



Public Safety, Courts and Civil Service Committee

February 16, 2022

Members Present Dustin Zvonek, Chair
 Danielle Jurinsky, Vice Chair
 Steve Sundberg, Member
 Angela Lawson, Council Member
 Juan Marcano, Council Member

Others Present A. Botham, D. Wilson, M. Cain, I. Evans, D. Parker, B. Joyce, T. Edwards, M. Nelson, S. Newman, S. Day, M. Smith, E. Wittman, A. Garcia, J. Schneebeck, J. Moon, R. Weber, M. Crawford, T. Buneta, S. Risner, A. Robnett, C. Amsler, T. Campagna, D. Carrel, M. Hildebrand, J. Heckman, S. Franz, K. Leyba, F. Gray, M. Longshore, M. Platt, W. Lippman, B. Wesner, D. Wilson, J. Lanigan, V. Wilson, C. Juul, P. Schulte, J. Bajorek, RM, M. Hanifin, S. McGhee, M. Chapman, M. Wasserburger, J. Nicholas, K. Simmons, R. McGregor, J. Lutkin, R. Pena, C. Amparan, D. Whiting, T. Pulliam, S. Stowell, Y. Emeson, C. Carlson, R. Jackson, J. Batchelor, J. Twombly, K. Claspell, S. Manheimer, M. Hays, T. Brown, C. Canales, M. Ridder, C. Hills, T. Cancino

1. **Call to Order**

Meeting called to order at 8:30 am.

2. **Approval of Minutes**

January 13, 2022 minutes approved.

3. **Consent Items**

3.a. Defense Counsel Intragovernmental Agreement

Approved to move to Study Session.

4. **General Business**

4.a. February 2022 Crime and Police Attrition Update

Deputy Chief Darin Parker briefly brought up February 2022 Crime States provided in backup. Business Services Manager John Schneebeck provided an update on the attrition numbers to the committee. The Senate Bill 217 signing in June 2022 is considered as one of the factors that contributed to the increase in the force attrition counts. One reinstatement was made in January, two in February, and another is being processed. There were 10 separations in January of 2022, which is 1.4% of the organization. Of these 10, three were resignations, four retirements, one medical

retirement, one transfer to career service, and one death. Six of these losses were patrol. Currently, there are 744 sworn authorized Chief and Executive Staff structured through billets. Assignments in patrol are down 42 positions while street operations are down 28. Training classes are also being held. Data representing an 11-year civil service employee review found, in the early years of the academy, recruits were around 20 to 50. As they increased the total number of sworn, the number of recruits also increased. On average, 11% are classroom losses while 12% are FTEP losses. As for commissioned losses, higher rates are seen during 2021 and 2021 as compared to earlier years with 3 to 7% loss. The Police Executive Research Forum (PERF) put out a survey in the middle of 2021 with 194 respondents. It showed that agencies are filling only 93% of authorized staff. For Aurora, 95% of authorized positions were filled by the 709 sworn. Colorado Springs on the other hand had 93%, while Denver is at 89%. The survey showed a significant increase in resignations with even larger retirements.

CM Zvonek: So just for a point of clarification on that, there are 709 current sworn officers. Is that correct?

J. Schneebeck: 709 civil service and you have 26 that are in the classroom academy. So, arrest powers actually come once you complete the academy. So sometimes there's a commissioned count, there's a civil service, there's a sworn, there's a lot of different terms. You've got 709 civil service, some of those are in the classroom. But once you get into field training, you have the power to arrest by concept so sometimes there's a reference to whether you are commissioned.

CM Zvonek: Just to make sure, some of that 55 is baked into that 709.

J. Schneebeck: The entire 55 is part of the 709.

CM Zvonek: It's just broken into various types. Got it.

J. Schneebeck: It's in that 96 number.

CM Sundberg: It says reasons but to me, these look like categories. I might be getting ahead of myself, but perhaps through exit interviews and so forth, we know why people are leaving within these categories for real, solid, specific reasons. Is that possible?

J. Schneebeck: We don't have that entire list but when you get back into the secondary reason that we post up here: retirement, disability, another job, death, to career services, move from area; we are providing that month by month. There would be probably this type of category that I could go back to since about August or so. I can give you an update on that. I don't know that I really have it back to those four years.

CM Jurinsky: John, did you put this presentation together yourself?

J. Schneebeck: Yes.

CM Jurinsky: Thank you. You're saying, including 55, that are committed to academies that we were at about 709. If you take away that 55, that would mean right now currently sworn, we have 654 officers. I'd like to know then why in the chief's presentation yesterday, an alarming number was dropped that we only have 250 officers bidding for patrol. So, we have 404 officers in special unit assignments,

and we're expected to believe that when we have 250 bidding for patrol. I'd like to know the real numbers of our department.

J. Schneebeck: So, here's the 267 in patrol, 29 additional to that number are in FTEP, so they're also in the patrol. So, this 267 number includes more than just the officer rank. Plus, it includes 29 of the employees that are down here in the training organization of 96. So, there's 296 of the 709 currently in the patrol and then some of the patrol will end up in categories that are maybe not available for duty or on military leave. There are a couple of other categories that folks that are assigned to patrol that are currently just on this particular date are not working patrol.

CM Jurinsky: Do you know how many people we currently have in internal affairs under investigations that are not on the road?

J. Schneebeck: Internal Affairs has a commander, a lieutenant, two sergeants and two agents.

CM Jurinsky: I mean, how many officers are currently under investigations that they are not on the road, they are not able to perform their duties right now?

J. Schneebeck: I do not have that number off the top of my head.

CM Zvonek: Does anybody have that number?

CM Zvonek: Is that number available, staff?

V. Wilson: We will get a hold of I.A. and administration and see how many people we have on admin leave with pay or restricted duty. We'll have that for you by the end of the presentation, hopefully.

CM Zvonek: Thank you, Chief. Any other questions for John?

CM Sundberg: In a perfect world, what is the ideal number of officers available and supplied that we need for our population right now?

J. Schneebeck: If we had the 744, saying that we would always have a turnover, there'd always be attrition, there would be people coming through the academy. This is what we would expect to allocate in these categories. The 744. So, if I had 744 for civil service on my payroll at this point in time, this column here represents where I put them based on us assigning the 744 to accomplish the mission and vision. Does that help?

CM Sundberg: Thank you. Yes.

J. Schneebeck: Okay. Just to reiterate, there's an assessment twice a year where the executive staff of the police department get together and talk about what's going on in the community nationally, different areas of the organization, and what the next focus is. These allocations will change based on us changing to the environment.

CM Zvonek: John, is that 744 reflective of the two per thousand requirement that we have?

J. Schneebeck: The two per thousand has a schedule for accomplishing that off of the Second Amendment consent decree. I could probably pull up that list if that's what you like to see as far as the schedule goes.

CM Zvonek: Yes, I just like to know what would the number be if we were at two per thousand? I know that there was an exception made going back to '08, '09 when the recession hit and we kind of tailored it back. But what would it be if we were at two per thousand?

J. Schneebeck: If you had a population of 391,000, then you would have 782.

CM Zvonek: Yes. Got it. Okay.

CM Jurinsky: These 69 individuals in the special units, can you tell me how many of those are in the Domestic Violence Unit and the DUI unit?

J. Schneebeck: Give me just a minute to pull that up. I've got some research on it. If there's another question, maybe we can handle that one at the same time I'm looking this up.

CM Jurinsky: Well, the 110 that are listed in street ops, what is that? What does that mean? What is Street Ops.?

J. Schneebeck: The Street Ops is all the units here. The district PAR, the SROs, the Crisis Response Team, the Gang Intervention, K-9, SWAT, and Traffic.

CM Jurinsky: 110 for all of that?

J. Schneebeck: Right.

CM Sundberg: If I could ask one more question and going back to that original slide there that we've been focusing on.

J. Schneebeck: This one?

CM Sundberg: Yes, and not to belabor the issue, but in the EMP column there, where it says training with the asterisk of 96. Now the general public, are they going to really feel the presence of those officers on the street, those 96, if they make a call for help or notice the presence of officers on patrol?

J. Schneebeck: Twenty-nine are actually in cars on the street with a training officer. The answer is yes. Plus, they're going to be classroom, your instructions at the academy, our firing range, and then the classroom recruits will have training. That includes being on the street, whether it be traffic direction, or different types of operations that they need to learn out in the street, but for the most part, probably not going to see that publicly. Definitely, your FTEP is in the field. Your military leave is a category that we drop in training. So no, you're not going to see military leave folks or the folks that are not available for duty. A lot of different reasons for not available for duty.

CM Zvonek: So overwhelmingly the answer is no to that 96.

J. Schneebeck: Mostly just your FTEP. Your 29 are going to be out there because they're riding with a training officer.

CM Sundberg: Okay, so that 709 would go down.

CM Zvonek: Do we have an answer to CM Jurinsky's question?

J. Schneebeck: There were four at the time that the month ended. That would be the DV counts of officer and agent.

CM Zvonek: What's the full staffing for that?

CM Jurinsky: You're saying four for DV?

J. Schneebeck: We would normally have seven if we are full staffed.

CM Zvonek: Hold on. Really quick here. Your saying specialty units on this thing are at 69 and there's 70 allotted and you just told me there's a difference of three in one unit.

CM Jurinsky: That's why I wanted to know who put this together.

J. Schneebeck: Okay, so first of all, you asked me a question about domestic violence. Domestic violence at the end of January had five assigned to it and we billeted seven. So, we were down two.

CM Jurinsky: And how many do we currently have? Currently, as of today.

J. Schneebeck: I didn't pull it this morning. I pulled it as of the first of the month.

CM Jurinsky: Well, I can tell you it's not five. And how about for DUI?

J. Schneebeck: DUI, that would be a question for traffic. I don't have an actual unit that I count called DUI. I count traffic.

CM Jurinsky: Is anybody from traffic on the line? We have two commanders on the call. Does anybody know?

V. Wilson: Deputy Chief Hildebrand, can you answer that question for us, please?

Mark Hildebrand: Yeah, as far as DV unit, I don't think we have anyone assigned specifically to DUI. We have crash cars and our MET unit, and those crash cars will at times take DUI. What we've done with DUI is use grant overtime to pay for overtime assignments to then supply cars that will specifically handle DUI investigations.

CM Jurinsky: So, we have no one in the DUI unit currently?

M. Hildebrand: I don't believe we have any specifically DUI-designated cars at this point, no.

CM Jurinsky: Thanks.

V. Wilson: Chair Zvonek, if I can speak?

CM Zvonek: Yes.

V. Wilson: So when we talk about other than full duty, which falls under the not available for duty under the training functional category breakdown We have 20 officers on light duty, currently, we have four officers that are on military leave, nine other officers that are not available for duty due to medical FMLA situations. And then we have four officers that are on administrative leave with pay as they were the officers involved in the last two officer-involved shootings. We have one officer that's on admin leave with pay who was involved in the critical incident where the person was hit in the roadway. We're waiting on CSP to come back with a clearing of that investigation. We have two officers that are on admin leave facing criminal charges and internal affairs. Then two officers are on long-term admin

leave without pay due to the fact that they are facing criminal cases. I hope that answers the question.

CM Jurinsky: So, there are only two officers under investigation in internal affairs right now?

V. Wilson: The officers that I have that are under internal affairs investigation, at times, are able to continue to do their job because it may be something of a negligent discharge or they were late for court or something minor that they are being looked into for. But as far as someone that is on admin leave with pay, which means they cannot come to the agency, they can't fulfill their duties, we have two that are on admin leave with pay for criminal conduct, and we have two that are on admin leave without pay for criminal conduct.

CM Jurinsky: Two on admin leave with pay for criminal conduct?

V. Wilson: Yes, ma'am, that is the statute. If it's a misdemeanor charge, I have to put them on admin leave with pay. That's per Charter.

CM Jurinsky: No, I was just wondering if they're under criminal investigation. I wanted to make sure that I heard correctly they're still receiving pay.

V. Wilson: Yes, ma'am, that's our Charter. They obviously have a right to go to court and fight the charges against them like anyone else would have. So, we have them on an admin leave with pay so that they're not out taking cases or interacting with the public at this time.

CM Jurinsky: Sounds good, I certainly believe in rights. That sounds great.

CM Jurinsky: I just would like to go back to this, I know his slide says 267 for patrol, but the chief's presentation yesterday was 250 will be bidding for patrol. This is over three different districts, three different shifts. I've looked at some of the staffing and I've reviewed several emails that have gone out. Our patrol, we have sergeants, we have leaders in these different districts that have been asking for help. The department has three different tiers of staffing. The lowest one is critical, and I know for a fact that on several occasions we have been operating patrol divisions under critical staffing levels. So, this 44 here that's under command - I would just like to know, are there any plans for these 44 individuals to possibly take up some posts in patrol? To help out? I mean, I've read the emails that police officers are begging for help, that we are currently operating under the lowest tier of staffing, which is critical. We're operating under critical staffing levels in patrol. To the 44, any thoughts about going on to patrol?

V. Wilson: We have offered officers, lieutenants that want to work patrol shifts that they are able to do so for overtime. As far as lieutenants are concerned, per their contract, they are not able to get overtime pay. We have in the past authorized that through the city manager to allow them to work an overtime position and then anyone throughout any of these different functions is able to work patrol if they want to, it's in our PIO, and just recently took patrol shifts. So, everyone is trying to pitch in. Yes, we have staffing issues. We haven't shied away from being honest and upfront about that. And again, it's an issue across the nation and that's what the public needs to hear. We're doing everything we possibly can to recruit and retain officers.

CM Jurinsky: So, ma'am, when was the last time you were on patrol, or Deputy Parker, to help our officers?

V. Wilson: Well, ma'am, I haven't done a patrol shift. I have done off-duty walking Colfax shifts when we were doing those. But if you haven't noticed, I'm a little bit busy with other things that are going on. But I have not worked a patrol shift. But I do have, you know, meetings and things like this right now that I have to be at.

Outcome

Information Only.

Follow-up Action

None.

4.b. Aurora Fire Rescue Attrition Data for January 2022

Assistant Director of Fire Management Services, Mathew Wasserburger presented this update to the committee. By the end of the month, AFR had 3 separations. Two of which were retirements, and one was a voluntary separation due to moving from the area. M. Wasserburger presented AFR's five-year attrition rate with 2018 and 2019 being the years with the highest number of separations. A five-year attrition rate of 6.1% for 2022 is the basis for hiring decisions in 2022. The second slide has calendarized data showing that January and December have high attrition due to retirements; the end of July and August are also heavy turnover months. For 2022, the year to date attrition rate is 0.7%. More separations are coming in the month of February and will be posted for next month's update.

CM Zvonek: Matthew, what was the five-year rate? For some reason in my mind, it was 5.3 or 5.7. The five-year rate going into last years.

M. Wasserburger: Last year's actual attrition rate was 5.4 but our five-year average was 6.7 percent. We realize that was too high when last year's attrition rate was only 5.4 percent. So, we've lowered it to this current five-year average of 6.1 percent for 2022.

CM Zvonek: Okay. And is that number pretty typical? When we look at other departments across the metro area, do you happen to know what a five-year average of, say, South Metro or Denver Colorado Springs would look like?

M. Wasserburger: Correct. We're gathering that data right now. We've seen some initial data from them, and I just want to make sure that we're comparing all attrition to these organizations. So, making sure that we get their retirement numbers, their turnover rates. We'll have that shortly. I'm still trying to get a few neighboring municipalities and fire districts to confirm that data. I would think it would be right around that six to eight percent.

CM Zvonek: Great, thank you. Any questions from the committee? Seeing none, we'll move on to Item 4C.

Outcome

Information Only.

Follow-up Action

None.

4.c. Aurora911 Staffing Update

Bess Joyce, Aurora911's Professional Development Manager, provided an update to the committee. Aurora911 has authorized staffing of 91 and is currently staffed with 66, resulting in 25 vacancies and a staffing level of 72.53%. It was noted that an academy was started on February 8, 2022 with three people. However, two people were disqualified close to the start date. Another academy is slated to start in April and May. Currently, Aurora911 has 103 recruit applications for the next academy, and 41 in the skills testing and initial interviews, some being in backgrounds, and one with reinstatement pending. Two Records personnel are also being hired, a supervisor and a specialist. Another open position with two vacancies and two additions is for professional development specialists for QA and continuing education. As for losses for 2021, reasons are due to transfer to another state and difficulties going through the academy. Positions held by these losses are mostly recruit and entry-level positions. For resignations, reasons are due to another job or through the academy. Updated wages for entry-level ECS and supervisors are also now available.

CM Jurinsky: I just want to know are firefighters still able to volunteer? Are they still volunteering? You know, they're getting paid overtime or whatever, but are they still able to double in helping dispatch?

B. Joyce: Yes, we do still have, I think, two or three part-time firefighters that do come on help staff the floor from time to time as well.

CM Jurinsky: Great.

B. Joyce: Super big help.

CM Jurinsky: Yes, I bet.

CM Sundberg: Just a quick comment, I had to make a 911 call on Sunday and just want to let you know the call was promptly answered and the person was very professional.

B. Joyce: Good. I always like to hear that.

CM Zvonek: I have one. Just a quick follow-up question. You talked about the kind of difficulty of the training program, and I noticed you had 104 recruits. Typically, how many people make it from they come in, they want to do it, and actually end up on the backside working.

B. Joyce: I think all different numbers. But from my experience, you get one hundred and four and it drops significantly when it comes to the background stages and things like that, drug use, all kinds of things that they don't want to disclose. They lie about their application and unfortunately don't realize that there's professional background investigators doing their job. So, we lose a lot in that. And some people just aren't responsive to Ron Hess and his guys that eventually gets to a point where they give him a deadline and they just don't follow through. It's kind of a process. If anyone who's done that personnel history statement form, it is a long process. So, the people that hang in, you know, are really the people that we want.

We really just want the people who are dedicated and really want to serve the people and less longevity in this profession.

CM Zvonek: Other questions? Okay, thank you for your time.

B. Joyce: You're welcome. Thank you.

Outcome

Information Only

Follow-up Action

None.

4.d. Resolution on Comprehensive Crime Reduction Strategy

CM Zvonek presented a resolution that he and CM Jurinsky are moving forward as a result of the rise in violent crime. This resolution focuses on various strategies that the city can focus on to control crime rates. One of the key points in this resolution is having the police department fully staffed and having the two per thousand policy as the baseline. The second point is the implementation of data-driven policing focusing on better data collection such as gathering data regarding the crime hotspots from 911 calls. Another point is giving focus to the Youth Violence Prevention Program and reinstating Aurora Gang Reduction Impact Program (AGRIP). Expanding Aurora's crisis response team is the fourth point. CM Zvonek highlighted the benefit of having clinicians dealing with mental health calls from officers. The final point is the implementation of an urban camping van which is a proposal that will be up for a vote. This point emphasized that encampments on the sides of the highway are causing significant public health and safety concerns. The Committee will ask the City Manager for updates on progress made towards each of the key points or core strategies.

CM Jurinsky: I'd just like to highlight the part of the resolution about having a fully funded and fully staffed Aurora Police Department. We're well aware that police officers all over the country are leaving. In paying attention to exit interviews and things specifically regarding our police department, we feel like we know what the reason is for our department, and now we're just sending a pretty clear message that we want that problem identified. Colorado Springs put out 50 new recruits in their academy. Denver still put out 36. We put out eight. Of those eight, to my knowledge, the last update I got, we only have seven of those left. So yes, officers are leaving everywhere, but other departments are still able to bring officers in, and we're not. So now we want the real answer.

CM Zvonek: Any other questions or comments on the resolution? If not, any objection to moving this forward to study session?

CM Sundberg: No.

Outcome

No objections to moving the resolution to study session.

Follow-up Action

Resolution will be moved forward to study session.

4.e. **Violent Crime Units Follow-up**

Division Chief Mark Hildebrand presented Violent Crime Units follow-up. The unit is reassessing deployment strategies for patrol and using a mandatory overtime deployment plan. Priorities such as supplying patrol, supplying specialty units handling violent crime, and traffic concerns are being handled by the violent crime unit. The heavily staffed units, as reported are the patrol and violent crime. In addition to staffing concerns, concerns regarding investigations were also raised. M. Hildebrand emphasized that adding staff will help improve the unit's posture moving forward. He further emphasized in the discussion of the violent crime statistics the unacceptable increase in violent crime. These include aggravated assault, homicide, gang-related homicides and crimes, and non-fatal shootings.

An overall strategy of prevention, proactive, reactive, investigation, and after-action was presented. Using data-driven information will be a big help to combat crime effectively. M. Hildebrand stated that hot maps of crimes in Aurora are very widespread. Deployment of resources to those areas are affected to address the root cause and be proactive is affected by the length of time for intel and identification, causing the unit to be more reactive.

M. Hildebrand: Are there any questions regarding the presentation in the previous monthly meeting.

CM Jurinsky: My question. Kind of going back, this might be to John Schneebeck. How many do we currently have in our gang unit? How many police officers do we currently have in our gang unit?

M. Hildebrand: I can answer that. Currently, under GRIT, we have three detectives that are specifically experts in gangs. So, their primary focus is gangs. We have five officers right now that are gang, billeted six, so we're adding one at the bid. So, we'll have a fully staffed gang unit at six and then a sergeant over gangs. And we do have an ATF task force officer that's also assigned from RAVEN that works closely with the gang unit.

CM Jurinsky: So, the one officer being added, is that officer coming off of patrol?

M. Hildebrand: Yes. Yes, they are.

CM Jurinsky: Interesting. Okay.

CM Zvonek: Mark, can I jump in real quick?

M. Hildebrand: Yes.

CM Zvonek: On the proactive side. I get the idea that afterward if you looked at the heat map or hot spot map that it can be fairly spread out. One point of data, and maybe this exists or not, but can we look at where 9-1-1 calls for service are originating? Where are people calling in complaining about shootings or gang activity or different things that would potentially lead to violent crimes? Do we have that data? Because I would imagine that we can look at that over a period of time and see trends in different parts of the city that could help us in that proactive aspect. Do we have that data available and is it wise?

M. Hildebrand: We do review that data. I can tell you for one, we see a lot of our shots fired calls in the Colfax corridor. I mean, it's been traditionally that way for a long time. But as that area is revitalized and we've seen the hospitals come in, new hotels come in, we've started to see that heat map turned from a bright red to maybe more of a yellow. And then now we're spreading out down to the Mississippi corridor. So, where we really knew where to focus our efforts is now spreading out in those hot spots. There are hot spots but there are more of them. When you do have reduced staffing, you have to be very target-driven and focus to put your resources out where you believe that crime is most affecting our community and when it's spread out to that degree, that becomes a difficult challenge for us.

CM Zvonek: Yes. Look, I appreciate that. I mean, one of the themes that have continued to go through this presentation as you're going through it again is the fact that you really are trying to use the limited resources in terms of staffing you have and trying to plug a lot of holes. The fact of the matter is until we have a fully staffed police department, we're just truly not going to be able to impact public safety the way we need to. Which goes back to what I said we should truly view two per thousand as a floor. It should never be something we strive for. It should be something we strive to not go under. But go ahead, Mark.

M. Hildebrand: I appreciate that. I think we can all agree that having adequate staffing and feeling like we can fulfill all the different needs of the community, just traffic safety, along with violent crime prevention strategies, investigations, all of that requires. Because if you don't have adequate staffing, things are sacrificed, and we'd never want to sacrifice things for the citizens. So, we appreciate the fact that staffing is a huge concern of yours. It's always been for us. I mean, we don't like to see numbers below what we're authorized. Anything below that to us is unacceptable, and we're striving to get back to those numbers. I appreciate the fact that you see that as not as a ceiling, but as your base. So, thank you, sir.

CM Jurinsky: What is your official title?

M. Hildebrand: I'm the Division Chief over the Metro Division.

CM Jurinsky: So, you work in the chief's office?

M. Hildebrand: That's correct.

CM Jurinsky: When was the last time you had a patrol shift? I'm just curious, when did you go out on patrol last?

M. Hildebrand: I'd say maybe five years, six years.

CM Jurinsky: Thank you.

CM Zvonek: Any other questions? You want to keep going, Mark, for a little bit and see if there's anything? Go ahead.

M. Hildebrand: So, these are some of the proactive initiatives that I was talking about. I don't know if there are any questions on any of these. Obviously, some of these units have suffered staffing-wise.

CM Zvonek: Do you know what the PAR staffing is? What's authorized and what it currently stands at?

M. Hildebrand: Division Chief Juul may be able to answer that question because PAR isn't directly under my division. I don't know what they currently sit at. There are PAR officers in every district. We were at one time able to almost supply every area with a PAR officer that's reduced to where PAR officers are covering multiple areas within each district. But I don't know what the exact numbers are on that.

Chris Juul: We do have four officers in every district. Right now, it looks like District 1 has a PAR sergeant and eight PAR officers. District 2, a PAR sergeant and seven PAR officers, and District 3, a PAR sergeant and five PAR officers. So that is slightly under authorized staffing, which would be 24 total.

CM Zvonek: Okay, thank you.

CM Sundberg: I had a question about Colfax Foot Patrol here, just about the overall effectiveness of that, the theme the intention behind it and is that utilized fairly often.

M. Hildebrand: Well, and again, that's for Division Chief Juul. Foot Patrol would fall under his purview. But I can tell you that having just a presence of officers has a positive effect. I think there are some, some crime reduction that occurs with that. We had dedicated foot patrol units in the past. We've actually opened that up for overtime. But what we found is that if you open that up for overtime and then you have a competing interest of patrol overtime, officers may fill that, and then we're not fulfilling the needs of our patrol staffing. We weren't filling those because, you know, patrol staffing was so down, we weren't able to adequately support that where we have enough officers to be effective. So, I think that's something obvious like we've talked about staffing. We acknowledge all of these things are important strategies and it kind of takes all of them together, working and integrated and collaborative in order to be successful. But you know, those are ones where we aren't able to adequately staff those right now. Does that answer your question, sir?

CM Sundberg: It does. Yeah, I ask because a constituent brought that up as something that they would like to see more often along the Colfax area.

M. Hildebrand: I think we can even expand that to other areas within the city. I think it's a great initiative. Our basic unit was they kind of took what the foot patrol was doing and expanding that a little bit, but there's a unit there that we just can't staff right now.

CM Sundberg: Okay, thank you, sir.

CM Jurinsky: The numbers that were just read to us for each district, for PAR officers, are those officers dedicated to PAR, or are they actually PAR officers on patrol right now?

C. Juul: So, the ones that I read, it looks like are actually dedicated to PAR. We do have about 5 PAR officers dedicated front PAR to patrol.

CM Jurinsky: Of those numbers that you read, so five of those are even on patrol.

C. Juul: No, this would be an addition to.

CM Jurinsky: Okay.

CM Zvonek: Other questions. All right, Mark, if you want to go ahead and continue.

M. Hildebrand: A reactive initiative of the unit is the SWAT which is seen as very successful along with the Fugitive Apprehension Team. Both these initiatives are effective in getting the targets into custody with the help of the warrant from investigations. An emergency response team that is an expert in crowd control, providing security, and responding in emergencies such as snowstorms is also available.

CM Jurinsky: So, your last slide, those reactive teams, those sound pretty interesting and something that maybe council members should have a full understanding of what those reactive teams do. I would just like to say I very much look forward to going on a ride-along with SWAT in the upcoming weeks. Thank you.

M. Hildebrand: I know that there is a request that came through, I'm more than willing to facilitate an overview and meet with SWAT so you can look at what they have, what their operational posture is at this point, and what all they have at their disposal, and potentially what some of the needs of that unit is moving forward. I have no problem facilitating that overview of that unit.

CM Jurinsky: If it needs to be facilitated, that's fine, but I would really like to meet with the SWAT guys. Thank you.

M. Hildebrand: The agency also has a specialized investigative unit which includes the domestic violence (DV) unit. Through PSP, the agency will conduct a data analytics assessment of how it collects crime data, how it deploys analysts, and determine the best practice on a national platform. More proactive response and initiative will rely on the ability to gather, analyze, and interpret data faster. The Nighthawk LEOVision and AXON Evidence platform will also be utilized. It was stressed that Aurora runs multiple academies a year as compared to Colorado Springs and Denver. Staffing issues have exposed the need to become more efficient and effective in systems and processes and that the agency needs to find ways to reduce the amount of time officers are dealing with administrative tasks or that a computer system can do. There is emphasizes on the impacts of the judicial and legislative systems which allows for multiple offenders being released through being given PR bonds.

CM Jurinsky: So, it is my understanding that you take on most of the exit interviews for when exit interviews are extended to police officers that are leaving. Is that correct?

M. Hildebrand: No, that's not correct. I haven't done an exit interview.

CM Jurinsky: You haven't.

M. Hildebrand: No.

CM Jurinsky: Well, that's interesting also. So, I have. Officers are concerned about legislations and stuff like that. They definitely say a lot of these laws are offender-friendly, but they're giving other reasons why they're leaving. I find it interesting that you say things that are in our control, we should handle those. But then there are these legislative issues. What types of things in our control are you referring to that we could handle?

M. Hildebrand: Well, I think quite a lot of the things within that resolution are things we agree with and things we've already started down the road on.

CM Zvonek: Just to answer your question, Council Member Jurinsky. He was referring to the crime, not staffing. So, the things within our control on crime are the things that we talked about in our resolution, making sure the department is fully staffed, making sure that the A-GRIP unit's back, all of the things that we talk about. When he was talking about the external legislation, it was things like the PR bonds that are allowing people to just get back out and re-offend. This wasn't addressing the staffing situation in the department. This was addressing crime. There has been a number of bills passed by the General Assembly that have been offender friendly that has made it tougher to enforce laws. And I think that's what he was talking about.

CM Jurinsky: I don't disagree with that, but I just wanted to also point out the officers in this department aren't so much citing those as their reasons for leaving the department.

CM Zvonek: I get that, but that still impacts crime.

CM Jurinsky: And so does a lack of officers.

CM Zvonek: Right. And that's part of the thing that's in our control. Go ahead, Mark.

M. Hildebrand: Over the last years, there has been a perception in the community of over-policing and that the agency is too aggressive in its tactics. Technology may help focus on specific areas or groups through gathering data-driven intelligence. Another reason mentioned for the spike in violent crimes and crime overall is the COVID pandemic. The success of the Major Crime Unit having a 72% clearance rate, while the national average is 40 to 50%. The gang unit was able to recover firearms during the New Year's celebration. The Possession Of Weapon By Previous Offender (PAWPO) legislation is reported to be going live in March. This affects the agency's ability to take guns off the street and hold people accountable who are illegally possessing firearms. It will greatly impact law enforcement's ability to address violent crime. The U.S. Marshal operation and the Colorado Organized Crime Control and federal prosecution cases were highly effective.

CM Zvonek: Any final questions for Mark before we move on from this?

CM Marcano: I'm not on the committee, but I appreciate you recognizing me. I want to know what laws specifically has the state passed that require the issuance of PR bonds? I agree that they're being overused, but it's my understanding that it's actually up to judges to decide when someone's going to get a bond or if they're going to be held. I'm hearing conflicting information here. So, go ahead, please.

M. Hildebrand: I may have misspoken if I connected the two. Obviously, in our judicial system as a whole, some of the judges issuing PR bonds legislation would be more of the POWPO. But I do know that legislators are putting pressure on the judges to not incarcerate pending the outcome of the trial. So, there is that pressure that judges are feeling from that perspective. I don't know what legislation has been enacted if any of that affects that, but it is the judges that issue those bonds. I mean, I've testified before judges at bond hearings to explain why someone shouldn't be released on a PR bond. I've done that multiple times, but it's really to their

discretion, whether or not they issue a PR bond or reduce a bond down to a low amount that allows them to get back out. Incarceration isn't always going to be reflective of reducing violent crime, but it does prevent people when they are physically detained pending the outcome of a court hearing from themselves being able to commit a crime. We have seen specific instances of that, just like the one I just brought up where a female auto thief was continuing to get out and continuing to repeatedly commit crimes because they were continually let out on PR bonds and the final sentence where they actually hit the Denver officers, the Arapahoe County judge allowed all of the previous charges to run concurrent sentences with the Denver. So, she'll be out in three years, and we'll be right back to square one with that.

CM Marcano: Thank you for your answer, and I would just add that I think we're in agreement that detaining someone doesn't necessarily prevent or stop anything in the long term. But I am in strong agreement that if someone is a repeat offender, it makes no sense to release them, especially on the PR bond or something like that. So, I'm wondering if there is an avenue for this committee, the department, perhaps even our own court, our own judges to lobby for better training for judges, I guess when it comes to decision making with these kinds of cases. I think that there's probably a lot of cases where you can give someone one shot, right? But if they're continuously re-offending for the exact same thing, then they've basically used up their second chance. And I don't think that we should be allowing them to go back out and causing more problem in our community. So, for what it's worth. But I would just like to see an effort to educate and help train the judges that are, I think, overusing PR bonds, if this is the condition that we're seeing, especially when it comes to motor vehicle thefts.

CM Jurinsky: If CM Marcano would like to make a formal statement about that to send to state legislatures, I would happily sign on to that if you would like to lead the forefront and issue a formal statement.

CM Marcano: Sure.

CM Zvonek: Any other questions for Mark before we move on? Okay, thanks, Mark.

M. Hildebrand: All right. Thank you, Council Members.

Outcome

Information Only

Follow-up Action

None.

4.f. Aurora Police Department Retention Initiatives

Aurora Police Chief, Vanessa Wilson, presented the Aurora PD's retention initiatives. It was reported that retirements are up 44%, while resignations are up 18%. The Aurora Police Department is having talks with FOP, under Marc Sears, regarding medical insurance for retirees which may increase the number of retirees in the department once passed. Due to the increase in officer assaults, more families are reluctant to allow their family members to join the force. It was pointed out that traditional incentives are no longer as effective due to staffing challenges across the

nation. The department further plans to provide more incentives and bonuses and is working with the city management for lateral incentives and a referral bonus. It was highlighted that Aurora runs five academies a year versus Colorado Springs and Denver. The department is currently focusing on building internal trust, retention, and recruitment through their 'A new way forward' program. This program includes five categories: operations, leadership, service, accountability, and engagement. For operations, the department has implemented a new shift that allows more focus to in-person training on Tuesdays and Wednesdays. In addition to this, shadowing opportunities and an increased number of days off, through Captain Mood's mandatory overtime scheme, will also be implemented. Community service representatives will also be brought in to take on minor injuries or low-level calls. Chief Wilson is in communication with Deputy City Manager Batchelor and City Manager Twombly on bringing more civilians for this position. The National Public Safety Partnership Assessment is also in the works. The department is also looking at technology assessments through Benchmark Analytics, the AXON platform, and integrating evidence.com. A high turnover of senior leadership is seen in the department. Sergeant training is being held through two weeks in the classroom and two weeks on the road. The curriculum for a lieutenant's training program is being developed. Career service non-sworn leaders will undergo civilian leadership classes in order to formalize a mentoring program in the organization. An audit is being done through City Manager Twombly to assess the organization's promotional process. Culture surveys will also be done to identify areas of concern, gauge successes through future surveys. The main goal is to cultivate and support competent leadership, act on feedback, and build trust. Paul Butler, with his 27 years of law enforcement experience, will also be brought on as a speaker on leadership. The wellness of the officers is another main point. A physical therapy room, with physical therapists, will be procured in order to rehabilitate officers that have been hurt on duty. This is under the leadership of Wellness Sergeant Campagna. Family nights will also be included in the program to educate the families as to the stressors that the family may face and the resources available for them and the recruit to combat these. Wellness Sergeant TJ Campagna reported on the 'Hire to Retire' program which hires people and keeps them in the organization until retirement. This program is currently in development is focused on improving fitness equipment as well. Through Benchmark Analytics, improvements in early intervention systems in identifying personal problems, and facilitating engagement through the wellness unit will be applied. The department is also conducting a referral hiring bonus of \$1,500 which also applies to laterals. There will also be a \$6,000 signing bonus and an addition of \$2,500 housing relocation included in the lateral incentive bonus. An extra \$5,000 will be given for those moving into the City of Aurora. Competitive compensation will also be applicable for civilian officers. A focus on scenario-based training will be given through simulations in virtual reality through the AXON suite. The Active Bystandership through Law Enforcement (ABLE) program will be brought in. A class by Calibre Press entitled "Legally Justified; But was it Avoidable?" was seen to be given positive reactions by the officers. The department is also grateful for the city management putting up wrap systems versus the hobble system. As for accountability, Chief Wilson is bringing back the Policy Committee to give focus on helping the officers understand the programs and decisions being behind them. Officers were invited to the Criminal Justice Institute to attend the Force Review Board meetings regarding the use of force. For engagement, a new way committee,

which is an officer-led committee will be put together. This committee will be tasked to research, compile, and present ideas regarding potential improvements in the agency. A Chief Update will also be conducted once a month for all the staff, both sworn and unsworn, to meet with the Chiefs and discuss issues and concerns. Another program to be implemented is the monthly newsletter that highlights the good works of the officers. Emails regarding meetings will be sent out to improve internal communication and amplify positive and consistent messaging. Rebranding through epic recruiting is seen as a focus. This can be achieved through an increase in positive storytelling and positive engagement through increased opportunities for community relations. Employee appreciation and outreach is also planned for the officers and their families. Division Chief Juul will be holding monthly meetings with AFR, Aurora911, Detention, and IT to discuss any concerns regarding partnership with the department.

CM Zvonek: Okay. Thank you, Chief, and would you mind sending that presentation to the committee members?

V. Wilson: Yes, sir. We'll email it right now. I have someone to take care of that right now.

CM Zvonek: Thank you. And I know that council member Sundberg has a Water Committee and I know we're running short on time and I apologize for the packed agenda today. That's on me. I should have cut something out. But Council Member Sundberg, do you want to go ahead and ask any questions you might have of the chief before you have to jump?

CM Sundberg: I have a comment and then a question for the Chief. Thank you, Chief. You mentioned media relations, positive storytelling in the media. I think that's very important. I think there have been a couple of missed opportunities like 'Shop with a Cop'. I was very surprised at that super positive event that no media was there. Of course, they seem to want to focus on what's negative, but there are just some really positive things you guys are doing, and I'd love to see the reinforcement of media at such positive events. And secondly, you talked about act on feedback as a major principal there. Tying in exit interviews to that. What information, are you garnering that might be sort of a theme with people leaving in the exit interview process if they do get that detailed?

V. Wilson: Exit interviews are voluntary at this point. At the sergeant level all the way up, if we hear someone is thinking about leaving the organization, what we want to do is make sure that we're engaging with them, finding out exactly what it is. We just recently had an officer that was ready to resign. The sergeant did an excellent job talking to him, and she was able to understand that he was just overwhelmed with the call load and keeping up with all the reports and everything that they're going to call the call and having to write. With that engagement in and through her communication skills, she was able to tell that officer, we can help you with these types of things. So, they feel like they have support from not only the sergeant level, but all the way through up through the ranks. So, some exit interviews, whether they're aging out and they're just tired, whether they feel as though they've lost their passion for law enforcement, upset about what law enforcement has experienced the last two years. And frankly, sir, they may not appreciate me or the direction that I'm taking the agency. I'm not immune to that. I know that there are some people that disagree with some of the things that I'm

doing. But again, I believe that the community sees, and like I said with the officers that I've removed from this organization, I'd be happy to sit down and see which ones any of you disagree with the decisions I've made, but I feel that it was important. We definitely need to focus on our officers and do a better job of communicating and explaining the why's. And I think that's where I fall, in short, is explaining the whys of the decisions we're making. So. I'm making a commitment to all of you, as well as this agency and the community that I will do a better job in that.

CM Zvonek: CM Sundberg, is there anything else that you'd like to ask before you have to go and chair your Water Committee?

CM Sundberg: Just another comment about the positive storytelling. The school resource officers that were involved in applying tourniquets after the Central shooting, did I hear it correctly that Good Morning America actually reached out wanting to interview them? And perhaps they were too humble and wanted to lay low about that. But I just thought that was an amazing opportunity. Of course, you wouldn't expect them to go into the limelight about that. But is that true?

V. Wilson: That is true, sir, and I can tell you that I obviously praised, in the interviews that I did, the officers' actions that day. They did save lives and they were a little shy and they didn't want to go on the Good Morning America. But in the 'Shop with a Cop', we did have our public information officers there. And I agree, sir. I wish the media would highlight everything that we're doing in this agency and the officers that are out there saving lives instead of just saying no officers were injured in an officer-involved shooting. I think the focus needs to be, do you understand what that impact had in that community and that they saved multiple lives and multiple victims in their actions. We're not there with the media. What we're going to try and do is keep continuing to push these ideas to them. Say, here's our story And put it on our Twitter and our platforms and hopefully they'll pick it up. I know we have some positive relationships with some, some reporters that always are looking to do great stories on us. And I believe CBS4 is wanting to do highlight our mobile response team here in the city as well as our crisis response team tomorrow. CBS News. We'll be doing interviews with them. So that's a positive story.

CM Sundberg: Perhaps that's something that we can do on council as reporters are reaching out to us. Maybe we can remind them of the importance of covering the highlights and positive aspects of what you guys do.

V. Wilson: Yes, sir, and I appreciate I know that three of you have gone to briefings and thanked officers personally for the job that they're doing and given gift cards or such. Also, I believe Council Member Jurinsky has praised the emails that she's received about the high priority notifications and the great work that they're doing.

CM Jurinsky: Chief, you said your first Chief update, you had about 80 officers show up. Do you know how many you had shown up at the one you just did?

V. Wilson: It might have been about 25 to 30, ma'am, and it was a 3:30 briefing at a District 1 station. So, I would imagine that we are going to have smaller turnouts. We're going to have to look at our times and make sure that we offer them in the mornings, different times that we catch our graveyard officers, our swing shift officers. We're going to continue to do it, continue to push it out and hopefully

word of mouth. We will have people there. But that's why I'm sending out the email, ma'am, updating individuals and everything that we talked about, any questions that were asked and the answers that were given so that even if people can't make it to those actual meetings, they're getting that information.

CM Jurinsky: I would just like to say, I'm very happy to hear about this wellness program with the benchmark for analytics specifically. You mentioned if an officer is going through a divorce, maybe rehabilitating, recognizing that, and trying to retain officers. I would just like to say, and may he rest in peace, this would have been a great program to have around for Officer Javen Harper. So, happy to see it now.

V. Wilson: Yes, ma'am. I can't really go into the Javen Harper situation. It's medical information and I want to respect his memory.

CM Jurinsky: I didn't ask for it. I just said, "May he rest in peace."

V. Wilson: Yes, ma'am. But okay, we'll just agree to disagree on that.

CM Jurinsky: On everything. Have a great day.

CM Zvonek: Other questions? Chief, I have a couple of questions, but first, I just want to say I know that back in January when we had our first public safety meeting, I threw out this idea of creating an internal program that would focus on retention and recruitment. And I appreciate the work that you and your team did to get this together. I am going to ask something, but I assume the answer is no. I assume you haven't had a chance to really vet this with the department. I assume that you're presenting it here first. Is that correct?

V. Wilson: That's correct, sir. I'm presenting this here and then we will put this out in our next monthly update meeting and go through these slides with everyone.

CM Zvonek: Yes. As you do that, my suggestion again, I trust that you and your team will do this in the most effective manner. My suggestion would be to really reach out and get feedback on this plan and see if we hitting the right things from the men and women who are serving on the ground level up, and are these the types of things that are going to keep them here and to help bring other officers to this department in the future? Because ultimately, that's the end goal. It goes back to the resolution that we're bringing forward that having a fully staffed department is a critical component to improving public safety for our community. I appreciate the work that you guys have done. I hope that there is some feedback opportunities for the rank-and-file officers in your department to add to this. I believe it's a solid foundation and maybe there's not much to add to it, but I'd like to see that as a part of it and then obviously pushing it out as aggressively as you pushed out The Way Forward with the reestablishing trust because I think it's important and I appreciate that you're taking it forward. Two questions as it's related to the plan. One is, I know that there's been a number of efficiency studies that have been done over the years. I think, and correct me if I'm wrong, but you mentioned the use of the community service reps. I know that in the past they talked about trying to get officers away from doing things that frankly, they didn't need to be doing and that somebody in a more civilian role could do. The community service representative, is that addressing that need that was addressed in the efficiency studies?

V. Wilson: So truly, what that is is just we're trying to not get rid of customer service, but also take the load off the officers. Having people that can respond to calls that you don't need a sworn law enforcement officer to take that information and to assist that citizen or resident at that time. And so that's really what we're focusing on. Obviously, there are things that we shouldn't be responding to as law enforcement officers and with legislation that we can't be just contacting people unless we have a legal and justified constitutional reason to do so. So, we're going to have to free up officers to focus on the violent crime issue that we're seeing across the nation and specifically here in the City of Aurora. So, we have a lot of great ideas of how we're going to do that. But yes, so that's kind of a double answer there. But yes, the community service officers are going to not only have officers not having to focus on more of the low-level crime stuff or the traffic accidents where there are minor injuries, freeing them up to focus on the issues of violent crime. I agree, sir, I appreciate the feedback. That's where that New Way committee is going to come in. Honestly, after the first session, I had people that I was really surprised to reach out to me and other chiefs and say they really appreciated that we're able to stand in the box and take the tough questions. That's my job and people need to feel free to talk to me and tell me, you know, the things that they're concerned about. And again, like I said, a very veteran officer yesterday shared what he thought of our sectoring plan. So, we're looking at how we can tweak that because you're right, it's affecting those on the street and the things that we implement, the whys behind what we're doing, and then is it working, and actually hearing from them. So, we will implement that.

CM Zvonek: One other suggestion recommendation to the policy committee that you talked about, I guess reforming. I would love to hear from that group any time there is a city policy that they think we need to address to bring it to this committee. But specifically, I think the first meeting really should dive into: are there policies that had been created by Council in previous years, in recent years, frankly, that have in any way that isn't needed as a part of necessary reform, I understand that you want to stay true to your commitment to reforming the department, but are there policies implemented by Council that are actually prohibiting or getting in the way of good police work and keeping our community safe? And if there are, I would love to hear them.

V. Wilson: Yes, sir, we will definitely look at that and we'll be in communication with you if we identify those policies.

CM Zvonek: Okay. All right. Well, we appreciate you bringing this forward, Chief, and look forward to seeing you and your team move this forward into the rest of the department.

V. Wilson: I thank you and I just want to thank the fact that I think it's clear to everyone that you three are very pro-police and we appreciate you and we thank you for always having the well-being of the officers in mind, the things that you're doing. So, thank you.

Outcome

Information Only

Follow-up Action

None.

4.g. 2022 Aurora Fire Rescue and Safety Update

Aurora Fire Health Safety Officer, Captain Doug Whiting gave updates to the committee. Revisions were made in the Health and Safety Officer Program. This was initially filled by a fire medic and was then shifted into a captain position after reorganization. Duties of the HOS are fulfilled by a single person who is actively involved in the overall health and safety of the Aurora Fire Department. The HSO is tasked with developing, implementing, and evaluating multiple programs to include members injuries on and off duty and worker's comp injuries. Captain Whiting is the liaison between Aurora Risk, HR, and worker's comp doctors to ensure the provision of appropriate treatment. In addition to this, the HSO inputs and tracks all the data to determine the cause, provide education among our members, and develop new safety programs to prevent any future safety issues and mitigate risk. Training for drivers and operators is also provided through the HSO. Other HSO programs include physical wellness, mental wellness, medical and wellness exams, research and development of all of the equipment for safety, ensuring the provision of appropriate safety equipment and training, and incorporating fire station designs and support services also on large scale events. In 2021, Aurora Fire received budget approval to develop an in-house physical therapy clinic. This allows AFR and APD members to seek out timely treatment for on or off-duty injuries. Through the RFP process, the bid was awarded to EXOS. The EXOS teams will provide equipment based on their modality, treatment, and philosophy. Priority will be given to on-duty worker's comp injuries and will continue to off-duty injuries if staffing and resources allow. The direct access model is seen as a risk mitigation tool that allows each member to seek any treatment for injuries. Data collected by the HSO from 2020 tracks any potential safety issues due to equipment and resources which may be used to identify the need for new equipment, training resources, or education. The majority of injuries are sustained by firefighters and rescue technicians. Recovery for each injury depends on the type and injury of the location. With the in-house PT, these days can be shortened through the provision of timely treatment. AFR conducted an internal audit which identified fitness equipment in 17 firehouses that are old, unsafe, and irreparable. AFR will be receiving the budget to purchase equipment for the firehouses and is going to start maintenance programs for the equipment. In addition to physical health, mental health is another focus given that fire service is one of the most stressful jobs in the US. This is due to the physical demands of the job, sleep deprivation, shift schedule, and personal health issues. Employee Assistance Programs (EAP) were conducted to assist in the mental and emotional care of the members. However, the psychologists employed in these programs were not equipped to handle PTSD related to fire service. As a result, AFR offered a grassroots psychological program in Q3 of 2021 to utilize a competent team of psychologists to help with any mental health issues. This will be further improved to become direct psychological services without the need for a liaison which helps alleviate the negative stigma surrounding counseling. The National Emergency Responder Public Safety Center is also underway for each of the members of public safety to provide relevant resources to the peer support team. This will help build and enhance performance, wellness, and resiliency. The pilot program for the in-house PT is scheduled to start around mid-March. A concern, however, is the availability of physical therapists. Highlighted is the importance of proactive

preventative maintenance and reactive counseling sessions to maintain stronger mental health. Due to resistance in seeking help, AFR will focus on marketing and branding the program to help eliminate the negative stigma. Another concern is the limited budget which only funds six sessions for each of the members. As for the fitness equipment, maintenance and replacement schedules are seen as challenges. Aside from these concerns, it was emphasized the need for a health and safety team instead of a single health and safety officer to constantly work in developing, managing, and updating risk management plans. In summary, AFR looks forward to the PT program and possibly proving functional movement screening to determine the probability or possibility of a member getting injured. Gate evaluations, basic strength, conditioning advice, and preventative exercises are also seen to be of great assistance to reduce risk. Another step to take is to develop an ongoing budget for the general maintenance and replacement of fitness equipment. Proactive preventative maintenance sessions and reactive counseling sessions are essential to maintaining a strong mental health among the members as well. In addition to these, additional FTEs must be taken in to keep up and be proactive in the approach within the organizations to maintain, develop, implement, and evaluate safety programs.

Outcome

Information Only

Follow-up Action

None.

5. Miscellaneous Matters for Consideration

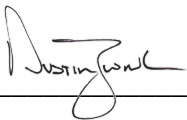
None.

6. Confirm Next Meeting

Next meeting confirmed March 10, 2022, 9 am via WebEx.

7. Adjournment

Meeting adjourned at 11:02 am.

APPROVED: 

Dustin Zvonek, Chair