



**Present:** Apryl Alexander, Katina Banks, Nikki Braziel, Terrance Carroll, Karen Collier, Molly Gallegos (open session only), Al Gardner, Julia Richman, Stefan Stein

**Absent:** None

**Others present:**

Daniel Van Schooten, Board Administrator

Matt Buttice, Office of the Independent Monitor (OIM) Policy & Operations Director

Gregg Crittenden, OIM Interim Monitor

Alyssa Morrison, OIM Senior Management Analyst

Elise Rahn, Department of Public Safety (DOS) Community & Government Affairs Manager

Armando Saldate III, DOS Deputy Executive Director (Nominee for Executive Director)

1. Chair Julia Richman called the meeting to order at 10:02.
2. The minutes from the December 17, 2021 meeting were approved.
3. Richman provided an update on the independent monitor hiring process and shared that the screening committee will be interviewing five candidates next week.
4. Armando Saldate, on his way to be sworn in as interim Executive Director of Public Safety, briefly spoke to the Board, and emphasized his desire to partner with the Board in many areas moving forward.
  - a. Saldate also assured the Board that he would speak to Police Chief Paul Pazen about giving the Board's administrator access to the police department's IAPro database.
5. Board Administrator Daniel Van Schooten provided the following updates:
  - a. The Board's 2022 calendar has been distributed and will be uploaded to the website soon. Of note, Fire Chief Desmond Fulton has agreed to meet with the Board on March 18, present the Board with an overview of his department, and answer any questions the Board may have.
  - b. Denver Health provided responses to the Board's follow up questions, which were provided to the Board earlier this week.
  - c. City Council approved a five-year extension of the Police Department's ShotSpotter contract on January 3, and a community member asked the Board whether it has access to any ShotSpotter data that the Police Department keeps. The Board discussed the issue and may ask Police Chief Paul Pazen about the data during the next meeting.
6. Van Schooten, along with Board members Stefan Stein and Karen Collier, shared their thoughts about the National Association for Civilian Oversight of Law Enforcement (NACOLE) conference they attended in December.
  - a. During a session examining the 2018 killing of Harith Augustus in Chicago, a speaker mentioned that while body worn cameras typically retain video from 30 seconds prior to their activation, they typically do not retain that audio. However, that setting can easily be changed to retain 30 seconds of audio as well as video.
  - b. Another conference attendee brought to Van Schooten's attention a 2020 Denver City Council report analyzing the potential response rate of the Support Team Assisted

Response (STAR) program. The report claimed that the STAR program could be eligible to respond to as many as 15% of calls, up from an earlier estimate of 2.4%.

- c. Oversight boards around the country often lack the budget and law enforcement engagement that this Board has, and must rely on stronger levels of community engagement to support them and give their recommendations weight.
  - d. NACOLE has numerous very helpful resources, one of which is a recently published report outlining 13 principles of effective oversight. Multiple sessions emphasized the importance of things like:
    - i. Access to all relevant data
    - ii. Proactive oversight, such as auditing body worn camera footage
    - iii. Frequent communication with community stakeholders
    - iv. Emphasizing the humanity of both officers and those they interact with
7. Van Schooten also provided an update about the different parts of the annual report that need to be completed prior to March 15, and asked Board members to assist in ensuring that the report was thorough and reflected their views.
  8. The Board adjourned to executive session at approximately 11:00 a.m. to discuss the details of ongoing cases related to the transgender community in Denver's detention facilities.
  9. The Board adjourned at approximately 11:45 a.m.

**New Action Items:**

1. Schedule a meeting with representatives of the manufacturer of the body worn cameras used by Denver police. (Van Schooten)
2. Ask Police Chief Pazen about the availability of ShotSpotter data during January 21 meeting.
3. Provide input on various portions of the annual report (All)
4. Follow up with City Attorney's Office regarding the interpretation of ordinance section 2-389(d). (Van Schooten)
5. Collect any additional information requests for Denver Health. (Van Schooten)



**Present:** Katina Banks, Nikki Braziel, Terrance Carroll, Molly Gallegos, Al Gardner, Julia Richman, Stefan Stein

**Absent:** Apryl Alexander, Karen Collier

**Others present:**

Daniel Van Schooten, Board Administrator

Gregg Crittenden, Office of the Independent Monitor (OIM) Interim Monitor

Paul Pazen, Denver Police Department (DPD) Chief

1. Chair Julia Richman called the meeting to order at 10:02.
2. The minutes from the January 7, 2022 meeting were approved.
3. Richman shared that City Council has introduced and passed through committee a resolution appointing Denver Inner City Parish CEO Larry Martinez to the Citizen Oversight Board. A full council vote is scheduled for February 1.
4. Richman shared an update related to the hiring of a new independent monitor. The Screening Committee has selected the top three candidates and sent them to the Board, which will interview them next week. Richman has had several meetings with community organizations about the community engagement phase of the hiring process, which is currently planned for February 16 and 17.
5. Board Administrator Daniel Van Schooten shared the current status of the annual report and the timeline for completing it by March 15.
6. Police Chief Paul Pazen joined the meeting and discussed the following topics:
  - a. DPD is on the tail end of a large spike in COVID-19 cases over the holiday season, the peak of which was approximately two and a half weeks ago. Cases are diminishing quickly, and while the department did not have enough tests during the main portion of the surge, they received thousands of tests one week ago.
  - b. After reviewing a 2020 City Council research report that suggested Denver's Support Team Assisted Response (STAR) program might be eligible to respond to as many as 15% of service calls, Pazen re-stated his belief that the program is only eligible to handle approximately 2.4% of calls. Many types of calls, such as trespass, may not seem dangerous, but can be unpredictable and result in unexpected violence, which the STAR program is not equipped to handle. Pazen denied the report's suggestion that the disparity in eligibility estimates is partially based on incomplete data collection practices.
  - c. Pazen told the Board that he would consult with the City Attorney's Office about whether he is able to share the copies of mutual aid agreements with other jurisdictions.
  - d. In response to a Board question about data from the ShotSpotter program, Pazen directed Board members to the DPD's presentation to City Council. He then described ShotSpotter as a gunshot detection system with the goal of helping DPD respond quickly to gunfire that is often not reported via 911 calls. ShotSpotter contractually guarantees

- a 90% accuracy rate of pinpointing gunfire within 5 meters, and Pazen is confident that they are meeting that standard, even though arrays may need to be regularly recalibrated as new buildings can affect the way sound reaches the listening devices.
- e. Pazen declined to share any new details about the ongoing review of the December 27 Denver-Lakewood shooting spree. He stated that the situation weighs heavily on him as well, and emphasized the requirement for police to have a legal basis to conduct an investigation.
    - i. In response to a Board question, Pazen stated that he does not believe that DPD's radio encryption had any impact on the situation.
    - ii. In response to a Board question about how hate crimes are handled, Pazen emphasized that DPD has created a Bias Motivated Unit that receives additional training in how to investigate potential hate crimes as well as an outreach team to help the victimized community recover from an attack.
  - f. Pazen shared that the DPD is experiencing recruiting difficulties and that Academy classes are operating at half capacity. This is making it more difficult to replace the 100+ officers that left the department in 2021. The department is approximately 170 officers below its authorized force, and that has resulted in longer response times to 911 calls.
  - g. Pazen denied that any policy changes have occurred which result in reducing the number of cases that get investigated following a police report. If there is no evidence to collect and the alleged perpetrator is no longer at the scene, police reports can be filed remotely over the phone, utilizing injured officers to lighten the workload for others.
7. The Board adjourned to executive session at 11:13 a.m. to discuss disciplinary matters with the interim independent monitor and personnel matters related to the hiring of a new independent monitor.
  8. The Board meeting adjourned at 12:01 p.m.

**New Action Items:**

1. Follow up with Chief Pazen about hiring data and mutual aid agreements (Van Schooten)
2. Send the Board the Annual Report timeline (Van Schooten)
3. Interview top three candidates for the Independent Monitor position (All Board)
4. Prepare for community engagement events on February 16-17 (All)



**Present:** Apryl Alexander, Nikki Braziel, Karen Collier, Molly Gallegos, Al Gardner, Julia Richman, Stefan Stein

**Absent:** Katina Banks, Terrance Carroll

**Others present:** Daniel Van Schooten, Board Administrator  
Gregg Crittenden, Office of the Independent Monitor (OIM) Interim Monitor  
Elise Rahn, Department of Public Safety (DOS) Community & Government Affairs Manager  
Armando Saldate III, DOS Executive Director

1. Chair Julia Richman called the meeting to order at 10:02.
2. The minutes from the January 21, 2022 meeting were approved.
3. Richman thanked Molly Gallegos for her five years of service on the Board and wished her well, as City Council plans to appoint her replacement next week. Several additional Board members also shared their appreciation for Gallegos's contributions to the Board and thanked her for her continued service to the Board after she submitted her resignation in 2021.
4. Richman shared an update related to the hiring of a new Independent Monitor. The Board issued a press release earlier in the week announcing the three finalists for the position of Independent Monitor. Richman has also continued to meet with community organizations to plan for the public virtual events on the evenings of February 16 and 17 where community members may meet and provide input on the candidates.
5. Board Administrator Daniel Van Schooten shared the status of the Board's preparation of its annual report.
6. Executive Director of Public Safety (EDOS) Armando Saldate III shared the following:
  - a. His priorities for DOS in 2022
    - i. Saldate shared that he does not have a signature platform for change to DOS, but rather wants to amplify the projects that have been working well under the three previous executive directors. He plans to prioritize those initiatives and incorporate them into official policies so that they can be sustained long-term and consistently enforced.
    - ii. Another of Saldate's priorities is bringing stability to a department that has had several difficult years. This includes stabilizing the department's relationship with the community, especially when it comes to the public safety response to homelessness.
    - iii. Yesterday, Mayor Michael Hancock announced a "2022 Public Safety Action Plan" to address rising crime rates in Denver. Saldate emphasized that "we can't arrest our way out of" this problem and that the department needs to be very careful that its efforts to reduce crime do not disparately impact communities of color. Saldate stated that the murder of George Floyd had a large impact on him, and he is aware that historical police practices have had a disproportionate impact on communities of color.
    - iv. Saldate also shared his desire to enhance the visibility of DOS and he and his staff plan to attend community events and get feedback and ideas from community members. Saldate also wishes to improve transparency of law

enforcement practices and work collaboratively with the Citizen Oversight Board. If something bad happens, being transparent preserves trust and allows for collaboration which leads to better solutions.

- b. Staffing
  - i. Saldate shared that low staffing concerns are not just limited to the Police and Sheriff Departments, but also the 9-1-1 Call Center and even the Fire Department, which has not usually had problems with recruitment.
  - ii. The Denver Sheriff Department (DSD) has streamlined its hiring process, reducing the hiring timeline from 140 days to 67 days on average. It is also looking at streamlining its Academy timelines.
  - iii. The Denver Police Department (DPD) has just been authorized for a 40-person class of lateral officers from other jurisdictions in the Denver metro area. Saldate is working with the Civil Service Commission to help streamline their overall hiring processes as well.
  - iv. Saldate shared that the first policy he implemented when he became the leader of DOS was a “lived experience” policy. This allows for people with imperfect pasts (e.g., addiction, criminal record) not to be automatically disqualified from joining law enforcement. Saldate stated that it is important to take a holistic approach to considering candidates for law enforcement positions. People who have learned from and overcome “lived experiences” could be more effective officers than those who don’t have such experiences.
  - v. Saldate is also working on retention initiatives for law enforcement through monetary bonuses and ensuring that employees have the mental health resources they need. Sheriff Elias Diggins has declared 2022 as the “Year of Retention” for DSD.
- c. The Street Enforcement Team (SET) is trained and has been conducting outreach efforts, but has not yet begun enforcement operations. Saldate does not want SET to begin enforcement operations until they have clearly identifiable uniforms, but the uniforms have been significantly delayed due to ongoing supply chain issues. Issuing tickets is intended to be the team’s last resort, as they will prioritize connecting individuals with resources and alternative options.
- d. Saldate shared several updates related to the IAPro discipline databases.
  - i. DOS hopes to purchase a version of the database software for the DSD to handle grievances, as well as purchase a public-facing module currently being used by the DPD and DOS’s Public Integrity Division (PID).
  - ii. Saldate is continuing to work with DPD leadership to give the Board direct access to the DPD’s version of the IAPro discipline database.
  - iii. Saldate has ensured that Van Schooten has the highest access level within PID’s version of IAPro.
- e. Saldate shared updates on several internal policies:
  - i. The DSD Notification policy was implemented in August 2021.
  - ii. The PID’s operational policies have not yet been implemented but have been sent to the City Attorney’s Office for review. Saldate promised to provide any revised policy drafts to OIM and the Board.

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- iii. Despite the lack of formal policies, the PID has incorporated several of the anticipated changes into their current standard practices.
  - f. Saldate is also working to rebuild DOS's relationship with the Reimagine Policing and Public Safety Task Force. He is focusing on improving dialogue and communication about what is already being done, what can be done better, and what can't be done one way but might be able to be done in a different way.
- 7. Board members shared the following recommendations with Saldate, who expressed general agreement with them:
  - a. While innovation is important, it can lead to problems if attention isn't also paid to ensuring the proper execution of those innovations.
  - b. Given the large number of open officer/deputy positions, we should consider reallocating some of those unused resources toward alternative solutions that are easier to implement or so that the burden on existing officers and deputies is reduced.
  - c. DOS should partner with harm reduction organizations to reduce the public burden caused by second- and third-level consequences of drug use.
- 8. The Board adjourned to executive session at 11:05 a.m. to discuss disciplinary matters with the interim independent monitor and deliberative matters regarding the annual report.
- 9. The Board meeting adjourned at 11:59 a.m.

**New Action Items:**

- 1. Follow up on Board's access to DPD's version of IAPro (Van Schooten)
- 2. Prepare for community engagement events on February 16-17 (All)



**Present:** Apryl Alexander, Katina Banks, Nikki Braziel, Terrance Carroll, Karen Collier, Al Gardner (open session only) Larry Martinez, Julia Richman, Stefan Stein

**Absent:** None

**Others present:** Daniel Van Schooten, Board Administrator  
Gregg Crittenden, Office of the Independent Monitor (OIM) Interim Monitor  
Elias Diggins, Denver Sheriff Department (DSD) Sheriff

1. Chair Julia Richman called the meeting to order at 10:01.
2. The minutes from the February 4, 2022 meeting were approved.
3. Richman welcomed new Board member Larry Martinez to his first meeting. Martinez briefly introduced himself.
4. Richman shared a brief update on the hiring process for the new Independent Monitor. The two community events with the candidates this week were well attended with a total of approximately 130 attendees. The candidates will complete their meetings with city employee stakeholders in the next few days, after which the Board will discuss its next steps.
5. Board Administrator Daniel Van Schooten shared the status of the Board’s preparation of its annual report.
6. DSD Sheriff Elias Diggins shared the following about initiatives in the Mayor’s 2022 Public Safety Action Plan:
  - a. Crisis Response Team
    - i. The Crisis Response Team began operating in the Downtown Detention Center (DDC) on February 7, 2022, and will expand to the Denver County Jail in the next few months under the supervision of Dr. Nikki Johnson. The team is composed of mental health practitioners employed by DSD that will work alongside deputies.
    - ii. The Crisis Response Team is unable to prescribe medications or execute involuntary mental health holds, known as an “M1 holds.” The Crisis Response Team will work collaboratively with Denver Health which is responsible for providing medical services to persons in custody.
  - b. Criminal Charges Filing Team
    - i. The Criminal Charges Filing Team is composed of six full time DSD employees who will complete Peace Officer Standards & Training (POST) certification. The team will likely begin operating in the Fall and will have the authority to file new charges against people in custody without involving the Denver Police Department (DPD) and pulling a police officer off the street.
    - ii. In 2021, an average of 13 criminal charges per month were filed against people in DSD’s custody, for which a police officer had to respond each time. Diggins did not know the approximate percentage of charges filed by inmates vs. deputies but committed to provide this historical information to the Board. The number of charges will likely increase, as deputies have been hesitant to initiate charges knowing that it would take an officer off the street.



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- iii. The team’s scope will be limited to charging minor offenses such as “simple assaults” or possession of contraband. DPD will still handle charges involving more serious offenses.
    - iv. The team will be able to handle other tasks, but their primary responsibility will be filing charges.
    - v. Diggins believes the creation of this team will improve DSD retention efforts as it will provide deputies with broader law enforcement responsibilities.
    - vi. Any deputy who uses the threat of additional charges in order to intimidate an inmate into not filing a grievance will be subject to discipline.
  - c. Medication Assisted Treatment (MAT) Program
    - i. The DSD plans to scale up its MAT program, enabling it to serve more participants and improve the programming. The goal of the program is to help inmates overcome addiction and thereby improve their quality of life and reduce recidivism.
    - ii. Meetings with internal stakeholders and Denver Health & Hospital Authority personnel about how to go about creating a pod dedicated to this program will begin next week.
7. Diggins also shared that he is “absolutely” satisfied with the overall quality of medical care provided by Denver Health to inmates. He believes that Denver Health provides as good or better service than is available in other jail settings around the country. As a local community provider, they can also continue to provide services to individuals after they are released from custody.
8. The in-custody death of Leroy Taylor on February 9 is being investigated by three entities: DPD is conducting an investigation into any potential criminal conduct, the Administrative Investigations Unit (AIU) of the Department of Public Safety is investigating any violations of policy by DSD deputies, and Denver Health is conducting an internal investigation.
  - a. Diggins will have access to all three reports, and the Board encouraged him to make all of them available to the OIM.
9. Questions about the role of the Charge Nurse or any other medical personnel involved in the Taylor matter are best directed to Denver Health. Diggins said he is happy to connect the Board with Denver Health in order to review its policies and procedures.
10. In response to a question from a community member attending the meeting, Diggins shared that prices in the jail commissary are comparable to nearby local convenience store prices and that while phone calls in the jail are not free, they are the cheapest in the metro area at “point zero eight cents per minute.” (This was later clarified via email to be \$0.08 per minute.)
11. The Board adjourned to executive session at 10:59 a.m. to discuss disciplinary matters with the interim independent monitor and deliberative matters regarding the annual report.
12. The Board meeting adjourned at 12:00 p.m.

**New Action Items:**

1. Request data on training plans for the DSD Criminal Charges Filing Team (Van Schooten)
2. Set up data reporting plan on charge filing once the filing team is operational (Van Schooten)

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3. Request historical data on how many criminal charges were initiated by inmates vs. deputies (Van Schooten)
4. Confirm that OIM will receive a copy of all three reports in connection with the investigation of the death of Leroy Taylor (Van Schooten)
5. Draft an agenda for a future meeting with Denver Health (Van Schooten)
6. Submit ratings on OIM performance for the annual report (All Board)
7. Review community feedback and discuss next steps in the Independent Monitor hiring process (Board)



**Present:** Apryl Alexander, Katina Banks, Nikki Braziel (executive session only),  
Terrance Carroll, Karen Collier, Larry Martinez, Julia Richman, Stefan Stein

**Absent:** Al Gardner

**Others present:** Daniel Van Schooten, Board Administrator  
Gregg Crittenden, Office of the Independent Monitor (OIM), Interim Monitor  
Thomas Hernandez, TRIBE Recovery, Founder

1. Chair Julia Richman called the meeting to order at 10:00 a.m.
2. The minutes from the February 18, 2022 meeting were approved.
3. Richman discussed the Board's decision to continue the search for a new Independent Monitor. She also shared several steps she has taken to address issues concerning how the Board should move forward with the search process.
4. Richman shared that the COB's Nominating Committee has submitted to City Council a slate of three candidates to fill Katina Banks's position on the Board.
5. Richman shared that City Council is looking to fill a position on the Civil Service Commission, which plays a role in the hiring, promoting, and discipline of uniformed staff of the Denver Police and Fire Departments.
6. Richman shared that the National Association for Civilian Oversight of Law Enforcement (NACOLE) has set the dates for its 2022 conference for September 11 – 15, in Fort Worth, Texas.
7. Richman shared that the Board has scheduled a Quarterly Public Forum on March 23<sup>rd</sup> and likely topics include the Board's annual report, the decision to continue the Independent Monitor search, and the Board's priorities for the rest of 2022.
8. Board Administrator Daniel Van Schooten shared the status of the Board's preparation of its annual report.
9. Community member Thomas Hernandez shared his concerns about how the Denver Sheriff Department (DSD) handled the in-custody death of Leroy Taylor, and his desire to see systemic changes made in connection with the health care provided to inmates in the custody of DSD, including better access to medical care for COVID-positive housing pods.
10. The Board adjourned to executive session at 10:29 a.m. to discuss disciplinary matters with the interim independent monitor and deliberative matters regarding the drafting of the annual report.
11. The Board meeting adjourned at 12:00 p.m.

**New Action Items:**

1. Submit 2021 Annual Report to the City Council on March 15, 2022 (All)
2. Prepare agenda for March 23 quarterly public forum (Van Schooten for Board review).

**Present:** Apryl Alexander (open session only), Katina Banks, Karen Collier, Larry Martinez, Julia Richman, Stefan Stein

**Absent:** Nikki Braziel, Terrance Carroll, Al Gardner

**Others present:** Daniel Van Schooten, Board Administrator  
Gregg Crittenden, Office of the Independent Monitor (OIM), Interim Monitor  
Desmond Fulton, Denver Fire Department (DFD), Chief  
Kathleen Vredenburg, DFD Deputy Chief  
Wendi Moeder, DFD Administration Division Chief



1. Chair Julia Richman called the meeting to order at 10:02 a.m.
2. The minutes from the March 4, 2022 meeting were approved.
3. Richman shared the following updates:
  - a. Richman is working on forming a new Screening Committee for the Independent Monitor hiring process. She has also issued a request for proposals to multiple potential recruiters with a deadline of today. Board members Stefan Stein and Karen Collier volunteered to assist in evaluating recruiter proposals.
  - b. Richman noted that the Board's annual report was published on Tuesday, March 15 and thanked the Board and its Administrator Daniel Van Schooten for their efforts in preparing the report.
  - c. Richman shared that the National Association for Civilian Oversight of Law Enforcement (NACOLE) is accepting session proposals until April 15 for its annual conference this September.
  - d. Richman shared that the Board has scheduled a Quarterly Public Forum on March 23<sup>rd</sup> and the agenda includes updates on the Monitor search, the Board's annual report, and updated data regarding the Denver Police Department's (DPD) protest-related discipline cases.
  - e. Richman shared that the Board has an opportunity to present its annual report to the City Council's Safety Committee on April 13, 20, or 27<sup>th</sup>, and asked Board members to check their availability if they wish to attend.
4. The leadership team of the DFD provided an overview of the department's responsibilities, operations, and its complaint and commendation process.
  - a. The DFD has 1072 authorized positions and responded to 125,000 incidents in 2021. 65% (approximately 81,000) of those calls were for emergency medical services (EMS), 13,294 calls were automobile accidents, and 5,700 were fire related.
  - b. The DFD operates 39 fire houses and has a goal of responding to calls within four minutes of being dispatched.
  - c. The DFD's internal affairs team processed 57 cases in 2021, of which:
    - i. 44% were not sustained/unfounded
    - ii. 3% resulted in non-disciplinary corrective action
    - iii. 19% resulted in a verbal reprimand
    - iv. 18% resulted in a written reprimand

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- v. 16% resulted in a contemplation of discipline (penalties more serious than reprimand)
  - vi. Approximately 80% originated internally and 20% originated externally
  - d. Commendations and complaints can both be submitted via the DFD website. The department's goal is to handle most complaints within 15 business days: 5 days for correct routing, 5 days for inquiry, and 5 days for a disciplinary determination. More serious cases may take longer, but generally have findings within 30 days.
  - e. If a disciplinary case involves a fire investigator (someone who carries a badge and a gun), the DFD ensures that OIM is directly notified of that case and able to monitor its process as appropriate.
    - i. Given the small number of fire investigators on staff, such cases are rare and the last one took place approximately five years ago.
    - ii. Fire investigators are similar to detectives and are not legally required to use body-worn cameras.
  - f. The DFD operates a multi-tiered system in which DFD employees who arrive first to a call are able to provide basic life support. Advanced life support is provided by Denver Health paramedics whose goal is to arrive within 9 minutes and are responsible for transport.
  - g. The DFD's objective is to not just be in the community but be part of the community. Increased contacts and trust will not only improve recruiting but also fire safety in the community.
  - h. The DFD makes significant efforts to ensure that disadvantaged applicants have opportunities to succeed. Examples include mentoring sessions focused on the written test, training sessions for the physical test, and pre-academy "hands-on" sessions for those who want more time to familiarize themselves with equipment and techniques.
  - i. Chief Fulton is aware of three resignations related to the vaccine mandate. Approximately 90% of DFD personnel were vaccinated prior to the mandate and most of the remainder received an exemption.
  - j. The DFD does participate in sweeps of homeless encampments, but usually only to ensure that propane, butane, and other hazardous materials are properly handled.
5. The Board adjourned to executive session at 11:15 a.m. to discuss confidential disciplinary matters with the interim Independent Monitor.
6. The Board meeting adjourned at 11:55 p.m.

**New Action Items:**

1. Prepare for the March 23 Quarterly Public Forum. (All)



**Present:** Apryl Alexander, Katina Banks (open session only), Nikki Braziel (open session only), Terrance Carroll, Karen Collier, Larry Martinez, Stefan Stein

**Absent:** Al Gardner, Julia Richman

**Others present:** Daniel Van Schooten, Board Administrator  
Matt Buttice, Office of the Independent Monitor (OIM) Policy & Operations Director  
Gregg Crittenden, OIM Interim Monitor  
Elise Rahn, Department of Public Safety (DOS) Community & Government Affairs Manager  
Armando Saldate III, DOS Executive Director

1. Vice Chair Apryl Alexander called the meeting to order at 10:02 a.m.
2. The minutes from the March 18, 2022 meeting were approved.
3. Alexander shared the following updates:
  - a. Board Chair Julia Richman, and board members Karen Collier and Stefan Stein, have reviewed proposals from potential search firms/recruiters and selected one to utilize in the continued search for an Independent Monitor. Richman is continuing to work on forming a new Screening Committee.
  - b. The Board will be presenting its annual report to the City Council's Safety Committee on April 20. Board members interested in participating should reach out to Richman and Board Administrator Daniel Van Schooten.
  - c. The Mayor has appointed Tymesha Watkins to the Citizen Oversight Board Nominating Committee, filling the vacancy left by Rev. Katherine Farley.
4. Executive Director of Public Safety (EDOS) Armando Saldate discussed the following topics:
  - a. Saldate acknowledged the three recommendations for the DOS included in the Board's 2021 Annual Report and responded to each.
    - i. In response to the Board's recommendation to promptly implement formal policies for the DOS's Public Integrity Division (PID), Saldate agreed with the recommendation. He stated that the City Attorney's Office currently has the draft policies and promised to promptly set up a meeting between the DOS, the Board, OIM, and the City Attorney's Office to identify any remaining steps or revisions and create a timeline for implementation. He also agreed to ensure that all parties have a chance to review the latest version of the draft policies prior to the meeting.
    - ii. In response to the Board's recommendation to grant OIM direct access to the vast majority of content stored in the evidence.com database, Saldate stated that the DOS is looking into the specific legal and technical limitations that may apply. Saldate did not provide a final response to the recommendation, but stated that he appreciates the transparency and oversight implications of granting OIM direct access to the database.
    - iii. In response to the Board's recommendation to establish working groups focused on improving recruitment and retention within each DOS department, Saldate stated that the Denver Sheriff Department (DSD) had already created

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- one. He added that the Denver Police Department (DPD) was likely to create one soon, especially after experiencing difficulties in recruiting for their latest academy class. Saldate expressed appreciation for the Board's attention to the staffing shortage and shared that addressing it is one of his top priorities. He also invited the Board to be involved in the working groups.
- b. Saldate provided background information on why body cameras are not currently set to include audio in their pre-activation buffer recordings. Among the factors considered in making the initial decision not to include audio in the recordings were privacy concerns, battery life concerns, and the fact that most other jurisdictions do not include audio in their buffer recordings.
    - i. Saldate asked if the Board wanted him to gather additional information and handle this as a recommendation from the Board to include audio in the pre-activation buffer recordings. The Board members present responded affirmatively.
  - c. Saldate shared that the Board's access to DPD's instance of IAPro (via the Board's administrator) should be completed soon. He attributed part of the delay to an internal miscommunication which has been resolved.
5. Interim Independent Monitor Gregg Crittenden presented an overview of the OIM's 2021 Annual Report.
- a. The DPD saw a 36% decrease in community complaints and a 7% increase in internal complaints in 2021. Over the course of the year, 328 commendations were awarded to officers while 1 officer was terminated, 7 officers resigned or retired with an investigation pending, and 18 officers received suspensions.
  - b. The DSD saw a 15% decrease in community complaints and a 5% increase in internal complaints. Over the course of the year, 42 commendations were awarded to deputies while 2 deputies were terminated, 6 deputies resigned or retired with an investigation pending, and 38 deputies received suspensions.
    - i. Crittenden also highlighted that the OIM discovered in 2021 that the PID was referring some complaints back to the DSD for self-investigation rather than opening a formal investigation and entering the case into IAPro.
  - c. There were 7 DPD officer-involved shootings in 2021, all of which still had pending investigations. There were no recorded shootings by DSD deputies in 2021.
  - d. There were 9 "non-medical" deaths of inmates while in DSD custody in 2021. The investigations into 2 of the deaths have been completed with no policy violations identified, while the other 7 remain pending. One individual died of a self-inflicted gunshot wound while in contact with DPD officers. The investigation into that incident remains active.
6. The Board adjourned to executive session at 10:57 a.m. to discuss confidential disciplinary matters with the interim Independent Monitor.
7. The Board meeting adjourned at 11:49 a.m.

**New Action Items:**

1. Schedule a meeting between DOS, CAO, and COB/OIM to set a timeline for PID policy approval and implementation. Ensure that all parties have the latest version of the policies prior to the meeting. (Van Schooten)
2. Follow up with the DOS as they collect & share additional information on the potential costs/barriers of including audio in body worn camera buffer recordings. (Van Schooten)
3. Follow up with the DOS as they collect & share additional information about recruitment/retention working groups (especially the frequency/duration of meetings) so the Board can determine its desired level of involvement. (Van Schooten)
4. Confirm with Saldate once the Board Administrator has access to DPD's instance of IAPro. (Van Schooten)





**Present:** Apryl Alexander, Terrance Carroll (open session only), Karen Collier, Al Gardner, Larry Martinez, Julia Richman, Stefan Stein

**Absent:** Katina Banks, Nikki Braziel

**Others present:** Daniel Van Schooten, Board Administrator  
Gregg Crittenden, Office of the Independent Monitor (OIM) Interim Monitor  
Paul Pazen, Denver Police Department (DPD) Chief

1. Chair Julia Richman called the meeting to order at 10:02 a.m.
2. The minutes from the April 1, 2022 meeting were approved.
3. Richman shared the following updates:
  - a. Richman is working on forming a new Screening Committee for the Independent Monitor hiring process. She is also working through the city's procurement process to get the contract approved for the search firm selected by the Board to help solicit and review candidates for the Independent Monitor position.
4. Administrator Daniel Van Schooten shared that Richman will be presenting the Board's 2021 Annual Report to the City Council Safety Committee between 10:30am and 12pm next Wednesday, April 20.
5. Vice Chair Apryl Alexander announced that she has accepted a position at the University of North Carolina – Charlotte, and regretfully will no longer be eligible to serve on the Board when she moves out of Denver. As such, she has submitted her resignation from the Board, effective at the end of July.
6. The Board discussed several topics with DPD Chief Paul Pazen:
  - a. Pazen stated that Matt Lunn from the DPD would send the text of any active mutual aid agreements to the Board.
  - b. Pazen talked about the DPD's staffing challenges at length, describing the situation as "horrible" and that in the best-case scenario, the DPD could be back to full staffing in three years. In 2021, 145 officers left the DPD, almost double the annual average of 78 departures. Pazen shared that exit interviews indicated those officers didn't feel supported by city leaders, the state government, or the community.
  - c. Pazen shared that recruiting efforts like putting bumper stickers on patrol vehicles were not meaningfully improving the situation.
  - d. When questioned about the recent \$14 million verdict against the City of Denver for DPD's conduct during the George Floyd protests in the summer of 2020, Pazen stated that he could not comment on pending legal matters and that the City planned to appeal that verdict. Pazen stated that police forces in several major cities were criticized for their handling of the 2020 protests and these police forces had substantial experience in dealing with large protests.
  - e. Pazen stated that there are 12 remaining discipline cases related to those protests, which the DPD is "whittling through."
  - f. Pazen praised former DPD Chief White for rolling out body worn cameras for Denver police officers. Pazen stated that Denver was one of the first cities to use body worn

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cameras and DPD officers are consistently activating them. Privacy concerns fed into the decision not to include audio in the cameras' buffer recordings, but Pazen indicated he was open to reviewing and discussing that policy.

- g. Pazen stated that he was open to Board members participating in academy sessions or ride-alongs with officers.
7. The Board adjourned to executive session at 11:00 a.m. to discuss confidential disciplinary matters and draft policies with the interim Independent Monitor.
8. The Board meeting adjourned at 11:38 a.m.

**New Action Items:**

1. Follow up on process to arrange ride-alongs and academy visits (Van Schooten)
2. Follow up to ensure the Board receives the text of active mutual aid agreements (Van Schooten)
3. Follow up on the status of access to DPD's IAPro database (Van Schooten)



**Present:** Apryl Alexander, Karen Collier, Al Gardner, Larry Martinez, Julia Richman, Stefan Stein, Nick Webber

**Absent:** Nikki Braziel, Terrance Carroll

**Others present:** Daniel Van Schooten, Board Administrator  
Katina Banks, Former Board Member  
Gregg Crittenden, Office of the Independent Monitor (OIM) Interim Monitor  
Elias Diggins, Denver Sheriff Department (DSD) Sheriff

1. Chair Julia Richman called the meeting to order at 10:01 a.m.
2. New Board member Nick Webber introduced himself, and the members present all thanked departing member Katina Banks for her extensive work on the Board over the past six years.
3. The minutes from the April 15, 2022 meeting were approved.
4. Richman shared that the administrative process for signing the contract with the search firm to assist the COB in the Independent Monitor search has taken longer than anticipated and the kick-off meeting would likely take place at the next Board meeting. Once the contract is signed, the Board will issue a press release and announce the members of the Screening Committee.
5. Four Board members visited the Downtown Detention Center on May 6 and were escorted around the facility by DSD Captain Adcock. Webber shared an overview of the visit, with additional comments from the other participants: Apryl Alexander, Karen Collier, and Stefan Stein.
6. The Board discussed several topics with DSD Sheriff Elias Diggins:
  - a. Mental Health Care
    - i. Diggins believes that the DSD's mental health step-down pod, which helps inmates with mental illnesses transition from isolation to general group housing, is not just successful, but necessary.
    - ii. Relatedly, Diggins informed the Board that the DSD is working towards being able to provide each inmate—not just those with mental illnesses—with a tablet that can be used for entertainment, music, or skills training purposes. DSD hopes to be able to do so later this summer.
    - iii. Diggins shared that under the leadership of Chief of Mental Health Services Dr. Nikki Johnson, the DSD's mental health team has grown significantly, including a recently created Crisis Response Team. Should an inmate receive distressing news in court, support is available to help them work through those potentially life-changing events.
    - iv. Diggins also spoke about the resources available to support the mental health of DSD employees. So far in 2022, DSD's Employee Outreach Program has proactively reached out to approximately 24 employees based on various performance metrics and referred approximately 20 of them to mental health resources.
  - b. Contraband Drugs and Medication-Assisted-Therapy
    - i. Drugs are a consistent problem in jails across the country. Diggins stated that in the past year, DSD personnel found drugs in housing and intake pods

approximately 211 times. In approximately 25 of those incidents, drugs were found during the intake process. According to Diggins, on average, drugs are found about 0.6 times each day, and staff are trained on how to respond, not only when they are found but also when an inmate may have taken them and overdosed.

- ii. Diggins anticipates that the fentanyl bill recently passed by the state legislature will result in an increase in the jail population and is working to expand access to and services for people on Medication-Assisted-Therapy (MAT). A newly designated MAT housing pod should make it easier to provide those services to inmates who need them.
- iii. Diggins stated that a DSD team recently visited a facility in Kenton County, Kentucky, that has a very robust MAT program that includes significant community support for inmates after they are released.

c. Staffing

- i. Diggins stated that Dr. Johnson's mental health teams are not facing any significant recruiting challenges as they continue to grow.
- ii. However, Diggins stated that the DSD is still very short staffed on deputies and has approximately 623 positions filled out of approximately 875. This translates to 71% capacity, but the effective strength is about 62% given the number of people on leave or in training.
- iii. Diggins made an appeal to community members who may be considering joining the DSD, saying that he has no regrets about the 28 years he has spent with the DSD. Diggins stated that the job of a deputy sheriff is changing, and has needed to change, but working for the DSD is an opportunity to serve one's community in an agency that is improving and headed in the right direction.
- iv. Diggins addressed overtime issues and stated that it is not uncommon for deputies to work 14 to 16-hour shifts. So far, the vacancy savings have balanced out the additional overtime costs.
- v. Diggins stated that the DSD is also struggling to recruit and retain civilian staff.
- vi. Diggins said that the DSD does not currently have reliable data examining whether there is a connection between longer shifts and uses of force, but is looking into this issue and hopes to have data available at a later date.

d. Recommendations from the Board's 2021 Annual Report

- i. Diggins expressed that he thought the Board's recommendations, which related to the DSD's relationship with Denver Health, were good and he shared them with the Department of Public Safety as well as Denver Health. The City is in the midst of contract negotiations with Denver Health for 2023 and Diggins has made sure that the recommendations are being discussed during that process.

7. The Board discussed the following administrative matters:

- a. Administrator Daniel Van Schooten highlighted changes to the Board's upcoming schedule, including a meeting with Civil Service Commission Executive Director Niecy Murray on June 3, and a meeting with the Citizen Oversight Board's Nominating Committee on July 15.

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- b. Richman agreed to draft a skills matrix for the Board to help the Nominating Committee identify and prioritize new members who can fill any skill gaps on the Board.
  - c. The Board agreed to hold their strategic planning session in July.
  - d. The Board will hold elections for Chair and Vice-Chair on June 17.
  - e. Board members interested in participating in police ride-alongs should email Van Schooten with their availability.
8. Stein and Van Schooten will be meeting with representatives of Department of Public Safety, OIM and the City Attorney's Office on May 24 to discuss the Board's comments on the draft Policies and Procedures of the Public Integrity Division's Administrative Investigations Unit and Conduct Review Unit, and the process for moving forward with finalizing and implementing the policies.
  9. Board Member Al Gardner announced his resignation from the Board effective August 28, 2022.
  10. Interim Independent Monitor Gregg Crittenden did not have any matters to discuss with the Board.
  11. The Board meeting adjourned at 11:21 a.m.

**New Action Items:**

1. Provide availability for ride-alongs with police officers (All members)
2. Create a draft skills matrix to assist the Nominating Committee in selecting new Board members (Richman)
3. Issue a press release upon contract signing with search firm for Independent Monitor recruitment (Richman, Van Schooten)
4. Identify a date for the Board's annual strategic planning session (All members)

**Present:** Apryl Alexander, Nikki Braziel, Terrance Carroll, Karen Collier, Julia Richman, Stefan Stein

**Absent:** Al Gardner, Larry Martinez, Nick Webber

**Others present:** Daniel Van Schooten, Board Administrator  
Matt Buttice, Office of the Independent Monitor (OIM) Policy & Operations Director  
Niecy Murray, Civil Service Commission (CSC) Executive Director



1. Chair Julia Richman called the meeting to order at 10:02 a.m.
2. The Board discussed several topics with CSC Executive Director Niecy Murray:
  - a. Murray provided the Board with an overview of the CSC's structure and its mission and purpose in managing the merit-based personnel system for sworn Denver Police and Fire Department employees (including Fire Department Emergency Medical Technicians). The CSC is responsible for administering the testing process for entry-level and promotional positions within the Denver Police and Fire Departments, policy administration, and hearing disciplinary appeals of classified members.
    - i. The CSC's Board of Commissioners consists of five members appointed by the mayor and city council (two appointed by the mayor, two appointed by the city council and one joint appointee). Commissioners review each applicant's file after it has been completed by CSC staff and make a final determination about the applicant's eligibility.
  - b. Murray described numerous phases that are part of the Denver Police Department's (DPD) application process. It takes approximately 4.5 months from the initial application for a successful candidate to receive a job offer.
    - i. The application process has not significantly changed in decades. One of Murray's priorities has been to make the process more efficient. To that end, she plans to combine the Behavior Questionnaire with the Behavioral History Questionnaire in 2023.
    - ii. The Board discussed the candidate background investigation process with Murray, including the benefits and limitations of the review of social media information and the breadth of interviews that investigators conduct.
  - c. Murray described how DPD's application numbers decreased from 1904 applicants in 2018 to 961 applicants in 2020. Last year DPD saw an increase to 1478 applicants, but Murray stated that the overall quality of applicants has declined since 2018.
  - d. Murray described several challenges that the CSC is facing:
    - i. Denver Health, the CSC's vendor for medical evaluations, has been understaffed and has had difficulty making prompt medical appointments for candidates. Murray is actively working to contract with another vendor to decrease the burden on Denver Health and speed up that process.
    - ii. For fairness and equity reasons, Murray recently cancelled the CSC's contract with one of the three vendors providing psychological screenings, diminishing the CSC's capacity in that area.

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- iii. The CSC itself has struggled with internal vacancies in the past year, but is now effectively operating at full strength and has contracted with five additional background investigators (often retired police officers).
    - iv. Murray believes the current technological infrastructure being used by the CSC is inefficient and is looking for a solution that will save significant amounts of staff time.
  - e. Murray shared that prior to this year, the data collected by the CSC was not granular enough to evaluate at which phase candidates were dropping out of the process, and whether certain types of candidates were dropping out at particular stages.
  - f. In order to better support candidates through what can feel like an overwhelming process, the CSC provides candidate contact information to members of police and fire department recruiting teams who have the capacity to engage in more robust communications than the CSC can.
3. The meeting minutes from May 20, 2022 were approved.
4. The Board voted to approve the publication of an amended 2021 Annual Report, correcting an error in the description of the Board's 2022 operating budget.
5. The Board discussed the following administrative matters:
  - a. The Board's contract with a search firm for Independent Monitor recruitment is in the process of being signed and should be fully executed shortly.
  - b. Administrator Daniel Van Schooten will send out another poll with additional options for scheduling the Board's annual retreat.
  - c. Board members interested in participating in police ride-alongs should email Van Schooten with their availability.
  - d. The Board will hold elections for the positions of Chair and Vice-Chair at the next Board meeting on June 17.
6. The Board adjourned to executive session at approximately 11:20 a.m. to discuss confidential disciplinary and legal matters (in accordance with D.R.M.C. 2-34(a)).
7. The Board meeting adjourned at approximately 11:40 a.m.

**New Action Items:**

1. Follow up with Murray to ensure receipt of available DPD applicant data and the list of automatic disqualifiers (Van Schooten)
2. Complete extended availability poll for scheduling the Board's annual retreat (All)

**Pending Action Items:**

1. Send Van Schooten availability for ride-alongs with police officers (All)
2. Create a draft skills matrix to assist the Nominating Committee in selecting new Board members (Richman)
3. Issue a press release upon contract signing with search firm for Independent Monitor recruitment (Richman, Van Schooten)

**Present:** Apryl Alexander, Nikki Braziel, Terrance Carroll, Karen Collier, Larry Martinez, Julia Richman, Stefan Stein, Nick Webber

**Absent:** Al Gardner

**Others present:** Daniel Van Schooten, Board Administrator  
Matt Buttice, Office of the Independent Monitor (OIM) Policy & Operations Director  
Gregg Crittenden, OIM Interim Independent Monitor



1. Chair Julia Richman called the meeting to order at 11:01 a.m.
2. The Board re-elected Richman to the position of Chair.
3. The Board re-elected Apryl Alexander to the position of Vice-Chair.
4. The meeting minutes from June 3, 2022 were approved.
5. The Board discussed the following matters:
  - a. The Board's contract with Raftelis, a search firm for Independent Monitor recruitment, has been signed and stakeholder meetings are being scheduled.
  - b. Final drafts of the policies for the Department of Public Safety's Public Integrity Division (PID) have been shared with the Board. It is anticipated that these policies will be issued shortly by the Department of Public Safety. The Board will confer with OIM and prepare a list of any substantive outstanding issues to address in a future review of the policies and their implementation.
  - c. The Board has reached out to a dozen consulting groups and solicited proposals to assist the Board in its upcoming strategic planning session. Proposals are due Wednesday, June 22, and members interested in reviewing the proposals and making a selection should reach out to Administrator Daniel Van Schooten.
    - i. A plan will be made to ensure that any Board members unable to attend the strategic planning sessions are still able to contribute, either through advance meetings with the facilitator or via written comments.
    - ii. Richman and Van Schooten will identify the best available time slots for the strategic planning session and share them with the Board for a final determination.
  - d. Van Schooten shared possible options for how to move forward with commissioning a public service announcement-style video explaining what the COB does and how a Denver citizen can apply to become a COB member. Board discussion on the subject identified additional questions and items that warrant further conversations before moving forward.
6. Interim Independent Monitor Gregg Crittenden shared that the OIM does now have increased access to Denver Sheriff Department bodycam footage within the evidence.com database and is exploring how to best utilize that access and incorporate it into their oversight processes.
  - a. Crittenden was unable to answer the Board's questions about the lack of progress on the Denver Police Department (DPD)-side and referred the Board to Executive Director of Public Safety (EDOS) Armando Saldate on this subject.
7. OIM Policy and Operations Director Matt Buttice shared that there have been fewer police-related complaints this year as compared to last, but more sheriff-related complaints.



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8. A community member asked about the possibility of Denver police officers editing their own body camera footage. Buttice shared that DPD policy prohibits the editing of footage, and that the database used for body worn camera footage tracks and logs any changes made to such files.
9. The Board adjourned to executive session at approximately 11:40 a.m. to discuss confidential disciplinary matters (in accordance with D.R.M.C. 2-34(a)).
10. The Board meeting adjourned at approximately 12:05 a.m.

**New Action Items:**

1. Schedule stakeholder meetings with Raftelis (Van Schooten)
2. Draft a list of outstanding Board concerns related to PID policies (Van Schooten)
3. Members interested in helping select the strategic planning consultant should email Van Schooten (All Board)
4. Identify the top time slots for strategic planning session (Richman and Van Schooten)
5. Engage in further discussion with Board members about the purpose and priorities for creating public service announcement videos (Van Schooten)
6. Reach out to EDOS Saldate for a status update on efforts to provide OIM with increased access to the police department's evidence.com database (Richman and Van Schooten)

**Pending Action Items:**

1. Create a draft skills matrix to assist the Nominating Committee in selecting new Board members (Richman)
2. Follow up with Civil Service Commission Executive Director Niecy Murray to ensure receipt of available DPD applicant data and the list of automatic disqualifiers (Van Schooten)

**Present:** Apryl Alexander, Karen Collier, Larry Martinez, Julia Richman, Stefan Stein, Nick Webber

**Absent:** Nikki Braziel, Terrance Carroll, Al Gardner

**Others present:** Daniel Van Schooten, Board Administrator  
Gregg Crittenden, Office of the Independent Monitor (OIM) Interim Independent Monitor  
Dede de Percin, Nominating Committee Member  
Arash Jahanian, Nominating Committee Member  
Tymesha Watkins, Nominating Committee Member



1. Chair Julia Richman called the meeting to order at 10:01 a.m.
2. The meeting minutes from June 17, 2022 were approved.
3. The Board thanked Vice-Chair Apryl Alexander for her service in advance of her resignation at the end of the month.
4. The Board elected Nick Webber to succeed Alexander as Vice-Chair.
5. Richman made the following announcements:
  - a. Since the last Board meeting on June 17, the Board has made progress towards hiring the next Independent Monitor. We have met with the recruiter and several stakeholder groups, including OIM staff, community organizations, public safety leadership, and the Screening Committee. The Board has also worked with Denver's Human Resources department to update the language in the job description to describe the responsibilities of the role more clearly.
  - b. At the end of June, Executive Director of Public Safety (EDOS) Armando Saldate signed and made effective official operating policies for the Public Integrity Division. This constitutes a major milestone as the policies were years in the making. Saldate has committed to continuing discussions about improvements to the policies in the coming months.
  - c. Some changes to the Board's meeting schedule have been made. Sheriff Diggins was originally scheduled to join the Board meeting on August 19, and Chief Pazen on September 2. To accommodate Chief Pazen's schedule, he will join our meeting on August 19, and Sheriff Diggins will move to September 16.
  - d. Among other things, Chief Pazen wishes to discuss with the Board practices and initiatives to help reduce violent crime. He will provide violent crime data to the Board prior to our August 19 meeting.
6. The Board discussed the following matters with the Board's Nominating Committee:
  - a. Members of the Nominating Committee described their work and typical procedures.
  - b. Members of the Board discussed what kinds of skills and experiences would be particularly helpful for new Board members to have. Specifically, Board members noted that individuals with backgrounds or experience in academia, research, community organizing, public health, homelessness and housing, and/or anti-recidivism or re-entry work would be assets to the Board and the community.

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- c. Nominating Committee member Dede de Percin shared that she believes the Board’s meeting time during the workday makes it very difficult to recruit people who don’t have flexible work schedules.
  - d. Members of the Board identified several organizations that should be made aware of Board vacancies, such as the Latino Coalition, Second Chance Center, Colorado Criminal Justice Reform Coalition, and Remerge.
  - e. In response to a question about potential legislative changes to the nominating process for the COB, the Nominating Committee shared that they have not felt that the rules are hindering their ability to move forward. Rather, their greatest obstacle has historically been the relatively small number of applications they receive.
7. Richman invited members of the community to share their responses to four questions related to the hiring of the next Independent Monitor. No community members took advantage of the opportunity. Specifically, Richman posed the following questions:
  - a. What does the OIM do well?
  - b. What could the OIM do better?
  - c. What traits/experiences are important for the next Monitor to have?
  - d. What should be the next Monitor's top priorities?
8. The Board discussed the following administrative matters:
  - a. The Board has selected Sarah Moss, Inc. to assist the Board in its upcoming strategic planning meeting(s). Likely dates for the session(s) include August 13, 19, 20, September 2, 9, and 16.
  - b. Given Board member concerns, Administrator Daniel Van Schooten is re-working the original plan for an educational video about the COB and identifying additional options for a project with a broader scope.
9. Interim Independent Monitor Gregg Crittenden stated that he had a significant amount of material to share in executive session related to ongoing investigations and privileged material.
10. The Board adjourned to executive session at approximately 10:45 a.m. to discuss confidential disciplinary matters (in accordance with D.R.M.C. 2-34(a)).
11. The Board meeting adjourned at approximately 12:00 p.m.

**New Action Items:**

1. Assist the Nominating Committee’s recruiting efforts by spreading the word about COB vacancies (All)
2. Work with Sarah Moss, Inc. to identify the most appropriate date(s) for strategic planning meeting (Richman, Van Schooten)
3. Coordinate timeline for Board access to violent crime data with DPD ahead of the Board’s August 19 meeting (Van Schooten)
4. Develop a plan for a larger scale educational video focused on oversight of Denver’s law enforcement officers (Van Schooten)

**Pending Action Items:**

1. Reach out to EDOS Saldate for a status update on efforts to provide OIM with increased access to the police department's evidence.com database (Richman and Van Schooten)
2. Draft a list of outstanding Board concerns/comments related to PID policies (Van Schooten)
3. Create a draft skills matrix to assist the Nominating Committee in selecting new Board members (Richman)

**Present:** Terrance Carroll, Karen Collier, Larry Martinez, Julia Richman, Stefan Stein, Nick Webber

**Absent:** Nikki Braziel, Al Gardner

**Others present:** Daniel Van Schooten, Board Administrator  
Gregg Crittenden, Office of the Independent Monitor (OIM) Interim Independent Monitor  
Elise Rahn, Department of Public Safety (DOS) Community & Government Affairs Manager  
Armando Saldate III, DOS Executive Director



1. Chair Julia Richman called the meeting to order at 10:02 a.m.
2. The meeting minutes from July 15, 2022 were approved.
3. Richman made the following announcements:
  - a. As of August 4, the Independent Monitor position has been posted publicly and applications are being accepted. The position will be held open until it is filled.
  - b. Relatedly, with Councilmember Jamie Torres's election to Council leadership, she will no longer serve on the Screening Committee for the Independent Monitor and will be replaced by Councilmember Stacie Gilmore.
  - c. The Board meeting previously scheduled for August 19 has been cancelled and the Board will use that time to participate in the first of two strategic planning workshops. Chief Pazen was scheduled to attend the Board meeting on August 19 and will now attend the Board meeting on September 16.
  - d. The Board will be hosting a quarterly public forum at 6 pm next Tuesday, August 23 which will be attended by Sheriff Elias Diggins.
4. The Board discussed the following matters related to the July 17th police shooting at 20<sup>th</sup> and Larimer Streets with Executive Director Armando Saldate and Interim Monitor Gregg Crittenden:
  - a. Saldate provided an overview of the public details surrounding the police shooting and responded to issues raised by members of the media who expressed concerns about the Denver Police Department's (DPD) initial statement following the incident. Saldate confirmed that bystanders were shot by police officers along with the suspect who possessed but discarded a gun.
  - b. Saldate provided an overview of the investigatory process concerning the review of the officers' conduct that commences with a criminal investigation overseen by the District Attorney. Following the completion of the criminal investigation, an administrative investigation takes place conducted by Internal Affairs and monitored by OIM. If misconduct is found as a result of the administrative investigation, Saldate is ultimately responsible for making a decision regarding the appropriate discipline. However, the timing and extent of the administrative investigation will be impacted by whether any criminal charges are brought against the officers as a result of the criminal investigation.
  - c. Saldate shared that Denver has an existing Memorandum of Understanding (MOU) with several other law enforcement agencies to provide assistance when DPD's Major Crimes unit conducts a criminal investigation involving its own officers.
  - d. Crittenden shared that while the OIM is called to the scene immediately after a critical incident and is typically able to observe interviews conducted in connection with the

criminal investigation, OIM's involvement on the criminal side is minimal. The OIM plays a more significant role in the administrative investigation and review stages.

- e. Crittenden also shared that once the administrative investigation is complete, officer involved shootings go to a Use of Force Review Board where the OIM is able to be present but does not have a vote. Sometimes the Police Chief will direct additional review to be performed by the DPD's Conduct Review Bureau, after which the Chief makes a recommendation for discipline to the Executive Director of the Department of Public Safety.
  - f. Saldate added that this case will also go to a Tactics Review Board, which will evaluate whether changes should be made to DPD's tactics, policy, or training as a result of the shooting incident.
  - g. Saldate stated that the DOS will comply with the law requiring the release of video footage related to the incident (body worn camera and HALO footage) within 21 days unless the judge overseeing the criminal case against the suspect rules otherwise. The DOS currently expects to release the video footage on September 16.
  - h. Crittenden shared that there is no set process for when relevant footage from critical incidents is shared with the OIM, and Saldate agreed that it would be helpful to standardize that process.
5. Saldate then responded to a variety of questions from the community, clarifying the standards used when evaluating whether an officer's decision to fire their weapon was appropriate. He also discussed the ban on food trucks downtown, which he stated had been raised prior to the shooting and was done in order to decrease congestion downtown once the bars let out.
  6. The Board adjourned to executive session at approximately 11:15 a.m. to discuss confidential disciplinary matters (in accordance with D.R.M.C. 2-34(a)).
  7. The Board meeting adjourned at approximately 12:00 p.m.

**New Action Items:**

1. Establish a policy to standardize when and how the footage of critical incidents is shared with the OIM.

**Pending Action Items:**

1. Draft a list of outstanding Board concerns/comments related to PID policies (Van Schooten)
2. Develop a plan for a larger scale educational video focused on oversight of Denver's law enforcement officers (Van Schooten)



**DENVER**  
THE MILE HIGH CITY

### **Strategic Planning Workshop, Day 1**

**Present:** Karen Collier, Larry Martinez, Julia Richman, Stefan Stein, Nick Webber

**Absent:** Nikki Braziel, Terrance Carroll, Al Gardner

**Others present:** Daniel Van Schooten, Board Administrator  
Sarah Moss, Strategist, Sarah Moss, Inc.

1. Vice-Chair Nick Webber called the meeting to order at approximately 8:10 a.m.
2. Webber introduced the strategic planning facilitator, Sarah Moss.
3. Board members shared their backgrounds and why they joined the Citizen Oversight Board.
4. Board members participated in an activity identifying and sharing the values that motivated them to participate on the Board.
5. Board members identified decisions they have made in the past year and discussed how the decision-making process has worked and ways it can be improved.
6. Board members identified and discussed various criteria that should be evaluated when making strategic decisions and prioritizing the Board's limited resources.
7. Board members participated in a brainstorming activity to identify potential goals for the Board to pursue.
8. The Board meeting adjourned at approximately 12:00 p.m.

### **Strategic Planning Workshop, Day 2**

**Present:** Karen Collier, Larry Martinez, Julia Richman, Stefan Stein, Nick Webber

**Absent:** Nikki Braziel, Terrance Carroll, Al Gardner

**Others present:** Daniel Van Schooten, Board Administrator  
Sarah Moss, Strategist, Sarah Moss, Inc.

1. Chair Julia Richman called the meeting to order at approximately 12:30 pm.
2. Board members shared additional goals for the Board they thought of after the previous session.
3. Board members participated in an exercise practicing disagreement during a decision-making process.
4. Board members discussed the differences between a working board and an advisory board.
5. Board members discussed options for how to make the Board more accessible to less-privileged portions of the population, including potential changes to meeting times, holding in-person meetings in various city locations, generally increasing outreach efforts, and simplifying the application process to become a Board member.
6. Board members participated in a prioritization activity based on brainstormed goals from the previous day.
7. Board members unanimously voted in support of a motion to request that Denver’s Office of Human Resources initiate a pay study for the Independent Monitor position.
8. Board members worked on creating SMART (Specific, Measurable, Attainable, Relevant, Time-Bound) goals and took ownership of various priorities. This activity was not completed and the Board agreed to dedicate the October 7 regular meeting time to completing this activity and their strategic planning work.
9. The meeting was adjourned at approximately 4:30 pm.





**Present:** Terrance Carroll, Karen Collier, Julia Richman, Stefan Stein, Nick Webber

**Absent:** Nikki Braziel, Al Gardner, Larry Martinez

**Others present:** Daniel Van Schooten, Board Administrator  
Gregg Crittenden, Office of the Independent Monitor (OIM) Interim Independent Monitor  
Ron Thomas, Denver Police Department (DPD) Interim Chief of Police

1. Chair Julia Richman called the meeting to order at 10:05 a.m.
2. Richman shared that applications for the Independent Monitor position are still being accepted. As was anticipated by the recruiter, August was a slow month for recruiting. The Screening Committee will move forward with interviews once a certain threshold of high-quality candidates have been identified.
3. The meeting minutes from August 5, 19, and 20, 2022 were approved.
4. Richman announced that the Board currently has three vacancies and she encouraged interested members of the community to apply.
5. Richman announced that the Board will have a table at the cookout hosted by nonprofit Servicios de la Raza at Chaffee Park tomorrow, September 17, and encouraged members of the community to stop by.
6. The Board discussed several topics with Interim Chief of Police Ron Thomas:
  - a. Thomas shared that he began working for the police long before there was any civilian oversight, and he understands its value and welcomes it.
  - b. Thomas stated that he is working to improve the department's image and relationship with certain communities in Denver. He has already met with several community groups and expects to meet with others in the coming weeks.
  - c. Thomas emphasized the importance of taking equity of outcomes into account and for police officers to be sensitive to community members' lived experiences. He shared the example of a DPD officer who made a traffic stop involving Tay Anderson, a Denver Public Schools Board member. Anderson expressed his fear of being shot by police because he is Black. That fear was devalued by the officer.
  - d. Thomas shared that he believes most communities, including communities of color, want the same amount of police or more police, but they all want better police. Thomas intends to work towards a better educated and more professional department.
    - i. Thomas said that the DPD incentivizes associates and bachelor's degrees for its officers and may eventually incentivize master's degrees as well. The department also recently partnered with the University of Denver to provide leadership training for 100 officers each year.
    - ii. Thomas spoke to the challenges of ensuring that DPD officers receive excellent ongoing and refresher training while also struggling to maintain the level of service that the public expects.
    - iii. Thomas described the ongoing training requirements for various skills, including firearms, driving, and arrest control. He stated that the training includes a mix of

online and live-fire events. He highlighted the use of the VirTra system for simulating shoot/don't shoot scenarios for officers.

- e. Thomas pointed to a public facing dashboard that the District Attorney's office uses as a good example of demonstrating progress towards equity of outcomes to the community.
- f. Thomas shared that he is familiar with the 112 recommendations from the Task Force to Reimagine Policing and Public Safety and he participated in that group until the then-Executive Director of Public Safety withdrew DPD's involvement. He believes that many recommendations have already been implemented, the Department of Public Safety has taken them very seriously, and the city is continuing to explore how to best implement those that remain.
- g. Thomas declined to speculate as to the reasons for Denver's increasing crime rate, focusing instead on the challenge of addressing the situation as it is. One strategy he intends to pursue includes increasing the police presence in crime "hot spots." He stated that the increased presence would not necessarily lead to increased police contacts, but hopefully would contribute to a sense of safety. Thomas also highlighted that the Mayor recently proposed creating a public health team dedicated to these hotspots as well.
- h. When asked about recent state legislation felonizing the possession of fentanyl, Thomas stated that he was of "two minds" on this issue, but believes that the increased penalties serve as a deterrent. Thomas emphasized that he would focus enforcement on those who are dealing in fentanyl and preying on vulnerable populations.
  - i. Thomas acknowledged that the line between user and dealer is not always clear, and that the police need more support options for people with substance use issues. He highlighted existing options that DPD officers use, including the AID (Assessment-Intake-Diversion) Center, the Solutions Center, the LEAD (Law Enforcement Assisted Diversion) Program, and substance use navigators.
- i. Thomas is confident that, should Denver experience protests similar to those that occurred in the summer of 2020 after the murder of George Floyd, the DPD and any mutual aid partners would be prepared and able to handle such protests in the way the community expects.
- j. Thomas expressed that he is a strong supporter of alternative response models like STAR (Support Team Assisted Response) and similar programs like mental health co-responders and outreach case coordinators. Thomas said that police are not experts in many things, and that he is more than willing to partner with those who are better equipped to serve the community's needs for any given call.
  - i. Thomas also stated that there are opportunities to reduce negative contacts with the police without diminishing public safety.
- k. Thomas believes that the purpose of the majority of engagement between DPD officers and the unhoused community is to support the work of other departments. He does not believe that the encampments are healthy or safe places to be and sees the DPD's role as supporting the efforts of the Department of Transportation and Infrastructure (DOTI) and the Department of Public Health and Environment) as they clean the encampments. He also supports the mission of the Department of Housing Stability (HOST) as they work to help people obtain and maintain stable housing.

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7. The Board adjourned to executive session at approximately 11:00 a.m. to discuss confidential disciplinary matters (in accordance with D.R.M.C. 2-34(a)).
8. The Board meeting adjourned at approximately 12:00 p.m.

**New Action Items:**

N/A

**Pending Action Items:**

1. Draft a list of outstanding Board concerns/comments related to PID policies (Van Schooten)
2. Develop a plan for a larger scale educational video focused on oversight of Denver's law enforcement officers (Van Schooten)

**Strategic Planning Workshop, Day 3**

**Present:** Terrance Carroll, Karen Collier, Larry Martinez, Julia Richman, Stefan Stein

**Absent:** Nikki Braziel, Al Gardner, Nick Webber

**Others present:** Daniel Van Schooten, Board Administrator  
Sarah Moss, Strategist, Sarah Moss, Inc.



1. Chair Julia Richman called the meeting to order at approximately 10:03 a.m.
2. Richman shared an update on the hiring process for the next Independent Monitor.
3. Approval of the Meeting Minutes for September 16 was postponed to November 4.
4. Richman introduced the strategic planning facilitator, Sarah Moss, who led the Board's final strategic planning session.
  - a. Board members reviewed and reflected on the results of a previous strategic planning activity in which they shared the values that motivated them to participate on the Board.
  - b. Board members provided updates on the status of priorities identified during previous sessions, and identified likely next steps and timelines for those priorities.
  - c. A discussion around the expectations of Board members and whether the description in the current bylaws appropriately describe those expectations was postponed to future meeting date.
5. Board members briefly discussed options for adjusting their meeting schedule for 2023 and the benefit of having a tent when attending community events.
6. The Board meeting adjourned at approximately 12:00 p.m.



**Present:** Terrance Carroll, Larry Martinez, Julia Richman, Stefan Stein, Nick Webber

**Absent:** Nikki Braziel, Karen Collier, Al Gardner

**Others present:** Daniel Van Schooten, Board Administrator  
Gregg Crittenden, Office of the Independent Monitor (OIM) Interim Independent Monitor  
Elias Diggins, Denver Sheriff Department (DSD) Sheriff

1. Chair Julia Richman called the meeting to order at 10:03 a.m.
2. The Board discussed several topics with Sheriff Elias Diggins:
  - a. Diggins stated that the program to provide each inmate with tablets to use for entertainment, education, and communication should launch by late January or early February of 2023. There will be two versions of the tablet, one of which will be available to all inmates and an upgraded version that inmates have the option to pay a fee to use.
  - b. Diggins outlined his 4 part strategy to address staff recruitment and retention:
    - i. Overtime: All deputies not assigned to work on jail floors are currently automatically pre-scheduled to work one full day of overtime each month. In addition, all deputies are required to work a minimum of 6 hours of overtime each week. Sergeants have also been allowed to volunteer for overtime duty staffing jail floors.
    - ii. Pay: The DSD has received approval to increase the pay rates for staff, as well as provide retention bonuses. and morale boosting events such as food trucks
    - iii. Masking: After nearly two full years of being required to wear a mask at all times while on duty, the DSD's mandatory masking policy has been lifted, improving morale and retention.
    - iv. Streamlining recruitment: The DSD is exploring ways to streamline the academy training process, and has created a lateral academy with expedited training for individuals who have prior experience in other detention facilities. They have also created a "welcome back" program to more easily re-hire former employees, which has helped at least 7 individuals re-join the DSD.
  - c. The Board discussed the possibility of modifying the DSD Academy process to allow them to provide full Peace Officer Standards and Training (POST) certification for deputies in order to make the job more attractive and provide additional career opportunities to deputies.
  - d. Diggins provided additional details about several items in the DSD's budget request for 2023:
    - i. A \$425,000 request will allow for the dedication of a jail pod for inmates participating in a Medication Assisted Treatment (MAT) program, with associated programming and resources.
    - ii. A \$90,000 request to hire an X-Ray technician (through Denver Health) will allow the DSD to more easily and efficiently perform X-Rays on-site whenever needed.

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- iii. A \$1,250,000 request to purchase 22,000 COVID tests and hire two medical assistants will allow the DSD to efficiently administer COVID tests to all incoming inmates as well as administer COVID and flu vaccines on demand.
  - iv. A \$783,000 request to purchase 272 radios will allow all deputies to be issued their own radio, rather than having to relieve an on-duty deputy and take their radio. This will help reduce response times in emergencies and increase accountability for the equipment as each deputy will be responsible for the condition of their radio.
  - v. A \$150,000 request (annualized at \$300,000) for the addition of three people to the DSD's case management team will assist in recidivism reduction efforts and ensure the DSD's compliance with recent legislation
- e. Diggins discussed the DSD's overall one-year recidivism rate of 32% and how it is difficult to compare exactly with other jurisdictions. While most inmates are released within days, those that stay in custody for a longer period of time can participate in various programs that are intended to help reduce recidivism.
- i. The one-year recidivism rate for inmates that participate in the GED program is 53%.
  - ii. The one-year recidivism rate for inmates that participate in the Recovery in a Secure Environment (RISE) program is 51%.
  - iii. The one-year recidivism rate for inmates that participate in the job readiness program is 42%.
  - iv. The DSD does not yet have a full year of data for their new MAT pod and its associated programming.
- f. The Board broadly discussed the DSD's role in serving eviction papers with Diggins. Under Section 13-40-122 of Colorado State Constitution, the Sheriff is responsible for performing evictions, and the DSD has nine deputies in their civil unit which serves papers and performs evictions.
- i. Diggins highlighted the work of Denver Emergency Rental Assistance program for those at risk of eviction and shared his personal experience of being evicted when he was a child.
- g. Diggins was unable to share details about the status of the contract with Denver Health to provide health care services to inmates in 2023 as it has still not been finalized. He did state that he believes the new contract will give the DSD more authority over the behavior of subcontractors and medical staff within DSD facilities.
- h. Stating that a lawsuit has been filed related to the in-custody death of Leroy Taylor, Diggins declined to comment on whether the DSD has requested or received a copy of Denver Health's internal investigation into the incident.
3. The meeting minutes from September 16 and October 21 were approved.
4. Richman shared the following announcements:
- a. The Board initiated a pay study for the Independent Monitor position, which has now been completed. The study found that the Monitor's pay should be increased, and the formal approval process of that pay increase should be completed soon.

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- b. The Screening Committee has interviewed candidates for the Monitor position and moved finalist candidates forward to the Board. The Board will interview the finalists on 11/18 and then host events on the evenings of 11/29 and 11/30 where the community can interact with the candidates and provide the Board with their feedback.
  - c. The Board has two seats available that members of the community to apply for. The Board has a big agenda and will be publishing their strategic plan in shortly and would benefit from being at full strength moving forward.
5. The Board is engaging with a member of City Council about a potential ordinance change that is being considered which would streamline the appointment process by eliminating the Board's nominating committee and change the stipend structure for Board members. The Board deferred a formal vote of support until specific language has been introduced.
6. The Board discussed potential changes to their schedule for 2023, including meeting in person more often, getting out into the community more regularly, and potentially meeting in the afternoons or on other weekdays.
7. Interim Monitor Gregg Crittenden announced that the OIM had just hired a new deputy monitor, Melina Rozzisi who started this week.
8. The Board adjourned to executive session at approximately 11:15 a.m. to discuss confidential disciplinary matters (in accordance with D.R.M.C. 2-34(a)).
9. The Board meeting adjourned at 11:55 p.m.

**New Action Items:**

1. Share any scheduling constraints with other Board Members via email (All)

**Pending Action Items:**

1. Draft a list of outstanding Board concerns/comments related to PID policies (Van Schooten)
2. Develop a plan for a larger scale educational video focused on oversight of Denver's law enforcement officers (Van Schooten)

**Present:** Terrance Carroll, Karen Collier, Larry Martinez, Julia Richman, Stefan Stein, Ana Thallas, Nick Webber

**Absent:**

**Others present:** Daniel Van Schooten, Board Administrator  
Gregg Crittenden, Office of the Independent Monitor (OIM), Interim Independent Monitor  
Ron Thomas, Denver Police Department (DPD) Chief



1. Chair Julia Richman called the meeting to order at 10:02 a.m.
2. The meeting minutes from November 4 were approved.
3. New board member Ana Thallas introduced herself and was welcomed by the Board.
4. Richman shared the following announcements:
  - a. The Board has two open seats that members of the community may apply for. The Board has a big agenda and will be publishing their strategic plan shortly and would benefit from being at full strength moving forward.
  - b. The Board is thankful to the community groups that partnered with us to host two community forums this week featuring the finalists for the independent monitor position. The Board is also thankful to the hundred or so people who attended and asked good questions. Today's executive session will be dedicated to working through the next steps in the selection process.
5. Chief Ron Thomas provided the following information to the Board:
  - a. DPD application totals for the last four years:
    - i. 2018: 1,794
    - ii. 2019: 1,376
    - iii. 2020: 951
    - iv. 2021: 1,381
  - b. DPD Academy attendance rates are required to be 100%. If a recruit misses a class for any reason, it must be made up.
  - c. DPD officer turnover rates for the last four years:
    - i. 2018: 69
    - ii. 2019: 87
    - iii. 2020: 78
    - iv. 2021: 145
    - v. 2022: 120 as of November 11
  - d. Of the 145 officers who separated in 2021, all but 9 did so voluntarily – 2 died, 4 were dismissed due to COVID vaccine mandate, 2 were medical retirements, and 1 retired in lieu of discipline. The DPD did not ask officers who departed voluntarily whether their decision was influenced by new state police reform laws or the city's COVID policies, but to the best of Thomas' knowledge, none of these officers provided either reason as a justification for leaving.
  - e. Thomas does not have any objections to including audio in the 30-second buffer recordings for body-worn cameras, although it would result in additional data storage costs. He was unable to locate any DPD documents addressing any previous policy considerations related to buffered audio or video recordings.



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- f. Thomas shared that the DPD does not consider their current mutual aid agreements to be confidential or restricted from release. Although the agreements mention an appendix with coordinating instructions that are not attached to the mutual aid agreements, such coordinating instructions will be provided to responding officers prior to deployment.
- g. Thomas described his three priorities as Chief: reducing crime, reducing response times, and improving public trust.
  - i. The first two priorities are interconnected and heavily influenced by staffing. In addition to efforts to hire more officers, Thomas is working to identify and address crime hot spots which, if successful, would reduce overall workloads. Thomas has also made an effort to have fewer officers in non-response modes, is being intentional about making better use of overtime, and is working on identifying circumstances where reports can be taken over the phone, online, or handled by non-law enforcement first responders such as the Support Team Assisted Response (STAR) team and victim advocates.
  - ii. In order to build public trust, Thomas is focusing on transparency, and recently began holding weekly crime strategy briefings in public settings. These meetings allow the public to see “behind the curtain” and learn about the proactive steps the DPD is taking to improve safety in their neighborhoods. The meetings are not currently broadcast online but may be in the future.
- h. Thomas described the department as having a “new energy” under new leadership. He is doing things differently and shared an example of selecting two new commanders via a consistent and clear selection process rather than simply picking two people he believed would be best. He has also created a morale committee that represents each district and each division within the DPD. The committee meets regularly and will provide Thomas with a report of issues they have identified and potential changes that could be made to improve morale.
- i. In terms of responsiveness, or follow-up actions after a crime has been reported, Thomas has issued directives to detectives instructing them to reach out to complainants after they receive a report and after there are changes in the case’s status, to ensure that victims are kept aware of the process, even if there have been long periods of inactivity. Efforts at improving communication also apply to 911 calls that are assigned a lower priority and may take several hours for the police to respond. Managing caller expectations and providing explanations for delays can help build trust and avoid unnecessary frustrations. Thomas is actively working to shift the department’s culture to make responsiveness and customer service a higher priority.
- j. The Board engaged in a discussion with Thomas about the utility of traffic stops and whether there is value in decreasing or eliminating traffic stops in order to reduce negative interactions with police and allow more officers to respond to emergency calls. Thomas stated that he is open to continued conversations on the topic but believes that most traffic stops have a valuable safety component. However, he is actively exploring no longer enforcing jaywalking.
- k. Thomas spoke about the recruiting and training process for new officers:

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- i. There is currently no sign-up or retention bonus available to DPD officers like there is for the Sheriff Department.
  - ii. Thomas is starting a new program modeled after the “Before the Badge” program in Seattle. New recruits are taken around the city and introduced to various community groups in order to give them a sense of community dynamics and concerns in each neighborhood. The goal is to allow new officers to be more culturally aware of the communities they are being asked to police.
  - iii. New officers are not specifically examined for tattoos related to hate groups as part of the screening process, but there is a robust background check that includes social media searches and contacting a wide variety of previous contacts.
  - iv. Officers responsible for field training were required to re-apply for their positions a few years ago and must demonstrate the capacity to train the way the DPD wants. They are also re-evaluated annually to ensure that there aren’t rogue training officers who indoctrinate new recruits into an unhealthy culture by telling them to ignore everything they learned in the academy.
6. The Board adjourned to executive session at approximately 11:00 a.m. to discuss personnel matters that are exempt from open meetings rules under DRMC 2-33(c)(3).
7. The Board meeting adjourned at 11:45 p.m.

**New Action Items:**

N/A



**DENVER**  
THE MILE HIGH CITY

**Present:** Karen Collier, Larry Martinez, Julia Richman, Stefan Stein, Ana Thallas

**Absent:** Terrance Carroll, Nick Webber

**Others present:** Daniel Van Schooten, Board Administrator

Gregg Crittenden, Office of the Independent Monitor (OIM), Interim Independent Monitor

Arash Jahanian, COB Nominating Committee (partial)

Denise (Dede) de Percin, COB Nominating Committee (partial)

Elise Rahn, Department of Public Safety (DOS), Community & Government Affairs Manager (partial)

Armando Saldate, DOS, Executive Director (partial)

Tymesha Watkins, COB Nominating Committee (partial)

1. Chair Julia Richman called the meeting to order at 10:03 a.m.
2. The meeting minutes from December 2 were approved.
3. The selection of Lisabeth Castle to serve as the next Independent Monitor was ratified.
4. Richman shared the following announcements:
  - a. The Board has two open seats that members of the community may apply for. The Board has an extensive agenda, will be publishing their strategic plan shortly and would benefit from being at full strength moving forward.
  - b. The Board is thankful to the community groups that partnered with us during the Monitor selection process and provided their feedback.
5. Richman asked Board members to review the draft strategic plan prior to the Board's next meeting on January 6, 2023, and be prepared to discuss the execution of the plan moving forward.
6. Executive Director of Public Safety (EDOS) Armando Saldate discussed the following subjects with the Board:
  - a. He will begin a formal evaluation process to examine the potential costs or barriers to including audio in the 30-second buffer recordings of body worn cameras by Denver Police Department (DPD) officers.
  - b. Because of pending legal proceedings, Saldate declined to provide specific answers to several community questions related to the July 17<sup>th</sup> DPD shooting that left 6 bystanders injured. He acknowledged that these were important questions and emphasized that answers would come through the various pending court proceedings. Saldate did state that to his knowledge no settlements have been offered or paid by the DPD to any victims to date.
  - c. He shared that he had no knowledge of any final investigative report concerning the in-custody death of Leroy Taylor and has not seen Denver Health's internal report on the incident.
  - d. Saldate and the Board discussed the intake process for complaints against Denver Sheriff Department (DSD) deputies which are handled by the Public Integrity Division's (PID) Administrative Investigations Unit (AIU).
    - i. Saldate stated that the AIU refers some complaints back to the DSD for additional clarification so that AIU can make a more informed decision about whether to open a formal investigation. He also stated that service-related

- complaints (e.g., complaints about the food service, etc.) are referred back to DSD to address because they don't involve alleged misconduct by DSD deputies.
- ii. Saldate recently met with the DSD and the OIM about the OIM's concerns involving ~50 complaints that the AIU referred to the DSD. He acknowledged that there have been deficiencies in the process and the reasons for referring cases back to DSD have been unclear.
    1. Saldate shared that electronic checklists have been made for DSD supervisors to utilize in cases referred back to DSD, and there has been discussion about assigning specific sergeants to investigate these cases and providing them with additional training on how to do so.
    2. Saldate stated that DOS plans to utilize the "BlueTeam" function in IAPro to facilitate DSD investigators' reporting of their findings back to AIU. (BlueTeam is a module that allows front line officers to enter certain information about an incident into IAPro while protecting the confidentiality of other associated records related to the same incident.)
  - iii. If there is a disagreement between the OIM and the AIU about whether to open a formal investigation, the final decision will be made by Saldate.
- e. Saldate shared several updates related to the IAPro database that is utilized by the PID and the DPD.
    - i. Saldate sent two DOS staff members to an IAPro conference to learn how other jurisdictions are using the database in their organizations. Afterwards, he decided not to purchase another copy of the database for the DSD to use, but instead to utilize the "BlueTeam" capability within the database used by the PID.
    - ii. Last year's plans to be an early adopter of a new "public portal" IAPro module were put on hold, but Saldate plans to purchase and implement that capability in 2023.
  - f. Saldate is in the final stages of reviewing a draft policy requiring that the DPD upload footage of critical incidents (e.g., shootings) to IAPro immediately so that the OIM can promptly review it. The need for this policy was highlighted by the July 17<sup>th</sup> DPD shooting when the OIM did not have independent access to the footage until it was shared with the public.
7. The Board met with the COB's Nominating Committee and discussed the potential removal of the Committee from the nominating and appointment process for Board members.
    - a. The Board has concerns about the length of time it takes to appoint/replace Board members and the confusing nature of the process.
    - b. The Nominating Committee was created to limit the role of politics in the appointment process, but the role of politics has persisted. While no one present can resolve the political dynamics, we can work to reduce the overall length and complexity of the appointment process, and the Board can also work more directly with the appointing authorities (Mayor and City Council).
    - c. Recruitment for the COB is particularly challenging right now. Those challenges will not be addressed by eliminating the Nominating Committee but may be addressed by other steps the Board is taking, such as seeking to increase compensation for Board members.

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8. The Board adjourned to executive session at approximately 11:20 a.m. to discuss confidential disciplinary matters (in accordance with D.R.M.C. 2-34(a)).
9. The Board meeting adjourned at 12:00 p.m.

**New Action Items:**

1. Review the draft strategic plan and provide feedback as appropriate (All)
2. Contact Councilmember Robin Kniech to discuss next steps in amending the ordinance related to the Board's nominations, appointments, and stipends (Richman)