Strategic Plan

2024-2027

Sheriff Elias Diggins
Chief Sonya Gillespie, Administration Division
Dr. Nikki Johnson, Mental Health Services Division
Chief Vincent Line, Operations Division
Courtney Williams, Director of Performance Management and Strategy
Contents

Executive Summary .................................................................................................................................................. 3
  List of Acronyms .................................................................................................................................................. 4
  Mission .................................................................................................................................................................. 5
  Vision .................................................................................................................................................................. 5
  Dual Mindset ......................................................................................................................................................... 5
  Guiding Principles .................................................................................................................................................. 5
  Strategic Framework .............................................................................................................................................. 6
  Wildly Important Goals .......................................................................................................................................... 7
  2024 Wildly Important Goals ................................................................................................................................. 7
  Key Performance Indicators (KPIs) ........................................................................................................................ 7
  Team Performance Goals ...................................................................................................................................... 7
  Project Plans and Process Improvement Goals .................................................................................................... 8
  Putting It All Together ........................................................................................................................................... 8

Strategic Plan ......................................................................................................................................................... 9
  Goal 1: Build a strong workforce. (2024 WIG) .................................................................................................... 9
  Goal 2: Prepare individuals in custody to successfully transition out of custody. (2024 WIG) .................... 10
  Goal 3: Prevent harm to the people in custody. (2024 WIG) ............................................................................ 11
  2024 Key Performance Indicators ........................................................................................................................ 12
  KPI 1: Increase collaboration. .............................................................................................................................. 12
  KPI 2: Strengthen community partnerships. ........................................................................................................ 13
Executive Summary

The Denver Sheriff Department (DSD) is pleased to present its strategic plan that outlines 3 agency goals and 8 operational goals. All staff will play a vital role in implementing these 3 key initiatives which are outlined below and referenced throughout this document. Current priorities include:

- **Staffing**—Build a strong workforce
- **Harm Prevention**—Prevent harm to the people in custody
- **Successful Re-Entry**—Support people in custody in their re-entry

**Staffing**

Staffing shortfalls continue to impact agencies across the nation leading many organizations to leverage creative strategies to bolster recruitment and foster retention to combat high vacancy rates prompted by the Great Exodus that began in 2021. To overcome staffing shortfalls at the DSD, all employees will be asked to step up to identify ways to rebuild its workforce by concentrating on improving employee retention by cultivating a positive employee experience and strengthening recruitment efforts by streamlining the onboarding experience.

**Harm Prevention**

Since 2020, the number of overdose deaths and number of people experiencing substance misuse in Denver has increased taking a toll on the community and prompting a need for swift action focusing on substance misuse prevention and access to support services and treatment in the community. To address this dangerous trend within the jail community, the DSD identified the reduction of contraband as one of the Wildly Important Goals that it will pursue in 2024 and commissioned its **Prevention, Detection, and Prosecution Task Force** to oversee a three-pronged operation that encompasses several strategies all aimed at mitigating the impact of this public health crisis and protecting the people in custody from substance misuse in custody.

**Successful Re-Entry**

In 2023, the Sheriff shared his priority for the Programs Team—**Project S.A.F.E.**—which focuses on identifying and addressing the basic human needs of the people in custody to support them in their successful re-entry. These priorities align with the focus areas identified by the mayor—the Roads to Recovery initiative. Together, this overarching goal of supporting successful re-entry comprises the agency’s final Wildly Important Goal for 2024. Implementation of this goal will be supported through a collaboration between the Operations and Mental Health Services Divisions.

In addition to the 3 Wildly Important Goals (WIGs) identified by leadership, 2 operational goals were identified as the key performance indicators (KPI’s) that will support this work. These goals include:

- **Increase Collaboration**—Increasing collaboration fosters employee engagement, enhances safety and security, and ensures agency success. Identified champions will lead the agency in implementing strategies to increase collaboration.

- **Strengthen Community Partnerships**—The Sheriff and Communications Team will lead efforts to increase engagement with the community and identify opportunities for staff to build on these relationships.
List of Acronyms

ADA—Americans with Disabilities Act
CAO—City Attorney’s Office
CLU—Civil Liabilities Unit
DAT—Data Analytics Team
EDI—Equity, Diversity, and Inclusivity
EOP—Employee Outreach Program
FTO—Field Training Officer
DSD—Denver Sheriff Department
GIRT—Grievance Incident and Response Team
LFC—Lindsey-Flanigan Courthouse
K-9—Canine
KPI—Key Performance Indicator
PMAS—Performance Management and Strategy
PREA—Prison Rape Elimination Act
RMI—Risk Management and Innovation
TMU—Technology Management Unit
VIF—Vehicle Impound Facility
WIG—Wildly Important Goal
Mission
The mission of the DSD is to provide safe and secure custody for those placed in our care and to perform all our duties in a manner that is responsive to the needs of our diverse community.

Vision
The vision of the DSD is to maintain a commitment to being a model law enforcement agency.

Dual Mindset
All operations within the Denver Sheriff Department (DSD) are guided by the Dual Mindset of Humanity and Freedom, which serves as the lens from which all work is approached. The Dual Mindset encompasses the following principles:

1. We Lead with our humanity—all work should be guided by our humanity.
2. The deprivation of a person’s freedom is their punishment—it is not our responsibility to punish the people in custody.

Guiding Principles
While all work is viewed through the lens of the Dual Mindset and all work is guided by the DSD’s mission and vision, the DSD’s core values are outlined in the Guiding Principles. These include:

SAFETY
We continually maintain and build on the core competencies and develop specialized skills to enable us to fulfill our obligation to protect our colleagues, other law enforcement agencies, service providers, the people in custody, and the public from harm.

HUMANITY
We lead with our humanity.

ETHICS
We set positive examples in both our personal and professional lives, and consistently behave in accordance with the highest standards expected of law enforcement professionals.

RESPECT
We acknowledge the dignity of every individual.

INTEGRITY
We demonstrate the highest standards of honesty and accountability in both our personal and professional lives.

FIDUCIARY
We hold a position of trust and treat the people placed in our care with the highest standard of care.

FAIRNESS
We treat everyone in a manner free from discrimination, favoritism, and bias.

SERVICE
We work together to maintain an environment that fosters customer service and professionalism.
Strategic Framework

To mobilize the mission and vision, the DSD developed a strategic plan to outline the goals and objectives that will provide the roadmap for success over the next 1-3 years. The strategy is based on a 4-Pillar framework for achieving desirable outcomes for DSD leadership, staff, those in custody, and the broader Denver community through equity-centered, data-driven policy.

Figure 1, DSD 4-Pillar Strategic Framework

By caring for our employees, we can create a healthy, engaged, and committed workforce and better serve the community and the people in our custody.

Providing for the safe and secure custody for the people in our care is the core function of the DSD. We accomplish this mission by ensuring all operations are grounded in the Dual Mindset. We model these concepts when we provide access to programming and support successful re-entry.

By caring for our employees and the people in our custody, we are better equipped to serve the community.

Influential leaders impact the success of an agency by providing strategic direction and inspiring their workforce to develop and achieve professional and agency goals.

The strategic plan outlined in this document was developed in collaboration with key decision-makers and employee representatives who identified the strategies that will guide action and the measures that will be used to track progress in reaching established goals. These goals and strategies were informed through input from agency leaders and will be achieved by systematically focusing efforts through the identification of annual Wildly Important Goals.
Wildly Important Goals

In line with the 4 Disciplines of Execution (4DX) method for strategic planning, the DSD will identify 1-3 Wildly Important Goals (WIG’s) to focus on each year. WIGs are defined as goals that are “essential to carry out the organization’s mission or strategy.”¹ This method minimizes the number of goals to focus on each year so that efforts are concentrated to increase impact and employees are empowered to accomplish goals.

Identified WIGs are outlined in the DSD Strategic Plan and include measures that clearly define the baseline and the target as well as the date that the target should be met. Progress is tracked on a dashboard that is featured on the Employee Intranet. This clear approach helps to garner buy-in from employees as they directly contribute to the success of the agency.

2024 Wildly Important Goals

Agency leaders identified 3 Wildly Important Goals to focus on in 2024. These goals are highlighted below and detailed in the linked documents (click on the goal to review the official document tied to each WIG):

- **Prevent harm to people in custody**
- **Support successful re-entry**
- **Build a strong workforce**

*Figure 2, 2024 Wildly Important Goals (WIGs)*

Key Performance Indicators (KPIs)

Using the targeted approach to identify and accomplish agency goals allows employees to not only contribute to their organization, but to excel in their daily operations – routine work defined by 4DX as the “whirlwind.” The “whirlwind” is a metaphor for the time and energy required to maintain the organization’s vital routine operations and should be guided by metrics that outline success.² These metrics of success are also known as Key Performance Indicators (KPIs). Agency leaders identified 2 metrics that will ensure success in achieving the Wildly Important Goals. These KPIs are outlined in the following pages of this report.

Team Performance Goals

The PMAS will partner with each DSD unit, program, and team to help define their team goals and performance measures to ensure that tactics and outcome measures not only address the demands of the “whirlwind,” but also align with relevant WIGs. Team performance goals should align with established KPIs and overall strategic plan.

---


Project Plans and Process Improvement Goals
Project plans and innovation forms may also include goals, objectives, and metrics, but these documents differ from strategic goals because they are tied to a specific project or innovation. Project plans outline the scope, deliverables, goals, metrics, and objectives that are specific to that project. These project-specific plans are maintained by the project lead and are used to inform the plan, track progress in meeting established deadlines, and support overall implementation.

Process improvement work is also documented and should include goals and metrics related to a specific innovation. These documents are completed with assistance from the PMAS and are submitted to the Peak Academy for city-wide tracking.

Putting It All Together
The visual below represents the hierarchy of strategic planning documents. The mayor’s priorities inform agency goals. The vision defines the aspirations of the agency, the mission reflects the purpose of the agency, and the guiding principles direct the daily work of the agency. The strategic plan outlines the DSD’s plan for fulfilling the mission and vision. The Wildly Important Goals highlight the agency’s key areas of focus and KPIs define success for each unit, team, and program and team performance goals provide measures of success within their daily operations.

Click on the sections below for more information.

Figure 3, Goals Hierarchy Graphic

While this document serves as the framework for the next 1-3 years, the DSD recognizes that goals and strategies may need to evolve as the needs of the agency, the people in custody, and the community change.
Strategic Plan

The following pages of the strategic plan outline the goals that the agency developed to address areas of focus. These goals support the DSD’s 4 Pillars Framework, mission, vision, and core values and will guide team performance. Specific strategies and outcome measures provide employees with the roadmap for accomplishing these goals and the measures that will determine success.

The goals outlined in the following pages of this report may align with one or more of these foundational pillars and are goals that all employees should work to support in their daily work.

**Goal 1: Build a strong workforce. (2024 WIG)**

**Objective:** Build a strong workforce to improve overall safety and security for staff, visitors, and the people in custody by ensuring appropriate staffing levels are met. This goal supports all the pillars outlined in the DSD’s 4-Pillar Framework.

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>OUTCOME MEASURES</th>
<th>CHAMPION(S)</th>
</tr>
</thead>
</table>
| IDENTIFY AND LEVERAGE RESOURCES TO SUPPORT IN THE IMPLEMENTATION OF DATA-DRIVEN RETENTION AND RECRUITMENT STRATEGIES | • Increase in no. of successful hires  
• Decrease in attrition rates                                                | HUMAN RESOURCES                  |
| ENCOURAGE EVERY MEMBER OF THE ORGANIZATION TO TAKE STEPS TO SUPPORT RETENTION | • Decrease in attrition rates                                                   | ALL STAFF                       |
| ENCOURAGE EVERY MEMBER OF THE ORGANIZATION TO TAKE STEPS TO SUPPORT RECRUITMENT | • Increase in no. of successful hires stemming from employee referrals          | ALL STAFF                       |
| EVALUATE HIRING PRACTICES AND POLICIES TO ELIMINATE BARRIERS BASED ON GEOGRAPHY, ACCESSIBILITY, AND MINORITIZED STATUS. | • Increase in no. of successful hires                                           | HUMAN RESOURCES                |
| ENCOURAGE ANNUAL MENTAL HEALTH CHECK-INS TO DESTIGMATIZE RESOURCE UTILIZATION | • Increase in likelihood to reach out as indicated by employee feedback        | WELLNESS COORDINATOR           |
| FURTHER DEVELOP AND STRENGTHEN EMPLOYEE WELLNESS PROGRAMS                | • Increase in wellness program awareness and utilization                        | CHIEF OF ADMINISTRATION         |
| ENSURE ONGOING RISK MONITORING AND EARLY INTERVENTION TO ADDRESS BEHAVIORS AND PROVIDE SUPPORT TO AT-RISK STAFF MEMBERS | • Decrease in no. of formal administrative investigations  
• Decrease in no. of sustained investigations                               | EOP COORDINATOR                 |
| CREATE FORMALIZED CAREER SUCCESSION PATHWAYS.                            | • Decrease in attrition rates                                                   | MENTORSHIP PANEL                |


Goal 2: Prepare individuals in custody to successfully transition out of custody. (2024 WIG)

Objective: Identify non-criminogenic needs of the people coming into custody and shift resources or expand program capacity as indicated; use this information to streamline the processes for connecting people to the services that match their needs to support in their successful re-entry. This goal supports 2 of the 4 pillars outlined in the DSD’s 4 Pillar Framework.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>OUTCOME MEASURES</th>
<th>CHAMPION(S)</th>
</tr>
</thead>
</table>
| CONDUCT REGULAR IMPACT AND EQUITY EVALUATIONS OF ALL PROVIDED PROGRAMS; THEN INVEST IN EXPANDING THE PROGRAMS THAT WORK AND ADDRESSING ANY ROOT CAUSES OF EQUITY DISPARITIES. | • Increase in no. of referrals made based on a needs assessment  
• Lack of disparities in program acceptance rates based on race or gender  
• Number of successful translation and interpretation connections made for people with limited English proficiency | PROGRAMS TEAM  
OPERATIONS MAJORS  
EDI COMMITTEE  
ADA LIAISON  
PMAS |
| LEVERAGE EXISTING RESOURCES TO SUPPORT THE ROADS TO RECOVERY COALITION AND IMPLEMENT IDENTIFIED STRATEGIES. | • Number of referrals matching assessed treatment needs  
• Decrease in the no. of people waiting for treatment indicated by assessment | CHIEF OF MENTAL HEALTH SERVICES  
JAIL MEDICAL ADMINISTRATOR  
PROGRAMS TEAM  
OPERATIONS MAJORS |
| REVIEW SERVICE PROVIDER CONTRACTS TO ENSURE THAT THE SCOPE OF WORK ALIGNS WITH THE EVOLVING NEEDS OF THE AGENCY | • Decrease in the no. of grievances related to programs  
• Decrease in the no. of medical grievances | PROGRAMS TEAM  
OPERATIONS MAJORS  
JAIL MEDICAL ADMINISTRATOR |
| ESTABLISH A COMPREHENSIVE PROCESS FOR IDENTIFYING HIGH JAIL UTILIZERS WHO WOULD BENEFIT MOST FROM INTERVENTION AND SUPPORT | • Decrease in rebooking rates for identified population | PROGRAMS TEAM  
OPERATIONS MAJORS |
| IMPLEMENT PROJECT SAFE TO IDENTIFY THE BASIC STABILIZATION NEEDS OF PEOPLE IN CUSTODY, PROVIDING THEM WITH ACCESS TO SHELTER, MEDICATIONS, FOOD, EDUCATION, AND EMPLOYMENT AS DICTATED BY THEIR INDIVIDUAL NEEDS. | • Number of referrals matching assessed treatment needs | PROGRAMS TEAM  
OPERATIONS MAJORS |
Goal 3: Prevent harm to the people in custody. (2024 WIG)

**Objective:** Bolster safety and security for those in our custody by working to prevent the introduction of dangerous contraband and prosecuting those who put themselves and others at risk by circumventing safety protocols. This goal supports 3 of the pillars outlined in the DSD’s 4-Pillar Framework.

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>OUTCOME MEASURES</th>
<th>CHAMPION(S)</th>
</tr>
</thead>
</table>
| **TAKE STEPS TO PROACTIVELY TO MITIGATE IDENTIFIED RISKS** | • Number of risks mitigated  
• Decrease in the number of contraband-related incidents  
• Decrease in inmate-on-staff assaults | RMI  
SECURITY TEAM TMU  
GIRT  
ALL LEADERS |
| **IMPLEMENT AN AMNESTY PROGRAM TO ENCOURAGE PEOPLE TO TURN OVER CONTROLLED SUBSTANCES AND OTHER CONTRABAND BEFORE IT ENTERS THE SECURE AREAS OF THE FACILITIES** | • Decrease in the no. of contraband-related incidents | PREVENTION, DETECTION, AND PROSECUTION TASK FORCE |
| **INSTALL FULL BODY SCANNERS TO PREVENT CONTRABAND FROM ENTERING FACILITIES** | • Decrease in the no. of contraband-related incidents | PREVENTION, DETECTION, AND PROSECUTION TASK FORCE |
| **REVIEW MEDICAL INCIDENTS WITH NALOXONE DEPLOYMENT AND INGESTION-RELATED INCIDENTS TO IDENTIFY TRENDS** | • Decrease in the no. of contraband-related incidents | PREVENTION, DETECTION, AND PROSECUTION TASK FORCE |
| **INCREASE INFORMATION-SHARING BETWEEN DSD AND CONTRACT PROVIDERS TO IDENTIFY PEOPLE WHO WOULD BENEFIT FROM MEDICATION ASSISTANCE FOR WITHDRAWAL MANAGEMENT** | • Decrease in the no. of contraband-related incidents | PREVENTION, DETECTION, AND PROSECUTION TASK FORCE  
DHHA  
JAIL MEDICAL ADMINISTRATOR |
| **INCREASE INFORMATION-SHARING BETWEEN LAW ENFORCEMENT AGENCIES TO IDENTIFY PEOPLE AT HIGHER RISK OF SUBSTANCE MISUSE, SUICIDE, AND OTHER HARMFUL BEHAVIOR** | • Decrease in the number of in-custody suicides | PREVENTION, DETECTION, AND PROSECUTION TASK FORCE  
DIV. OF MENTAL HEALTH SERVICES |
2024 Key Performance Indicators
To achieve success in meeting objectives outlined in the Wildly Important Goals, DSD leaders identified two areas of focus that will be tied to key performance indicators. All staff play a vital role in these focus areas that are foundational to overall agency success.

KPI 1: Increase collaboration.

Objective: Increase collaboration by enhancing communication, outlining roles and responsibilities, and implementing standardized practice across the agency. Collaboration enhances safety and security, increases employee engagement, and reduces redundancies in work. In this way, this goal supports all of the pillars outlined in the 4- Pillar framework.

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>OUTCOME MEASURES</th>
<th>CHAMPION(S)</th>
</tr>
</thead>
</table>
| **UTILIZE THE MOST EFFECTIVE COMMUNICATION CHANNELS FOR THE PEOPLE WHO NEED THE INFORMATION.** | • Increase in employee satisfaction related to communication  
• Increase in unique site visits to the Employee Intranet  
• Increase in the no. of policies reviewed and signed | MARKETING AND COMMUNICATIONS  
EXECUTIVE LEADERSHIP TEAM  
PROFESSIONAL STANDARDS |
| **STREAMLINE WORK PROCESSES TO REDUCE TIME SPENT ON ADMINISTRATIVE TASKS AND IMPROVE ACCESS TO INFORMATION.** | • Increase in no. of employees certified in process improvement  
• Increase in no. of streamlined processes  
• Amount of hard and soft dollar savings actualized  
• Number of errors reduced  
• Number of wastes eliminated | PMAS  
ALL LEADERS ALL STAFF |
| **DEVELOP AND DEPLOY STANDARDIZED, DATA- DRIVEN TRAINING PROGRAMS FOR ALL SWORN POSITIONS.** | • Decrease in the no. of sustained discipline cases  
• Increase in FTO program evaluation scores  
• Increase in the no. of training records completed | EMPLOYEE DEVELOPMENT  
TRAINING ACADEMY  
FTO COMMANDERS  
GIRT |
| **DEVELOP AND DEPLOY STANDARDIZED TRAINING PROGRAMS FOR EACH CIVILIAN POSITION WITHIN THE AGENCY** | • Increase in overall performance evaluation scores | TRAINING ACADEMY  
CIVILIAN SUPERVISORS |
| **OUTLINE ROLES AND RESPONSIBILITIES; PERFORMANCE GOALS, AND KEY PERFORMANCE INDICATORS FOR ALL POSITIONS ACROSS THE AGENCY AS PART OF A PERFORMANCE MANAGEMENT ENTERPRISE.** | • 100% of positions outlined  
• 100% KPI’s developed  
• Decrease in attrition  
• Decrease in waste related to re-work | CHIEF OF ADMINISTRATION  
ALL SUPERVISORS  
HUMAN RESOURCES  
PMAS |
**KPI 2: Strengthen community partnerships.**

**Objective:** Foster strong relationships with the community by promoting transparency and increasing awareness through education, communication, and proactive outreach. This goal supports 3 of the DSD’s 4 Pillar Framework.

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>OUTCOME MEASURES</th>
<th>CHAMPION(S)</th>
</tr>
</thead>
</table>
| **ENCOURAGE STAFF TO BECOME MORE INVOLVED IN THE COMMUNITY AND ENHANCE THE CUSTOMER EXPERIENCE.** | • Increase in the no. staff who engage in community service  
• Increase in the no. community events attended by staff  
• Decrease in the no. of sustained citizen complaints  
• Increase in the no. of community- driven commendations | ALL STAFF |
| **REPRESENT THE DSD ON COMMUNITY BOARDS AND COMMITTEES AND SHARE INFORMATION WITH THE AGENCY.** | • Increase in the no. of initiatives implemented due to community board recommendations  
• Number of boards joined and/or meetings attended | EXECUTIVE LEADERSHIP  
MARKETING AND COMMUNICATIONS |
| **PARTNER WITH LOCAL MEDIA TO ENGAGE THEM IN POSITIVE AND AWARENESS-BUILDING STORIES ABOUT DSD AND THE WORK WE DO.** | • Increase in the no. of positive media reports | MARKETING AND COMMUNICATIONS |
| **LEVERAGE SOCIAL MEDIA TO COMMUNICATE POSITIVE STORIES ABOUT THE DSD.** | • Increased followers on Instagram, LinkedIn, and Facebook  
• Increased public engagement with DSD social media posts  
• Increase in community commendations  
• Increase in the no. of successful hires from social media | MARKETING AND COMMUNICATIONS |
| **PURSUE TRANSPARENCY WHENEVER POSSIBLE, PROVIDING OPEN ACCESS TO KEY DATA AND METRICS.** | • Increase in the no. of public-facing dashboards, reports, and key metrics  
• Increase in the no. of publicly available data and reports on DSD social media accounts | DATA ANALYTICS TEAM |
| **DEVELOP AND IMPLEMENT A CO-RESPONDER PROGRAM TO BETTER SERVE THE NEEDS OF THE COMMUNITY** | • Decrease in the number of LFC MH Crisis Incidents that turn into criminal matters  
• Decrease in the number of incidents involving excessive force at the LFC | ANCILLARY SERVICES |
Administration Division

2024 Wildly Important Goal

**Pillars**—*This goal supports all of the pillars outlined in the DSD’s 4-Pillar Framework.*

**Goal**
Build a strong workforce.

**Objective**
Build a strong workforce to improve overall safety and security for staff, visitors, and the people in custody by ensuring appropriate staffing levels are met.

**Strategies**

1. Identify and leverage resources to support in the implementation of data-driven retention and recruitment strategies.

2. Increase accessibility to employee programs and resources by identifying service providers with extended hours and virtual connection options.

3. Encourage annual mental health check-ins to destigmatize resource utilization.

4. Ensure ongoing risk monitoring and early intervention to address behaviors and provide support to at-risk staff members.

5. Encourage every member of the organization to take steps to support retention and recruitment.

6. Further develop and strengthen employee wellness programs.

7. Evaluate hiring practices and policies to eliminate barriers based on geography, accessibility, and minoritized status.

8. Develop and implement formalized career succession pathways.

**Measures**

- Reduce attrition rates for professional staff from 19% to 14% by 12/31/2024
- Reduce attrition rates for sworn staff by 10% by 12/31/2024
- Increase the number of successful hires compared to 2023
- Increase in utilization of wellness programs compared to 2023

**Champion(s):** DSD Recruitment and Retention Team, Safety HR Recruitment, Performance Management and Strategy, Wellness Team
Mental Health Services Division

2024 Wildly Important Goal

*Pillars*—This goal supports pillars 2 and 3 in the DSD’s 4 Pillar Framework.

**Goal**
Prepare individuals to successfully transition out of custody.

**Objective**
Identify non-criminogenic needs of the people coming into custody and shift resources or expand program capacity as indicated; use this information to streamline the processes for connecting people to the services that match their needs to support in their successful re-entry.

**Strategies**

- Leverage existing resources to support the Roads to Recovery Coalition and support implementation of identified strategies
- Work with the Denver Health and Hospital Authority (DHHA) and other contract providers to identify opportunities to expand their capacity to provide services
- Review service provider contracts to ensure that the scope of work aligns with the evolving needs of the agency
- Establish a comprehensive process for identifying high jail utilizers who would benefit most from intervention and support
- Implement procedures to track the number of service connections made
- Implement procedures to track the number of assessments completed
- Increase information-sharing between service providers and criminal justice partners to streamline the assessment and service connection processes
- Increase training for sworn staff to assist in positive outcomes for incidents involving people with serious mental illness (SMI) and/or substance misuse needs.

**Measures:**

- Assess 80% of the people entering DSD custody for basic needs
- 80% of people will re-enter to the community with a service connection in place
- 10% reduction in the number of arrests involving people who were connected with services

**Champion(s):** Roads to Recovery Coalition, Programs Team, Court Co-Responder, Crisis Response Team, Intake Unit, Classification Unit
Operations Division

2024 Wildly Important Goal

**Pillar**—*This goal supports Pillars 2, 3, and 4 of the DSD’s 4-Pillar Strategic Framework.*

**Goal**
Work to prevent harm to people in our custody.

**Objective**
Bolster safety and security for those in our custody by working to prevent the introduction of dangerous contraband and prosecuting those who put others at risk by circumventing safety protocols.

**Strategies**

1. Institute a Prevention, Detection, and Prosecution Task Force to support implementation of identified strategies.

2. Collect and monitor data related to the number of prosecutions for successful introductions of controlled substances.

3. Implement an amnesty program to encourage people to turn over controlled substances and other contraband before it enters the secure areas of the facilities.

4. Install full body scanners to prevent contraband from entering facilities.

5. Review medical incidents with naloxone deployment and ingestion-related incidents to identify trends.

6. Increase information-sharing between law enforcement agencies to identify people who may be at higher risk of substance misuse, suicide, and other harmful behavior.

7. Increase information-sharing between DSD and contract providers to identify people who would benefit from medication assistance for withdrawal management.

**Measures**
- 30% reduction in ingestion incidents and medical incidents with naloxone deployment by 12/31/24
- Successful launch of the Prevention, detection, and Prosecution Task Force
- Successful installation and launch of full-body scanner devices

**Champion(s):** DSD Prevention, Detection, and Prosecution Task Force, Division of Mental Health Services, Denver Health Hospital Authority, Jail Administrator Director
Field Training Officer Program

Pillar (which strategic pillar does this work support?): Pillar 4-Pursue professional growth and personal well-being.

Goal (what does your unit hope to accomplish?): Prepare new and transitioning employees to be successful in their assignments by providing standardized and comprehensive training in a supportive learning environment.

Wildly Important Goal (which WIG does this goal support?): Build a strong workforce.

Strategies (what steps will you take to accomplish this goal/support this WIG):
1. Update training manuals and supporting documents to ensure that they align with best practices in the industry
2. Continue to recruit and train new FTO’s to increase program capacity
3. Evaluate current FTO’s to ensure that they continue to meet program expectations
4. Collect and review program feedback; leverage feedback to inform improvements
5. Evaluate performance documents to ensure that trainees are progressing
6. Provide additional training to employees who are not meeting benchmarks

Measures (how will we know that we are successful):
• Trainees' average scores across all Daily Observation Report measures
• Number of certified and trained FTO’s
• Number of trainees who successfully complete the FTO program per training cycle
• Number and share of trainees who require remedial training
• FTO program satisfaction ratings by trainees (score out of 10)

Champion(s): FTO Program Commanders