



**SHERIFF
DEPARTMENT**
DENVER PUBLIC SAFETY

2022 - 2023 Strategic Plan

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Introduction

All operations within the Denver Sheriff Department (DSD) are guided by the Dual Mindset and the Five Pillars Framework, which summarize the organization's core mission and values. These principles also guide the content and provide the structure for this strategic plan.

The Denver Sheriff Department Dual Mindset



- **We LEAD with our HUMANITY**
- **The deprivation of a person's FREEDOM is their punishment**

It is not our responsibility to punish anyone while they are in our custody. The people in the community we serve should be confident that those in our custody will not be mistreated. Even when someone violates a rule while in our facilities, our responsibility is to correct their behavior and encourage prosocial behaviors, not to punish. We will ensure the conditions of our facilities go beyond conventional means and represent the best practices in our field.

The Denver Sheriff Department Five Pillars



This strategic plan was developed by DSD leaders with input from employee group representatives and community liaisons. This plan outlines the DSD's goals; defines the strategies that will be leveraged to reach those goals and documents the outcome measures that will be used to measure progress towards reaching these goals. While this plan contains goals and strategies that are specific, measurable, achievable, relative, and time-driven, this overall plan is intended to be a living document that is regularly updated to meet the changing needs of the organization, its employees, and its customers.

Strategic Plan

Pillar 1: Lead, Listen-To and Take Care of Our Staff

Ensure all Denver Sheriff Department operations are guided by an awareness of staff feedback, wellness, and safety. Establish shared values and beliefs guided by the department's guiding principles. Encourage servant leadership and leading by listening. Engage employees to build an organizational culture that fosters camaraderie and supports retention. Allow employees to be heard, valued, and supported.

I. Goals

- a. Build strong leaders who are trained, competent, confident, and accountable.
- b. Create formalized pathways for professional growth for all staff.
- c. Ensure all staff are treated equitably.
- d. Foster strong internal communication to include bilateral feedback and transparency.

II. Strategies

- a. Continuous evaluation of the mentorship program and sharing of evaluation results with staff.
- b. Implement standard procedures for leaders to consistently engage with front-line staff (e.g., job shadowing, walking rounds, dropping in on team meetings).
- c. Reaffirm regular check-ins between supervisors and members of their teams.
- d. Continue the agency-level retention committee and institute regular report-outs to staff.
- e. Continue to develop ways to enhance utilization of the intranet/centralized communications hub.
- f. Create and implement a structured leadership program for the agency.
- g. Introduce structured staff development strategies, including career pathways, etc.
- h. Create a staff appreciation committee, who is empowered to implement and host staff appreciation events.
- i. Develop formalized communication processes to include suggestion boxes(virtual) with regular reports to staff including responses.

III. Process & Outcome Measures

- Number of established and active mentorship program pairs

- Engagement surveys fielded, number of participants
- Number of program/policy changes made due to employee feedback
- Implementations stemming from the Retention Committee
- Staff engagement survey results (leadership & satisfaction scores)
- Overall strength numbers
- Overall attrition rates, including separations by type
- Retention of new recruits from hiring through the probationary period (1 year)

Pillar 2: Ensure Fairness, Dignity and Humanity for Those in Our Custody, Especially the Most Vulnerable

Ensure all Denver Sheriff Department operations are grounded in respect, dignity, and humanity for the people in our custody. Strengthen and expand evidence-based programming and support for people in custody to encourage safety, respect, successful re-entry, ownership of outcomes and healthier communities.

I. Goals

- a. Provide jail programming that is effective and equitable.
- b. Prepare individuals to transition out of custody by providing re-entry support (transportation, housing, warm hand-offs, etc.) and fostering healthy connections in the community.
- c. Work to prevent suicides and other preventable harms to people in our custody.
- d. Reduce reliance on the use of restrictive housing when addressing behavior violations and focus on key components identified in legislation or applicable accreditation standards.
- e. Leverage available data to strategically expand on and develop new treatment programs and behavioral health units within the jail facilities, including medication-assisted treatment programs.
- f. Support the mental health of everyone in custody by providing responsive care and access to classes and programs (Crisis Response Team, Mental Health Step Down Unit, etc.).
- g. Improve coordination and foster collaboration between jail-based providers and community agencies.
- h. Identify opportunities to ensure that the people in custody are treated with dignity and respect, including food quality and programmatic opportunities.

II. Strategies

- a. Conduct regular impact and equity evaluations of all provided programs; invest in expanding the programs that work and addressing any root causes of equity disparities.
- b. Identify individual needs and develop a specific programming plan to support reintegration by providing classes to target identified needs, including:
 - Substance misuse
 - Housing
 - Job readiness/vocational training
 - Parenting classes/support
- c. Monitor re-entry support services to determine how well we are currently meeting our population's needs; react quickly to address any shortfalls or shifts in necessary resources.

- d. Continue to develop and utilize the Crisis Response Team to provide responsive care to people in crisis, prevent uses of force and related injuries, and generally support the mental health of our population in custody.
- e. Continue to develop and utilize the Competency Restoration and Transition Unit (RTU) to increase capacity and provide safe and responsive accommodation for people in custody with mental health needs.
- f. Expand on existing medication-assisted treatment (MAT) services at both jail facilities to include medication, treatment, and transition services with a focus on providing continuity of care.
- g. Develop and implement a tool to help leadership track and analyze all incidents occurring within the jail facilities daily; use these insights to drive decisions around training needs, staffing, new programs or policies, and other strategic decisions.
- h. Help individuals in custody maintain healthy connections in the community, including personal and professional visitation and visitation for new parents.
- i. Develop policies and procedures to guide partnerships among jail-based providers and to foster collaboration with community agencies
- j. Audit the food service program for quality control.

III. Process & Outcome Measures

- Number of parent bonding visits completed in total and per individual
- Number of uses of force, assaults, injuries, and other major incidents in the jail facilities
- Number of days to reach restoration
- Number of individuals requiring court-ordered medication as part of a restoration plan
- Number of program participants
- Number of successful program completions to include MAT (both full and partial completions)
- Recidivism rates overall, and by program (*defined as all new re-bookings within 6 months of release from DSD custody*)
- Number of programs completed
- Number of re-entry plans created
- Number of new classes implemented
- Race and gender breakdown of program participants mirror jail population demographics
- Completed audit of food service program
- Number of CRT activations

Pillar 3: Be Responsive and Respectful to the Community We Serve

Ensure all Denver Sheriff Department operations are driven by service to our community, with an awareness for the unique and changing needs of marginalized and vulnerable groups. Inform and engage with our community to bolster trust, foster partnerships, improve lives, and better serve the community's needs.

I. Goals

- a. Include more people from the community in what we do.
- b. Educate the community on who we are, and how we work.
- c. Change our culture and how the community perceives our internal culture.
- d. Encourage staff to become more involved in the community we serve and understand the importance of doing so.
- e. Foster strong partnerships with the community, including regular two-way communication to promote transparency, spread awareness, and engage on important issues.
- f. Continue to build a strategic network of community advisors and champions.
- g. Advance partnerships with the local media to improve and diversify reporting.

II. Strategies

- a. Work with DSD staff and leadership to encourage community engagement and identify community boards that DSD staff members can participate in.
- b. Attend community meetings to encourage discussion and collaboration.
- c. Participate in community events.
- d. Partner with local media to engage them on positive and awareness-building stories about DSD and the work we do.
- e. Leverage social media to communicate positive stories about the DSD.
- f. Continue to cultivate opportunities to engage with members of the community including the Sheriff's Advisory Board (SAB) and Leadership Council.
- g. Pursue transparency whenever possible, providing open access to key data and metrics.
- h. Provide proactive information to community members to educate and improve awareness about processes related to Denver jails (e.g., what does the bonding process look like? Who makes decisions? Who comes into our jails and for what reasons?).
- i. Launch a Citizens' Academy/Career Exploration Camp through the DSD Training Academy.
- j. Develop a formal internship program to build relationships with local colleges and universities and give back to the academic community.

- k. Take advantage of opportunities to represent the Department as members of local and national organizations

III. Process & Outcome Measures

- Number of community meetings attended
- Number of SAB and leadership board meetings held
- Number of community boards DSD staff are involved in
- Number of public dashboards/key metrics available live on DSD website
- Number of proactive/informative stories in local media
- Number of active community partners
- Number of community complaints received
- Number of initiatives implemented due to SAB/leadership board suggestions
- Number of social media views/likes/engagements
- Number of participants and graduates of the Citizen's Academy
- Ratio of positive story count vs. negative story count

Pillar 4: Strive for Professional Growth and Live Out the 22 Core Competencies in Our Work

Ensure all Denver Sheriff Department operations strive for professional excellence and a culture of going above and beyond fulfilling basic functions. Leverage career development programs and staff training to give employees the tools and resources needed to advance their careers and reach professional goals. Demonstrate thought leadership and forward-thinking in our field, learning from the best practices of our peer agencies, and developing innovative new policies and programs.

I. Goals

- a. Conduct interviews and site visits with other sheriff's offices and jails that are doing great work in this area.
- b. Ensure the 22 Core Competencies are reflected in the DSD policies, procedures, and vision/mission statement, and are incorporated into staff training and communication campaigns.
- c. Promote continuous improvement through certifications and proactive innovation.
- d. Reimplement the "Day with the Sheriff" program as well as similar programs for chiefs, majors, captains, and sergeants; leverage the program for career development, leadership, mentorship, and two-way communication.
- e. Work towards full automation and digitization of data collection, analysis, and reporting.
- f. Develop a standardized training program (curriculum) for each rank/level of the agency; ensure recruit training, FTO training, and ongoing in-service training is effective, in line with the latest best practices, and tailored to the current needs of the department and community.
- g. Maintain a secure, streamlined, and standardized suite of technology tools, data workflows, and quality control processes.
- h. Improve efficiency, reduce waste, and eliminate errors involved in the daily operation of our jail facilities.

II. Strategies

- a. Launch the redesigned FTO program to standardize curriculum and build in more opportunities for feedback and mentorship.
- b. Institute a centralized project intake and tracking infrastructure for innovation requests and other initiatives.
- c. Leverage use of force and incidents data to determine in-service training needs.
- d. Prioritize ongoing ATIMS administration.

- e. Engage in regular goal setting and accountability discussions to maintain focus on strategic planning efforts and key outcome measures as part of a performance management and strategy plan.
- f. Reorganize and streamline policies into a virtual policy book that is easy to use and understand.
- g. Implement a waste reduction program for consumables used in the jails.
- h. Train one Core Competency every two weeks in briefing, until all 22 have been covered; continue to reinforce these core skills in training programs and employee communication.
- i. Cross-train/expose staff to specialized positions as part of the FTO curriculum; use standardized checklists to track the training.

III. Process & Outcome Measures

- Number of process improvement studies completed
- Number of projects/recommendations/new programs completed/launched
- Number of ATIMS releases and patches implemented
- Number of Core Competencies covered in briefing
- Number of new program and/or innovation implementations
- Amount of hard and soft dollar savings actualized

Pillar 5: Make Time for Personal Self-Care and Work-Life Balance

Ensure all Denver Sheriff Department operations help our sworn and professional staff achieve full and healthy lives, professionally and personally, by promoting work-life balance and wraparound support systems. Ensure the consideration of staff mental well-being and physical safety is central to all operational decisions. Systematically remove or mitigate barriers to make our work less stressful, more efficient, and more enjoyable.

I. Goals

- a. Keep staff safe, healthy, and well.
- b. Reduce overtime (OT) to manageable levels, including removing the need to mandate OT.
- c. Incorporate equity in scheduling, break times, post assignments, etc.
- d. Encourage employees to take planned leave.
- e. Provide tools and resources for employees to achieve work-life balance.

II. Strategies

- a. Partner with the DSD Wellness Coordinator and the DOS Wellness Director to re-implement and expand the employee wellness programs based on the Department of Safety Wellness Program's Strategic Plan.
- b. Continue to find ways to improve recruitment by streamlining hiring practices and reducing barriers to employment and retention.
- c. Pilot an expanded wellness screening program and evaluate its impact.
- d. Launch a campaign to expand awareness about all available city wellness programs, including Vitality, etc.

III. Process & Outcome Measures

- Number and type of wellness services provided by month
- Number and type of wellness services utilized by month
- Reduction in number of unplanned leave hours
- Reduction in number of employees on temporary/modified duty
- Reduction in attrition rates
- Increase in staff strength numbers
- Improved employee satisfaction rates in engagement surveys
- Reduction in staff injuries (Ouch Line calls)
- Reduction in the number of separations with cited departure reasons that indicate burnout (mental health, work-life balance, mandatory OT, etc.)

- Number of days in employee onboarding process
- Increase in staff strength numbers

Appendix

American Jail Association: 22 Core Competencies

1	Anticipate, analyze, and resolve organizational challenges and conflicts.
2	Assure organizational accountability.
3	Build and maintain positive relationships with external stakeholders.
4	Build and maintain teamwork; mentor and coach others.
5	Communicate effectively, internally and externally.
6	Comprehend, obtain, and manage fiscal resources.
7	Develop and maintain a positive organizational culture that promotes respect for diverse staff.
8	Develop and sustain organizational vision/mission.
9	Engage in strategic planning.
10	Enhance self-awareness; maintain proactive professional commitment.
11	Establish organizational authority, roles, and responsibilities.
12	Leverage the role of the jail in the criminal justice system.
13	Make sound decisions.
14	Manage change.
15	Manage labor relations.
16	Manage power and influence.
17	Manage time.
18	Obtain and manage human resources.
19	Oversee inmate and facility management.
20	Oversee physical plant management.
21	Reduce jail-related liability risks.
22	Understand and manage emerging technology.
