Minutes
DSD Reform Implementation Team
3/7/2016, 3:00pm-5:00pm
Location: PAB Conference Room #604

Present:
- Stephanie O’Malley
- Shawn Smith
- Rory Regan (via phone)
- Angelo Trujillo
- Christopher M.A. Lujan
- William Thomas
- Mike Jackson
- Nick Mitchell (via phone)
- Chad Sublet (via phone)
- Daelene Mix
- Division Chief Elias Diggins

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 February 22, 2016, which were approved by the team with no changes.

Staffing & Performance Optimization Action Team
Rory Regan reported that the Staffing & Performance Optimization Action Team’s work is focused on the 2017 budget season including reviews of outstanding civilianization proposals. Additionally, Mr. Regan indicated that he, Division Chief Elias Diggins and Shawn Smith will be meeting in the coming week to begin an analysis of the span of control of Sergeants in the Denver Sheriff Department. The analysis will include a baseline of current state, comparison to best practices and an analysis of changing Sergeant shifts to a standard 10-hour length. Mr. Regan indicated that, upon completion, the analysis will be presented to the Action Team for consideration in its work related to the 2017 budget season. At the request of Director Stephanie O’Malley, Mr. Regan reported that at its next meeting the Action Team will review one applicable reply in response to the Request for Information that was posted to obtain information as to the viability of privatizing the functions performed at the DSD Vehicle Impound Facility.

Technology Action Team
William Thomas provided the following status update pertaining to positions approved for hire in Technology Services (TS) and DSD:
- Database Analyst (TS) – Offer has been extended to selected candidate
- Crystal Reports Analyst (TS) – Offer accepted; start date in April
- Project Manager (TS) – Offer accepted; person has begun work
- IT Executive (DSD) – Job to be posted within 48 hours
- Business Analyst (TS) – TBD
Mike Jackson asked for clarification regarding the reporting roles for the positions and Mr. Thomas stated that the TS positions will be assigned solely to support of DSD. Mr. Jackson then asked whether Telestaff will show accrual banks (i.e. leave balances) for employees; Mr. Thomas indicated that the functionality may be part of the second phase of implementation but he will follow-up on this and Mr. Jackson’s question from the previous meeting.

**Human Resources Action Team**

Christopher M.A. Lujan reported that recommendations 6.22 thru 6.31 have been implemented and are ready for the validation process to begin. Mr. Lujan then reported that the new dedicated DSD recruiter assigned to Safety HR has accepted an offer and will begin work on March 14, 2016. In addition, Mr. Lujan indicated that in relation to the vacant IAB Civilian Investigator positions, one person has accepted an offer, two conditional offers are outstanding, one candidate is in the background check process, one person withdrew from consideration and one person was removed from further consideration. Mr. Lujan then indicated that approval has been obtained for an 80 person recruit class to being in June with 24 of the 80 positions filled by those who deferred from previous academies and those to whom offers were made for the June academy. Mr. Lujan clarified that 190 candidates are in the applicant “pipeline” with final recommended applicants due to Director O’Malley during the second week of May. In support of the academy class, Mr. Lujan indicated that a team of individuals is meeting weekly to ensure the process remains on track. Director O’Malley inquired as to how approval was obtained to run the class with 80 personnel; Mr. Lujan stated that the request to increase the class from 67 to 80 recruits was made by DSD staff to “front-load” the remainder of the approved FTE additions and the request was approved by BMO. Mr. Regan indicated that a bottom line addition of 200 recruits was approved in the 2016 budget so BMO approved the request to increase the class size with the understanding that the third class in 2016 will be sized in keeping with the annual approval. Mr. Jackson inquired as to whether the new recruiter that was hired was replacing the existing DSD recruiter; Mr. Lujan clarified that the position is in addition to the existing recruiter.

**Use of Force and Internal Affairs Action Team**

Nick Mitchell reported that during the previous week the Use of Force and Internal Affairs Action Team subgroups continued work on assigned policies and procedures. Mr. Mitchell indicated that feedback and additional work by OIR pertaining to the policies has been received and is being reviewed to inform the final document edits with a plan for the final draft of the updated Use of Force policy estimated to be ready by COB (March 7, 2016). Mr. Mitchell also reported that due to unforeseen circumstances, several individuals are providing support to assist with policy revisions and curriculum development for the upcoming Use of Force Policy and Discipline Handbook training that is scheduled to begin by the end of the month; the Action Team is also evaluating whether circumstances require that the training start date be delayed. Mr. Jackson then inquired as to when the draft Use of Force Policy would be available for his review; Mr. Mitchell responded that it would be presented during the next Action Team meeting and Mr. Jackson indicated he will be in attendance.

**Jail Management & Operations**

Division Chief Elias Diggins reported all Goals & Objectives documents are being converted to the standard Implementation Plan format to better guide activities and timelines associated with implementation. Chief Diggins then presented a draft form that will used by DSD staff to report
that a recommendation has been implemented and is ready for validation; upon completion, the form will be forwarded for review and approval by the Sheriff and will then be sent to Mr. Smith to formally initiate the validation process. Chief Diggins then presented a form that has been created to assist the Research & Development unit with tracking requests for changes to policies, procedures and other documents managed by the unit. Mr. Jackson then asked what the implementation plan is for mental health staff; Chief Diggins indicated that Denver Health added additional mental health staff in 2016 and is considering whether additional staff should be requested for 2017.

Angelo Trujillo reported that of the 25 recommendations that were previously identified as pending validation, 10 were completed and fully passed validation, three have been validated and have been forwarded for approval by Sheriff Firman and Director O’Malley, five are still being evaluated and seven did not pass validation due to unsuccessful interviews of staff, policies and procedures that are not consistent across the DSD facilities and inadequate other documentation required for validation. Director O’Malley then reported that during recent reviews of draft implementation plans, she has noted that several have contained conclusion statements instead of implementation steps and measures and asked that they be revised to ensure they establish a plan for implementing the noted recommendation. At Mr. Lujan’s request, Mr. Trujillo clarified that with regard to unsuccessful interviews, staff members were unable to accurately convey the subject policy and procedure requirements as they relate to a specific topic. Director O’Malley stated that she believes that this type of failure is likely a failure to communicate changes in policy and/or procedures to line-level staff and requested that Mr. Trujillo inform the Reform Implementation Team of any such failures that occur during the validation process.

Daelene Mix reported that the latest report to the community was released earlier in the day and that a story was published in the media during the previous week pertaining to the Sheriff’s presentation on the Reform effort to City Council. Ms. Mix also indicated that she is working with Simon Crittle to identify methods by which internal communication can be improved in the DSD. Mr. Lujan then provided a summary of the Sheriff’s presentation to council and indicated that there were requests for information made by Councilmembers.

**Action Items:**
1. Submit remaining implementation plans
2. 2016 In-Service Training Changes – May 1, 2016

**Next Meeting:** March 14, 2016, 3:00pm – 5:00pm
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