Minutes
DSD Reform Implementation Team
8/31/2015, 3:00pm-5:00pm
Location: PAB Conference Room #604

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

Agenda:
1. Approval of Minutes
2. Implementation Status Update
3. Update status of 30-day report
4. Next Steps/Open Forum

Discussion:
The meeting opened with a review of the minutes from the team meeting that was held on August 24, 2015, which were approved by the team with no changes.

Technology Action Team
William Thomas reported that the Technology Action Team worked on a video storage solution for implementation and identified some concerns related to the amount of storage necessary to support policies of the Denver Sheriff Department. Mr. Thomas indicated that a recommendation and timeline for implementing a long-term storage plan including sufficient redundancies will be available at the next Reform Implementation Team meeting. Mr. Thomas then reported that work continues on the transition of duties from the DSD Technology Management Unit to Technical Services (TS), indicating that he is working with the Budget Management Director to identify the path forward for establishing the positions within TS. Mr. Thomas also indicate the assigned Business Analysts are continuing work that will help inform development of implementation plans which are planned for submission by the end of September.

Human Resources Action Team
Christopher M.A. Lujan reported that the Human Resources Action Team discussed and refined the implementation plan related to the Chaplaincy program to include feedback from Hillard Heintze. Mr. Lujan added that the Action Team is also working to complete six other implementation plans related to compensation and performance management, all of which are planned for submission by week’s end. Mr. Lujan then indicated that the Action Team will next focus on the mechanics of changing department orders to support many of the implementation plans associated with assigned recommendations. Mr. Lujan also reported that Shawn Smith met with the Action Team to provide an overview of how the Action Team’s work fits into the
entirety of the Reform Effort. The Implementation Team then discussed the retirement options available to DSD Staff including

**Training Action Team**
Stephanie O’Malley reported that the Training Action Team members requested a review of the fiscal estimates and priorities that were advanced for consideration in relation to recommendations assigned to the team. Ms. O’Malley specified that she and Mr. Smith provided the requested information and the context for how the Action Team estimates fit into the entirety of the budget request advanced to the major and explained the next steps that will occur as part of the 2016 budget process. Ms. O’Malley then indicated that the Training Action Team members are currently refining implementation plans based on feedback received from Hillard Heintze.

**Staffing & Performance Optimization Action Team**
Brendan Hanlon reported that the Staffing & Performance Action Team did not meet the previous week due to the time constraints associated with the 2016 budget process. Mr. Hanlon provided the Implementation Team with background information related to the proposals that were submitted and offered to provide additional information to the Implementation Team during the next scheduled meeting.

**Use of Force and Internal Affairs Action Team**
Al LaCabe reported that the Use of Force and Internal Affairs Action Team is focused on development of implementation plans for assigned recommendations and will continue that focus during the team’s next scheduled meeting. Nick Mitchell then reported that the Action Team is sending six people to Los Angeles in September to meet with the Los Angeles County Sheriff Department and gain an understanding of the Department’s force review panel and other considerations related to investigations of use of force with the goal of implementing a similar process within DSD. The Implementation Team discussed the planned visit and the value of conducting this type of visit to research and gain knowledge to help guide and inform implementation efforts related to DSD Reform. The Implementation Team also discussed the value of observing processes in place in other law enforcement agencies that have been implemented as a result of their own challenges. Mr. LaCabe then reported that several recommendations assigned to the Action Team are contingent upon the timing of training that will be required by the implementation plan.

**Leadership, Supervision & Strategic Planning Action Team**
Ms. O’Malley reported that the Leadership, Supervision & Strategic Planning Action Team has continued work on the steps identified in their approved action plans. This work is taking place outside of the team’s regularly scheduled action team meeting time. The action team will resume its regularly scheduled action team meeting near the end of September. Mr. Smith reported that the Action Team is placing additional focus on recommendations related to Leadership and on matters related to provisional assignments including the selection process and how best to communicate to DSD staff the qualifications required for each provision assignment.

**Jail Management and Operations**
Sheriff Elias Diggins reported that he will be meeting with assigned staff during the next week to review the Goals & Objectives documents that define work planned for Jail Management and
Operations recommendations and establish timelines for each of the recommendations. Sheriff Diggins then clarified that of the recommendations in the Jail Management and Operations categories require a more detailed plan for implementation than others and the DSD staff is working to ensure that the planned approaches are thoughtful and provide the highest likelihood of successful implementation.

The Implementation Team then reviewed and discussed a draft of the items planned for inclusion in the upcoming 30-day report. Daelene Mix provided an overview of the list, schedule for release and requested that the Implementation Team return any edits and additions by 12:00pm on September 2, 2015. The Implementation Team also discussed the method by which the report should include discussion regarding the 2016 budget request and the considerable effort put forth by members of the entire DSD Reform effort to support the request. Shawn Smith then informed the Implementation Team of his upcoming absence and indicated that Ms. Mix would be covering for him while he is out. Ms. Mix then provided a brief update regarding the recruitment process for the new Sheriff, indicating that first interviews have been scheduled for September.

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

**Next Meeting:** September 14, 2015, 3:00pm – 5:00pm  
PAB Room #604