Policy and Procedure Task Force

- The task force conducted a review of written policies and procedures within the department to identify where improvements could be made. Examples: DSD’s taser policies; excited delirium policies; inmate handbook; and use of force policies.

- Meetings Held: 13

- Participants: 15
  - Susan Herschel, DSD Research and Development
  - Reverend Del Phillips, The House Worship Center
  - President M. Jackson, Fraternal Order of Police
  - Sgt. Toni Jones, DSD Accreditation/Research and Development
  - Division Chief Kielar, Denver Sheriff Department
  - Lisa Hulla, Office of Human Resources
  - Stephanie O’Malley, Public Safety Executive Director
  - Division Chief Gary Wilson, Denver Sheriff Department
  - Sheriff Elias Diggins, Denver Sheriff Department
  - Sergeant Janelle Orozco, Denver Sheriff Department
  - Dr. Dellena Aguilar, Servicios de la Raza
  - Tania Valenzuela, Colorado Progressive Coalition
  - Amy Stapleton, Building Bridges
  - Representatives from ACLU, GLBT, Colorado Latino Forum, City Attorney’s Office (various members where in and out of those meetings, some had low attendance, but we included participation at the organizational level)

- Recommendations: 9
  - Change the Denver Sheriff Department policy regarding ICE I-247 detainers, as DSD no longer adheres to this policy.
  - Make changes to the taser policy.
  - Makes changes to the inmate handbook.
  - Send the Office of the Independent Monitor automated notifications when a use of force incident occurs and there is serious bodily injury.
  - Include force variables in the use of force policy and make them accessible to deputies during the writing of their use of force reports.
  - Look at Denver Police Department use of force reporting and determine if and how any of their practices might benefit the DSD use of force reporting.
  - Address the topic of excited delirium in policy.
  - Publish the Inmate Handbook on the DSD internet site.

Form a PREA task force to establish PREA investigatory protocols, determine training needs and establish curriculum.

- Next steps:
  - Analyze feedback received in coming days to make improvements.
  - Meet with other taskforce groups to eliminate redundancies and streamline recommendations among the four taskforces.
Present final recommendations to the Mayor and outside independent review firm for further analysis and implementation.

Training Task Force

- The task force conducted a review of training policies, procedures and practices to determine the effectiveness and identify where improvements can be made. Examples: Use of force policy and trainings; current Critical Incident Training; leadership training; the cost of DSD’s Training Academy and curriculum; the return on investment in the Triple Crown Accreditation; and the need for the Colorado Peace Officer Standards and Training (“POST”) certification.

- Meetings Held: 15

- Participants: 15
  - President M. Jackson, Fraternal Order of Police
  - Reverend William Golson, True Light Baptist Church
  - Vivian Stovall, Denver Office on Aging
  - Evan Dreyer, Deputy Chief of Staff to the Mayor
  - Captain Jaime Kafati, Denver Sheriff Department
  - Chris Lujan, Deputy Director of Public Safety
  - Division Chief Wilson, Denver Sheriff Department
  - Pete Dunbar, Colorado Peace Officer Standards and Training
  - Lisa Hulla, Office of Human Resources
  - Representatives from the Denver Police Department, GLBT, City Attorney’s Office, Denver Sheriff Department (various members where in and out of those meetings, some had low attendance, but we included participation at the organizational level)

- Recommendations: 22
  - Create a comprehensive budget line item for training.
  - Improve performance management training.
  - Implement 100% deputy certification in Crisis Intervention Training (CIT).
  - Increase number of deputies as CIT instructors.
  - Increase excited delirium training in CIT.
  - Complete an analysis of the effectiveness of CIT in reducing sustained use of force complaints.
  - Add more sergeants to improve the span of control and improve supervision of deputies while on duty.
  - Institute strategic job rotation policy as part of department succession plan.
  - Create formalized succession plan comprised of training, recruitment and retention components.
  - Include knowledgeable stakeholders on department’s Training Advisory Committee (currently only DSD personnel on this committee) to provide fresh ideas and perspectives on curriculum training effectiveness and process improvement.
  - Include training on Executive Orders and Career Service Rules to minimum training requirements and increase this for leadership positions. Include periodic refresher training for all personnel at regular intervals.
  - Add current supervisor training into each leader’s performance enhancement plan.
  - Include mental health training as part of DSD’s “special training” curriculum.
  - Include special training curriculum for leadership.
  - Include remedial training in discipline, where appropriate.
  - Allow deputies to access their own training records.
Increase supervisor training for new sergeants.
Increase training for new captains.
Re-evaluate benefit of CALEA membership.
Invest in online training.
Become POST certified.
Fully integrate the disciplinary and training functions within DSD to analyze and make improvements where possible.

Next steps:
- Analyze feedback received in coming days to make improvements.
- Meet with other taskforce groups to eliminate redundancies and streamline recommendations among the four taskforces.
- Present final recommendations to the Mayor and outside independent review firm for further analysis and implementation

Staff Wellbeing Task Force

- The task force reviewed the nature and causes of staff burnout and stressors that may lead to misconduct; identified strategies to increase professional fulfillment and to manage stress in the DSD work environment; and reviewed information and documents from the 2013 Corrections Fatigue Training.

Meetings Held: 16

- Participants: 14
  - Sgt. Toni Jones, Denver Sheriff Department
  - Dr. Bradley McMillian, Denver Sheriff Department Psychologist
  - Sgt. Shayne Granum, Denver Sheriff Department
  - Lisa Hulla, Office of Human Resources
  - Sylvia Luna, Denver Sheriff Department
  - Jay Flynn, Mental Health Center of Denver
  - Major John Romero, Denver Sheriff Department
  - Major Vennessie Brown, Denver Sheriff Department
  - Laura Wachter, Deputy Public Safety Director
  - Division Chief Wilson, Denver Sheriff Department
  - City Wellness Coordinator
  - Butch Montoya, Latino Ministerial Alliance
  - Nathaniel Fehrmann, Office of the Independent Monitor
  - Mary Davis, Citizen’s Oversight Board
  - Lizzie Schoon, Office of Human Resources
  - Jessica Weatherly, Office of Human Resources
  - Representatives from the Denver Sheriff Department

- Recommendations: 9
  - Change shifts from 12 hours to 10 hours.
  - Change employee break structure so that the first break lasts 45 minutes and the second lasts 15 minutes.
  - Create a subcommittee to study the addition of a chaplaincy program to assist deputies with their wellbeing efforts.
  - Create a subcommittee to initiate a wellness program.
  - Require deputies to self-report alcohol and drug use.
- Establish a mentor program.
- Train deputies on anger/stress management.
- Create a corporal position to help support sergeants.
- Create a subcommittee to study mandatory job transfers every 3-5 years.

Next steps:
- Analyze feedback received in coming days to make improvements
- Meet with other taskforce groups to eliminate redundancies and streamline recommendations among the four taskforces
- Present final recommendations to the Mayor and outside independent review firm for further analysis and implementation

**Discipline Task Force**

- The task force is assessing the effectiveness of the conduct principles and disciplinary guidelines; reviewing statistics, trends and patterns to identify opportunities for improvement; developing comparisons to other similarly situated Sheriff Departments to evaluate norms and processes. Example: The impact of Career Service Rules on DSD’s Disciplinary Matrix.

Meetings Held: 14 (to date – work is ongoing)

Participants: 15
- Stephanie Y. O’Malley, Executive Director of Public Safety
- Sheriff Elias Diggins, Denver Sheriff Department
- Al LaCabe, Former Denver Manager of Safety
- Rev. T. Hughes, Greater Metro Denver Ministerial Alliance
- Nicholas Mitchell, Office of the Independent Monitor
- Major M. Horner, Denver Sheriff Department
- M. Jackson, Fraternal Order of Police
- Brother Jeff Fard
- Jess Vigil, Deputy Public Safety Director
- Division Chief Wilson, Denver Sheriff Department
- Lisa Hulla, Office of Human Resources
- Rose Ceja-Aragon, Executive Director of Safety’s Office
- Alfonso Suazo, Colorado Latino Forum
- Mr. Anthony Thomas
- Representatives from the GLBT, City Attorney’s Office, Denver Sheriff Department (various members where in and out of those meetings, some had low attendance, but we included participation at the organizational level)

Recommendations: Not yet finalized – work is ongoing

Next steps: Not yet finalized – work is ongoing