



## Minutes

### DSD Reform (Staffing and Performance Optimization)

2/18/2016, 2pm-3pm

Location: Webb 10.E.1

#### Present:

- Sheriff Patrick Firman
- Jennifer Jacobson
- Brendan Hanlon
- Chief Elias Diggins
- Rory Regan
- Shawn Smith
- Laura Wachter
- Mark Valentine

#### Agenda:

1. Review minutes from 1.29 session
2. Status of civilianization efforts
3. Check-in on civilian hiring
4. Outstanding implementation items review

#### Discussion:

The meeting began with a review of the 1.29 draft minutes. Mr. Hanlon suggested adding more explanation and background as to the vehicle impound facility civilianization proposal as well as the proposal to close the work release program. Mr. Regan agreed to incorporate those elements and distribute another version to the group.

Mr. Regan distributed a copy of the latest civilianization proposal tracking document. Ms. Wachter provided an update on the request for information (RFI) process for potentially privatizing sworn functions at the vehicle impound facility. The RFI yielded four respondents, but only one of these may meet the City's needs, since the other three are of the software solution variety. Ms. Wachter plans to bring the response from the potentially viable solution back to the committee at its next meeting in March. Mr. Hanlon reminded attendees that the RFI is an exploratory process and therefore does not guarantee funding.

Ms. Wachter also informed the group that the Technology Management Unit civilianization proposal (hiring one IT Manager in lieu of the three sworn individuals currently staffing the unit) may require modification. What that entails is unknown, but there may be a request during the 2017 budget process to increase the number of civilians hired for this unit.

Mr. Regan informed the group of the approval to convert a new, DSD-oriented HR position approved via the 2016 budget process into a Deputy Sheriff wellness coordination role. This news, as well as the distribution of a sheet displaying the status of hiring new civilian positions in 2016, prompted a discussion on the proper role of the staffing and performance optimization committee vis-à-vis general, non-reform staffing issues. Some attendees commented that it is not the purpose of the committee to validate every individual staff request. Others suggested that as reform efforts are still very much in process, it makes sense for the group to screen most requests, especially with the 2017 budget process fast approaching. Mr. Hanlon offered that the group perform the latter role for the balance of 2016; after that period, the committee's role would naturally reduce. As Sheriff Firman and Mr. Smith noted, the reform efforts eventually require completion, meaning it's not in anyone's interest to continue screening all staff requests in perpetuity.

Mr. Smith briefed the group on three outstanding implementation plans requiring completion. The first concerns the proper span of control for sergeants. With the 2017 budget cycle approaching, an understanding of what is right will be needed, if, as expected, there is a budget impact resulting from the findings. Mr. Smith explained that he and Mr. Regan have pulled a current state based on data provided by the department, but the question remains as to what the appropriate future state is. Sheriff Firman commented that the span of control will likely vary depending on the nature of the assignment. Although the discussion produced a comment that there are third-party consultants who specialize in this kind of work, Sheriff Firman expressed an opinion that the City tackle the project in-house. To that end, Mr. Smith and Mr. Regan pledged to work with Chief Diggins on developing a recommendation by May.

Another recommendation concerns adding a corporal rank to DSD's staff structure. A corporal position may fulfill two functions: 1) as Ms. Jacobson explained, this rank could be dedicated to some manner of work within Internal Affairs; and/or 2) the rank would serve as full-time Field Training Officers. Ms. Jacobson explained that a decision to add a new rank is best served during collective bargaining discussions.

The final outstanding recommendation concerns changing the employee break structure at the Downtown Detention Center (DDC) to a first break of 45 minutes and a second break of 15 minutes. Rearranging break schedules may incur a budget impact because the manner in which posts are staffed would require modification, thereby potentially altering the shift relief factor. Complicating the recommendation is the recent change from 12 to 10 hour shifts at the DDC; Captain Johnson reported that anecdotally, the transition has received mixed reviews from sworn staff, although he cautioned that a change of this type can take a little while to get used to. Mr. Smith commented that an implementation plan for this recommendation would be created and brought back before the committee. Sheriff Firman asked that whatever recommendation is eventually proposed, that it incorporate wellness considerations for the staff.

**Next Meeting:**

Thursday, March 18, 2-3pm

Location: Room 10.E.1, Wellington Webb Building