



## MINUTES

### Public Safety, Courts and Civil Service Committee

April 15, 2021

Members Present

Dave Gruber, Chair  
Marsha Berzins, Vice Chair  
Curtis Gardner, Member  
Council Member Angela Lawson  
Council Member Juan Marcano

Others Present

C. McDonald, C. Andersen, V. Wilson, A. Ogg, P. Schuler, A. Garcia, J. Schneebeck, S. Day, C. McDonald, C. McCoy, D. Parker, J. Kellner, R. Weber, A. Robnett, C. Hills, F. Gray, C. Amsler, M. Nelson, M. Cain, M. Longshore, S. Redfearn, C. Poppe, I. Evans, J. Batchelor, T. Brown, D. Wilson, M. Platt, W. Lippman, M. Hays, J. Bajorek, R. Pena, B. Parvin, D. Devan, J. Heckman, S. Stowell, S. Wright, J. Lanigan, J. Twombly, R. Wesner, S. McGhee, R. McGregor, T. Edwards, C. Carlson, C. Amparan, M. Franks, J. Bergeron, M. Chapman, M. Gaskill, D. Giordano, A. Dickens, E. Wittman, J. Prosser, K. Claspell, R. Venegas

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**1. Call to Order**

Meeting called to order at 11am.

**2. Approval of Minutes**

March 18, 2021 minutes approved.

**3. Consent Items**

**3.a RAVEN MOU Resolution 2021**

Approved to move forward to the next Study Session

**4. General Business**

**4.a April 2021 UCR Report**

Deputy Chief of Police, Darin Parker, noted that the UCR stats provided in backup are similarly trending as in the previous reports. Sex Assaults continue to trend down. Aggravated Assaults continue to trend up. Overall violent crime continues to trend up at roughly the same rate as the previous month. Property crimes also trend up at roughly the same rate. Property crimes include burglary, motor vehicle theft, and larceny. There has been some success with proactive operations. The District 3 PAR Unit, CMATT, and Gang Intervention Unit conducted several operations recently resulting in the apprehension of five motor vehicle theft offenders. The Traffic Section has been conducting monthly operations.

Operations Division Chief, Stephen Redfearn, updated the committee on an initiative being implemented in District 1 Business District along the Colfax Corridor. Colfax Avenue from Yosemite to Havana. They have developed a plan for two additional officers to work foot patrol four days a week. The onus is not on arrests but rather contacting businesses to address safety issues. The plan is to run this initiative through the Summer until October. The businesses will be surveyed around the mid-point and the end to measure success of this initiative. There has already been good feedback received. In the first weeks of the initiative there has been 80 different businesses contacted, six criminal warnings, and 20 non-criminal contacts. Officers provided five resources guides and made one arrest for warrant-related charges and street checks with field interviews. Selected officers will be engaging with the community and contacting businesses. The officers will have resource guides that include information on shelters, food, addiction treatment, and transportation can be provided if needed. They will keep stats and report back to the committee after the next survey.

Chief Wilson added that this is a high-visibility initiative to work with the businesses to help them feel safer as well as creating opportunities for positive interactions with people that may be fearful of police, or just rebuilding trust on a day-to-day basis by having face-to-face conversations.

Gruber: The concern that I have is that as we come out of the Winter and enter into the Spring – My understanding is that the cyclical nature of the crime stats that we have is that we can expect to see more crime as more people are out wandering around. So, being proactive and being front of businesses and anyone considering anything is an important step.

Gardner: Last month's meeting I had brought up the fact that we've heard several times that council and council policies are to blame, at least partially, for the increase in crime. The conversation we had is that we were going to have a presentation on specific things that we can do to address that crime. And so I'm just curious, are we still going, are we still waiting on that presentation, are we not having going to have that or what is the status of that?

Gruber: My intent is, yes, we're going to have that presentation. We specifically asked at our last meeting those that council can do to help drive crime down. The primary purpose of asking for the metrics on crime within the city every month is to have an understanding as to the actions that the police department is taking, how those actions are impacting crime, and other things that could be done. My intent is, yes, to have that moving forward. I think also that I want to be careful how that was phrased. I don't think the actions of council has created crime, I think that on the other hand I'm looking for things council can do to reduce crime.

Gardner: I'm not attributing that statement to you CM Gruber. But I have heard that from our police department – that the actions of council and the attitudes of council have contributed, at least somewhat, to our increase in crime. And so that's where I'm coming from. I certainly don't mean to attribute that statement to you. If that was how it came off, I apologize for that.

Gruber: On the other hand, I do believe that some of the things coming out of the legislature are directly affecting crime. Specifically, Senate Bill 127 and 62. I'm very, very concerned about those.

Berzins: I just got off the Havana Bid virtual meeting. I will tell you, those business owners are very leery of what state legislature is doing, the bills that they're passing that are soft on crime or not jailing criminals. You can hear it in their voices, they are afraid of Summer to come because they know – like you – it's cyclical and there is typically more crime in the Summer. It's not only business owners on Havana. Everywhere I go I hear it – crime is going up, why is crime going up. Honestly it's gotten out what some of these bills are doing and I don't know what city council can do but I think we owe it to our residents and our businesses to look and see what we can do to help them combat crime in their homes and businesses and how we can help the police do what they need to do to catch criminals. It's easy to see, all we have to do is look at the statistics and the statistics don't lie. I am looking forward to us having a conversation about what we can do to help.

Gruber: Thank you and I agree.

V. Wilson: I just want to say that obviously there are things that council is doing and I want to thank specifically Council Member Lawson for the juvenile violence initiative that she is pushing. That's going to help us as well as the invitation to FISR to get my opinion on some of the senate bills that are coming forward. I really appreciate that. And I think that last year was a rough year. I think that when we talk about council, I think – Sir, if you're misunderstanding that we're blaming council for any of the crime increase, that's not it at all. I believe the only thing that I personally said was that, when I was asked why we're losing officers, I think just feeling supported not only with council but the community. I can tell you that I feel as though there are council members that are absolutely in support and I've had great conversations the last month with different council members. I really want to move past that chapter, but I will come forward with operations if you'd like. If you'd like slides on the operations we did, I can tell you we wrote 114 traffic tickets yesterday on Parker Road, and that was 15 and above. So very fast speeds on our streets. We are doing enforcement and, when doing enforcement, we run across other types of crimes. We are doing everything we can with the resources we have. And I think that part of when we say, what are we doing to combat crime, I think that the presentation from GRIT, hopefully you will all be excited about so thank you for that, Sir.

Gruber: I would like to add to the metrics that we received. I don't want to know how many tickets were issued, but I think that we need to add officer retention to the list of things that are reported to us every month so that we have an understanding. People need to understand both the crimes going up and the police manning is going down that the presence as a result of that manning is affected and that we're doing the best we can. I also understand how challenging it is to bring in recruits for the police academy. So, if we could add in the future the current retention rate for the police force. We can talk about details offline.

#### Outcome

Information Only

#### Follow-up Action

Staff will include officer retention information in next and future reports. Staff will bring actionable items for crime reduction to committee for council consideration.

## **4.b Youth Violence and Initiatives Overview and Discussion**

Council Member Angela Lawson shared with the committee how she came to this point with this initiative, her vision, and her hopes for the success of the program. In 2017, she was contacted by community youth about what was going on in the city and asked what the city could do. Listening to those conversations brought her to wanting to do something to address this issue. She also sat on the A-GRIP program in 2016 and 2017. There were great things that came out of that program but also some gaps that could have made the program better. She also went on a ride-along with the Gang Unit and was able to learn the perspective of the police department and things to look for regarding gang activity. Funding was lost when the Photo Red Light program was voted out in 2018. There had to be something they could do to address the increase in gang violence. In 2019 she talked to the Mayor about her passion on this issue. They began to look into a funding mechanism and looked at the allocation of the 1% additional marijuana tax, making sure before they moved forward that it was still lower than any other jurisdiction. The vision that she sees right now is that we need law enforcement, non-profit organizations, and community to collaborate. We don't need to be siloed. She hopes that the new program manager will develop a communication strategic plan of how to connect those organizations. This plan should include the courts and district attorneys as well. With the program established and a program manager, the communication and collaboration should begin soon, in her opinion.

### **4.b.1 Youth Violence Prevention Program Update**

Housing and Community Services Director, Jessica Prosser, explained how over the last several months she's been taking the approach of making this a collaborative process and making connections within the organization and outside the organization to include Denver and their team. She thanked the Chief and Claudine McDonald for their help with the interview process and getting youth involved in the interview process. She introduced newly hired Youth Prevention Program Manager, Christina Amparan.

C. Amparan explained her prior experience includes having worked in a public charter school system, law enforcement and prosecution-based victim services, and within the criminal justice system. She was the initial coordinator for the gang reduction initiative in Denver so she's familiar with intervention and prevention level strategies including a public health lens to address gang violence.

C. Amparan shared a PowerPoint presentation with the committee. Youth violence is currently the leading cause of death and non-fatal injuries in the U.S. Homicide is the 3<sup>rd</sup> leading cause of death among youth ages 10-24. The majority of these homicides involve a firearm. The Denver Health's Gun Violence reports indicates 700 youth as being impacted by gun violence annually. Youth violence occurs when a young person between the ages of 10-24 will intentionally, physically assault or use firearms to threaten someone else. Youth violence does take different forms, such as fights, bullying, threats with weapons, gang violence, stabbings, and assaults. They can be involved and impacted by violence as a victim, witness, or offender. These three categories are important for consideration moving forward so as to not just look at victims and offenders but also consider the secondary trauma that witnesses may be exposed to. Traditional responses have been done in a siloed approach and a way that does not include a trauma-informed approach or a prevention lens to bring awareness of not just the issue, but of available resources

and services that can inform the community of what's available. Youth violence has also been minimized in the past and the severity or complete impact haven't been considered. When it comes to youth violence the response is reactive versus proactive. The CDC has best practice and evidence-based model recommendations that include identifying the problem, identifying risk and protective factors, develop and test prevention strategies, and assume widespread adoption. Moving forward, they want to be sure to incorporate public awareness, consideration of adverse childhood experiences that could have impacted cognitive development, recognize the impact of trauma, recognize the strength of the youth and support system, and consider the diversity of the community. The approach Denver has taken may not fit with the communities in Aurora so understanding the needs of the community is important. In addition to the six strategic categories, it's important that the city maintains that addressing youth violence is a priority. Recognize the impacts youth violence has in the community and utilize a data-driven approach and evaluations to make sure that the implementations are working and making necessary changes. The Youth Violence Prevention Action Table (VPAT) will be a multi-disciplinary group that includes youth, parents, city and community leaders, and the youth prevention program team members to be able to not just develop but to also implement the strategic plan. This will ensure an inclusive group to address the issues in the community. Funding for this program is \$1.1 million that pays for personnel costs and support for community-based organizations that provide youth violence prevention services. This week is Youth Violence Awareness Week. The Mayor and City Council recognized this week by issuing a proclamation this past Monday. Staff will continue to develop the three working groups identified. Upcoming funding opportunities include an RFP for the Youth Zone Pop-Up Events and programs targeting direct services to address youth violence risk and protective factors. C. Amparan will start meeting with stakeholders, identifying local and national public health violence prevention model and best practices, review stakeholder data, inventory current services and gaps, and begin hosting forums to continue gathering information.

Gruber: First, I'd like to welcome you, Christina, to the city on behalf of the committee. We're looking forward to your success and we wish you the best moving forward. I do have two questions; First one has to do with measuring results. If you are successful, there will be less crime. How do you measure a negative as a success?

Amparan: What I've seen in my past work and models is that once we target a very specific pocket of the community when we're implementing services or actions, we may initially see an increase and then after a certain amount of time we will see a decrease and that will be a reduction in not just calls for service or actual crimes being committed but we can also look at data where we might see a reduction of dependency and neglect calls or reports. We have to have the multidisciplinary approach to be able to gather data from all the different partners that are connected to youth violence and see how there is not just a potential increase, but also a decrease.

Gruber: There are gang units from the police forces across the area and those units are dealing with the impacts of those gangs. Are you aware, coming from Denver, is there a similar type of focus on the gang prevention efforts between the cities or can we join something like that?

Amparan: During my time as the GRIP coordinator in Denver, a lot of what we did there was identify suppression level strategies that could be implemented not just by law enforcement but also probation and parole. Through the prevention work that is being done in Denver, there is a lot of cooperation with law enforcement and community-based organization to do prevention-level work. We can take a lot of what Denver has done. In Colorado, Denver is the only one doing that kind of work. There are national level models that information can be taken from.

Gruber: I'd like to see us, as best we can team up with – the borders between Denver, Lakewood, and us and going up to Northglenn all the way – all of our associated cities – the borders don't mean anything to the gang members. So, working with those other municipalities might be a worthwhile action to take.

Berzins: I really enjoyed the presentation, you can tell you've done this before.

Gardner: Thank you for the presentation and welcome. I look forward to you being successful because I think that will help all of us.

Lawson: I'm excited about Christina, she's very knowledgeable. I'm going to be behind her success. Like I said, my passion is with these youth and I want to make sure we have an impact on their lives and try to curb a lot of the crime that is happening in the city. We can't help everybody but if we can help one, two...that's success to me. I wish you all the best and I'm looking forward to learning about your strategic plan and looking forward on how we can all collaborate and work together. This is very exciting. Thank you and welcome.

#### **4.b.2 Gang Initiatives and Discussion**

Police Lieutenant Chris Poppe provided a presentation on the newly formed Gang and Robbery Investigative Team (GRIT). There is a nationwide rise in violent crime. Local robbery statistics are up from where they are generally. Year to date last year was approximately 21% higher than the year prior. They found that a lot of the crimes are committed by a small group of people. Within the department, there were several different investigative teams working on each crime but not working on the necessarily together. Many of these crimes involve gang members. They plan to focus efforts more efficiently on the small number of criminals that are committing the majority of the crimes and hopefully impact the overall crime. Historically, the department went through de-centralization that included each district housing their own investigative teams and each district would handle robberies that occurred within each district. Before the implementation of GRIT, the multiple units investigating these violent crimes included each district, Gangs, and Safe Streets Task Force. Safe Streets would primarily focus on bank robberies and some business robberies. Many times, there are pattern robberies that span the districts or even jurisdictional boundaries, but the connections wouldn't be made until a significant time had passed. GRIT is responsible for all pattern robberies citywide and the goal is to make that connection much sooner. GRIT works with uniformed officers to improve communication. GRIT consists of 1 sergeant, 8 detectives and a crime analyst. They meet with the district officers during briefings. GRIT focuses on gang related shooting/assaults, car jackings, possession of a weapon by previous offender, and home invasion robberies that are part of a pattern. Due to the limited number of detectives, crimes that are likely to be deferred to the district detective teams include shoplifting, opportunity robberies, home invasions not related to a pattern, and other non-pattern related robberies. GRIT has partnered with Safe Streets, ATF, they have a dedicated DA out of the 18<sup>th</sup> Judicial District,

and Crime Stoppers. They conduct enhanced investigation technicians by focusing on the people rather than a single event. They coordinate with partners throughout the metro area and federal prosecution cases. The detectives use National Integrated Ballistic Information Network (NIBIN) technology to match shell casings used in crimes. They will continually evaluate the effectiveness of the team and make modifications when needed. In the seven weeks since implementation they have already made some good arrests that have had an impact on crime.

Gruber: You said that you're teamed with the 18<sup>th</sup> DA out of Arapahoe County, is there a relationship with the 17<sup>th</sup> DA?

Poppe: We're working on that. They don't have a dedicated organized crime prosecutor. We're working on making a similar partnership with them, but it wasn't in place when we started this. We do have partners, it's just not quite the same as the 18<sup>th</sup>.

Gruber: Okay, I understand. I wish you luck with that and if there's anything we can do to help, let me know. There was a request from council for funding of analytic software that would allow you to find patterns. Do I remember that correctly and is that software effective?

Poppe: We use a product called Nighthawk that allows us to do analytics when we're getting records from either phone companies or social media sites. It helps put the records in chronological order and provides link charts between suspects. It's one of the major tools we use every single day on all these cases and is absolutely helpful for the pattern investigations.

Gruber: You mentioned that crimes in neighborhoods aren't considered to be pattern crimes. One of the major complaints I get from constituents is the ring cameras, they're seeing people walk by, walking into the driveway, checking to see if their doors are unlocked. So, I guess I'm a little surprised that it's not considered a pattern.

V. Wilson: When we're talking about patterns, we're talking about a group of individuals that are organized. Our district detectives are still looking into those robberies. We're just talking about GRIT which is focused on putting some of the most violent people and the most prolific people that are involved in patterns and organizations. We're addressing those individuals because the higher propensity for violence, but we are investigating all robberies.

Gruber: So, what I'm hearing you say is that you are following that, but you aren't treating that so much as a gang crime. You're treating that as a local, district crime.

V. Wilson: Correct, Sir.

Gruber: I would like to know a little bit more about the gangs that are operating within the city. We can talk about that at another time so that the population is aware as to how large this is. When I saw the list of gangs, I was surprised. This isn't just one or two operating in a little area, this is many operating in many areas of the city. I don't want to comprise any of the knowledge that you're assembling but I think it's important for the city to know how many gangs are out there that you're tracking.

V. Wilson: Yes, sir. We'll get a presentation on the books for you.

Gruber: With that, DA John Kellner from the 18<sup>th</sup> Judicial District.

18<sup>th</sup> Judicial District Attorney, John Kellner provided an overview to the committee. The 18<sup>th</sup> Judicial District is Arapahoe, Douglas, Elbert and Lincoln Counties. It is the most populous judicial district in the state and the most diverse geographically and by the population. The DA's have a role in the prevention aspect of crime in addition to the prosecution of crime. They have a robust diversion program that is often used to get younger people away from the gang lifestyle and culture. They will be opening a new diversion office in Aurora in the next couple months. DA Kellner's office is working directly with GRIT. When he took over in January, he started an organized crime unit that has three dedicated prosecutors. When looking at the numbers provided by the police department in regard to violent crime, most of the aggravated assaults are shootings that are just short of being a murder or serious bodily injury. The increase in aggravated assaults is concerning and the reason for the three dedicated prosecutors. When talking about organized crime prosecutions, it involves arresting and prosecuting a group of people working together. The reason that matters is because Colorado has the Colorado Organized Crime Act (COCA) statute that can bring more serious charges. When they are aggregate together and go after the groups driving crime, they are able to take the dangerous criminals off the street and keep them off the street. The lines between gang members have been blurred more and more and they tend to come together with goal-oriented financial gain and individual status. There's been a decrease in the number of arrests and an increase in crime. What they are seeing is that gang members feel emboldened because there has been less consequences due to the pandemic and less interaction with the justice system. Their goal is to be the best partner possible. That's why they're integrated with RAVEN, GRIT, and Safe Streets. They also have one CSI technician who specifically works with NIBIN from the DA's working at the Unified Crime Lab. They are engaged with all these partners to address the growing issue of gang violence.

Gruber: Is there legislation that could be created at the city that would help? That might be a better question for the city attorney's office. Are there thoughts that you have as to legislation that council could bring forward to assist in addressing gangs?

Kellner: That's a great question. When we're talking about ordinances and municipal violations, of course, I don't prosecute those kinds of situations – we handle the misdemeanors and felonies. One of the concerns I have generally with ordinances is that we have to be really cautious that we're not getting young people in a bad spot with lower level ordinance violations that then don't get addressed in the best possible way like in our diversion program to make sure it's not over-criminalizing something. One of the things we saw in our juvenile diversion program was that we were screening kids out that had a number of ordinance violations. What we saw is that had a disproportionate impact on young kids of color, and that was obviously a bad thing. So, we took a deeper dive into realizing that these ordinance violations are not very high on the scale of criminality, so we then made a conscious decision to not use that as a screen-out tool for diversion. What that meant was that we were able to get more kids into our counseling program. We've got 15 master-level therapists that help get kids and their families on the right track and out of the justice system. So, that's a complicated question,

CM Gruber, I would simply say, at the state level, when it comes to legislation, obviously we're all watching what will happen with Senate Bill 62. I know a number of people, including the DA's council are working on amendments. But if



that goes too far and really handcuffs law enforcement from being able to do their job, I have great concerns about that.

Gruber: The fact is that the city has its own municipal court. Julie, would you like to address the impact on the city and your thoughts legislation council could address?

Heckman: First, I would just say that we in the municipal court are very appreciative of the collaborative nature of DA Kellner's office. Because some of the thing he was just talking about are issues we've been looking at regionally. I'm part of the High-Risk Juvenile Task Force and do work closely with Sarah Ericson who runs the diversion program. Through that task force we did take a deep dive looking at the data from the state and municipal system. That's one big problem between those two systems is they don't talk to each other very well as far as data. It's difficult for the DA's to see what has already happened through the municipal court. So that's another piece that I think we are very collaborative. The juvenile unit DA's are in close touch with our office as well as the DV unit because they don't have access to what may have happened in our court. We also need to be collaborative to look at when there are things that if a person already has charges in one court and we get charges here, if they're already working on a treatment plan, then we can look toward the best place to get all those things together. It does take communication and to be collaborative and I think we do. As far as your question, about specific gang ordinances, if there are pattern crimes that's probably something that is going to end up more in the state system. If there are things that we're seeing in reports that patrol has written, working with APD detectives and DA's to figure out the right place for that to be or if we're seeing different crimes with the same juvenile, we'll look at holistic approaches so as to not have people in the system that don't need to be.

Gruber: The primary reason I asked for this specific presentation today, especially the combination of the three sides; how do we keep people from joining gangs, what do we do with the gangs that we have as far as policing and reducing crime in the city, and then what happens once the person is in the system – is to have a collaboration between the groups. I don't see another way or committee that could bring these three different groups together. Council made a specific decision to keep the prevention side out of the police force, but I think communication among the three groups, to include the 17<sup>th</sup>, is very important. I'd like to thank everyone for the presentations you gave today, they were very enlightening. I'd like to ask the other committee members their thoughts.

Berzins: I don't have anything to add. Thank you.

Gardner: Nothing from me.

Gruber: I would like to point out that next week, April 18-24, is National Crime Victims' Week. I think it's important to discuss or highlight the fact that we are taking action to support victims of crimes as well.

#### Outcome

Information Only

#### Follow-up Action

Staff will add future item for presentation of gangs in Aurora.

#### **4.c Jonathan Smith Report Analysis and Planned Action**

Fire Chief Fernando Gray explained that when the Jonathan Smith report was provided back in February, they committed to coming to the Public Safety Committee to provide an update on AFR's strategic approach to implementing the recommendations in the report. AFR is an organization that believes in continuous improvement so there was no hesitancy as it relates to taking information from the report and putting it into an actionable plan to improve processes and services. The presentation today will include findings from the report, related AFR processes and procedures, and then outline strategies to take this information and implement recommendations. There were five major recommendations and findings in the report. There's value in each of them. Some of the things AFR is already doing but could do better. The first finding is related to the transition from APD to EMS. For example, when a person is in custody, how the transition will occur. One of the things Dr. Costello mentioned is that written procedures and details of transitions isn't common. We weren't able to reach out to other organizations across the country and ask how they're doing it. We had to come up with this process and I feel comfortable about how we'll proceed and move forward. The second recommendation is related to the culture of patient advocacy. We're not saying it doesn't already exist, but we need to improve upon it. When a crew arrives on scene with APD and someone is having a medical event, we need to move with urgency to make sure that the patient is assessed, and the proper treatment is applied. We are already doing training related to assessments but we're going to refocus those efforts to make sure that our members fully understand that there is an enhanced expectation for them to provide the highest level of service possible. Independence and Separate Authority of Medical Personnel is something that we're going to rely on our partners from the police department to also make sure that they're committed to. The last is the administration of Ketamine. All the services provided will be free from bias. That's an expectation that is not only laid out to new recruits but also to all the supervisors within AFR. This is a critical pillar of our organization. Diversity, Equity and Inclusion is embedded into our system and our organization. One of the things noted in the Jonathan Smith Report is the fact that AFR has a gold standard as it's related to quality assurance and quality improvement. Every month AFR has a low frequency/high risk incident reviewed by four physicians. Every administration of Ketamine, until the use of Ketamine was stopped last September 2020, was reviewed by the medical direction team. They also review other medical interventions as a best practice. The information from those reviews are then released quarterly to the entire department detailing the things done well and those that need to be worked on. Enhancements to this process include the review of any sedative use or restrained patient. AFR has also made a protocol amendment to ensure that, as a system, they are estimating weight consistently. This change occurred very quickly after the Elijah McClain incident. After Action Reports are conducted after a low frequency/high risk incident. To ensure that the probability of having a similar incident is reduced. The Jonathan Smith Report was released on February 22, 2021 and by March 5, 2021 AFR had formed and assigned subcommittees to isolate issues and come up with viable solutions. The reason for bringing this up is to point out that AFR did move with urgency to make sure that not only they absorbed the report but also put together some of the strategies for going forward. The goal is to commence implementing these changes by May 3, 2021.

Fire Commander Rodney Weber provided an overview from the Protocol, Policy and Procedures Subcommittee. They developed a new manual operating procedure for a clear and dedicated timeline transfer between law enforcement and EMS. This is found under MOP 6.14. This will lead into Patient Advocacy (also found under MOP 6.14). This establishes the culture for all personnel on scene that people in the custody of law enforcement when EMS arrives are patients needing prompt evaluation and treatment. This new procedure was developed with collaboration of APD.

Gruber: Do you have or are you considering a phrase that would be the point that would be logged in transferring the control from law enforcement to the fire department? What is the thing that transitions the patient?

Weber: Currently there's nothing specific but that's something that we can look into and probably a good idea.

Gray: You're exactly right. That is something that's going to be incorporated into the training.

Gruber: I think it'll be important for the police to also understand that at that point – I could see where a firefighter or paramedic would look at a patient or look at someone and at that point that person is still under the control of the police but when the paramedic says whatever phrase it is, I think it's important that there's solid delineation between the transfer of that person from police to the paramedic.

Gray: Yes, Sir, I totally agree and as soon as Chief Andersen starts presenting about the training, she'll mention that piece.

Specific protocol changes include the cessation of the use of Ketamine and a waiver extension will not be sought when the current extension expires. Since Ketamine will not be used, they will monitor and capture any patient or responder injuries to see if there is an impact. Dr. Hill is also working on a pre-sedation checklist for all patients and will go out in the July 2021 protocol updates. This checklist has to do with making sure they have proper equipment on scene. MOP 5.4 was updated to document required equipment expectation for all EMS responses. This was something they already did, it just wasn't previously in writing.

Fire Deputy Chief Cynthia Andersen provided an overview from the Training Subcommittee. Key points they'll be incorporating into their training is the proper way to conduct a patient assessment and the transfer of care. Training plan implementation involves reinforcing the philosophy that they are the patient advocate as well as APD, provide additional training related to cognitive errors in medical decision-making, and reinforce bringing the appropriate equipment to the scene. They have found that a scaled approach reinforces the proactive changes to culture. This reinforces long-term change, not just immediate, when it comes to patient care. Training videos will be incorporated and will include collaboration with APD. Each department will use the Learning Management System (LMS) and QA/QI to monitor compliance and adherence. Effective rollout includes a timeline. The timeline for the training will begin with the release of the memorandum expected to be released on May 3, 2021. Patient assessment training will be assigned on May 7, primer video released and assigned by June 15, training vignettes released on September 13, and the proposed delivery of scenario-based training by October 4, 2021. Training provided in LMS is trackable and repeatable for anyone needing a refresher. The patient assessment training is a standardized

process. The course in LMS helps members deal with special situations or challenges they might encounter such as language barriers, mental illness issues, or combative patients. It gives them an alternative way to approach that particular patient and still perform a safe assessment. The primer video was put together by a physician at Children's Hospital. It addresses disparity in EMS and in health care. The disparities look at implicit bias/unconscious bias but also addresses cognitive decision-making errors. This is followed-up by one more interactive video that can be recorded and launched where the doctor and other members of her team can answer questions from AFR members. The series of vignettes takes everything and rolls it into a package. The goal is to have this be a full cultural shift within the organization and embed it into the AFR culture. Refresher courses will be assigned annually, compliance will be recorded, and skill assessments will be validated quarterly. Particularly with cognitive errors, it's recommended to incorporate these skills in the quarterly reviews. AFR is exploring a partnership with University Hospital for scenario-based training conducted at CAPE (Center for Advancing Professional Excellence). They would add in APD and Falck, so everyone learns the same thing and reinforcing what was covered. There would have to be a cost analysis and the doctor who teaches it has said she would be willing to work with the city to put it together for all members. If it's something the city is interested in knowing more about, C. Anderson can put together a tour.

Fire Captain Derrek Devan provided an overview of the Technology Subcommittee. This committee looked at four different areas; Body cameras, small remote cardiac monitoring devices, enhanced telemedicine communications, and scales to help with weight estimations. They found body cameras are not a privacy or HIPPA violation as long as the footage is used for the QA/QI process. The footage can be stored for a period of six months or as long as necessary. The Zetronic safety glasses were also reviewed. The Global Industrial Detecto 8500 is a digital scale that can be used under the pram.

Berzins: The glasses, you said those are cameras too?

Devan: Yes. The camera is on the glasses on the bridge of the nose.

Berzins: You wouldn't wear both; you would wear one or the other?

Devan: Yes, we looked at both. The body camera is more prevalent right now, but the glasses are another option.

The subcommittee looked into the ET3, which is already in policy with AFR, is utilized for calls with lower acuity. The patient can be transported to an urgent care or their primary care doctor. This option is optional for the patient. If they go into this process, they have the ability to talk to a licensed physician. They also looked into Pulsara, which is similar to ET3. It's a mobile app that can be initiated by the patient and allows the patient to communicate with the doctor. They looked into two different cardiac monitoring devices, Lifecard CF and Evo. The Zoll monitor is already in place with AFR.

Gruber: The next step is recommendations. Are you asking council to support the technology or are you continuing reviews with the idea of bringing something forward? I don't think you would need council permission with any of these. The only thing that would have to happen is if it exceeds our budget for the city manager, it would have to have a council budget approval. What are your thoughts?

Gray: You're exactly right, CM Gruber. We're still in the exploratory phase to see which of these items would be beneficial moving forward. If we identify one of these adjuncts, then we'll utilize the budget process to make sure that we are able to get the things that we need to make sure that we're providing that excellent service while keeping our members safe. That concludes the presentation. It was intended to be information only. We just wanted to make sure that we were giving council a good idea of the fact that we're moving forward with the recommendations. One thing I left out in the beginning was that we did share this information with Dr. Costello, and she thought it was a good path forward. We feel really good about what we're doing, we feel really good that these combined approaches will be good for the community.

Berzins: I really liked Dr. Costello in the Smith Report. I thought she was very knowledgeable and experienced. She did give some good suggestions. She wasn't as critical as much as she was constructive, I thought. I'm glad you saw it that way. I appreciate this report from Fire. I think you all do a fantastic job, keep it up.

Gruber: I agree.

#### Outcome

Information Only

#### Follow-up Action

None.

#### **4.d Aurora Fire Rescue Special Operations**

Fire Commander Rodney Weber provided the AFR specialty teams overview to the committee. The specialty teams include Hazardous Materials, Technical Rescues, Water Rescue, and Wildland Firefighting. Hazardous Materials Team is located at Station 2 and consists of eight members on duty every day, minimum staffing is six. Bench members are trained personnel that work outside Station 2 that can be called to fill in when there is a staff shortage. AFR received a grant in 2020 and were able to send 20 members to Hazmat school in January. Another 5 members will go to this training in May. There are currently 90 members trained to be a Hazmat tech. Everyone coming out of the academy has a hazmat awareness, but this is a technician certification. They are incorporating new equipment and technological changes. One of the new devices is called an area rae. It allows them to put gas detectors around the scene and it feeds information back to the hazmat rig to make sure the area is safe to be working in. They are in the early stages of replacing the hazmat rig with a new one. The members at Station 2, Fleet, and the Operations Deputy Chief will be involved in that process. The new target solutions have helped with sending training out through LMS for the ongoing requirements for the bench members. The Technical Rescue Team is located at Station 5. They recently received a new heavy rescue rig. The rig came with all new replacement equipment that helps keep up with industry standards. The TRT has quite a few job responsibilities included confined space, structural collapse rescue, heavy vehicle rescue, machinery rescue, and ice rescue and swift water. Annual training is provided at CAPSTC for current members and new members. Current members provide the training to the new members. There are currently 74 members on TRT. Minimum staffing is six on duty daily at Station 5. Unlike Hazmat, TRT does not have job sheets, they follow the NFPA standards. Currently the departments on

CMCB are Aurora, Denver, West Metro and Colorado Springs. This group is working on developing job sheets so they can keep better track of what each member is trained on. The Water Rescue team is relatively new and works from Station 9. The reason it's being brought on board is because of all the assignments TRT has. The members at Station 5 are still helping with ice rescue and swift water because there aren't enough members at Station 9 yet. The last time swift water rescue was used in the city was the big floods. They continue to work on increasing personnel at Station 9 and getting them trained. COVID caused a delay in training when the recreation centers closed. The pools at the recreation centers is where they would train. The apparatus used for swift water rescue is a rescue boat and tow vehicle. There is equipment throughout the city and other personnel trained for ice rescue. Five ladder trucks and five engine trucks have ice rescue equipment. The Wildland Response Teams are at Station 13 and Station 8. The training is called R130 and R190 and re-certification is required to include practicing an emergency fire shelter deployment and a timed pack test consisting of a 3-mile course while carrying a 45-pound pack in under 45 minutes. They recently purchased a brush truck and a wildland pumper that will be added to the fleet soon. They hope to add a Tactical Water Tender in 2022 or 2023.

Gruber: I'm constantly impressed with the capabilities the AFR has and this impresses me even more.

Berzins: I love the slides, you did a great presentation. Is the recruiting and the training – Are you able to meet your numbers, do you still have people leaving or has that slowed down? Do you happen to have that with you? If not, maybe you can bring it next month?

Gray: No, we haven't seen a mass exodus or inordinate amount of people leaving in 2020 or 2021 so far. In 2019 we did have a lot of people leaving the organization.

Gardner: Chief Gray, you might remember last year I opened a Council Request regarding mutual aide. If I recall correctly, it was after we had to call in the dive team from South Metro and at the time our software didn't allow us the capability to track when we call for mutual aide. With the new software that we purchased, is that something that we are now able to figure out? Where I'm going with that is if we're consistently calling in mutual aide from other agencies then, perhaps we need to look at ways to bring those types of operations under AFR.

Gray: Yes, sir, you're exactly right. With the new software that we have, we will be able to capture that information.

Gruber: That begs the question, on the teams that we send out to places like North Dakota, is that at gratis or are we paid for that? How does that work?

Gray: We are recompensed whenever we send people out for those deployments. I know a lot of people have asked this question before. We don't make money off of it, but we are recompensed to the point where we break even. I think it's also a great opportunity for our members to get training. When we have people deployed...they get a lot of valuable experience that they can bring back to our organization so that we can better serve this community. It's not something we make money off of but something I find to be valuable to the organization.

Gruber: Thank you, Chief. I'm glad we don't make money. I don't think that would be right. But, helping out the other communities certainly is a powerful thing especially when we need help ourselves.

Outcome

Information Only

Follow-up Action

None.

**5. Miscellaneous Matters for Consideration**

Gardner: When we planned out the year, one of the things that was on the roadmap for this month was the follow-up to a Civil Service presentation that we had done last year. City Management had a comparison done and I was just curious are we going to have that presentation? Or what's the plan for that?

Gruber: Let me answer that at our next meeting. I'm with you on that, I would like that presentation to occur. So, let me work on adding that to the calendar if that's what you want.

Gardner: I don't know, perhaps the city manager is waiting on the results of the investigations. It might be that he needs all those before he's ready to come back. What it was, was taking 9 or 10 other cities and what they do for a civil service process and then he was going to come back and say these are the changes we can make within our existing Charter and here's some Charter changes or that would require a Charter change. If that's the case, I'm okay with that, I just wanted to make sure it kind of stays on the radar.

Twombly: CM Gardner, yeah, I think you just answered the question. You're right, we do have 21CP with recommendations that we expect to get fairly soon and the AG's Patterns and Practices. I'm sure both will address recruitment and hiring issues. When we have those, we'll bundle them together and come back to Public Safety.

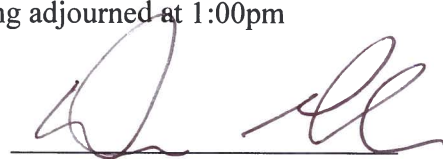
**6. Confirm Next Meeting**

Next meeting confirmed for May 20, 2021 at 11am via WebEx.

**7. Adjournment**

Meeting adjourned at 1:00pm

APPROVED: \_\_\_\_\_



Dave Gruber, Chair