

Boulder County Jail

Division Chief Larry Hank

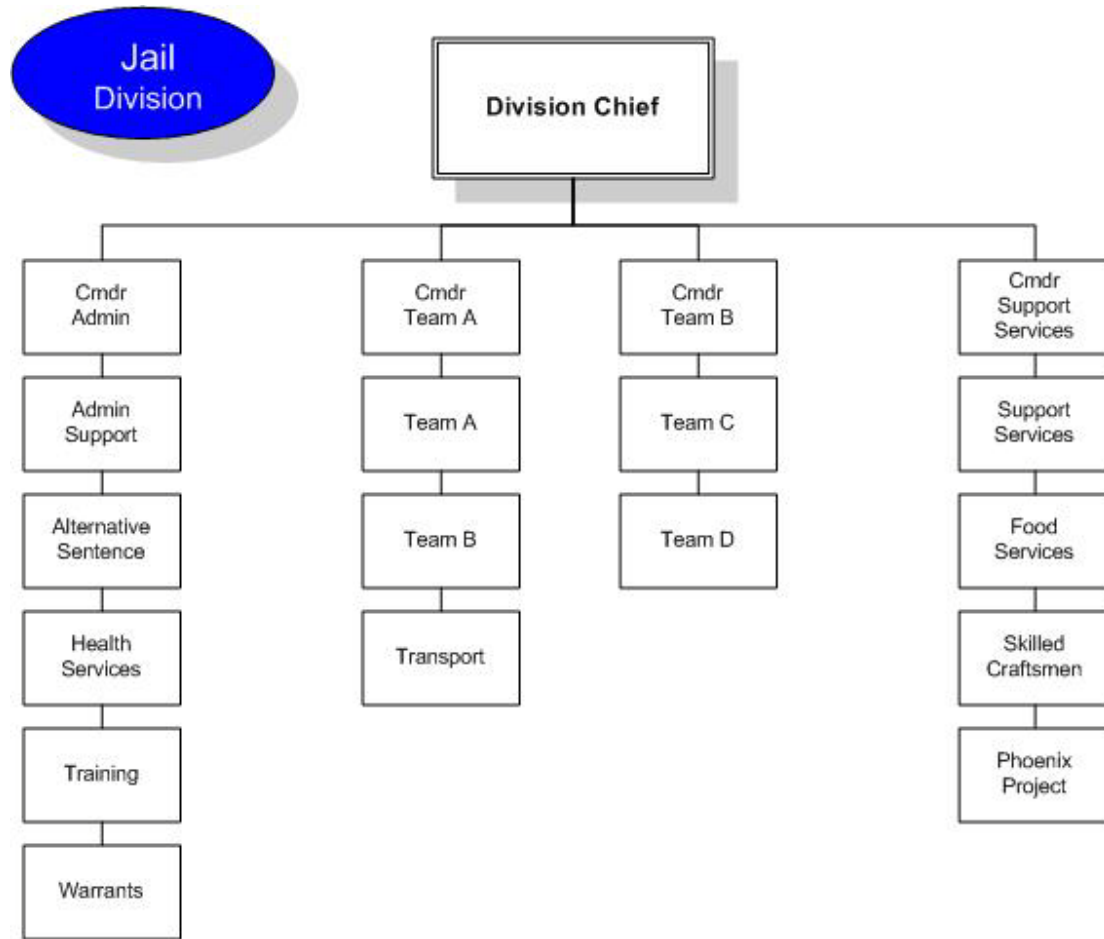


Figure 10 - Jail Division Organizational Chart



Figure 11 - Division Chief Larry Hank

The Boulder County Jail organizational structure provides for one Jail Division Chief (Larry Hank) who manages four Commanders who supervise various components of the Jail Division operations. Commander (Bruce Haas) serves as the Administrative Commander and oversees the Jail Administration, Training, Medical Services, Alternative Sentence programs, Warrants and Extraditions. Commander (Bill Black) oversees the jail Food Service Unit, Maintenance Unit, Classification team, Jail Programs, and Policy and Procedure maintenance. Commander (Ed Torres) oversees the Dayshift operations teams and the Jail Court/Transport unit. Commander (Dwight Hill) oversees the Evening shift operations teams. The Jail Division employ's 183 employees consisting of sworn deputies, law enforcement techs, nurses (both R.N.'s & LPN's), counselors, G.E.D. instructor, librarian, maintenance craftsman, cooks, correctional programmers, and crew bosses



Figure 12 - Jail Commanders (L-R) Bill Black, Bruce Haas, Dwight Hill, and Ed Torres

- Annual Jail Budget
 - Personnel Budget: \$9,434,647
 - Operating Budget: \$2,236,802

The Historic Perspective: In 1983, the total budget allocated to the Jail was \$1,811,122 (Salaries \$1,467,530 and Operations \$343,592) and was over seen by 42 “Correctional Specialist”

The Boulder County Jail was built in 1987 and was designed to accommodate 287 inmates. In 2005 the jail converted an existing outdoor courtyard into additional inmate housing and added thirty-two additional rooms (64 beds). Through the use of double bunking existing jail beds, and the 2005 expansion, the jail increased its capacity in 2008 to accommodate up to 538 inmates.

- Total number of Booked: 9,937
- Average Booked per month: 828
- Average Length of Stay: 17 Days
- Total Average Daily Population: 464
- Male Avg. Daily Population: 425
- Female Avg. Daily Population: 96
- Total Inmate Bed Days: 169,909
- Non-Citizen’s Booked: 1244

The Historic Perspective: In 1983, there were 4,351 inmates booked into the Jail an average of 362 per month. The average daily population was 109, (96 males and 13 females). The average length of stay was 9 days.

Warrants and Extraditions Unit

The Warrants and Extraditions Unit of the Jail enters all felony, and domestic violence warrants for the County, Lyons, and Superior in the Tiburon data system. In addition warrants are entered into CCIC and NCIC where appropriate. This unit also monitors warrants for inmates in custody and assures that all Sheriff’s Office warrants are managed correctly. Extraditions are managed through this division as well. Coordination with the District Attorneys Office, North West Shuttle services, outside agencies, and officer’s assigned extraditions, are made with our

Warrants and Extradition unit. This unit in managing Correctional offender data who reside in the community, and entering data performs additional duties for inmates who are foreign born.

- New warrants received: 10,965
- Total dispositioned: 5,633
- Extraditions completed: 34
 - Total cost: \$54,091.68
 - Average cost per trip: \$1,590.93



Figure 13 - Jail Deputy Mike Cavin

The Historic Perspective: In 1983, 2,543 new warrants were received, 2,138 were dispositioned. There were 70 extraditions completed at the cost of \$37,401

Medical Unit

The Jail Medical Unit provides for medical and mental health services for all inmates within the jail. This unit is staffed 24/7 by Registered Nurse's and LPN's. The nurses complete medical intake screens on each inmate that are booked into the jail. These screens consist of a medical history; addressing mental health issues, and assesses the potential for suicidal efforts. Special health needs are documented and addressed by the jail physician if needed. Nursing staff may initiate specific medical protocols, if the assessment indicates that these are appropriate. Medications are passed to inmates three times per day. The med passes occur in the housing modules at 0730, 1400 hours and 1930 hours. Approximately 52% of the inmate population receives medications, with psychotropic medication representing 48% of the pharmaceutical budget in the jail. The average monthly cost for pharmaceuticals in the jail YTD is \$11,442.40/mo., resulting in an average monthly cost of \$22.78 per inmate.

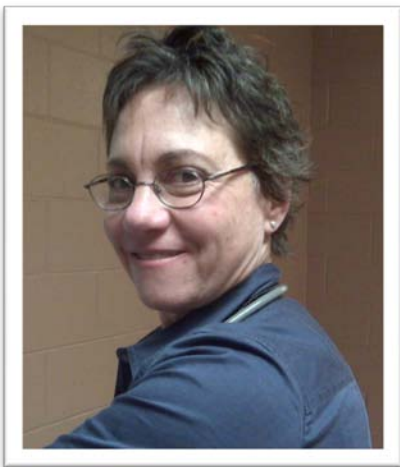


Figure 14 - Jail Nurse Fran Mandell

Diabetic rounds are made at 0400 hours and 1430 hours daily. The nursing staff provides sick call two times daily at 1400 hours and 2230 hours. An average of 20 sick calls are addressed on a daily basis. Kites are completed by inmates regarding medical issues and are submitted through the module officer. The jail physician is available for Doctor Rounds two times per week. The physician sees an average of 21 inmates per clinic. The nursing staff responds to medical calls within the jail and triages medical issues over the telephone or radio. Emergency equipment is located in the Medical Unit and in Building C.

Mental Health services are available to inmates through the Medical Unit. There are three mental health counselors in the jail from 0700 hours to 1900 hours daily. A Boulder Mental Health Center liaison is present in the jail two partial days per week. The liaison provides support for the mental counselors and conducts various inmate group therapy sessions as well. A registered nurse is assigned to facilitate the mental health clinics and

provides a critical link between medical and mental health services. Referrals to mental health are made by deputies, nursing staff, the medical physician or by the inmates themselves. There is a Psychiatrist in the jail one morning per week and a psychiatric nurse practitioner available two hours per week. Inmates with suspicious mental status are placed on specific suicide protocol. During 2008, the mental health counselors evaluated 875 inmates and 454 inmates were placed on suicide precautions. Crisis team evaluation is required for emergency hospitalization. The mental health team manages all psychiatric issues within the jail.

Dental services are available through the Medical unit. Basic and preventative dental care is the primary focus of the dental clinic. The dentist is available in the jail two mornings per week. The inmate must complete a kite request for the dental services. In addition to the dentist, a certified dental assistant/hygienist is available to see inmates for preventative care, dental teaching and to provide screening service for the dentist.

There is a cost to inmates for medical services. A physician visit results in a \$10 debt charged to the inmate account. If the inmate receives a prescription, there is a \$5 debt per prescription, per month placed against their account.

***The Historic Perspective:** In 1983, the Jail had nurse (RN) coverage on days and evenings but not on graveyards. Boulder County Mental Health provided mental health services on an hourly basis. There was no in-house dental service available at that time. The Jail contracted with a local doctor to come to the jail once a week for four hours.*

Training

Jail Training Sergeant Jeff Goetz took the lead in the development and implementation of two new major programs for the Jail Division. These projects were started during the last two quarters of 2008. The first program was installation of money collecting kiosks in the Jail lobby and Booking garage. They were installed to help facilitate the Jail into a moneyless Jail. The Jail collects over \$3.4 million dollars each year. The new system saves hundreds of man-hours both at the Jail and within our Accounting Department. With the safeguards this provides, we have become more efficient and effective with our fund transactions as well as providing improved services to the community. During the last quarter of 2008, the new kiosks processed over \$330,000 in cash and over \$170,000 in credit cards transactions totaling over \$500,000. The new kiosk system proved valuable to the County as well. The Jail was nominated by the County to receive a Pinnacle award for Innovation. ***Innovation:** New projects that is progressive and visionary, improving the functioning of our organization in ways that will be models for other government organizations*



**Figure 15 - Training
Sergeant Jeff Goetz**

The second program to be installed was the Guard1 Timekeeping system. The system allows the officers to click a button located by each area of concern with a special wand. The wand is downloaded into a special computer system. Officers as well as their supervisors can track the downloaded information. Guard1 provides a more accurate and legible report tracking system that is not hand written and can be pulled at a later date.

97% of the jail staff reviewed the 12 Character 1st videos. 90% of the jail staff participated in the Essential Job Demand test and 100% of the jail staff completed the required Red Line policies tests. All new Deputies and Law Enforcement Techs. must complete a 12-week FTO (Field Training Officer) pre-service program before they work solo. All employees are required to attend 40 hours of in-service training throughout the year; Supervisors receive 8 hours of training relating to supervision and management issue.

***The Historic Perspective:** In 1983, the Jail acquired accreditation from both the American Medical Association (A.M.A.) and the American Correction Association (A.C.A.). The A.M.A. accreditation was the second consecutive awarded to the Jail Division after being the first in Colorado to receive such recognition. The A.C.A. accreditation was only the eleventh to be awarded to a county-jail in the nation.*

Alternative Sentence Programs

The Boulder County Jail Alternative Sentence Programs (Supervised by Sgt. Sandra Nelson) provide offenders with the opportunity to serve their jail sentence outside of the security confinement of the main jail. These programs provide offenders with the ability to maintain their present employment, seek new employment, attend educational classes in the community, provide for community service when needed and address family and personal needs. These programs have also been extremely effective in reducing jail overcrowding and dramatically lowering the cost to the taxpayers. The following programs are provided by the Boulder County Jail:

The Work Release program (Supervised by Deputy Leah Cavin and Deputy Alex Huggins) allows an inmate to continue working while satisfying a jail sentence. The offender pays a weekly fee for living in the jail or a community treatment center. They must report to the jail or treatment center after work and remain there, unless excused by jail or treatment center staff to attend programs, etc. Most offenders who are on the Work Release program are sentenced directly from the courts. Work Release collected a total of \$257,238.13 in fees for the year of 2008. There was a refund of \$1,034.28 for this year. The Total Work Release deposit was \$256,203.85.



Figure 16 - Deputy Alex Huggins

- Total Active Clients: 1,588
- Total Sentence Completions: 483
- Successful Completions: 363 (75%)
- Average Daily Population: 88
- Fees Collected: \$256,203

The Work Crew Program (Supervised by Deputy Sandy Long) was designed to allow those inmates serving a sentence to complete the sentence on weekends or weekdays by working under the supervision of jail personnel. Offenders report to the jail and spend the day performing specific tasks assigned to them by jail personnel at locations within the county. Inmates are not

housed overnight. Offenders in this program report to the jail at 0630 hours and are released around 1600 hours each day. Most of these offenders are sentenced directly from the courts.

- Total Active Clients: 1076
- Total Sentence Completions: 538
- Successful Completions: 397 (74%)
- Average Weekly Population: 21

The Day Reporting Program (Supervised by Deputy Sandy Long) is a non-residential jail sentence, which allows participants to stay at home, as long as they meet all of the Day Reporting Center selection criteria. The DRC includes monitoring, treatment, employment and daily contact. Participants must submit written itineraries on a daily and weekly basis. They must pay their own fees on a weekly basis. This program is viewed as providing close supervision, case management, and treatment in a manner that keeps offenders employed and is less expensive for the community. Work Release inmates are often transitioned into this program prior to the completion of their sentence.



Figure 17 - Deputy Sandy Long

- Total Active Clients: 718
- Total Sentence Completions: 271
- Successful Completions: 220 (81%)
- Average Daily Population: 38

The Home Detention program (Supervised by Deputy Rick Lawson and Carol Zamora) provides for the offender to remain confined in their home or other approved residence. They are allowed to leave their residence for employment, therapy and medical treatment. They adhere to a strict schedule and are randomly tested in their home for drugs and alcohol use. The inmate uses electronic bracelets to ensure schedule compliance and to detect any unauthorized activity. These offenders are sentenced to this program directly through court.



Figure 18 - Deputy Rick Lawson

- Total Active Clients: 745
- Total Sentence Completions: 265
- Successful Completions: 223 (84%)
- Average Daily Population: 40

The Jail Crew Boss Unit provides the opportunity for inmates to perform work in the community while serving their jail sentence. These inmates reside within the jail and are supervised by jail Crew Boss staff while working on various community projects. The jail provides this inmate labor force for the County recycling plant, the City of Boulder, Boulder County Facilities, the Boulder County Fair, the Humane Society, Sister Carmen's Center and many other non-profit entities in the county.

- Total Community Workers assigned: 4,530
- Total Inmate Hours Worked: 39,069
- Total Hours of Inmate Labor for County Fair: 192

The Boulder County Jail Garden serves as a Community project where several volunteer Master Gardener's from the community donate their time to assist inmates in learning gardening skills and growing produce for the Boulder County Jail. This project saves considerable dollars to help keep the jail food expenses within budget. The volume of produce grown exceeds what the jail can consume, so produce is also dispersed to Community Food Share. The Food Services unit of the jail also dumps its food waste in composter's, which recycles food waste to provide garden fertilizer.

- Total Pounds of Produce grown: 22,000 pounds

***The Historic Perspective:** With the exception of Work Release, programs of this nature did not exist in 1983. The preceding programs have been developed over time to provide offenders opportunities while serving their sentence; this has been extremely successful in reducing re-offending and reducing cost to taxpayers.*

Support Services

The Boulder County Jail offers numerous programs for inmates to assist in the post-incarceration reintegration back into the community. The large majority of these programs are available in the Phoenix and Transition units, although many are available to the population at-large. While the jail is predominantly male, we endeavor to offer equal programs' access to females.

While the list of programs available is too numerous to index here, there are many areas worthy of mention. Adult Basic Education (ABE), leading to a GED, has been available for many years and the Boulder County Jail has one of the highest success rates in Colorado. Other educational programs like English as a Second Language (ESL), Boulder Reads (offered by the Boulder Public Library), individualized tutoring, jail library, and other opportunities are available.

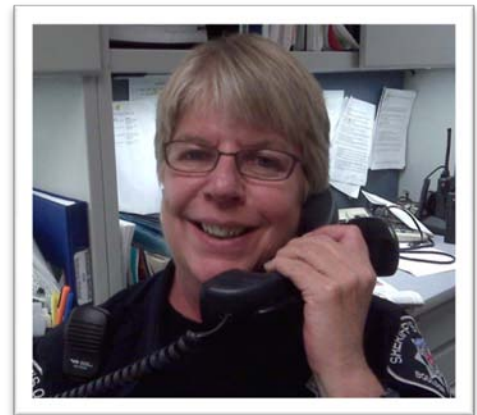


Figure 19 - Sgt. Kate Krawchik

Because of the substance abuse issues among inmates, there are many programs available to assess, treat and educate inmates regarding the use of alcohol and drugs. Long-standing programs such as Alcoholics Anonymous and Narcotics Anonymous, combined with a number of other substance abuse classes provide a wide variety of help.

One highly successful and long-running program is the Phoenix Module. The same coordinator has been involved with this program for eighteen years and that stability has lead to unparalleled success. A comprehensive approach to substance abuse in a no-nonsense environment has lead

to a challenging, life-altering experience for numerous participants. This has been a showcase program for many years and emulated by other detention facilities.



Figure 22 - Jail Deputy Willie Jorman



Figure 20 - Jail Transport



Figure 21 - Jail Deputy Tim Mills

The most recent approach has been the Transition and Reentry Program. This program was developed around jail-based interventions to help inmates reduce recidivism, substance abuse and homelessness, while improving their health, increasing opportunities for employment upon release and developing better family relationships. While these are challenging issues to deal with, the jail had begun to see changes in many of the long-term, repeat offenders.

The program was set in motion with the collaboration of several community organizations, which contribute generous amounts of personnel, time, and other resources to achieving the established goals.

While still a work in progress, Transition underscores the impact that such a strategy can have with inmates in reducing the cycle of incarceration.

The availability of religious programming from a number of faith-based organizations is important to our inmate population. We provide several non-denominational Bible studies, but inmates of any recognized religion have access to leaders of their faith. The jail also has a designated Chaplain to assist in this area.

Overall, our programming is solid and serves the needs of Boulder County. Our strong collaborative partnership with numerous organizations brings together a myriad of benefits for the entire community.

The Historic Perspective: In 1983, the Jail's programs consisted of volunteers and religious groups providing such things as bible study, A.A (alcohol anonymous), N.A. (narcotics anonymous). The Jail did have a Educator position and ran a program called A.O.R. (aid to offender restitution)