



Minutes

DSD Reform Implementation Team

7/6/2015, 3:00pm-5:00pm

Location: EDOS Conference Room #302

Present:

- Stephanie O'Malley
- Sheriff Elias Diggins
- Nick Mitchell
- Scott Martinez
- Michael Jackson
- Shawn Smith
- Christopher M.A. Lujan
- Brendan Hanlon
- Daelene Mix
- Simon Crittle
- Frank Daidone

Agenda:

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

Discussion:

The meeting opened with a review of the minutes from the team meeting that was held on June 29, 2015, which were unanimously approved by the team with no changes.

The team then received status updates regarding work completed to date.

Technology Action Team

Frank Daidone provided an update to the Implementation Team related to actions taken by Technology Services in support of the Technology Action Team including the hiring of two analysts to focus on the DSD Reform effort and the impending hiring of a Safety Program Manager who will initially focus on DSD Reform recommendations and will then move to supporting Technology needs across the Department of Public Safety. Mr. Daidone also specified that Mike Wright has also been tasked with assisting Reform committee/action team work with an initial priority of addressing the implementation of scheduling software. Scott Martinez further clarified that the two analysts will assist in identifying high-priority technology projects, as well as those that can be implemented with relatively small investment, both of which would incorporate work already in progress across the Denver Sheriff Department to afford a coordinated approach to implementation of recommendations. Mr. Martinez and Mr. Daidone then indicated that the analysts will not perform work to implement solutions as that function will be performed by other resources throughout Technology Services.

Use of Force and Internal Affairs Action Team:

Nick Mitchell reported that Mike Gennaco of OIR Group met with the Use of Force and Internal Affairs Action Team at the previous week's meeting and provided the team with information and clarification of related recommendations detailed in the Hillard Heintze/OIR Report. The Action Team members were also given the opportunity to ask questions of Mr. Gennaco during the visit. Mr. Mitchell then indicated that the Action Team has created six subgroups among the members of the action team and will begin prioritizing recommendations under each subgroups purview.



Mr. Mitchell also informed the Implementation Team that two Action Team members from the Denver Sheriff Department will provide the entire Action Team with a presentation describing the various functions in addition to custody of inmates that are performed by the Department. Mr. Mitchell also indicated that the Action Team is considering the possibility of allowing non-DSD members to conduct “ride-a-longs” with Deputies to gain further knowledge of the operational environment.

Staffing and Performance Optimization Action Team:

Brendan Hanlon provided an update regarding the Staffing and Performance Optimization Action Team. Mr. Hanlon indicated that the approach needs to be aggressive to incorporate recommendations into the 2016 budget request. In support of this approach, Mr. Hanlon reported that BMO, DSD and EDOS staff have been working to establish a baseline of existing posts currently staffed in the Denver Sheriff Department with the intention of comparing the baseline to staffing recommendations made by Hillard Heintze/OIR and to the budget requests already submitted by the Department. Stephanie O’Malley then emphasized the importance of ensuring an accurate baseline is established as it serves as the start of any conversations related to staffing changes.

Leadership, Supervision & Strategic Planning Action Team:

Stephanie O’Malley reported that the Leadership, Supervision & Strategic Planning Action team will convene on July 8, 2015 and is awaiting confirmation from one community member regarding participation. Ms. O’Malley then provided an update regarding the process of hiring the new Sheriff, indicating that the job requirements are currently being finalized with a plan to post the position in mid-July.

Training Action Team:

Stephanie O’Malley updated the Implementation Team regarding the Training Action team and indicated that there has been a lot of interest in supporting the Training Action Team from a wide spectrum of organizations. Ms. O’Malley also indicated that there is a lot of overlap with other action teams that will require coordination among members to ensure successful implementation. Ms. O’Malley then indicated that the action team will convene on July 8, 2015 and two additional community members have been added to the action team.

Human Resources Action Team:

Christopher M.A. Lujan informed the Implementation Team that the Human Resources Action Team has made substantial progress on 17 of 31 recommendations. Mr. Lujan indicated that some progress had already been made by the Denver Sheriff Department on several of the recommendations, which was greatly assisting the Action Team’s efforts. Mr. Lujan specified that the Action Team members were also developing a plan for communicating changes and/or providing training to DSD staff as part of the implementation plan. Mr. Lujan then indicated that some recommendations will require additional time for implementation as compared to others due to the nature of the recommendation and the necessary involvement of other city agencies and approval process prior to implementation.



Jail Management and Operations:

Sheriff Diggins indicated that all Goals & Objectives documents have been submitted to him by DSD staff to support implementation of Jail Management and Operations recommendations. Sheriff Diggins then informed the Implementation Team that some of the Goals & Objectives documents will be transferred to the action teams to afford implementation of recommendations by those groups.

Sheriff Diggins then informed the Implementation Team that he has been approached by an external organization to review a proposal to privatize the Vehicle Impound Facility and that there are also discussions occurring with other City Agencies to ascertain the viability of the various options. Additionally, the Sheriff reported that Department is also testing equipment that can be used to detect certain types of contraband and has asked BMO for an additional Drug K-9 to support this effort. Sheriff Diggins also indicated that the Department is exploring options for improving security of the facilities and he has re-issued Department Orders to staff specifying items that are allowed to be brought into facilities. The implementation team then discussed the impact of implementing a security screening process for employees and whether other Jail facilities within the Denver Metro area have similar processes in place. The implementation team then discussed the differences between a jail facility and correctional facility. Mike Jackson provided the implementation team with various issues that need to be addressed as part of the reform effort including:

- Allowing civilian personnel into the jail facilities presents the opportunity for introduction of contraband
- Current staffing cannot support all of the programs currently offered to inmates
- Current Jail population is increasing, further preventing the opportunity to relocate inmates to other pods as a result of discipline issues
- Inmates choose to not follow rules, however, housing challenges are present that serve as an impediment to correct inmate behaviors
- Female housing at County Jail needs to be revised to allow for better inmate supervision

Mr. Jackson then provided the team with some solutions to assist in the reform effort:

- Finish build-out of Building 24 at County Jail with single or 2-person cells as 8-man and open dorms require more staff to supervise inmates than single or 2-person cells require
- After Building 24 is completed, move female housing to Building 24 and demolish Building 21. Follow with construction of a new building in place of Building 21.
- Add additional security officers to each floor at the DDC to help with relief of Deputies
- Improve the daily flow of functions at the DDC to support Deputy relief and better operation of the facility.

The team then discussed the need to ensure that the distinction between a jail and a prison/corrections facility is important and should be incorporated into all work completed in support of the DSD Reform effort. The team also discussed examples of the difference between these two types of entities including the primarily short-term length of stay completed by inmates in jails within the City and County of Denver as compared to longer-term stays of inmates in a correctional facility.



Ms. O'Malley then informed the Implementation Team that the following Implementation Plans have been approved:

- Use of Force and Internal Affairs
- Staffing and Performance Optimization
- Leadership, Supervision and Strategic Planning
- Training
- Human Resources
- Jail Management and Operations

Ms. O'Malley then asked that if the Action Teams identify recommendations that may overlap with others, the Action Team Leads notify her and Shawn Smith to ensure work is coordinated among the groups. Ms. O'Malley also informed the Implementation Team that each Action Team needs to identify any recommendations that may result in a fiscal resource need and have a prioritized list ready for the next regularly scheduled Implementation Team meeting so that the needs can be advanced for consideration in the 2016 budget request.

Action Items:

1. Prioritized list of recommendations with fiscal impacts – Due 7/13/2015

Next Meeting: July 13, 2015, 3:00pm – 5:00pm
PAB Room #604