



## AGENDA

### Public Safety, Courts and Civil Service Policy Committee

April 14, 2022, 8:30 am

Council Member Dustin Zvonek, Chair  
Council Member Danielle Jurinsky, Vice Chair  
Council Member Steve Sundberg, Member

#### Public participant dialing instructions

Dial Access Number 408.418.9388

Event Number 2491 127 3672

Council Goal: Assure a safe community for people

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<b>5.</b>	<b>Miscellaneous Matters for Consideration</b>	
<b>6.</b>	<b>Confirm Next Meeting</b>	
<b>7.</b>	<b>Adjournment</b>	



**Public Safety, Courts and Civil Service Committee**

**March 10, 2022**

Members Present           Dustin Zvonek, Chair  
  Danielle Jurinsky, Vice Chair  
  Steve Sundberg, Member

Others Present           A. Botham, S. Risner, C. Amsler, S. Franz, S. Day, M. Platt, J. Heckman,  
  K. Skaggs, M. Wasserburger, D. Carrel, M. Cain, S. Newman, F. Gray,  
  M. Crawford, K. Leyba, J. Moon, A. Robnett, J. Schneebeck, M.  
  Chapman, K. Claspell, J. Lutkin, J. Batchelor, J. Schlanger, V. Wilson,  
  T. Edwards, R. Weber, B. Joyce, B. Wesner, C. Juul, J. Bajorek, I. Evans,  
  J. Nicholas, M. Hays, S. Wright, D. Parker, B. Neill, C Hills, A. Garcia,  
  T. Buneta, R. Pena, C. Carlson, C. Amparan, S. Stowell, C. McDonald,  
  J. Degenhart, E. Pilnyak, J. Lanigan, M. Ridder, A. McIntyre, Y.  
  Emeson, R. Jackson, J. Twombly, A. Dickens, S. Manheimer, T.  
  Pulliam, J. Marcano, C. Stephens, D. Wilson, W. Lippman

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**1. Call to Order**

Meeting called to order at 9 am.

**2. Approval of Minutes**

February 16, 2022 Minutes approved.

**3. Consent Items**

**3.a. 2022 US Marshal Service Fugitive Task Force MOU Resolution**

**3.b. RESOLUTION - FEMA IPAWS Memorandum Agreement**

Items 3a and 3b were approved to move to Study Session.

**4. General Business**

**4.a. March 2022 Crime and Police Attrition Update**

Deputy Chief Darin Parker stated that the Crime Statistics are provided in the backup. Business Services Manager John Schneebeck provided an update on the attrition numbers. In February, there were three separations creating a total of 13 separations for 2022. Two of these were due to resignation to move to another job

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and to move to another area. One separation was due to termination. Out of the three, two losses came from patrol and one in traffic. There are 15 total additions including 12 from the 1B Academy and three reinstatements. Current resources are at 719. Thirty-five recruits from the Field Training and Evaluation Program (FTEP) are teaming up with field training officers that exist in the patrol. Sixteen of the 35 recruits are from 3B, 18 are from 4B, and one is lateral. The academy that started on October 22 has seven recruits and the academy that started on February 28 has 12. There is an anticipated loss of a total of nine sworn staff for 2022 this March.

CM Sundberg: We lost two in February, I guess another seven for this next month, is that correct?

J. Schneebeck: By tomorrow, I'll have a loss of nine.

CM Sundberg: Nine. Okay. Those were anticipated. Any of those retirements? I see reasons right here; another job, move from area, termination. Got it.

J. Schneebeck: That's the February count. Right.

CM Sundberg: February. Okay. Moved from the area, another job. Are we conducting exit interviews there at sort of an increased level of importance?

J. Schneebeck: This person went back to where they came from. They came from a different state. I'm not sure if it was a specific family reason to go back or just wanting to get back home. I usually put when it goes to different law enforcement, so they're basically just changing careers.

CM Sundberg: Okay.

V. Wilson: I could be wrong, if someone on the line wants to correct me, but I believe he is taking care of his parents and took a job in Eagle County.

CM Sundberg: Okay.

J. Schneebeck: Okay. Thank you.

Outcome

Information Only

Follow-up Action

None.

### **4.b. Aurora Fire Rescue Attrition Data for February 2022**

Assistant Director of Fire Management Services, Mathew Wasserburger presented an update to the committee. As of reporting, Aurora Fire Rescue (AFR) has had six separations composed of two retirements, three voluntary separations, and one recruit separation. Currently, the attrition year to date is at 1.3% following the five-year attrition rate of 6.1%. For 2022, 27 losses are expected.

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CM Jurinsky: I am very concerned about three members who have religious exemptions for this vaccine mandate that Denver General has right now, and these three members are supposed to start in the next week, two weeks tops, the March course for the paramedic training, which of course, here in Aurora, we make that a requirement of the job. It sounds like there's not a lot of support coming from the Fire Department to allow these three members to be rolled into the August course, and it does sound like we will in fact lose these three members over this mandated vaccine. I'm very concerned about this. I want to know why these three members, why this city would be willing to lose these three members rather than roll them into August course for paramedic school at Denver General, which, by the way, it does sound like Denver General is even going to be dropping this vaccine mandate. I would like to know why these three members can't be rolled into the August course.

F. Gray: Council Member, one of the things I kind of wanted to make sure that you were aware of is the fact that we do know that some members have applied for religious exemption. We don't know the status of that yet. So, it might be a little bit premature to say that we are actually going to have them not be able to be in this particular group. I will say, as a matter of practice, we do try to be a reasonable administration and we'll look for solutions that might encompass them going to another paramedic program. But, again, we're still looking for solutions right now.

CM Jurinsky: Okay.

F. Gray: But, again, just to make sure that you're clear, having a vaccination is not a requirement of Aurora Fire Rescue. It might be a requirement of the school. To be frank, again, those individuals are going through a process outside of the city of Aurora to seek that exemption. Thank you for showing concern for our members. Again, like I said a little bit earlier, we are looking for alternatives if there is not a religious exemption.

CM Jurinsky: Sure. And I appreciate hearing that. It just sounds like these three members are getting pretty panicked about the status of their religious exemption. It sounds like there has been no communication back from Denver General, and they're just concerned that there's no support from the department that as a worst-case, if their religious exemptions are not approved, they wouldn't be rolled into the August course. From those three members, there's some panic here. I am aware of their religious exemption, but there's no status update, no communication from Denver General. I just hope that the department would step in at that point and allow them to attend August course. That's all I'll say about that.

F. Gray: All right. Again, thank you. Hopefully, I communicated this well, is the fact that we will look for alternative solutions. I don't know if that will be an alternative class later in the year or them being able to seek going to paramedic school in another program. But, again, we will look for different alternatives.

CM Jurinsky: Wonderful news. Thank you.

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 currently has 64 out of 91 authorized positions staffed, with a staffing level of 70%. Graduation is set for the end of March for the Academy that started on February 8, 2022. Another Academy will start in May. There are 122 recruit applications as of February 25. Eighteen individuals are in skills testing, 21 in backgrounds, and nine are doing online interviews. Aurora911 also has one pending reinstatement. Twenty-one vacancies are available for the Emergency Communications Specialist (ECS) position. Aurora911 is planning to over-hire and seek additional FTEs. Final interviews for the Records and Reporting Specialist and Supervisor positions were held last week and applicants have done a sit-along in the center. In the weeks to follow, offers for those positions will be made. Eight applicants for the Professional Development Department will move forward to the interview process to fill the four vacancies.

As of March 1, 2022, there have been two separations. One ECS-2 resigned and will be moving out of state and one ECS-1 was terminated. Actions will be put into place for retention. Aurora911 is seeking compensation review and increase. Some employees will be sent to national industry conferences this year. Monthly requirements for continuing education are still in place. Aurora911 started a Navigating Adversity Training through Pathfinder Resilience. This allows employees and their loved ones to enroll in a course on how to deal with the stresses of the job. It is a holistic eight-week course dealing with spiritual aspects, financial aspects, and emotional well-being. They are continuously reviewing staffing and workload to help employees to not work as often. Several new committees are created such as the Awards and Recognition Committee who is working on the Telecommunications Week celebrations on April 16<sup>th</sup> through 20<sup>th</sup>. Aurora911 is also getting new console and office furniture that will include an emotional recovery or quiet room and a nursing mothers’ room.

CM Sundberg: I believe the call center experienced an unfortunate technical challenge recently where the lines went down. Did we learn from that and what occurred?

B. Joyce: Yes. Absolutely, Tina, did you want to elaborate on that?

Tina Buneta: Good morning. I figured this should be when I jumped in. So, February 19th, we had an incredibly unfortunate event. It was triggered by an alarm that was triggered in our Uninterruptible Power Supply (UPS), which you may be aware of or not, that we were currently in the process of an RFP to bring in a new redundant solution. The timing was very unfortunate. What occurred was a slight power dip in the UPS which was just enough to bring all of our servers down at

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once. While the power recovered very quickly, what occurred for us was then we had several servers that were competing to reboot at the same time and competing against each other, and it created a technological bottleneck. Our I.T. Department was incredibly responsive, came in from every direction and we were there for several hours, and we're still working through some of the ripple effects of this power source and the impact that it had. So as a result, we have been in continual discussion, working, and planning — Scott Newman with I.T., the entire I.T. Team, and Facilities. We have been working together to really take a deep dive into the infrastructural design and find the flaws and the opportunities for improvement that can really ensure that we have operational continuity, that all of our systems are robust and redundant and so that this never happens again. There's a lot of work to be done, but everyone has been all in committed and we are learning a great deal from what happened. What happened with this one point, this single point of failure within the power design impacts our backup center. So we had to revert to a very fundamentally basic methodology for dispatching, but our staff was incredibly resilient and adaptable. We were dispatching on paper. We had our partners from Fire and APD in the center with us, helping us to ensure that workload was being dispersed appropriately and that situational awareness was occurring within both of the working groups. It was a great example of teamwork and collaboration in that moment. I want to make sure I tip my hat to everyone because it truly took a team to get us through it. I can't say enough about our staff and how completely adaptable they were; they kept high spirits. Our day shift stayed over to support our night shift. We had a full house and we just worked really hard together until we got it resolved. There will be more to come as a result of this event, but I think we can look back at this and see it perhaps as a blessing in disguise because it illuminated some opportunities for us. It would also be remiss if I didn't just take a moment to acknowledge our partners at Arapahoe County 911. They are our fail-over center. They were champions in that moment and collaborated with us to ensure that 911 calls were answered that the calls for service were being forwarded back to us so that we could deploy resources in a timely manner. Again, it just took a great deal of teamwork. So, if you have any questions about it, I'm happy to answer and there may be some more technical questions, but please know that there will be more information coming from us as a result of our work that has arisen from this event.

CM Sundberg: Thank you, Tina. It sounds like it was a stressful situation for all parties involved, but you came together and perhaps it was truly a blessing in disguise for future operations. And then on the staffing level, I want to commend you guys for kind of thinking outside of the box to create a better environment for your staff there too. It seems like you're thinking about that continuously.

T. Buneta: We're going to keep trying until we hit the sweet spot. We're not done working on this, ever. Not ever.

### Outcome:

Information Only

### Follow-up Action:

None.

**4.d. Police Auditor Q1 2022 Update**

Michelle Crawford, Police Auditor, gave an update on the Colorado Criminal Justice Records Act (CCJRA) Audit, the Records Culture Survey, and the current in-progress audit. The CCJRA audit determines if policies and procedures, comply with laws and leading practices, determines if the records release process is accessible and transparent, and determines the extent to which APD tracks requests and fulfillments and complies with laws. The audit concluded that policies and procedures address some but not all practices of CCJRA. The current request process needs improvement, and the Aurora Police Department (APD) did not always comply with rules or regulations.

APD handles requests for records, including criminal justice records. APD Records Section handles reports, background checks, histories, and the Public Records Detail reports to the Executive Officer and the Chief's office and handles media requests, internal affairs requests, body-worn cameras requests. There are no defined roles and responsibilities for these units and there are no standard operating procedures for the Public Records Detail. We recommend these units define the roles and responsibilities and develop the standard operating procedures for the Public Records Detail. The current request tracking process is a very manual process by flagging emails in Outlook, having an inbox for paper forms, and logging items onto an Excel spreadsheet. The Records Section had 8,800 outstanding requests and the Public Records Detail had 250. Both units are recommended to coordinate with IT and the City Clerk's office to implement the citywide record release system. Currently, APD Records does not have internal goals or performance measures related to records release. The Public Records Detail has a performance measure of a 45-day turnaround for requests. Both are recommended to establish the average turnaround time for records release requests and to report that information quarterly to the Chief's Office. A limited scope review was done because the auditor could not ensure a complete and accurate population of all requests to test a sample. Due to this, results may not be extrapolated against the entire population. However, enough issues that need to be identified and addressed came to light during the audit. Colorado statutes require before releasing records of official action, a person must sign a statement affirming they will not use the record to directly solicit business for pecuniary gain. To do this, APD includes a signature form and a statement on all request forms. APD Records did not retain all request forms, therefore cannot demonstrate compliance with that statute. APD Records is recommended to retain forms to comply with statutes and needs to standardize practices related to redaction. Unredacted Social Security numbers were released and reasons for redaction were not always documented. APD Records must comply with rules and regulations for redactions and develop guidelines to standardize redaction processes. Two different forms are being used by APD for records requests, one for the records section and one for the public records detail. The records section form included a line for a driver's license number despite it not being required as it is considered personally identifiable information. This could result in additional liability if improperly released. One



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request form with a driver's license was released to another requester. In addition, the current website is hard to navigate and text-heavy. The APD is recommended to collaborate with the City Attorney on one form that does not include a driver's license number and to improve the layout and web page and information. The Records Culture Survey was an addition to the 2021 audit plan based on concerns identified during the risk assessment process. The objective of the audit was to establish a baseline for the state of the culture in the APD records section. The conclusion was there are both strengths and weaknesses, but the current state is less than optimal. The absence of sufficient management attention over time, combined with a lack of strong management skills, has contributed to the dysfunctional culture, which is clearly impacting performance. Employees perceive a lack of leadership and support from supervisors and have commented that some supervisors were not reliable or were unapproachable. In some instances, staff feared giving negative information. All supervisors must obtain the Basic Supervisory Certification from the city and additional training and coaching opportunities for supervisors must be identified. Records Management is recommended to establish section and team goals, performance metrics, and a communication plan to share updates on progress with all employees given the lack of goals and performance measures. Current goals are set with minimal staff involvement. Half of the employees do not have annual personal goals. Employees commented on the need for improved and standardized training for staff and supervisors, and some employees identified tensions between shifts and work locations. Recommendations included actively encouraging and supporting employee professional development and identifying training and activities explicitly related to cooperative teamwork. Employees perceive that their work is mainly controlled from the top down with some delegation and have commented on concerns with workloads between shifts and locations. Recommendations included identifying opportunities to empower employees to work independently and to evaluate workloads across employees and shifts. Employees perceive those above them have an insufficient understanding of the problems they face. Half of the employees rated the frequency of interactions with the Records Manager as occasional at best. The recommendation is for the Records Manager to regularly attend team meetings and supervisor meetings to increase employee interactions and an understanding of work issues. The Human Resources Compensation Project and changes to promotions appear to have negatively impacted employees' morale. Half of the employees do not believe management expresses an interest in their health or wellness, nor encourages them to use resources. Half of the employees responded they do not have a healthy work/life balance. Recommendations include working with Human Resources to educate employees on the compensation study and changes, working with Human Resources and APD Wellness to create a list of resources for employees, and identifying and regularly providing those resources to support employees' mental wellness. The Crisis Response Team Audit is still being worked on and is at the beginning test work. The next audit will be on the body-worn cameras. The full Records Culture Survey is available on the city's website along with other publicly released audit reports.

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CM Jurinsky: What you just presented, that was only for the Records Department in the Police Department?

M. Crawford: Yes, the Culture Survey was only the Records Department. The CCJRA audit was the Records, plus the Public Records detail.

CM Jurinsky: Who is the supervisor of the Police Records Department?

M. Crawford: There are seven supervisors and a Records Manager. The Records Manager is Jennifer Degenhart.

CM Jurinsky: Those seven supervisors, who would be their supervisor?

M. Crawford: Jennifer Degenhart. So, the reporting structure in Records is you have your technicians and leads and then the seven supervisors and then Jennifer Degenhart.

CM Jurinsky: Jennifer Degenhart. Who's her supervisor?

M. Crawford: John Schneebeck.

CM Jurinsky: John Schneebeck. And who's his supervisor?

M. Crawford: I'll let the Chief's Office answer. I don't want to misstep on exactly who he reports to.

CM Jurinsky: Michelle, I don't really need an answer, it's more rhetorical, I think I know. That was a pretty telling Culture Survey. I can't wait for the rest of them to come back. Thank you for that presentation.

CM Zvonek: My question is, and this isn't maybe for Michelle, but maybe for anybody who wants to answer this. Who's going to be responsible for taking a look at these recommendations and ensuring that they happen? One slide after another was pretty concerning. I sure hope there's a plan. I'm anxious to hear what it is to make sure that these recommendations are implemented.

J. Schneebeck: I'll go ahead and talk about what's going on. We're actually in a really good place, I think. A lot of the details in the internal audit were done with regard to CCJRA and some of the processes and SOPs, systems are going to be super important for us to gather the kind of details to understand the cycle times for the responses and the retaining of any documents that come in for the responses. There have certainly been changes immediately done in what she's been pointing out, some of the deficiencies that we've made are in place. But we're still pending some additional software resources that will be like an overall system. The City Manager has been able to also help us quite a bit as we start going through this. We've identified, for multiple years, the way we've done things and we've made some changes in those ways on how we're running the operations. And we keep on coming into significant volume. Now the City Manager has helped us to send in the Innovation Design Team at the beginning of last year after we requested the need to add quite a few more resources. He got their recommendation to hire PRI, Records Consultant; they teach classes all across the U.S. and with the International Association Chiefs of Police. They do audits on multiple agencies. That consultant

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is here right now, going through all of what we do, interviewing Aurora911, investigators, Records personnel, our supervisors, and patrol officers. We're the middle piece of everything coming in from patrol operations, processing out to courts, and then all the reports that need to go out to the public or others requesting them. Report request system is about ready to come online. We have changes in how reports go to the state for crash accidents. We lost the vendor that was kind of an automatic process for people to get their crash reports. Just last Friday, we turned on the replacement, so it took us basically a year practically before we got a replacement way for assisting us on requested reports and getting them fulfilled. So, with these reports, a lot of things are in motion right now. The City Manager authorized us to get 12 folks as an interim as we await the recommendation coming from the PRI Consultant. So, it's kind of like we've got enough input and resources and programs, the implementation of three committees within the personnel records that go into the culture because there's quite a few culture issues that were certainly part of that presentation. Members of records can participate on an Innovation Committee to put together to get their thoughts coming in. To address staff feeling like they're not getting enough input into the things that are going on, there is the Design Committee to put that together coming from the technicians themselves. Then there is a training committee. , Training is certainly a big deal. I think if you go into the details, you start reading into just how specific the state laws are, and everything that needs to be known and done by those folks. And redaction, a couple of redaction enhancement are going on. CarFax, which is the crashdocs.org for reports, that just got turned on last week, has redaction implemented into it. The city's new system called Next Request is where citizens request police records. We can track the process, collect the report, redaction, send it back out and have the pecuniary gain statement part of it. That's going to be developed within the next four weeks for the Police Department to be online with a system that's going to be able to track a lot of the things that were part of Michelle's presentation in those studies where we're really getting into a good place to address those, with the kind of resources, and that kind of expert advice coming in from a Records Consultant. So, a lot of things going on in a really positive direction for us. CM Zvonek: John, I'm happy to hear that some of the systems and software are going to be online that are going to address some of these things. But I think my bigger concern was actually the fact that you have employees saying that they're not able to give feedback to supervisors and are fearful to do so. I mean, that can't be fixed with a new software program. That's a management issue that needs to be addressed. I hope it is because you can add more people, you can have a better system, but if we don't have a culture that allows for feedback from people on the lines, we're going to find ourselves in the same position over and over again. So I hope that the recommendations are seriously considered and addressed here in short order.

J. Schneebeck: Yes, the supervisors have gone to HR and received educational information there. There's an Incline Program that supervisors are already going to, as well as some of the technicians that want to be supervisors because we do have one opening and another retirement just about to take place. So we've got the training already taking place, and the library opened up for them on the leadership and those piece parts. So, yes, we're absolutely going after that one also.

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CM Zvonek: I know that HR is going through a process of looking at the evaluation process or the annual review process. I hope that, and I assume that, the PD is also going to implement some of those same types of things, which would include a 360 review so that the supervisor of the supervisors can actually have this feedback so that if there are things going on at the department, it's being elevated in an appropriate way. That allows us to address these issues before we read about them on a report in front of a Public Safety Committee. It shouldn't get to this point.

Outcome:

Information Only

Follow-up Action:

None.

#### **4.e. Municipal Court Transcript Fees**

Judge Shawn Day presented on the Municipal Court Transcript Fees. Aurora as a Constitutional Court of Record must accurately transcribe and record all court records and currently utilizes court reporters. However, Aurora has not required both our City Attorney's Office and Public Defender's Office to pay transcript fees for the preparation of their requests for transcripts. One of the city's court reporters transferred to Denver because Denver provides additional compensation for the work in transcribing transcripts. That was part of the discussion with candidates applying for the position. The need to implement the Chief Justice Directive is imperative specifically as it relates to the costs of preparation of transcripts. A projection of 2,400 pages of transcripts each year will be coming from the City Attorney's Office and Public Defender's Office equating to \$7,000 for each office. Conversations with Budget, Finance, and HR are being done to adopt the Chief Justice Directive to address the need to compensate the court reporters for the work that they do.

Judge Shawn Day intends to adopt the Chief Justice Directive with the consent and approval of the Committee.

CM Sundberg: Just to clarify, Judge Day, you do have a staffing shortage then with respect to that role of those who do the transcripts?

S. Day: No and thank you for the question. We were able to hire and fill the position that we lost and so we are fully staffed with our court reporters currently. We do have anticipated, she has not officially announced it yet, but we may be losing a member to retirement this year.

CM Sundberg: I see. Are you pretty confident that the compensation is competitive?

S. Day: Yes, I do. Clearly, our court reporters are paid less than the district court reporters. But this will help in that hiring process.

CM Sundberg: Okay. Thank you, sir.

S. Day: Absolutely. Thank you for the question.

CM Zvonek: Any objection to approving item 4.e?

CM Jurinsky: No.

CM Zvonek: Okay.

S. Day: Thank you. Thank you, Committee. Appreciate it.

CM Zvonek: Thank you.

Outcome:

Item 4e is approved by the Committee.

Follow-up Action:

The Chief Justice Directive will be adopted.

**4.f. Consent Decree Monitor Introduction and Overview**

Jason Batchelor introduced Jeff Schlanger and Erin Pilnyak from IntegrAssure, the firm that was selected to be the Consent Decree Monitor. Jeff Schlanger, the Consent Decree Monitor, has been involved in prosecution, law, and police oversight for more than 40 years. He has monitored the Los Angeles Police Department, served as the Chief of Staff and Assistant District Attorney at the Manhattan District Attorney's Office. He was the first ever Deputy Commissioner for Risk Management for the New York City Police Department. Jeff was also the CEO of Keypoint Government Solutions in Loveland, Colorado. Erin Pilnyak, the Deputy Monitor for the Consent Decree and the CEO for IntegrAssure, served as a Senior Criminal Justice Policy Adviser to the Mayor of New York City leading criminal justice reforms and was the Assistant Deputy Commissioner of Risk Management Bureau at the NYPD. Jeff provided an update on the Consent Decree Monitoring. After selection, the team has been on-site and has met with various stakeholders to gather preliminary documents pursuant to data requests. They have done ride-a-longs and are developing methodologies to aid in the determination of compliance. The team will be disaggregating the Consent Decree into the individual mandates for each agency and setting out the measurements of substantial compliance for each of the mandates and looking at data needed to make a determination. They are also discussing when the team will be looking at the particular items during the period of the monitor-ship. This is to make sure that all stakeholders are on the same page and that the goals are clearly set to ensure that everybody will agree whether those goals have been met in any reporting period or not. For the first year, there will be four reporting periods. After this, there will be two in each subsequent year. Further conversations with stakeholders and city agencies will be done. The team would be happy to meet with members of the council to discuss any concerns and thoughts regarding the consent decree and the monitoring.

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CM Zvonek: It looks like you've answered a couple of my questions which you talked about the data needs and then the data metrics that will ultimately be used to determine sufficient compliance. And that's something that, from the onset, from the patterns and practice report to the Consent Decree, that has been a concern to me because there were things in the patterns and practice report that I viewed as incomplete data at best, and that could potentially have a negative consequence on public safety in parts of our community. What I would hope is that whether it's to this committee or to some of us individually is to really have an understanding of what those measures are going to be to, again, ensure, we want to make sure that we're meeting the 70 mandates. And I have a subsequent question on those. But we want to make sure that we're meeting those, but also that we're not doing so, we're not creating a measurement that is, again, going to jeopardize the safety of parts of our community. That is a very real fear that I have based on the patterns of practice in the Consent Decree as it was laid out. So, my question is, of the 70 mandates that were in that original document, has your team had an opportunity to go through and determine which of those have already and have been either met or were underway prior to the Consent Decree even being put forward by the Attorney General's Office?

J. Schlanger: We haven't done that formally yet. I think that will take place next week. To the extent that those are already substantially complied with, we will mark them as such and obviously not spend much more time on them. I was negligent, in that I didn't mention that besides Erin and myself, we have eight team members who are specialists in various areas in policing. They come from not only policing but academia as well. We will be looking afresh at all metrics. We are not going to accept necessarily metrics from the prior investigation, but we'll be looking forward because the Consent Decree, obviously, is a forward-looking document rather than an investigation of past practices.

CM Zvonek: Yes, and I think in that vein of forward looking, I think that having a clear understanding for those of us on the Committee and, frankly, for the rest of our colleagues on Council, is having an understanding of whether it's data software capabilities within the department to measure things that will again help us to become a more efficient, effective department, but also to provide the data that we would want to the community to ensure that we're making the steps to improve the department overall.

J. Schlanger: Yes. We will be communicating that both informally and formally. As you probably know, we are required to file a report with the court for each of those reporting periods. That's how we came up with the reporting periods, and our reports will detail findings and recommendations, including recommendations that result from findings of deficits in terms of data that you may have.

CM Zvonek: Yes. Great. Council Member Sundberg, did you have any questions?

CM Sundberg: Oh, I just want to say hello, Erin and Jeff, welcome. And I look forward to meeting you in person. I may not have caught this in your original answers, and you did somewhat answer this with respect to your team, but you have

## DRAFT – SUBJECT TO APPROVAL

criminal justice backgrounds and extensive experience there. How about policing experience from either of you?

J. Schlanger: Yes. So, we both served with the NYPD. I served there for three years. I was also a prosecutor, as Erin was for 10 years. We didn't overlap in the office, as you may tell by the gray hair here. But in addition to us, there are three former chiefs on our team of experts and almost everybody has served in a Police Department along the way. We understand policing from all different aspects. We understand why Consent Decrees come about. We understand, most of all, what they can achieve. That's the stage that we're at now. I think, we're past the point of figuring out whether this is a good thing or a bad thing. It's a thing, and we're here to make sure that it benefits the citizens of Aurora as best as it possibly can, and that means a number of things. And we found that these things are in no way mutually exclusive. Crime reduction, enhanced community trust, enhanced officer wellness, making officers feel better about the jobs that they're doing. I obviously was present in this meeting when you had the attrition report and I know that there is a lot of concern about that. Well, this process, if it operates as well as it possibly can, and we're going to try to do everything we can to make sure that it does, can stem that bleed to whatever extent it is a bleed.

CM Sundberg: Well, that will be certainly a bonus, I think.

J. Schlanger: Yes. The goal is really to make Aurora the model of Police Departments, not only in Colorado, but nationwide.

CM Zvonek: I can tell you, Jeff, that you have three new members on this Committee, all who ran just last year and heard a lot from our community about the importance of public safety and want to see all of our public safety departments, whether it's the Fire Department, the Police Department, Aurora911, and the Civil Service Commission. We want to see it all be a model for Colorado and for the country because that means good things for our city. So, looking forward to working with you and your team, and feel free to reach out to us if there are any ways in which we could be helpful.

J. Schlanger: Great. We'll reach out to set up those meetings, either individually or collectively, whichever you think is best. I look forward to meeting you all in person and working with you over the next years to achieve our goal. And I'm used to talking about Police Departments, but certainly, we haven't forgotten about Fire Rescue or the Civil Service Commission and are looking equally hard at those bodies as well.

CM Zvonek: Thanks again.

Outcome:

Information Only

Follow-up Action:

None.

**4.g. Aurora Fire and Aurora Police Joint Training**

Commander Mark Hays, from Aurora Fire Rescue (AFR) and the Training Chief at City of Aurora Public Safety Training Center (CAPSTC), and Lieutenant Justin Shipley, from the Aurora Police Department (APD) and Training Commander at CAPSTC, gave an overview of the Aurora Fire and Aurora Police Joint Training. Historically, there were separate training facilities that existed for the Fire Department and the Police Department. Currently, trainings are held at CAPSTC for both APD and AFR. In the Center, there are numerous training props for both departments, a drill ground, and six large classrooms. The Joint Command Staff Meeting was developed in 2018 and established a quarterly executive staff meeting with both departments to establish and identify opportunities for shared resources, training needs, and any opportunities that existed between the two organizations. The current CAPSTC Leadership oversees the training for both incumbent and recruit training for the departments. Integrating joint training is currently a challenge due to limited availability in the training calendar. A Fast Track Academy started in January, a recruit class started in February, and seven Police Academies are slated to run throughout the year. Due to this, there is limited space and an increasingly busy schedule. Both departments plan to have one or two large scale encompassing training scenarios annually to get close to 100% of AFR, APD, and SWAT members as possible. They would also like to include Aurora911 and Falck for ambulances. The team is also reaching out to individuals in the community to participate as victims in the trainings. In 2021, CAPSTC training staff conducted an Active Shooter Hostile Event Response (ASHER) Training for both AFR and the APD and included community members as victims. Using the ASHER Training template, the team plans to develop two of these trainings per year. However, they are seeing the coordination of calendars as a hurdle. In addition, one of the comments from the Consent Decree was to improve collaborative training between the two organizations.

CM Sundberg: No questions. It just looks like very pertinent and important coordination, for sure.

CM Zvonek: Look, I think this is great. I did have one question. It was a question that came up to me recently and I honestly didn't know the answer to it. In the PD or the Fire Department, either or both, are there ongoing fitness requirements, fitness testing requirements that you all have, much like they do in the military?

M. Hays: For the Fire Department, yes, we have our annual PFA, our physical fitness assessment that we do. It's a series of exercises, both strength, and cardio that's evaluated. It's all put into a very large equation that gets you a ranking number and you have to stay at a certain fitness level, and we administer that to all 420 members that are online and that are in a position to respond and or be in a fire. We also do mask fit testing, which to make sure that your masks for your breathing apparatus going to fires, your fitness-wise, are able to manage that. That's the Fire side.



## DRAFT – SUBJECT TO APPROVAL

J. Shipley: Yes. Currently, the Police Department, we have run a fitness test for the, obviously, the incoming recruits have to pass a fitness test to get accepted into the Academy. But the incumbent officers, right now, we haven't run them through a fitness test in probably a couple of years. We do a similar with the gas mask fit testing every year, though, to make sure those are fit and right and the people are adequately breathing and know how to use those if we have to deploy in some type of gas environment.

CM Zvonek: So Fire, yours is an annual fitness test and PD, it's just at the recruit stage.

M. Hays: Correct.

CM Zvonek: Okay. That's good to know. I wasn't sure what the answer to that is. Because I had a constituent ask. I assumed that the answer was yes, just given the physical demands of your jobs. But good to know. Okay. Any other questions on this topic? No? Seeing none? Okay. Thank you both for the presentation.

M. Hays: Thank you.

### Outcome:

Information Only

### Follow-up Action:

None.

## **5. Miscellaneous Matters for Consideration**

None.

## **6. Confirm Next Meeting**

CM Zvonek requested the next meeting to start at 8:30 a.m. instead of 9:00 a.m. Staff agreed to update the calendars for this change.

Next meeting confirmed April 14, 2022 at 8:30 via WebEx

## **7. Adjournment**

Meeting adjourned at 10:07 am

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

Dustin Zvonek, Chair



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> Judge Terms Ordinance Amendment
<b>Item Initiator:</b> Shawn Day, Presiding Judge, Aurora Municipal Court
<b>Staff Source/Legal Source:</b> Laura Hales, Executive Specialist / Angela Garcia, Senior Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 1.5--Maintain an unbiased, independent municipal court

### COUNCIL MEETING DATES:

**Study Session:** N/A

**Regular Meeting:** N/A

### ITEM DETAILS:

Amendment to Judge Terms ordinance

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### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> Approve Item and Move Forward to Study Session  | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input type="checkbox"/> Approve Item and Move Forward to Regular Meeting   | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input type="checkbox"/> Information Only   |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

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### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** Public Safety, Courts & Civil Service

**Policy Committee Date:** 4/14/2022

### Action Taken/Follow-up: *(Check all that apply)*

- |   |   |
|---|---|
| <input type="checkbox"/> Recommends Approval              | <input type="checkbox"/> Does Not Recommend Approval    |
| <input type="checkbox"/> Forwarded Without Recommendation | <input type="checkbox"/> Recommendation Report Attached |
| <input type="checkbox"/> Minutes Attached                 | <input type="checkbox"/> Minutes Not Available          |

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**HISTORY** *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

N/A

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**ITEM SUMMARY** *(Brief description of item, discussion, key points, recommendations, etc.)*

The amendment to the judge terms ordinance is needed to clear up a conflict which currently exists between City Charter Article 10-4(b) and City Code Section 50-72(a). The Charter mandates a two-year appointment for Relief Judges. Aurora City Code Section 50-72(a) requires that judicial appointments end on December 31 of the appropriate EVEN-NUMBERED year. The requirement of the Code section can cause the appointment of a Relief Judge to be either a one-year appointment or a three-year appointment depending upon when the Relief Judge was initially appointed. By removing the EVEN-NUMBERED year requirement in Code Section 50-72(a), all Judges will serve their term as mandated by the City Charter.

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**QUESTIONS FOR COUNCIL**

Does the Committee approve moving this item forward to Study Session?

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**LEGAL COMMENTS**

Council has the power to make and publish ordinances consistent with the laws of the state for carrying into effect or discharging the powers and duties conferred by the State Constitution, State Statute, or City Charter and such as it shall deem necessary and proper to provide for the safety; preserve the health; promote the prosperity; and improve the morals, order, comfort and convenience of the city and the inhabitants thereof. (City Code Sec. 2-32 and C.R.S. Sec. 31-15-103). Council shall act only by ordinance, resolution or motion. (City Charter Art. 5-1). (Garcia)

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**PUBLIC FINANCIAL IMPACT**

YES       NO

**If yes, explain:**

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**PRIVATE FISCAL IMPACT**

Not Applicable       Significant       Nominal

**If Significant or Nominal, explain:**

ORDINANCE NO. 2022- \_\_\_\_

A BILL

FOR AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, AMENDING SECTION 50-72 OF THE CITY CODE PERTAINING TO THE TERMS OF MUNICIPAL COURT JUDGES

WHEREAS, the City desires to amend the City Code relating to the terms for municipal court judges to resolve the conflict between Article 10-4(b) of the City Charter and Section 50-72(a) of the City Code.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO:

Section 1. That subsection 50-72(a) of the City Code of the City of Aurora, Colorado, is hereby amended to read as follows:

Sec. 50-72. - Appointments; terms.

(a) Terms for all judges, whether for two or four years, shall end on December 31 of the appropriate ~~even-numbered~~ year. In case of the resignation, removal, or death of any judge prior to the normal expiration of his or her term, the presiding judge is authorized to make temporary appointments not to exceed one year. At the end of the term of any such temporary appointment, the position thereafter shall be filled pursuant to the procedure set forth in subsection (c). If the remaining unexpired term is longer than one year, the selection procedures set out in subsection (c) of this section shall be followed to fill the remainder of the term. If the selection procedure is used as described in subsection (c) of this section for an initial appointment, regardless of the length of the remaining term, the appointed judge shall be subject to reappointment by those procedures governing the reappointment of a judge to a consecutive term, e.g., subdivision II of this division. The term of any municipal judge shall not expire or otherwise end unless and until a successor has been properly appointed and qualified and sworn in. All otherwise lawful official acts of any municipal judge whose successor has not been appointed, qualified and sworn in shall be valid and shall not be subject to direct or collateral attack on the grounds that the municipal court judge's term has expired or otherwise ended. The salaries and benefits accruing to the municipal judges shall be established by the council on an annual basis. Except as otherwise provided in subsection (e), the presiding judge and all other municipal judges may be removed during their respective terms by the city council only for cause pursuant to the City Charter, this Code, and C.R.S. § 13-10-105(2).

Section 2. Severability. The provisions of this Ordinance are hereby declared to be severable. If any section, paragraph, clause, or provision of this Ordinance shall, for any reason, be held to be invalid or unenforceable by a court of competent jurisdiction, the invalidity or

unenforceability of such section, paragraph, clause, or provision shall not affect any of the remaining provisions of this Ordinance.

Section 3. Pursuant to Section 5-5 of the Charter of the City of Aurora, Colorado, the second publication of this Ordinance shall be by reference, utilizing the ordinance title. Copies of this Ordinance are available at the Office of the City Clerk.

Section 4. Repealer. All orders, resolutions, or ordinances in conflict with this Ordinance or with any of the documents hereby approved, are hereby repealed only to the extent of such conflict. This repealer shall not be construed as reviving any resolution, ordinance, or part thereof, heretofore repealed.

INTRODUCED, READ AND ORDERED PUBLISHED this \_\_\_\_\_ day of \_\_\_\_\_, 2022.

PASSED AND ORDERED PUBLISHED this \_\_\_\_\_ day of \_\_\_\_\_, 2022.

\_\_\_\_\_  
MIKE COFFMAN, Mayor

ATTEST:

\_\_\_\_\_  
KADEE RODRIGUEZ, City Clerk

APPROVED AS TO FORM:

*Angela L. Garcia* PS  
\_\_\_\_\_  
ANGELA L. GARCIA, Senior Assistant City Attorney

## 10-4 Municipal court; judges; court administration.

(a) *Establishment.* There is hereby established a municipal court vested with exclusive original jurisdiction of all cases arising under the Charter and the ordinances of the City of Aurora.

(b) *Municipal court judges.* Each judge of the municipal court shall have been a member of the bench or bar of Colorado for at least five (5) years before appointment. The city council shall be authorized to appoint a presiding judge who shall report directly to the city council on matters affecting the judiciary which shall include the judges, court bailiffs, and court reporters, or that staff which is from time to time assigned to support the municipal court judges. The terms of office of the various categories of municipal judges shall be as follows: Full-time—4 years; permanent part-time—2 years; relief—2 years. The salaries and benefits accruing to the municipal judges shall be established by council on an annual basis. If the council does not reappoint a full-time judge, the council shall cause to be paid forthwith any unpaid balance of the judge's salary for the month in which the term of office expires, plus a salary equal to three (3) months' compensation. The city council shall be authorized to promulgate by ordinance procedures for the hiring, retention and discipline, including appeals therefrom, for the municipal judges.

(c) *Rules of procedure.* Rules of procedure shall be enacted by the council upon recommendation of the presiding judge.

(d) *Court administration.* There is hereby created and established an administrative unit entitled "court administration" which shall be directed by a court administrator together with support personnel as the budget may provide from year to year. The court administrator shall be appointed and removed by the city council. However, the city council may, by ordinance, delegate its appointment and removal authority to another officer or entity. The court administrator shall be responsible for providing the necessary administrative services to the municipal court other than those services and oversight of staff provided by the presiding judge per Charter section 10-4(b). The court administrator shall serve at the pleasure of the city council and shall not be considered a career service employee with disciplinary review rights. (Ord. No. 87-200, § 1, 11-3-1987; Ord. No. 91-43, § 1, 11-13-1991)

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**The Aurora Charter is current through Ordinance 2018-24, passed July 7, 2018.**

**Disclaimer:** The city clerk's office has the official version of the Aurora Charter. Users should contact the city clerk's office for ordinances passed subsequent to the ordinance cited above.

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The Aurora Charter is current through Ordinance 2018-24, passed July 7, 2018.

**Sec. 50-72. Appointments; terms.**

(a) Terms for all judges, whether for two or four years, shall end on December 31 of the appropriate even-numbered year. In case of the resignation, removal, or death of any judge prior to the normal expiration of his or her term, the presiding judge is authorized to make temporary appointments not to exceed one year. At the end of the term of any such temporary appointment, the position thereafter shall be filled pursuant to the procedure set forth in subsection (c). If the remaining unexpired term is longer than one year, the selection procedures set out in subsection (c) of this section shall be followed to fill the remainder of the term. If the selection procedure is used as described in subsection (c) of this section for an initial appointment, regardless of the length of the remaining term, the appointed judge shall be subject to reappointment by those procedures governing the reappointment of a judge to a consecutive term, e.g., subdivision II of this division. The term of any municipal judge shall not expire or otherwise end unless and until a successor has been properly appointed and qualified and sworn in. All otherwise lawful official acts of any municipal judge whose successor has not been appointed, qualified and sworn in shall be valid and shall not be subject to direct or collateral attack on the grounds that the municipal court judge's term has expired or otherwise ended. The salaries and benefits accruing to the municipal judges shall be established by the council on an annual basis. Except as otherwise provided in subsection (e), the presiding judge and all other municipal judges may be removed during their respective terms by the city council only for cause pursuant to the City Charter, this Code, and C.R.S. § 13-10-105(2).

(b) No later than the first Monday in October of the final year of the term of any judge of the municipal court, the affected judge shall inform the city council and the presiding judge of the municipal court of whether or not the judge desires to be considered by the city council for appointment to another term on the bench of the municipal court. The presiding judge of the municipal court shall inform only the city council of whether or not he or she desires to be considered for appointment to another term. If the affected judge fails to so inform the city council in accordance with this subsection, it shall be presumed by the city council and by the presiding judge that the judge desires to be considered for appointment to another term on the bench of the municipal court.

(c) For the permanent appointment of an individual as full-time, or part-time judge on the bench of the municipal court, which position has not been held by such individual immediately prior to such appointment, the presiding judge shall submit to city council and to the city clerk a list of all nominees for the vacant position, which nominees shall be not less than two for each such position. The city clerk shall then cause the list of nominees to be published in at least two newspapers whose general circulation includes the City no later than 15 days prior to the making of the judicial appointment by the city council. Any person or organization may submit to city council confidential recommendations and endorsements regarding any nominee prior to the making of the judicial appointment by city council. No anonymous recommendations or comments shall be considered.

(d) The city council retains the sole discretion to appoint, reappoint, or remove municipal court judges.

(e) Whenever a full-time municipal judge is appointed by the city council, the first two years of service shall be considered probationary in nature. This probationary period shall continue for the entire two-year period from date of original appointment, even if the judge is reappointed within the probationary period. At any time during

the probationary period, city council may, at its discretion, determine that the judge is unsuitable for permanent retention and may discharge the municipal court judge, with or without cause.

(f) For the initial appointment of an individual as a relief judge on the bench of the municipal court the presiding judge shall submit to city council a list of all nominees. The city council shall then approve or disapprove, in whole or in part, those nominees for initial appointment as relief judges on the municipal court bench. (Code 1979, § 25-44; Ord. No. 2005-42, §§ 1, 2, 7-11-2005; Ord. No. 2005-12, § 78, 4-11-2005)

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**The Aurora City Code is current through Ordinance 2021-62, passed November 22, 2021.**

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# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> April 2022 Crime and Police Attrition Update
<b>Item Initiator:</b> Mark Hildebrand, Acting Deputy Chief of Police
<b>Staff Source/Legal Source:</b> Mark Hildebrand, Acting Deputy Chief of Police / Megan Platt, Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 1.0--Assure a safe community for people

### COUNCIL MEETING DATES:

**Study Session:** N/A

**Regular Meeting:** N/A

### ITEM DETAILS:

- Agenda long title
- Waiver of reconsideration requested, and if so, why
- Sponsor name
- Staff source name and title / Legal source name and title
- Outside speaker name and organization
- Estimated Presentation/discussion time

Acting Deputy Chief Mark Hildebrand / Business Services Manager John Schneebeck  
10 minutes

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### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input type="checkbox"/> Approve Item and Move Forward to Regular Meeting   | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input checked="" type="checkbox"/> Information Only  |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

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### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** N/A

**Policy Committee Date:** N/A

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**Action Taken/Follow-up: (Check all that apply)**

- |   |   |
|---|---|
| <input type="checkbox"/> Recommends Approval              | <input type="checkbox"/> Does Not Recommend Approval    |
| <input type="checkbox"/> Forwarded Without Recommendation | <input type="checkbox"/> Recommendation Report Attached |
| <input type="checkbox"/> Minutes Attached                 | <input type="checkbox"/> Minutes Not Available          |

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**HISTORY (Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)**

N/A

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**ITEM SUMMARY (Brief description of item, discussion, key points, recommendations, etc.)**

Monthly Update on crime statistics and police attrition

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**QUESTIONS FOR COUNCIL**

Information only

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**LEGAL COMMENTS**

The City Manager shall be responsible to the council for the proper administration of all affairs of the City placed in his charge and, to that end, he shall have the power and duty to make written or verbal reports to the Council concerning the affairs of the city under his supervision: City Charter §7-4(e). (Platt)

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**PUBLIC FINANCIAL IMPACT**

- YES       NO

**If yes, explain:** N/A

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**PRIVATE FISCAL IMPACT**

- Not Applicable       Significant       Nominal

**If Significant or Nominal, explain:** N/A



# Aurora Police Department



Mission: Partnering with our community  
to make Aurora safer every day

Vision: APD will continually evolve as an innovative agency

## Business Services Division

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### MONTHLY ATTRITION REVIEW

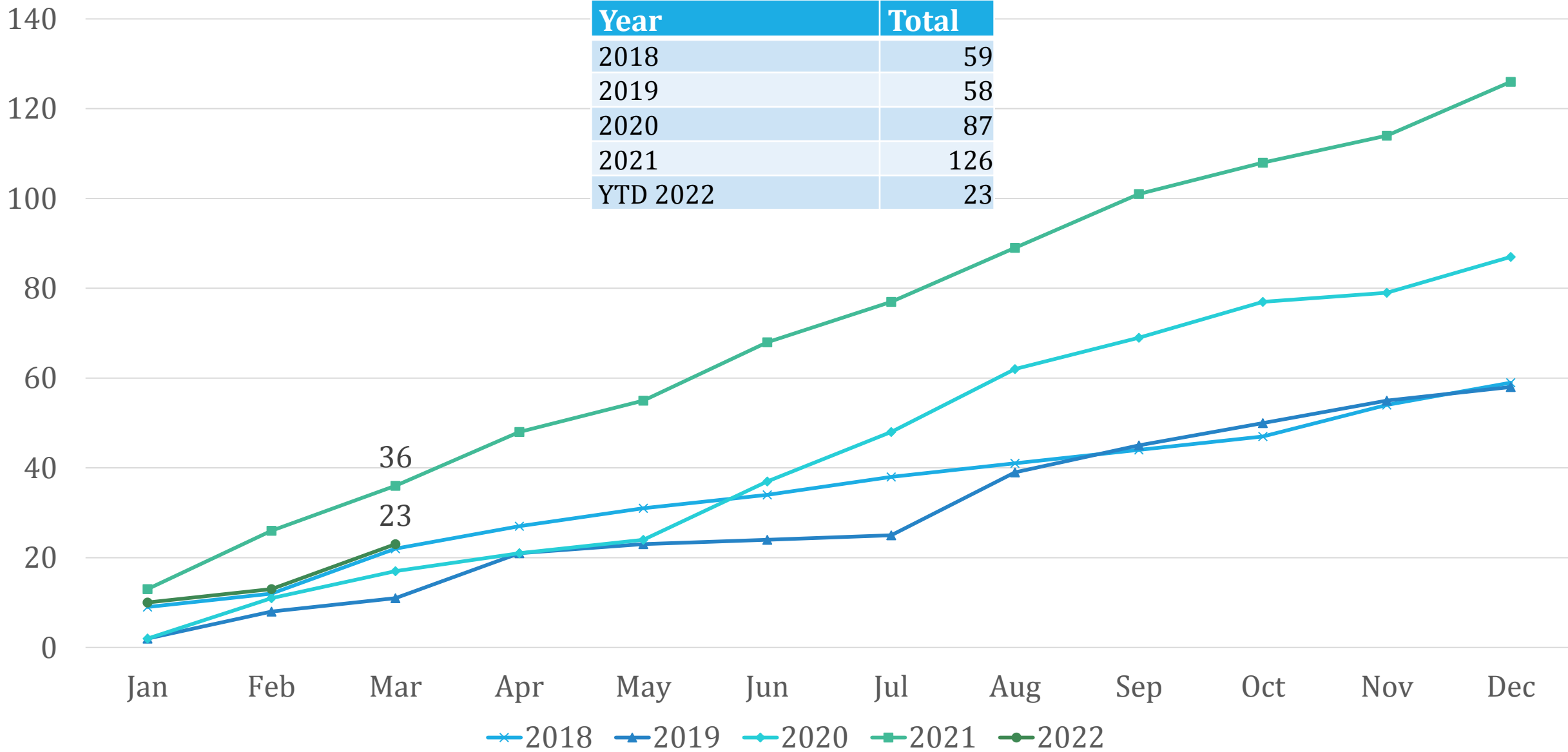
# Police Turnover Percent

Month	Total
Jan	10
Feb	3
Mar	10
<b>Total 2022</b>	<b>23</b>



# Attrition Review

Year	Total
2018	59
2019	58
2020	87
2021	126
YTD 2022	23



# 2022 Sworn Staffing

## Additions:

12 Basics (2022-1B 12)

0 Lateral

3 Reinstatement

**15 Total Adds**

## Losses as of 3/31/22:

9 Resignations (5 commissioned, 3 FTEP, 1 recruits)

9 Retirements

2 Med. Retirements

1 Transfer to Career Service (1 FTEP)

1 Termination (1 commissioned)

1 Death (1 commissioned)

**23 Total Losses**

**8 Net Losses**

# March Sworn Separations Detail

4 Retirements

5 Resignations (2 commissioned, 2 FTEP, 1 recruit)

1 Medical (1 commissioned)

10 Total Losses

Reason	Count
Retired	4
Medical retirement	1
Another LE job	1
Another job	1
Move from area	1
Medical reasons	1
Unknown	1
<b>Total</b>	<b>10</b>

Assignment	Count
Patrol	3
Investigations	2
SWAT	1
PAR	1
FTEP	2
Recruit	1
<b>Total</b>	<b>10</b>



# APD Resource Deployment



APD has an authorized strength of 744 sworn  
Chief and Executive Staff design the placement of positions to  
achieve the Mission & Vision of the organization

**Mission: Partnering with our community  
to make Aurora safer every day**

**Vision: APD will continually evolve as an innovative  
agency**

The position placement is called 'Billet' by rank and assignment  
Continuous evaluation is done to align and adjust to changes throughout the year  
Chief may temporarily move staff to accomplish initiatives or fill vacancies as needed  
In the following slide, we have summarized the organization reflecting the distribution of Billets by  
functional categories



# March Sworn Staffing Functional Detail

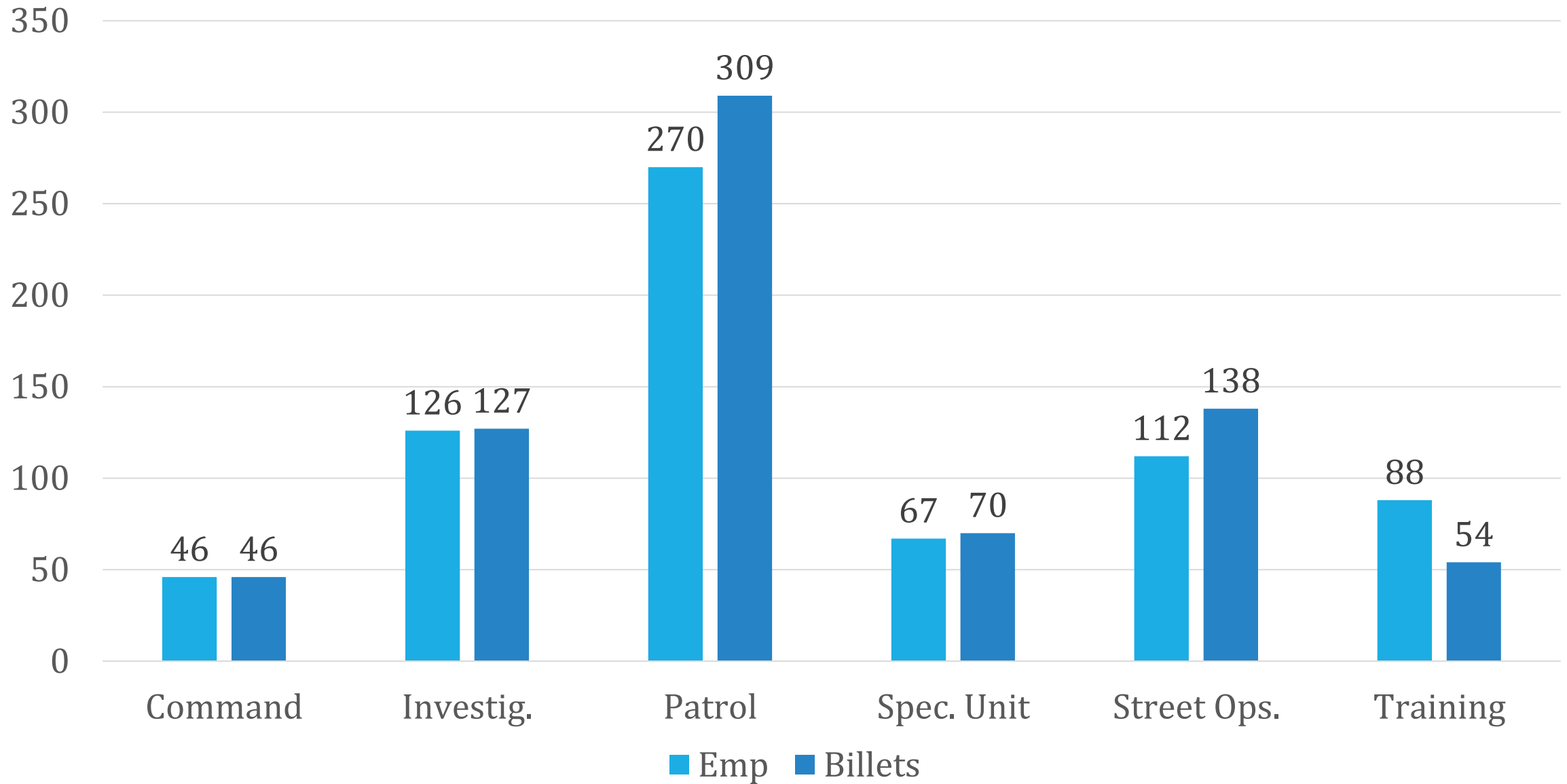
Function	EMP	Billets	Variance	Actual	Design
Command	46	46	0	6%	6%
Investigations	126	127	(1)	18%	17%
Patrol	270*	309	(39)	38%	42%
Special Unit	67	70	(3)	9%	9%
Street Ops.	112	138	(26)	16%	19%
Training	88*	54	34	12%	7%
<b>Grand Total</b>	<b>709</b>	<b>744</b>	<b>(35)</b>		

\*Includes Field Training Officers (FTOs) training 34 FTEP recruits

\*Includes 34 recruits in FTEP

Class	Count	FTEP Completion
2021-3B (6/21/21) FTEP	16	4/8/22
2021-4B (8/30/21) FTEP	17	6/17/22
2021-2L (11/22/21) FTEP	1	4/22/22
2021-5B (10/25/21)	7	8/12/22
2022-1B (2/28/21)	12	12/16/22
<b>Total</b>	<b>53</b>	

# Functional Resource Deployment



# Functional Category Breakdown

<u>Command</u>	<u>Investigations</u>	<u>Training</u>	<u>Special Unit</u>	<u>Patrol</u>	<u>Street Ops.</u>
Lieutenants and Above	District Detective Units	Academy	Employee Support	District Patrol Units	District PAR Units
	Crimes Against Children	Range	Media Relations	Field Training Officers	SROs
	Domestic Violence Unit	Recruit Classroom	Recruiting		Crisis Response Team
	Economic Crimes	Recruit FTPEP	Aurora for Youth		Gang Intervention
	Forensic Services	Military Leave	Equipment & Facilities		K9
	Intelligence	Not Available for Duty	Property & Evidence		SWAT
	Internet Crimes Against Children		Vehicle Impound		Traffic
	Gang & Robbery Invest. Team		Community Relations		
	Major Crime/Homicide		Front Desk		
	Sex Crimes		Dispatch		
	Special Victims		Electronic Support		
	Joint Terrorism TF		Internal Affairs		
	Safe Streets TF		CMATT		
			FAST		
			Narcotics		
			RAVEN		
			Backgrounds		
			Force Investigations		
			Professional Standards		
			Emergency Mgmt.		
			ATF TF		
			Front Range TF		
			Fugitive TF		



# Aurora Police Department - UCR Statistics

District: ALL

<i>UCR crimes are measured by a count of victims and/or incidents reported during data period</i>	4 Week Last Year	4 Week Current Year	4 Week Difference	4 Week % Chg	Y-T-D Last Year	Y-T-D Current Year	Y-T-D Difference	Y-T-D % Chg - or - % of Total
Current Wk 14: 03/28/22 - 04/03/22	<b>02/28 - 03/27</b>		+ or -	% chg	<b>01/01 - 03/27</b>		+ or -	% chg

## Major Crimes

03/01/21 - 03/28/21

Murder Victims	3	3	--	0.0%	7	8	+1	14.3%
Sex Assault Victims	30	17	-13	(43.3%)	87	66	-21	(24.1%)
Spouse / Dating	5	4	-1	(20.0%)	16	20	+4	30%
Familial	3	0	-3	(100.0%)	9	6	-3	9%
Otherwise Known	9	6	-3	(33.3%)	25	18	-7	27%
Sex Assault DV Victims	6	4	-2	(33.3%)	15	17	+2	26%
Agg Assault Victims	206	294	+88	42.7%	577	776	+199	34.5%
Spouse / Dating	36	53	+17	47.2%	104	129	+25	17%
Familial	15	29	+14	93.3%	44	65	+21	8%
Otherwise Known	48	62	+14	29.2%	137	166	+29	21%
Agg Assault DV Victims	32	54	+22	68.8%	115	142	+27	18%
Robbery	47	58	+11	23.4%	187	230	+43	23.0%
<b>Major Violent Crimes Reported</b>	<b>286</b>	<b>372</b>	<b>+86</b>	<b>30.1%</b>	<b>858</b>	<b>1,080</b>	<b>+222</b>	<b>25.9%</b>
Burglary	142	125	-17	(12.0%)	453	391	-62	(13.7%)
MVT	426	580	+154	36.2%	1,436	1,823	+387	26.9%
Larceny	643	524	-119	(18.5%)	2,044	1,787	-257	(12.6%)
<b>Major Property Crimes Reported</b>	<b>1,211</b>	<b>1,229</b>	<b>+18</b>	<b>1.5%</b>	<b>3,933</b>	<b>4,001</b>	<b>+68</b>	<b>1.7%</b>
<b>Major Index Crimes Reported</b>	<b>1,497</b>	<b>1,601</b>	<b>+104</b>	<b>6.9%</b>	<b>4,791</b>	<b>5,081</b>	<b>+290</b>	<b>6.1%</b>

## Criminal Arrests

Physical Arrests	351	378	+27	7.7%	1,008	1,055	+47	4.7%
Criminal Summonses	334	370	+36	10.8%	1,066	1,104	+38	3.6%
DUI/DUID (Detox Summons)	38	43	+5	13.2%	144	147	+3	2.1%
<b>Total Arrests</b>	<b>685</b>	<b>748</b>	<b>+63</b>	<b>9.2%</b>	<b>2,074</b>	<b>2,159</b>	<b>+85</b>	<b>4.1%</b>

## Traffic Enforcement

Traffic Tickets Muni	947	501	-446	(47.1%)	4,207	1,684	-2,523	(60.0%)
Traffic Tickets in GO's Muni	239	177	-62	(25.9%)	768	610	-158	(20.6%)
Total MET Tickets Muni	1,024	443	-581	(56.7%)	3,789	1,416	-2,373	(62.6%)
<b>Total Traffic Tickets Muni</b>	<b>1,186</b>	<b>678</b>	<b>-508</b>	<b>(42.8%)</b>	<b>4,975</b>	<b>2,294</b>	<b>-2,681</b>	<b>(53.9%)</b>
<b>Total Traffic Tickets State</b>	<b>178</b>	<b>99</b>	<b>-79</b>	<b>(44.4%)</b>	<b>408</b>	<b>304</b>	<b>-104</b>	<b>(25.5%)</b>
<b>Total Traffic Tickets</b>	<b>1,364</b>	<b>777</b>	<b>-587</b>	<b>(43.0%)</b>	<b>5,383</b>	<b>2,598</b>	<b>-2,785</b>	<b>(51.7%)</b>

## Traffic Accidents

Accident - Fatal	1	2	+1	100.0%	3	9	+6	200.0%
Accident - All Other	838	507	-331	(39.5%)	2,586	1,687	-899	(34.8%)
<b>Total Accidents</b>	<b>839</b>	<b>509</b>	<b>-330</b>	<b>(39.3%)</b>	<b>2,589</b>	<b>1,696</b>	<b>-893</b>	<b>(34.5%)</b>



# Aurora Police Department - UCR Statistics

District: 1

<i>UCR crimes are measured by a count of victims and/or incidents reported during data period</i>	4 Week Last Year	4 Week Current Year	4 Week Difference	4 Week % Chg	Y-T-D Last Year	Y-T-D Current Year	Y-T-D Difference	Y-T-D % Chg - or - % of Total
Current Wk 14: 03/28/22 - 04/03/22	<b>02/28 - 03/27</b>		+ or -	% chg	<b>01/01 - 03/27</b>		+ or -	% chg

## Major Crimes 03/01/21 - 03/28/21

Murder Victims	2	1	-1	(50.0%)	5	3	-2	(40.0%)
Sex Assault Victims	14	10	-4	(28.6%)	37	30	-7	(18.9%)
Spouse / Dating	2	4	+2	100.0%	5	14	+9	47%
Familial	2	0	-2	(100.0%)	5	1	-4	3%
Otherwise Known	3	3	--	0.0%	7	6	-1	20%
Sex Assault DV Victims	1	4	+3	300.0%	4	11	+7	37%
Agg Assault Victims	95	152	+57	60.0%	284	362	+78	27.5%
Spouse / Dating	11	31	+20	181.8%	43	64	+21	18%
Familial	5	12	+7	140.0%	16	28	+12	8%
Otherwise Known	20	25	+5	25.0%	60	75	+15	21%
Agg Assault DV Victims	11	33	+22	200.0%	52	68	+16	19%
Robbery	27	28	+1	3.7%	102	124	+22	21.6%
<b>Major Violent Crimes Reported</b>	<b>138</b>	<b>191</b>	<b>+53</b>	<b>38.4%</b>	<b>428</b>	<b>519</b>	<b>+91</b>	<b>21.3%</b>
Burglary	73	50	-23	(31.5%)	210	156	-54	(25.7%)
MVT	193	244	+51	26.4%	624	807	+183	29.3%
Larceny	216	199	-17	(7.9%)	751	643	-108	(14.4%)
<b>Major Property Crimes Reported</b>	<b>482</b>	<b>493</b>	<b>+11</b>	<b>2.3%</b>	<b>1,585</b>	<b>1,606</b>	<b>+21</b>	<b>1.3%</b>
<b>Major Index Crimes Reported</b>	<b>620</b>	<b>684</b>	<b>+64</b>	<b>10.3%</b>	<b>2,013</b>	<b>2,125</b>	<b>+112</b>	<b>5.6%</b>

## Criminal Arrests

Physical Arrests	149	151	+2	1.3%	406	421	+15	3.7%
Criminal Summonses	147	143	-4	(2.7%)	449	410	-39	(8.7%)
DUI/DUID (Detox Summons)	15	22	+7	46.7%	64	65	+1	1.6%
<b>Total Arrests</b>	<b>296</b>	<b>294</b>	<b>-2</b>	<b>(0.7%)</b>	<b>855</b>	<b>831</b>	<b>-24</b>	<b>(2.8%)</b>

## Traffic Enforcement

Traffic Tickets Muni	156	59	-97	(62.2%)	688	203	-485	(70.5%)
Traffic Tickets in GO's Muni	100	61	-39	(39.0%)	283	219	-64	(22.6%)
Total MET Tickets Muni	168	46	-122	(72.6%)	584	148	-436	(74.7%)
<b>Total Traffic Tickets Muni</b>	<b>256</b>	<b>120</b>	<b>-136</b>	<b>(53.1%)</b>	<b>971</b>	<b>422</b>	<b>-549</b>	<b>(56.5%)</b>
<b>Total Traffic Tickets State</b>	<b>52</b>	<b>39</b>	<b>-13</b>	<b>(25.0%)</b>	<b>119</b>	<b>118</b>	<b>-1</b>	<b>(0.8%)</b>
<b>Total Traffic Tickets</b>	<b>308</b>	<b>159</b>	<b>-149</b>	<b>(48.4%)</b>	<b>1,090</b>	<b>540</b>	<b>-550</b>	<b>(50.5%)</b>

## Traffic Accidents

Accident - Fatal	1	2	+1	100.0%	3	4	+1	33.3%
Accident - All Other	336	190	-146	(43.5%)	1,038	640	-398	(38.3%)
<b>Total Accidents</b>	<b>337</b>	<b>192</b>	<b>-145</b>	<b>(43.0%)</b>	<b>1,041</b>	<b>644</b>	<b>-397</b>	<b>(38.1%)</b>



# Aurora Police Department - UCR Statistics

District: 2

<i>UCR crimes are measured by a count of victims and/or incidents reported during data period</i>	4 Week Last Year	4 Week Current Year	4 Week Difference	4 Week % Chg	Y-T-D Last Year	Y-T-D Current Year	Y-T-D Difference	Y-T-D % Chg - or - % of Total
Current Wk 14: 03/28/22 - 04/03/22	<b>02/28 - 03/27</b>		+ or -	% chg	<b>01/01 - 03/27</b>		+ or -	% chg
<b>Major Crimes</b> <span style="float: right;">03/01/21 - 03/28/21</span>								
Murder Victims	1	1	--	0.0%	2	3	+1	50.0%
Sex Assault Victims	9	1	-8	(88.9%)	33	18	-15	(45.5%)
Spouse / Dating	2	0	-2	(100.0%)	7	4	-3	22%
Familial	1	0	-1	(100.0%)	3	2	-1	11%
Otherwise Known	2	1	-1	(50.0%)	11	4	-7	22%
Sex Assault DV Victims	2	0	-2	(100.0%)	7	5	-2	28%
Agg Assault Victims	73	110	+37	50.7%	201	264	+63	31.3%
Spouse / Dating	16	17	+1	6.3%	41	44	+3	17%
Familial	5	11	+6	120.0%	17	22	+5	8%
Otherwise Known	18	31	+13	72.2%	53	67	+14	25%
Agg Assault DV Victims	13	17	+4	30.8%	42	51	+9	19%
Robbery	11	21	+10	90.9%	51	64	+13	25.5%
<b>Major Violent Crimes Reported</b>	<b>94</b>	<b>133</b>	<b>+39</b>	<b>41.5%</b>	<b>287</b>	<b>349</b>	<b>+62</b>	<b>21.6%</b>
Burglary	42	36	-6	(14.3%)	153	120	-33	(21.6%)
MVT	148	226	+78	52.7%	533	691	+158	29.6%
Larceny	242	203	-39	(16.1%)	733	705	-28	(3.8%)
<b>Major Property Crimes Reported</b>	<b>432</b>	<b>465</b>	<b>+33</b>	<b>7.6%</b>	<b>1,419</b>	<b>1,516</b>	<b>+97</b>	<b>6.8%</b>
<b>Major Index Crimes Reported</b>	<b>526</b>	<b>598</b>	<b>+72</b>	<b>13.7%</b>	<b>1,706</b>	<b>1,865</b>	<b>+159</b>	<b>9.3%</b>
<b>Criminal Arrests</b>								
Physical Arrests	113	155	+42	37.2%	334	399	+65	19.5%
Criminal Summonses	139	130	-9	(6.5%)	414	451	+37	8.9%
DUI/DUID (Detox Summons)	15	9	-6	(40.0%)	45	45	--	0.0%
<b>Total Arrests</b>	<b>252</b>	<b>285</b>	<b>+33</b>	<b>13.1%</b>	<b>748</b>	<b>850</b>	<b>+102</b>	<b>13.6%</b>
<b>Traffic Enforcement</b>								
Traffic Tickets Muni	440	244	-196	(44.5%)	2,220	918	-1,302	(58.6%)
Traffic Tickets in GO's Muni	65	58	-7	(10.8%)	242	192	-50	(20.7%)
Total MET Tickets Muni	569	232	-337	(59.2%)	2,031	807	-1,224	(60.3%)
<b>Total Traffic Tickets Muni</b>	<b>505</b>	<b>302</b>	<b>-203</b>	<b>(40.2%)</b>	<b>2,462</b>	<b>1,110</b>	<b>-1,352</b>	<b>(54.9%)</b>
<b>Total Traffic Tickets State</b>	<b>83</b>	<b>31</b>	<b>-52</b>	<b>(62.7%)</b>	<b>194</b>	<b>75</b>	<b>-119</b>	<b>(61.3%)</b>
<b>Total Traffic Tickets</b>	<b>588</b>	<b>333</b>	<b>-255</b>	<b>(43.4%)</b>	<b>2,656</b>	<b>1,185</b>	<b>-1,471</b>	<b>(55.4%)</b>
<b>Traffic Accidents</b>								
Accident - Fatal	0	0	--	--	0	1	+1	--
Accident - All Other	257	174	-83	(32.3%)	813	557	-256	(31.5%)
<b>Total Accidents</b>	<b>257</b>	<b>174</b>	<b>-83</b>	<b>(32.3%)</b>	<b>813</b>	<b>558</b>	<b>-255</b>	<b>(31.4%)</b>



# Aurora Police Department - UCR Statistics

District: 3

<i>UCR crimes are measured by a count of victims and/or incidents reported during data period</i>	4 Week Last Year	4 Week Current Year	4 Week Difference	4 Week % Chg	Y-T-D Last Year	Y-T-D Current Year	Y-T-D Difference	Y-T-D % Chg - or - % of Total
Current Wk 14: 03/28/22 - 04/03/22	<b>02/28 - 03/27</b>		+ or -	% chg	<b>01/01 - 03/27</b>		+ or -	% chg
<b>Major Crimes</b> <span style="float: right;">03/01/21 - 03/28/21</span>								
Murder Victims	0	0	--	--	0	1	+1	--
Sex Assault Victims	7	6	-1	(14.3%)	16	18	+2	12.5%
Spouse / Dating	1	0	-1	(100.0%)	3	2	-1	11%
Familial	0	0	--	--	1	3	+2	17%
Otherwise Known	4	2	-2	(50.0%)	7	8	+1	44%
Sex Assault DV Victims	3	0	-3	(100.0%)	4	1	-3	6%
Agg Assault Victims	37	31	-6	(16.2%)	91	147	+56	61.5%
Spouse / Dating	9	5	-4	(44.4%)	20	21	+1	14%
Familial	5	6	+1	20.0%	11	15	+4	10%
Otherwise Known	10	6	-4	(40.0%)	24	23	-1	16%
Agg Assault DV Victims	8	4	-4	(50.0%)	21	23	+2	16%
Robbery	9	9	--	0.0%	34	42	+8	23.5%
<b>Major Violent Crimes Reported</b>	<b>53</b>	<b>46</b>	<b>-7</b>	<b>(13.2%)</b>	<b>141</b>	<b>208</b>	<b>+67</b>	<b>47.5%</b>
Burglary	26	39	+13	50.0%	86	115	+29	33.7%
MVT	85	108	+23	27.1%	276	323	+47	17.0%
Larceny	179	117	-62	(34.6%)	550	429	-121	(22.0%)
<b>Major Property Crimes Reported</b>	<b>290</b>	<b>264</b>	<b>-26</b>	<b>(9.0%)</b>	<b>912</b>	<b>867</b>	<b>-45</b>	<b>(4.9%)</b>
<b>Major Index Crimes Reported</b>	<b>343</b>	<b>310</b>	<b>-33</b>	<b>(9.6%)</b>	<b>1,053</b>	<b>1,075</b>	<b>+22</b>	<b>2.1%</b>
<b>Criminal Arrests</b>								
Physical Arrests	61	40	-21	(34.4%)	175	158	-17	(9.7%)
Criminal Summonses	45	91	+46	102.2%	198	230	+32	16.2%
DUI/DUID (Detox Summons)	8	12	+4	50.0%	34	36	+2	5.9%
<b>Total Arrests</b>	<b>106</b>	<b>131</b>	<b>+25</b>	<b>23.6%</b>	<b>373</b>	<b>388</b>	<b>+15</b>	<b>4.0%</b>
<b>Traffic Enforcement</b>								
Traffic Tickets Muni	318	175	-143	(45.0%)	1,222	500	-722	(59.1%)
Traffic Tickets in GO's Muni	68	54	-14	(20.6%)	230	185	-45	(19.6%)
Total MET Tickets Muni	258	145	-113	(43.8%)	1,108	403	-705	(63.6%)
<b>Total Traffic Tickets Muni</b>	<b>386</b>	<b>229</b>	<b>-157</b>	<b>(40.7%)</b>	<b>1,452</b>	<b>685</b>	<b>-767</b>	<b>(52.8%)</b>
<b>Total Traffic Tickets State</b>	<b>28</b>	<b>25</b>	<b>-3</b>	<b>(10.7%)</b>	<b>74</b>	<b>51</b>	<b>-23</b>	<b>(31.1%)</b>
<b>Total Traffic Tickets</b>	<b>414</b>	<b>254</b>	<b>-160</b>	<b>(38.6%)</b>	<b>1,526</b>	<b>736</b>	<b>-790</b>	<b>(51.8%)</b>
<b>Traffic Accidents</b>								
Accident - Fatal	0	0	--	--	0	4	+4	--
Accident - All Other	219	129	-90	(41.1%)	670	455	-215	(32.1%)
<b>Total Accidents</b>	<b>219</b>	<b>129</b>	<b>-90</b>	<b>(41.1%)</b>	<b>670</b>	<b>459</b>	<b>-211</b>	<b>(31.5%)</b>



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> Aurora Fire Rescue Attrition Data for March 2022
<b>Item Initiator:</b> Fernando Gray, Fire Chief, Aurora Fire Rescue
<b>Staff Source/Legal Source:</b> Mathew Wasserburger, Assistant Director Fire Management Services / Angela Garcia, Senior Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 1.0--Assure a safe community for people

### COUNCIL MEETING DATES:

**Study Session:** N/A

**Regular Meeting:** N/A

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- Approve Item as proposed at Study Session
- Information Only
- Approve Item and Move Forward to Regular Meeting
- Approve Item as proposed at Regular Meeting
- Approve Item with Waiver of Reconsideration  
Why is a waiver needed?

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** Public Safety, Courts & Civil Service

**Policy Committee Date:** 04/14/2022

### Action Taken/Follow-up: *(Check all that apply)*

- Recommends Approval
- Does Not Recommend Approval
- Forwarded Without Recommendation
- Recommendation Report Attached
- Minutes Attached
- Minutes Not Available



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**HISTORY** (Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)

N/A

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**ITEM SUMMARY** (Brief description of item, discussion, key points, recommendations, etc.)

Aurora Fire Rescue monthly turnover and attrition rate for sworn personnel.

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**QUESTIONS FOR COUNCIL**

N/A

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**LEGAL COMMENTS**

This item is informational only. There is no formal council action necessary.  
The City Manager shall be responsible to the Council for the proper administration of all affairs of the city placed in his charge and, to that end, shall have the power and duty to make written or verbal reports at any time concerning the affairs of the City. (City Charter, Art. 7-4(e)) (Garcia)

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**PUBLIC FINANCIAL IMPACT**

YES       NO

**If yes, explain:** N/A

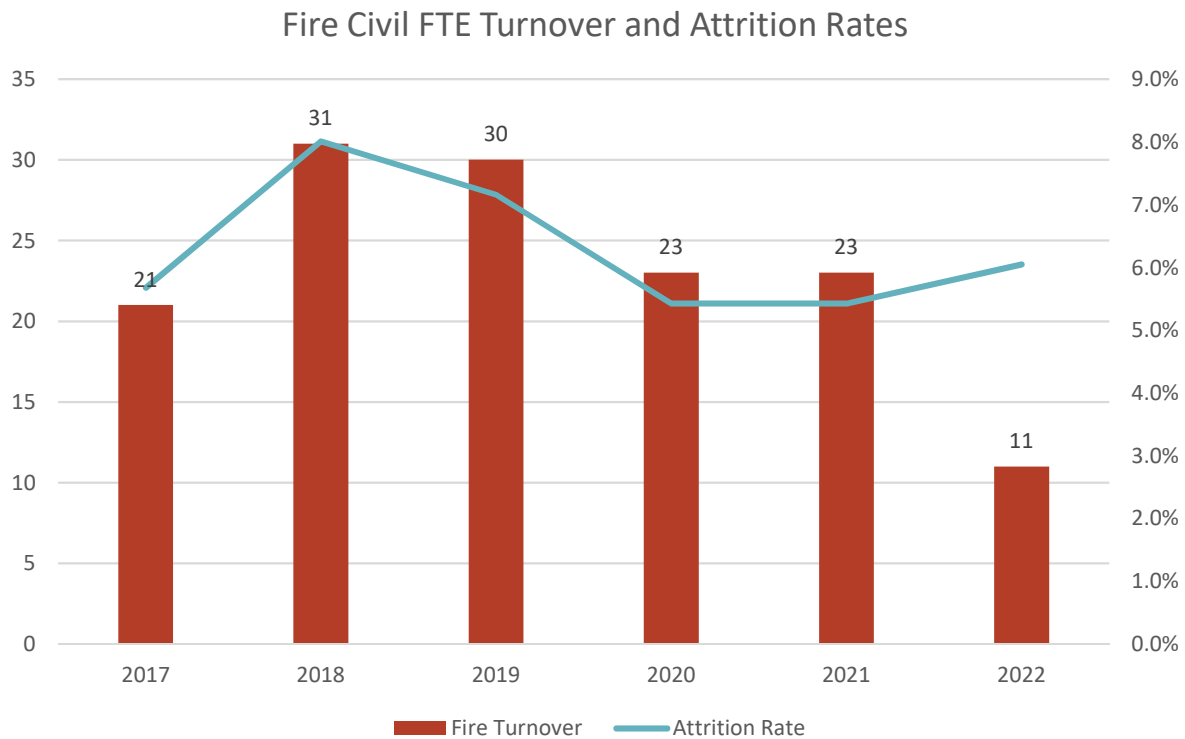
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**PRIVATE FISCAL IMPACT**

Not Applicable       Significant       Nominal

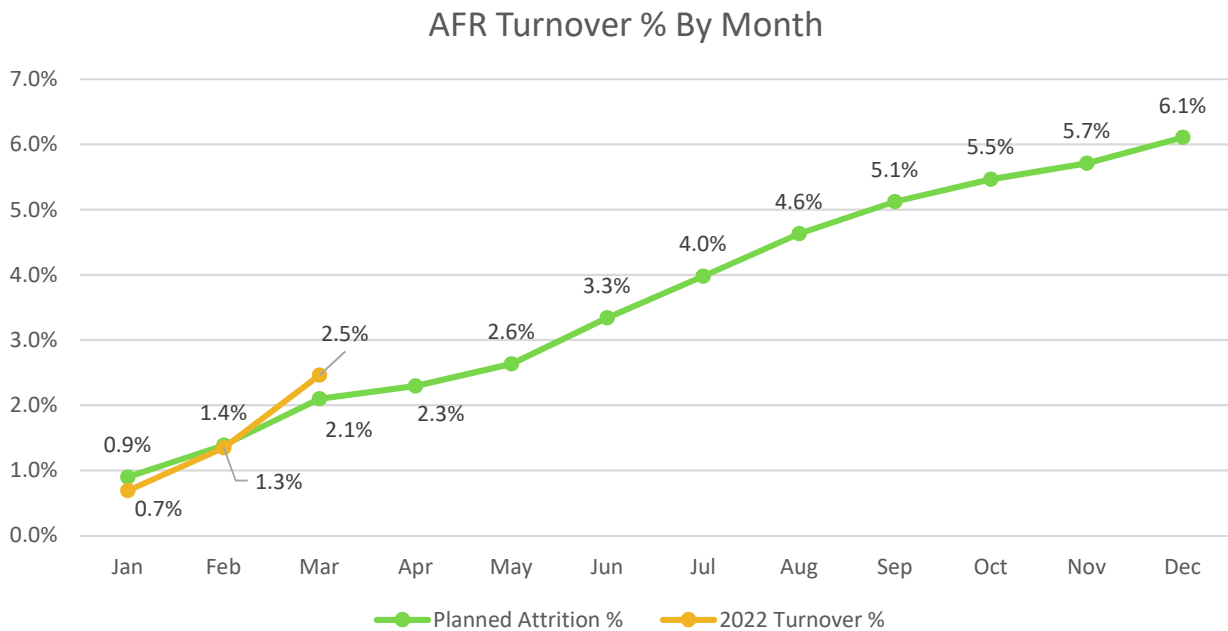
**If Significant or Nominal, explain:** N/A

# Aurora Fire Rescue Civil FTE Attrition – March 2022



- 2022 YTD Attrition = 11 FTE
- 5-Year Average Attrition = 27 FTE

# Aurora Fire Rescue Civil FTE Attrition – March 2022



- 2022 YTD Attrition Rate = 2.5%
- 2021 Attrition Rate = 5.4%
- 5-Year Average Attrition Rate = 6.1%



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> Aurora911 Staffing Update – April 1, 2022
<b>Item Initiator:</b> Elizabeth Joyce, Professional Development Manager, Aurora911
<b>Staff Source/Legal Source:</b> Elizabeth Joyce, Professional Development Manager / Angela Garcia, Senior Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 1.3--Provide a state-of-the-art Public Safety Comm Center and quality 911 services

### COUNCIL MEETING DATES:

**Study Session:** NA

**Regular Meeting:** NA

### ITEM DETAILS:

Aurora911 Staffing Updates

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input type="checkbox"/> Approve Item and Move Forward to Regular Meeting   | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input checked="" type="checkbox"/> Information Only  |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** Public Safety, Courts & Civil Service

**Policy Committee Date:** 4/14/2022

### Action Taken/Follow-up: *(Check all that apply)*

- |   |   |
|---|---|
| <input type="checkbox"/> Recommends Approval              | <input type="checkbox"/> Does Not Recommend Approval    |
| <input type="checkbox"/> Forwarded Without Recommendation | <input type="checkbox"/> Recommendation Report Attached |
| <input type="checkbox"/> Minutes Attached                 | <input type="checkbox"/> Minutes Not Available          |

---

**HISTORY** (Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)

N/A

---

**ITEM SUMMARY** (Brief description of item, discussion, key points, recommendations, etc.)

Aurora911 Staffing Update

---

**QUESTIONS FOR COUNCIL**

N/A

---

**LEGAL COMMENTS**

This item is informational only. There is no formal council action necessary.  
The City Manager shall be responsible to the Council for the proper administration of all affairs of the city placed in his charge and, to that end, shall have the power and duty to make written or verbal reports at any time concerning the affairs of the City. (City Charter, Art. 7-4(e)) (Garcia)

---

**PUBLIC FINANCIAL IMPACT**

YES       NO

**If yes, explain:** N/A

---

**PRIVATE FISCAL IMPACT**

Not Applicable       Significant       Nominal

**If Significant or Nominal, explain:** N/A



**AUROA911**

**PSCSS Staffing Update**  
April 2022

# Recruiting and Retention

Authorized  
FTE: 91

Current FTE:  
66 (25  
Vacancies)

Staffing  
Percentage:  
72.5% Staffed

**Academy 22-2**  
*begins May 3*

# Recruitment Stats

April 1, 2022

22-1 Academy Recruits: 3 now OJT

Current Recruit Applications: 133

Skills Testing and Initial Interviews: 2

Conditional Offers (in backgrounds): 20

1 Reinstatement

Next academy May 3<sup>rd</sup>, 2022



# Vacancy Detail

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Entry Level  
Positions: 25  
Next academy  
starting May 3rd



Records and  
Reporting  
Specialist and  
Supervisor: 2  
Conditional  
offers are out –  
Backgrounds in  
process



Professional  
Development  
Specialists: 4  
Conditional offer out  
to 1 external – other  
3 are internal hires

# Separation Data (2022)

- Jan 2022 – one resignation in lieu of
- Feb 2022 – one resignation (leaving the state)
- March 2022 – one resignation (leaving the state) and one reinstatement

# NPSTW April 10 – 16 – Celebrating Superheroes!

- Superhero Theme – What is Your Superpower
- Aurora8 TV airing TV promo
- Theme Dress Up Days – Best Dressed winners
- Food, Snacks, Games All Week
- Chair Massages on site
- April 11<sup>th</sup> Proclamation
- Social Media promos
- Vendor visits



# Upcoming Exciting Things

- Four new additions to Professional Development Team
  - One external and three internal hires, will stagger move off floor
- Records department supervisor and specialist external hires
- Phoenix Awards, Tree of Life, new Lifeline award
- New CAD Sept 2022 – Training all through the summer
- New console furniture – Fall 2022
- Nurse triage line – Fall 2022
- Workday launch Dec 2022



**AUROA911**

**THANK YOU!**

Questions?  
Clarifications?



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> Police Records Operations Update
<b>Item Initiator:</b> Brett Parvin, Lieutenant
<b>Staff Source/Legal Source:</b> Brett Parvin, Lieutenant / Megan Platt, Assistant City Attorney
<b>Outside Speaker:</b> Ed Cloughton, PRI Founder and CEO
<b>Council Goal:</b> 2012: 1.0--Assure a safe community for people

### COUNCIL MEETING DATES:

**Study Session:** N/A

**Regular Meeting:** N/A

### ITEM DETAILS:

- Agenda long title
- Waiver of reconsideration requested, and if so, why
- Sponsor name
- Staff source name and title / Legal source name and title
- Outside speaker name and organization
- Estimated Presentation/discussion time

Brett Parvin, Lieutenant / Megan Platt, Assistant City Attorney  
 Outside Speaker: Ed Cloughton, PRI Founder and CEO  
 25 Minutes

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### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input type="checkbox"/> Approve Item and Move Forward to Regular Meeting   | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input checked="" type="checkbox"/> Information Only  |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

---

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** N/A

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**Policy Committee Date:** N/A

**Action Taken/Follow-up: (Check all that apply)**

- |   |   |
|---|---|
| <input type="checkbox"/> Recommends Approval              | <input type="checkbox"/> Does Not Recommend Approval    |
| <input type="checkbox"/> Forwarded Without Recommendation | <input type="checkbox"/> Recommendation Report Attached |
| <input type="checkbox"/> Minutes Attached                 | <input type="checkbox"/> Minutes Not Available          |

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**HISTORY** (Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)

N/A

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**ITEM SUMMARY** (Brief description of item, discussion, key points, recommendations, etc.)

Presentation of findings and discussion of the Records Department audit conducted by outside auditor, Ed Claughton.

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**QUESTIONS FOR COUNCIL**

N/A

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**LEGAL COMMENTS**

The City Manager shall be responsible to the council for the proper administration of all affairs of the City placed in his charge and, to that end, he shall have the power and duty to make written or verbal reports to the Council concerning the affairs of the city under his supervision: City Charter §7-4(e). (Platt)

---

**PUBLIC FINANCIAL IMPACT**

- YES       NO

**If yes, explain:** N/A

---

**PRIVATE FISCAL IMPACT**

- Not Applicable       Significant       Nominal

**If Significant or Nominal, explain:** N/A

<b>CLIENT:</b>	City of Aurora- Police Records Staffing Study
<b>DATE:</b>	March 14, 2022
<b>AUTHOR:</b>	Ed Claughton
<b>Subject:</b>	Interim project update
<b>DISCUSSION</b>	

PRI completed an onsite visit the week of March 7 and has identified an issue of significant concern regarding backlogged police records. As of March 11, there were 2512 reports pending processing by the Records Section. While the police department is aware of this, it has not assigned the level of urgency that it should and has taken insufficient steps to correct this high-liability matter.

**Transcription Process**

After a police officer authors a report, it is first reviewed and approved by a police supervisor. Reports are then submitted for a second-level review (as is industry standard) by Records personnel. This is the point at which reports are in "transcription" and must be processed and approved by Records. The term "transcription", in this context, does not refer to transcribing a record, as typically defined, but rather is a vendor-specific term which, simply put, refers to the process of reviewing reports for quality control purposes. At this stage, reports are in a transcription queue until approved by Records personnel. Of particular importance is the fact that reports do not get routed by the system for follow-up action or investigation until the transcription process is complete. The fact that 2512 reports are in the transcription queue is alarming. In addition to the delays in the administration of justice and poor customer service which this backlog creates, the City of Aurora is facing significant liability as a result.

**Risks**

- Perpetration of Additional Crime by Suspects At Large: As a result of the delays in processing police reports, violent crimes reported to the Aurora Police Department may not be investigated for months, enabling suspects who might otherwise have been investigated and taken into custody, to re-offend. PRI obtained a listing of all cases pending transcription (attached herein). This list includes 2512 cases, 1054 of which are from 2021, some of which involve the following crimes:
  - Forcible fondling of a child
  - Child abuse
  - Cruelty to a child
  - Murder
  - Carjacking



In some situations, detectives are directly advised of serious crimes and specifically request to have reports transcribed/approved so they can be printed or filed for prosecution. The case is then processed and removed from the transcription queue. However, we asked the employees in our interviews if it was possible serious criminal offenses could be in the queue which have been overlooked and not investigated, and all said yes. It is a near certainty that violent offenses are being reported without timely investigation. The transcription queue should have a minimal amount of cases at any given time (less than 50).

The Aurora Police Department would face significant scrutiny and liability in the event a suspect commits a murder or other violent crime who otherwise would have been taken into custody were it not for the transcription queue. It is administrative errors and failures such as this that lead to cases like the Charleston, SC church mass murder and the Marjorie Stoneman Douglas High School shooting, both of which would not have happened had law enforcement not erred in the processing of prior cases involving the suspects.

- Delayed Colorado Criminal Information Center Data (CCIC): Cases involving stolen or recovered vehicles, weapons, or other property, or missing or recovered persons, contain information which is required to be entered or updated in CCIC. This allows law enforcement to locate such entities on a national level. Delays in the transcription process can lead to officers having incorrect information in the field. Case in point: a stolen vehicle which has been recovered and returned to its rightful owner must be removed from CCIC, lest the owner risk being pulled over by an officer and detained at gunpoint based upon a computer query which indicates the car is still stolen.

As a matter of officer safety, incorrect data stemming from delayed reports can lead to officers unknowingly encountering dangerous or wanted persons, and not employing measures that would otherwise protect them in such situations.

- Police-Community Relations, Customer Service and CCJRA: Records personnel indicated they are receiving calls from irate citizens who are frustrated with the extensive delays in obtaining copies of reports. Extensive delays in obtaining copies of a basic report would not be considered reasonable, a likely violation of the CCJRA. Furthermore, at a time when police-community relations are strained across the country, law enforcement should be making a concerted effort to provide superior service and to quickly resolve backlogs and delays.

### **Mitigation by the Police Department**

The police department has failed to take the correct measures needed to resolve this problem. It has attempted to do so by mandating records employees work on overtime, specifically on the transcription process. This will not resolve the matter. While working on overtime, cases continue to be generated and added to the queue. Without further efforts as described herein, the backlog will continue.

### **Causation**

Ultimately, such failures are the result of a lack of leadership and accountability, the existence of which could have prevented the following contributing factors from occurring in the first place:

- As a result of the agency-wide assumption that the backlog is strictly due to a staffing shortage, the police department has neglected to consider and evaluate whether there are other contributing factors which could be corrected. In fact, our preliminary findings indicate the organizational structure and work schedule in Records are the primary causes of all of the backlogs, of which there are several which also present significant liability to the department:
  - Several thousand court ordered record seals and expungements that have not been fully processed;
  - Over one-thousand public records requests which have not been fulfilled;
  - Several thousand CCIC second-party quality control checks;

The level of risk facing the police department is astounding.

Within the last two years, the structure of the Records Section was changed, resulting in two "sides", as they are referred to internally, including a law enforcement/operations side, and a public window side. The operation has been improperly split into two separate functions. Our final report will detail the problems with, and needed corrections to, organizational structure and work schedules. While staffing may also be a contributing factor, it is likely not the primary, or even secondary, cause of any backlogs.

- The chain-of-command includes non-law enforcement supervisors and managers, followed by police command staff who are largely removed from the Records Section's operations. The apparent lack of urgency regarding the transcription queue at all levels, as evidenced by the lacking response and failure to assign all available resources to its resolution, is alarming. PRI believes having a police lieutenant, someone with an understanding of the significant risks associated with delayed police reports and data, would have helped prevent the various backlogs. Civilian personnel, without law enforcement backgrounds and training, generally lack the perspective that is needed to correctly prioritize work in this area.

### **Resolution**

In the interim, until the necessary structural and operational changes are made which will be suggested in our final report, all available resources should be immediately assigned to the transcription queue. The majority of employees in the Records Section should be entirely focused on and assigned accordingly until it is resolved. Resolving this backlog should immediately become the primary, overarching mission. While this backlog requires immediate resolution, approval of the reports should not be rushed.

Each report still requires thorough review and should be checked for accuracy, completeness, and absence of erroneous information which can lead to improper law enforcement action.

Additional measures must be taken immediately to relieve the workload on the Records Section, given the urgency of the backlogs. These include:

- Reduce the number of mistakes in police reports which are not caught by police supervisors. Inform police sergeants of the immediate need to more closely scrutinize reports to ensure the absence of mistakes which subsequently have to be corrected by the Records Section.
- The Municipal Court should be immediately directed to utilize the Versaterm system to its fullest extent and lessen the burden on the Record Section stemming from the requirement to print records, provide duplicate copies, and send records on paper.
- Officers should be immediately trained in daily briefings how to locate reports which are in the transcription queue using the Versadex system. Most officers are unaware of this functionality and rely on Records personnel to pull this information on their behalf.
- All officers should be given the ability to run criminal histories from their mobile computers and not have to contact records for this information.



Office of Police Business Services  
15001 E. Alameda Parkway  
Aurora, Colorado 80012  
303.739.6016

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March 21, 2022

To: City Manager Jim Twombly

Thru: Deputy City Manager Jason Batchelor  
Chief of Police Vanessa Wilson  
Deputy Chief Darin Parker

From: Manager Business Services John Schneebeck

Re: PRI Project Update – Response

We are assigning Lt. Parvin as the Records Section commander beginning 3/28/22 with the Manager of Records reporting to him. Lt. Parvin previously held the command assignment for 2-1/2 years and provided leadership and support to operations until March 2017. Lt. Parvin understands the sense of urgency and knows the risks associated with delayed police reports and data. Due to his previous experience, Lt. Parvin will quickly be brought up to speed with current issues, concerns, reviews, and recommendations building implementation strategies and communication to address the current state.

Last week, we reduced our assigned personnel to public report processing and assigned them to the transcription queue. Direction was given to have these employees focused on transcription and not to be pulled for daily issues. This issue of daily work task interruption has been a problem noted by both IDT and PRI. Beginning 3/16/22, we closed the public phone and report processing on Wednesdays for assigned transcription efforts.

As of 03/16/22, we had 929 reports in the General Offense queue and 1325 reports in the Supplemental Report queue. We prioritize the transcription of reports based on severity of crime and those which have been in the transcription queue the longest. We track the status of these queues on a weekly basis and can provide progress reports on any time interval you choose.

We approved OT for exempt supervisors to receive pay. On 3/16/22, we approved exempt supervisors of Front Desk and Property & Evidence to work OT for transcribing the on-line reports. We are issuing a laptop to a front desk technician to work OT since she knows how to transcribe the on-line reports. We have additional OT offered to APD employees that know or want to train on transcription or assist Records in other work. We offer OT to an IT employee that previously worked as records supervisor. We have three retirees working as VHNE, reaching out to other employees that have left to come back as VHNE, and even retired sworn that may be interested.

Actions were taken with IDT's recommendation to hire call taker positions; job duties are focused on specific tasks rather than any daily issues interfering with a focus assignment. PRI's recommendation will reflect this task assignment as a way of reducing the number of staff needed. For 2022 FTE adds, 3 call taker positions have been advertised since being approved. One was filled by a transferred basic recruit, which since resigned, and another started 3/14/22 and has begun training.

I request your approval to waive the restriction created by HR's policy prohibiting employees from residing in another state. We have a supervisor retiring and moving to Oregon in April. She may be

willing to be VHNE/part-time. Due to healthcare requirements, she would be offered healthcare because she will not have a 13-week break from retiring. It would be beneficial to change or waive this city policy restriction.

CarFax crashdocs.org went live 3/4/22 where accident reports are available to be requested, paid, and sent to public, insurance, and other companies (LexisNexis). This service was eliminated when our ReportBeam software was discontinued due to their decision not to comply with Colorado accident reporting changes effective in March 2021. Since then, records staff have been required to process accident requests rather than an automated on-line product.

APD could not get an on-line payment portal through IT for years and then delayed even more with breach of Aurora Water credit card data. The effect has required records staff to phone customers for payment and is incredibly inefficient. We are implementing the NextRequest for CCJRA/CORA software system which includes payment beginning sometime in April. Records staff are currently tasked with testing and building our processes in NextRequest. This will require training staff and is a must do improvement. This implementation begins system tracking compliance on issues identified in the CCJRA audit.

We are discontinuing printing paper records for municipal courts. We rely on the work being done by Court IT to accomplish this final push and it is expected to go live in April.

As presented to your executive staff in January, we are trying to move on with a customer service tracking system (SPYDR Tech) to be implemented. We are sitting somewhere in the development of RFP.

We are continually training and directing supervisors for improvement in the quality of reports coming from patrol operations. Corrections or incomplete report submissions have a significant delay in getting through records transcription.



Office of Police Business Services  
15001 E. Alameda Parkway  
Aurora, Colorado 80012  
303.739.6016

March 30, 2022

To: City Manager Jim Twombly

Thru: Deputy City Manager Jason Batchelor  
Chief of Police Vanessa Wilson  
Acting Deputy Chief Mark Hildebrand

From: Manager Business Services John Schneebeck  
Lieutenant Brett Parvin

Re: Records Update

The transcription queue currently sits at 2,300 cases, and an average of 300 cases are added per day. Industry standard for a work product is a records technician approving 20 cases in an 8-hour shift. Utilizing all available staff, we expect that we will have all cases from 2021 cleared out in two weeks from today, and the queue completely caught up in 4-6 weeks. In order for that to happen we have instituted the following:

- 1) We are moving away from working from home. All records supervisors are in the office full time. We are working on a plan to bring all staff back into the office.
- 2) We have mandated OT for records staff to work on the queue. We have a plan in place to monitor their work product. Supervisors have been authorized to work OT as well and focus on the queue.
- 3) We are looking at light duty officers to be temporarily assigned to records so that records staff can focus on the queue.
- 4) Records employees who are the most efficient with the queue have been immediately placed on the queue full time.

In order to address the on-going transcription of cases and keeping the backlog from reoccurring, we will implement the following:

- 5) Training for the sergeants on how to correctly approve reports so that records doesn't have to fix their errors.
- 6) Within the month of April, implementing features within the RMS for report validation and auto-transcription which will reduce report errors and increase efficiency in transcription processing.

Referral bonuses should be authorized for all city employees that refer a new employee into the Records Unit. It is crucial that we get fully staffed.



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> City Owned Impound Lot Exploration Resolution
<b>Item Initiator:</b> Council Member Juan Marcano
<b>Staff Source/Legal Source:</b> Megan Platt Police Legal Advisor
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 1.0--Assure a safe community for people

### COUNCIL MEETING DATES:

**Study Session:** TBD

**Regular Meeting:** TBD

### ITEM DETAILS:

- Agenda long title
- Waiver of reconsideration requested, and if so, why
- Sponsor name
- Staff source name and title / Legal source name and title
- Outside speaker name and organization
- Estimated Presentation/discussion time

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, EXPRESSING THE AURORA CITY COUNCIL’S SUPPORT FOR DIRECTING STAFF TO INVESTIGATE AND EXPLORE THE CREATION OF AN IMPOUND LOT OWNED AND OPERATED BY THE CITY OF AURORA

Council Member Juan Marcano/ Megan Platt, Police Legal Advisor  
10 Minutes

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### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> Approve Item and Move Forward to Study Session  | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input type="checkbox"/> Approve Item and Move Forward to Regular Meeting   | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input type="checkbox"/> Information Only   |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

---

**PREVIOUS ACTIONS OR REVIEWS:**

**Policy Committee Name:** N/A

**Policy Committee Date:** N/A

**Action Taken/Follow-up: (Check all that apply)**

- |   |   |
|---|---|
| <input type="checkbox"/> Recommends Approval              | <input type="checkbox"/> Does Not Recommend Approval    |
| <input type="checkbox"/> Forwarded Without Recommendation | <input type="checkbox"/> Recommendation Report Attached |
| <input type="checkbox"/> Minutes Attached                 | <input type="checkbox"/> Minutes Not Available          |

---

**HISTORY (Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)**

N/A

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**ITEM SUMMARY (Brief description of item, discussion, key points, recommendations, etc.)**

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, EXPRESSING THE AURORA CITY COUNCIL'S SUPPORT FOR DIRECTING STAFF TO INVESTIGATE AND EXPLORE THE CREATION OF AN IMPOUND LOT OWNED AND OPERATED BY THE CITY OF AURORA

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**QUESTIONS FOR COUNCIL**

Does Council Approve the Resolution to move forward to Study Session?

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**LEGAL COMMENTS**

The City Manager shall be responsible to the council for the proper administration of all affairs of the City placed in his charge and, to that end, he shall have the power and duty to make written or verbal reports to the Council concerning the affairs of the city under his supervision: City Charter §7-4(e). (Platt)

---

**PUBLIC FINANCIAL IMPACT**

YES       NO

**If yes, explain:** N/A

---

**PRIVATE FISCAL IMPACT**

Not Applicable       Significant       Nominal

**If Significant or Nominal, explain:** N/A



RESOLUTION NO. R2022- \_\_\_\_

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, EXPRESSING THE AURORA CITY COUNCIL'S SUPPORT FOR DIRECTING STAFF TO INVESTIGATE AND EXPLORE THE CREATION OF AN IMPOUND LOT OWNED AND OPERATED BY THE CITY OF AURORA

WHEREAS, the City of Aurora contracts towing and impound services through a third-party vendor, M & M Impound & Towing, that set fee rates that are regulated on the Colorado Public Utilities Commission and C.R.S. 42-4-1801-1806. When the Aurora Police Department impounds a vehicle pursuant to A.M.C. 134-37, those costs are passed on to the vehicle owners and;

WHEREAS, when a stolen motor vehicle is located in Aurora, the vehicle is impounded by the City. Currently, victims of motor vehicle theft are responsible for the cost of towing and impound by law, which causes further victimization. The cost for motor vehicle theft victims when a vehicle is recovered is \$125.00 per tow, a notice fee of \$35.00, plus a storage fee of \$30.00 and;

WHEREAS, the Aurora Police Department currently has administrative authority to offer fee waivers on a case-by-case basis; however, to offer fee waivers to all victims of motor vehicle theft is financially not feasible for the City under the current contract with M & M Impound & Towing and;

WHEREAS, the cost for the City to absorb fees for motor vehicle theft victims for a one-year period is estimated to be approximately \$974,883.25 based on figures collected from the Aurora Police Department and M & M Impound & Towing, which operates the impound lot currently used by the City and;

WHEREAS, other large cities in the metro are including Denver and Colorado Springs own and operate their own impound lots as well as other large cities nationwide and;

WHEREAS, the establishment of an impound lot that is owned and operated by the City could better serve victims of motor vehicle theft and all citizens of Aurora by making fee waivers available for crime victims and fees more reasonable and affordable for all other citizens and;

WHEREAS, while upfront costs have historically been an obstacle to the establishment of a city owned impound lot, an appropriately calculated fee schedule would allow the City to recuperate those costs and for the lot to become self-sustaining over time while providing an essential public service.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, THAT:

Section 1. The City Council finds and determines that it is in the best interests of citizens of Aurora to direct staff to investigate and explore opening an impound lot that is owned and operated by the City.

Section 2. City Council authorizes the City Manager in conjunction with the Aurora Police Department to gather information for the establishment of a City of Aurora impound lot by locating suitable properties, establishing a fee schedule that will cover land and infrastructure costs, and the costs to operate the impound lot at a “net zero” cost to the City, and determining total upfront costs for presentation and consideration by Council.

Section 3. City Council directs staff to prepare and present a report on the findings responsive to this Resolution to the Public Safety, Courts, and Civil Service Committee within 180 days of the date this Resolution.

Section 4. All resolutions or parts of resolutions of the City in conflict herewith are hereby rescinded.

RESOLVED AND PASSED this \_\_\_\_ day of \_\_\_\_\_. 2022.

\_\_\_\_\_  
MIKE COFFMAN, Mayor

ATTEST:

\_\_\_\_\_  
KADEE RODRIGUEZ, City Clerk

APPROVED AS TO FORM:

<sup>PS</sup>  
*Megan Platt*  
\_\_\_\_\_  
MEGAN PLATT, ASSISTANT CITY ATTORNEY



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> Public Safety Partnership Overview
<b>Item Initiator:</b> Mark Hildebrand, Acting Deputy Chief
<b>Staff Source/Legal Source:</b> Mark Hildebrand, Acting Deputy Chief/Megan Platt, Assistant City Attorney
<b>Outside Speaker:</b> Chief Susan Manheimer (Ret), Professional & Progressive Law Enforcement Consulting
<b>Council Goal:</b> 2012: 1.0--Assure a safe community for people

### COUNCIL MEETING DATES:

**Study Session:** N/A

**Regular Meeting:** N/A

### ITEM DETAILS:

- Agenda long title
- Waiver of reconsideration requested, and if so, why
- Sponsor name
- Staff source name and title / Legal source name and title
- Outside speaker name and organization
- Estimated Presentation/discussion time

Mark Hildebrand, Acting Deputy Chief / Megan Platt, Assistant City Attorney  
Outside Speaker: Chief Susan Manheimer (Ret)  
20 Minutes

---

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input type="checkbox"/> Approve Item and Move Forward to Regular Meeting   | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input checked="" type="checkbox"/> Information Only  |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

---

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** N/A

**Policy Committee Date:** N/A

---

**Action Taken/Follow-up: (Check all that apply)**

- |   |   |
|---|---|
| <input type="checkbox"/> Recommends Approval              | <input type="checkbox"/> Does Not Recommend Approval    |
| <input type="checkbox"/> Forwarded Without Recommendation | <input type="checkbox"/> Recommendation Report Attached |
| <input type="checkbox"/> Minutes Attached                 | <input type="checkbox"/> Minutes Not Available          |

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**HISTORY (Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)**

N/A

---

**ITEM SUMMARY (Brief description of item, discussion, key points, recommendations, etc.)**

This presentation will include an overview of the National Public Safety Partnership Program which is a Department of Justice sponsored program through the Bureau of Justice Assistance. The Aurora Police Department was one of ten sites selected, after completion of the application process. PSP is designed to promote interagency coordination by leveraging specialized law enforcement expertise with dedicated prosecutorial resources to promote public and community safety. PSP's strategic focus is designed to support communities that (1) struggle with levels of violent crime and (2) would benefit from DO's support in developing their own capacity.

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**QUESTIONS FOR COUNCIL**

N/A

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**LEGAL COMMENTS**

The City Manager shall be responsible to the council for the proper administration of all affairs of the City placed in his charge and, to that end, he shall have the power and duty to make written or verbal reports to the Council concerning the affairs of the city under his supervision: City Charter §7-4(e). (Platt)

---

**PUBLIC FINANCIAL IMPACT**

- YES       NO

**If yes, explain:** N/A

---

**PRIVATE FISCAL IMPACT**

- Not Applicable       Significant       Nominal

**If Significant or Nominal, explain:** N/A

## Executive Summary

The National Public Safety Partnership (PSP) was established by the U.S. Department of Justice (DOJ) to provide an innovative framework to enhance federal support of state, local, and tribal law enforcement and prosecution authorities in enhancing public safety.

PSP began as a pilot program, the Violence Reduction Network, in 2014 and is designed to promote interagency coordination by leveraging specialized law enforcement expertise with dedicated prosecutorial resources to promote public and community safety.

PSP serves as a DOJ-wide program that enables participating sites to consult with and receive expedited, coordinated training and technical assistance (TTA) and an array of resources from DOJ to enhance local public safety strategies. This model enables DOJ to provide jurisdictions of different sizes and diverse needs with data-driven, evidence-based strategies tailored to the unique local needs of participating cities to build their capacities to address violent crime challenges. PSP has engaged with more than 40 sites since the program's inception.

DOJ is committed to advancing work that promotes civil rights, increases access to justice, supports crime victims, protects the public from crime and evolving threats, and builds trust between law enforcement and the community. The PSP initiative supports and advances DOJ's principles in all of its activities.

---

## Focus Areas

All TTA is centered on the following core focus areas:

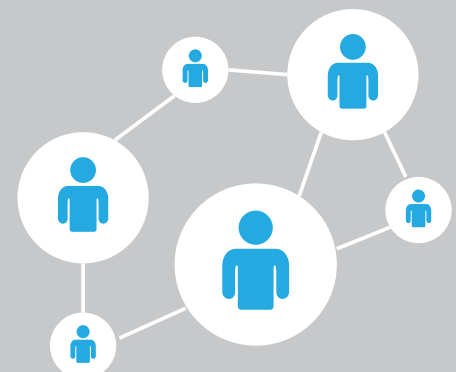
- Criminal justice collaboration
- Community engagement
- Gun violence
- Crime analysis
- Constitutional policing
- Federal partnerships
- Investigations
- Technology



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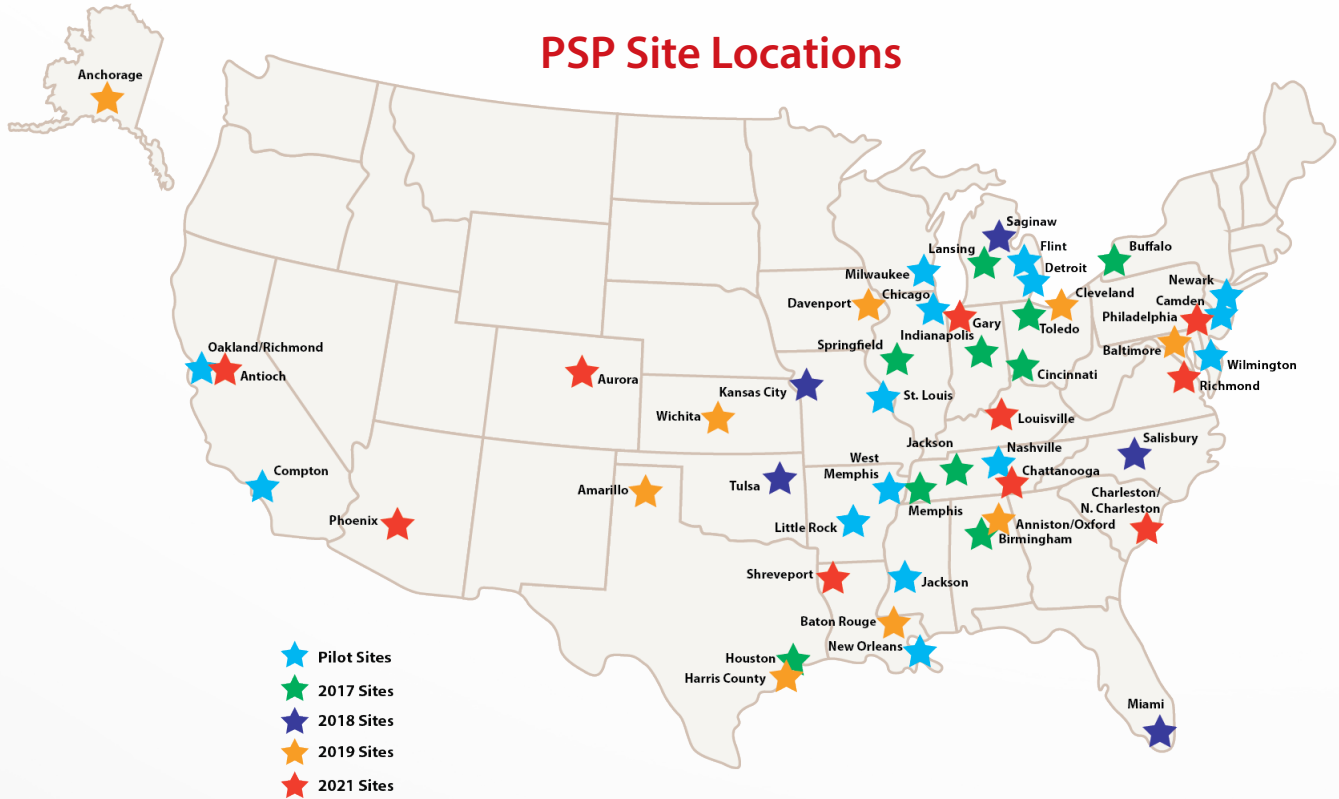
## Core Components

- Three-year commitment
- Strategic Site Liaison assigned
- Annual customized training symposium
- Expedited delivery of assistance in seven core areas: federal partnerships, gun violence, criminal justice collaboration, crime analysis, technology, investigations, and community engagement
- Peer learning and exposure to Communities of Practice



## Participating Sites

To be considered for selection, a site must have sustained levels of violence that far exceed the national average. PSP sites must demonstrate a commitment to reducing violent crime and be ready to receive the intensive TTA available. For the 2021 cohort of sites, partner sites applied via an application process to participate in PSP. They were selected through a process that considers both quantitative and qualitative measures, in consultation with U.S. Attorneys and DOJ law enforcement partners. As of October 1, 2021, current PSP sites include:



## Primary Participating DOJ Components

- Bureau of Alcohol, Tobacco, Firearms and Explosives
- Executive Office for United States Attorneys
- Federal Bureau of Investigation
- Office of Community Oriented Policing Services
- Office of Justice Programs
- Office on Violence Against Women
- U.S. Drug Enforcement Administration
- U.S. Marshals Service



**COPS**  
Community Oriented Policing Services  
U.S. Department of Justice

## For More Information



[www.nationalpublicsafetypartnership.org](http://www.nationalpublicsafetypartnership.org)

### PSP Leadership

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National **Public Safety**  
PARTNERSHIP

# Blueprint for Success

An Introductory Guide to the PSP Program



**BJA**  
Bureau of Justice Assistance  
U.S. Department of Justice

# Executive Summary

Welcome to the National Public Safety Partnership (PSP). This document provides background information on the PSP program and serves as a blueprint for successful engagement in PSP. In the following pages, you will find:

- » **Details on the site selection process.**  
PSP was established to enhance the U.S. Department of Justice’s (DOJ) federal support of state, local, and tribal law enforcement and prosecution authorities in combating violent crime. Sites participating in PSP have applied to join the program and experience levels of violent crime in excess of the national average. PSP suggests that local site partners include entities such as the local police department or sheriff’s office, the District Attorney’s Office, the Mayor’s Office, the U.S. Attorney’s Office, corrections and/or probation and parole, community partners, and federal law enforcement field or resident offices.
- » **More information on the resources available through PSP.**  
PSP offers strategic assistance to sites in the form of assessments; customized training and technical assistance (TTA); expedited access to subject-matter experts (SMEs); peer exchanges and Communities of Practice; a summit on violent crime with key stakeholders from the PSP sites and DOJ; information sharing tools such as webinars, Public Safety Clearinghouse toolkits, newsletters, and case studies; and other site-based requests. The PSP site team is composed of a Strategic Site Liaison (SSL), a DOJ Program Office Champion, DOJ law enforcement points of contact, and a PSP Program Advisor.
- » **Support provided by PSP’s two TTA providers, CNA and the Institute for Intergovernmental Research (IIR).**  
CNA and IIR work closely with the Bureau of Justice Assistance (BJA) to support the needs of the PSP sites.
- » **An outline of a three-year engagement timeline.**  
Sites are formally engaged in PSP for three years. Years One and Two focus primarily on learning and development, while Year Three focuses on implementing change and sustainability planning.
- » **The suite of online tools available to PSP sites.**  
These tools include a private-access website, a crime data dashboard, the Public Safety Clearinghouse, and the PSP Virtual Training Academy.
- » **An overview of resources available from DOJ’s federal law enforcement agencies.**  
A variety of resources are available through DOJ’s four federal law enforcement agencies to support PSP sites in their public safety efforts.

If you have any questions about the PSP program or the information provided in this document, please contact a member of the PSP team listed on the back cover.

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# Introduction to the PSP Program

## Purpose

PSP is designed to promote interagency coordination by leveraging specialized law enforcement expertise with dedicated prosecutorial resources to promote public and community safety. PSP's strategic focus is designed to support communities that (1) struggle with levels of violent crime far in excess of the national average and (2) would benefit from DOJ's support in developing their own capacities.

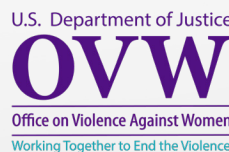


DOJ established PSP to provide an innovative framework to enhance federal support of state, local, and tribal law enforcement and prosecution authorities in enhancing public safety. PSP began as a pilot program, the Violence Reduction Network, in 2014. As the program expanded and incorporated lessons learned from the pilot sites, it was enhanced to include an additional year of intensive formal engagement and to reflect DOJ's partnerships with jurisdictions on building capacity, increasing collaboration, and sharing promising practices.

PSP serves as a DOJ-wide program that enables participating sites to consult with and receive coordinated TTA from DOJ to support violence reduction strategies. This model enables DOJ to provide effective assistance to jurisdictions of different sizes and diverse needs that will support and build their capacities to address violent crime.

## DOJ Partners

- Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF)
- Executive Office for United States Attorneys
- Federal Bureau of Investigation (FBI)
- Office of Community Oriented Policing Services (COPS Office)
- Office of Justice Programs (OJP)
- Office on Violence Against Women (OVW)
- U.S. Drug Enforcement Administration (DEA)
- U.S. Marshals Service (USMS)



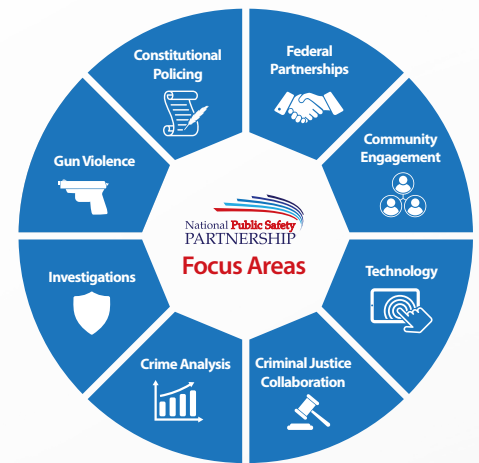


# PSP Assistance

PSP provides various types of assistance that empower cities to improve their public safety capacities. All assistance is centered on the following core focus areas: criminal justice collaboration, community engagement, gun violence, crime analysis, constitutional policing, federal partnerships, investigations, and technology. The PSP team offers seven primary forms of assistance to each site throughout the three-year engagement period.

## Strategic Assessments

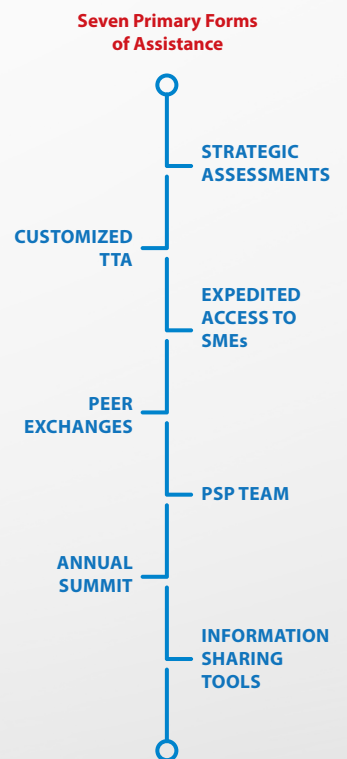
The first phase of the PSP comprehensive approach is to conduct a series of assessments to provide a baseline understanding of challenges and areas for growth within the participating departments and agencies. The PSP site team will use the assessment results to help sites develop a PSP Site Strategic Plan to address violent crime and public safety priorities, supported by all local and federal partners. The strategic plan will include measurable goals, objectives, and desired outcomes for PSP. It will also include an implementation strategy and a plan to monitor and evaluate progress. The plan will focus on using local and PSP resources to address the sites' areas for enhancement identified during the assessment phase and desired PSP focus areas.



The following are recommended baseline assessments that PSP sites may engage in during their first year:

- **Crime analysis capacity assessment** to identify analytical gaps and TTA resources for personnel to enhance capacities to conduct analyses and implement data-driven operations
- **Detective function assessment** to review and assess criminal case management and detective functions
- **Grants assessment** to develop a method to enhance private, state, and federal funding using a grant strategy planning process
- **Homicide investigations and prosecution assessment** to identify strengths and gaps in homicide investigation processes to assist local efforts to reduce violent crime, conduct high-quality investigations, and produce successful prosecutions
- **Nonfatal shooting (NFS) and gun violence reduction assessment** to provide evidence-based recommendations to enhance the quality of NFS investigations and reduce gun violence
- **Technology assessment** to provide insight in planning and implementing future technology-driven justice initiatives focused on an agency's technical resources and abilities
- **Victim services assessment** to determine critical victim service area needs and assess the community-level capacity to effectively respond to crime victims
- **Violence analysis assessment** to understand the scope and nature of violence in the site to design a comprehensive response to violence, including prevention, intervention, and suppression strategies
- **Prosecution assessment** to identify strengths and gaps in violent crime prosecutions and assess capacities to prosecute violent crime using federal and state law

All of these assessments will not necessarily be conducted for each site. Instead, the sites will work with their PSP site teams to identify which assessments to conduct based on their current capabilities and needs. This tailored approach allows the sites to focus on the areas that require the most attention and minimizes the time spent on areas where the sites are already highly capable.



## Customized TTA

A major component of PSP is the delivery of expedited and customized TTA based on the needs and emerging issues in each community. In addition to no-cost training routinely available from various OJP components, the BJA National Training and Technical Assistance Center (NTTAC) supports various customized TTA and other resource needs throughout the first two years of engagement.

**Expedited and Customized TTA**

## Expedited Access to SMEs

Each site has access to 200 hours of SME technical assistance throughout its PSP engagement to provide guidance and expertise on critical violence reduction areas such as crime analysis, gun violence, grant strategy, homicide investigation and prosecution, strategic planning, and ballistics processing. These hours may be used for strategic assessments, on-site or remote consultation, or customized training.

**200 SME Hours**

## Peer Exchanges

A critical component to the PSP program is the sharing of lessons learned, successful strategies, and ideas among peers. PSP's extensive peer exchange program provides 27 person-trips for each PSP site (travel fully funded) for peer learning opportunities across the country. Upon identification of goals and objectives, PSP sites may visit other PSP sites or agencies outside of PSP based on demonstrated success or lessons learned in the hosting city. The PSP team works with the sites and hosting agencies to identify outcome-focused goals and objectives and to develop a robust agenda that meets the needs and capacities of all involved. Virtual peer exchange opportunities are also available to the sites.

**27 Peer Exchange Trips**

## PSP Site Team

In addition to leadership from various local and federal partners, DOJ dedicates specific individuals to support each PSP site throughout the three-year engagement, and all sites are supported by two TTA providers.

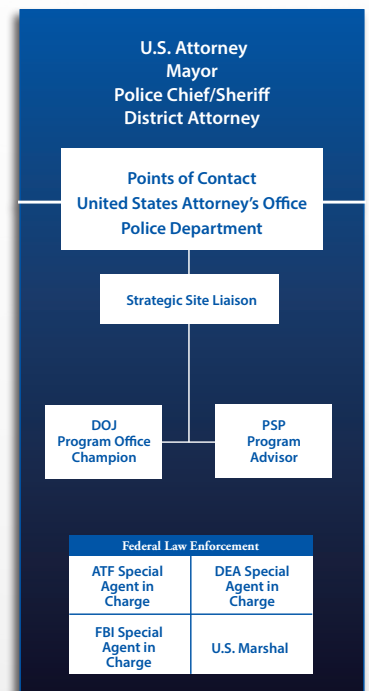
**SSL:** An SSL, a retired law enforcement executive, is assigned to each site participating in PSP. SSLs work with their assigned sites for approximately three years, acting as advisors, facilitators, and technical assistance guides. SSLs help their sites receive TTA in a number of areas, such as outreach and collaboration, research on evidence-based practices, data analysis, strategic planning, strategy development, and communication strategies. SSLs continue to provide site support in a more limited capacity in Year Three.

**DOJ Program Office Champion:** A DOJ Program Office Champion serves as the point of contact for the site to effectively navigate access to DOJ programmatic resources. This individual is assigned from one of the DOJ program offices (based in Washington, DC), such as BJA, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, OVW, or the COPS Office.

**DOJ Federal Law Enforcement Points of Contact:** Federal law enforcement partners from ATF, DEA, the FBI, and USMS assign a point of contact for each site to serve as a liaison to navigate DOJ law enforcement resources available to the site.

**PSP Program Advisor:** A PSP Program Advisor is assigned to each PSP site from one of PSP's two TTA providers, CNA. Program advisors work with their assigned sites by supporting and helping maintain well-coordinated and timely TTA and resource delivery, organizing conference calls and meetings, providing input about the breadth of resources available to PSP sites, and documenting the impacts of PSP TTA and resource delivery.

### PSP Site Team



## PSP Summit

The PSP Summit is an invitation-only event that convenes executive leadership and key stakeholders from the PSP sites to participate in focused discussions and explore public safety and violence reduction strategies directly with national practitioners, researchers, and DOJ representatives, including U.S. Attorneys. The summit features customized one-on-one breakout sessions, plenary sessions, and various networking opportunities with other PSP sites.

Prior to the PSP Summit, PSP team members provide a survey to each site's main points of contact to identify key topics of interest for individual breakout sessions at the summit. The results of this survey then inform the agenda development for both breakout sessions and plenaries. Travel and per diem costs are reimbursed based on budget and head-count guidance from DOJ. In the third year of engagement, sites participate in the summit in a more limited capacity. Ideally, each site's summit delegation will be composed of the following:

- SSL
- Chief
- Deputy Chief
- Prosecutor
- Assistant Prosecutor
- Other designated site representatives (corrections, probation and parole, etc.)
- U.S. Attorney
- Law Enforcement Coordinator
- Federal Law Enforcement Field Office Senior Officials (ATF, DEA, FBI, USMS)
- DOJ Program Office Champion



*Memphis, Tennessee, Police Department Director Michael Rallings addressing attendees during the opening session at the 2019 PSP Symposium*

## Communities of Practice

PSP encourages and supports the belief that law enforcement agencies benefit tremendously from sharing their knowledge and best practices. To network and discuss promising practices in public safety, PSP promotes Communities of Practice (CoPs) to address shared challenges, needs, and lessons learned in PSP sites and in the broader criminal justice community through various learning and networking opportunities. PSP has established the following CoPs:



- **Crime Analysis**—provides analysts with opportunities to share strategies, work products, and concepts to turn data into actionable information for agencies
- **Law Enforcement Leadership**—provides PSP site leadership with opportunities to hear from other leaders and discuss the challenges they face and solutions they are engaging in to drive positive change in the field
- **Prosecution**—shares best practices and innovative strategies to reduce violent crime, collaborate with law enforcement, and drive evidence-based prosecution to enhance public safety
- **Public Information Officers**—facilitates learning and networking opportunities among public information officers about community engagement strategies, messaging, and media relations
- **Technology**—helps address law enforcement's technology-related challenges, needs, and lessons learned in implementing and procuring advanced technology and leveraging technology in daily operations

## Information Sharing Tools

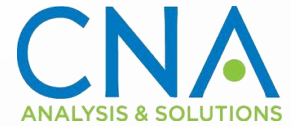
The PSP team produces webinars, a TTA and funding opportunities bulletin, Public Safety Clearinghouse toolkits, virtual trainings, newsletters, case studies, and various white papers and research briefs. These resources share violence reduction strategies and lessons learned in implementing best practices and efforts to reduce crime and increase public safety. PSP also maintains a public website and a private website to track PSP activities and house violence reduction resources.

## Sustainability

PSP site leaders and team members will consider sustainability factors throughout PSP engagement. As sites enter their third and final year of formal engagement of PSP, PSP partners, including the site leaders and team members, will actively focus on developing strategies to sustain the promising practices and violence reduction work that the sites have engaged in under or through their affiliation with PSP. Sites entering their third year with PSP will begin these discussions at the summit and will continue to review and plan future public safety enhancements throughout their final year.

# Training and Technical Assistance Providers

## Primary CNA Services to PSP



**SSLs:** CNA oversees an SSL who is assigned to each site participating in PSP. The SSL's mission is to work with the DOJ BJA and PSP TTA providers to ensure that his or her assigned site receives strategically focused TTA that is consistent with, and complementary to, the site's local violence reduction efforts. In addition, the SSL will help develop a CoP among PSP sites so that all participants have the opportunity to learn from and mutually support each other.

**PSP Program Advisor:** A CNA PSP Program Advisor is assigned to each site participating in PSP. Program Advisors work with their assigned sites regularly by supporting and helping maintain well-coordinated and timely TTA and resource delivery, organizing conference calls and meetings, providing input about the breadth of resources available to PSP sites, and documenting the impacts of PSP TTA and resource delivery.

**SMEs:** Site representatives have direct access to SMEs, who offer expertise and support to successfully address critical issues. CNA SMEs provide PSP sites with on-site and remote TTA in numerous violence reduction areas, such as crime analysis, community surveys, grant strategies, gun tracing and the National Integrated Ballistic Information Network (NIBIN), GunStat, homicide investigations and prosecutions, police foundations, police-researcher partnerships, procedural justice, social network analysis, technology, violence reduction planning and strategizing, and witness protection assistance.

**Site Selection and Data Analysis:** CNA assists BJA in the selection of PSP sites by conducting multiphase analyses of quantitative and qualitative information and by consulting with DOJ partners. The cities identified as candidates for PSP have violence levels far in excess of national averages and exhibit recent increases in violence. They also represent jurisdictions with unique law enforcement and local government structures, enabling implementation and assessment of PSP in distinctly different organizational contexts to assist DOJ in creating a model for delivery of TTA.

**PSP Evaluation:** CNA evaluates the support provided to cities through PSP. The purpose of evaluating PSP is to determine the utility of TTA services and resources provided to the sites through PSP and assess and monitor the progress and outcomes of the PSP sites during their tenure in the network. CNA PSP evaluators achieve this through acquiring input from SSLs and Program Advisors, distributing email surveys, and conducting interviews with direct recipients of TTA and TTA providers. The results of the evaluation are used to inform network and program improvements to ensure tracking and coordination.

**PSP TTA:** In coordination with BJA and IIR, CNA oversees the tracking and coordination of PSP site requests for training, targeted technical assistance, informational resources, and other violence reduction support.



## Primary IIR Services to PSP



**Peer Exchanges:** IIR coordinates peer exchange learning opportunities to PSP site representatives upon request and with approval from BJA. For each peer exchange, IIR works with the requesting sites to help establish appropriate goals and objectives for the visit, handles trip logistics, and communicates with the host agency to develop an agenda to meet the needs of the visiting agency. Following peer exchange trips, the IIR team works with the visiting agency to identify any areas or assistance needed for follow-up and to document outcomes and implementation of lessons learned. These opportunities are available as both on-site visits and virtual exchanges.

**CoPs:** IIR, in partnership with BJA and CNA, coordinates opportunities for PSP sites to build collaborative networks known as “Communities of Practice” that enable sites to address similar needs, issues, and interests and share promising practices and lessons learned. PSP has worked to establish these networks for crime analysts, technologists, prosecutors, public information officers, and law enforcement leaders.

**TTA:** IIR, in coordination with BJA and CNA, develops and delivers various TTA opportunities including virtual trainings on topics such as leadership, crime scene management, and crime guns. IIR SMEs also provide PSP sites with on-site and remote TTA on NFSs and gun violence reduction and as follow-up to needs identified through CoP activities.

**Summit:** In coordination with DOJ and CNA, IIR coordinates and delivers the PSP Summit, which brings together federal and local PSP site stakeholders to participate in collaborative working sessions with federal leadership and SMEs to analyze site-specific violence challenges and discuss the variety of existing DOJ resources available to address the issues.

**PSP Website:** IIR developed and maintains the PSP website, which features background information; PSP Items of Interest, such as webinars, TTA, virtual training modules, and publications and newsletters; and a private-access side for project management of PSP activities. Visit the PSP website at [www.nationalpublicsafetypartnership.org](http://www.nationalpublicsafetypartnership.org) for more information.

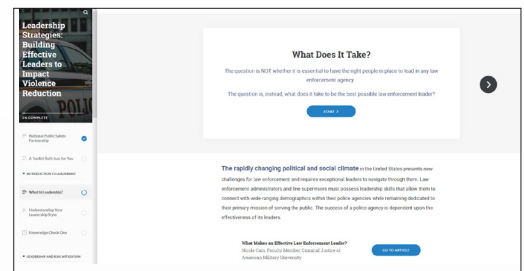
**Public Safety Clearinghouse:** IIR developed and maintains the Public Safety Clearinghouse, an innovative online resource library that allows users to build customized violence reduction toolkits on topics such as crime analysis and prevention, gang violence, constitutional policing, human trafficking, community policing, and victim/witness assistance. The Public Safety Clearinghouse mobile app offers a convenient, single point of access to DOJ violence reduction and public safety resources for the criminal justice field. For more information, visit the Public Safety Clearinghouse at [www.nationalpublicsafetypartnership.org/clearinghouse](http://www.nationalpublicsafetypartnership.org/clearinghouse).

**PSP Virtual Academy:** IIR hosts a learning management system that currently houses three interactive, virtual courses for the PSP law enforcement community. More courses are being developed to support the emerging needs of the field.

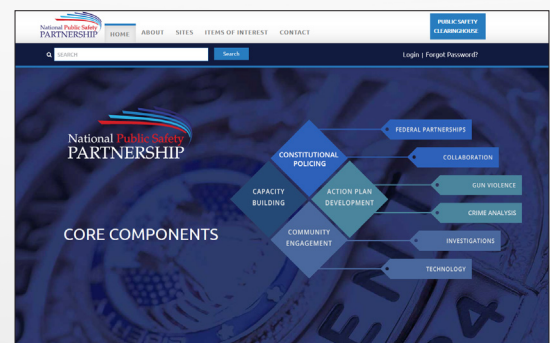
**Web Events:** IIR coordinates and delivers PSP webinars and virtual events on relevant topics such as crime analysis, victim services, social network analysis, digital and video evidence, focused deterrence, and crime guns.

**Quarterly Newsletter and Annual Report:** In coordination with BJA, IIR develops and publishes a quarterly newsletter to highlight PSP activities, efforts across the network of sites, new resources available, future opportunities, and more. IIR also develops and publishes the PSP Annual Report, which serves to highlight the accomplishments of PSP.

## PSP Online Training

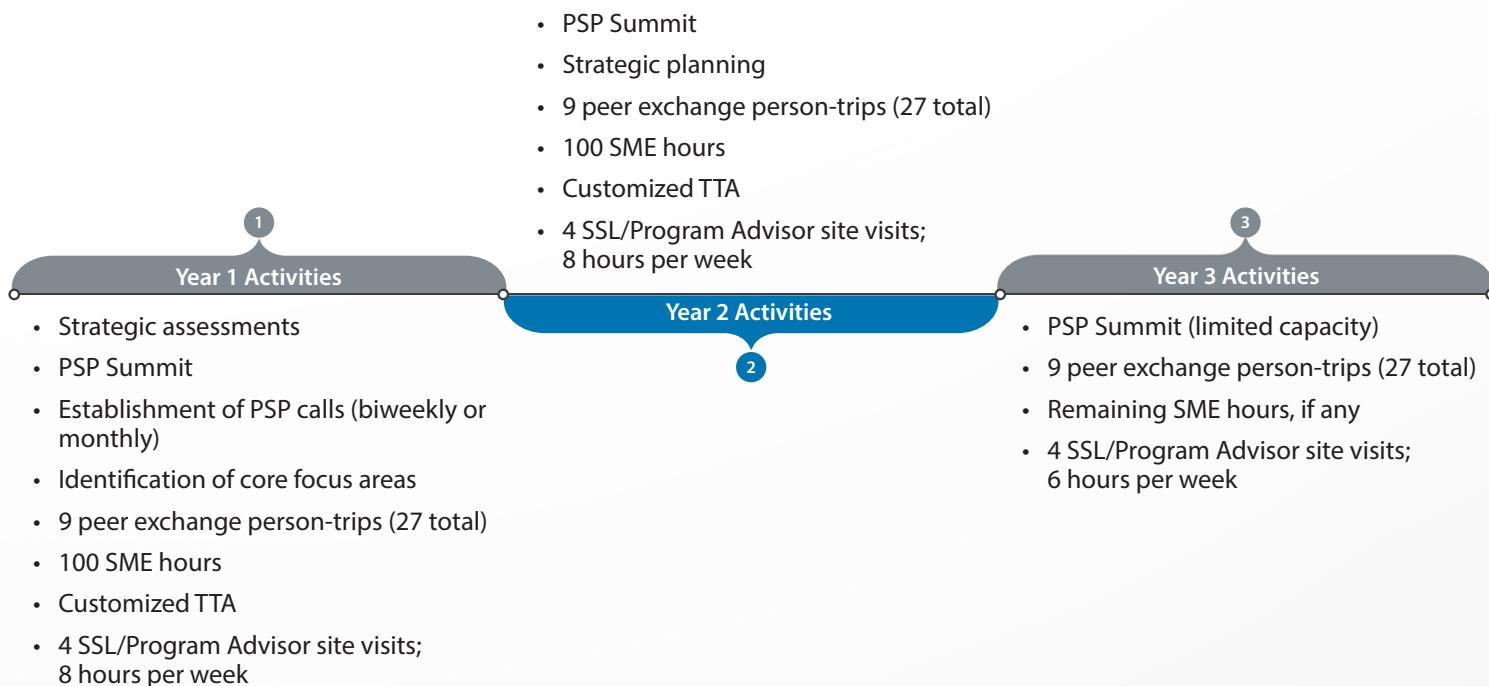


## PSP Website



# Engagement Timeline

## PSP Timeline



## Ongoing Program-Wide Communications and CoPs

- PSPStat crime statistics reporting to PSP team
- CoPs: ongoing sharing of emerging issues, promising practices, and lessons learned across the program
- PSP webinars/virtual events
- Bulletins and quarterly newsletters
- Site team recurring conference calls/in-person meetings
- Evaluation and feedback of TTA, SMEs, and peer exchanges

## Site Calls

It is customary for local stakeholders and PSP team members to establish a regular conference call or in-person meeting to discuss local issues, PSP activities, and collaboration opportunities to address violence in the community. These calls should involve all local and federal partners, and they are typically led by the SSL and the police department. Prior to each call, the SSL or Program Advisor will develop an agenda and partners should be prepared to discuss violence reduction efforts and related PSP TTA activities. Sites typically hold biweekly or monthly conference calls; the frequency and timing are up to the sites.



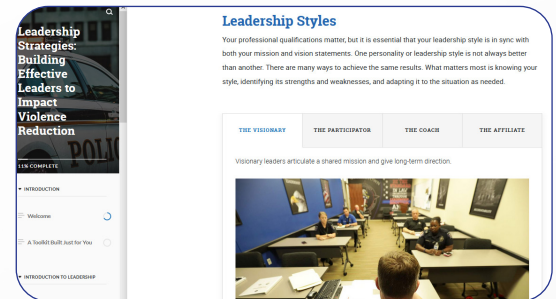
# PSP Virtual Academy

The PSP team, in collaboration with leading law enforcement experts and practitioners, has developed several interactive virtual training courses on law enforcement topics identified to be of great importance and shared interest within the PSP network and beyond. These new courses are available to law enforcement professionals nationwide. The following courses are currently available, with more topics to come in the future:

## Leadership Strategies: Building Effective Leaders to Impact Violence Reduction

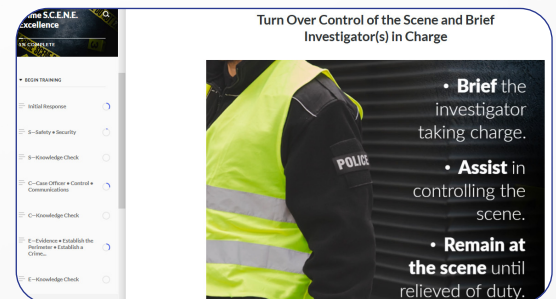
Law enforcement leaders often encounter politically charged environments and must be prepared to navigate the hurdles they will face, both internally and externally, to motivate and empower their personnel.

This training provides law enforcement executives, line-level supervisors, and commanders with tools to develop their leadership mindsets and self-assess their capacities to navigate challenges while implementing the organizational change often associated with violence reduction strategies.



## Crime S.C.E.N.E. Excellence: Navigating the Initial Response to a Violent Crime Scene

Numerous assessments across the PSP network have demonstrated that critical steps needed to begin a successful violent crime investigation may be overlooked during the initial response to the crime scene. This course highlights the tools and best practices first responders need to consider to successfully manage violent crime scenes. Topics include initial response; officer demeanor and empathy; properly securing and controlling scenes; providing initial medical attention; securing and separating victims, witnesses, and bystanders; evidence considerations; note taking; notifications; neighborhood canvassing; scene briefings; and the importance of excellent report writing.



## Law Enforcement Guide to Crime Guns

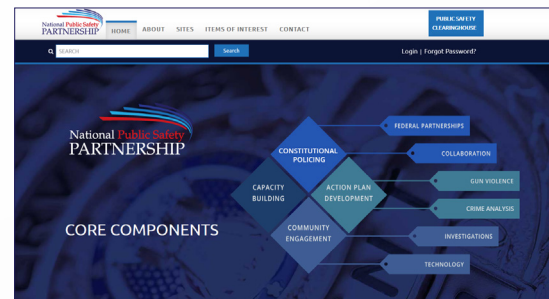
The initial recovery and identification of a crime gun is one of the most important steps in any investigation. This step is even more critical for agencies whose communities are experiencing high incidences of violent gun crime or are expanding their utilization of crime gun intelligence. These firearms provide valuable investigative leads and are subsequently scrutinized during all aspects of the investigation that follow the recovery. Despite the importance of this initial step, firearms are frequently misidentified, leading to missed opportunities for lead development, case connection, and successful prosecution. This training, developed in close collaboration with ATF, provides an overview of crime guns and firearm identification to enhance officers' and agencies' capacities to correctly recover and identify crime guns.



# Online Tools for PSP Sites

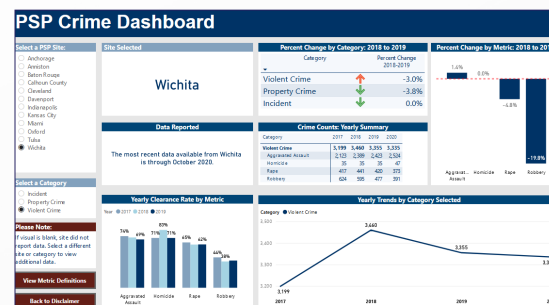
## PSP Website (Private-Access)

The private-access side of the PSP website is only accessible to vetted users, including U.S. Attorneys, police chiefs, prosecutors, PSP team members, and other designated points of contact in the PSP sites. The private-access side is used as a project management tool and includes contact information for PSP team members and PSP site points of contact, resource request tracking for each site, the PSP Crime Dashboard, and more. To request access to the private side of the PSP website, please contact the PSP team at [info@pspartnership.org](mailto:info@pspartnership.org) or your PSP site team.



## PSP Crime Dashboard

The PSP Crime Dashboard provides yearly breakdowns of violent crime and property crime incidents and clearance rates, as available and as defined by the FBI Uniform Crime Reporting/National Incident-Based Reporting System. In addition, some sites provide available data on carjackings and NFSs. All data is provided by PSP police departments or sheriffs' offices to the PSP team. This dashboard is hosted on the secure private-access side of the PSP website and is only accessible to vetted users, including U.S. Attorneys, police chiefs, prosecutors, and PSP team members from the PSP sites. To request access to the PSP Crime Dashboard, please contact the PSP team at [info@pspartnership.org](mailto:info@pspartnership.org) or your PSP site team.



<https://www.nationalpublicsafetypartnership.org/Team/Dashboard/Crime-Data>

## PSP Clearinghouse

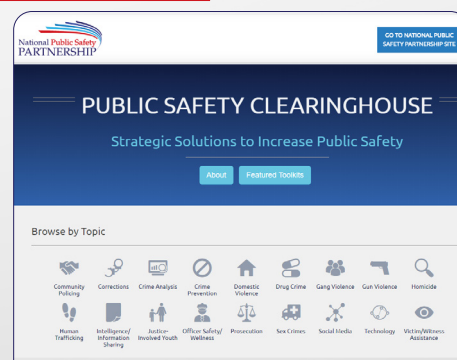
The Public Safety Clearinghouse serves as a one-stop shop for public safety-related resources. The Clearinghouse provides the opportunity for users to build a custom “toolkit” based on specific areas of need, types of resources, agency size, and more. The Clearinghouse includes model programs, best practices and strategies, trainings, technical assistance, webinars, podcasts, publications, lessons learned, peer exchange resources, and more. PSP invites you to visit the Clearinghouse to explore strategies and resources that may be useful in your violence reduction efforts.

[www.nationalpublicsafetypartnership.org/clearinghouse](http://www.nationalpublicsafetypartnership.org/clearinghouse)



### How to Build a Toolkit

- » Step 1: Select a Topic or Keyword Search
- » Step 2: Refine Search With Topic-Based Questions
- » Step 3: Browse Resources
- » Step 4: Add Resources to Toolkit
- » Step 5: Save and Download Toolkit



# PSP DOJ Law Enforcement Resources

## Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF)

- **National Integrated Ballistic Information Network (NIBIN):** NIBIN provides federal, state, and local law enforcement, forensic science, and attorney agencies with an automated ballistic imaging system that will aid their investigations by using digital images of cartridge cases from crime scenes and test-fires of recovered crime guns to link shooting events. PSP cities can engage ATF for training on NIBIN, including information on how it works, what type of data to include, best practices, and how to combine data sets between regional jurisdictions. ATF can also provide resources to help cities enter ballistic information into NIBIN and use this crime gun intelligence tool to disrupt the shooting cycle and target violent offenders.
- **Crime Gun Intelligence Centers (CGICs):** CGICs are ATF-led initiatives with local, state, and federal law enforcement partners working together toward one mission: “To disrupt the shooting cycle by identifying, targeting, and prosecuting shooters and their sources of crime guns.” The ATF CGICs fuse forensic results with data analysis to provide investigative leads in any area of operation. ATF CGICs are able to see beyond the jurisdictional horizon and coordinate investigative response to violent gun crime locally, regionally, and nationally to obtain justice for community victims. ATF offers a variety of training opportunities to build skills and expertise in crime gun intelligence and the prevention of gun violence. Training opportunities include firearm trafficking, violent crime, and the Gang Resistance Education And Training (G.R.E.A.T.) Program. PSP cities can engage ATF to receive the above training, which can be tailored to the needs of the city.
- **Firearms Tracing:** ATF oversees the National Tracing Center, which provides critical information that helps domestic and international law enforcement agencies solve firearm crimes; detect firearm trafficking; and track the intrastate, interstate, and international movement of crime guns. PSP cities can engage ATF to conduct urgent or routine traces of firearms to identify and track individuals of interest or build crime gun intelligence/prevention efforts.
- **Arson:** ATF is the federal agency primarily responsible for administering and enforcing the criminal and regulatory provisions of the federal laws pertaining to destructive devices (bombs), explosives, and arson. For nearly 40 years, ATF has developed scientifically proven investigative capabilities, expertise, and resources that have positioned PSP as the nation’s primary source for explosives and fire investigative knowledge and assistance. ATF has developed the Certified Fire Investigator Program, which deploys highly trained special agents who have particular expertise in these investigations. Furthermore, ATF has the ability to deploy its National Response Team to certain arson investigations to determine cause and origin.

## U.S. Drug Enforcement Administration (DEA)

- **Office of Training:** Each DEA field division is assigned a division training coordinator (DTC). Part of the DTC’s role includes coordinating and providing training to state, local, and tribal law enforcement within the DTC’s respective division, as directed by the Special Agent in Charge. Local law enforcement can engage with its respective DTC to request assistance and support for drug investigation training courses that include curricula that meets the needs of the state and local officers and the division. A Basic Narcotics School and a Basic Drug Investigators Course are commonly coordinated and conducted by the DEA DTCs for local law enforcement when instructors and funding are available. Some of the topics of instruction within these courses include drug identification, undercover operations, interview techniques, and case development. The courses can also include practical exercises.
- **El Paso Intelligence Center (EPIC):** DEA leads and funds EPIC, a fully coordinated 24/7 tactical intelligence center supported by databases and resources from a variety of partner agencies. PSP cities, especially those with limited intelligence capacities and capabilities, can engage DEA to leverage EPIC’s intelligence resources. With access to EPIC, officers can conduct intelligence queries through EPIC via the internet or phone. PSP cities can request assistance from EPIC analysts for customized research, reports, and/or assessment on crimes and trends related to criminal activity within their jurisdictions. PSP cities can visit EPIC to receive a tour and a full briefing on its intelligence capabilities and resources.
- **Gang Targeting Enforcement Coordination Center (TECC):** Developed by DOJ, Gang TECC is an entity that is currently occupied by all of the DOJ components that reside at the DEA Special Operations Division (SOD), Gangs and Violent Crime Section. Through SOD, Gang TECC supports multijurisdictional, multiagency, and multinational gang investigations with a particular focus on wire intercepts being worked jointly with law enforcement agencies. One of the main objectives of Gang TECC is to assist in coordinating overlapping investigations to ensure that tactical and strategic intelligence flows between law enforcement agencies. Gang TECC fully harnesses SOD’s participating interagency databases, tools, and programs to exploit traditional and cyber communications, travel, trade, finance, open source and social media, and criminal indices to illuminate and target the links between gangs and transnational criminal organization networks. Among the available resources are specialized funding mechanisms to support the mission of Gang TECC and gang investigations.
- **Office of Financial Operations (FO):** FO provides financial investigative guidance, training, and tools for domestic and foreign field offices. FO has experts to engage with criminal investigators, intelligence analysts, and diversion investigators to identify money laundering techniques, methodologies, and patterns in order to develop countermeasures to seize and forfeit drug proceeds and assets and arrest drug traffickers and money launderers. FO also provides financial investigative tools for the field to conduct proactive undercover money laundering operations. FO engages with the private sector financial and banking industries to identify current money laundering trends.
- **Office of Investigative Technology:** Three-Day Social Media and Exploitation Course: This innovative course is open to all criminal investigators, state and local officers, intelligence analysts, and federal agents conducting social media and internet investigations using open source technology. This course educates its participants in the areas of operational security, evaluating websites, advanced people searches, exploiting online images, social media and mobile apps. The course includes tools for search efficiency, operations security, and evaluating social media websites and microblogs, as well as tools for handling digital images. This course will provide up-to-date solutions to navigate the complexities of these challenging investigations and will conduct high-quality practical exercises to strengthen investigative capabilities.

# Resources (continued)

## Federal Bureau of Investigation (FBI)

- **Digital Imaging and Video Recovery Team (DIVRT) Initiative:** The DIVRT Initiative provides free training to local police to (1) develop the skills and abilities to rapidly recover and extract video evidence and (2) exploit video evidence through the utilization of both traditional and social media platforms. PSP cities will receive DIVRT training so that personnel are capable of rapidly recovering video evidence and exploiting evidence through social media. The FBI will also provide specialized DIVRT kits to task force officers working within the PSP cities to aid in this process.
- **Cellular Analysis Survey Team (CAST)/Cell-Site Simulator Assets:** CAST supports local law enforcement investigations through the analysis of cellular call detail records and their associated tower information. Each PSP city has access to CAST assistance by sending requests to [CAST@ic.fbi.gov](mailto:CAST@ic.fbi.gov). A CAST asset will be assigned to assist in conducting complex cellular analysis and testify to the results either in federal or state court. Each PSP city will have access to FBI cell-site simulator teams through its Virtual Command Center.
- **Source Development:** Field intelligence groups perform intelligence functions through integrated teams of intelligence analysts, language analysts, physical surveillance specialists, and a dedicated number of special agents. To assist each PSP city, the FBI, working cooperatively with the local municipalities, will attempt to cultivate, recruit, and maintain a robust intelligence base within impacted communities to assist in solving violent and gang-related crimes.
- **FBI Office of Public Affairs (OPA) and Media:** To assist each PSP city, OPA, working cooperatively with the local municipalities, will attempt to establish digital billboard sites in impacted neighborhoods to assist in garnering public participation in solving and/or deterring violent crime. FBI media resources will be deployed to assist PSP cities in broadcasting anti-crime messages, assist in fugitive matters, and assist in soliciting crime-stopper tips, reward funding, and information.
- **Operation Purge:** Operation Purge is a nationwide partnership between the FBI and local law enforcement agencies designed to target felons with fugitive warrants and get them off the streets. FBI analysts identify outstanding warrants in high-profile cases and work with local law enforcement to execute arrests.
- **Office for Victim Assistance:** The FBI Victim Assistance Program is available to assist victims with mandated services and notification of their rights. To assist each PSP city, in joint matters, the FBI will leverage the resources of its victim specialists to assist local law enforcement in addressing the needs of violent-crime victims and work cooperatively with social service and community agencies in fostering a community recovery in impacted neighborhoods.
- **Homicide Reduction Initiative/Save Our Streets (SOS):** SOS focuses on enhancing the effectiveness of federal, state, and local law enforcement resources through a coordinated initiative seeking the most effective investigative strategies to apprehend and indict gang homicide suspects. This initiative was piloted in Los Angeles, California, and is currently being used in Oakland, California. To assist each PSP city, the FBI will work cooperatively with cities to implement a program similar to the successful SOS model.
- **Critical Incident Response Group (CIRG):** The FBI's CIRG consists of a cadre of special agents and professional support personnel who provide expertise in crisis management, hostage rescue, surveillance and aviation, hazardous devices mitigation, crisis negotiations, behavioral analysis, and tactical operations. Through aggressive training programs, state-of-the-art technologies and equipment, extensive research, and far-reaching partnerships with international, federal, state, and local law enforcement agencies, CIRG works to successfully resolve critical incidents worldwide and achieve its mission of Readiness, Response, and Resolution. CIRG provides expertise in the following fields: crisis management, hazardous devices disruption, crisis negotiations, behavioral analysis and assessments, strategic information dissemination, tactical and technical operations, ground and air surveillance, aviation support, special event management, and rapid deployment logistics.
- **Top Ten Program:** The "Ten Most Wanted Fugitives" program is a publicity program founded by the FBI in 1950 to publicize particularly dangerous fugitives who might not otherwise merit nationwide attention. For an individual to be added to the list, the following criteria must be met: the individual must have a lengthy record of committing serious crimes and/or be considered a particularly dangerous menace to society because of current criminal charges, and it must be believed that the nationwide publicity afforded by the program can be of assistance in apprehending the fugitive, who, in turn, should not already be notorious because of other publicity.

## U.S. Marshals Service (USMS)

- **Organized Crime and Gangs (OCAG):** USMS OCAG was established to combine the resources of the Organized Crime Drug Enforcement Task Force and the USMS Gang Enforcement Branch to collaborate in order to locate and disrupt the most serious drug trafficking and money laundering organizations. PSP sites can request USMS OCAG to serve as a facilitator and force-multiplier for innovative short-term counter-gang operations focused on apprehending violent gang fugitives and gathering street-level gang intelligence.
- **Sex Offender Investigations:** PSP sites can request assistance from the USMS National Sex Offender Targeting Center, which works in collaboration with the National Center for Missing & Exploited Children, which applies analytical and investigative techniques to identify, locate, arrest, and prosecute noncompliant sex offenders. In addition, with the passage of the Adam Walsh Child Protection and Safety Act of 2006, USMS can assist state, local, tribal, and territorial jurisdictions in locating and apprehending sex offenders who fail to comply with their sex offender registration requirements.
- **Missing Child Unit (MCU):** The USMS MCU provides oversight, program management, and operational resources for the USMS missing child investigative program following authority granted by the Justice for Victims of Trafficking Act in 2015. The MCU works closely with the National Center for Missing & Exploited Children to assist federal, state, and local partners in recovering critically endangered missing children. PSP sites can request that critically missing child operations be conducted in their jurisdictions in an effort to combat child sex trafficking and rescue endangered children.

Notes

Lined area for notes



## Contact Us

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This project was supported by Grant No. 2016-DG-BX-K006 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Department of Justice's Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, and the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART). Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.



National **Public Safety**  
PARTNERSHIP

Program Overview

# ABOUT PSP

## PROGRAM OVERVIEW

The National Public Safety Partnership (PSP) was established in 2017 to enhance the U.S. Department of Justice's (DOJ) federal support of state, local, and tribal law enforcement and prosecution authorities in combating violent crime. PSP serves as a DOJ-wide program that enables cities to consult with and receive coordinated training and technical assistance (TTA) from DOJ to support public safety strategies. PSP promotes intra- and inter-agency coordination by leveraging specialized law enforcement expertise with dedicated prosecutorial resources to promote public and community safety. PSP sites are formally engaged in the program for three years.

## FOCUS AREAS

PSP provides various types of assistance that empower cities to improve their crime-fighting capacities. All assistance is centered on the following core focus areas: gun violence, crime analysis, federal partnerships, criminal justice collaboration, investigations, technology, and community engagement.



## OUR MISSION

PSP's mission is to increase collaboration and build capacity among intra- and inter-agency law enforcement, prosecutorial, and community partners to enhance public safety.

## HOW ARE WE ACHIEVING OUR MISSION?

- Building capacity among local and state partners to fight crime
- Engaging new and existing partners to increase collaboration
- Sharing promising practices, educational tools, training and funding opportunities, federal resources, and more with PSP sites

## DID YOU KNOW?



PSP has coordinated 360 peer exchange learning opportunities for PSP sites on topics such as crime gun intelligence, real-time crime centers, and shooting review processes.\*

40 sites throughout the United States have formally participated in the PSP program.\*



\* Includes pilot sites



# WHAT WE OFFER

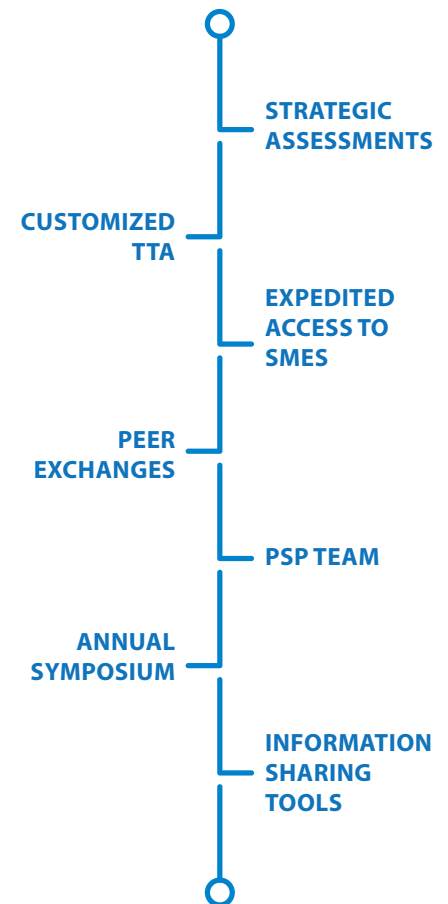
## Training and Technical Assistance

- **Customized TTA**—In addition to promoting no-cost training routinely available from DOJ components, PSP delivers expedited and customized TTA to sites based on the needs and emerging issues in each community.
- **Subject-Matter Expert (SME) Consultation**—PSP provides sites with up to 200 hours of SME technical assistance throughout engagement to provide guidance and expertise on critical violence reduction areas through strategic assessments, on-site or remote consultation, or customized training.
- **Strategic Site Liaison (SSL)**—An SSL, a former law enforcement executive, is assigned to each site participating in PSP to serve as an advisor, facilitator, and technical assistance guide.
- **Peer Exchanges**—PSP provides each site with 18 person-trips for peer learning opportunities across the country to share lessons learned, successful strategies, and ideas among peers.
- **Strategic Assessments**—PSP offers a variety of assessments to participating sites to provide a baseline understanding of challenges and areas for growth within the participating departments and agencies. Some of the most frequently conducted assessments include the Crime Analysis Capacity, Technology, Nonfatal Shooting and Gun Violence Reduction, Grants, Homicide Investigations and Prosecutions, Detective Function, and Victim Services Assessments.

## Annual Symposium

The PSP Symposium is an invitation-only, 2.5-day event that convenes executive leadership and key stakeholders from the PSP sites to participate in focused discussions and explore public safety and violence reduction strategies directly with national practitioners, researchers, and DOJ representatives, including U.S. Attorneys. The symposium features customized one-on-one breakout sessions, plenary sessions, and various networking opportunities with other PSP sites.

### Seven Primary Forms of Assistance



# WHAT WE OFFER

## Information Sharing Tools

- **Public Safety Clearinghouse**—The Public Safety Clearinghouse is an innovative online resource library that allows users to build customized violence reduction toolkits on topics such as crime and data analysis, drug crime, gang violence, crime prevention, human trafficking, community policing, officer safety and wellness, and victim/witness assistance. Visit [nationalpublicsafetypartnership.org/Clearinghouse](http://nationalpublicsafetypartnership.org/Clearinghouse) for more information.
- **PSP Website**—The PSP website features background information about the program, a PSP Items of Interest page, and a private-access side for project management of PSP activities. Visit [nationalpublicsafetypartnership.org](http://nationalpublicsafetypartnership.org) for more information.
- **Webinars and Podcasts**—PSP delivers frequent webinars and podcasts on relevant topics such as gun crime reduction strategies, youth violence, homicide investigations, community engagement, and digital trust.
- **Electronic Bulletins**—PSP produces regular bulletins for PSP sites that feature TTA and funding opportunities, weekly news clips, and other items of interest to the sites.
- **Newsletters and Annual Reports**—PSP publishes newsletters and annual reports that feature individual PSP site success stories, efforts across the network, and information about available resources.
- **Communities of Practice**—PSP coordinates opportunities for PSP sites to build collaborative networks known as “Communities of Practice” that enable sites to address similar needs, issues, and interests and share promising practices and lessons learned. PSP has established these networks for technologists, crime analysts, and prosecutors, with plans to create additional networks in the future.

## CONTACT US

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December 2019



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*Drafted 3/9/2022*

**A. Aurora’s PSP Engagement**

1. Aurora is consulting with and receiving expedited, coordinated training and technical assistance (TTA) and has access to an array of resources from DOJ to enhance local public safety strategies.
2. PSP engagement promotes interagency coordination by leveraging specialized law enforcement expertise with dedicated prosecutorial resources to promote public and community safety.
3. PSP provides data-driven, evidence-based strategies tailored to unique local needs of participating cities to build their capacities to address violent crime challenges.

**B. Aurora’s Goals and Outcomes**

1. Institute best practices and operational strategies and reduce violent crime in Aurora
2. Build civic and community safety partnerships and community trust
3. Build and strengthen restorative justice and supportive services for individuals involved in justice system
4. Create a safer environment for Aurora youth
5. Strengthen communications and messaging

**C. Aurora’s focus areas and PSP technical training and assistance**

<b>PSP FOCUS AREAS</b>	<b>PSP Strategic Support</b>
1. Gun Crime: Non-Fatal Shootings and Homicides	<i>Assessments and Operational Strategies:</i> ✓ Immediate Focus on Youth Violence ✓ Strategic planning with public safety partners, civic leaders, and community leaders to establish collective goals, roles, and responsibilities that directly reduce violent crime and build community trust ✓ Developing partnerships to enhance community trust and engagement ✓ Identifying and executing most effective strategies for prevention / intervention / suppression ✓ Effective Investigations / Prosecution
2. Media and Messaging for GPD and City of Aurora PIOs	✓ Enhanced internal and external communications and messaging

3. Grants / Funding Streams	✓ PSP Grants Specialist identifying funding streams dedicated to leveraging money toward supporting efforts to address violent crime
4. Crime Analysis and data informed resource deployment	Peer Exchanges with other Departments - inform and seed best approaches: ✓ Real-time Crime Centers: Amarillo ✓ Intel-led Deployment Models: ✓ Shooting Reviews: Milwaukee / Oakland
5. Technology – internal and public facing	This area is being developed

**D. PSP Communities of Practice**

Key Aurora staff involved in and learn from Subject Matter Experts and their peers about best practices across the country in the following categories:

1. **Crime Analysis Community of Practice (CACoP)**—provides opportunities to share strategies and work products and discuss concepts to turn data into actionable information.
2. **Law Enforcement Leadership Community of Practice (LELCoP)**—provides PSP site leadership with opportunities to hear from other leaders and discuss the unique challenges, responsibilities, and issues they face daily.
3. **Prosecution Community of Practice (PCoP)**—encourages outreach and relationship building among all prosecutors and district attorneys throughout the PSP network.
4. **Public Information Officers Community of Practice (PIOCoP)**—provides opportunities to share lessons learned and best practices about the critical role and responsibilities of a public information officer (PIO).
5. **Technology Community of Practice (TCoP)**—provides opportunities for PSP site technology professionals to collaborate and discuss the increasingly critical and expansive role that technology plays in daily crime fighting.



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> AFR Compliance Engine Management Tool
<b>Item Initiator:</b> Caine Hills, Deputy Fire Chief
<b>Staff Source/Legal Source:</b> Caine Hills, Deputy Fire Chief / Angela Garcia, Senior Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 1.0--Assure a safe community for people

### COUNCIL MEETING DATES:

**Study Session:** N/A

**Regular Meeting:** N/A

### ITEM DETAILS:

AFR Compliance Engine Management Tool

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### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- Approve Item and Move Forward to Study Session
- Approve Item as proposed at Study Session
- Approve Item and Move Forward to Regular Meeting
- Approve Item as proposed at Regular Meeting
- Information Only
- Approve Item with Waiver of Reconsideration  
Reason for waiver is described in the Item Details field.

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### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** N/A

**Policy Committee Date:** N/A

### Action Taken/Follow-up: *(Check all that apply)*

- Recommends Approval
- Does Not Recommend Approval
- Forwarded Without Recommendation
- Recommendation Report Attached
- Minutes Attached
- Minutes Not Available

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**HISTORY** (Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)

N/A

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**ITEM SUMMARY** (Brief description of item, discussion, key points, recommendations, etc.)

The Compliance Engine is a simple internet based management tool for Fire Prevention Bureaus to track and drive inspection and testing code compliance for fire suppression and notification systems.

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**QUESTIONS FOR COUNCIL**

N/A

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**LEGAL COMMENTS**

This item is informational only. There is no formal council action necessary.  
The City Manager shall be responsible to the Council for the proper administration of all affairs of the city placed in his charge and, to that end, shall have the power and duty to make written or verbal reports at any time concerning the affairs of the City. (City Charter, Art. 7-4(e)) (Garcia)

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**PUBLIC FINANCIAL IMPACT**

YES       NO

**If yes, explain:** N/A

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**PRIVATE FISCAL IMPACT**

Not Applicable       Significant       Nominal

**If Significant or Nominal, explain:** N/A



## Aurora Fire Rescue Inspections and Investigation Division



# OUR MISSION

THE MISSION OF THE FIRE INSPECTIONS UNIT IS TO PROTECT THE LIVES AND PROPERTY OF THE CITIZENS AND VISITORS TO THE CITY OF AURORA FROM PREVENTABLE FIRE. AS WELL AS ENSURING THE SAFEST ENVIRONMENT BY UPHOLDING THE INTERNATIONAL FIRE CODE.





# OUR VALUES

- Respect
- Integrity
- Professionalism
- Customer Service



# WHO WE ARE

The Fire Inspections Division is comprised of a Fire Marshal/Deputy Chief, a Commander, Lieutenant, six Fire Inspectors and 15 additional trained and certified Fire Investigators that backfill when needed.



# OUR VISION

By utilizing the Compliance Engine Management Tool, Aurora Fire Rescue will have the ability to streamline fire and life safety code compliance tracking, creating a safer Aurora for both citizens and businesses.

**This is not an outsourcing for fire inspectors.**



# COMPLIANCE ENGINE MANAGEMENT TOOL

- The Compliance Engine is a simple internet based management tool for Fire Prevention Bureaus to track and drive inspection and testing code compliance for fire suppression and notification systems.
- Secure platform
- Third party service providers who inspect, test and maintain fire protection systems to submit their reports via BYCER's web portal for direct access by fire inspection staff members.



# COMPLIANCE ENGINE MANAGEMENT TOOL (CONT.)

- Three years of research has been completed.
- Prior development/implementation of programs prior to utilizing the Compliance Management Tool was required.
- Amanda to Acella transition (script development, data migration, identification/classification of occupancies, and inspection cycles).



# COMPLIANCE ENGINE MANAGEMENT TOOL VS FIRE INSPECTORS

- Not an outsourcing for IFC fire inspection requirements of commercial occupancies.
- Fire Inspections still must be performed by certified Fire Inspectors. (egress doors, panic hardware, renovations, storage amounts of flammable gases and liquids, exit signs, elevator/boiler certs, marijuana facilities etc.)
- Reduce data entry requirements for staff to allow more fire inspections to be performed.



# WHAT IS THE COMPLIANCE ENGINE MANAGEMENT TOOL (CONT.)

- The Compliance Engine facilitates a more efficient review, tracking and follow up process with occupancies to correct deficiencies and maintain fire systems.
- Compliance Engine provides:

A team to administer hard and soft copy notifications, build AFR's database and perform follow up calls to facilitate testing and maintenance.



# THE COMPLIANCE ENGINE BENEFITS

- Drives 100% compliance with fire and life safety codes. (Current estimate for City of Aurora is 40% compliant, 10,000 occupancies).
- Electronically collects, organizes and tracks fire and life safety test results.
- Maximizes resources, saves time and streamlines communication.
- Reduces the amount of false alarms and data entry processes when reports are received from current vendors testing the systems. (Fire Inspectors receive emails from testing vendors and then input results into Accela).





# HOW COMPLIANCE ENGINE CAN HELP

Commercial properties are legally required to maintain

- Fire alarm systems
- Automatic fire sprinklers
- Standpipes
- Fire Pumps
- Commercial Hood systems and suppression systems
- Foam systems
- Generators



# CURRENT LANDSCAPE NATIONALLY

- 95% of AHJ cannot inspect all their building annually.
- 99% of AHJ do not know when systems in buildings are past due.
- 40% of life safety systems do not get inspected annually.
- Fire Code Officials spend 29% of their time on administrative duties pertaining to inspection, testing and maintenance.



# SUCCESS OF THE COMPLIANCE ENGINE MANAGEMENT TOOL (PHOENIX FIRE DEPARTMENT)

JANUARY 2020	VS.	JANUARY 2021
7,756 unique premises		11,328 unique premises
0 fire protection systems		15,716 fire protection systems

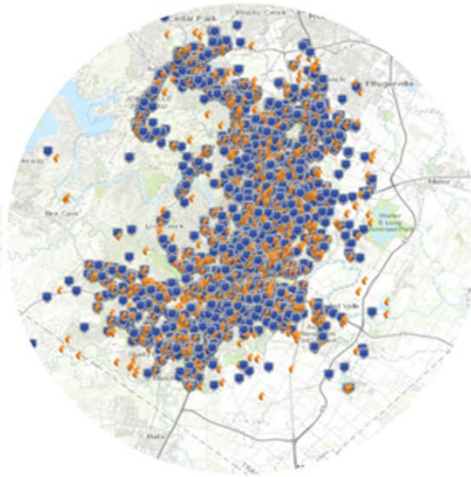
July 2020: 2,605 fire protection systems were loaded from Phoenix Fire Department



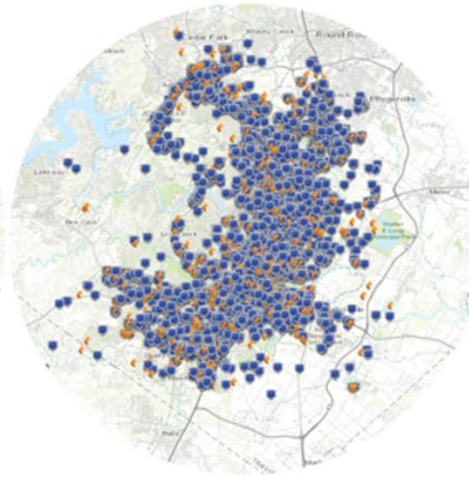
# SUCCESS OF THE COMPLIANCE ENGINE MANAGEMENT TOOL IN PHOENIX (CONT.)



Program Start  
89% Past due/  
11% Complaint



After 12 Months  
53% Past due/  
47% Compliant



Projected 24  
Months  
29% Past Due/  
71% Compliant



Projected 36  
Months  
12% Past Due  
/ 88%  
Complaint



# COST MODEL

- No cost for City of Aurora
- No Charge for business owners
- Fee paid by 3<sup>rd</sup> party contractors (CINTAS, Frontier Fire) to Compliance Engine when submitting report. Cost is 15.00 for each system report submitted.
- Delivers compliance resulting in new business and maintenance revenue for 3<sup>rd</sup> party contractors.



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# NOTABLE LOCAL PARTNERS

- Boulder, CO
- West Metro Fire Protection Association
- Brighton, CO
- Colorado Springs, CO
- Arvada, CO
- Windsor, CO
- Evergreen, CO
- Thornton, CO
- Blackhawk, CO



# NOTABLE NATIONAL PARTNERS

Los Angeles, CA

Chicago, IL

Phoenix, AZ

San Diego, CA

San Jose, CA

Austin, TX

Seattle, WA

Albuquerque, NM

Kansas City, MO

Colorado Springs, CO

Raleigh, NC

Long Beach, CA

Wichita, KS

Corpus Christi, TX

Greensboro, NC

Laredo, TX

Boise, ID

Tacoma, WA

State of Mississippi

State of Maryland

State of Nevada

Newport News, VA

Springfield, MO

Naperville, IL

Syracuse, NY

Scottsdale, AZ

Fort Lauderdale, FL

Oklahoma City, OK



# INTENDED OUTCOMES

- Code compliance and increased safety.  
(REDUCTION OF FALSE ALARMS)
- Reduce duplicity for staff, building and business owners.
- To have a systematic/accurate tracking of all life safety systems within the City of Aurora.
- Return next year to committee to provide an update on outcomes.







**THANK YOU**



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> Photo Radar Enforcement
<b>Item Initiator:</b> Carrigan Bennett, Lieutenant
<b>Staff Source/Legal Source:</b> Carrigan Bennett, Lieutenant / Megan Platt, Assistant City Attorney
<b>Outside Speaker:</b> Scott Stewart, Senior Sales Executive of Conduent
<b>Council Goal:</b> 2012: 1.0--Assure a safe community for people

### COUNCIL MEETING DATES:

**Study Session:** 5/2/2022

**Regular Meeting:** 5/9/2022

### ITEM DETAILS:

- Agenda long title
- Waiver of reconsideration requested, and if so, why
- Sponsor name
- Staff source name and title / Legal source name and title
- Outside speaker name and organization
- Estimated Presentation/discussion time

Carrigan Bennett, Lieutenant / Megan Platt, Assistant City Attorney

Outside Presenter: Scott Stewart, Senior Sales Executive in the Public Safety Solutions – Government Transportation Group with Conduent

30 Minutes

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### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input type="checkbox"/> Approve Item and Move Forward to Regular Meeting   | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input type="checkbox"/> Information Only   |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

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### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** N/A

---

**Policy Committee Date:** N/A

**Action Taken/Follow-up: (Check all that apply)**

- |   |   |
|---|---|
| <input type="checkbox"/> Recommends Approval              | <input type="checkbox"/> Does Not Recommend Approval    |
| <input type="checkbox"/> Forwarded Without Recommendation | <input type="checkbox"/> Recommendation Report Attached |
| <input type="checkbox"/> Minutes Attached                 | <input type="checkbox"/> Minutes Not Available          |

---

**HISTORY (Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)**

N/A

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**ITEM SUMMARY (Brief description of item, discussion, key points, recommendations, etc.)**

Conduent is a provider of advanced photo enforcement technology, among many other technology products. They will present a proposal for a 13 month pilot program using three vehicle based laser speed enforcement platforms. Speeding in residential areas is an ongoing concern for our residents and photo enforcement has been shown to be effective in reducing speed violations. Data collected during vehicle deployment is fully accessible through a dashboard so the city and department can analyze it. The department can set the violation speed that is targeted, for example 11 miles per hour over the posted limit. The technology proposed is very advanced and can include front and back photos of the vehicle and mechanisms to ensure that the correct vehicle is cited. Speed enforcement will be done in compliance with Colorado Revised Statutes and any applicable municipal ordinance.

During the first month, only warnings will be issued for violations and then citations will be issued for the remaining 12 months. The police department will need to provide three employees for operating the vehicles. The employees do not need to be sworn officers. Conduent provides all back office services including mailings, serving bills and collecting payment. They can provide assistance with a public education campaign for the launch of the program and can also provide expert witnesses for court if needed

---

**QUESTIONS FOR COUNCIL**

Does Council Approve to move this forward for consideration by Council at the next Study Session?

---

**LEGAL COMMENTS**

Section 7-4(f) of the Aurora City Charter mandates that the City Manager keep council apprised of the future needs of the City so that Council might exercise its mandate under Section 3-9 of the Aurora City Charter to preserve the general welfare, and order for the citizens. (Platt)

---

**PUBLIC FINANCIAL IMPACT**

- YES       NO

**If yes, explain:** N/A

---

**PRIVATE FISCAL IMPACT**

- Not Applicable       Significant       Nominal

**If Significant or Nominal, explain:** N/A

# Automated Photo Enforcement System

for City of Aurora, CO

Speed Presentation | April 14, 2022



# Agenda

- Introductions
- Conduent Overview
- Current Challenges
- System Overview
- Success Cases
- Benefits
- Q&A

# Conduent Overview

Publicly Traded

**\$4.1B**

Global Business

**60K+**

Employees

We operate in **24 countries** around the world with headquarters in New Jersey, US

## Enabling Technology

# Transportation Solutions



## Curbside Management

- Citation & Permit Administration
- Enforcement
- Asset & Resource Management
- Business Intelligence & Data Analytics
- Curbside Demand Management



## Public Safety

- Photo Enforcement
- Data Analytics
- Violations Processing



## Road Usage Charging

- Tolling
- Urban Congestion Management
- Mileage-Based User



## Transit

- Fare Collection
- Intelligent Mobility
- CAD/AVL

Digital Process Optimization

Mobility

Artificial Intelligence

Analytics

AR/VR

Automation



# Transportation Solutions that Perform at Scale



**24 countries**

use Conduent Transportation solutions.



**46%**

of US electronic tolling systems are managed by Conduent Transportation.



**48%**

of US parking systems are managed by Conduent Transportation.



**\$2.4 Billion**

Electronic toll transactions are processed per year.



**8.9 Million**

people travel through Conduent Transportation toll systems daily.



**1 out of 4**

US public safety enforcement systems are implemented by Conduent Transportation

# Current Challenges

# Current Challenges

- “Massive increase” in speeding, dangerous driving and street racing
- PD staffing issues impacting proactive enforcement efforts
- Inundated with requests to increase speed enforcement
- Traditional law enforcement focusing on primary roadways
- Lack of resources to enforce neighborhoods and school zones

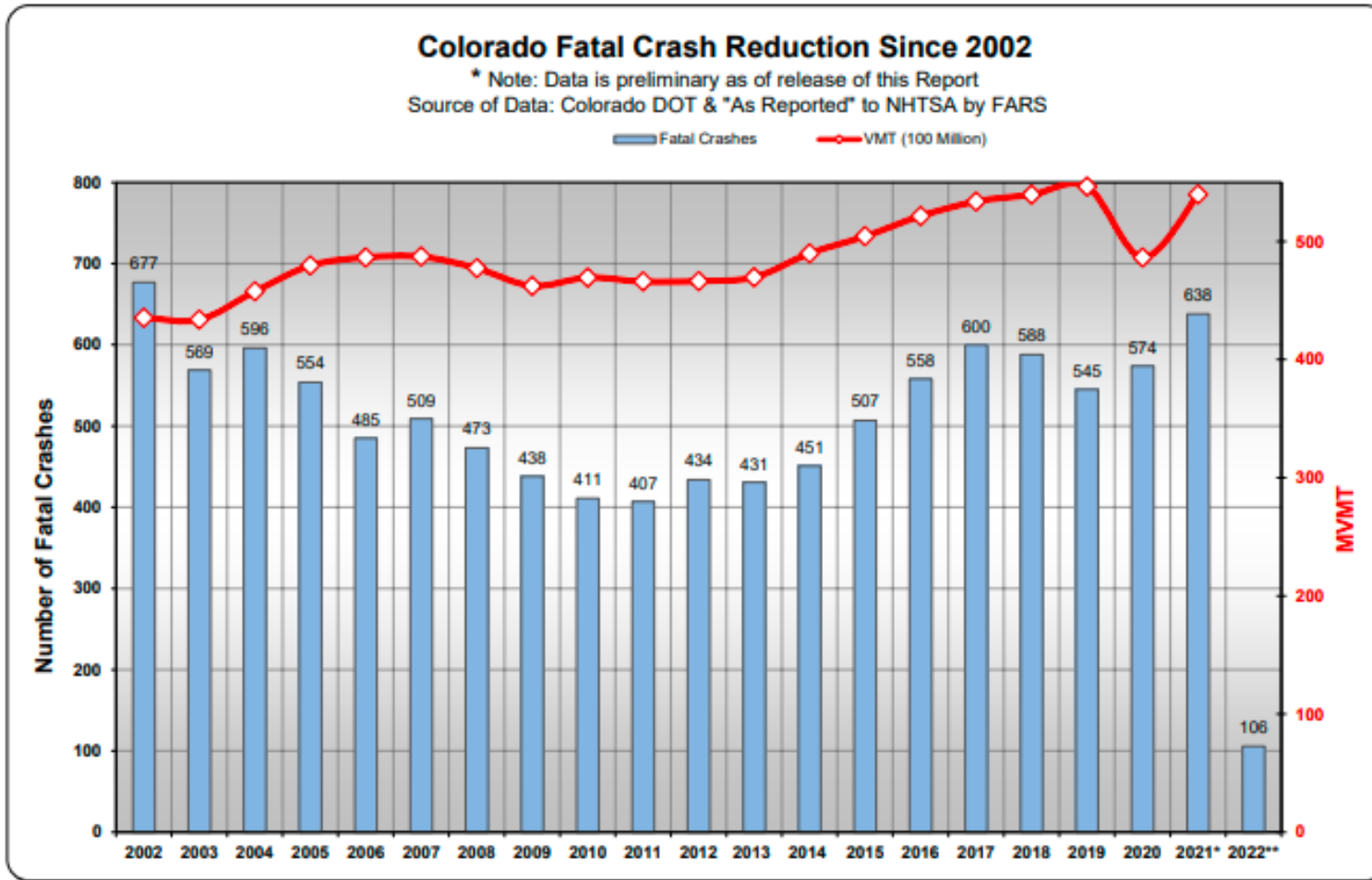


## Dangers of Speeding

For more than two decades, speeding has been involved in approximately one-third of all motor vehicle fatalities. In 2019, speeding was a contributing factor in 26% of all traffic fatalities.

# Colorado Fatality Data since 2002

**Colorado Historical Fatal Crash Trends - Updated 4/1/2022**



**United States (2019-2020):**  
7.2% increase

**Colorado (2019-2021):**  
15.7% increase

**Arapahoe (2019-2021):**  
43% increase

**Adams County (2019-2021):**  
5.7% decrease

**City of Aurora - fatalities (2019-2021):**  
54% increase  
(2019: 28; 2020: 35; 2021: 43)

# System Overview

# Vitronic POLISCAN Video



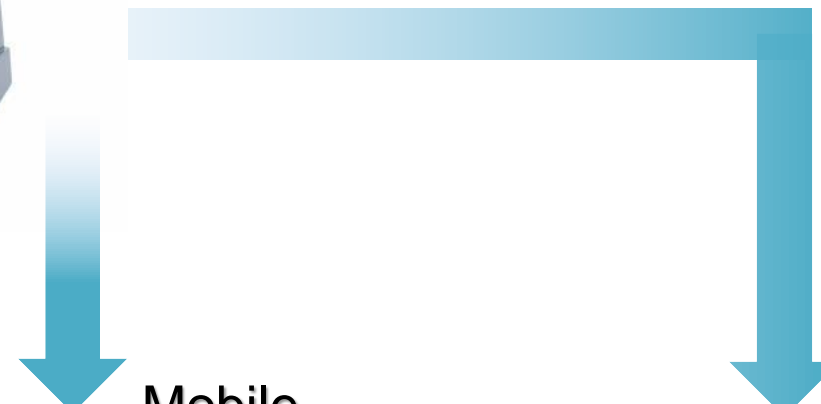
# Vitronic POLISCAN Overview

## POLISCAN FM1 System

- System design eliminates operator setup errors and enhances court confidence
- Highest capture rate with no false triggers
- Accurately enforce roadways with curves and on hills
- Inoperable outside of calibration period
- Fixed, mobile, and portable configurations available
- Scanning LIDAR is perfectly suited for high volume, high speed, congested highway traffic



# POLISCAN FM1 – 100% Flexibility



Fixed



Semi-Stationary



Mobile

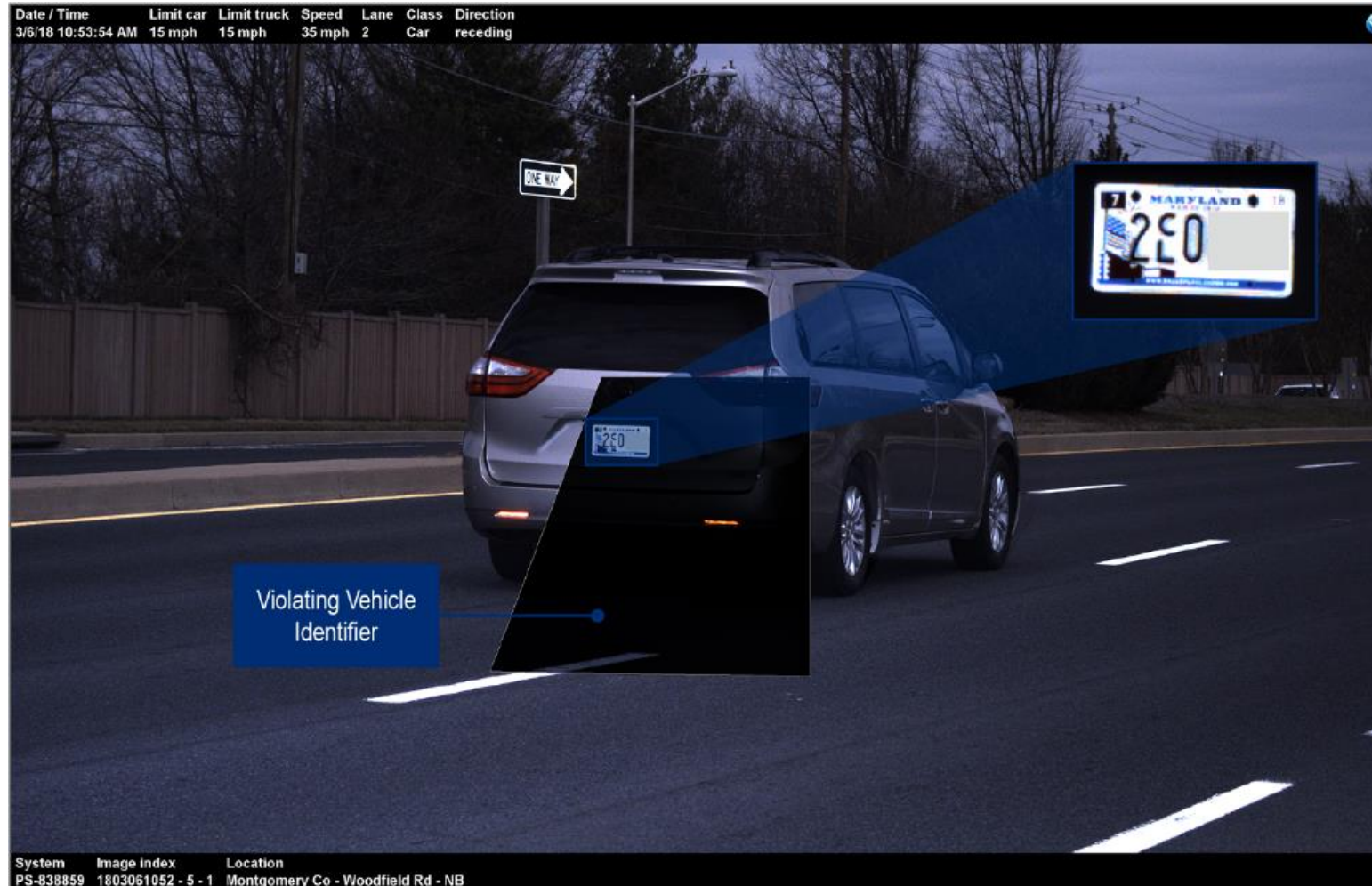


Portable

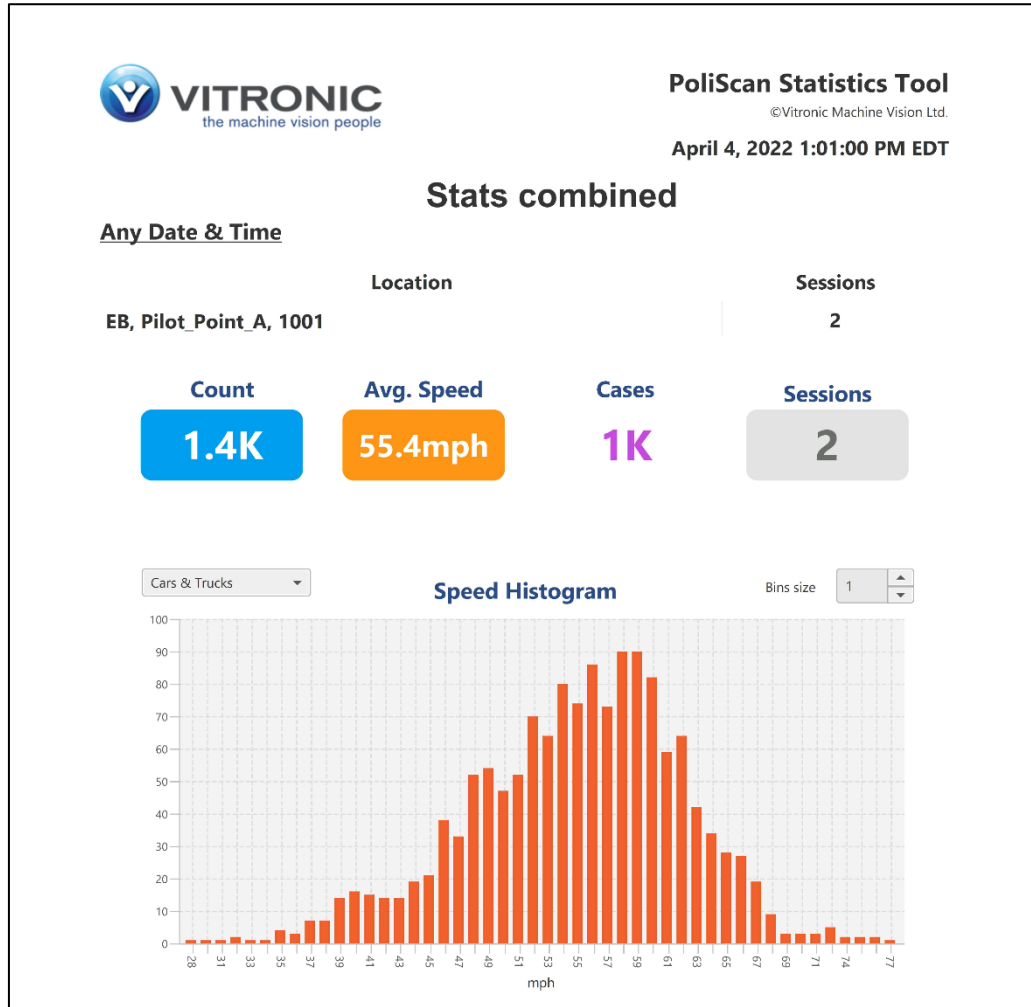




# POLISCAN FM1 – Violation Image



# Reporting & Dashboards



### Client Summary Report By Location

All Locations  
From 2/1/2021 to 1/31/2022

Location: 051621

Days of Enforcement in Period	31		
Hours Enforced in Period	1,602.38		
Events	7,884		
Possible Violations / % of Events	5,036	63.88 %	
Violations Mailed / % of Possible Violations	3,573	70.95 %	
In Process / % of Possible Violations	0	0.00 %	
Conduent & Police Rejects / % of Possible Viola	1,463	29.05 %	
Non Violations / % of Events	2,848	36.12 %	

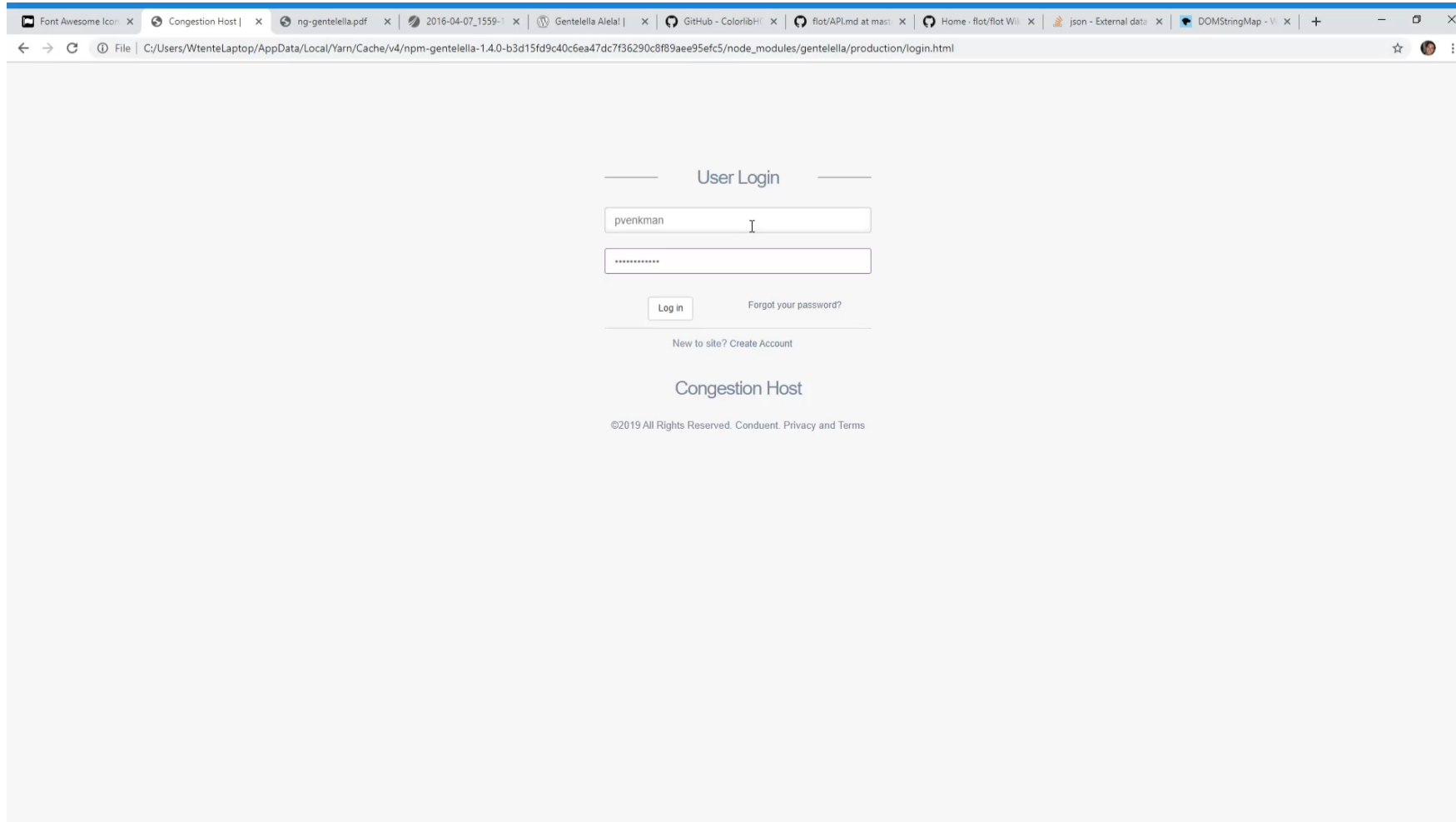
Conduent/Police Rejects (Controllable)	Count	% of Total Controllables
Clarity of Plate - Conduent	43	19.72%
Dark Environment - Conduent	47	21.56%
Dark Environment - PD	1	.46%
DMV - Clarity of Plate - Conduent	15	6.88%
Expired-Conduent - Conduent	62	28.44%
Exposed - Flash - Conduent	12	5.50%
Overlay Error - Conduent	10	4.59%
Overlay Error - PD	4	1.83%
Overlay not on Vehicle - Conduent	17	7.80%
Overlay on Two Vehicles - PD	4	1.83%
Picture bad - PD	1	.46%
Unclear Tag - Conduent	1	.46%
Unclear tag - PD	1	.46%
<b>TOTAL:</b>	<b>218</b>	

Conduent/Police Rejects (Uncontrollable)	Count	% of Total Uncontrollables
Canada Plate - Conduent	1	.08%
Car Obstructed - Conduent	202	16.22%
Car Obstructed - PD	2	.16%
Dealer Tag - Conduent	12	.96%
Diplomat "DP" Plate - Conduent	2	.16%
DMV - Dealer Tag - Conduent	2	.16%
DMV No Hit - Conduent	20	1.61%
DMV No Hit - Conduent	222	17.83%
Expired-PD - PD	1	.08%

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# Conduent Business Intelligence



# Conduent's Offered Services and Experience

## Ticket Processing

- Violations Processing
- Payment Processing
- Print and Mail Services
- Post Issuance Collections
- Court Scheduling and Interfacing
- Customer Service – In Person, Telephone, Automated ChatBot

## Program Management

- Full Service Maintenance
- Complete Program Management
- Operator Staffing
- Public Awareness and Education
- Data Analytics



# Success Cases

# Success Cases

Improvement Results - Maryland	
<b>Over 7 Million</b> citations have been issued since program inception	<b>7 out of every 100</b> drivers were exceeding the posted limit by 12 MPH or more
<b>90% reduction</b> in vehicles exceeding the posted limit by 12 MPH or more, as of FY 2020	<b>1 out of every 100</b> drivers received a citation in 2020

### Denver Statistics

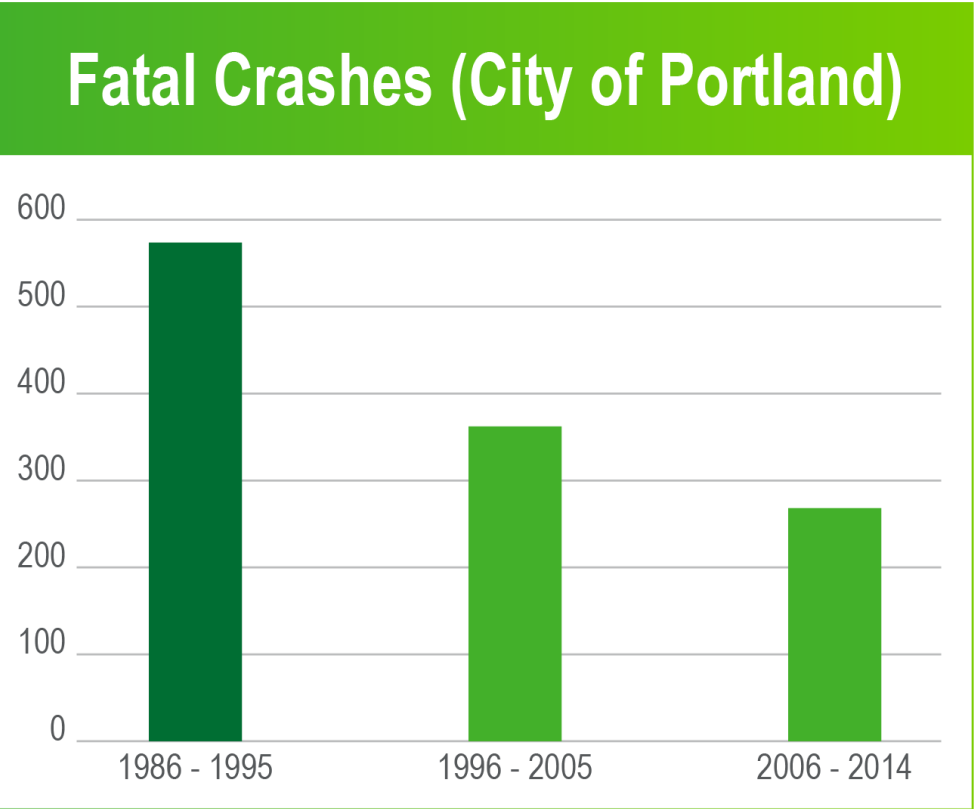
The presence of the the van for five consecutive days resulted in a

**21% reduction in excessive speeding**

(vehicles traveling 10+ MPH over the posted speed limit).

# Benefits Gained

# Benefits Gained



-  Proven reduction in crashes
-  Improved allocation of resources
-  Safe and impartial enforcement
-  Revenue positive outcomes

Dana Dickman, Safety Section Manager for PBOT: “Speed safety cameras have reduced top-end speeding (more than 10 mph above the speed limit) by 94%. Furthermore, the cameras have reduced all speeding by 71% on those corridors.”



# Q&A

# CONDUENT



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