

PEACE OFFICER MENTAL WELLNESS FY27 GRANT

WHEREAS, The Lubbock County Commissioners Court finds it in the best interest of the citizens of Lubbock County, that the Peace Officer Mental Wellness Grant be operated for FY 2027; and

WHEREAS, The Lubbock County Commissioners Court agrees that in the event of loss or misuse of the Office of the Governor funds, The Lubbock County Commissioners Court assures that the funds will be returned to the Office of the Governor in full.

WHEREAS, The Lubbock County Commissioners Court designates the County Judge as the grantee's authorized official. The authorized official is given the power to apply for, accept, reject, alter or terminate the grant on behalf of the applicant agency.

NOW THEREFORE, BE IT RESOLVED that The Lubbock County Commissioners Court approves acceptance of the grant for the Peace Officer Mental Wellness from the Office of the Governor.

Passed and Approved by the Lubbock County Commissioners Court this 9th Day of February, 2026

Grant Number: 5724501

Curtis Parrish, County Judge

ATTEST:

Kelly Pinion, County Clerk

Project Abstract :

Healing the Shield: Promoting Resilience and Help-Seeking Among First Responders is designed to strengthen mental health and wellness support for first responders employed by the Lubbock County Sheriff's Office as well as regional assets. Up to 50% of first responders and law enforcement officers experience moral injury. Moral injury is psychological distress from witnessing, causing, or failing to prevent acts that violate one's core beliefs. This leads to guilt, shame, anger, and a shattered dream of self. This can result in poor decision-making, mental illness, substance abuse, suicide, social withdrawal, divorce and so many other negative outcomes. Moral injuries can be healed effectively when addressed early with structured, consistent and de-stigmatized approach. The LCSO currently does NOT have a program, only a few trained individuals. We currently work with the Lubbock Police Department who has made limited progress in their Wellness Program. The LCSO struggles to contend with moral injury and post traumatic stress. This is exasperated as the LCSO works to assist other agencies. This can only happen with the assistance of LPD as we stand currently. Between the two agencies we have a limited ability to meet our own agency's growing needs. The LCSO Will partner with R3 (Respond, Restore, Resolve), a nonprofit organization to implement the R3 framework, a proactive resilience framework designed to address moral injury and cumulative stress among first responders through a structured, consistent, and de-stigmatizing approach. Rather than reacting to crisis, the R3 framework embeds resilience in early intervention into daily department operations through policies, procedures, documentation, training, peer management through the checkpoint strategy, messaging, and data driven outcomes tracking. R3 and checkpoints Partners with departments to customize and deliver the proactive resilience framework based on an assessment of departmental strengths, gaps, and culture. Project activities include evaluating and optimizing peer support, integrating regular Peer check points, and providing evidence based QPR (Question, Persuade, Refer) training. R3 will deliver department wide wellness education focused on resilience, stress management, moral injury awareness, and early help seeking. Additionally, R3 expands access to culturally confident mental health resources tailored specifically to law-enforcement. The R3 and checkpoint framework creates sustainable improvements through train the trainer models, standardized leader guides, and departmental wellness policies that ensure continuity beyond implementation. This proactive resilience infrastructure equips personnel to identify stress early and guides officers to support. The checkpoint strategy initiates routine outreach after impactful calls, removing the burden of self reporting and reaching officers before stress accumulates or crisis emerges. The R3 framework was developed through a public private-partnership with Fort Worth police and fire departments and is strengthened by checkpoints. pure strategy. This makes the R3 and checkpoint framework uniquely positioned to meet the needs of Texas law-enforcement agencies. The program is proven effective. R3 outcome data shows that 93% of participants report improved resilience, and moral injury outcome scale (MIOS) results demonstrate meaningful reductions in symptom severity following participation. Together, these initiatives strengthen wellness infrastructure, reduced barriers to help-

seeking, and foster a culture of psychological safety, resulting in improved employee well-being, reduced stress related absences, reduced burnout, and increased retention. The R3 and checkpoints framework is designed to remove stigma and create an empowering environment supports long-term officer resilience and operational readiness.

Problem Statement :

Law enforcement officers and their families are facing a moral injury crisis. Up to 50% of law enforcement officers and first responders suffer moral injury. Moral injury can occur as a result of exposure to traumatic scenes of homicide, suicide, injured children, or mass shootings. The trauma and guilt associated with moral injury accumulate and make it difficult for officers to function in their day-to-day lives. The strain of a moral injury can lead to damaged family relationships, substance abuse, mental health challenges, PTSD, and suicide. They may struggle to communicate their feelings as their experiences are something most people cannot understand. Moral injury requires a proactive approach to healing because it directly attacks a person's sense of what is right or wrong, their connection to family and others, and their sense of self. Stigma and financial burdens prevent some from seeking help. Current wellness models are largely reactive and rely on officers to self-report and seek resources on their own. Too often, by the time an officer reaches out, they are already in crisis and unable to access the specific or individualized support they need in a timely manner. The stigma among law enforcement officers regarding counseling often emphasizes toughness, stoicism, and the ability to handle stress and trauma. In an environment where officers are expected to be strong and protect others, asking for help can feel like weakness. Whether it is human suffering or loss of life, law enforcement officers carry the emotional weight and psychological scars of occupational trauma. These experiences have become an accepted reality and are unfairly brushed off as the price of the profession. Seeking counseling may be viewed as a sign of vulnerability, leading many officers to avoid mental health support. Fear of judgment and potential repercussions within a tight-knit community further exacerbates this stigma. Additionally, many programs do not involve family. To be truly effective, programs must include the family unit that is also impacted by moral injury. More must be done to support officers by surrounding them with the tools, relationships, and early intervention needed to address moral injury before crisis occurs. The Lubbock County Sheriff's Office (LCSO) faces significant challenges in providing consistent, proactive mental health and wellness support for its first responders. At present, LCSO has only a limited number of personnel trained to assist during critical incidents, including two chaplains, three Critical Incident Stress Management (CISM) personnel, and two peer support members. These individuals are not part of a unified or comprehensive wellness program, and LCSO does NOT have a fully developed, department-wide framework to support first responder mental health. As a result, the agency relies heavily on the Lubbock Police Department (LPD) for assistance during crises. Currently, LCSO's wellness efforts operate primarily in a reactive manner, addressing issues only after they arise rather than through proactive education, prevention, and resilience-building. The department lacks structured, ongoing training to reduce mental health stigma, normalize help-seeking behaviors, and equip personnel with tools to manage

cumulative stress and trauma inherent in law enforcement work. Compounding this challenge is limited access to culturally competent mental health providers who specialize in first responder stress, trauma, and occupational culture. LCSO must also rely on the county-wide Employee Assistance Program (EAP), which serves all 1,166 Lubbock County employees and is not tailored to the unique needs of 518 public safety professionals. As a shared resource, EAP is overextended, resulting in delays in care and limited access to providers with specialized first responder expertise. These barriers may cause employees to postpone or avoid seeking help altogether, increasing the risk of untreated mental health concerns. While LCSO has demonstrated success in reaching personnel following traumatic incidents despite limited staffing, the current approach is insufficient to prevent or reduce long-term negative workforce outcomes. These include mental health-related leave, workers' compensation claims, administrative leave, early retirements, resignations, and increased personal and family stress. Without targeted investment, LCSO lacks the capacity to sustain and expand effective wellness support. Strengthening peer support staffing, expanding specialized training, and implementing an evidence-informed wellness framework are essential to meeting current needs, reducing negative outcomes, and fostering a resilient, psychologically safe culture across the department.

Supporting Data :

Moral injury is the unseen, internal damage that occurs when someone witnesses or experiences a traumatic event that goes against their core values. It is estimated that 30-50% of first responders suffer moral injury, (1) and 90% of police report exposure to trauma (2). For law enforcement officers, this kind of trauma is very common—and it is one of the leading contributors to emotional burnout and suicide. For many who serve, moral injury is a wound carried quietly, long after the moment has passed. It is crucial to recognize that moral injury is not classified as a mental health disorder but can serve as a pre-cursor to mental health disorders. Moral injury can have negative psychological and emotional effects that can lead to substance abuse, depression, social withdrawal and alienation, and post-traumatic stress disorder (PTSD) (3). Moral injury can also lead to marital problems (4). Additionally, moral injury is associated with an increased risk of suicide for law enforcement officers (5). In fact, law enforcement officers are more likely to die by suicide off-duty than in the line of duty (6). These symptoms can severely affect the mental health and well-being of officers, leading to decreased job performance and damaged personal relationships. While there are six trained personnel within the agency, their expertise exists in separate and limited disciplines, including Chaplain services, Critical Incident Stress Management (CISM), and Peer Support. These resources operate independently and are not integrated into a formal, sustainable wellness framework. As a result, coverage is inconsistent, response capacity is limited, and services are not available agency-wide, region-wide, or on a continuous basis. LCSO currently relies on a contracted certified mental health professional to provide limited services. This contract is scheduled to expire in April 2026 and will not be renewed, leaving the agency without any dedicated professional mental health support, trained in first responder trauma. Since 2020, there has been no measurable progress toward establishing an internal mental wellness program or

developing a multidisciplinary response team. There is not a current exploration into obtaining another contract with a mental health professional, outside of EAP, which is designated for all 1,166 Lubbock county employees. Without dedicated funding and structured program development, LCSO officers and civilian staff remain at increased risk for untreated stress, trauma exposure, burnout, and mental health crises. This gap not only impacts employee well-being and retention, but also affects operational readiness, decision-making under stress, and overall public safety. LCSO has not kept specific statistical data. A fully functioning program would encompass relevant and timely statistical data. • Rimon, A., & Shelef, L. (2025). Moral Injury Among Medical Personnel and First Responders Across Different Healthcare and Emergency Response Settings: A Narrative Review. *International journal of environmental research and public health*, 22(7), 1055. <https://doi.org/10.3390/ijerph22071055>. • Project Healing Heroes. "Who We Help." www.projecthealingheroes.org/who-we-help. Accessed 25 Oct. 2025. • Konstantinos Papazoglou, Ph.D., George Bonanno, Ph.D., Daniel Blumberg, Ph.D., and Tracie Keesee, Ph.D. (2019). Moral Injury in Police Work. *FBI Law Enforcement Bulletin*. <https://leb.fbi.gov/articles/featured-articles/moral-injury-in-police-work> • Firefighter Behavioral Health Alliance. (2023). Wounds of the Spirit: Moral Injury in Firefighters. <https://www.ffbha.org/wp-content/uploads/2023/02/Moral-Injury-White-Paper-2-9-23.pdf> • Udovicich, B. E., & McLaren, S. (2025). Beyond the badge: Understanding the link between moral injury, self-compassion, and suicide risk in retired police officers. *The Police Journal: Theory, Practice and Principles*, 0(0). <https://doi.org/10.1177/0032258X251370245> • Centers for Disease Control and Prevention, Centers for Disease Control and Prevention. (2021). Suicides among First Responders: A Call to Action. blogs.cdc.gov/niosh-science-blog/2021/04/06/suicides-first-responders/.

Project Approach & Activities:

The Lubbock County Sheriff's Office (LCSO) will install its wellness program through strategic initiatives designed to build a proactive, sustainable framework for employee well-being. The initiative is the implementation of the R3 (Respond, Restore, and Resolve) and Checkpoints program, which provides evidence-based tools to reduce mental health stigma, expand peer support, and strengthen organizational resilience. R3 will build the program for the LCSO, a wellness model that supports personnel before, during, and after exposure to critical stressors. Program funding will increase the department's capacity to train officers in resilience and moral injury while expanding access to mental health resources. The proposed project aims to heal and fortify the mental resilience of officers by proactively addressing the unseen wounds of moral injury and cumulative stress. We strive to remove stigmas and create an environment that supports personnel and enhances the department's health and resilience. R3 provides comprehensive project management and liaison services for the successful development and implementation of wellness programming for law enforcement. The R3 & Checkpoints Framework starts with an organizational assessment. R3 & Checkpoints does an assessment on wellness culture to identify strengths and weaknesses and create a department-specific plan. Following these assessments, R3 develops a customized implementation plan that integrates the R3 and

Checkpoints framework into existing wellness initiatives. Based on the plan, R3 and Checkpoints hold leadership briefings and an in-person strategy workshop. R3 then develops wellness policies, procedures, and documentation for the department. R3 provides educational resources and helps prepare for an organized program launch. The launch includes a video from the Chief and community leaders about the importance of wellness, along with marketing of other educational messages and resources to reduce stigma. Educational resources cover the negative impacts of moral injury, available treatment options, and will equip officers with the tools they need to recognize and respond to moral injuries. The program is customized to the individual department's needs and is designed for continuity. This is about creating a culture of wellness and resiliency and increasing the use of these important resources. R3 provides comprehensive program training, QPR suicide prevention training, and uses the Checkpoints strategy to normalize a consistent wellness rhythm with peer support. The Checkpoints strategy establish intentional touchpoints after critical incidents—identifying stress and moral injury early, when intervention is most effective. This is a proactive, structured approach that integrates peer support networks, normalizes support, and reduces resistance to utilizing resources. It also incorporates QPR as an evidence-based approach to reducing suicide risk after critical incidents. R3 also provides a vetted network of culturally competent licensed counselors for officers and their families. Counseling services are provided at the outside service provider's location or virtually, removing any confidentiality concerns and promoting a supportive environment for seeking counseling. Counselors are vetted to ensure they understand the nuance of law enforcement work. Counseling that includes family members addresses a primary gap in officer health and functioning where many mental health resources are not available for their families. Additionally, R3 will provide a vetted network of non-clinical resources outside of the department with wellness workshops, marriage and relationship workshops, resiliency trainings, and retreats. These services are also available to officers' family members and retirees. These resources are free to the department and to the officer and their family. These trainings are an easier service for officers to access without stigma during their required training hours and provide resiliency tools to address moral injury. By providing comprehensive project management and proactive programming, R3 & Checkpoints creates a culture of wellness and resilience, reducing stigma.

Capacity & Capabilities:

LCSO does not have a current comprehensive wellness program. However, LCSO has individual personnel trained in peer support, chaplaincy services, and Critical Incident Stress Management (CISM). The department also operates several specialized units designed to respond to community members experiencing mental health or situational crises, including:

- Hostage Negotiation Team
- Mental Health Peace Officers (MHPOs (2 deputies);
- Crisis Intervention Team trained personnel MHPO, and CIT deputies complete a minimum of 40 hours of Texas Commission on Law Enforcement (TCOLE)-mandated training, while Hostage Negotiators participate in ongoing monthly training. These programs in addition to working alongside the Lubbock Police Department, demonstrate LCSO's established commitment to crisis response and mental health awareness. LCSO's trained personnel, specialized units,

leadership support, collaboration with the Lubbock Police Department do position the department to effectively implement the proposed R3 program and expanded peer support, chaplaincy, and CISM training. Grant funding will directly address current gaps by increasing training capacity, improving accessibility to trusted peer-based resources, and strengthening long-term wellness and resilience across the organization and region. R3 is a public-private partnership model that delivers a first responder agency-embedded, proactive wellness and resilience framework. Through the integration of the Checkpoints peer engagement strategy, R3 embeds early intervention, peer support, and culturally competent care into daily operations. Rather than reacting to crisis, the framework establishes structured policies, procedures, training, and data-driven evaluation that normalize help-seeking, reduce stigma, and strengthen organizational culture. R3 collaborates with the DFW Airport DPS, Fort Worth Police Department, Fort Worth Fire Department, Dallas Fire Rescue, Tarrant Regional Water District, and the Texas Tactical Police Officers Association (TTPOA). The strategies proposed are developed by lifelong public servants including a retired police chief and another law enforcement officer with 25 years of service, and are positioned to be successful as they are made for law enforcement officers in Texas by law enforcement officers in Texas.

Anna Heil, Executive Director: Anna Heil leads the R3 team with a commitment to fostering impactful, sustainable change within the warrior community. Her role in R3 involves partnering with each department, advocating their wellness unit goals, and ensuring they have the support needed from key stakeholders to succeed. Anna creates an engaging culture to raise awareness, driving the program's sustainability. Her excellent communication skills and creative spirit are vital in fostering relationships and achieving the R3 program's mission.

Reuben Ramirez, Founder and CEO of Checkpoints: Reuben Ramirez is a retired Assistant Chief with the Dallas Police Department. He served 29 years with the DPD and retired as the Commander of the Patrol Operations Bureau in 2024. In the fall of 2021, Chief Ramirez began working on a project that would change the culture of the Dallas Police Department through the implementation of the Checkpoint Strategy. The strategy was designed to promote emotional survival in high-stress professions and would aim to break stigmas, save careers, and save lives. Reuben is the founder of Start Checkpoints LLC and has partnered with R3.

Dewayne Manson R3 Project Manager: Dewayne leads the day-to-day R3 Implementation process. He is a 13-year U.S. Army Infantry veteran whose service spans combat deployments in Iraq and Afghanistan, peacekeeping in Kosovo, and joint missions with U.S. Border Patrol. Dewayne brings unmatched experience in high-stakes environments. Following his military career, he spent six years in Afghanistan as a contractor on the C-RAM program, managing critical life-saving operations with U.S. and NATO forces. He later founded and successfully ran Blue Chip K9, training working dogs for law enforcement, service, and families.

Neil Noakes, Chief of Strategic Advancement: Noakes is the son of a firefighter and served 25 years with the Fort Worth Police Department. During his tenure as chief, he led several wellness-focused initiatives, including launching the department's Wellness Unit and implementing the "Checkpoint" system — a tool designed to monitor and support officer wellness. He was instrumental in launching the inaugural R3 program with both the Fort Worth Police Department and the Fort Worth Fire Department, the first partnership of its kind to recognize the urgency of addressing moral injury.

Performance Management :

The primary goal of the Healing the Shield initiative is to build a complete program and then shift the department's culture toward a proactive approach to complete wellness and to reduce the stigma associated with help-seeking. This will be achieved through education, structured training for current and future wellness team members, and the development of a comprehensive, accessible system of culturally competent mental health resources.

Objective 1: Development of resources and Accessibility Within the first six months of the grant period, LCSO will seek training for personnel and identify, organize, and centralize mental health and resilience resources into a confidential, easily accessible system for all first responders and detention officers. This resource platform will be reviewed and updated quarterly to maintain accuracy and relevance. Success will be measured by:

- Completion and operational status of the centralized resource platform
- Frequency and timeliness of updates
- Utilization metrics, including the number of access points, referrals generated, and feedback from personnel regarding ease of use and perceived usefulness

Objective 2: Wellness Training and Building a complete team Throughout the grant period, LCSO will deliver wellness and resilience training to at least 90% of sworn and civilian personnel. Training will focus on mental health literacy, early intervention, stress management, resilience, and help-seeking behaviors. Effectiveness will be measured through:

- Pre- and post-training assessments evaluating knowledge improvements and shifts in attitudes toward mental health and help-seeking
- Surveys assessing perceived usefulness of trainings and impact on stigma
- Tracking the number of officers and staff trained, including new peer support, chaplain, and CISM team members
- Documentation of supplemental wellness events, such as Family Readiness sessions

Data Collection and Monitoring LCSO will maintain systematic records of all project activities and outcomes to ensure accountability and continuous improvement. This includes:

- Training logs and attendance records for all wellness-related courses and events
- Quarterly tracking of resource platform usage and updates
- Documentation of referrals made to vetted, culturally competent mental health providers
- Records of wellness team growth, including the number of newly trained peer support officers, chaplains, and CISM personnel
- Feedback surveys and assessment results to monitor changes in knowledge, attitudes, and utilization of wellness resources

Regular review of these data points will allow LCSO to monitor progress toward objectives, identify areas for improvement, and demonstrate the impact of the program in creating a culture of resilience, early help-seeking, and sustained employee wellness.

Target Group :

Lubbock County Sheriff's Office: officers and investigators, supervisors, command staff, communication specialist, civilian forensic investigators, records specialist, as well as regional assets. The Lubbock County Sheriff's Office will provide opportunities to the Lubbock Police Department to attend trainings hosted by LCSO or in conjunction with each other. We will also provide information on available culturally competent service providers. Provide access to resource list and peer connections. The Lubbock County Sheriff's Office will allow surrounding agencies within a 15-county area to attend training that is hosted by

the LCSO. The LCSO coordinator will also provide a list of vetted mental health resources to surrounding agencies.

Evidence-Based Practices:

The Healing the Shield project is grounded in evidence-based practices and nationally recognized standards for law enforcement wellness. LCSO will continue to follow the International Association of Chiefs of Police (IACP) Peer Support Guidelines to ensure that training and peer support practices align with best practices for resiliency, mental health, and help-seeking (IACP, 2023), to include rural and small-town agencies. Resilience Training and Structured Wellness Education Research indicates that resilience training and structured wellness education help individuals develop coping skills, manage stress responses, and adapt psychologically to high-stress environments (Reivich & Shatte, 2002). Programs such as the Penn Resilience Program, widely implemented in law enforcement and public safety settings, have demonstrated effectiveness in enhancing emotional regulation, stress management, and adaptive capacity. Studies by the National Policing Institute and guidance from the Bureau of Justice Assistance (BJA) highlight that comprehensive wellness programs—including resilience training, peer support, organizational support, and stigma reduction—can reduce burnout and improve overall officer well-being when integrated into an agency’s culture and training practices (National Policing Institute, 2021; BJA, 2022). Additionally, the Police Executive Research Forum (PERF) emphasizes that programs combining training, peer support, resilience development, and stigma reduction constitute essential elements of effective law enforcement wellness initiatives (PERF, 2020). Together, these evidence-based practices—peer support aligned with IACP guidelines, resilience and wellness training supported by empirical research, and the R3 program—provide a comprehensive framework to reduce mental health stigma, enhance coping skills, and improve psychological safety across the department. R3 provides a thorough needs assessment to customize the program to the department’s individual needs. Assessments are conducted with department leadership and relevant stakeholders to gain a deep understanding of their unique challenges, existing wellness efforts, and operational requirements. Checkpoints is a structured, proactive engagement strategy in which designated Checkpoint Officers regularly and practically check in with officers following calls or events that could negatively affect them. These consistent touchpoints create routine opportunities to identify cumulative stress, trauma exposure, and moral injury early, before issues escalate. Rather than waiting for officers to self-refer or reach crisis, Checkpoints normalizes peer-to-peer conversation, reduces stigma, and ensures timely connection to support. This proactive layer of daily engagement allows peer support teams to focus on their core role of walking alongside officers who need deeper or ongoing assistance, providing trusted, boots-on-the-ground care when it matters most. R3 will offer resiliency training resources to officers and their families on and off site. R3 aims to destigmatize mental health discussions and promote a culture of care that is proactive instead of reactive by providing paid training time to utilize approved resiliency trainings. This addresses the barrier of cost and schedule, making this program accessible for officers. Officers who request it can receive outside counseling from vetted counselors who are familiar with law

enforcement. Counseling services will be provided at the location of the outside service provider. This removes any confidentiality concerns and promotes a supportive environment for seeking counseling. Required Peer Support Program: The R3 Framework utilizes a Peer Support Network model consistent with best practices outlined in the International Association of Chiefs of Police (IACP) Peer Support Guidelines. R3 assists departments in implementing all IACP guideline components, including administration, selection and deselection, consultation with mental health professionals, confidentiality, role clarity, and training. R3 collaborates with departments to define leadership roles, establish training schedules, and create a strategic roadmap for peer support development. Interventions are tailored to the department's size and specific challenges. R3 provides an agency-specific Guidebook, policies, and workflows, along with ongoing quarterly support and evaluation. R3 also supports peer team recruitment by addressing organizational culture, developing internal messaging, and facilitating informational meetings for interested personnel. Traditional peer support programming serves as an essential resource, but it typically relies on officers to self-identify and seek assistance or is activated after a crisis occurs. The Checkpoints strategy is intentionally separate from traditional peer support and is the component that truly shifts culture. Through Checkpoints, designated officers initiate structured, routine check-ins with personnel following calls or events that could negatively affect them. This proactive engagement normalizes conversation, reduces stigma, and drives earlier connection to resources. By embedding early intervention into daily operations, Checkpoints increases resource utilization, closes the gap between incident and support, and ensures no officer is overlooked—while allowing peer support teams to focus on deeper, ongoing, boots-on-the-ground support when needed. Peer support interactions remain confidential to the extent permitted by law. Participation is voluntary and does not result in disciplinary action, negative performance evaluations, or adverse employment consequences. Officers requiring additional support may access family or individual services through R3's educational programming or its network of vetted, culturally competent counselors.

References 1. International Association of Chiefs of Police (IACP). (2023). Peer Support Guidelines for Law Enforcement Agencies. <https://www.theiacp.org/resources/peer-support-guidelines> 2. Bureau of Justice Assistance (BJA). (2022). Officer Safety and Wellness Toolkit. U.S. Department of Justice. <https://bja.ojp.gov/program/osa> 3. National Policing Institute. (2021). Law Enforcement Officer Wellness and Resilience Research. <https://policinginstitute.org> 4. Police Executive Research Forum (PERF). (2020). Integrating Mental Health and Wellness in Law Enforcement. Washington, DC: PERF. <https://www.policeforum.org> 5. Reivich, K., & Shatte, A. (2002). The Resilience Factor: 7 Keys to Finding Your Inner Strength and Overcoming Life's Hurdles. Broadway Books.