



Minutes

DSD Reform Implementation Team

2/8/2016, 3:00pm-5:00pm

Location: PAB Conference Room #604

Present:

- Stephanie O'Malley
- Shawn Smith
- Chad Sublet
- Mike Jackson
- Division Chief Elias Diggins
- Christopher M.A. Lujan
- William Thomas
- Nick Mitchell (via phone)
- Angelo Trujillo (via phone)
- Brendan Hanlon (via phone)

Agenda:

1. Approval of Minutes
2. Implementation Status Update
3. Next Steps/Open Forum

Discussion:

The meeting opened with a review of the minutes from the team meeting that was held on January 25, 2016, which were approved by the team with no changes.

Technology Action Team

William Thomas reported that Telestaff successfully went live on January 31, 2016 and that no substantial issues have been identified. Mr. Thomas indicated that he has also advanced updated implementation plans for recommendations 7.4 and 7.8 for review and approval. Mike Jackson stated that he has received some negative feedback from DSD staff regarding the setup of Telestaff along with concerns that four Sergeants at the DDC have been assigned to run Telestaff. Mr. Jackson specified that the staff is now working "wherever" in the facility rather than primarily being assigned to the same area on a continuous basis. Mr. Jackson also expressed concerns that management of staff breaks seems to be more challenging now that Telestaff is in place.

Use of Force & Internal Affairs Action Team

Nick Mitchell reported that the Use of Force & Internal Affairs Action Team is awaiting OIR Group's review of the various draft documents that have been developed and will continue moving forward once feedback is received. Mr. Mitchell indicated that OIR has been in contact with us and has requested some additional information pertaining to the documents to aid in their review. Director Stephanie O'Malley questioned whether there is a hard deadline for completion of the review; Shawn Smith responded that OIR completes review of documents within 7-10 days and that he will follow up to communicate that the review needs to be complete. Mr. Mitchell indicated that if OIR Group cannot complete review of all of the documents this week, their review of the draft Use of Force policy needs to be of highest priority.

Human Resources Action Team

Christopher M.A. Lujan reported that the Human Resources Action Team submitted revised implementation plans addressing recommendations pertaining to recruitment (6.1 through 6.11) for approval and provided validation documents for several of the recommendations. Mr. Lujan indicated that the group of individuals focusing on recruitment of new DSD civilian positions met and developed a timeline and strategy for the positions, specifying that there are essentially three buckets in which the positions have been placed to help guide timing. Mr. Smith then shared his understanding that recruitment of positions in the DSD records unit will likely be phased in instead of hiring all positions at one time to reduce disruption to the unit's work. At the request of Director O'Malley, Mr. Lujan clarified that the IA Investigator positions referenced in his report are in addition to the vacant positions for which the DSD was previously recruiting. Mr. Lujan then stated that, in addition to the DSD civilian positions, the Department of Safety is actively recruiting two positions in Safety Human Resources including an HR Generalist and a DSD recruiter.

Mr. Smith then reported that the Training Action Team made a recommendation to reassign recommendation 5.16 to the Use of Force and Internal Affairs Action Team, however, after discussion with Mr. Mitchell and Mr. Lujan, Mr. Smith suggested that the HR Action Team may already be addressing the recommendation in their work. Mr. Lujan then confirmed that recommendation 5.16 goes hand-in-hand with recommendations 6.26 through 6.29 and, therefore, the HR Action Team will include recommendation 5.16 in its work. Mr. Lujan then reported that the team addressing analysis and implementation of an Early Intervention System (EIS) has met on two occasions and will be focused on ensuring a system is in place by the June deadline. Mr. Mitchell inquired as to the membership of the team; Mr. Lujan provided reviewed a list of the members and Mr. Mitchell requested that his office be included on the team. Mr. Jackson indicated that a union board representative should also be on the team. Mr. Thomas then asked how quickly a decision will be made by the Team as to whether the existing system, Blue Team, will be utilized or, alternatively, if a new system will be procured to fill this need. Mr. Lujan responded that the decision will be made relatively soon to support the aforementioned timelines. Director O'Malley then asked Mr. Lujan to follow-up with Mr. Mitchell and Mr. Jackson regarding membership on the team addressing EIS.

Staffing & Performance Optimization Action Team

Brendan Hanlon reported that he and Sheriff Firman signed the Memorandum of Understanding (MOU) between the DSD and BMO documenting the agreed-upon process for reporting and calculating staffing related figures to inform the 2017 budget process. Mr. Hanlon indicated that the process will require a lot of work in the April/May 2016 timeframe and that a finalized budget post matrix update process has been put in place to help guide the Action Team's work. Mr. Hanlon indicated that the Action Team's next meeting will include review of vacant positions, current overtime and other considerations pertaining to DSD staffing.

Training Action Team

Mr. Smith reported that the committee formed to address recommendations 5.9 and 5.11 has been convened and has established a baseline understanding of the lethal and less-lethal weapons currently deployed in the DSD. Mr. Smith specified that the committee is also reviewing related policies, including a current policy that was put in place before TASERS were widely deployed in

the Department and allowed employees to purchase their own TASERs as opposed to the DSD providing them. Mr. Smith then shared a concern that was discussed during the Training Action Team's previous meeting regarding whether the 2016 training plan has been adequately reviewed to ensure that training needs associated with DSD Reform have been addressed. Mr. Smith indicated that DSD reviewed DSD Reform training needs in December to help guide development of the Training plan but another meeting has been scheduled to ensure the plan is adequate. Mr. Jackson then asked whether the curriculum and timing have been established for 2016 In-Service Training; Mr. Smith indicated that he was unsure and would follow-up on the question during the scheduled meeting. Mr. Lujan then expressed concern that training plans are not getting communicated to the line-level staff in DSD so Deputies and others are unaware of training opportunities and/or requirements to attend training. Mr. Jackson added that many Deputies do not know who their "PEPR" Sergeant is because Sergeants are transferred and the Deputies are not informed regarding to what Sergeant they are reassigned. Mr. Jackson clarified that this issue also affects civilian employees in the Department. Director O'Malley stated that she will discuss these issues with Sheriff Firman so that they can be addressed.

Leadership Action Team

Mr. Smith reported that representatives from OHR will attend the Leadership Action Team's next meeting to provide information in support of developing an implementation plan for recommendation 1.11. Mr. Smith also indicated that during the last Action Team meeting, members continued discussing way to improve retention including potential recommendations for adjusting the Deputy pay structure and exploring opportunities to improve benefits. Mr. Jackson indicated that these actions would not address the issue as pay isn't the problem with retention. Mr. Jackson specified that he believes the issue is lack of mentorship and concrete career paths that define expectations for Deputies, including the opportunities to promote into higher ranks. Mr. Jackson also indicated that because DSD staff are CSA employees and, therefore, have access to DERP, any changes to benefits would have to be applied to all CSA employees within the City and not just DSD. Mr. Smith responded that the Action Team has discussed the CSA employee requirements and members were seeking information to fully understand how changes would affect CSA employees.

Jail Management & Operations

Division Chief Elias Diggins reported that eight additional Goals & Objectives (G&Os) forms were developed and forwarded to Mr. Smith based on a discussion between Sheriff Firman and Mr. Smith. Chief Diggins clarified that, once timelines are developed for the G&Os, those would be provided to Mr. Smith to accompany review and approval. Chief Diggins indicated that several other G&Os were revised to reflect feedback previously provided by Director O'Malley and that timelines and assigned leads would be revised based on the new organizational structure that has been instituted in the Department.

Angelo Trujillo reported that 24 implementation plans are pending validation and shared some concern regarding the presence and participation of supervisors while he is interviewing Deputies to validate a requirement along with a concern that he is not receiving information or responses from DSD staff in a timely manner. Mr. Trujillo clarified that in once instance, a Supervisor "lead" the Deputy's response to some questions so another Deputy was selected for interview. Mr. Trujillo reported that six implementation plans have passed validation and have been forwarded for review and approval by

Sheriff Firman and Director O'Malley. Mr. Trujillo then indicated that five implementation plans have not passed validation due, in part, to policies that were not updated in accordance with the plan and/or DSD staff not knowing or understanding some requirements. Mr. Lujan expressed concern with Supervisor leading responses from Deputies to questions raised during the validation process; Director O'Malley stated that she will follow-up and discuss this issue with Sheriff Firman so that it can be addressed. Mr. Trujillo then reported that he will be focusing on recommendations from the Denver Auditor to ensure compliance with the recommendations

Action Items:

1. Submit remaining implementation plans

Next Meeting: February 22, 2016, 3:00pm - 5:00pm
PAB Room #604