

**Training Committee Meeting
Police Accountability Board
February 15, 2022 at 7:30 PM
Conducted Over Zoom**

Attendees

Committee Members: Wilson, Tucker, Nickoloff, Setel,

Staff: Reynolds, Pacheco-Walker, Campbell

Others: PAB Board Member Dr. Robert Harrison III, Thomas Kim – SMK Consulting, John Pavlack – Coordinated Care Services Inc. (CCSI)

Item	Details	Vote	Time
Start of Meeting	<u>Welcome & Introductions:</u> Member Wilson introduced Board Members present.	N/A	7:39PM
Meeting Discussion	<p>Member Wilson gave the floor to John Pavlack from CCSI. Per the request of Vice Chair Tucker, Pavlack began with an overview of CCSI and their role. Pavlack explained that CCSI stands for Coordinated Care Services Inc. and it is a consulting and training firm that provides project management staffing and a number of other services to support businesses in their HR related endeavors in the Rochester and Syracuse areas. CCSI was brought on to assist PAB in the creation of a sustainable training program that fulfills the requirements of City Charter §18 in accordance with the values of the PAB. Explained the intention to utilize subject matter experts and peoples with lived experiences to conduct trainings. Pavlack explained that he has worked in training and project quality improvement initiatives for approximately 15 years. He has worked in behavioral health at the State government level and in academia.</p> <p>Pavlack explained that when he took on the project he began by examining the trainings that would be needed and reviewed a number of spreadsheets and meetings notes. Deborah Campbell, Director of Staff Support & Development at PAB came on board shortly thereafter. Further explained that SMK will largely be responsible for the creation of the training for the investigative staff and CCSI will create the core of the trainings for all Staff and Board Members with a focus on how to engage the community and the establishment of certain competencies for individual identities within our community. Training will also seek to develop critical thinking skills and foster continuous learning approach.</p>		

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	<p>Pavlack noted that he himself does not believe in the efficacy of training past an introductory level; as the desire is to provide rudimentary knowledge while keeping participants engaged and curious. Noted that environments where people may learn, try things out, and then assess that practical knowledge are more effective in building a capacity for critical thinking, as well as other skills that will be critical to the success of the PAB. Took all of the topics that are required by Charter §18 and created a “Modular System”, making each topic a separate module, and worked with experts and PAB leadership to create an idea of how the training will flow for the initial cohort.</p> <p>Pavlack began working with vendors who were previously engaged as well as those that could be provided through CCSI and other outside agencies to determine who can be available to administer the trainings. Vendors submitted basic proposals on their learning objectives, how they will engage PAB Staff, major takeaways, ground rules, etc. Pavlack noted the importance of delivery to ensure engagement with and retention of the information.</p> <p>Upon completion of the vendor proposals, Campbell and Pavlack created a list of the vendors that they wanted and asked them to create a syllabus. Pavlack added that he will send this list to the Committee Members along with other details on trainer names, proposed durations, as well as the trainings where vendors have not been secured as well. Mentioned notable missing vendors on immigrant lived experience topics and RPD trainings. Pavlack also mentioned that training will need to occur on a ‘rolling’ basis as new staff come on board, so trainers and material content may shift slightly. Further explained that he is currently working on finalizing the contract terms and hopes to have vendors begin formulating their trainings next week. Opened the floor to questions from Committee Members.</p> <p>Member Nickoloff asked what trainings will be provided for the Staff in terms of their own mental health and wellbeing with regard to trauma resilience. Noted that there is no counselor on staff so it will be important to know what to do when burnout and trauma takes its toll. Pavlack replied that there will be an overview of trauma informed care with regard to many different situations and noted that he can add something for Investigators and Staff as well. Added that he wants to know what Board Members wish to see incorporated into the</p>		
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	<p>continuous learning aspect. Provided the example of having a check-in at those sessions as a part of trauma informed care and creating structure around that. Pavlack noted the possibility of having someone who can be on site to keep staff educated on trauma and burn-out 'red flags' to look for. Further noted that there are people amongst CCSI's staff that are very well versed in trauma informed care.</p> <p>Member Nickoloff added that now is the time where we are establishing baselines and trajectories for the organization and that he would love to see those elements weaved into our culture from the start. Wants to ensure that staff is well taken care of, supported, and that their wellbeing is a high priority as the work will be intense at times. Noted that he liked the idea of possibly having someone onsite and conducting check-ins.</p> <p>Pavlack also added that evaluations will be conducted along the way and that it will be made very clear that the trainings are not in their "end state" and there is always room for feedback and improvements. Further added that the conversation about PAB's culture has been discussed since December and that fostering a culture that emphasizes critical thinking and continued learning will be crucial to the understanding and retention of the information.</p> <p>Campbell stated that one of the initiatives that was instituted in January was the Staff 'Brown Bag' Lunches where those conversations can be had. Noted that the next lunch is planned for Thursday and that she can ask the staff what they would like to see with regard to trauma informed care and self-care, get that feedback, and then bring in someone who can speak to those issues once a month. Noted that she believes that asking what is needed rather than throwing things at them that we think are needed will be more effective.</p> <p>Member Wilson responded that she would like to see both of those things happen. Noted that we must remember that we are working with community members who have also been victims of police violence, and in some circumstances they may not know what they need, so it must be a continual process. Further noted that the framework that she is looking for, and that she wants the Board involved on as well, is identifying trauma triggers, as that will affect people and how they do their work.</p>		
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	<p>Campbell added that the continuous learning piece is a component that has been discussed at length and the desire is to ensure that leadership is constantly educational. Agreed that leadership must understand staff wants and needs.</p> <p>Member Wilson agreed and added that this will involve larger conversations around the support framework for staff because the things that they will be seeing and dealing with will be quite difficult. Member Wilson asked if any other Committee Members had questions.</p> <p>Member Nickoloff added to follow up that if PAB is going to be advocating for RPD officers to take these initiatives in the community it will be important for PAB to do so as well. Stated that he is excited by what he is hearing and thanked everyone who is working on it.</p> <p>Member Wilson further noted that Board involvement will be important as well, as some of the materials that they have seen already have been difficult and traumatic.</p> <p>Pavlack added that in his experience, one of the things that he has learned is that one of the best ways to make trauma non-resolvable for someone is to make them feel as though they cannot talk about it, not just in the sense of a situation being traumatic to recount, but also with considerations to micro-aggressions, family groups who are traumatized through the re-telling of a story, etc. reemphasized the importance in the creation of a culture of learning where there is no penalty for coming forward with an issue and noted that such a culture is built on recognizing agency values and making decisions based upon them. Further noted that simply sitting through trainings will not serve to develop critical thinking skills and that to develop those skills will change how the information is applied.</p> <p>Member Wilson asked if training would include how to recognize and respond to trauma triggers, as that will be a big part of this work, and noted that people respond differently to different stimuli and have different levels of understanding when it comes to their own emotions. In conversations with RPD, one of the topics was burn-out and how to recognize it.</p> <p>Pavlack replied that he believes that CCSI will be taking the lead in this, noted that he has seen some of the trauma</p>		
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	<p>informed care work that CCSI has done for other projects, and expressed that he had a high degree of confidence that there is a lot of expertise to draw upon in that area. Noted that while he hopes that Board Members will attend as they are available, there will also be a consolidated version created so that Board Members can receive overviews. Also working to create a participant manual so that all of the materials will be easily referenced. Also added that training participants can note any gaps they see in the training in their evaluations and that those gaps will be addressed in the following continuous learning session.</p> <p>Member Wilson asked if there are any further questions. Member Nickoloff added that he loved the continuous approach, appreciates the adaptable mindset, and is looking forward to seeing training program once initiated.</p> <p>Pavlack added that it is a lot of moving pieces, but that the team is in a place where a lot of the substantive content is coming together. Stated that he hopes to provide Committee Members with a draft version of the participant manual next few weeks to get their feedback.</p> <p>Member Wilson asked when staff anticipates to be starting the training process. Campbell responded that the anticipated start is in the beginning of April.</p> <p>Member Wilson asked how many hours of training there would be. Pavlack responded that the number had changed a bit, but that staff was looking at 64-70 hours around those community/identity topics, though the durations are still being tweaked. The plan is to have a total of 9 half day sessions per week for 2 weeks for a total of 18 half-day sessions. But that plan may be extended. Also noted a request to add extra time to some topics. Overall, staff will be in training for approximately 32 hours a week for 2 weeks.</p> <p>Member Wilson asked how retention of the information will be gauged, if exams or worksheets will be used. Pavlack responded that it will depend on the topic. All Trainers have been instructed to formulate their trainings with the overarching core values of PAB in mind and asked to outline the major takeaways that they want the Staff to leave with. Noted that incorporating values with knowledge, repetition and testing is how to help people develop critical thinking.</p>		
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	<p>Member Wilson noted that the project sounds exciting and that she is interested in what the RPD training will look like. She has some information on what the State mandates, the classes, and how many hours are needed to re-certify, but stated that she still has questions and wants to figure out how to surpass that. Further noted there is continuing medical education in her career and would like to see something like that. Having certain topics where staff must do their own follow up trainings and areas where re-certification is necessary, but that it can be added-on down the road.</p>		
End of meeting	Member Wilson adjourned the meeting.	N/A	8:06PM