Debriefing Trauma

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Dan S.: Hi, I'm Dan Stump with the National Suicide Awareness for Law Enforcement Officers Program through the Bureau of Justice Assistance and host for today's podcast. Today, I'm joined by Sergeant Matt Faulk. Matt's career began at the Tucson Police Department in 1998. He was promoted to sergeant of patrol and was over their Mobile Field Force Program. Later, he was assigned to the Audit and Best Practices Program, Research and Analysis, and the Office of the Chief of Police. In 2018, Sergeant Faulk became the advanced training division manager at the Washington State Criminal Justice Training Commission. Currently, Matt works as a law enforcement and public service sector contractor and consultant. Today, we're going to be talking about debriefing after traumatic incidents. Matt, thanks for joining us today.

Matt F.: Oh, thanks for having me, Dan. I appreciate it.

Dan S.: A few weeks ago, Matt, we were talking about an incident that you had as a sergeant with the Tucson Police Department. In that conversation, we were talking about how—I hate to use this word, but an ordinary day changed rather quickly when you responded to a call that was anything but ordinary. Would you mind just sharing with us that day and the call that you responded to?

Matt F.: Sure, absolutely. Dan, you said it best—it's one of those situations that happens all the time within the job, is you can't really predict what's right around the corner and what's going to happen. To give you a little background, a lot of my squad members were at a loud party call—a routine loud party call that was just up the street, and they were just clearing that loud party call when we started getting calls regarding shots heard. Now, mind you, this is about 1:30, 2:00 a.m., to set the scene, and it's an area of Tucson that is right by a riverbed, and so it's incredibly dark there, and there's no street lights in this area. It's a really, really, really dark area—can't see your hand in front of your face type of environment.

We started getting the shots heard calls, and we figured honestly, out there—a lot of people go out there and just shoot their guns at the cans that are set up and do target practice out there, so we all assumed it was probably that. Then we started getting some more details of someone yelling and screaming. That, of course, started to change those dynamics pretty quickly from leaving the loud party call to thinking that we're going to tell some people, "Hey, it's too late to be shooting out in the middle of nowhere," to now we're hearing someone's screaming, and it's coming from this very large fenced in ranch area. With that—being late at night, I'm sure it's most agencies, most environments, you have limited resources, you have limited personnel over that night shift.

We realized that there's something that's going on with this call. It's a legitimate call. You get those indicators through, of course, your call, text, and through what witnesses are saying or what people are calling in to help you with, and then you start to get that feeling that, "Okay, there's something going on here, obviously." It's that

shifting gears immediately from that loud party situation to "We may have a shooting in progress or a shooting that just occurred." As I said before, we're in the middle of nowhere.

We had to work our way back to the area where the incident was being reported. At that point, you literally could not see your hand in front of your face. It was that dark. Of course, you start looking at what resources you have. You have your flashlights on the rifles and our handguns. We had tac lights, and then thankfully in Tucson, we had a helicopter. We had Air One come over and start to look around.

Dan S.: Matt, how many officers would you say were on the scene that day?

Matt F.: I think, off the top of my head, we had six total, five or six total that we were able to pull together because also that area of Tucson. I think it was about 125 square miles that we patrolled in one division. It was a massive division, almost the size of some small counties, right?

Dan S.: Absolutely. Yeah.

Matt F.: You had to manage your resources as a supervisor the best that you could. Tucson's a busy town, as some of you might know. A lot of other personnel that were out there were tied up on calls that they couldn't clear from immediately. Back to that environment, to where—I was saying it was a confined area. There's a large fence around the entire ranch property. There was a main gate. Only thing I could see with the flashlight was a main gate; a gazebo; a truck parked; and then a house off to the corner, a little bit off to the side with a front door open and a light on. That's all you could see. Without a flashlight, you couldn't see anything besides the door light being open.

Something just felt odd about going over that direct approach. In Tucson, we were practicing bounding where we use bounding

techniques to get up to a scene. One of the things that we were taught about that is to find a safer area to be able to bound up. Just through that feeling of all the information and situation and then that intuition of working for a while, realized something was wrong with this front gate. I took the personnel over to the side, and we began to bound up into the actual scene. Now, as we're bounding, there's horses because there's horses all over the ranch. The horses are neighing. Just a surreal experience, to where you're having these other sounds going off, these indicators, you're scanning the area the best you can, you're working your way up, and then Air One's overhead.

The main key part that changed everything for us is when we were at the front gate, initially Air One said there's someone down on the ground and they need assistance. They were saying, "Get up here and give assistance," of course. When we reached the actual incident location, immediately, we saw that there is an adult female that appeared to be deceased from a gunshot wound. It takes me back there even talking about this. We saw the bottom of a baby seat that was unoccupied, continued to scan left to clear the area, and we're setting up the best containment that we can and saw two dogs that were deceased. I'll never forget. It was a small little dog, like a chihuahua, and then I think it was a mastiff, that were deceased—had been shot.

Then we saw the baby seat. One of my officers, who had a very small child at home, went over to check on the baby and realized that the baby had been shot and was deceased. At that point, he looked at me, and I could tell that the trauma is just immense at that moment. We're still dealing with an unknown situation. We're still knowing that someone's wreaked havoc here. Someone has taken multiple, multiple lives. Someone shot a baby, and we still have to try to find this threat and to stop this threat or to identify the threat. He came back over to me, and he was really shaken up. I just looked at him and said, "Hey, buddy—if you need to sit this out, I understand. I get it. You have a child at home the same age, I get it, but I could really use your expertise as a rifle operator right

now, if you can. If not, completely understand," I said, "but now we're doing this for that woman, for that baby."

He's like, "Roger, Sarge, got it," and just focused and got back in. He made the decision to push through and help with that situation. But the decision was his to make at that time because of what the trauma he had just experienced.

As we scanned left to the gazebo, we found the shooter who had just shot himself with the assault rifle, and he was going through agonal breathing. We had to safely distance his assault rifle from him, and he passed away as we were there. Then of course, after that, we had to then go clear the house, which was completely unknown.

We have this entire ranch we had to go clear, with the help of Air One's light, to try to make sure the entire area was as safe as possible.

Just to give you a summary of that incident, a couple of years later, one of our assistant chiefs was in a separate conversation, and they mentioned that call and said it was the worst call that they had ever seen in their career, the entire totality of it. That chief was, I think, about a 30-year veteran at that time. That maybe gives us a background of just how all the different factors of trauma were occurring in this incident.

Dan S.: Yeah, that's a lot to take in on one call. As you said earlier, you just, "Hey, we were having a normal day," and you're thrust into that situation where tactical decisions had to be made, things that you had to witness, experience. They're not something that the human being is normally used to, even a veteran officer who has experienced a lot of things—this is going to be a difficult one to deal with. I can still hear how it's impacted you and this is difficult to talk about, and just your willingness to share with our

community and to help other officers—I just want to say thank you right now for your willingness to do this.

Matt F.: Thank you, Dan. To be quite honest, it's an honor to do it, and I feel it's a responsibility to do it because we have to help each other out through the trauma that we see. The more transparent we can be with this, I think, is truly how we help others know that they have support, that they're not alone.

Dan S.: Absolutely.

Matt F.: The human component is absolutely involved in everything that we do in this job, in this career. I'm very honored to be a part of this conversation, to be able to share it. I know that there's hundreds of thousands of personnel out there that are reliving similar moments, and maybe this will help give them a platform to hear someone else here share that trauma that that's from an incident that happened five years ago.

Dan S.: Sure. Unfortunately, when you had this incident and you responded, it doesn't end there, does it?

Matt F.: No, it does not. In fact, I'd say it's somewhat just beginning for the personnel who responded, who were involved.

Dan S.: Yes. Sometimes it's next steps that are the most important and how we're going to rebound from this or how we're going to personally deal with it. We all deal with it differently. Would you just take us through some of the next steps that you did—your department did? I'm sure that the six officers that were initially there that grew into a larger group is detectives and others came on scene. But walk us through the next part of this, where the crime scene is done. Now, you've got human beings that have experienced a very traumatic scene, and where do you go from there?

Matt F.: What I thought about was—you just really said it, Dan, the human component. The incident's done, we've walked away from this, we're past that part of the initial incident to do the tactics, to provide the safety, to protect, to identify the threat, to make sure the threat is no longer available to cause more harm in any circumstances. In that circumstance, he took his own life. For me, everything switched to humans. I looked at each person who was at that scene and just saw the human components that were right behind what they just saw, the trauma that they just went through and had to witness and we had to work through in those circumstances. To be quite honest, what I thought was that, we need to provide a layer of support that would be able to allow them to embrace their human emotions, their human reactions, and to make sure that that human component is given the platform, is given the opportunity to heal, to begin to heal.

What I did is I wrote up a request through my chain of command, and I was very fortunate in Tucson to where we had a chain of command system that was very supportive of the sergeants—any personnel really, but the sergeants, we had a lot of input and a lot of support to be able to manage what we needed. We had a tremendous amount of input to say, "This is what our personnel needs," and we would give the why. What I requested is that due to just every level of the trauma that not just the officers occurred, and we all occurred on the scene, which was absolutely traumatic, but you start thinking of everyone else who was involved in the call—the helicopter pilots; the 9-1-1 call taker; the dispatcher who was walking us through the call and hearing as I went through calling out a woman, two dogs, a baby, and then a man deceased.

All of these people are affected by this and all of them are in their areas of the incident to where they're experiencing trauma. I requested to have a debriefing, and I basically would call it a human debriefing. It was to get everyone who was on the call to have the opportunity to show up to a closed door, safe room debriefing, where we could talk about what everyone experienced, and try to help everyone heal through that traumatic experience by sharing each other's experiences as a human being.

Dan S.: Yeah, that's great. When you called that meeting and you did the debriefing, was it voluntary for people to show up or was it mandatory?

Matt F.: I requested it to be voluntary, and it was. The way that we were able to make it work as being voluntary was that we set the tone and the initial contact that we're here to help each other. There's no investigation part tied to this. Nothing was going to be recorded. Nothing was going to be archived. We set that tone right away to make sure that the tone was set right away that this is for the human part. This is for us to be able to talk and share. I think that was really critical, Dan, because I think that setting the tone right away, setting that safe environment was very, very important at the beginning to get people to trust that they had an opportunity to be vulnerable a little bit, to be able to show up and share and to gain support.

Dan S.: This is something that wasn't a normal process in your department at that time or was it?

Matt F.: From what I understand, it might've been the first time that it was actually done. We had had a lot of discussions about wellness within our department, and we were working on a lot of wellness components. Being part of the 21st Century Policing Task Force also helped us highlight officer safety and wellness within our department. It's having the opportunity to look outside of that normal box and say, "What if we did this differently? What if we tried this?"

Dan S.: Sure. You have this, and I'm sure there's lots of apprehension from the officers coming in, "What is this? Is this investigative? Is this to help heal? Someone just wants to hear the story." I'm sure these things were all swirling around, as they do in all departments.

Matt F.: Absolutely.

Dan S.: But once you had everyone in that room, and how many—would you say a majority of the people involved in that incident attended, or?

Matt F.: Yes, I'd say the majority. On the department the size of Tucson, which is a mid-sized agency, over 1,200 people to 1,400 people were on the department at the time. There was probably 20–25 people in that room.

Dan S.: Wow. Great. You limited it to just the people that were part of the incident. There was no command staff or no one outside involved in the incident.

Matt F.: I think that was critical, Dan. Yes, we did it that way. The way we started the debriefing was one of our assistant chiefs came in and once again set the tone. She came in and laid the framework that this was for the personnel who were involved with the incident. It was specific that no commanders were going to be there that were not directly affiliated with that incident. There was no rank in the room also is something that we set right away—is that there's no rank in this room. We are here as humans. We are here as a team to discuss this, and then she thanked us all and left. That also further helps set the tone that this is a safer environment to speak.

Dan S.: Outstanding. You got everybody in that room, and we want to protect the conversation and not talk about that specifically, but in your words, what occurred as—here's a bunch of human beings that experienced something very traumatic. You hope you don't ever experience in your career, but they did. What happened in that room?

Matt F.: I'll tell you, Dan. First off, we had—the tenure in that room was from, I think the youngest officer was maybe two years, up to 25-year veterans. I believe, as I do in critical debriefings, the incident commander should speak first, and they should share their experiences. Normally, in critical debriefings, what I recommend and what I would do was, I would speak first about the tactics

involved in an incident and what I could have done better, what my thought process was. So, it's a learning environment for everyone there, and then I would go around and usually, that would positively set the tone that, "Okay, Sarge is being very transparent here. He wants to hear input and he's admitting—he's immediately engaged in what to do better next, lessons learned."

Dan S.: Yes.

Matt F.: I brought that over to this, Dan. I immediately said that I want to speak about what I was feeling, and what I shared was—during the incident I'm going through the tactical side of things for, obviously, the safety of all involved. Then when the officer went and tended to the deceased baby, there was a moment during that time to where I saw a dad. I saw a dad of a young child, a young baby at home the same age, and I could see it in his eyes. Even though I was a sergeant on the scene, the incident commander at that scene, I'm also looking at everybody as, "I've got to get these guys home." It's that family part of the job that we talk about, and I would say that that's one of those moments where that really came into my mind-set, that this is a unique, unique situation. This is my team. We're a team here, and they all have families at home, and I need to put every effort I can to make sure that we have the safest outcome possible in this situation.

When I shared that, I could see some of the faces change to see that this is really about being a human. This is a normal thing through any position, any role, whether you are incident commander, whether you are the rifle operator, or whatever you're doing—this is also happening. From there, Dan, I felt that it really opened up the conversation. I was so happy that the next person who spoke was the most senior person who was on the incident. They shared what they were feeling as a human, the trauma that they were experiencing. They were in the helicopter, and they were watching everything overhead and watching us work through the best that we could with our tac lights, the light from overhead from the helicopter. For them to share that, with being such an

experienced, tenured tactical officer, it was a tremendously empowering thing for everybody in that room to hear.

Dan S.: Excellent.

Matt F.: From there, Dan, just everyone started to share. Everyone started to share their perspectives. I think the biggest key was to make sure that everyone completely had the confidence that they could share their perspective. They didn't have to look at it from what the sergeant was thinking, what the other operator was thinking, the 9-1-1 call taker didn't have to think about it from what resources they were trying to get to help respond. They were allowed to look at it from their perspective and share what they went through. I believe that that's really part of the big healing process in situations like this, Dan, is to embrace everyone's perspective, everyone's involvement, everyone's human components in these situations.

They're making decisions, they're engaging in these circumstances, they're filtering through everything that they have to filter through in their role—whether it's on the incident scene, whether it's sitting and taking a phone call, whether it's providing information, whether you're hovering above trying to help manage the entire scene and to help the personnel on the ground out there. That's really where I think the power came.

Dan S.: Yeah. When you were sitting there and you're going through the room, could you feel the start of some healing within the room?

Matt F.: Yeah, I could. I could see faces starting to de-stress. I could see body language changing. I could see the tone of voice becoming—not the officer tone that we often use, but the human tone, the person behind that. I could hear the dispatchers. It's always very interesting, especially in a department the size of Tucson, to put a face to the voice that you hear every night, and to then see that person there, knowing they're the voice of information for you. They're the voice of resource for you through the night, and then to be able to put a human with that voice, build those real team connective bonds—really know who's out there and who's part of

your team during that night, who's working, and how you're able to get through an incident like that. It's everyone's role. It's every person in that room that is helping us.

Dan S.: Yeah, absolutely. As someone who's led those debriefings, who's sat in them because I needed them, the beauty of it is, you realize you're normal, like the things you're feeling experiencing and the stuff that's going through your head, and you hear other people talk about it. There's just something that says, "Okay, you're normal, you're good." You start to question yourself sometimes, or you have anxiety and things like that. Was that something you experienced as well?

Matt F.: Absolutely did. You just said it perfectly, and that really is to where you go through all those different emotions. You have to tend to them at some point—you have to tend to the human part of yourself. You have to realize that, as I always say, "You're a human before you put on the uniform, you're human after you take it off. You're a human first." I think that it's being able to find the platform or your personal mechanisms to be able to be okay with that, to realize that, and to use that as a strength during those circumstances. I think it can even change the way interactions go. I think if you look at other parts of the job, such as de-escalation or other things that we ask of personnel, I think a lot of times, tying into that human component and when you have a good, strong, emotional intelligence, when you're aware of that—really helps you to be able to have different outcomes in those situations, more positive outcomes.

Dan S.: Yeah. Absolutely. Matt, you have this debriefing, or the debriefing occurs—did you see anything after the debriefing in the days, weeks, months afterwards that indicated positive, negative reactions from those involved?

Matt F.: Absolutely. On the sergeant level, I had conversations with other sergeants and commanders about why we did that. It had never been done before, and so they were questioning the process. When I shared the why, I really had a lot of support with that, even from the people that at first maybe didn't quite see the value of it.

The positive was that we then started an entire new conversation about different ways to provide wellness. It gets you out of that set box that you normally operate in, and it got you out of that box. We started thinking, "What other ways can we do this?" It started, I think a lot of really strong, tremendous conversations to see what else we could do, what else we could utilize and became, I think, more exploratory in that area.

I would get contacted and questions six months later about it still. Well, the questions were—I had tactical questions, "Sarge, why did you make this decision?" One of the things I shared, even during that conversation, months later, was that—to be quite honest, I went through about ten different options at that time. When you're making those types of situations in those circumstances, you have to make the decision of what's best. Instead of just closing it off, I then had a back and forth conversation with that officer to make sure that I understood where they were coming from. They also understood my thought-making process. I gave them the why. I think that was really key because who knows, if that officer had left without that follow-up conversation months later, and still wondered, "Why did we do this, and could we have done this differently?"

It's part of, I think, the supervisor role, and I think it's part of really just the industry. We talk about lessons learned, we talk about debriefings, but being open and transparent when you can I think is extremely important because those are learning tools.

Dan S.: Absolutely. You're developing the next generation.

Matt F.: That's exactly it. That's how we pass on our knowledge and experience, our lessons learned to the next generation, and then they can build upon what we've done. They can use the positives. They can look at areas of opportunity of growth, and then they can take it further and improve it past where we were able to at our time. Then it's also just—quite honestly, Dan, it was a lot of just casual conversations about it that lasted for years. They would just come up in very informal situations and we would talk about it. I

believe the power of the way that we approached it allowed that to happen, meaning that, I think that first human debriefing allow the environment to be set that we could talk about this a year or two years later, and there was a comfort with that. There was an understanding. There was a trust with it, Dan.

Dan S.: Yeah. Matt, as you talk, I'm just excited. Listening to you, you define what a true leader is. You're taking care of your people. Just a little bit ago, you said when you were at the scene, "I had to get my team home to their families." What I love about what you then follow up and did is the amazing part. In law enforcement, we're taught from day one, when you come out and you get in your cruiser with your field training officer, they teach you the most important thing you're going to do every day is to make sure you go home.

Matt F.: (Affirmative.)

Dan S.: Unfortunately, we set that bar too low, because we're sending officers home that aren't dealing with the stresses of this job appropriately. When you said, the day of the scene, "I had to get my team home to their families safely," you did, but then you followed up, and you made sure that you got them home to their families well, mentally well.

They didn't go home and self-medicate. You gave them coping mechanisms. You helped them with the emotional strain of what they just dealt with. Sometimes it's the simple things of talking it through and understanding, "Hey, the most important thing I can do for myself right now is get good sleep, eat, continue to—if I go to the gym, continue to go to the gym. Talk to my spouse, 'Hey, this is what happened today. It was a bad day.'" In law enforcement, we really got—which you exemplified here, we got to make sure we're not getting our people home, but we're getting them home healthy and well. When I hear this, it just is great to hear you lead your people well, and kudos to that. It's exciting to hear.

I can't help, but think of the Oz Principle of see it, own it, solve it, do it. The day that that event occurred, that's what you did. The days afterwards, you continued to do that. I would encourage all leaders out there, whether you have stripes on your sleeve or you're an informal leader, apply that Oz Principle. If you see a need, do something about it, for yourself and our fellow brothers and sisters.

Matt F.: Absolutely. Absolutely.

Dan S.: Yeah. I commend you for just what you did. Thank you for sharing this story. Is there any last words you'd like to say to the officers that are out there today, and I'm sure some have just gone through a traumatic incident as well?

Matt F.: Absolutely. The healthiest thing you can do for yourself, for everyone around you, for your families at home, for your loved ones, for your team members, for the community is to get that wellness help. Tucson Police, we also had a very strong chaplain portion of our department, nondenominational chaplains, and they were phenomenal resources for us during these times that the personnel could reach out to. We had peer counselors also that we had a system set up. You just said something very important, Dan—formal or informal, you can help each other out just by really paying attention and understanding the person you're working with and what they're going through.

I think the other big key is to make it normal—to make it normal in your environment to check up, to see how people are doing, to have those conversations, to have those coffee chats, to not just talk about tactics, to not just talk about the incidents that you've gone through as a storytelling, but talk about the human side, check on the human side. When you're in those circumstances, I'm sure there's many, many people—Dan, I know that you'll get this. What you remember after those incidents—you remember the incident itself, but you really remember the people who were there with you, right?

Dan S.: Yup. Absolutely.

Matt F.: That's something that I think is unique and special. You're doing, as you said earlier, the things that you're not supposed to necessarily see and do as a human, and you have this bond with other people. That human bond can be unbreakable in a very healthy way. It can be a very supportive way. Those bonds never go away. Embrace that human side and help each other through it. I truly believe that's how we—as you said it best, Dan—get home healthy.

Dan S.: You touched on another great point, Matt. You know that bond is what also—if we have a fellow officer or someone that's struggling, not everyone goes through smooth, or they struggle to the point where they might need counseling or something, but it's that bond that allows you to go to them and say, "Hey, sister. I love you, but we're past the point of talking. We need to go talk to a counselor." It's that encouragement, and it allows that person to be vulnerable enough for you to come and say, "Hey, let's do this or let me help you do this." Because sometimes we do need a little extra help.

Matt F.: Yes, we do.

Dan S.: Did you have any training going into this with debriefing an incident in this way—not a tactical way, but more as a human being side of it?

Matt F.: I tapped into being a former coach, coaching different basketball teams in the Tucson area. I tapped into being a crisis intervention trained officer and supervisor. I tapped into—when my parents would talk to me about something that was difficult for me and had a very impactful emotional response with me. I think it's really finding the resources that you've had throughout your life that prepare you for moments like that.

Dan S.: Yeah. I can say again, as I sat through them and I was a peer counselor, so I went through formalized training and how to debrief it. But at the end of the day, it's a conversation that you're having with a group. It sounds like you pulled on all those experiences with no formal training but were able to walk a whole

team through this, which is just great. Let's talk on the mandatory versus voluntary. Do you have an opinion of what should it be mandatory, or should it be voluntary?

Matt F.: Well, I would offer that the goal is to have it—if it becomes mandatory, have it become mandatory because it's been identified as something that will help. Sometimes the voluntary processes of something, that beta test of something can be the most positive or impactful way because you can really learn and adjust and adapt as you go along. Then I think, when you're making it mandatory, something like this—it's got to be the listening and the feedback and the lessons learned and how to do it to where it's meaningful, to where it has the positive impact and outcomes that you want. I think, for me, it was something that has to deal with the human side. I'm very much a proponent of getting that input first, getting those lessons learned first, understanding how it's going to help and what people need and why. Then that, for me, helps when it becomes a mandatory—it's accepted, it's understood because it's something that they were requesting and wanted and needed. I think it really creates that validity to it.

Dan S.: Sure. I can say, just from my experience when we first started doing debriefings, it was voluntary. Once we saw the value and the officers saw the value, we actually said, "Hey, for certain incidents, we're going to make it mandatory." You got the initial push back like, "Ah, man, what's going on?" But after a while, it just became the norm, like "Okay, I was involved in this," and people saw the value of the debriefing and there was never push back. Once you go through them a couple of times, you see how much it helps and that bond that we talked about. As an officer, it's a good thing to go through. If it's voluntary, I'd encourage you to do it for your own sake, for the sake of your brother, sister, officers, and also for your family's sake. What do you have to lose?

Matt F.: Yes, absolutely, Dan.

Dan S.: Yeah, just my experience and hundreds of officers I've sat through with during these. I'm sure you probably have been in the same boat.

Matt F.: Well, yeah, I'd like to offer with that. You look at tactical debriefings, you look at critical debriefings. You look at—a lot of times, there's someone that might be quiet at first, but they're there. They're hearing everything that's being discussed. They're learning during that environment because they're hearing from other people. Even if they don't speak up at first, it's a value to them because it's an opportunity to learn. I would say the same with the debriefing after this incident—even if someone had not spoken up in that room, they're getting access to other people's feelings, the emotional human components of incidents. It's normalizing it for them. They're learning from that, and they're gaining perspective, they're gaining strength from those conversations.

Dan S.: So on point. Well, Matt, I really appreciate you coming on today and talking with us. I really can't thank you enough for sharing your experience after this traumatic event. For our listeners out there, if you want to get more information about the SAFLEO Program, or if you want to speak with Matt directly, please let us know through our website. I would also encourage our listeners to visit the SAFLEO website at www.S-A-F-L-E-O.org. Thanks again, Matt.

Matt F.: Thanks for having me, Dan. I truly appreciate it. Thank you.

Dan S.: Oh, you're welcome. Thank you.

Speaker 1: The SAFLEO Program is dedicated to providing training, technical assistance, and resources to law enforcement agencies, staff, and families to raise awareness, smash the stigma, and reduce and prevent law enforcement suicide. For additional information regarding the SAFLEO Program, please visit safleo.org. That's S-A-F-L-E-O.org. Follow us on Facebook and Twitter.

The Bureau of Justice Assistance, BJA, Office of Justice Programs, U.S. Department of Justice, is committed to making our nation's communities safer through resources, developing programs, and providing grant-funding opportunities to support state, local, and

tribal criminal justice efforts. All are available at no cost. Please visit www.bja.gov to learn more.