Minutes
DSD Reform Leadership, Supervision & Strategic Planning Action Team
March 9, 2016, 3:30pm – 4:30pm
Location: Denver County Jail Conference Room

Present:
• Stephanie O’Malley
• Shawn Smith
• Patsy Hathaway
• Deputy Calvin Willingham
• Chief Connie Coyle
• Sergeant Steven Koch
• Sergeant Janelle Orozco

Agenda:
1. Approval of Minutes
2. Status Updates
3. Next Steps/Open Forum

Discussion:
The meeting opened with a review of the minutes from the Action Team meeting that was held on
February 24, 2016, which were approved by the team with no changes.

Chief Connie Coyle presented the draft DSD Strategic Plan for review by the Action Team and explained
that the Mission, Vision, and Values included in the plan were developed by the Use of Force & Internal
Affairs Action Team while the strategic plan itself was developed by DSD Command Staff with input
from other DSD staff. Chief Coyle indicated that the plan is intended to be simple and memorable and
focuses on staff, community and inmates, including the programs offered to inmates such as GED and
Community Reentry Program. Director O’Malley acknowledged the need for the Strategic Plan to be
simple and memorable but suggested that it be accompanied by a more complex internal version that
identified current state, specific goals and the plan to achieve the goals and measure progress. Patsy
Hathaway expressed concern regarding the SWOT analysis that was also presented with the Action Team
agreeing that it should be reviewed and revised to be more reflective of partnerships within the City.
Chief Coyle then reported that the implementation plans for recommendations 1.2 through 1.6 will be
revised and submitted based on the strategic plan. Sergeant Koch indicated that he obtained further
information regarding 2015 exit interviews, which he will provide during the Action Team’s next
meeting. Sergeant Koch also explained the DROP retirement program and indicated that he is still
exploring whether it may be an option for DSD. Shawn Smith reported that he is scheduled to meet with
Division Chief Elias Diggins and Rory Regan from the Budget & Management Office to being the analysis
of Sergeant span of control and the effects of changing shifts for the Sergeants.

Deputy Calvin Willingham relayed that Sergeant Antoinette Jones, who works in the DSD Accreditation
Unit, has offered to attend the next Action Team meeting to discuss the benefits of CALEA and provide
any information needed for recommendation TFT.19. Director Stephanie O’Malley then shared that she
received a suggestion that the Action Team consider reviewing the experience and education
requirements of the varying ranks in the department with the intent of ascertaining whether they are
representative of the skillsets needed by the DSD. Director O’Malley proposed that the Action Team
could develop multiple options for consideration in regards to this suggestion; the Action Team members
expressed their agreement to engage in the suggested review as proposed. Mr. Smith then reviewed the outstanding action items noted during the current and previous meeting.

**Action Items**

1. Implementation Plans for recommendations 1.2-1.6
2. Response for Recommendation TFT.19
3. Sergeant Shift Change analysis
4. Team Concept Analysis
5. Pay/Benefits comparison with other jurisdictions
6. Exit Interview Information

**Next Meeting:**  April 6, 2016, 3:30pm – 4:30pm
County Jail Conference Room