Minutes
DSD Reform Implementation Team
7/13/2015, 3:00pm-5:00pm
Location: PAB Conference Room #604

Present:
- Stephanie O’Malley
- Sheriff Elias Diggins
- Nick Mitchell
- Scott Martinez (via Phone)
- Mike Jackson
- Al LaCabe
- Paul Lopez
- Shawn Smith
- Christopher M.A. Lujan
- Brendan Hanlon
- Daelene Mix
- Rob Davis (via Phone)

Agenda:
1. Approval of Minutes
2. Implementation Status Update
3. Implementation Action Teams
4. Next Steps/Open Forum

Discussion:
The meeting opened with a review of the minutes from the team meeting that was held on July 6, 2015, which were unanimously approved by the team with no changes.

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

Human Resources Action Team:
Christopher M.A. Lujan reported that the Human Resources Action Team completed its third meeting and is focusing efforts on identifying the fiscal impacts associated with recommendations for implementation. Mr. Lujan also informed the Implementation Team that some recommendations included in the Human Resources category overlap with and require Technology support to implement, including recommendations related to the completion of Performance Enhancement Plan Reports (PEPRs) and the need for additional computer workstation to facilitate training and communications with DSD staff. Stephanie O’Malley then requested that the Action Team Leads all submit a prioritized list of the recommendations that each Action Team has identified as having a potential fiscal impact her and Shawn Smith to adequately capture and compare to other fiscal impact analyses that have been completed. The Implementation team then discussed the need to continue identifying overlapping recommendations among the teams to ensure congruity and avoid duplicative work by the Action Teams. The Implementation Team also discussed the participation of some members on multiple Action Teams as one method for assisting in addressing overlapping recommendations.

Leadership, Supervision & Strategic Planning Action Team
Ms. O’Malley indicated that the Leadership, Supervision & Strategic Planning Action Team convened during the previous week and after reviewing the assigned recommendations agreed that work on some of the recommendations should be placed on hold until a new Sheriff has been appointed. Ms. O’Malley also provided the Implementation Team with examples of recommendations that the Action Team has identified for short-term implementation such as
those related to publishing demographics of the Denver Sheriff Department for public review on a periodic basis.

**Staffing and Performance Optimization Action Team:**
Brendan Hanlon informed the Implementation Team that the Staffing and Performance Optimization Action Team convened its first meeting during the previous week and develop a plan for conducting work in a manner that maximizes the review and advancement of related recommendations for consideration in the 2016 budget request. Mr. Hanlon also indicated that the Action Team will formulate and submit recommendations to the Implementation Team for review and submission for inclusion in the 2016 budget request. Mr. Hanlon then emphasized that the budget requests should be prioritized to ensure programming capacity with the Denver Sheriff Department can fully take advantage of allocated budget dollars. Mr. Hanlon continued with the Action Team’s plan to begin review of recommendations related to civilianization of positions within the Denver Sheriff Department based on work in progress with assistance of the Sheriff to establish a baseline budget post matrix of all posts currently staffed in the Department.

**Training Action Team:**
Ms. O’Malley reported that the Training Action Team convened its first meeting during the previous week and divided into subgroups focusing on Staffing & Policy and Curriculum & Administration. Ms. O’Malley indicated that during the Action Team meeting, the team requested baseline information for recommendations, which DSD members volunteered to collect and provide at the Action Team’s next meeting. Mr. Hanlon requested that the Action Team also provide the baseline information to the Implementation Team to assist in identifying Training hours currently required of DSD staff to assist in establishing baseline costs. Ms. O’Malley then indicated that the Action Team is focusing on the identification of recommendations that can be completed in the short-term and those that will require additional time to complete.

**Use of Force and Internal Affairs Action Team:**
Nick Mitchell reported that the Use of Force and Internal Affairs Action Team held its third meeting the previous week, which began with a presentation from DSD personnel providing the Action Team members with an overview of the structure and functions of the Department including and beyond inmate custody function. Mr. Mitchell then indicated that the Action Team conducted is first “break-out” meeting of the six subgroups with each focusing on identification of recommendations that may require fiscal resources in order to fully implement, an exercise that will be continued during the next scheduled Action Team meeting. The Implementation Team then discussed the need for a list of recommendations that have fiscal impacts in order to advance in the 2016 budget request for consideration by the Mayor and City Council. The Implementation Team then discussed the role of the Action Teams in the implementation of recommendations.

Ms. O’Malley then informed the Implementation Team that concerns about facility configuration and housing discussed during the last Implementation Team meeting have been provided to the Administration and will continue to be communicated within the budget process. Ms. O’Malley then asked that the Action Teams provide completed Implementation Plans for each recommendation to Shawn Smith along with meeting minutes for all meetings held.
Discussion then turned to the Implementation Team members’ assessment of progress made to date. Sheriff Elias Diggins updated the Implementation Team with the status of implementation plans Jail Management and Operations recommendations including some recommendations that have been implemented to date. The Implementation Team discussed the need to continue communicating progress to the community and improving communication with members of DSD. The Implementation team reviewed examples of where better communication can occur to ensure DSD staff are well informed. Implementation Team members then discussed the Subject Matter Experts (SMEs) that have been made available by Hillard Heintze including a request for one additional SME to assist the Action Teams in obtaining examples of best practice policies, procedures and operations.

**Action Items:**

1. Prioritized list of recommendations with fiscal impacts – Due 7/20/2015
2. Submit Implementation Plans developed to date – Ongoing

**Next Meeting:** July 20, 2015, 3:00pm – 5:00pm
PAB Room #604