Minutes
DSD Reform Implementation Team
8/24/2015, 3:00pm-5:00pm
Location: PAB Conference Room #604

Present:

- Stephanie O’Malley
- Sheriff Elias Diggins
- Al LaCabe (via phone)
- Nick Mitchell (via phone)
- Shawn Smith
- Simon Crittle
- Daelene Mix
- Mike Jackson
- William Thomas
- Paul Lopez
- Rob Davis
- Christopher M.A. Lujan
- Chad Sublet
- Michael Wright (via phone)

Agenda:
1. Approval of Minutes
2. Review & discuss DSD Reform Fiscal Estimates
3. Implementation Status Update
4. Next Steps/Open Forum

Discussion:
The meeting opened with a review of the minutes from the team meeting that was held on August 17, 2015, which were approved by the team with no changes.

Technology Action Team
William Thomas reported that during the previous week the Technology Action Team assisted with the development of fiscal estimates for technology-related recommendations and met with members of the Denver Sheriff Department and Executive Director of Safety’s Office to discuss technology needs and status of current efforts. Mr. Thomas also indicated that the Action Team is working with the Technology Management Unit (TMU) to understand and define roles & responsibilities of TMU and Technology Services. Stephanie O’Malley then emphasized the need for and requested timelines associated with implementation of recommendations across the DSD Reform effort. Michael Wright followed with clarification that civilianization of TMU is dependent upon approval of new positions. The Action Team then discussed the status of implementing an early warning system and the need for DSD to fully define processes where systems will be integrated.

Staffing & Performance Optimization Action Team
Ms. O’Malley reported that during its last meeting, the Staffing & Performance Optimization Team discussed the shift configuration associated with posts run by DSD. Ms. O’Malley indicated that a lot of feedback was provided regarding the impacts staffing shortages have on the ability to fill scheduled shifts on either a 10-hour or 12-hour shift configuration. Ms. O’Malley then reported that after evaluating considerations for resiliency and wellness of employees, along with overtime, accreditation and the limitations of having the County Jail (COJL) and Downtown Detention Center (DDC) on different shift configurations, the Action Team reached consensus that the DDC should utilize a 10-hour shift configuration with some exceptions where shifts should be 8-hours to fulfill operational needs.
Leadership, Supervision & Strategic Planning Action Team
Ms. O’Malley reported that the Leadership, Supervision & Strategic Planning Action Team did not formally meet the previous week and instead focused on completion the action steps included in the team’s approved implementation plans. Ms. O’Malley indicated that the team is also working to incorporate feedback from Hillard Heintze into the implementation plans and associated approaches developed by the team.

Use of Force and Internal Affairs Action Team
Nick Mitchell reported that a member of the Phoenix Police Department attended the Use of Force and Internal Affairs Action Team’s meeting the previous week and provided the team with a presentation and opportunity to discuss the mechanics of establishing an internal audit team within DSD to help sustain reform improvements and ensure compliance with applicable standards across the Department. Mr. Mitchell further explained that considerations discussed with the Action Team included the staffing that would be needed and the functions that would be performed by the audit team. Al LaCabe then informed the Implementation Team that he met with staff members at the COJL and DSD Training Academy to discuss issues related to use of force ways to improve training.

Training Action Team
Shawn Smith reported that the Training Action Team utilized its previous meeting as an opportunity to obtain clarification from Hillard Heintze for recommendations assigned to the Action Team. Mr. Smith specified that Rob Davi discussed with the team the observations that resulted in the recommendations that appeared in the Hillard Heintze/OIR group report. Mr. Smith also reported that the Training Action Team members discussed the need for and recommended that a change management plan be developed for the entire DSD reform effort. Mr. Smith indicated that one of the Training Action Team subgroups had received a presentation from a local change management expert that the subgroup found very informing and assistive in the completion of implementation plans.

Human Resources Action Team
Christopher M.A. Lujan reported that the Human Resources Action Team is in the process of incorporating feedback from Hillard Heintze into the implementation plans developed by the Action Team. Mr. Lujan indicated that Mr. Davis attended the Action Team’s meeting on August 24 and clarified 35 different questions to help guide the team’s approach to implementation. Mr. Lujan then specified that the 2015 Employee Engagement Survey results would also be incorporated into the Action Team’s work and that the Action Team will work on implementation plans related to recruitment following a Rapid Improvement Event scheduled for early September.

Jail Management and Operations
Sheriff Elias Diggins reported that assigned DSD staff are identifying timelines and finalizing approaches for implementation of Jail Management and Operations recommendations. Sheriff Diggins that his next check-in with staff is scheduled in approximately 1.5 weeks and will focus on identifying status and ensuring progress has occurred.

Ms. O’Malley then expressed her thanks for the work that was put forth by all Action Team members in the development of fiscal estimates for DSD Reform recommendations. Ms. O’Malley reported that the fiscal estimates were advanced to the Mayor during DSD’s 2016 budget meeting the previous Friday and specified that Staffing, Training and capital considerations were communicated as priorities during the
meeting. The Implementation Team then discussed methods for ensuring that council members are informed regarding the work associated with DSD Reform. Daelene Mix then reported that she is compiling information from the Action Teams’ minutes to develop the upcoming 30-day report and indicated that a draft would be circulated by the end of the week. Ms. Mix indicated that final approval of the Implementation Team would be required by close of business on September 1, 2015 to ensure that the report is released on time.

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

**Next Meeting:**  
August 31, 2015, 3:00pm – 5:00pm  
PAB Room #604