



## 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

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.

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

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

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.

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



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.

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.

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

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.

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.

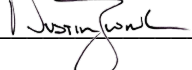
**6. Confirm Next Meeting**

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