believing that all events can be learned from (Bonanno, 2004).

A structured sense of meaning and purpose plays a significant role in developing resilient well-being in HAOs (Hamling, 2018; Jackson et al., 2007). Military service members with a sense of purpose have a lower incidence of suicidality (Trachik et al., 2021). A sense of meaning in the workplace is strongly linked to higher job satisfaction (Money et al., 2009), acting as a protective factor against burnout. The absence of a sense of meaning and purpose is linked with adverse mental and physical health outcomes, including suicide (Kleftaras & Psarra, 2012). Research on traumatic experiences shows that people can thrive if they can work towards their purpose in life (Tedeschi et al., 2018).

Connected purpose

A structured sense of purpose is presented in the concept of 'ikigai' or 'reason for being', which is a practical way of discussing and clarifying purpose using four fundamental pillars: passion, vocation, profession, and mission. Developing a sense of 'ikigai' is associated with lower all-cause mortality (Tanno et al., 2009).

This concept is included as developing a sense of 'Connected Purpose', providing modules to connect operational, organisational, and relational factors as part of the Vision domain. Connection facilitates an understanding of how all aspects of the work facilitates the achievement of a personal sense of purpose.

A sense of resilient purpose (setting a broader purpose such as 'to help others' rather than 'be a firefighter') can help manage crises of identity and reduce risk. High adversity occupation workers are at a risk of overidentifying with their occupation – meaning that job loss or retirement may result in a loss of purpose in life, increasing risk of mental illness and suicide (Blue, 2016).

Collaboration

The Collaboration domain spans support networks and relationships (Rossouw & Rossouw, 2016), recognising the importance of social connections for resilience (Cacioppo & Cacioppo, 2012).

McCreary (2019) notes that many programmes have an overly restrictive focus on the individual and exclude family and colleagues. However, the literature on networks of supportive relationships show that social support is crucial for holistic resilience (Mealer et al., 2012; Rippstein-Leuenberger et al., 2017). Studies of Canadian firefighters show that the lower their perception of social support, the higher their scores in depression and trauma (Chamberlin & Green, 2010; Regehr et al., 2003). Practices in seeking support from others is associated with a lower risk of PTSD (Chamberlin & Green, 2010; Regehr et al., 2003), and social isolation is fundamentally associated with suicide (Trout, 1980).

Connections in HAOs therefore includes individual training, as well as other programme elements such as embedding champions, training for superiors, and family members. Development of a shared language of resilience and understanding of techniques employed is necessary to facilitate stronger connections for the development of a culture of resilience (Henderson et al., 2016).

High adversity humour

Healthy co-worker connections foster relational resilience in the workplace (Jackson et al., 2007; Rippstein-Leuenberger et al., 2017; Stephens et al., 2012).

A common HAO strategy is using humour to deal with difficult circumstances, acting as a preventative mechanism

against developing adverse mental and physical health effects from exposure to traumatic events (Jackson et al., 2007). Being able to laugh with co-workers helps to foster and demonstrate a supportive collegial environment, and improve the enjoyment of the work day (Rippstein-Leuenberger et al., 2017).

'High Adversity Humour' training modules in the HART programme involves a short, informal assessment of the user's sense of humour at work and discusses a framework and usefulness of humour for high adversity situations. This training covers the mental and physical benefits of high adversity humour, as well as the types of humour that can be employed to enhance connection, as well as negative types of humour that may harm connection.

Grief and growth

The dual process model of grieving argues that adaptive coping comprises an oscillation between both confronting grief and avoiding it (Stroebe & Schut, 1999). The process of grief comes with the need for adaptation. Losing someone requires adaptation to their absence – which could include different routines, habits, and responsibilities.

Based on this research, the HART programme includes 'Grief and Growth' modules to educate participants on the general processes of grief, including adaptation and avoidance (Stroebe & Schut, 1999). This also includes discussion on supporting someone else's grief, using proactive, preventative actions (such as compartmenting and self-care), as well as reactive actions such as appropriate debriefing.

High quality connections

Taking a context-aware approach to fostering closer connections within the organisation is an important aspect of improving the Collaboration domain of resilience. This can be achieved through building strong workplace relations, which involves Cognitive (other-awareness, impressions of others, perspective-taking), Emotional (positive emotions, emotional contagion, empathy), and Behavioural (respectful engagement, task enabling, play) mechanisms (Stephens et al., 2012). High adversity resilience training includes this as the High Quality Connection training module.

Strong relationships

Perceived support has a stronger positive effect on mental health than received support for HAOs (Prati & Pietrantoni, 2010). Investing in family and other external relationships is included as a strategy to improve perceived support proactively, using Active Constructive Responding which is used extensively in the U.S. Army's Master Resilience Training programme (Reivich et al., 2011).

Composure

Composure is the domain of emotion management, focussing on limbic brain regulation strategies (Rossouw & Rossouw, 2016).

Research has shown that firefighters who are likely to engage in negative appraisals are at a higher risk of PTSD (Bryant & Guthrie, 2007). People in high adversity occupations who have a negative interpretation bias are six times more likely to show symptoms of depression, while positive reappraisal strategies are associated with lower distress in rescue workers (Chamberlin & Green, 2010). Positive emotions are strongly linked with psychological resilience (Fredrickson, 2001, 2003; Horn & Feder, 2018). Traumatic events can be mitigated and be used for growth given a strong presence of purpose and meaning; however, a person needs to first return to a standard level of emotional affect before meaning-making can become effective (Maitlis, 2020).

High adversity reappraisal

Cognitive reappraisal is established as a technique for first responders to manage the emotional impact of high adversity events, as well as being a broader emotion regulation strategy (Shepherd & Wild, 2014). Reappraisal involves examining the way a person has interpreted an event, and considering whether there is a more beneficial and realistic interpretation available (Shepherd & Wild, 2014). The HART programme includes reappraisal in a high adversity context as a strategy that builds on emotional awareness through to practical application in the context. Further Composure skills are available in the broader Driven Resilience training programme, including breathing and mindfulness techniques.

Tenacity

The Tenacity domain is about developing persistence, learning from errors, and being able to develop realistic optimism for situations (Rossouw & Rossouw, 2016). High adversity resilience training includes validated Tenacity skills focussed on HAO effectiveness to enhance motivation and overcome unique occupational challenges.

Three good things

An established HAO technique in positive psychology is 'Three Good Things'. The technique is designed to develop mindfulness of positive events.

In one study on the efficacy of this strategy, healthcare professionals reported a reduction in depressive symptoms even 6 months later (Rippstein-Leuenberger et al., 2017).

Positive emotions are at their most effective in HAOs when presented as modest and consistent flow of emotion, instead of a large spike (Fredrickson, 2001, 2003). This technique works from this principle, helping to cultivate positive emotion for long term resilience (Tugade & Fredrickson, 2007), and developing the skill of optimism, which is linked with high resilience (Jackson et al., 2007; Mealer et al., 2012).

Mental load management

Research shows that people in high adversity occupations benefit from mental load management, which is a strategy of developing resilience against trauma (Horn & Feder, 2018).

This HART module includes training focussed on common HAO risks such as burnout, compassion fatigue, vicarious trauma, and trauma exposure.

Two strategies of the Mental Load Management module are preventative, and strength based. These strategies stimulate the production of NPY, which is inversely related to anxiety (Zhou et al., 2008). In studies on the military, NPY was associated with a stronger resilient response as well as a lower risk of experiencing ongoing negative emotional effect, such as trauma (Morgan III et al., 2002).

Reasoning

The PR6 domain of Reasoning considers executive functioning involving problem solving, resourcefulness, and active adaptation to change (Rossouw & Rossouw, 2016). High adversity occupations can benefit from active cognitive strategies to use proactively for managing the unique challenges of high adversity work.

Concrete versus abstract processing

Following exposure to a potentially traumatic event, HAO workers may process what happened in an abstract way – posing ‘unanswerable’ questions such as ‘Why did this happen?’, leading to unhelpful rumination. Studies suggest that abstract processing is associated with higher rates of mental ill health (White et al., 2016). Concrete processing differs, in that a person asks ‘How?’ questions – i.e., questions that consider the logical and concrete steps of the event, such as who was involved, where was it located, and what were the sequence of events.

Concrete processing is associated with reduced flashbacks, stronger resilience and improved mental health outcomes, acting as a protective factor (White et al., 2016). Furthermore, research indicates that training in this thinking style is best developed preventatively to reduce intrusive thoughts and flashbacks (Ehring et al., 2009). Therefore, the HART programme has developed modules that train HAOs in concrete processing as a preventative skill.

Sustainable compartmenting

High adversity occupation workers face higher workload and emotional workload can curb the risk of burnout and stress through practising psychological detachment (Sonnetag et al., 2010). In order to develop this skill, the HART programme includes Sustainable Compartmenting modules, providing a framework to manage different aspects of life in a manner that enables focussed performance when needed, alongside strategies to prevent avoidance of accumulating trauma exposure.

This strategy is differentiated from commonly found unhealthy compartmenting, enhancing the strategy to become a sustainable system that facilitates improved communication with close connections and family members.

Thoughts and behaviours

Cognitive Behavioural Therapy psychoeducation includes training on thought distortions and biases as a pathway to improve thoughts and behaviours that result from beliefs. Proactive training on these thought distortions and biases can therefore provide a preventative approach to guard against causative factors of mental illness, and is strongly correlated with increased resilience (Jackson et al., 2007). High adversity resilience training includes a module on this as a proactive and strength-based approach to explore biases and take action proactively to enhance belief systems and related thoughts and behaviours.

Health

Health has often gone overlooked as an aspect of resilience. However, research shows that health is a foundational domain of holistic resilience (Rossouw & Rossouw, 2016; Rossouw et al., 2017). Brain-derived neurotrophic factor (BDNF) acts as a significant moderator of neuroplasticity allowing for adaptability. Brain-derived neurotrophic factor is generated through key physical health factors such as regular exercise, healthy nutrition, and quality sleep. Research is conclusive that sleep quality is intertwined with emotional and physical regulation (Monteiro et al., 2017).

High adversity occupations are at a higher risk of physical issues (Hamling, 2018). These issues can affect work performance and mental health, and lead to burnout (Horn & Feder, 2018). Research identified work hours, sleep, nutrition and exercise, as well as social connections, as key elements of health that affect HAOs (Crane et al., 2021) with shift work and irregular work hours being a major contributor (Knutsson, 2003).

Work hours

An indicator of burnout is the management of work hours, with longer hours contributing to reduced resilience (Knutsson, 2003), impacting HAO workers’ ability to maintain healthy dietary habits, reduce ability to exercise regularly, disrupt sleep schedules, as well as impact relationships with others working alternate schedules.

High adversity resilience training includes modules on practical strategies to manage the specific challenges of shift work and working irregular hours, focussing on managing a schedule, sleep strategies, nutrition and exercise, and social connections in the context of long hours and shift work.

Discussion

The HART programme represents a significant advancement in addressing the psychological and physiological challenges faced by individuals in HAOs. Drawing from the expansive review of current literature and the integration of the PR6 model, our study underscores the critical need for a holistic approach to resilience training that transcends traditional, individual-centric methods.

Main findings

Our findings indicate that the HART programme, with a neurological grounding in reducing LBR and enhancing resilience at an individual and cultural level, offers a comprehensive framework that is significantly beneficial for individuals in HAOs. By focussing on both individual resilience skills and creating supportive organisational and social environments, the HART programme addresses the multifaceted nature of adversity these workers face. This dual approach is critical, as it acknowledges that resilience is not solely an individual's responsibility but is also heavily influenced by their working conditions and social support systems.

Implications for practice and policy

The implementation of the HART programme within HAOs has implications for organisational practices and policies. Firstly, organisations must recognise the importance of adopting systemic changes that foster resilience, such as improving communication, reducing bureaucratic obstacles, and providing adequate resources. Leadership training should also incorporate elements of resilience training, enabling leaders to better support their teams and mitigate stressors.

Further, the explicit focus on reducing LBR through resilience training suggests that mental health interventions in HAOs should include practices that promote emotional regulation, stress inoculation, and cognitive flexibility. Policies should therefore support ongoing resilience training as part of professional development, rather than as a one-time intervention.

Theoretical contributions

This study contributes to the theoretical understanding of resilience in HAOs by highlighting the role of LBR in stress and trauma response. By integrating neurobiological insights with resilience training, the HART programme offers a novel perspective on mitigating the impact of high-adversity work environments. This aligns with and expands upon existing theories of occupational stress and resilience, providing a comprehensive model that can be adapted across various high-adversity settings.

Limitations

The primary focus of the research was on development of the foundational aspects of the HART programme design. Therefore, empirical evaluation of practical implementation would enable validation of the combined concept, regardless of the existing evidence supporting individual strategies. The overall programme is generalised from a broad representation of existing research, in contrast to specific situational deployments where there may exist extensive cultural and organisational differences. Implementation of the HART programme would therefore benefit from tailored deployments in order to translate concepts to suit the environment where it is utilised.

Directions for future research

While the current study provides a foundational framework for the HART programme, future research should aim to empirically test its effectiveness across different HAO settings. Longitudinal studies are needed to assess the sustained impact of the programme on improving mental health outcomes. Additionally, research should explore the scalability of the programme, including digital and self-led training options, to increase accessibility for a wider range of HAO workers.

Exploring the differential impacts of various components of the HART programme can also provide insights into the most effective strategies for building resilience. This would allow for the refinement of the programme, ensuring it meets the specific needs of different HAO populations.

Conclusion

The HART programme, represents a practical approach to implement a paradigm shift in resilience training for HAOs, emphasising the need for comprehensiveness that addresses both individual and systemic cultural factors. By focussing on reducing LBR and fostering a supportive work environment, HART has the potential to significantly improve the well-being of individuals facing high levels of adversity in their professional roles. As we continue to develop and refine resilience training programmes, it is crucial that we adopt a holistic perspective that recognises the complex interplay between individual, organisational, and social factors in promoting resilience.

Acknowledgements

The authors would like to thank Mike Taigman, Rhonda Kelly, and Paul Koning for their expertise in emergency services fields and contributing their knowledge to assist with developing a programme that meets the practical needs of these organisations.

Competing interests

J.G.R., is an employee of Hello Driven, and J.H., is an investor in the same company. As such, both may have a potential financial conflict of interest, as Hello Driven could potentially benefit from the research findings through further development and implementation of the programme being studied. Regardless of this affiliation, J.G.R. and J.H. affirm their commitment to the strictest scientific and ethical standards in conducting the research. All data analysis and interpretations have been conducted impartially, independent of Hello Driven's influence. J.G.R. and J.H. sincerely believe that our results and conclusions have not been compromised by these competing interests.

Authors' contributions

All authors listed on the article have significantly contributed to the research project and preparation of the article. J.G.R.,

took the lead and developed the outline, methodology, and overall structure of the research project. J.G.R. was also responsible for the initial literature research, creating visualisations, compiling the final draft, and managing the research project as a whole. C.E., as a research assistant, made significant contributions to developing the initial draft and conducting extensive literature research. C.E.'s efforts have been pivotal in shaping the direction and content of the research. J.H. and D.G. acted as reviewers, providing crucial insights, constructive critique, and supervision for the research project. Their expertise helped to refine the article and contributed to the completion of the final draft. J.G.R., C.E., J.H. and D.G. approved the final version of the article for submission and agreed to be accountable for all aspects of the work.

Ethical considerations

This article followed all ethical standards for research without direct contact with human participants.

Funding information

The authors disclosed receipt of the following financial support for the research, authorship, and/or publication of this article: This work was supported by the private company, Hello Driven. There were no specific grants or other external funding sources from any funding agency in the public, commercial, or not-for-profit sectors.

Data availability

This article is the result of a literature review and conceptual research, it did not generate any primary datasets or raw data. All data utilised in this research are derived from previously published studies, and these are accordingly cited within the text. Readers can access the original sources referenced for further inspection. There are no restrictions on data availability.

Disclaimer

The views and opinions expressed in this article are those of the authors and do not necessarily reflect the official policy or position of any affiliated agency of the authors, or the publisher.

References

- Aiken, L.H., Sloane, D.M., Bruyneel, L., Van den Heede, K., Sermeus, W., & Consortium, R.C. (2013). Nurses' reports of working conditions and hospital quality of care in 12 countries in Europe. *International Journal of Nursing Studies*, 50(2), 143–153. <https://doi.org/10.1016/j.ijnurstu.2012.11.009>
- Al Jowf, G.I., Ahmed, Z.T., An, N., Reijnders, R.A., Ambrosino, E., Rutten, B.P., De Nijs, L., & Eijssen, L.M. (2022). A public health perspective of post-traumatic stress disorder. *International Journal of Environmental Research and Public Health*, 19(11), 6474. <https://doi.org/10.3390/ijerph19116474>
- Al Jowf, G.I., Ahmed, Z.T., Reijnders, R.A., De Nijs, L., & Eijssen, L.M. (2023). To predict, prevent, and manage Post-Traumatic Stress Disorder (PTSD): A review of pathophysiology, treatment, and biomarkers. *International Journal of Molecular Sciences*, 24(6), 5238. <https://doi.org/10.3390/ijms24065238>
- Baird, K., & Kracen, A.C. (2006). Vicarious traumatization and secondary traumatic stress: A research synthesis. *Counseling Psychology Quarterly*, 19(2), 181–188. <https://doi.org/10.1080/09515070600811899>
- Beyondblue, & PWC. (2014). *Creating a mentally healthy workplace: Return on investment analysis [Industry report]*. Retrieved from https://www.headsup.org.au/docs/default-source/resources/beyondblue_workplaceroi_finalreport_may-2014.pdf
- Bloom, D. E., Cafiero, E., Jané-Llopis, E., Abrahams-Gessel, S., Bloom, L. R., Fathima, S., ... & Weiss, J. (2012). *The global economic burden of noncommunicable diseases* (No. 8712). Program on the Global Demography of Aging.
- Blue, B. (2016). *Good practice framework for mental health and wellbeing in first responder organisations*. Beyond Blue.
- Bonanno, G.A. (2004). Loss, trauma, and human resilience: Have we underestimated the human capacity to thrive after extremely aversive events?. *American Psychologist*, 59(1), 20. <https://doi.org/10.1037/0003-066X.59.1.20>
- Boscarino, J.A., Figley, C.R., & Adams, R.E. (2004). Compassion fatigue following the September 11 terrorist attacks: A study of secondary trauma among New York City social workers. *International Journal of Emergency Mental Health*, 6(2), 57.
- Brassington, K., & Lomas, T. (2020). Can resilience training improve well-being for people in high-risk occupations? A systematic review through a multidimensional lens. *The Journal of Positive Psychology*, 16(5), 1–20. <https://doi.org/10.1080/17439760.2020.1752783>
- Bremner, J.D. (2006). Traumatic stress: Effects on the brain. *Dialogues in Clinical Neuroscience*, 8(4), 445–461.
- Bryant, R.A., & Guthrie, R.M. (2007). Maladaptive self-appraisals before trauma exposure predict posttraumatic stress disorder. *Journal of Consulting and Clinical Psychology*, 75(5), 812. <https://doi.org/10.1037/0022-006X.75.5.812>
- Cacioppo, S., & Cacioppo, J.T. (2012). Decoding the invisible forces of social connections. *Frontiers in Integrative Neuroscience*, 6, 51. <https://doi.org/10.3389/fnint.2012.00051>
- Cai, W.-p., Pan, Y., Zhang, S.-m., Wei, C., Dong, W., & Deng, G.-h. (2017). Relationship between cognitive emotion regulation, social support, resilience and acute stress responses in Chinese soldiers: Exploring multiple mediation model. *Psychiatry Research*, 256, 71–78. <https://doi.org/10.1016/j.psychres.2017.06.018>
- Carver, C.S. (1998). Resilience and thriving: Issues, models, and linkages. *Journal of Social Issues*, 54(2), 245–266. <https://doi.org/10.1111/j.1540-4560.1998.tb01217.x>
- Chamberlin, M.J., & Green, H.J. (2010). Stress and coping strategies among firefighters and recruits. *Journal of Loss and Trauma*, 15(6), 548–560. <https://doi.org/10.1080/015325024.2010.519275>
- Collins, D.A., Shamblen, S.R., Atwood, K.A., Rychener, D.L., Scarbrough, W.H., Abadi, M.H., & Simmons, L.A. (2015). Evaluation of a health coaching course for providers and staff in veterans health affairs medical facilities. *Journal of Primary Care & Community Health*, 6(4), 250–255. <https://doi.org/10.1177/2150131915591154>
- Crane, M.F., Falon, S.L., Kho, M., Moss, A., & Adler, A.B. (2021). Developing resilience in first responders: Strategies for enhancing psychoeducational service delivery. *Psychological Services*, 19(suppl 2), 17–27. <https://doi.org/10.1037/ser0000439>
- Crastopol, M. (2015). *Micro-trauma: A psychoanalytic understanding of cumulative psychic injury* (Vol. 25). Routledge.
- Deldar, K., Froutan, R., Dalvand, S., Gheshlagh, R.G., & Mazloum, S.R. (2018). The relationship between resilience and burnout in Iranian nurses: A systematic review and meta-analysis. *Open access Macedonian Journal of Medical Sciences*, 6(11), 2250. <https://doi.org/10.3889/oamjms.2018.428>
- Dell, L., Madden, K., & Jones, K. (2022). *Wellness action through checking health: WATCH project report. Report prepared for Department of Defence*. Phoenix Australia – Centre for Posttraumatic Mental Health.
- Deppa, K.F. (2015). *Resilience training for firefighters: A proposed approach*. Dissertations & Theses, University of Pennsylvania, United States.
- DSPO, D.o.D.S.P.O. (2020). *Department of Defense (DoD) Quarterly Suicide Report (QSR) 4th Quarter*. Retrieved from <https://www.dspo.mil/qs/>
- Ehring, T., Szeimies, A.-K., & Schaffrick, C. (2009). An experimental analogue study into the role of abstract thinking in trauma-related rumination. *Behaviour Research and Therapy*, 47(4), 285–293. <https://doi.org/10.1016/j.brat.2008.12.011>
- Eidelson, R., & Soldz, S. (2012). Does comprehensive soldier fitness work: CSF research fails the test. *Coalition for an Ethical Psychology*, 1(5), 1–12.
- Eisenberg, D., Downs, M.F., Golberstein, E., & Zivin, K. (2009). Stigma and help seeking for mental health among college students. *Medical Care Research and Review*, 66(5), 522–541. <https://doi.org/10.1177/1077558709335173>
- Etkin, A., Egner, T., & Kalisch, R. (2011). Emotional processing in anterior cingulate and medial prefrontal cortex. *Trends in Cognitive Sciences*, 15(2), 85–93. <https://doi.org/10.1016/j.tics.2010.11.004>
- Elisei, S., Sciarra, T., Verdolini, N., & Anastasi, S. (2013). Resilience and depressive disorders. *Psychiatria Danubina*, 25(suppl 2), S263–S267.
- Figley, C.R. (1995). *Compassion fatigue: Toward a new understanding of the costs of caring*. Routledge
- Fisher, P.M., & Abrahamson, K. (2002). *When working hurts: Stress, burnout & trauma in human, emergency, and health services*. Spectrum Press.
- Fredrickson, B.L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist*, 56(3), 218. <https://doi.org/10.1037/0003-066X.56.3.218>
- Fredrickson, B.L. (2003). The value of positive emotions: The emerging science of positive psychology is coming to understand why it's good to feel good. *American Scientist*, 91(4), 330–335. <https://doi.org/10.1511/2003.26.330>

- Furber, G., Segal, L., Leach, M., Turnbull, C., Procter, N., Diamond, M., Miller, S., & McGorry, P. (2015). Preventing mental illness: Closing the evidence-practice gap through workforce and services planning. *BMC Health Services Research*, *15*(1), 1–14. <https://doi.org/10.1186/s12913-015-0954-5>
- Guidi, J., Lucente, M., Sonino, N., & Fava, G.A. (2021). Allostatic load and its impact on health: A systematic review. *Psychotherapy and Psychosomatics*, *90*(1), 11–27. <https://doi.org/10.1159/000510696>
- Gyurak, A., Gross, J.J., & Etkin, A. (2011). Explicit and implicit emotion regulation: A dual-process framework. *Cognition and Emotion*, *25*(3), 400–412. <https://doi.org/10.1080/02699931.2010.544160>
- Hamling, K. (2018). *Wellbeing across occupations and in the emergency services: A mixed methods study*. Auckland University of Technology.
- Henckens, M.J., Van Wingen, G.A., Joëls, M., & Fernández, G. (2010). Time-dependent effects of corticosteroids on human amygdala processing. *Journal of Neuroscience*, *30*(38), 12725–12732. <https://doi.org/10.1523/JNEUROSCI.3112-10.2010>
- Henderson, S.N., Van Hasselt, V.B., LeDuc, T.J., & Couwels, J. (2016). Firefighter suicide: Understanding cultural challenges for mental health professionals. *Professional Psychology: Research and Practice*, *47*(3), 224. <https://doi.org/10.1037/pro0000072>
- Hirsch, D., & Zukowska, Z. (2012). NPY and stress 30 years later: The peripheral view. *Cellular and Molecular Neurobiology*, *32*(5), 645–659. <https://doi.org/10.1007/s10571-011-9793-z>
- Hoopsick, R.A., Homish, D.L., Collins, R.L., Nochajski, T.H., Read, J.P., Bartone, P.T., & Homish, G.G. (2021). Resilience to mental health problems and the role of deployment status among US Army Reserve and National Guard Soldiers. *Social Psychiatry and Psychiatric Epidemiology*, *56*(7), 1299–1310. <https://doi.org/10.1007/s00127-020-01899-5>
- Horn, S.R., & Feder, A. (2018). Understanding resilience and preventing and treating PTSD. *Harvard Review of Psychiatry*, *26*(3), 158–174. <https://doi.org/10.1097/HRP.0000000000000194>
- Ivbijaro, G., Kolkiewicz, L., Goldberg, D., Riba, M.B., N'jie, I.N., Geller, J., Kallivayalil, R., Javed, A., Svab, I., Summergrad, P., Laher, S., Enum, Y. (2019). Preventing suicide, promoting resilience: Is this achievable from a global perspective?. *Asia-Pacific Psychiatry*, *11*(4), e12371. <https://doi.org/10.1111/appy.12371>
- Jackson, D., Firtko, A., & Edenborough, M. (2007). Personal resilience as a strategy for surviving and thriving in the face of workplace adversity: A literature review. *Journal of Advanced Nursing*, *60*(1), 1–9. <https://doi.org/10.1111/j.1365-2648.2007.04412.x>
- Jakel, P., Kenney, J., Ludan, N., Miller, P.S., McNair, N., & Matesic, E. (2016). Effects of the use of the provider resilience mobile application in reducing compassion fatigue in oncology nursing. *Clinical Journal of Oncology Nursing*, *20*(6), 611–616. <https://doi.org/10.1188/16.CJON.611-616>
- Joyce, S., Shand, F., Lal, T.J., Mott, B., Bryant, R.A., & Harvey, S.B. (2019). Resilience@ work mindfulness program: Results from a cluster randomized controlled trial with first responders. *Journal of Medical Internet Research*, *21*(2), e12894. <https://doi.org/10.2196/12894>
- Joyce, S., Shand, F., Tighe, J., Laurent, S.J., Bryant, R.A., & Harvey, S.B. (2018). Road to resilience: A systematic review and meta-analysis of resilience training programs and interventions. *BMJ Open*, *8*(6), e017858. <https://doi.org/10.1136/bmjopen-2017-017858>
- Kearney, L.K., Smith, C.A., & Miller, M.A. (2020). Critical foundations for implementing the VA's public health approach to suicide prevention. *Psychiatric Services*, *71*(12), 1306–1307. <https://doi.org/10.1176/appi.ps.202000190>
- Keynan, J.N., Cohen, A., Jackont, G., Green, N., Goldway, N., Davidov, A., Meir-Hasson, Y., Raz, G., Intrator, N., Fruchter, E., Ginat, K., Laska, E., Cavazza, M., & Hendlar, T. (2019). Electrical fingerprint of the amygdala guides neurofeedback training for stress resilience. *Nature Human Behaviour*, *3*(1), 63–73. <https://doi.org/10.1038/s41562-018-0484-3>
- Kleffaras, G., & Psarra, E. (2012). Meaning in life, psychological well-being and depressive symptomatology: A comparative study. *Psychology*, *3*(04), 337. <https://doi.org/10.4236/psych.2012.34048>
- Knapp, M., McDaid, D., & Parsonage, M. (2011). *Mental health promotion and mental illness prevention: The economic case*. Department of Health. Retrieved from https://eprints.lse.ac.uk/29953/1/Mental_health_promotion_and_mental_illness_prevention%28author%29.pdf
- Knutsson, A. (2003). Health disorders of shift workers. *Occupational Medicine*, *53*(2), 103–108. <https://doi.org/10.1093/ocmed/kqg048>
- Madden, M. (2015). *Evaluating the impact of preventative health services on improving general well-being*. Yale University.
- Maitlis, S. (2020). Posttraumatic growth at work. *Annual Review of Organizational Psychology and Organizational Behavior*, *7*, 395–419. <https://doi.org/10.1146/annurev-orgpsych-012119-044932>
- McAlearney, A.S., Gaughan, A.A., MacEwan, S.R., Gregory, M.E., Rush, L.J., Volney, J., & Panchal, A.R. (2022). Pandemic experience of first responders: Fear, frustration, and stress. *International Journal of Environmental Research and Public Health*, *19*(8), 4693. <https://doi.org/10.3390/ijerph19084693>
- McCammom, S., Durham, T.W., Jackson Allison, Jr, E., & Williamson, J.E. (1988). Emergency workers' cognitive appraisal and coping with traumatic events. *Journal of Traumatic Stress*, *1*(3), 353–372. <https://doi.org/10.1002/jts.2490010307>
- McCreary, D. (2019). *Veteran and first responder mental ill health and suicide prevention: A scoping review of prevention and early intervention programs used in Canada, Australia, New Zealand, Ireland, and the United Kingdom*. Donald McCreary Scientific Consulting.
- McDaid, D., Park, A.-L., Knapp, M., Wilson, E., Rosen, B., & Beecham, J. (2017). *Commissioning cost-effective services for promotion of mental health and wellbeing and prevention of mental ill-health*. Public Health England. Retrieved from https://eprints.lse.ac.uk/85944/1/McDaid_Commissioning%20cost-effect-give%20services_2017.pdf
- McDaid, D., Park, A.-L., & Wahlbeck, K. (2019). The economic case for the prevention of mental illness. *Annual Review of Public Health*, *40*, 373–389. <https://doi.org/10.1146/annurev-publhealth-040617-013629>
- Mealer, M., Jones, J., & Moss, M. (2012). A qualitative study of resilience and posttraumatic stress disorder in United States ICU nurses. *Intensive Care Medicine*, *38*(9), 1445–1451. <https://doi.org/10.1007/s00134-012-2600-6>
- Money, K., Hillenbrand, C., & Da Camara, N. (2009). Putting positive psychology to work in organisations. *Journal of General Management*, *34*(3), 31–36. <https://doi.org/10.1177/030630700903400302>
- Monteiro, B.C., Monteiro, S., Candida, M., Adler, N., Paes, F., Rocha, N., Nardi, A.E., Murillo-Rodríguez, E., & Machado, S. (2017). Relationship between brain-derived neurotrophic factor (Bdnf) and sleep on depression: A critical review. *Clinical Practice and Epidemiology in Mental Health: CP & EMH*, *13*, 213. <https://doi.org/10.2174/1745017901713010213>
- Morey, R.A., Gold, A.L., LaBar, K.S., Beall, S.K., Brown, V.M., Haswell, C.C., Nasser, J., Wagner, H.R., & McCarthy, G. (2012). Amygdala volume changes in posttraumatic stress disorder in a large case-controlled veterans group. *Archives of General Psychiatry*, *69*(11), 1169–1178. <https://doi.org/10.1001/archgenpsychiatry.2012.50>
- Morgan III, C.A., Rasmusson, A.M., Wang, S., Hoyt, G., Hauger, R.L., & Hazlett, G. (2002). Neuropeptide-Y, cortisol, and subjective distress in humans exposed to acute stress: Replication and extension of previous report. *Biological Psychiatry*, *52*(2), 136–142. [https://doi.org/10.1016/S0006-3223\(02\)01319-7](https://doi.org/10.1016/S0006-3223(02)01319-7)
- Ponder, W.N., Walters, K., Simons, J.S., Simons, R.M., Jetelina, K.K., & Carbajal, J. (2023). Network analysis of distress, suicidality, and resilience in a treatment seeking sample of first responders. *Journal of Affective Disorders*, *320*, 742–750. <https://doi.org/10.1016/j.jad.2022.09.097>
- Prati, G., & Pietrantoni, L. (2010). The relation of perceived and received social support to mental health among first responders: A meta-analytic review. *Journal of Community Psychology*, *38*(3), 403–417.
- Regehr, C., Hill, J., Knott, T., & Sault, B. (2003). Social support, self-efficacy and trauma in new recruits and experienced firefighters. *Stress and Health*, *19*(4), 189–193. <https://doi.org/10.1002/smi.974>
- Reivich, K.J., Seligman, M.E., & McBride, S. (2011). Master resilience training in the US Army. *American Psychologist*, *66*(1), 25.
- Ringer, F.B., Soberay, K.A., Rogers, M.L., Hagan, C.R., Chu, C., Schneider, M., Podlogar, M.C., Witte, T., Holm-Denoma, J., Plant, E.A., Gutierrez, P.M., & Joiner, T.E. (2018). Initial validation of brief measures of suicide risk factors: Common data elements used by the military suicide research consortium. *Psychological Assessment*, *30*(6), 767–778. <https://doi.org/10.1037/pas0000519>
- Rippstein-Leuenberger, K., Mauthner, O., Sexton, J.B., & Schwendimann, R. (2017). A qualitative analysis of the three good things intervention in healthcare workers. *BMJ Open*, *7*(5), e015826. <https://doi.org/10.1136/bmjopen-2017-015826>
- Rossouw, J.G., Eriean, C.L., & Beeson, E.T. (2019). Building resilience through a virtual coach called Driven: Longitudinal pilot study and the neuroscience of small, frequent learning tasks. *International Journal of Neuropsychotherapy*, *7*(2), 23–41. <https://doi.org/10.12744/ijnpt.2019.023-041>
- Rossouw, J.G., Rossouw, P.J., Paynter, C., Ward, A., & Khnana, P. (2017). Predictive 6 factor resilience scale—domains of resilience and their role as enablers of job satisfaction. *International Journal of Neuropsychotherapy*, *2*(1), 24–40. <https://doi.org/10.12744/ijnpt.2017.1.0025-0040>
- Rossouw, P.J., & Rossouw, J.G. (2016). The predictive 6-factor resilience scale: Neurobiological fundamentals and organizational application. *International Journal of Neuropsychotherapy*, *4*(1), 31–45.
- Shepherd, L., & Wild, J. (2014). Cognitive appraisals, objectivity and coping in ambulance workers: A pilot study. *Emergency Medicine Journal*, *31*(1), 41–44. <https://doi.org/10.1136/emered-2011-200511>
- Sher, L. (2019). Resilience as a focus of suicide research and prevention. *Acta Psychiatrica Scandinavica*, *140*(2), 169–180. <https://doi.org/10.1111/acps.13059>
- Skeffington, P.M., Rees, C.S., Mazzucchelli, T.G., & Kane, R.T. (2016). The primary prevention of PTSD in firefighters: Preliminary results of an RCT with 12-month follow-up. *PLoS One*, *11*(7), e0155873. <https://doi.org/10.1371/journal.pone.0155873>
- Sonnentag, S., Kuttler, I., & Fritz, C. (2010). Job stressors, emotional exhaustion, and need for recovery: A multi-source study on the benefits of psychological detachment. *Journal of Vocational Behavior*, *76*(3), 355–365. <https://doi.org/10.1016/j.jvb.2009.06.005>
- Stephens, J.P., Heaphy, E., & Dutton, J.E. (2012). High-quality connections. In K.S. Cameron & G.M. Spreitzer (eds.), *The Oxford handbook of positive organizational scholarship* (pp. 385–399). Oxford University Press.
- Stevelling, S., Pernet, D., Dregan, A., Davis, K., Walker-Bone, K., Fear, N., & Hotopf, M. (2020). The mental health of emergency services personnel in the UK Biobank: A comparison with the working population. *European Journal of Psychotraumatology*, *11*(1), 1799477. <https://doi.org/10.1080/20008198.2020.1799477>
- Stroebe, M., & Schut, H. (1999). The dual process model of coping with bereavement: Rationale and description. *Death studies*, *23*(3), 197–224. <https://doi.org/10.1080/074811899201046>
- Tabibnia, G. (2020). An affective neuroscience model of boosting resilience in adults. *Neuroscience & Biobehavioral Reviews*, *115*, 321–350. <https://doi.org/10.1016/j.neubiorev.2020.05.005>

- Tanno, K., Sakata, K., Ohsawa, M., Onoda, T., Itai, K., Yaegashi, Y., Tamakoshi, A., & Group, J.S. (2009). Associations of ikigai as a positive psychological factor with all-cause mortality and cause-specific mortality among middle-aged and elderly Japanese people: Findings from the Japan Collaborative Cohort Study. *Journal of Psychosomatic Research*, *67*(1), 67–75. <https://doi.org/10.1016/j.jpsychores.2008.10.018>
- Tedeschi, R.G., Shakespeare-Finch, J., Taku, K., & Calhoun, L.G. (2018). *Posttraumatic growth: Theory, research, and applications*. Routledge.
- Thompson, S.R., & Dobbins, S. (2018). The applicability of resilience training to the mitigation of trauma-related mental illness in military personnel. *Journal of the American Psychiatric Nurses Association*, *24*(1), 23–34. <https://doi.org/10.1177/1078390317739957>
- Trachik, B., Oakey-Frost, N., Ganulin, M.L., Adler, A.B., Dretsch, M.N., Cabrera, O.A., & Tucker, R.P. (2021). Military suicide prevention: The importance of leadership behaviors as an upstream suicide prevention target. *Suicide & Life-Threatening Behavior*, *51*(2), 316–324. <https://doi.org/10.1111/sltb.12707>
- Trout, D.L. (1980). The role of social isolation in suicide. *Suicide and Life-Threatening Behavior*, *10*(1), 10–23. <https://doi.org/10.1111/j.1943-278X.1980.tb00693.x>
- Tugade, M.M., & Fredrickson, B.L. (2007). Regulation of positive emotions: Emotion regulation strategies that promote resilience. *Journal of Happiness Studies*, *8*(3), 311–333. <https://doi.org/10.1007/s10902-006-9015-4>
- Tugade, M.M., Fredrickson, B.L., & Feldman Barrett, L. (2004). Psychological resilience and positive emotional granularity: Examining the benefits of positive emotions on coping and health. *Journal of Personality*, *72*(6), 1161–1190. <https://doi.org/10.1111/j.1467-6494.2004.00294.x>
- Tural, Ü., Aker, A.T., Önder, E., Sodan, H.T., Ünver, H., & Akansel, G. (2018). Neurotrophic factors and hippocampal activity in PTSD. *PLoS One*, *13*(5), e0197889.
- Webb, T.L., Miles, E., & Sheeran, P. (2012). Dealing with feeling: A meta-analysis of the effectiveness of strategies derived from the process model of emotion regulation. *Psychological Bulletin*, *138*(4), 775. <https://doi.org/10.1037/a0027600>
- White, R., & Wild, J. (2016). ‘Why’ or ‘how’: The effect of concrete versus abstract processing on intrusive memories following analogue trauma. *Behavior Therapy*, *47*(3), 404–415. <https://doi.org/10.1016/j.beth.2016.02.004>
- Wild, J., Greenberg, N., Moulds, M.L., Sharp, M.-L., Fear, N., Harvey, S., Wessely, S., & Bryant, R.A. (2020). Pre-incident training to build resilience in first responders: Recommendations on what to and what not to do. *Psychiatry*, *83*(2), 128–142. <https://doi.org/10.1080/00332747.2020.1750215>
- Zhou, Z., Zhu, G., Hariri, A.R., Enoch, M.-A., Scott, D., Sinha, R., Virkkunen, M., Mash, D.C., Lipsky, R.H., Hu, X.-Z., Hodgkinson, C.A., Xu, K., Buzas, B., Yuan, Q., Shen, P.H., Ferrell, R.E., Manuck, S.B., Brown, S.M., Hauger, R.L., Stohler, C.S., Zubieta, J.-K., & Goldman, D. (2008). Genetic variation in human NPY expression affects stress response and emotion. *Nature*, *452*(7190), 997–1001. <https://doi.org/10.1038/nature06858>



HIGH ADVERSITY RESILIENCE TRAINING



Driven's HART Certification is an **accredited 2-day program** to build **advanced resilience skills** in workers exposed to extreme stress.



WHY BECOME HIGH ADVERSITY RESILIENCE TRAINING (HART) CERTIFIED?

Discover a New Frontier in Resilience Training – Tailored for Those Who Face the Toughest Challenges.

The HART Certification program offers **specialized resilience skills** for professionals in emergency services, healthcare, law enforcement, military, and other high-adversity fields.

Accredited and proven. HART equips you to thrive amidst the most demanding situations.

The HART Promise:

Through HART, participants embark on a transformative journey that **goes beyond traditional resilience training.**

They develop the mental fortitude to navigate life-or-death decisions, manage high-risk situations effectively, and maintain a healthy work-life balance amidst the toughest challenges.

Beyond this, HART empowers individuals to become agents of resilience in their workplaces and communities, fostering a culture of mental strength and well-being.

What Makes HART Unique?

- **Specialized Focus** - Unlike standard resilience programs aimed at coping with everyday stress, HART delves into advanced strategies tailored for those who regularly experience scenarios that most will encounter only once in a lifetime. This makes HART ideal for professionals in emergency medicine, law enforcement, military, crisis response, and similar roles
- **Scientific Foundation** - Building in the peer-reviewed Predictive 6 Factor Resilience Model, HART integrates cutting-edge neuroscience to foster natural resilience with a published scientific foundation. This approach not only equips individuals to handle intense pressures but also lays a foundation for proactive mental health
- **Accredited Excellence** - With an accreditation by prestigious institutions like Suicide Prevention Australia, HART stands as a beacon of quality and efficacy in resilience training

HART Summary:

2-day workshop

Purpose:

- Advanced skills to deal with extreme stress
- Develop resilience to trauma through prevention
- Build a comprehensive culture of resilience
- Accredited suicide prevention training

Open to anyone

Formats:

- **Fully online** - self-paced, 6 months to complete.
- **Live** - trainer led, facilitation fees apply

Fees: **\$450** pp

Register now:

khammond@firstwatch.net



Join the movement for proactive mental health.

[Khammond@firstwatch.net](mailto:khammond@firstwatch.net)

Call 760.845.1137

© Hello Driven

WHO HART IS VALUABLE FOR

The High Adversity Resilience Training (HART) program is meticulously designed for professionals who operate in environments where stress levels are not just high, but often extreme. This specialized training is ideal for:

Fire, Rescue, and Emergency Services

Those who often are the first responders to crises, facing danger and uncertainty head-on to support their local communities

Emergency Medicine

Paramedics, EMTs, and ambulance personnel who face life-and-death situations and provide critical care in the most challenging environments

Military and Armed Forces

Dedicated individuals who serve in various capacities, often in hostile and demanding environments

Healthcare Professionals

Individuals working in hospitals, clinics, and aged care who manage both the emotional and physical demands of patient care

Law Enforcement and Security

Officers and security personnel who ensure public safety, often in unpredictable and high-risk situations

Emergency Dispatch and Crisis Call Centers

Critical support staff who coordinate response efforts and provide initial contact in emergencies

Other High-Stress Professions

Including lawyers, investigators, therapists, educators, and carers who regularly deal with high-stress situations

Family and Friends of These Audiences

Learn how to support those you care about through understanding the skills they use to manage mental health



Accreditation:

The HART Certification is fully accredited and recognized by Suicide Prevention Australia, ensuring the highest standards of quality and effectiveness.

By participating in the HART program, you are not just undergoing training; you're gaining a toolkit of advanced skills to manage the unique challenges of your high-adversity profession.

A Commitment to Excellence:

*The HART program is more than just a training course; it's a **commitment to personal and professional excellence**. By joining HART, you're taking a significant step towards not only enhancing your own resilience but also **contributing to a broader cultural change** in high-stress professions.*

8 BENEFITS OF BECOMING HART CERTIFIED

1.

Enhanced Personal Resilience

Learn advanced techniques for managing extreme stress, improving your ability to handle high-pressure situations with calmness and clarity.

2.

Professional Development & Performance

HART's training helps enhance decision-making, critical thinking, and leadership skills, directly contributing to better performance in demanding work environments.

3.

Better Work-Life Balance

Gain insights into managing the unique pressures of shift work, long hours, and the emotional toll of high-stress occupations, leading to improved life satisfaction and work-life balance.

4.

Cultural Shift in the Workplace

By fostering resilience skills, HART participants can contribute to a more supportive, understanding, and resilient workplace culture.

5.

Improved Mental Health and Wellbeing

Equip yourself with strategies to prevent burnout, anxiety, depression, and other mental health challenges common in high-adversity roles.

6.

Long-Term Career Sustainability

Building resilience is key to a long, fulfilling career in high-adversity professions. HART provides the tools to maintain mental and emotional strength over time.

7.

Support for Relationships

The skills learned in HART extend beyond the workplace, aiding in maintaining and strengthening personal relationships, crucial for overall wellbeing.

8.

Community of Support

Join a network of professionals who understand the unique challenges of high-adversity jobs, offering peer support and shared learning experiences.



WHAT'S INCLUDED IN HART

Comprehensive Package for Personal Advancement

The HART Certification is not just a training program - it's a comprehensive journey towards advanced resilience skills, providing you with extensive resources and ongoing support. Here's what's included in the certification:



14 Hours of Advanced & Accredited Training

Participate in a robust 14-hour training program, led by experienced instructors. This training encompasses a wide range of resilience-building techniques and practical applications, ensuring a deep understanding of the subject matter.



6 Months Access to the Driven Resilience App

Gain exclusive access to the Driven Resilience App for six months. This innovative app supports your learning journey, offering interactive features and resources to enhance your resilience skills in everyday life.



3-Year Renewable Certification

Upon completion of the training, you'll be awarded a 3-year HART Certification. This certification is renewable, demonstrating your ongoing commitment to resilience and personal development.



HART Manual with Free Shipping

Receive an in-depth full color HART manual, a valuable resource that complements your training experience. This manual is shipped directly to you at no additional cost, providing a convenient & accessible learning tool.

Includes interactive learning components that connect with the Driven Resilience App and space to complete activities in workshops.



Pre & Post Personal Resilience Insights Report

To track your progress and development, you'll receive personalized resilience insights reports both before and after the training. These reports offer a detailed view of your resilience levels, helping you understand your growth and areas for further improvement.





HART SKILLS CURRICULUM

The HART Certification Skills Curriculum is a comprehensive program specifically designed to build resilience capacity in individuals facing the unique challenges of high-adversity occupations.

Developed from leading research and expert input, the curriculum encompasses a wide range of skills and techniques that are essential for professionals in high-stress environments. The training includes the pre & post assessments through the peer-reviewed **Predictive 6 Factor Resilience Model**.



Vision

- **Enduring Motivation Through Connecting Purpose** - Learn to link your daily challenges to a greater sense of purpose, enhancing long-term motivation and perspective. Gain skills in framing challenges within a broader context, maintaining a balanced perspective in high-stress and everyday life situations



Composure

- **Brain-Balanced Breathing** - Master techniques to regulate your emotional and physical state through controlled breathing, essential in managing high-stress scenarios
- **High Adversity Reappraisal** - Develop the ability to reinterpret challenging situations, fostering a constructive mindset and emotional resilience



Reasoning

- **Sustainable Compartmenting** - Learn to manage the impact of high-stress events across different aspects of life, maintaining focus and presence
- **Optimizing Thoughts & Behaviors** - Understand and counteract common thought distortions, leading to healthier behaviors and responses to stress
- **Concrete Processing** - A specialized technique to manage the mental impact of witnessing trauma and death through work, by processing experiences with a practical mental tool



Health

- **Managing Work Hours** - Practical advice on coping with shift work and long hours, maintaining healthy sleep patterns, and integrating exercise and nutrition into a demanding schedule



Tenacity

- **Mental Load Management** - Strategies to maintain engagement and reduce risks of burnout, compassion fatigue, and both direct and vicarious trauma
- **Three Good Things** - Techniques to foster happiness and optimism through realignment of mental filters



Collaboration

- **High Adversity Humor** - Utilize humor effectively as a coping mechanism in tough situations, understanding its benefits and what to be aware of
- **Grief and Growth** - Acquire skills to handle grief and loss, both personally and in supporting others
- **High Quality Connections** - Techniques to develop stronger, more meaningful connections with co-workers, fostering a supportive and cohesive team environment
- **Strong Relationships** - Improve relationships at home through various techniques, including active-constructive responding, crucial for maintaining personal wellbeing and work-life balance



HART Research Paper – Scientific Evidence

Download and read the full **2024 HART Research Paper** to read about the scientific foundation and neuroscience foundations of HART - driven.ai/hart-research

START HERE – GET HART TODAY

HART has flexible delivery options available, from live training with an instructor, or fully online self-paced training:

Live Instructor-led Training

Experience interactive, face-to-face instruction with qualified trainers. This format fosters a dynamic learning environment and immediate feedback.

Fees: **\$450**

Email to register: khammond@firstwatch.net



CERTIFIED
HIGH ADVERSITY
RESILIENCE TRAINING
INSTRUCTOR

Benefits of our qualified instructors:

- Available around the world to deliver tailored training for your agency
- Able to bring in additional expertise and implement culture development programs, such as [Resilience First Aid](#) and [RFAST](#)
- Can implement the comprehensive HART Approach to integrate HART effectively
- Provide guidance to have your agency recognized as a **Certified Resilient Workplace**

Contact Kevin Hammond to discuss personalized training for your agency.

khammond@firstwatch.net



Self-Paced Online Training

For those who require flexibility, our high-quality video training allows you to learn at your own pace over 6 months, anytime, anywhere.

Fees: **\$400**

Email to register: khammond@firstwatch.net



Bulk Pricing for Online Training

Easily scale up HART Certification in your agency with bulk pricing. Prices include GST in Australia and bulk shipping to your offices.

Contact for invoicing or bulk bookings:
khammond@firstwatch.net

Licences	Fees
1	\$400
50	\$375
100	\$350
500	\$325
1,000	\$300





**Northern California Cities Self Insurance Fund
Police Risk Management Committee Meeting
November 14, 2024**

Agenda Item E.7.

POLICE RISK MANAGEMENT GRANT FUNDS

INFORMATION ITEM

ISSUE: Over the last ten years the Board has approved a total of over \$1,200,000 in grant funds for Police Risk Management. The Grant Funds Historic Usage Report is included to ensure members are aware of the available grants for their agencies.

RECOMMENDATION: Review grant funding and uses – information only.

FISCAL IMPACT: None expected from this item.

BACKGROUND: The Board approved a FY 14/15 budget of \$50,000 for the purchase of body cameras for NCCSIF's police agencies. The funds were initially used to purchase a total of 58 cameras directly from VieVu at a quantity discount. The FY 15/16 and FY 16/17 budgets of \$50,000 were allocated to the members to fund their body camera programs. In FY 17/18 members with a body camera program in place were first able to use the funds for other safety and risk management uses such as data storage, protective equipment, load-bearing vests, and wellness services. The Board voted to increase the budget to \$100,000 for FY 24/25.

ATTACHMENT(S):

1. Risk Management Grant Funds Historic Usage Report
2. Police Risk Management Grant Request Form

NCCSIF POLICE RISK MANAGEMENT GRANT FUNDS HISTORIC USAGE REPORT

		FY 14/15 \$50,000 Grant Camera Allocation	FY 15/16 \$50,000 Grant Fund Allocation	FY 16/17 \$50,000 Grant Fund Allocation	FY 17/18 \$50,000 Grant Fund Allocation	FY 18/19 \$50,000 Grant Fund Allocation	FY 19/20 \$50,000 Grant Fund Allocation	FY 20/21 \$50,000 Grant Fund Allocation	FY 21/22 \$50,000 Grant Fund Allocation	FY 22/23 \$50,000 Grant Fund Allocation	FY 23/24 \$50,000 Grant Fund Allocation	FY 24/25 \$50,000 Grant Fund Allocation	FY 21/22 Member Specific Police Fund	FY 22/23 Member Specific Police Fund	FY 23/24 Member Specific Police Fund	FY 24/25 Member Specific Police Fund	TOTAL GRANTS	YTD Reimbursements Made	REMAINING FUNDS 10/4/24	Reimbursement Notes/Plan Usage
1	Anderson	2	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$3,030					\$16,665		\$16,665	
2	Auburn	4	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$6,060					\$33,330	\$23,349	\$9,981	4/25/17 \$6,280.56 (12 VieVu LE4 mini body worn cameras) 9/8/17 \$3,029.18 (4 VieVu LE4mini & 1 multi-dock LE4) 2/5/19 \$2,810.26 portion of invoice (16 VieVu LE5 body worn cameras) 3/24/21 \$5,998.49 Body Cameras 9/29/22 VIEVU Bodyworn Cameras 9/19/24 Lexopol Training Bulletin
3	Colusa	2	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$3,030		\$8,360			\$25,025	\$3,030	\$21,995	7/27/17 \$3,030 (concealable vests with load bearing carriers)
4	Corning	2	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$3,030				\$2,000	\$18,665	\$5,592	\$13,073	9/6/16 \$3,291.26 (4 VieVu LE4 body cameras) 2/15/19 \$2,301.12 firewall
5	Dixon	4	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$6,060	\$5,000				\$38,330	\$23,846	\$14,484	4/20/17 \$6,060 (30 Wolfcom Vision 1080p body camera with rotatable camera head and 32GB memory) 6/1/18 \$2,934.38 (3 Wolfcom Vision 1080p body camera + training cost for force options simulator) 3/6/20 \$2,631.63 (5 Wolfcom Body Camera + 1 docking port) 8/26/20 IA PRO Program 2/7/23 DeleteMe App - Removes officers personal information from the internet
6	Elk Grove*	4	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$6,060					\$33,330	\$27,210	\$6,120	1/11/18 \$9,000 (WatchGuard Vista HD body cameras) 3/20/19 \$3,030 (portion of Cordico Wellness Program) 11/4/19 \$3,030 (portion of 2019 BWC purchase/Vista HD) 5/6/22 \$6,060 (portion of Cordico Wellness Program) 10/17/23 \$6,000 My Steady Mind
7	Folsom	5	\$3,788	\$3,788	\$3,788	\$3,788	\$3,788	\$3,788	\$3,788	\$3,788	\$3,788	\$7,575	\$400,000				\$441,663	\$22,725	\$418,938	10/5/16 \$7,576 (8 VieVu LE4 body camera and 1 multi-dock network station) 12/16/20 \$15,150 Iapro software
8	Galt	4	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$6,060		\$65,000	\$60,000	\$80,000	\$238,330	\$91,650	\$146,680	1/25/18 Plan to use fund /BWC program under consideration 2/28/22 AXON Body Worn Cameras 2/13/24 Gym Equipment and Tactical Vests
9	Gridley	2	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$3,030				\$5,000	\$21,665	\$4,543	\$17,122	9/6/16 \$3,291.26 (4 VieVu LE4 body cameras) 3/28/18 \$1,252 (one VieVu LE5 camera and seven Public Safety Vests) 8/7/20 \$2,700.41 (load bearing vests and flashlights) 11/2/16 \$1,655.23 (2 VieVu LE4 body camera) 9/8/17 \$1,736.24 balance (2 VieVu LE4 body cameras and 2 LE4 Cradle) 5/21/18 \$1,234.14 (2 VieVu LE5 body camera and license for Venipatrol Software) 5/28/21 Lava Dog Fire and Police Supply (Riot helmets, batons, gas masks and filters) 3/7/22 LENSLOCK Cameras
10	Ione	2	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$3,030		\$7,331		\$8,000	\$31,996	\$10,605	\$21,391	
11	Jackson	2	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$3,030					\$16,665	\$9,090	\$7,575	4/20/20 Jackson PD in process of acquiring new body cams. 1/7/2021 \$9,090 Vista HD Wearable Camera User Guide 10/5/16 \$5,000 (8 VieVu LE4 body cameras) 2/25/21 \$11,632 (14 Watchguard body worn cameras) 4/19/24 \$9,090 Body Worn Cameras
12	Lincoln	4	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$6,060					\$33,330	\$27,271	\$6,060	8/18/17 \$4,919.87 (6 VieVu LE4 body cameras) 7/25/23 \$15,533 (Body Cameras)
13	Marysville	3	\$2,273	\$2,273	\$2,273	\$2,273	\$2,273	\$2,273	\$2,273	\$2,273	\$2,273	\$4,545					\$24,998	\$20,453	\$4,545	2/6/18 \$4,545 (Body Camera Storage and Equipment cost for 2015-2017) 7/15/19 \$1,515 (Axon Body Camera Storage) 4/17/20 \$1,515.00 (Body Camera Storage Fees) 3/31/21 \$1,515.00 (Body Camera Storage Fees)
14	Nevada City	2	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$3,030					\$16,665	\$7,575	\$9,090	9/23/16 \$3,010 (Video Storage Buffalo Terastation) 10/5/16 \$3,050 (5 VieVu LE4 body cameras) 11/20/17 \$1,174.00 (1 Tactical Armor-Ballistic Vest) 9/4/18 \$4,886 (20 VieVu LE5s body cameras)
15	Oroville	4	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$6,060					\$33,330	\$12,120	\$21,210	lock station) 3/14/17 \$2,305.58 (Ballistic Vests) 5/3/19 \$1,895.50 (five load bearing vests) 8/7/20 \$2,700.41 (load bearing vests and flashlights) 7/27/22 \$9,039 Body Worn Cameras
16	Paradise	3	\$2,273	\$2,273	\$2,273	\$2,273	\$2,273	\$2,273	\$2,273	\$2,273	\$2,273	\$4,545					\$24,998	\$18,180	\$6,818	12/28/17 \$3,970.32 (4 Tactical Armor-Ballistic Vests) 10/3/19 \$3,674.75 (Fitness Equipment) 11/18/20 \$1,077.49 (Treadmill) 9/29/21 \$1,382.87 (Kettlebell, Resistance bands, under desk bike pedal, weight bench, battle rope)
17	Placerville*	2	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$3,030					\$16,665	\$10,105	\$6,560	

NCCSIF POLICE RISK MANAGEMENT GRANT FUNDS HISTORIC USAGE REPORT

		FY 14/15 \$50,000 Grant Camera Allocation	FY 15/16 \$50,000 Grant Fund Allocation	FY 16/17 \$50,000 Grant Fund Allocation	FY 17/18 \$50,000 Grant Fund Allocation	FY 18/19 \$50,000 Grant Fund Allocation	FY 19/20 \$50,000 Grant Fund Allocation	FY 20/21 \$50,000 Grant Fund Allocation	FY 21/22 \$50,000 Grant Fund Allocation	FY 22/23 \$50,000 Grant Fund Allocation	FY 23/24 \$50,000 Grant Fund Allocation	FY 24/25 \$50,000 Grant Fund Allocation	FY 21/22 Member Specific Police Fund	FY 22/23 Member Specific Police Fund	FY 23/24 Member Specific Police Fund	FY 24/25 Member Specific Police Fund	TOTAL GRANTS	YTD Reimbursements Made	REMAINING FUNDS 10/4/24	Reimbursement Notes/Plan Usage
18	Red Bluff	3	\$2,273	\$2,273	\$2,273	\$2,273	\$2,273	\$2,273	\$2,273	\$2,273	\$2,273	\$4,545					\$24,998	\$20,452	\$4,545	2/17/17 \$1,473.74 (Apex Body cam storage remediation) 10/18/17 \$3,071.26 (5 VieVu LE4 body cameras) 1/25/18 Plan to use to purchase more BWC & future funds to replace old cameras. 3/27/20 Red Bluff PD BWC is fully funded; plan to use funds for fitness equipment.
19	Rio Vista	2	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$3,030					\$16,665	\$12,120	\$4,545	5/26/20 \$6,814.17 (Fitness Slam Balls, ball rack, cable machine, dumbbell rack, kettlebell racks, kettlebells and bumper rack) 10/29/21 \$2,692.86 (3 Body Cameras, 12 Clip Lock Metal Clips) 11/14/23 Lenslock Cameras
20	Rocklin	4	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$6,060				\$40,000	\$73,330	\$18,180	\$55,150	11/16/17 \$4,241.15 (9 VieVu LE5 body cameras) 10/5/16 \$6,516.24 (4 VieVu LE4 body cameras, 1 LE4 multi-dock, 1 LE3 multi-dock) 1/3/19 \$5,603.76 (58 Lenslock bwc cameras and 25 in car dash cameras) 11/9/20 \$6,060 (Lenslock software)
21	Willows	2	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$1,515	\$3,030					\$16,665	\$13,230	\$3,435	6/18/18 \$2,130 for 18/19 Lexipol-Fire Policy Service annual fee 7/2/19 \$2,130 for 19/20 Lexipol-Fire Policy Service annual fee 7/1/20 \$2,157 for 20/21 Lexipol-Fire Policy Service annual fee 6/15/21 \$2,178 21/22 Lexipol-Fire Policy Service annual fee 6/15/21 \$2,010 Lexipol Fire Policy Service 6/21/24 Lexipol Fire Services
22	Yuba City	4	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$3,030	\$6,060					\$33,330	\$17,297	\$16,033	5/5/17 \$6,060 (Data911 body-worn cameras) 7/12/21 \$3,699.05 (Treadmill) 11/1/23 Gym Flooring
TOTAL		58	\$49,995	\$99,990	\$405,000	\$80,691	\$60,000	\$135,000	\$1,230,636	\$398,624	\$832,012									

*Opted for Cash Allocation to purchase other than VieVu Camera Fund Allocation is based on cost of camera at \$757.50 each



POLICE RISK MANAGEMENT GRANT REQUEST FORM

Member Entity Name: _____

Submitted by: _____ Submission Date: _____

Available Funds: _____ Requested Funds: _____

Please use the following lines to describe the proposed use for your funds, and be sure to attach any applicable backup data such as purchase order, receipts, etc.

(If additional room is needed, please attach separate sheet.)

Check Payable to: _____

Mail Check to: _____

Signature: _____ Date: _____

Please e-mail the completed form to: Jenna Wirkner at Jenna.Wirkner@alliant.com

STAFF USE ONLY

Program Administrator Approval: _____

Total Amount Subject to Reimbursement: \$ _____



**Northern California Cities Self Insurance Fund
Police Risk Management Committee Meeting
November 14, 2024**

Agenda Item E.8.

ROUND TABLE DISCUSSION

INFORMATION ITEM

ISSUE: There will be a round table discussion by the members of the NCCSIF Police Risk Management Committee for any topics or ideas that members would like to address including future training session topics.

Future Training Topics:

- Bruce Kilday and Derick Konz of Angelo, Kilday and Kilduff will provide a *Legal Update* at the next Police Risk Management Committee meeting scheduled for Thursday, 2/6/25

Law Enforcement Training Day:

- Feedback
- Topics for 2025

Benchmark Analytics – no charge if implemented, paid for by excess coverage provider.

RECOMMENDATION: None.

FISCAL IMPACT: None.

BACKGROUND: Alliant and Sedgwick organize the NCCSIF Police Risk Management Committee meetings. These meetings are held on a quarterly basis and a Round Table Discussion Item is included in the agenda.

ATTACHMENTS: Benchmark Solutions



Benchmark Risk Solutions

Automate Operations and
Prevent Critical Incidents

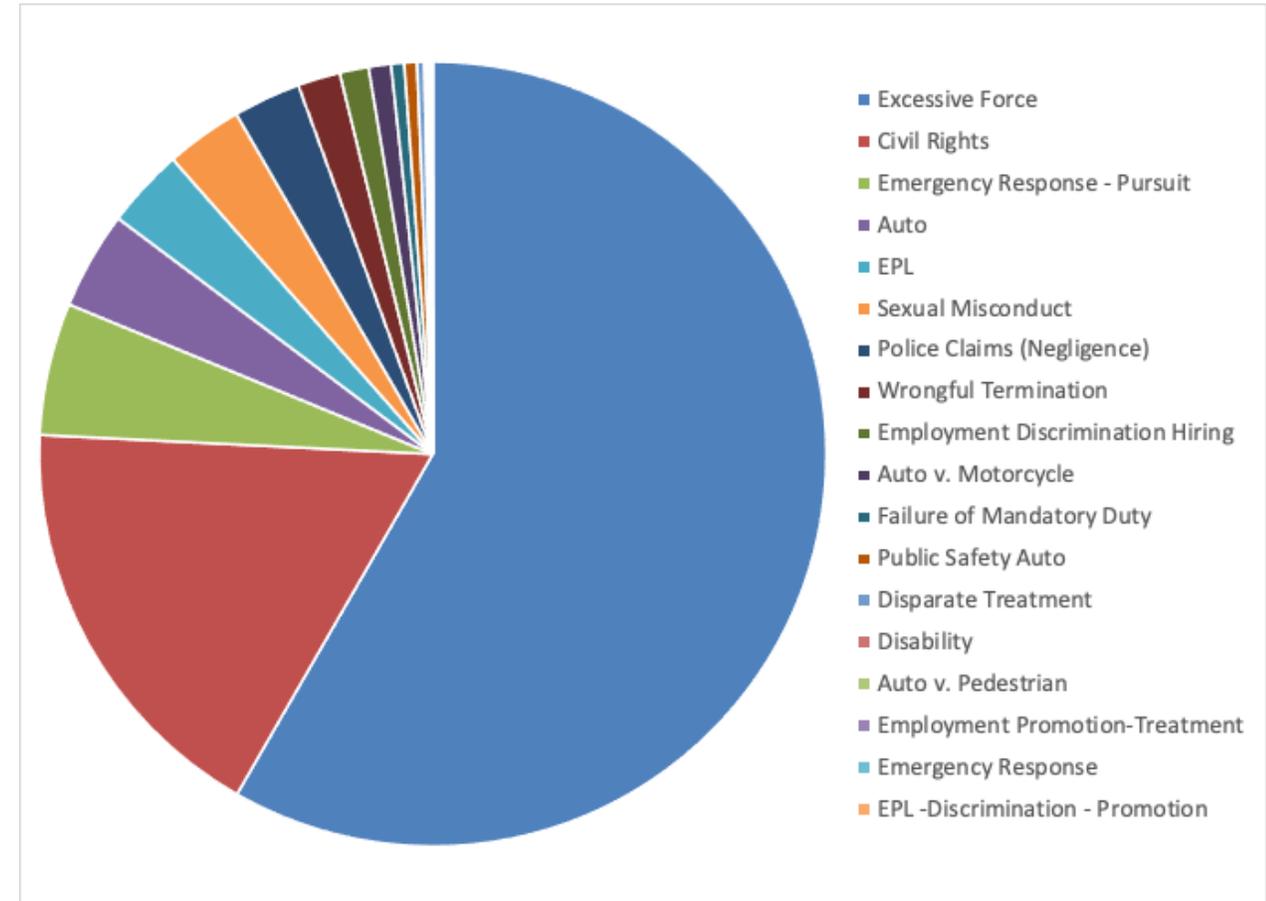
Executive Summary

- CJPRMA is partnering with Benchmark as a new part of its loss control program.
- The Benchmark Blueprint helps law enforcement agencies:
 - automate people management & regulatory compliance
 - keep officers safer
 - keep citizens safer
 - and reduce claim costs.
- This **partnership is designed to help CJPRMA members reverse an escalating cycle of claim costs** resulting from critical incidents and officer injuries.

Why has CJPRMA partnered with Benchmark?

- **Over 75% of CPRMA** and its members' **Total Incurred Dollars** of law enforcement claims were **from Principal Causes that the Benchmark Blueprint helps agencies address.**

Claims Incurred By Cause*



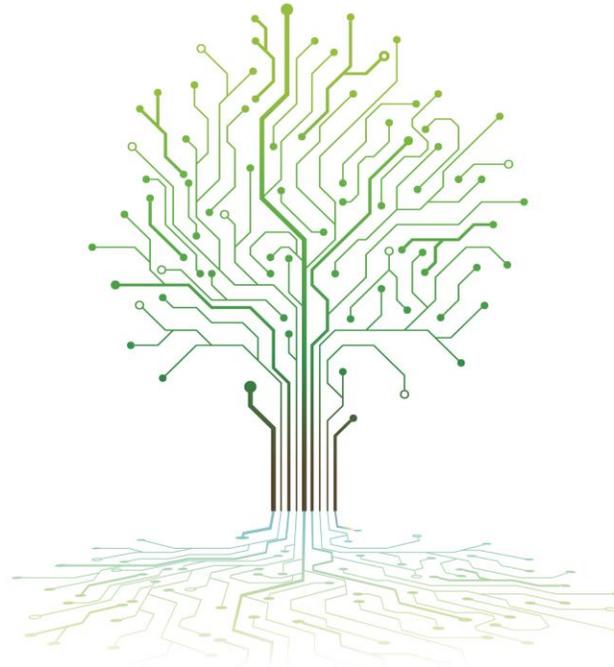
*Query: All Program Years, Total Gross Incurred = Member Gross Incurred + CJPRMA Gross Incurred

Who is Benchmark Analytics?

Founded on a mission to advance Public Safety performance through applied data science.

Benchmark has:

- Government roots
- A heart of data science
- Sole focus on elevating public safety through evidence-based insights



Benchmark helps:

- Improve officer performance, reduce critical incidents and manage compliance.
- Reinforce trust and transparency with stakeholders.
- Offset or reduce escalating costs of injuries or incidents.



TheJoyceFoundation



Benchmark's Police Force Management Blueprint

Helping Agencies Automate Operational Reporting & Systematically Reduce Risk



Step 1: Evidence-Based Practices Review

Benchmark’s research identifies agency practices with **strong statistical connection** to reduced incidents after deployment. These “Evidence-Based Practices” are directly related to reduced frequency of officer injuries and incidents leading to liability claims.

Sample Evidence-Based Practices	Liability Claims Reduction	Workers’ Comp Claims Reduction
Body-Worn Cameras	✓	
Restrictive Pursuit Policy	✓	✓
Emergency Vehicle Operations Policy	✓	
Evidence-Room Practices	✓	
After-Action Review		✓
Outcome-Based Wellness Program	✓	✓
Mental Illness / Crisis Response Policy	✓	
Crisis Intervention Team (CIT) Certification	✓	
Tasers	✓	

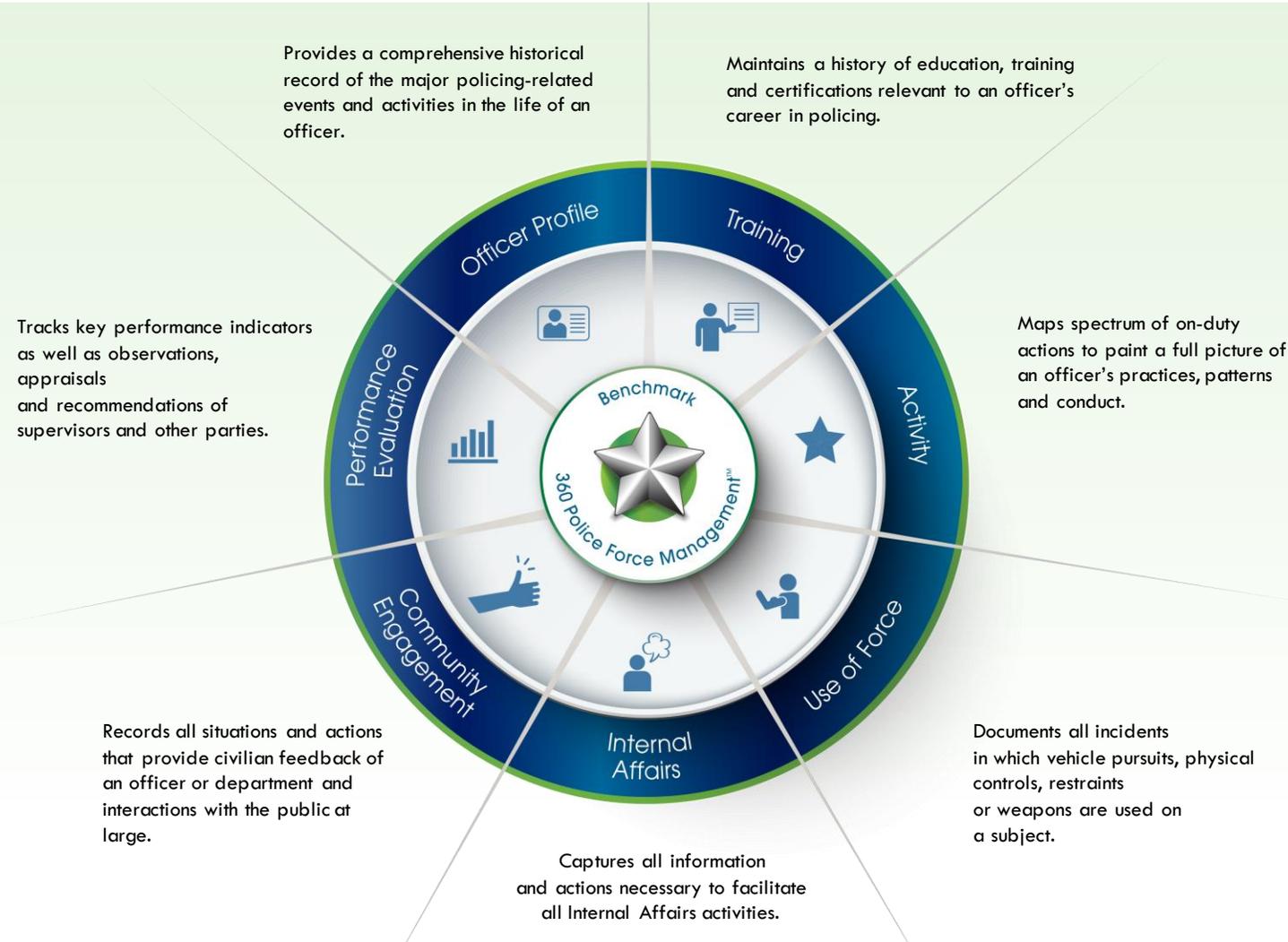


Increasing Benefit



EBP Panel Discussion at the 2023 MN Chiefs Conference

Step 2: Holistic People Management with the Benchmark Management System® (BMS)



Step 3: Accurately Identify Officers at Risk with First Sign®

Why First Sign is Powerful

Traditional early intervention systems usually flag the **wrong** officer because they use thresholds/triggers. **Traditional EIS only get it right 29% of the time.** First Sign® models enable agencies to focus on the **<5% of their officers who are most at risk.**

4

Data Sources:

Officer Attributes, Arrests,
Use of Force and Internal Affairs

91

Model Variables
on Average

85%

Model
Precision

<5%

At-Risk
Average

66%

Of Injuries and Disproportionate
Use of Force Generated
by At-Risk Officers



TheJoyceFoundation



Step 3: Systematic Support for At-Risk Officers with C.A.R.E.®



- Typically part of agency's proactive *wellness* strategy
- Connect at-risk officers to needed support
- Provide evidence-based recommendations
- Features case management functionality
- Facilitates the planning process with a template of actionable steps and goals
- Includes sample process / policy
- Includes supervisor training and focus groups

Typical Implementation Plan

	Q1	Q2	Q3	Q4
Evidence-Based Practices Review	Analysis / Configure	Deploy	Deploy	Deploy
Benchmark Management System (BMS®)	Analysis / Configure	Deploy	Deploy	Deploy
First Sign® Early Intervention	Analysis / Configure	Analysis / Configure	Deploy	Deploy
C.A.R.E® Officer Support	Analysis / Configure	Analysis / Configure	Deploy	Deploy

■ - Analysis / Configure

■ - Deploy

Feedback, Questions and Next Steps



Samantha Smith
Director, Partnerships

m: 281-937-2344

samantha.smith@benchmarkanalytics.com



Alec Henderson
Director, Business Development

m: 469-933-8366

alec.henderson@benchmarkanalytics.com



Steve Brewer
Partner, Risk Solutions

m: 414-308-4837

steven.brewer@benchmarkanalytics.com

NORTHERN CALIFORNIA CITIES SELF INSURANCE FUND
24/25 Organizational Chart
Updated as of 11/8/2024

MEMBER ENTITY	BOARD OF DIRECTORS	BOARD ALTERNATES	RISK MANAGEMENT COMMITTEE	POLICE RISK MANAGEMENT COMMITTEE
City of ANDERSON	*EC Joey Forseth-Deshais	Christy White	Christy White	Chief Oliver Collins
City of AUBURN	*EC/*CC *Jennifer Leal	Sean Rabe	Jennifer Leal	Vacant
City of COLUSA	*EC/*CC Ishrat Aziz-Khan	Shelly Kittle	Ishrat Aziz-Khan	Chief Josh Fitch
City of CORNING	Brant Mesker	Vacant	Brant Mesker	Chief Jeremiah Fears
City of DIXON	P **Rachel Ancheta (Chair)	Kate Zawadzki	Rachel Ancheta Kim Staile Jim Ramsey Anjmin Mahil - Alternate	Chief Robert Thompson
City of ELK GROVE	*Melissa Rojas	Kara Reddig		Assistant Chief Paul Soloman Commander Brian Lockhart Lt. Lou Wright
City of FOLSOM	*EC Allison Garcia	Steven Wang	Allison Garcia	
City of GALT	Tricia Cobey	Rachelle Jennings	Tricia Cobey	Chief Brian Kalinowski
City of GRIDLEY	*EC Martin Pineda	Elisa Arteaga	Jodi Molinari	Chief Todd Farr
City of IONE	Jodi Steneck	Vacant	Vacant	Chief John Alfred
City of JACKSON	*EC Dalacie Blankenship	Carl Simpson	Dalacie Blankenship	Chief Chris Mynderup
City of LINCOLN	Veronica Rodriguez	Claire True	Veronica Rodriguez	Chief Matt Alves
City of MARYSVILLE	S / EC / CC *Jennifer Styczynski	Vacant	Jennifer Styczynski	Chief Chris Sachs
City of NEVADA CITY	*EC Sean Grayson	Gabrielle Christakes	Sean Grayson	Chief Dan Foss
City of OROVILLE	*EC/CC Liz Ehrenstrom	Vacant	Liz Ehrenstrom (Chair)	Lt. Gil Zarate
Town of PARADISE	*EC/CC Vacant	Crystal Peters	Crystal Peters	Chief Eric Reinbold
City of PLACERVILLE	Dave Warren	Cleve Morris	Dave Warren	Chief Joseph Wren
City of RED BLUFF	Paul Young	Tom Westbrook	Paul Young	Chief Kyle Sanders (Chair)
City of RIO VISTA	T/EC Jennifer Schultz	**Jen Lee, CPA	Jennifer Schultz	Chief Dax West
City of ROCKLIN	CC Tameka Usher	Vacant	Tameka Usher	Chief Rustin Banks
City of WILLOWS	EC Vacant	Marti Brown	Marti Brown	N/A
City of YUBA CITY	VP/EC / CC **Spencer Morrison (Vice-Chair)	Natalie Springer	Sheleen Loza	Chief Brian Baker

OFFICERS		
		Term of Office
President (P)	Rachel Ancehta	7/1/2024- 6/30/2026
Vice President (VP)	Spencer Morrison	7/1/2024- 6/30/2026
Treasurer (T)	Jen lee	7/1/2024- 6/30/2026
Secretary (S)	Jennifer Styczynski	7/1/2024- 6/30/2026

Executive Committee (EC) - membership on the EC rotates annually based on a rotation schedule and each member serves for a two-year term, with the **President** serving as **Chair of the Committee**.

Claims Committee (CC) - members of the CC are annually selected by the EC. CC is traditionally made up of at least five members of the EC, with the **Vice President** serving as **Chair of the Committee**.

CJPRMA Board Representative Elizabeth Ehrenstrom appointed 6/17/2021

CJPRMA Alternate Board Representative Vacant

PROGRAM ADMINISTRATORS (Alliant Insurance Services)	CLAIMS ADMINISTRATORS (Sedgwick for Liability LWP For Workers' Compensation)	RISK CONTROL CONSULTANTS (Sedgwick formerly York/Bickmore)	ADVISORS
Marcus Beverly Conor Boughey	Amber Davis (WC)	Shane Baird	Byrne Conley (Board Counsel)
Jenna Wirkner Evan Washburn	Stacey Bean (WC)		James Marta, CPA (Accountant)
	Brian Davis (Liability)		



PROGRAM YEAR 24/25 MEETING CALENDAR

Thursday, August 1, 2024, **Police Risk Management Committee** at 10:00 a.m.

Thursday, September 19, 2024, ** **Claims Committee** at 9:00 a.m.
Executive Committee at 10:30 a.m.

Thursday, October 17, 2024*, **Risk Management Committee** at 10:00 a.m.
Board of Directors at 12 noon

Thursday, November 7, 2024, **Police Risk Management Committee** at 10:00 a.m.

Thursday, December 12, 2024* **Board of Directors** at 10:00 a.m.

Thursday, February 6, 2025, **Police Risk Management Committee** at 10:00 a.m.

Thursday, March 27, 2025, ** **Claims Committee** at 9:00 a.m.
Executive Committee at 10:30 a.m.

Thursday, April 17, 2025,* **Risk Management Committee** at 10:00 a.m.
Board of Directors at 12 noon

Thursday, May 8, 2025, **Police Risk Management Committee** at 10:00 a.m.

Thursday, May 22, 2025, ** **Claims Committee** at 9:00 a.m.
Executive Committee at 10:30 a.m.

Wednesday, June 18, 2025* **Board of Directors** at 10:00 a.m.

Meeting Location: Rocklin Event Center - Garden Room
Rocklin Event Center – Ballroom *
2650 Sunset Blvd., Rocklin, CA 95677
Zoom**

Note: Additional Claims Committee Meetings may be scheduled as needed for Claims Authority approval which will be held via teleconference.



SAVE THE DATE | REGIONAL TRAINING - December 19

Applied Risk Management: Tips Tricks and Lessons Learned
Presented by Marcus Beverly, Program Manager, NCCSIF & SCORE

Topics Include:

This training session will provide an overview of the risk management process and how it applies to your organization. You'll learn how to demonstrate the value of risk management to gain buy-in and receive simple and practical recommendations for implementing risk management practices.

Other topics include:

- Cost of Risk and Allocation
- Enterprise Risk Management,
- Identifying and prioritizing risks
- Risk control techniques, and
- Risk Management Communication.

Participants will leave with tools for applying risk management in their professional and personal lives.

Date and Time:

Thursday, December 19th, 2024, 11:00a.m.- noon

Location: Webinar Via Zoom

Register: <https://alliantinsurance.zoom.us/j/7woduqtqDkqE9ZD9WjPe74p2l1clL7aU9y6>

Please reach out to Jenna.Wirkner@alliant.com if you have any questions.

Presenter: Marcus Beverly
Marcus Beverly, First Vice President at Alliant Insurance Services, has 35 years of expertise in insurance, claims, and risk management, including three decades of experience working with California public agencies. He currently manages several risk-sharing pools in California and collaborates with a wide variety of public agencies to assess and place their insurance coverage, risk management programs, and claims management services.

OPEN TO ALL JPA MEMBERS
SPONSORED BY NCCSIF & SCORE





BACK TO AGENDA

**Northern California Cities Self Insurance Fund
Police Risk Management Committee Meeting
November 14, 2024**

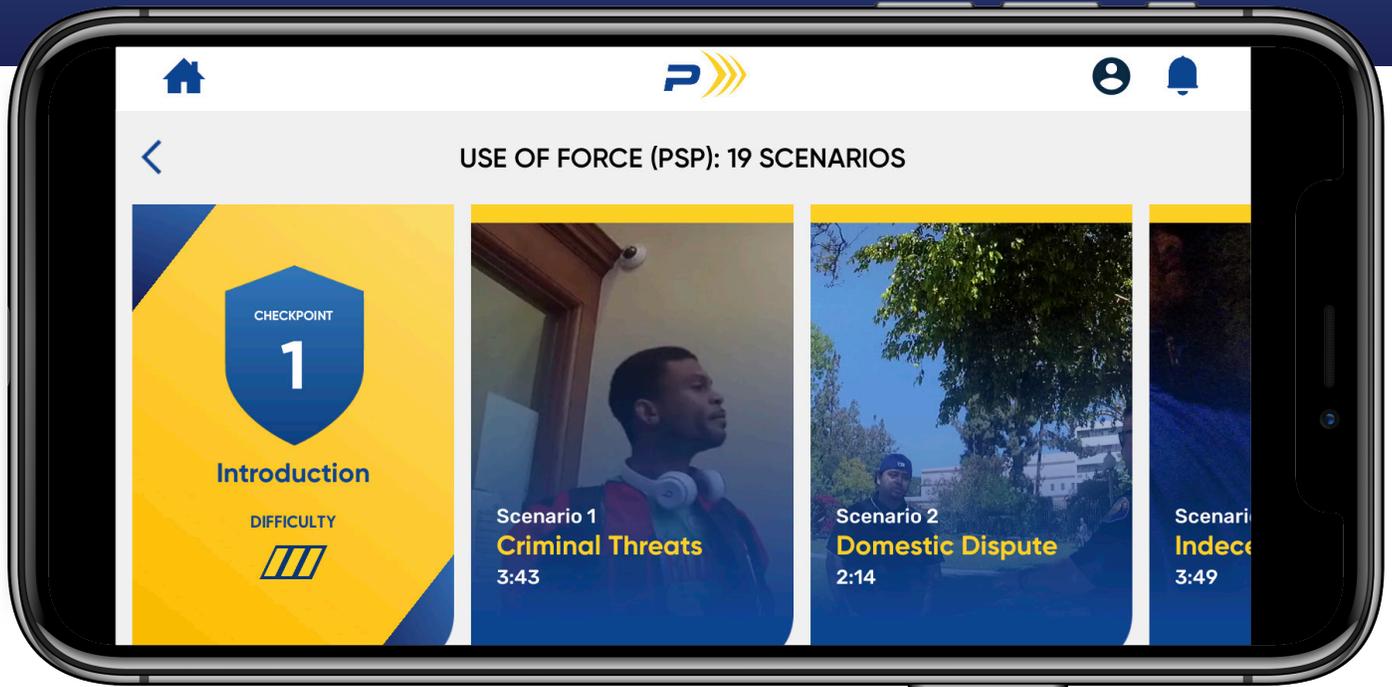
INFORMATIONAL SESSION

INFORMATION ITEM

TOPIC: PERFORMA Labs will provide an overview and demo.

ATTACHMENT: PERFORMA Labs One page

Performa Labs is a mobile training app for law enforcement that pairs science with real world scenarios to improve memory and real-time decision making which enhances officer and public safety.



SHARPER MINDS | SAFER OUTCOMES

Self-paced, mobile app provides the flexibility for users to train **ANYTIME, ANYWHERE**, eliminating travel and backfill expenses

Real-world scenarios combined with science accelerates learning, decreases reaction time and improves performance during critical situations

Eases the burden on administrators with reminders, POST submissions via EDI, and robust reporting via an Administrative Dashboard.

CA POST Approved Courses:

- Use of Force (**4 hours PSP**, [Plan 1 reimbursable](#))
- Strategic Communications (**2 hours PSP**, [Plan 4 reimbursable](#))
- Domestic Violence (**2 hours CPT**)
- Mental Health (**4 hours CPT**)
- Vehicle Pursuits (**2 hours CPT**)
- De-escalation (**4 hours CPT**)
- Advanced De-escalation (**4 hours CPT**)



CONTACT US
888.737.3522
info@performa-labs.com