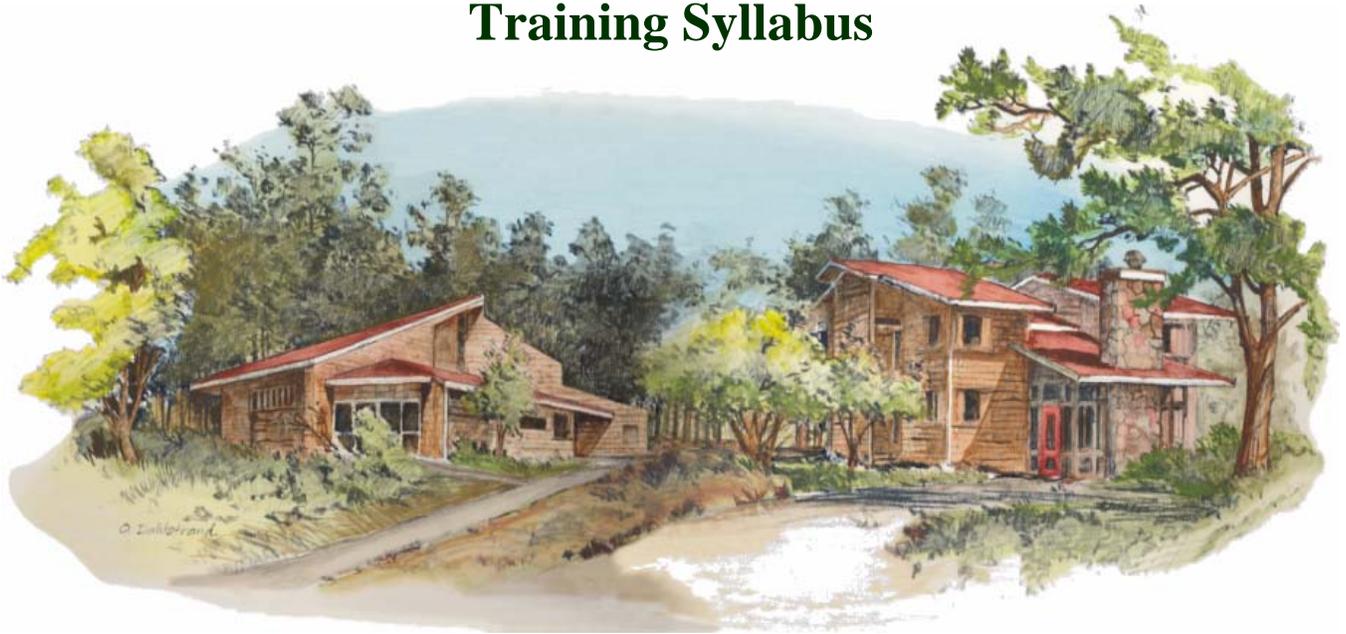


State of California . The Resources Agency . Department of Parks and Recreation

PUBLIC SAFETY SUPERINTENDENTS WORKSHOP

February 26–March 1, 2007

Training Syllabus



William Penn Mott Jr. Training Center



Memorandum

Date: February 14, 2007

To: Supervisor

From: Department of Parks and Recreation
William Penn Mott Jr. Training Center

Subject: Employee Attendance at Formal Training

An employee from your office will soon be attending the formal training program described in the attached. Please insure that the employee is fully prepared to attend the session and that the groundwork is laid for the employee's implementation of the training upon returning to work.

You can assist with capturing the full value of the training by taking the following steps:

Prior to Training

1. Make sure that **specific** employee needs are identified and, if necessary, called immediately to the attention of the Training Coordinator.
2. Review with the employee the reason for the employee's attendance.
3. Review objectives and agenda with the employee.
4. Discuss objectives and performance expected after the training.

Immediately Following Attendance

1. Discuss what was learned and intended uses of the training.
2. Review the employee's assessment of the training program for its impact at the workplace and review the due date of the Post-Training Evaluation form.
3. Support the employee's use of the training at the work place.

Prior to Three Months Following Training

1. Employee, after discussion with supervisor, must login to the Employee Training Management System (ETMS) to complete the Post-Training Evaluation form.
2. Supervisor evaluates the effectiveness of the training on the employee's job performance and logs in to the ETMS to complete the Training Effectiveness Assessment form.

Thank you for your assistance in seeing that the full benefit of training is realized.



Michael D. Green
Department Training Officer (Acting)

Attachment

cc: Participant

TABLE OF CONTENTS

Formal Training Guidelines	1
Training Attendance Checklist.....	6
Post-Training Assignment	7
Agenda.....	9
Program Outline	8
Learning Goals	10
Location Map.....	18

***Mission Statement
Training Office***

The mission of the Training Office is to improve organizational and individual performance through consulting, collaboration, training and development.

TRAINING CENTER STAFF

Michael Green	Department Training Officer (Acting)
Joanne Danielson	Academy Coordinator
Chuck Combs	Training Specialist
Dave Galanti.....	Training Specialist
Michelle Gardner	Cadet Training Officer
Connie Breakfield	Cadet Training Officer
Pat Bost.....	Assistant Program Coordinator
Pamela Yaeger.....	Assistant Program Coordinator
Bill Spencer	Assistant Program Coordinator
Summer Kincaid	Assistant Program Coordinator
Brian Petersen.....	Program Assistant

THE MISSION

of the California Department of Parks and Recreation is to provide for the health, inspiration and education of the people of California by helping to preserve the state's extraordinary biological diversity, protecting its most valued natural and cultural resources, and creating opportunities for high quality outdoor recreation.



FORMAL TRAINING GUIDELINES

Welcome to formal training, an essential component in your career development.

Since 1969, our Department has been providing a continuously changing number of diverse training programs at its main training facility, the William Penn Mott Jr. Training Center, and other locations including Marconi Conference Center and, most recently, the Two Rivers Training Facility in Sacramento. The Department strives to enhance your learning and job performance with formal training of the highest quality.

Our Department's dedication to training is only one aspect of its commitment to you and to the public. This commitment is costly and represents an important investment in you and your career. You and the Department realize a return on that investment by your positive participation in formal training itself and post training follow-through.

The program you will be participating in is described in this training syllabus, which outlines what you can expect from this training and what is expected of you. This syllabus details what you should do before you leave for training; what to do when you arrive; what you will be doing while in training; and, importantly, what you should be able to do when you return to your work site. Specifically:

1. **SYLLABUS:** The syllabus is now accessible on the Employee Training Management System (ETMS). You should print a copy of the syllabus to bring with you to class. Your copy of this syllabus is an important part of your training experience and should be brought with you to training. Read it before you arrive and review it following the program along with material you received at training.
2. **PRE-TRAINING ASSIGNMENTS:** Your completion of pre-training assignments is essential to the success of your training. You are responsible for all reading assignments in preparation for classroom sessions. Time will be provided during working hours to accomplish any assignments which involve either individual or group efforts and resources. (Pre-training assignments are listed in the "Training Attendance Requirements" section.)

3. TRAVEL: Arrange your travel to and from the training through your District or Office. (No reimbursement for travel expense - including per diem costs - will be approved for travel not specifically authorized in advance by the District Superintendent.) Individuals may claim reimbursement for incidental expenses incurred as outlined in DAM 0410.6. The Training Center does not have the capability to provide transportation to/from Monterey Airport.
4. HOUSING: Housing will be assigned to you on a shared-room basis and will be available from 3:00 p.m. on the date of arrival to 12:00 noon on the date of departure. The Department provides your room and board expenses at the Training Center only. No per diem allowance will be authorized for living off-grounds. This does not preclude living off-grounds at your own expense. Please advise the Department Training Officer no later than one week before your scheduled arrival if you plan to live off-grounds. No animals are permitted in Asilomar housing. In the event of an emergency, staff must know your room assignment, therefore, you may not switch rooms without staff approval. Overnight guests are not allowed in the buildings unless registered beforehand at the front desk in Asilomar's Administration Building. Quiet hour for lodge living areas is 10:00 p.m.

HOUSING CANCELLATION POLICY: If you do not need lodging or must change or cancel your reservation, you must contact the Training Center at least 72 hours prior to your date of arrival. The Training Center is committed to ensuring that the reservation that has been made for you is accurate and needed.

5. MEALS: Meals will be provided, semi-cafeteria style, from dinner on the date of arrival through lunch on the date of departure. Meals will be served at 7:15 a.m. for breakfast, 12:00 noon for lunch, and 6:00 p.m. for dinner. Hot or box lunches may be provided on some days. If you require a special diet, notify the Asilomar Chef at 831-372-8016 no later than one week before your scheduled arrival.

In order to assist participants with limited mobility, Asilomar provides a shuttle to and from the dining hall. Please contact either Asilomar staff upon check in, or Training Center staff upon your arrival, for instructions on arranging a transport.

6. OFF-GROUNDS ACCOMMODATIONS: When authorized to stay off-grounds by the Department Training Officer, the Training Center will pickup the cost of your room and meals at the current DPR Asilomar rate. If you stay off grounds and have meals on grounds, the Training Center will authorize only what the Department pays Asilomar for lodging.

7. CLOTHING: Field uniforms as found in "Description of Required Field Uniforms", DOM Chapter 2300, Uniform Handbooks, not including optional items, will be worn daily by all uniformed employees during formal training sessions **unless otherwise specified in the Program Attendance Checklist**. Non-uniformed employees shall wear professional business attire.

Because we are on the conference grounds with many other groups, and the image we project as State Park employees is important not only during working hours but off duty hours as well, your informal sportswear should be appropriate.

8. ROOM SAFES: Two safes have been installed in each of the lodge rooms used by the Training Center (Live Oak, Tree Tops, and Deer Lodge). These safes are a type that allows the user to input their own combination of numbers to facilitate opening and closing. The Training Center has a master key for emergency entry. Safes are to be left in the open position when checking out of your room.
9. WEAPONS: Weapons are permitted in rooms under the following conditions. Authorized firearms and magazines stored while at the Training Center shall be in a safe condition and stored in one of the following locations: your room safe in Live Oak, Tree Tops, or Deer Lodge, one of the Training Center's safes in the Whitehead Room or secured in your vehicle.
10. ALCOHOLIC BEVERAGES: Participants shall not possess or consume alcoholic beverages in common areas (living room) while on the Asilomar Conference Grounds unless provided and hosted by Concessionaire Delaware North.
11. SMOKING: Smoking is not permitted in the Training Center or in any lodge or guest room on the Asilomar Conference Grounds.
12. TRAINING CENTER: The Training Center is located on Asilomar Conference Grounds, part of Asilomar State Beach. The Conference Grounds are operated for our Department by a concessionaire, and all lodging and food services are provided to us by employees of the concessionaire. Constant efforts are made to maintain a sound, harmonious working relationship between the Department and concessionaire. None of us can expect preferential treatment for any reason and, as a departmental employee, you will be expected to join in our continuing effort toward an effective relationship with each Asilomar concession staff member. On occasion, non-departmental groups may be staying in the same lodges. It is imperative that you represent the Department well on and off duty.
13. REGISTRATION: When you arrive at Asilomar Conference Grounds, go directly to the front desk at the Asilomar Administration Building for your room key and dining room ticket. If you require vegetarian meals, notify the front desk representative and your meal ticket will be marked accordingly.

14. **COURSE LEADERS:** The formal training you will attend is developed and, for the most part, conducted by experienced State Park employees in field and staff positions. Some courses will be conducted by qualified instructors from other agencies and educational institutions. Your course leaders have proven their ability and knowledge in their profession, and provide a level of expertise difficult to match.
15. **TRAINING CENTER STAFF:** A Training Center staff member has been assigned responsibility for your training group as well as for your training program. That staff member usually serves as a Course Leader as well as a Coordinator. During the program, you may be asked to assist Training Center staff in the logistics of your training program (organizing field trip transportation, supervising classroom breaks, etc.). Center staff will do all within their power to make your training experience pleasant and meaningful.
16. **TRAINING MATERIALS:** May be made available to you at both your unit and the Training Center. Handout materials issued at your unit should be brought to training for possible use. A conference binder or notebook will be issued to you at the training session for note taking and convenience in handling materials. Copies of DAM and DOM will be available to you for self-study. Bring your own pens and pencils.
17. **ATTENDANCE:** Regular attendance is a critical course requirement and your participation is important to the success of this training. All absences, except those of an emergency nature, must be approved in advance by the Training Specialist.
18. **COLLEGE CREDIT:** Most training programs are accredited by Monterey Peninsula College for lower division credit. If you successfully complete an accredited program, you will receive either a letter grade or a credit/no-credit designation.
19. **VEHICLES:** All vehicles should be parked in the lots adjacent to the Training Center. Any questions regarding use of a State vehicle while at the Training Center should be discussed with your supervisor prior to your departure for training, or with your Program Coordinator while at the Training Center.
20. **BICYCLES:** If you bring your bicycle, store it in the bicycle shed next to the Training Center. Bicycles may not be brought into any building nor chained to lamp posts, trees, etc. The Training Center has a limited number of bicycles available for your use. Prior to your use, you are required to complete a safety inspection and sign a waiver which is posted in the bicycle shed.
21. **MAIL:** Mail forwarded to you during your time at the Center should be addressed to you in care of:

Department of Parks and Recreation

WILLIAM PENN MOTT JR. TRAINING CENTER
P. O. Box 699, Pacific Grove, CA 93950

22. CELL PHONES: As a courtesy to your fellow participants and course leaders ensure that your cell phone is turned off during classes. Participants should not be receiving or making cell phone calls during class time. Please limit those calls to your breaks.
23. FAX: The Training Center's FAX number is (831) 649-2824.
24. TELEPHONE: Limit phone calls during classroom hours to urgent business or emergencies. Anyone wishing to contact you by telephone during working hours should call the Center at (831) 649-2954. Calls after 5:00 p.m. or during weekends should be made to (831) 372-8016, Asilomar Conference Grounds, and the caller should tell the switchboard operator you are with a Department of Parks and Recreations training group.
25. LAUNDRY AND DRY CLEANING: May be taken care of by you at one of several local establishments. An iron is available for 24-hour checkout from the Training Center front desk.
26. RECREATION: Facilities available on grounds include a heated swimming pool, ping-pong and pool tables, and a volleyball court. The Monterey area offers horseback riding, golf, tennis, racquetball, deep sea fishing, and many historical landmarks and scenic sights to explore.
27. POST-TRAINING ASSIGNMENTS: In connection with formal training are to be completed under the direction of your supervisor. See "Program Attendance Requirements" in this syllabus.
28. COFFEE BREAK REFRESHMENTS: Will be available throughout each session at the Center. You will be asked to contribute to the "Hospitality Fund" to defray expenses. Please bring your own coffee cup.

TRAINING ATTENDANCE CHECKLIST

To assist you in your preparation for formal training session at the William Penn Mott Jr. Training Center, the following list is provided:

- _____ 1. Be sure you have read and understand the Public Safety Superintendents' Course Program Syllabus prior to your arrival at the Training Center.

- _____ 2. Develop a list of individual program expectations that will be shared during group discussion at the Program Orientation. Send a copy of your list to the Training Center **by February 20**, including any specific topics or questions you suggest being covered in the Parking Lot sessions (refer to the agenda for course titles). Participant expectations will be requested in advance of each program session.

- _____ 3. Complete pre-training assignments.

- _____ 4. Arrange your travel through your District/Office.

- _____ 5. Uniforms will not be required. Professional business attire is appropriate.

- _____ 6. Remember to bring the following with you to training:
 - _____ Public Safety Superintendents' Workshop Program Syllabus

 - _____ Pre-training assignment materials

 - _____ Alarm clock

 - _____ Pens, pencils

 - _____ Coffee cup

NOTE: Please notify the Training Center by February 21, 2007 if you need a room Thursday night, March 1, 2007.

POST-TRAINING ASSIGNMENT

Prior to ninety days after the completion of this program, the employee and his/her supervisor should sit down and discuss the impact and assess the effectiveness this program has had on the employee. Then both the supervisor and employee should login to the Employee Training Management System (ETMS) and complete the Post-Training Evaluation form (an email will be sent to both employee and supervisor notifying them that the evaluation needs to be completed). Once you login to the ETMS, you will need to fill out the evaluation form before you will be able to do anything else.

The post-training evaluation process is intended to provide a bridge between classroom instruction and the on-the-job application of training. The information obtained through this process will assist the training participant, supervisor, and Training Center in providing a return on the investment the Department has on training.

PUBLIC SAFETY SUPERINTENDENTS' WORKSHOP GROUP 2
FEBRUARY 26–MARCH 1, 2007

Monday

February 26

1500– REGISTRATION AT THE ASILOMAR
ADMINISTRATION BUILDING

Tuesday

February 27

0800–0900	ORIENTATION, LOGISTICS INTRODUCTION PARKING LOT	Danielson Sederquist Pass
0900–1030	EXECUTIVE INSPIRATION	Jackson/Perez/ Rhodes
1030–1100	PUBLIC SAFETY DIVISION OVERVIEW	Sederquist
1100–1200	AQUATIC SAFETY	Peabody
1200–1300	<i>Lunch</i>	
1300–1700	FTO LIABILITY	Whittenberg
1700–1800	PUBLIC SAFETY SERVICES	Itaya
1900–2000	OPTIONAL SESSION	TBA

Wednesday

February 28

0800–1000	INTERNAL AFFAIRS	Forrester
1000–1100	COOP/COG/BCP	Fitzpatrick
1100–1200	TELECOMMUNICATIONS	Bergado
1200–1300	<i>Lunch</i>	
1300–1630	SCENARIOS	Staff
1630–1700	SCENARIO WRAP-UP/EVALUATION	Peabody/Fitzpatrick
1700–1730	OHV UPDATES	Bernardo

PUBLIC SAFETY SUPERINTENDENTS' WORKSHOP GROUP2
FEBRUARY 26–MARCH 1, 2007

Wednesday

February 28

1730–1800	PARKING LOT ISSUES	Pass
1900–2000	OPTIONAL SESSION	TBA

Thursday

March 1

0800–1100	OVERCOMING THE ABYSS	Lansing
1100–1200	OFFICER INVOLVED SHOOTING – A CASE STUDY	Gow/Chavez
1200–1300	<i>Lunch</i>	
1300–1500	FIELD TRAINING PROGRAM	Milosch/Price
1500–1600	LAW ENFORCEMENT	Price
1600–1700	WRAP UP/EVALUATION	Danielson

NOTE: Please notify the Training Center by February 21, 2007 if you need a room Thursday night, March 1, 2007.

PUBLIC SAFETY COORDINATOR’S WORKSHOP

30 Hours

PROGRAM OUTLINE

HOURS

PROGRAM ADMINISTRATION	3.5
ORIENTATION.....	1
EVALUATION/REVIEW	2.5
TBA	4
EXECUTIVE REVIEW.....	1.5
PUBLIC SAFETY DIVISION OVERVIEW	0.5
AQUATIC SAFETY	1
PUBLIC SAFETY SERVICES	1
INTERNAL AFFAIRS	2
COOP/COG/BCP	1
TELECOMMUNICATIONS.....	1
CRITICAL INCIDENT PRACTICAL EXERCISES.....	4
POST TRAUMATIC STRESS DISORDER	3
OFFICER INVOLVED SHOOTINGS.....	1
FIELD TRAINING OFFICER PROGRAM.....	2
LAW ENFORCEMENT POLICY.....	1
TOTAL HOURS	30

PUBLIC SAFETY SUPERINTENDENTS WORKSHOP

TRAINING COURSE GOAL

This course will provide students with critical updates related to law enforcement, investigations, training operations and policies.

The course is designed for District Public Safety Superintendents. The training course will include lectures, small group discussions, and brief topic-specific student exercises. The student will be provided with a wide range of written explanatory and reference materials and will be made aware of specific sources of more detailed supplementary information; they will also receive information on key individuals who can provide them with direct expert assistance, people who they may call upon when working in their districts.

ORIENTATION, INTRODUCTION, LOGISTICS

Learning Goal: To provide a general introduction to the course, its scope, its objectives and its benefits to the students and the districts where they work.

Performance Objectives: By the close of the session the participant will

1. Review the Training Center Guidelines applicable to attending the program.
2. Be formally registered through Monterey College.
3. Discuss the purposes of the course, its general content, and the expectations for student involvement and learning.
4. Participate in a self-introduction exercise which will include a brief summary of each participant's district duties as relevant to the course and going on to explain his/her needs or expectations as related to this course.

EXECUTIVE SUMMARY

Learning Goal: To provide an executive update related to the mission of the Department and the relationship to public safety programs.

Performance Objectives: By the close of the session the participant will

1. Recognize the importance of the generalist Ranger/Lifeguard role.
2. Discuss the duties related to the District's Public Safety Superintendent.

3. Identify the support functions provided by Park Operations and the Public Safety Division.
4. Explain the Department's Strategic Initiatives and current Director's programs.

AQUATIC SAFETY IN THE STATE PARK SYSTEM

Learning Goal: The participant will acquire a basic understanding of the history, organization, and operation of the Department's Aquatic Safety Program. They will learn their role as State Park employees in the prevention, activation, and incident command of aquatic emergencies.

Performance Objectives: By the close of the session the participant will

1. Discuss the history, organization, and operation of the Department's Aquatic Safety Program.
2. Identify what the number one cause of death is in the State Park System.
3. Demonstrate ability to recognize and identify the environmental factors that contribute to water rescues and drowning in the ocean, inland waterways, and swift water.
4. Develop recognition skills in identifying potential victims of water rescue and drowning.
5. Describe the role of the State Park Lifeguard/Ranger and other DPR employees in the prevention of rescues and drowning, activation of rescue resources, the Incident Command of water rescues and underwater search and recovery, as well as the support role of all District and Headquarters employees for aquatic safety in California State Parks.

FTO LIABILITY ISSUES

Learning Goal: Participants will become familiar with the liability of supervising and managing a Field Training Program.

Performance Objectives: By the close of the session the participant will

1. Report on their role and responsibility as managers of the Department's Field Training Program.
2. Define effective guidelines for selecting Field Training Officers, and how to maintain an effective active Field Training Program.

1. Recognize the current POST regulations, laws and court decisions that affect the Department's Field Training Program.
2. Discuss the negative consequences that result from running a poorly supervised or inadequate Field Training Program.

INTERNAL AFFAIRS

Learning Goal: To provide an overview of the Department's Internal Affairs Program.

Performance Objectives: By the close of the session the participant will

1. Explain specific policy related to investigations and complaints from the Department Operations Manual Chapter 2400.
2. Define the Peace Officer Bill of Rights.
3. Describe the Department's Citizen Complaint process.

TELECOMMUNICATIONS

Learning Goal: This class will provide update information about the Department's Public Safety Telecommunications Program. The Telecommunications Program incorporates two major areas: 1) the Telecommunications Unit that oversees the Department's public safety radio system and equipment; and 2) the Communications Centers that provide public safety dispatch services to State Park Rangers/Lifeguards and others in the field.

Performance Objectives: By the close of the session the participant will

1. Discuss the areas of responsibility of the Telecommunications Unit and the Communications Centers.
2. Identify the resources available to assist with addressing District Telecommunications Program needs,
3. Recognize standardized radio programming.
4. Describe standardized Code-3 vehicle equipping.
5. Demonstrate knowledge of CLETS security.

CRITICAL INCIDENT PRACTICAL EXERCISES

Learning Goal: To provide practical exercises that develop skills necessary to coordinate a variety of public safety events.

Performance Objectives: By the close of the session the participant will

1. Describe implementation strategies related to public safety incidents.
2. Identify the Department's policies and procedures to effectively document incidents for reporting.
3. Define the appropriate protocol for critical incident notifications.
4. Express an awareness of incident follow-up for legal inquiries.

COOP/COG PROGRAM

Learning Goal: To provide the participants with an overview of the Department's Continuity of Operations Plan (COOP) and Continuity of Government (COG) Program and specific protocol that have immediate relevance to Public Safety Coordinators.

Performance Objectives: By the close of the session the participant will

1. Have the knowledge and ability to apply specific protocols contained within the Department's COG (Emergency Operations Plan) to future emergency situations that may arise within their work locations.
2. Have the knowledge and ability to properly relate the Department's COOP/COG Program as a comprehensive entity to other related plan components, such as the Business Continuity Plan Template for Field Operations, Wildfire Management Plan, Business Plan, Spill Containment Plan, etc.
3. Have the knowledge and ability to recognize and apply the information contained in the Assumptions and Authorities portions of the Department COG (Emergency Operations Plan) to future emergency situations that may arise within their work locations.

PUBLIC SAFETY SERVICES

Learning Goal: The participant will have an understanding of the programs of the Superintendent of Public Safety Services.

Performance Objectives: By the close of the session the participant will

1. Discuss the different programs in Public Safety Services, including grants, parking citation program, legal update, legislative changes, CCR, public safety website, and the public safety database.
2. Explain what assistance is available to the Public Safety Coordinator from the Superintendent of Public Safety Services.

FIELD TRAINING OFFICER PROGRAM

Learning Goal: Participants will learn how Field Training Officers are expected to engage the Trainee in the integration and application of classroom knowledge to actual field performance. Therefore, they must have a working knowledge of POST-approved academy training and field training programs as well as the evaluation and training processes of both.

Performance Objectives: By the close of the session the participant will

1. Identify the four goals of POST-approved field training programs, including:
 - a) To produce a competent peace officer capable of working a uniformed, solo patrol assignment in a safe, skillful, productive, and professional manner.
 - b) To provide standardized training to all newly assigned patrol officers in the practical application of learned information.
 - c) To provide clear standards for rating and evaluation, which give all Trainees every reasonable opportunity to succeed.
 - d) To enhance the professionalism, job skills, and ethical standards of the law enforcement community.
2. Explain the need for standardized curriculums and performance objectives which may minimally include:
 - a) To provide consistency with academy training and field training programs based on standardized curricula and performance objectives. Assist in the transition from academy training to field training and the practical application of previously learned information.
 - b) To provide a consistent and standardized training plan for FTOs to follow while delivering training in each phase of the program.
3. Recognize terminology, resources, testing methods, and other activities used in the Regular Basic Course, including:

- a) Training and Testing Specifications
 - b) Workbooks
 - c) POST Basic Academy Testing
 - d) Scenarios
4. Explain how the Field Training Program is an extension of the Regular Basic Course.
 5. Contrast the difference between the training and evaluation process, and recognize how both components compliment each other in a successful Field Training Program.

LAW ENFORCEMENT OPERATIONS

Learning Goal: Participants will have an understanding of the Superintendent of Law Enforcement Operations.

Performance Objectives: By the close of the session the participant will

1. Recognize policy development and coordination related to the firearms, defensive tactics, soft body armor, marijuana eradication in state parks, and canine programs.
2. Demonstrate an awareness of leadership and policy development for law enforcement training.
3. Express an awareness of information related to developing an ongoing relationship with local law enforcement and public safety agencies.

OVERCOMING THE ABYSS

Learning Goal: The participants will acquire a comprehensive education on “duty induced” Posttraumatic Stress Disorder (PTSD) as well as Acute Stress Reactions (ASR) to trauma stemming from critical incidents. There will be a review of current resources that are available through the State funded Employee Assistance Program as well as suggested self initiated means of assisting and supporting traumatized staff/assets. There will also be included into this training, State Park Rangers who will discuss events that transpired in their own lethal contact incidents.

Performance Objectives: By the close of the session the participant will

1. Define the nature of both PTSD and ASR.
2. Develop the ability to recognize the indicators/symptoms of both PTSD and ASR (in either themselves or others under their command).
3. Discuss treatment and range of outcomes that can come from therapy.
4. Review the EAP system that is currently in place.
5. Learn how to facilitate teams in becoming proactively supportive of their own members in order to increase resiliency while decreasing fear/stigma around duty induced trauma conditions they may develop.
6. Evaluate State Park's own Rangers/Assets who will speak candidly about their own "on the ground" experiences both during and after lethal contact incidents encountered while on duty.

location map for
WILLIAM PENN MOTT JR. TRAINING CENTER
837 ASILOMAR BLVD.
PACIFIC GROVE, CALIFORNIA 93950

