Minutes
DSD Reform Implementation Team
9/28/2015, 3:00pm-5:00pm
Location: PAB Conference Room #604

Present:
- Stephanie O’Malley
- Al LaCabe
- Brendan Hanlon (via phone)
- Nick Mitchell (via phone)
- Mike Jackson
- Simon Crittle
- Chad Sublet
- William Thomas
- Christopher M.A. Lujan
- Shawn Smith
- Rob Davis (via phone)

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

Discussion:
The meeting opened with a review of the minutes from the team meeting that was held on September 21, 2015, which were approved by the team with no changes.

Technology Action Team
William Thomas reported that implementation plans have been submitted for all but five of the assigned recommendations. Mr. Thomas indicated that this week, a Business Analyst was assigned to support the Telestaff implementation and that training guides are being developed for Telestaff use in the Denver Sheriff Department (DSD). Mr. Thomas then clarified that Technology Services (TS) is also doing an analysis to determine proper resource assignment and that an issue was identified related to the integration of Telestaff with the active directory. Mr. Thomas then indicated that CA.4, CA.5, CA.6, CA.8, OIM.5, and OIM.6 were provided to Division Chief Gary Wilson for development of implementation plans as these recommendations were not included in the remaining five recommendations being addressed by TS staff. Mr. Thomas then reported that a 250TB video storage solution will be purchased to support video needs of DSD. Stephanie O’Malley then relayed that it would be helpful to understand TS’s goals and timelines for assigned recommendations. Mike Jackson then asked whether issues with the “virtual clerk” have been addressed, specifying that the “virtual clerk” seems to create anomalies within inmate records. Mr. Thomas indicated that he would follow up on the status of this issue.

Training Action Team
Ms. O’Malley reported that the Technology Action team has submitted almost all implementation plans for assigned recommendations and are now completing revisions based on feedback received that will help improve the detail, timelines and measurable tactics associated with the implementation plans. Ms. O’Malley then indicated that the Technology Action team has temporarily suspended meeting for approximately three weeks, pending further guidance from
the Reform Implementation Team relative to timing of implementing recommendations assigned to the team.

**Human Resources Action Team**
Christopher M.A. Lujan reported that the Human Resources Action Team will meet this week to work on remaining implementation plans for recommendations related to recruitment activities of the DSD and will complete the implementation plans for 6.22, 6.23 and 6.25. Mr. Lujan then indicated that DSD, with support of the Department of Public Safety, the Human Resources Action Team and others has set a goal to hire 100 recruits to being academy classes in January 2016. Mr. Lujan specified that over 350 application have been received with the applicants currently undergoing testing and background checks. Mr. Lujan then reported that due to potential facility constraints of the current DSD Academy, various alternative locations are being explored to support the large class. Mr. Lujan also indicated that recruitment effort is targeting graduates of POST academies throughout the state as these applicants would complete a shorter academy class and could fill staffing gaps sooner than those who will complete the full academy class. Mr. Jackson then inquired as to the availability of Field Training Officers (FTOs) to support the large class and the Implementation Team members discussed various aspects of the FTO program including pay and current staffing levels.

**Use of Force and Internal Affairs Action Team**
Nick Mitchell reported that the Use of Force and Internal Affairs Action Team is continuing to develop remaining implementation plans for assigned recommendations, indicating that further work is focusing on improvements related to the detail and timelines associated with the implementation plans. Mr. Mitchell indicated that the updated implementation plans are expected in the current week with the goal of submitting them to Shawn Smith by the end of the week. Mr. Mitchell then reported that Action Team subgroups that have already completed implementation plans are focusing on completing the implementation steps included in the developed implementation plans, with both he and Al LaCabe advising members on policies and content thereof. Mr. Mitchell followed by indicating that the planned visit to Los Angeles by some members of the Action Team, which was previously cancelled, is planned for October pending schedule availability of members. Mr. LaCabe then reported that he completed training related to the creation of an internal audit team and obtained related policies that will support development of a foundation for such a team in DSD during 2016 with a staffing request to follow for 2017. Mr. LaCabe then responded to an inquiry from Ms. O’Malley, relaying that the Action Team’s goal is to develop a new Use of Force policy within the next 30-45 days and emphasized that training of DSD staff would be necessary prior to formally implementing the policy.

**Leadership, Supervision & Strategic Planning Action Team**
Shawn Smith reported that the Leadership, Supervision & Strategic Planning Action Team completed implementation plans for two recommendations related to creation of a mentorship program and development of a succession plan for DSD. Mr. Smith indicated that the Action Team is awaiting assistance and clarification from Hillard Heintze to support development of an implementation plan for recommendation 1.11.
Staffing & Performance Optimization Action Team
Brendan Hanlon reported that the Staffing & Performance Optimization Action Team met and reviewed assigned recommendations to determine completion of required action items. Mr. Hanlon specified that 10 of the recommendations are either complete or require additional review during the next budget cycle. Mr. Hanlon clarified that three of the recommendations are on hold pending the arrival of the new Sheriff and that the Action Team will continue meeting on a monthly basis moving forward and will review status of the recommendations along with various data points related to staffing within DSD as part of the future meetings.

Jail Management and Operations
Ms. O’Malley reported that the Sheriff has provided timelines for implementation of the Jail Management and Operations recommendations, which are currently being reviewed and incorporated for tracking.

Ms. O’Malley then relayed a request from the Training Action Team that the Implementation Team consider developing a master implementation plan to help address redundancies and timing of activities across the reform effort. The Implementation Team discussed potential methods for prioritizing and developing the requested plan, including budget considerations and Ms. O’Malley asked that members be prepared to discuss this request further during the next meeting.

Action Items:
1. Submit Implementation Plans developed to date – Ongoing

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