



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 23rd 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 23rd 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 27th, 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)