Minutes
DSD Reform (Staffing and Performance Optimization)
July 9, 2015, 2pm-4pm
Location: Wellington Webb Municipal Building, Room 1.D.1

Present:
- Brendan Hanlon – Budget and Management Office
- Shawn Smith - Safety Administration
- Stephanie O’Malley - Safety Administration
- Laura Wachter - Safety Administration
- Mark Valentine – Denver Sheriff Department
- Jennifer Jacobson – City Attorney Office
- Sheriff Elias Diggins – Denver Sheriff Department
- Sergeant Ilya Telesin – Denver Sheriff Department
- Captain James Johnson - Denver Sheriff Department
- Deputy Annette Grimes - Denver Sheriff Department
- Deputy Sonya Leyba – Denver Sheriff Department
- Jay Flynn - MHCD
- Rory Regan – Budget and Management Office
- Steve Bohn – Budget and Management Office

Agenda:
1. Introductions
2. Implementation Team Process
3. Recommendations Review
4. Recommendation Process
5. Schedule for Upcoming Meetings

Discussion:
Mr. Hanlon described the other task forces discussing various elements of reform efforts. He noted that the intention is to marry recommendations from the staffing and performance optimization group with the 2016 budget compilation cycle, currently in progress. Ms. O’Malley mentioned that because of the size and scope of reform as a whole, some of the recommendations issued by this group and others would likely exceed the timelines involved with the 2016 budget process.

Mr. Hanlon noted that the role of the staffing and performance optimization group is to review the proposals and recommendations issued by various taskforces and third-parties during the past 12-18 months and to move those with the most merit forward to the reform implementation committee. That body has the discretion to approve, change or decline said recommendations. Mr. Hanlon reminded the group that its mandate is staffing issues, although other elements of reform, like training needs, may naturally blend into the discussion around personnel needs.

Mr. Hanlon reviewed the major topical areas of reform: 1) building an accurate staffing model; 2) vetting civilianization proposals and 3) deploying staff correctly. Proposals that do not fit under these areas very neatly – implementing a new divisional structure and developing a post rotation plan – will be tabled until a new sheriff is hired or do not require review (as the plan has already been deployed), respectively.
Mr. Hanlon reviewed the budget compilation process. An upcoming budget presentation by DSD to the City’s Chief Financial Officer will not incorporate recommendations from the committee because of time constraints. However, a similar presentation scheduled in August to the Mayor will. It is Mr. Hanlon’s expectation to reveal budget decisions to this committee in September, before the 2016 budget is officially unveiled on September 15.

Mr. Hanlon discussed the meeting schedule for the group, as noted below:

7/16: Review civilianization proposals
7/23: Review proposals from other work groups
7/30: Develop a new staffing model
8/6: Develop a new staffing model
8/13: Develop a new staffing model
8/20: Finalize recommendations
8/27: Hold – Meeting TBD
9/3: Review the Mayor’s budget proposal for DSD for 2016

The group proceeded to discuss the process of making decisions on the various proposals in play. No attendee voiced concerns with making recommendations on the basis of consensus, so that approach was agreed upon.

Ms. O’Malley reminded the group of three overarching themes to consider when evaluating staffing needs: 1) augmenting existing staff with new positions; 2) civilianizing functions currently overseen by uniform staff; and 3) right-sizing DSD personnel. The example used to illuminate the last theme was the movement of personnel from one area of DSD operations to intake operations, which has been identified as an area of great need staffing-wise. Ms. O’Malley also mentioned the need to consider the appropriate shift length for posts. The sequencing of these themes would need to be worked through to help with the recommendation process. She cautioned that prudent decision-making could only occur with a baseline of what is occurring now, via an accurate budget post-matrix document.

Captain Johnson expressed concern over the timelines to achieve the goals of the group. Mr. Valentine offered the idea of focusing on quality vs. quantity, or centering the group’s recommendations on the most important proposals with the largest potential for a positive impact on DSD operations. Both Mr. Valentine and Ms. O’Malley offered statements of support for arriving at an accurate budget post-matrix that takes into account the current post schedule throughout DSD facilities. Mr. Hanlon noted that Sheriff Diggins had provided his understanding of the current budget post matrix, which Mr. Regan and Mr. Smith are in the process of reviewing. The intention is to arrive at this current state by the group’s next meeting date of July 16th.

Mr. Smith mentioned that subject matter experts from Hillard Heintz, a third-party consultant which recently issued a set of reform recommendations, will be made available to the group if needed. Ms. O’Malley urged the group to consider the need for strong business cases that support whatever recommendations are issued, as both the Mayor and the City Council will expect them. Ms. O’Malley also
suggested the possibility of a multi-year staffing plan; such an effort may be considered by this working group, too, knowing the needs may be great and the ability to fund all of them in 1 or 2 years unrealistic.

**Action Items:**
1. Distribute civilianization proposals prior to the next meeting.
2. Lock down a “baseline” post-matrix of the current state of DSD staffing by next meeting.

**Next Meeting:** July 16, 2015, 2:00pm – 4:00pm  
  Wellington Webb Municipal Building, Room 1.D.1