Minutes
DSD Reform Leadership, Supervision & Strategic Planning Action Team
April 6, 2016, 3:30pm – 4:30pm
Location: Denver County Jail Conference Room

Present:
• Stephanie O’Malley
• Shawn Smith
• Sheriff Patrick Firman
• Sergeant Steven Koch
• Captain Frank Rolando
• Captain Chris Brown
• Patsy Hathaway
• Deputy Calvin Willingham
• Deputy Denise VanDyke (via phone)
• Chief Connie Coyle

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 March 9, 2016, which were approved by the team with no changes.

Shawn Smith reported he received an update from Chief Connie Coyle indicating that the implementation plans for recommendations 1.2 through 1.6 are pending finalization of the DSD Strategic Plan. Sheriff Patrick Firman then presented an updated draft of the strategic plan and explained that the included SWOT analysis was intended to be an internal document to help guide the formation of the strategic plan. Sheriff Firman also explained that the strategic plan is intended to be designed in a manner that allows for memorability and quick understanding for internal and external stakeholders. Sheriff Firman then presented a draft of performance measurements that are supportive of the strategic plan and explained that the intention is for the measurements to help guide efforts and ascertain successful outcomes. Sergeant Steven Koch recommended that the measurements related to the timeliness of discipline case be improved to increase granularity and allow for greater understanding of the time that transpires between steps in the process. Sheriff Firman then requested recommendations for additional measures and suggestions to improve the community engagement performance measures proposed; Director Stephanie O’Malley suggested that specific measures be included to understand the DSD’s engagement with specific groups of the community including minority and other segments of the community. Patsy Hathaway then asked for clarification as to whether DSD has social workers that engage members of the community and provide assistance to inmate families; Chief Coyle indicated that this has not historically been a function performed by DSD social workers. Deputy Calvin Willingham then asked whether the Inmate Council groups provide feedback or information related to inmate altercations that occur in the facility including whether they suggest ways to prevent such altercations. Captain Frank Rolando indicated that the meeting minutes for Inmate Council groups have not included a reference to this type of information and Chief Coyle explained that providing such information may not be well regarded by inmates as they may view it as putting themselves at risk. Sheriff Firman suggested that perhaps a goal can be to reduce tension within the inmate population as part of the community engagement focus and explained that the inmates are part of DSD’s community.
Shawn Smith then explained that additional focus needs to be placed on developing the implementation plan for recommendation 1.11 to ensure that it represents a strategic approach for identifying leadership qualities of applicants during the recruitment process. Chief Coyle then shared that information about the assessment processes in use at several other jurisdictions has been obtained, which will be shared with other action team members for consideration as the assessment process is evaluated by the Action Team. Captain Frank Rolando then provided a summary of information pertaining to the benefits of CALEA and suggested that if CALEA membership is suggested for reconsideration, so too should other accreditations. Chief Coyle then explained that she received additional information pertaining to the benefits of accreditation and will forward the information for consideration by action team members. Deputy Denise VanDyke stated that she has also received feedback from various community members indicating their support for DSD’s continued membership and accreditation efforts and expressed concern that the Denver Police Department does not have accreditations.

Director O’Malley then explained that she received for approval a revision to the Department Order governing Specialty Units and Specialty Pay and returned it for further consideration by the Human Resources Action Team and the Leadership, Supervision & Strategic Planning Action Team. Director O’Malley provided a summary of the feedback provided for consideration and explained that she was concerned that the revisions did not adequately address the suggestions and concerns brought forward by members of the Leadership, Supervision & Strategic Planning Action Team. Additionally, Director O’Malley explained that she was also uncomfortable signing the Department Order as it has not been reviewed by the City Attorney’s Office. Captain Christopher Brown recommended that the selection committee composition defined in the Department Order be revised to include a member from the specialty unit applicable to the selection committee’s work. Sergeant Koch suggested that consideration also be given to either assigning alternates to the selection committee or providing additional guidance as to whether a quorum is sufficient for the selection committee’s work or if all members need to participate in a specific committee action. Captain Rolando suggested that the Department Order also consider a rating system to inform the staff as to how applicants should be rated to ensure consistency across the various specialty units. The Action Team then discussed how to incorporate such a rating system and how it would impact applicants to specialty units including whether there are any units which may require significantly different requirements than others.

Sergeant Steven Koch then provided a summary of the exit interview obtained from former employees who recently left the DSD and suggested that some of the information provides a baseline to help guide efforts moving forward. Shawn Smith then provided a status update on the Sergeant span of control analysis in progress, explaining that development of a model is in progress to help ascertain the current state and develop a well-thought out set of recommendations for consideration. Mr. Smith added that Division Chief Elias Diggins conducted a survey of representatives from over 40 large jails around the country to ascertain the span of control at each of those facilities and help inform the team’s work. Director O’Malley suggested that the current Sergeants be surveyed to understand the number of employees that they should supervise; Mr. Smith explained that the team working on the span of control analysis discussed posing such a question and received feedback suggesting that the team should avoid taking that approach to avoid conveying that the forgone conclusion or expectation is to either add or decrease Sergeant FTE. Deputy Calvin Willingham then shared that many Deputies would like additional time and attention from their supervisor but often have several different supervisors in a short amount of time, which reduces the effectiveness of feedback from the supervisor. Sheriff Firman suggested that consideration be given to asking Deputies what their expectations are relative to engaging
their Supervisor during a shift. Director O’Malley then stated that she did not agree that a survey of the Sergeants would demonstrate a commitment to change staffing such that the suggested span of control would be met and asked that the team reconsider conducting such a survey. Sergeant Koch asked for clarification as to whether DSD uniform staff will transition to the same review period timing as other civilian employees or if DSD uniform will continue to receive performance evaluations on their work anniversary date; Chief Coyle agreed to follow-up on this question. Director O’Malley emphasized that PEPRs (Performance Enhancement Plan Report) have a different impact on non-uniform employees because it can materially affect the employee’s pay whereas pay for uniform employees is set by the Collective Bargaining Agreement.

**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

**Next Meeting:** April 20, 2016, 3:30pm – 4:30pm  
County Jail Conference Room