Minutes
DSD Reform Implementation Team
9/21/2015, 3:00pm-5:00pm
Location: PAB Conference Room #604

Present:
- Stephanie O’Malley
- Christopher M.A. Lujan
- Daelene Mix
- Shawn Smith
- Chad Sublet
- William Thomas
- Sheriff Elias Diggins
- Michael Jackson
- Rob Davis (phone)
- Brendan Hanlon (phone)

Agenda:
1. Approval of Minutes
2. Implementation Status Update
3. Discuss Implementation Plans
4. Next Steps/Open Forum

Discussion:
The meeting opened with a review of the minutes from the team meeting that was held on September 8, 2015, which were approved by the team with no changes.

Technology Action Team
William Thomas reported that the Technology Team continued working on implementation plans for assigned recommendations and has approximately five plans remaining to be submitted. Mr. Thomas then indicated that the Business Analysts will be working with Denver Sheriff Department and other staff to implement PowerDMS as a solution for the Department. Mr. Thomas also reported that the Telestaff implementation is on schedule and may require additional staff resources from DSD moving forward.

Human Resources Action Team
Christopher M.A. Lujan reported that the Human Resources Action Team will submit the implementation plan for 6.19 for approval and requested additional time for the Action Team to develop the implementation plans for recommendations 6.1 thru 6.11 based on the findings of the Rapid Improvement Event (RIE) that was conducted and on the team’s desire to develop a full business plan to address related considerations beyond the specific items identified in the assigned recommendations. Mr. Lujan then indicated that he will be out of office for the majority of October, during which time Laura Wachter will be leading the Action Team. Mr. Lujan then reported that the Action Team will adjust its schedule to bi-weekly meetings beginning October 5, 2015. Mr. Lujan then clarified that the RIE was conducted September 8-11, identifying 96 steps in the current hiring process that require an average of 186 days to complete. Mr. Lujan reported that the RIE placed emphasis on background checks and reduced the process activity to approximately 70 steps and decreased the average time to complete by approximately 30 days.
**Training Action Team**
Stephanie O’Malley reported that the Training Action Team continued progress by submitting 11 implementation plans during the previous week and committed to providing the remainder by September 25, 2015. Ms. O’Malley also reported that Shawn Smith provided the Staffing & Policy subgroup with the list of fiscal estimates that were accepted for inclusion in the Mayor’s 2016 budget request and that he would provide the same to the Staffing & Policy subgroup. Mr. Lujan requested that Mr. Smith also provide the list to the Human Resources Action Team with Mr. Smith indicating that he would do so via email. Ms. O’Malley then advised the Reform Implementation Team that many of the Training Action Team’s recommendations overlap with the Human Resources Action Team’s work and asked that the teams work together to ensure successful implementation.

**Staffing & Performance Optimization Action Team**
Brendan Hanlon reported that the Staffing & Performance Action Team meeting was cancelled the previous week to support work related to the 2016 budget process. Mr. Hanlon indicated that during its next meeting the Action Team will review its assigned recommendations to ascertain status and complete any additional required actions. The Action Team then discussed the need for ensuring all are aligned relative to the need for additional resources to support the implementation of Telestaff, along with potential approaches for providing related training to DSD staff. Mr. Hanlon then emphasized that the project was funded through I-Fund and any scope changes would need to be presented to the I-Fund committee.

**Use of Force and Internal Affairs Action Team**
Ms. O’Malley, on behalf of Nick Mitchell and Al LaCabe, reported that the Use of Force and Internal Affairs Action Team submitted implementation plans addressing approximately 60 of the Action Team’s assigned recommendations. Ms. O’Malley relayed that the plans would be advanced to OIR for review and feedback in the coming days. Ms. O’Malley then reported that the Action Team is currently working on revisions to the DSD Use of Force Policy as identified in various recommendations and is also evaluating the effects of recent legal opinions on the content of the policy. Ms. O’Malley indicated that the Action Team is also working on revisions to the DSD Discipline Matrix and updating the Mission and Guiding principles of the Department. Ms. O’Malley then informed the Implementation Team that the Action Team’s planned visit to Los Angeles had been postponed and will be rescheduled.

**Leadership, Supervision & Strategic Planning Action Team**
Shawn Smith reported that the Leadership, Supervision & Strategic Planning Action Team is working on two remaining implementation plans for submission by September 24, 2015. Mr. Smith indicated that Liz Lightfoot, the recruiter for the Department of Safety, met with members of the Action Team to assist with development of retention and succession planning components of their recommendations.

**Jail Management and Operations**
Sheriff Elias Diggins reported that DSD staff are currently developing timelines and benchmarking recommendations related to Jail Management and Operations. Sheriff Diggins indicated that these activities would be completed and submitted by September 24, 2015 and will align with the Goals & Objectives documents that were previously provided to Ms. O’Malley and
Mr. Smith. Sheriff Diggins then reported that the DSD will receive a cell-sense demonstration, which would provide a method by which cellular phones within DSD facilities could be detected, and that the Department is also working on improvements that would enable providing re-entry services to inmates at the point of entry into the jail.

Ms. O’Malley then informed the Implementation Team that, as indicated in an email sent by Mr. Smith, she has established a deadline of September 24, 2015 for all remaining implementation plans to be submitted for review by Hillard Heintze/OIR. Ms. O’Malley clarified that the deadline is intended to assist the effort in moving forward into the next steps of the implementation phase and provide the new Sheriff with the work completed to date to help inform his or her planning and work to support the implementation phase. Ms. O’Malley then indicated that she expects that the various Action Teams will continue meeting and working on implementation activities to ensure successful implementation of recommendations. Michael Jackson then inquired as to the status of the recruitment process for the new Sheriff and Ms. O’Malley updated the Action Team by indicating that the City continues engaging Hillard Heintze to facilitate the work of the selection committee. Ms. O’Malley then informed the Implementation Team that the Safety Department is currently in the process of hiring a Compliance/Audit Analyst that will support the DSD Reform effort by ensuring adequate completion of the activities identified within the implementation plans developed by the Action Teams.

Action Items:


Next Meeting: September 28, 2015, 3:00pm – 5:00pm
PAB Room #604