



Casa Grande Police Department Action Plan

Addressing Numerous Recommendations
made by ICMA in their report on
Police Operations of the
Casa Grande Police Department

Robert Huddleston
Chief of Police
12-21-10

Problem Statement:

In a report from the ICMA as prepared by Dr. James McCabe, numerous, specific recommendations are made to the City of Casa Grande outlining steps in which to make improvement to the Casa Grande Police Department. In an effort to address each of those recommendations, the department command staff met with City Management Analysts and examined each recommendation.

While in general terms, the department agrees that each recommendation has merit, and will lead to improvement in police operations, we must also recognize that many are resource dependent, and can not be fully realized without additional support. It is also true however that most are accomplishable to some level with existing staff and resources.

With the goals and limitations in mind, the group met and analyzed what immediate steps can be taken to address the challenges, what short-term steps can be taken, and what long term actions (generally dependant on additional resources) can be done.

The following report identifies each recommendation as stated by Dr. McCabe.

- A plan of action is laid out in bulleted points.
- Required resources are identified.
- A time line for accomplishment is scheduled.
- A responsible person(s) is identified.

It should be noted that several recommendations are significant in nature, and carry with them required resources of a significant value. Full implementation of all recommendations can be costly, as several additional personnel are recommended.

- A Crime Analyst
- An I.T. Specialist
- A CALEA Manager
- Up to six Patrol Officers

- An Intelligence Detective
- An additional Special Enforcement Officer
- An additional Crime Prevention Officer

It is recognized that the addition of twelve staff to the Police Department would afford us flexibility and ability that we have never had before. It is also recognized that economic times are difficult and therefore there is no expectation that all of these recommended positions will be funded anytime soon. They will however be included in a recommended strategic plan, and requested through the budget process accordingly.

As part of this Action Plan, we also propose a quarterly report to the City Manager in which to identify progress of our actions, and eventual accomplishment of the stated goals. This report can also outline any unforeseen challenges that may have presented themselves, and therefore require additional attention.

This Action Plan will be implemented by the Chief of Police upon approval by the City Council.

Staff participating in the “The Action Plan” met on November 15th, 2010 and are identified as:

Chief Huddleston
 Deputy Chief Daniel
 Cmdr. Sjerven
 Cmdr. Keck
 Cmdr. Horn
 Sgt. Flynn
 Corporal Dunham
 Richard Wilkie, Sr. Mgmt. Analyst

Ben Bitter, Management Analyst
 Daniel Ortiz, Management Analyst
 Robert Baer, Management Intern
 Det. Reyes (arrived 1pm)
 Det. Deleon (arrived 1pm)
 Sgt. Ramirez (arrived 1pm)
 Sgt. Alanis (arrived 1pm)

Recommendation: The CGPD needs to develop and implement five and ten-year strategic plans, as well as, “issue specific” plans immediately to manage its future direction. These strategic and issue specific plans should be created in the context of the COMPSTAT process.

Plan of Action:

- Using a workshop approach to obtain input from all divisions, strategic plans from other municipal police departments, and the COMPSTAT process as a guide, the department will develop its 5-yr Strategic Plan.
- In July of each year the department will review and revise the plan to coincide with the city’s approved CIP and budget process.
- Department strategic goals and objectives and Fiscal Core measures will be aligned with the strategic plan.
- The department will develop and implement specific plans similar to its Burglary Reduction Plan, based on current crime and public safety trends. These plans will be implemented as needed, and will be included in the strategic plan for continued and future use.

Required resources: This section of the plan can be accomplished with in-house city resources. The department will form a planning team and will work with staff from the City Manager’s Office on this project.

Time-line: The initial draft of the strategic plan will be completed by April 1, 2011, and the final draft of the strategic plan will be ready for adoption by July 1, 2011.

Responsible person(s): Chief Huddleston

Recommendation: Adopt the COMPSTAT process and make a concerted effort to obtain the necessary training and equipment to support this approach. At a minimum, the CGPD must routinely conduct an analysis that identifies the times, days, and locations associated with serious crime so that it can more effectively deploy the resources needed to anticipate and disrupt crime.

Definition of COMPSTAT: COMPSTAT (short for COMPUter STATistics or COMParative STATistics) is the name given to the New York City Police Department's accountability process and has since been replicated in many other departments. COMPSTAT is a management philosophy or organizational management tool for police departments and is not a computer system or software package. Instead, COMPSTAT is a multilayered dynamic approach to crime reduction, quality of life improvement, and personnel and resource management. COMPSTAT employs Geographic Information Systems and was intended to map crime and identify problems. It is dependent on current, accurate, computer statistics being presented and analyzed by police professionals who then discuss the problems and trends. They devise strategies and tactics to solve problems, reduce crime, and ultimately improve quality of life in their assigned area.

Action Plan:

- The rollout (including the training of staff by CGPD trainers) of the paperless reporting system should be completed by February 1, 2011. Once this has been accomplished the department's ability to more efficiently manage and capture crime information will be significantly enhanced. This includes streamlining the capturing of crime data, which will result in an elimination of the six-week delay in making data available to review and use. These enhancements will better prepare the department to move towards the COMPSTAT process, which will ultimately enhance the department's capabilities to disrupt crime.
- While the department pursues implementing the COMPSTAT process, the department will continue using burglary crime maps to help identify problem areas. These maps are prepared weekly by an existing Public Safety Clerk and are used by all divisions to direct crime preventative patrols, investigations, and crime suppression.
- The Criminal Investigation Unit will continue to review the previous week's Calls for Service (CFS) in order to gain a better situational awareness so that department resources from all divisions can be deployed/utilized in a more effective manner.
- Current crime mapping will be enhanced by the above accomplishment. Those results will be utilized by all divisions in their planning and assignment of police resources. These additional and enhanced reports will be in effect by April 1, 2011.
- Staff will work with I.T. staff and the city's webmaster to identify and develop additional data reporting capabilities to assist the department's move toward full implementation.
- Training needs associated with implementing the COMPSTAT process will be identified, evaluated, and scheduled in order to meet the needs of the department.
- The need for a position that can provide crime analyst support will be addressed in the department's 5-year strategic plan, and consideration for creating the position will be given as funding becomes available.
- The need for a dedicated staff person who can provide report writing support for the police department will be evaluated as part of the department's 5-year strategic plan, and consideration for creating the position, if necessary, will be given as funding becomes available.

Required resources: Enhancing the department's capability to conduct limited crime analysis, which will in turn enhance the department's ability to more effectively deploy its resources, will not require additional resources. However, being able to realize the full potential of the COMPSTAT process will require hiring a full-time staff person(s) to provide crime analysis and technical report writing support.

Time-line for accomplishing goal: Paperless reporting system completed by February 1, 2011. Initial COMPSTAT training will be completed by May 2, 2011, and the initial implementation will follow immediately. The time-line for the department being able to realize the full benefits of COMPSTAT is dependent upon when the necessary full-time staff support can be hired.

Responsible person(s): Chief Huddleston, Deputy Chief Daniel, Commander Horn, Commander Keck, Commander Sjerven

Recommendation: Pursue CALEA accreditation both as a means to professionalize the organization and update existing policies.

Action Plan:

- The department will revise its policies and procedures to incorporate CALEA standards and industry best-practices.
- The policy review schedule recommended by CALEA will be expanded to include all of the department's policies and procedures and adopted by the department.
- Commander Sjerven has attended Training for management of CALEA processes and will be tasked with this project. Utilizing current staff, he will continue to update our policies to be CALEA compliant.
- An action plan for pursuing CALEA accreditation will be incorporated into the department's 5-year strategic plan.
- Leadership/management will ensure that the deadlines set forth in the adopted review schedule for revising policies and procedures are strictly adhered to.
- Leadership/management will ensure that all department personnel are kept informed regarding the review process and any new policies, procedures, or best practices that are implemented.
- Leadership/management will ensure that all personnel review all department policies and procedures annually.
- Leadership/management will strictly enforce department policies and hold personnel accountable for any and all violations.

Required resources: No additional resources will be required to bring the department's policies and procedures up to CALEA standards. The initial cost for CALEA accreditation is approximately \$16,000. The annual continuation fee is \$3,915. In order to manage the accreditation process and ultimately ensure that the department continues to comply with all of the CALEA requirements, the ICMA report recommends that an Accreditation Manager be hired.

Time-line for accomplishing goal: Initial review and update of policies will be completed by September 2, 2011 and the final versions will be adopted by January 2, 2012. The policy review schedule will be adopted by March 4, 2011. The hiring of the CALEA Manager position can be accomplished within 90 days of the funding of the position. Accreditation can be accomplished within 36 months of starting the accreditation process.

Responsible person(s): Deputy Chief Daniel and Commander Sjerven

Recommendation: Streamline the policy development/approval process. Create finite deadlines for administrative approval and review. Give authority to the Police Department to internally develop, review, and implement routine policies.

Action Plan:

- Leadership/management will seek to work with the City Attorney's office and the City Manager's Office in order to identify which policies require approval by their department prior to implementation by the Chief.
- Police Chief is held accountable for legalities and consequences of established policy.
- Leadership/management will ensure that the deadlines set forth in the adopted review schedule for revising policies and procedures are strictly adhered to.

Required Resources: No additional resources will be required.

Time-line for accomplishing goal: Clarification of which policies will require prior approval by the City Attorney's Office and City Manager before implementation will be completed by February 4, 2011.

Responsible person(s): Chief Huddleston

Recommendation: Eliminate the position of Commander – Special Operations

Action Plan:

- Transfer the majority of daily responsibilities in the Special Operations Division to the assigned sergeant.
- Reassign the Commander with a title of Administrative Commander giving him tacit supervision and management to Special Operations, but also through scheduling adjustments, additional tacit supervision and management responsibilities to patrol operations, after hours. This change across the organization will result in an additional 25 hours weekly of command supervision during the evenings and weekends.
- This Commander will also be tasked with managing the CALEA program efforts, and will supervise the Professional Standards Sergeant (hiring process, internal investigations, training coordination).
- The Police Department will utilize a workshop approach to review the current organizational structure of the department and make recommendations regarding the possible addition and elimination of positions.

Required Resources: No additional resources are needed.

Time-line for accomplishing goal: Reassignment will be completed by January 7, 2011. The workshop to review the organizational structure of the department will be completed by April 1, 2011.

Responsible person(s): Deputy Chief Daniel, Commander Sjerven

Recommendation: Create a new process utilizing a personnel board that can meet periodically (or as the need arises) to interview and screen candidates for special assignments.

Plan of Action:

- The department will create an advisory committee to assist in the selection process for filling specialty assignments. The committee will include a Commander, two sergeants, two officers, and an officer representing the involved specialty service (detective, traffic officer, SRO, etcetera).
- Qualifying criteria for each specialty assignment will be identified by the new advisory committee and used to establish eligibility for specialty assignments.
- The department will develop career path guidelines for each of its specialty assignments, as well as, supervisory positions. These guidelines will provide the type of required training and education that a person will need to in order to not only qualify for the position, but to be successful in it. The guidelines will also assist in identifying what type of training each officer is going to need in order to achieve his career goals.
- The department will utilize more in-house subject matter experts to provide training to department staff.
- The selection process for sending personnel to training (internal or external) will be reviewed and revised in order to address the perception of favoritism. The career path guidelines will play an important part of the selection process.
- The department will consider the possibility of allowing personnel to do short-term rotations in units that they are interested in. This process would provide these individuals with a better understanding of the unit and help them in their decision of choosing a career path.
- The department will develop a mentoring program that would match seasoned officers with newer officers, to provide them with a resource for advice and guidance.
- A requirement providing feedback given to individuals that were not selected for a position will be implemented. This will allow the individuals to better understand the areas that they need to work on in order to increase the likelihood that they may be selected for future specialty assignments.

Required Resources: Convening such committees is costly to the department in the form of overtime compensation. A two hour meeting with six sworn staff costs the department approximately \$600.00. Meeting once a month represents an annual cost of about \$7,200.00. While every effort is made to manage budgeted over time funds, the department will ask for consideration of this program when requesting, expending and reviewing overtime funding.

Time-line for accomplishing goal: Creation of the advisory committee and development of appropriate policy will be completed by March 4, 2011.

Responsible person(s): Deputy Chief Daniel

Recommendation: Create a disciplinary process that is perceived to be fair, protects officer's rights, and maintains ultimate authority for adjudication and decision and penalty with the Chief. The process should include a schedule or matrix of offenses and related penalties.

Plan of Action:

- The department will utilize a workshop approach to develop and recommend a detailed Discipline Matrix to the Police Chief.
- An advisory committee will review and recommend changes to the department's discipline policies on an annual basis.
- The Committee will draft policy and make recommendation to the City Manager on a review and/or appeal process on lower level discipline.

Required Resources: Convening such committees is costly to the department in the form of overtime compensation. A two hour meeting with six sworn staff costs the department approximately \$600.00. Meeting once a month represents an annual cost of about \$7,200.00. While every effort is made to manage budgeted over time funds, the department will ask for consideration of this program when requesting, expending and reviewing overtime funding.

Time-line for accomplishing goal: The Discipline Matrix will be developed and implemented by March 4, 2011.

Responsible person(s): Deputy Chief Daniel

Recommendations: Additional consideration should be given to adding additional personnel to the patrol division in order to meet existing calls for service demands.

Plan of Action:

- The department will continue to monitor Calls-For-Service (CFS) demands and utilize flex scheduling and temporarily reassigning officers from other units (i.e., traffic, SEU, etc.) to meet the demands.
- The department will review its current shift schedules in order to determine if there may be a more effective way of allocating personnel.
- Utilizing the formulas recommended by ICMA, the department will provide recommendation in the strategic plan on how many officers should be added to the Patrol Division. This figure will be adjusted annually based on calls for service.
- A personnel request for additional patrol officers will be made as part of the city budget process consistent with the recommended ICMA formula and calls for service.

Required Resources: In order to increase the ability of the police department to be more proactive/community policing focused, additional personnel will be required. Accomplishment of this objective is dependent on city resources, and approval of the City Manager and City Council.

Time-line for accomplishing goal: Recommendation for added personnel can be done on an annual basis and will be included in the strategic plan and the annual budget process.

Responsible person(s): Chief Huddleston

Recommendation: The Police Department should create a committee to review Calls-For-Service to identify categories of calls that do not warrant a police response.

Plan of Action:

- The department will utilize an advisory committee comprised of a Commander, two Sergeants, and two officers that will be tasked with reviewing the CFS types, and making recommendations regarding the categorizing of CFS as those requiring police response and those that don't, and in identifying alternative response methods for those CFS that do not require a police response.
- Develop policy to describe and empower the above committee.
- The committee will report their findings and recommendations to the Police Chief, who will include recommendations in the strategic plan.
- Department staff will formalize its Teleserve program as part of the 5-year strategic plan, and utilize existing personnel, including officers on light duty, to staff this over-the-phone service that the department is currently providing on a limited basis.

Required Resources: Convening such Committees is costly to the department in the form of overtime compensation. A two hour meeting with six sworn staff costs the department approximately \$600.00. Meeting once a month represents an annual cost of about \$7,200.00. While every effort is made to manage budgeted over time funds, the department will ask for consideration of this program when requesting, expending and reviewing overtime funding.

Time-line for accomplishing goal: The categorization of CFS will be completed by April 1, 2011. Limiting response to certain calls for service is a potential political issue, and should be reviewed with the City Council prior to implementation. Any additional resources and/or positions identified as necessary in the 5-year strategic plan will be submitted as part of the annual budget process when funding becomes available.

Responsible person(s): Deputy Chief Daniel, Commander Sjerven

Recommendation: The General Investigation Unit (GIU) must expand its hours of operation to times and days outside of the conventional businesses hours. At a minimum, investigators need to work nights and weekends to respond to serious cases immediately.

Plan of Action:

- The department will review the call-out trends of the GIU and identify days and times of a high propensity of Detective need and call out.
- Based on the above statistical data the department will develop and implement a new, expanded work schedule that will provide investigators on night and weekend shifts.
- An on going review of this process will continue so as to fine tune the schedules of the Detectives in order to provide the highest service to the department and the Community.

Required Resources: None

Time-line for accomplishing goal: New work schedule will be implemented by February 4, 2011.

Responsible person(s): Commander Keck

Recommendation: The General Investigation Unit (GIU) sergeant must take a proactive and aggressive posture towards classifying cases as “inactive” based on generally accepted solvability criteria. Property cases should be classified as inactive (not warranting additional investigation) unless there are extenuating circumstances that indicate the cases can be investigated and lead to a successful clearance. The GIU sergeant must be evaluating cases, case load and case clearances on a weekly basis.

Plan of Action:

- The department will incorporate solvability criteria in order to identify those cases that will be forwarded to the GIU by Patrol to be worked and those that are to be inactivated.
- The department will establish appropriate policy to describe the above processes, and will implement them immediately thereafter.
- A public education program will be developed in order to provide the public with a better understanding of the investigative process.
- Patrol will be tasked with explaining the policy to victims of property crime, and will inactivate cases immediately, if listed criteria is met.

Required Resources: No additional resources will be required for incorporating solvability criteria, establishing appropriate policy, or developing and implementing a public education program.

Time-line for accomplishing goal: Solvability criteria and appropriate policies can be created and practices put in place by March 4, 2011.

Responsible person(s): Commander Keck

Recommendation: Administratively, cases should be separated and clearance rates calculated by type of case investigated (i.e., Person crimes vs. property crimes).

Plan of Action:

- The department will implement the recommendation.

Required Resources: No additional resources are required.

Time-line for accomplishing goal: By March 4, 2011.

Responsible person(s): Commander Keck

Recommendation: A more robust follow-up process must be implemented involving multiple levels of agency operations. At a minimum, victims should be contacted immediately after a case is assigned, and weekly until the case is cleared. The Crime Prevention officer should contact victims to offer crime prevention services. The Patrol Division should follow-up by conducting directed patrol and canvassing an area in the wake of a crime.

Plan of Action:

- Current policy of contacting victims immediately upon assignment of the case to Investigations will be followed and enforced.
- Policy will be developed which will direct the Crime Prevention officer to follow up on applicable cases and to provide crime prevention services. Implementation of this policy will be dependent on additional resources which will be outlined in the Strategic Plan. Any needed/required additional staff will be requested through the annual budget process.
- Patrol follow-up through directed patrol will be covered in the Strategic Plan as a result of proper crime analysis. When appropriate crime analysis is in place, timely notifications can be given to patrol.

Required Resources: ICMA recommends additional patrol staffing elsewhere in this report. That staffing (crime analyst and patrol officers will be accounted for in the strategic plan and requested through the budget process).

Time-line for accomplishing goal: Victim notification is current policy and is one of the Department's fiscal measurements. It is currently being accomplished. Policies for Crime Prevention officer follow up and patrol follow up based on crime analysis can be created by April 1, 2011. Staffing for needed positions is budget dependent.

Responsible person(s): Commander Keck, Commander Sjerven

Recommendation: Consideration should be given to staff positions of Intelligence Detective and Crime Analyst immediately.

Plan of Action:

- The department will investigate the creation of an intelligence detective position within the department and will include this position in the Strategic Plan. The position request will then be included in the annual budget process.
- The Department will research the creation of a Crime Analyst position within the department and will include this position in the strategic Plan. The position request will then be included in the annual budget process.
- Policy for both positions will be created but will remain as drafts until the positions are filled and able to be utilized.

Required Resources: Funding for the intelligence detective and crime analyst is not currently available.

Time-line for accomplishing goal: The need for these positions will be outlined in the strategic plan, and consideration will be given to filling the necessary position(s) when funding becomes available.

Responsible person(s): Commander Keck

Recommendation: The vacant positions in the Narcotics Unit should be filled as soon as practical, and the units focus should be directed to drug enforcement and investigations that target drug activity that drives property crime.

Plan of Action:

- The department will fill these positions as soon as practical.
- Recruitments are underway. Once basic police officer positions are filled, the department will fill the vacant Narcotics positions (2) so that the unit is fully staffed.

Required Resources: No additional resources are required.

Time-line for accomplishing goal: Recruitment, testing, interviewing, academy, and field training can be accomplished by July 1, 2011.

Responsible person(s): Commander Keck

Recommendation:

The Special Enforcement Unit should not be tasked with conventional property crime investigations, instead it should be expanded and deployed in a proactive fashion to attack crime and the conditions that precipitate crime. This unit should be staffed with at least four investigators.

Plan of Action:

- Conventional property crimes will be reassigned to the GIU.
- The department will work to fill at least one of the two positions.
- The focus of the unit will be on targeted enforcement of special groups (gangs, burglary crews, etc.) and special locations (bars, hot-spots, areas of high crime).
- The unit will work more closely with the narcotics and CID units to help curb the personal property crime in the city.

Required Resources: This unit is funded for only three officers, and is currently operating with one vacancy. While the vacancy can be filled soon, the additional position will require application in the budget process, and eventual approval by city council.

With the shift of responsibility of the conventional property crime to GIU, consideration should be given to providing additional personnel to help handle the increase in workload to that unit.

Time-line for accomplishing goal: Only one of the two mentioned positions is currently funded. That position can be filled within six months (July 1, 2011). The second position will be addressed in the Strategic Plan and will be requested once funding becomes available.

Responsible person(s): Commander Keck

Recommendation: Prohibit elected officials from acting in any capacity with the operation of the Police Department.

Plan of Action:

- Adopt policy that prohibits members of volunteer services to serve as City of Casa Grande Council members, hold any public office, or be currently employed by the City of Casa Grande.
- Adopt city policy that prevents elected officials from being actively involved in any capacity (to include serving as a department volunteer, sitting on any advisory boards/committees, etc), with the operations of any city department.
- Incorporate new policy into City Council Protocol manual.

Required Resources: No additional resources are required.

Time-line for accomplishing goal: Departmental policy applicable to volunteers will be implemented by April 1, 2011. Adoption of city policy preventing elected officials from serving in any capacity in departments can be achieved by March 4, 2011.

Responsible person(s): Chief Huddleston

Recommendation: Implement a strict confidentiality policy prohibiting communication by members of the CGPD and with outside entities (including media).

Plan of Action:

- The department implemented a confidentiality policy on December 2, 2010, which addresses the concerns highlighted in the report.

Required Resources: No additional resources are required.

Time-line for accomplishing goal: Completed

Responsible person(s): Deputy Chief Daniel, Commander Sjerven

Recommendation: Develop and implement a robust leadership program and require continuing education for all supervisory and command positions.

Plan of Action:

- Leadership programs and courses will be identified and staff will be required to attend.
- Arizona POST currently offers the Leadership in Police Organizations training. To date one commander and three sergeants have attended the training. The department will continue participation in this program and in addition will;
- Review this objective in the strategic planning process, and address the design of a formal program in that process.
- A strategy for determining which officer will attend which trainings.

Required Resources: Additional training funds may be needed, but will be identified in the Strategic Plan.

Time-line for accomplishing goal: Already underway.

Responsible person(s): Chief Huddleston

Recommendation: Consideration should be given to supplement the Crime Prevention Officer position with additional sworn personnel.

Plan of Action:

- The department will look at the possibility of adding an additional Crime Prevention/Community Affairs officer when funding becomes available.
- Include review of resources and responsibilities in the strategic planning process.

Required Resources: Any additions in staff will require approval of funding for requested positions in the annual budget process.

Time-line for accomplishing goal: Initial review of this recommendation will be completed with the strategic planning process. Additions of staff to this unit will be dependent on additional funding approvals.

Responsible person(s): Commander Sjerven.

Recommendation: Responsibility for the fleet should remain with the city Fleet Manager.

Plan of Action:

- The department supports this recommendation.

Required Resources: No additional resources are required.

Time-line for accomplishing goal: This recommendation represents current policy.

Responsible person(s): Chief Huddleston

Recommendation: The City and Police administration should identify civilian positions (for example, a civilian assistant to the Chief of Police, records management assistant, crime analyst/planner, property and evidence manager, and control and crime scene identification/processing technicians) to assist the department.

Plan of Action:

- The department will continue to examine civilianization of new positions.
- Civilianization of positions will be incorporated into the department's five-year strategic plan.

Required Resources: Cost savings may be realized if and when sworn positions are identified and then later changed to civilian staff. Any additional positions must be approved in the budget process as a personnel request.

Time-line for accomplishing goal: Review will be completed as part of the strategic planning process and will be presented in the final report. The department currently staffs positions of Records Manager, Property Custodian, Evidence Technician, Prisoner Transport Officers, and Communications Manager, with civilians.

Responsible person(s): Deputy Chief Daniel

Recommendation: The city, police, and fire administrations should collectively develop a plan in which fire personnel will be more proactive in producing zero tolerance/enforcement policy for quality-of-life ordinances directly affecting the community.

Plan of Action:

- The department supports this recommendation.

Required Resources: No additional resources are required.

Time-line for accomplishing goal: As this recommendation crosses department lines, it must be referred to the City Manager for consideration.

Responsible person(s): City Manager, Chief Huddleston