Minutes
DSD Reform Implementation Team
11/2/2015, 3:00pm-4:00pm
Location: PAB Conference Room #604

Present:
- Stephanie O’Malley
- Shawn Smith
- Chad Sublet
- Rob Davis (via phone)
- Michael Wright (via phone)
- Mike Jackson
- Al LaCabe
- Christopher M.A. Lujan
- Brendan Hanlon (via phone)
- Chief Elias Diggins
- Councilman Paul Lopez (via phone)
- Sheriff Patrick Firman
- Simon Crittle
- Daelene Mix

Agenda:
1. Approval of Minutes
2. Implementation Status Update
3. Discuss Implementation Master Plan Next Steps
4. Discuss Community Report & Forum
5. Next Steps/Open Forum

Discussion:
The meeting opened with a review of the minutes from the team meeting that was held on October 26, 2015, which were approved by the team with no changes.

Technology Action Team
Michael Wright reported that the Technology Action Team is meeting with the Denver Sheriff Department Technology Management Unit (TMU) to discuss roles and responsibilities of both TMU and Technology Services personnel that will guide future support and administration of technology solutions used by DSD. Mr. Wright also reported that the Action Team will be scheduling a meeting with DSD and Department of Safety staff regarding new positions that have been included in the 2016 budget request and will continue to work on revisions to the Action Team’s implementation plans to support submission for final approval.

Use of Force and Internal Affairs Action Team
Al LaCabe reported that Executive Director Stephanie O’Malley met with the Use of Force and Internal Affairs Action Team during the previous week and discussed a variety of concerns expressed by members of the Action Team. Mr. LaCabe then indicated that feedback from OIR Group will be provided to Action Team members to aid in revising implementation plans that have been developed by the Action Team. Mr. LaCabe also reported that work continues on the DRAFT Use of Force policy and Seattle Police Department has agreed to share training materials with Denver to aid in training efforts related to the new policy. At Mr. LaCabe’s request for a status update, Rob Davis indicated that Hillard Heintze is continuing to work on identifying other jurisdictions that utilize a force review process and those that utilize a critical incident review process, specifying that these two processes are distinct and serve different purposes within an organization. Ms. O’Malley then clarified that the critical incident review process
focuses on how an incident occurred rather than having a focus of placing blame. Ms. O’Malley then indicated that in her review of implementation plans submitted by various Action Teams to date, she has noted that additional attention should be paid toward establishing metrics and measurement of successful implementation, including a method for measuring the effectiveness of changes included in the plans.

**Human Resources**
Christopher M.A. Lujan reported that the Human Resources Action Team reviewed status of planned actions identified in the Action Team’s implementation plans. Mr. Lujan also reported that Sheriff Firman will attend the Action Team’s next meeting to provide his vision to the team and to allow the Action Team members to brief him on their work. Shawn Smith then requested an update from Hillard Heintze regarding their review of implementation plans for recommendations 6.1 thru 6.11; Mr. Davis indicated that Hillard Heintze was planning to provide them the following day. Mr. Lujan then provided an update regarding the “Mega Class” recruitment effort, indicating that the academy is planned to being the first full week of January 2016. Upon request by Councilman Lopez, Ms. O’Malley clarified that this recruitment is focused on entry level applicants to bolster the staffing shortage among DSD Deputies.

**Staffing & Performance Optimization**
Brendan Hanlon reported that the Staffing & Performance Optimization Action Team met and is now working to develop an updated budget post matrix to include new posts and positions that are included in the 2016 budget request. Mr. Hanlon further indicated that the Action Team members are developing unit based staffing documents to allow DSD supervisors the opportunity to review and understand their budgeted staffing complement. Mr. Hanlon clarified that the documents will also reflect the planned timing for creation of additional posts/positions in each unit so that unit leaders understand the strategic approach planned for the creation of new positions. Mr. Hanlon then indicated that the Action Team will be using a relief factor of 5.13, as calculated by Hillard Heintze, in its calculation of staffing needs; this determination was made based on the decision to full fund academy classes as a separate budget line item thereby removing this consideration from the calculation. Chief Elias Diggins then recommended that a Memorandum of Understanding be developed to memorialize the relief factor and plan for funding future academies, with which Mr. Hanlon agreed.

**Jail Management and Operations**
Chief Diggins reported that the Research & Development unit is working on updates to policies and procedures that are required to continue forward with implementation of various recommendations. Ms. O’Malley then requested that DSD determine whether there are any resources issues affecting the R&D unit’s throughput and that DSD ensure the City Attorney’s Office is consulted for policy changes.

Mr. Smith then provide an update on the status of implementation plans according to his record. Ms. O’Malley then reported that no additional feedback regarding the DRAFT Implementation Matrix was received so the plan will be finalized and distributed to the Implementation Team members. Ms. O’Malley then requested that Sheriff Firman and the DSD Team develop a plan for addressing training needs associated with DSD Reform to which Sheriff Firman indicated that he would be meeting with his staff to address this need. Ms. O’Malley then reported that an offer has been made for the Compliance

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Project Manager position in her office and clarified that the incumbent will work in tandem with Mr. Smith on the Reform effort.

Daelene Mix then indicated that the agenda has been set for the upcoming Community Forum, scheduled for 6:00PM on November 4, 2015, and will include “Q&A” to provide the opportunity for community members to interact with Sheriff Firman. Ms. O’Malley then stated that it was important for members of the Implementation Team to be present for the forum and encouraged everyone to attend.

**Action Items:**

1. Submit remaining Implementation Plans for HH/OIR review

**Next Meeting:** November 16, 2015, 3:00pm – 4:00pm
   PAB Room #604