The men and women who put on the Denver Sheriff uniform every day help keep our community safe. They proudly provide care and custody to persons involved in our justice system. That's why I am pleased to present the Denver Sheriff Department 2015 Annual Report to you, the residents of Denver. This report highlights the hard work by the staff of the Sheriff Department, and provides an insight into the vital role they play when it comes to serving our city.

Last year was transformational for the Department. We began a journey that will continue to improve and strengthen the service we provide to Denver. I am confident that with the continued support of the community and a concerted effort by city leadership, we will meet the challenge of reforming the Sheriff Department and making it something we can all be proud of.

The key to bringing about change and forging a new direction is the appointment of Denver's new sheriff, Patrick Firman along with a roadmap to implement. With more than 25 years of experience working in jails, Sheriff Firman brings the necessary skills to get the job done, and done right. Over the past few months, Sheriff Firman has made great strides in the Department to effect change. He leads with a warm-heart and a thoughtful approach to lift this department up and set it on the path to success. His emphasis on the people – the staff, the inmates, and the community – shows the kind of leadership this community deserves.

We still have a long way to go to effect lasting change in the department. Last year, our independent consultant team, Hillard Heinz and the OIR Group, presented their recommendations to reform the Department. Under the extraordinary stewardship of Executive Director of Safety, Stephanie O'Malley, we are now partway through implementing some 400 reform actions. Given the importance of getting the reform process right, I asked City Council to provide the single largest funding increase in the history of the Denver Sheriff Department including hiring some 200 new deputies by early 2017. The new sheriff and his staff now have the resources they need to effect change.

In the months and years ahead, I look forward to seeing that hard work begin to take hold. While our task is not yet complete, and many challenges remain, I believe we have laid the groundwork necessary to fulfill our duty and meet the high expectations placed upon us by the people we serve.

Respectfully,

Michael B. Hancock
Mayor
Denver welcomes Patrick Firman as the new Sheriff!

With over 24 years of uniformed and jail management experience, Firman served as Deputy Chief of Corrections for the McHenry County, IL Sheriff’s Office from 2009 to 2014, and Deputy Chief and Chief of Corrections for the Lake County, IL Sheriff’s Office from 2000 to 2009. In these roles, he has overseen jail systems of hundreds of inmates and department staff as well as managed multi-million dollar budgets.

“I’m greatly honored that Mayor Hancock has entrusted me with this responsibility. As someone who has spent a career working in this field, I am passionate about providing a high standard of care and custody to those involved in the justice system,” Firman said. “This is a department with a lot of opportunity, and I’m confident that within a spirit of cooperation and shared responsibility from city leaders and the community, we can meet the challenges of making the Denver Sheriff Department the best it can be.”

Firman carries significant expertise in corrections, penology, and criminology along with a keen eye for process improvements and organizational accountability. He served as Vice President of the Board of Directors for the Illinois Correctional Association and is a certified American Correctional Association auditor and executive, and Department of Justice PREA auditor. He is also certified in Approved Instructional Expertise in Human Behavior by the Illinois Law Enforcement Training and Standards Board. Firman shared his expertise as a professor at the Chicago area’s College of Lake County and Trinity International University.

The Denver Sheriff Department is the largest Sheriff Department agency in the state of Colorado and is comprised of many divisions and diverse operations with over 890 uniformed and non-uniformed staff members. These operations include two separate jails, security for the District and County court systems, state inmate transportation, extradition duties, fugitive and K-9 units, a Work Release facility, and security at Denver Health Medical Center.
2015 Highlights Denver Sheriff Department Interim Sheriff Elias Diggins

As Executive Director Stephanie O’Malley provided oversight, leadership, and guidance, and Sheriff Elias Diggins offered his strategic management support, the 2015 Hillard Heintze Top-to-Bottom Reform process was underway.

With the reform efforts in mind, a collaborative effort was activated that included both internal and external stakeholders, Executive Director Stephanie O’Malley, Sheriff Elias Diggins, DSD deputies, the OIM, the OIR, several Denver community groups and active forums.

The contributions of each stakeholder led the 2015/2016 budget talks to the 2016 Mayor’s budget proposal that infused the largest, single investment into the Denver Sheriff Department in the city’s history. This investment supports the continued transformative reforms based on recommendations from the independent experts.

With an intense focus on creating a department we can be proud of, $24 million to enact reforms in the Sheriff Department was added to our budget, which will include hiring additional deputies and enhance staffing, technology, data tracking, training, and facilities.
Contents

6 Introduction
   Mission, Vision and Guiding Principles
   Letter from the Sheriff
   DSD Divisions
   Staffing and Diversity

10 Highlights 2015
   Triple Crown Award
   Denver Sheriff Department Top-to-Bottom Reform Overview
   Civil, K-9, and Court Services
   Honor Guard and Mounted Posse
   Vehicle Impound Facility

18 Strategic Plan Performance
   Goal 1: Promote Opportunities and Initiatives that Foster Staff Success
   Goal 2: Provide a Safe and Secure Environment for Inmates
   Goal 3: Improve Community Relations
   Goal 4: Provide Education and Skills to Empower Inmates to Make Improved Life Choices
   Goal 5: Efficiently Administer the City and County Criminal Justice Services

25 Recognition and Awards

27 In Remembrance
DENVER SHERIFF DEPARTMENT

OUR VISION
We are committed to being a model law enforcement agency by demonstrating best practices, incorporating emerging technologies and the highest standards in accreditation by achieving and maintaining the Triple Crown Award.

OUR MISSION
To provide safety and security for the community by ensuring care, custody, transportation and reentry services for detainees by operating safe, secure, efficient and humane facilities that adhere to federal, state, and local laws.

OUR GUIDING PRINCIPLES

HONESTY: Being ethical and honest in everything we do or say.

FAIRNESS: Acting with respect to all, including other employees and the public.

RESPECT: Treating others as we would want to be treated. We will uphold the values of the constitution of this nation, including freedom from prejudice and favoritism, and providing justice for all.

OPENNESS: Being objective, accessible, tolerant, flexible and adaptable. We will listen to others’ points of view, striving for open communication and willingness to compromise.

TEAMWORK: Encouraging a harmonious, supportive environment, putting the “team” first, and fostering positive working relationships.

JUDGMENT: Making reasonable decisions based on common sense and good judgment.

SENSITIVITY: Recognizing the humanity in others and being able to deal with difficult people and situations with compassion and concern.

PERSONAL LEADERSHIP: Taking personal responsibility and initiative to get things done. Being proactive, rather than reactive. Setting goals and looking toward the future. We will set a positive example for others to follow.

INTEGRITY: Having the courage to do the right thing, maintaining self-discipline, control and self-restraint.

ACCOUNTABILITY: Being accountable for everything we do.

PROFESSIONALISM: Demonstrating skill, knowledge, and competency in carrying out all assigned duties. Striving for excellence and continued self-improvement.
It is an honor and privilege to serve as Sheriff alongside the men and women of the Denver Sheriff Department. This 2015 annual report comes at a critical juncture for our Department, following an unprecedented examination of our department where we invited others to look at and provide an assessment of every facet of our operations.

2015 has presented the Denver Sheriff Department with enormous opportunities. More than 400 recommendations have been presented to reform and renew our department based on national best practices. With unprecedented support from Mayor Michael B. Hancock and our City Council, we are systematically implementing them. We have already begun laying the foundation necessary for change by recruiting, hiring, and training the largest academy of recruits in the history of the department. We have prioritized de-escalation and crisis intervention training for our staff and are working together to re-define our approach to dealing with use of force incidents.

Despite numerous challenges, we have and will continue to make significant progress when it comes to fulfilling our mission. We are committed to providing our staff with the tools, resources, and support they need to perform at their best. We are committed to providing safe and secure custody to those entrusted to our care, and we are committed to engaging and collaborating with our community. With a new sense of purpose, we are focused on the people we serve - our employees, those entrusted to our care, and our community.

In the midst of change, the men and women of the Denver Sheriff Department continue to perform the incredibly difficult task of managing roughly 2,000 inmates on any given day. A population that continues to be very complex and challenging. The number of inmates coming through our doors with mental health and substance abuse issues continues to increase and we continue to explore effective ways to manage and appropriately divert them.

Our staff is critical to our success. As we continue to raise the bar on what is expected from them, we also understand and recognize our increased responsibility to provide them with the support and resources necessary to perform at their best.

I continue to be amazed at the work our staff do every day. I’m excited at what the future holds for the Denver Sheriff Department and the community we serve.

Patrick Firman
Sheriff
City and County of Denver
Divisions

Denver County Jail Division

The County Jail Division is responsible for the long-term care and custody of sentenced prisoners, sentenced and pre-sentenced female prisoners, and prisoners sentenced to alternative sentencing programs. Some of the inmate programs offered are GED, domestic violence counseling, drug/alcohol counseling, aptitude, and vocational testing, Denver Homeless Transition Program, Sheriff Home Detention Program and R.I.S.E. In 2015, this facility’s average daily population was 693.

Support Services Division

This division includes the units of Recruitment and Hiring, Training, Vehicle Impound Facility, DHMC/Correctional Care Medical Facility, Technology Management Unit, and the Scheduling Unit. The Vehicle Impound Unit, whose function it is to provide for the safe, efficient and secure evidentiary storage of vehicles impounded in the City and County of Denver, is located at 5160 York Street.

Downtown Division

This division includes the Downtown Detention Center, Court Services, the Civil Process Unit, the K-9 Unit, NCIC, and Inmate Programs. Upon arrival, prisoners are processed and temporarily housed at the DDC until they can make bond or have been advised by the court. Depending on the outcome, inmates may be transferred to the COJL to serve the remainder of their sentence. In 2015, the Downtown Detention Center’s average daily population was 1319.

Data Analytics Division

The Analytics Division is tasked with gathering intelligence and information inside and outside the Agency that is then analyzed to inform operational and management strategies, tactics, policies, and procedures. Similar to other law enforcement analytics divisions, this division synthesizes information to provide tactical, operational and strategic analysis and track DSD performance accountability.
## Denver Sheriff Department Workforce Demographics

### End of December 2015

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
<th>Male</th>
<th>%</th>
<th>Female</th>
<th>%</th>
<th>American Indian</th>
<th>%</th>
<th>Asian</th>
<th>%</th>
<th>Black</th>
<th>%</th>
<th>Hispanic</th>
<th>%</th>
<th>White</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deputy Sheriff</td>
<td>704</td>
<td>538</td>
<td>76.4%</td>
<td>166</td>
<td>23.6%</td>
<td>2</td>
<td>0.3%</td>
<td>32</td>
<td>4.5%</td>
<td>110</td>
<td>15.5%</td>
<td>220</td>
<td>31.3%</td>
<td>340</td>
<td>48.3%</td>
</tr>
<tr>
<td>Sergeant</td>
<td>66</td>
<td>54</td>
<td>81.8%</td>
<td>12</td>
<td>18.2%</td>
<td>1</td>
<td>1.5%</td>
<td>1</td>
<td>1.5%</td>
<td>12</td>
<td>18.2%</td>
<td>9</td>
<td>13.6%</td>
<td>44</td>
<td>66.7%</td>
</tr>
<tr>
<td>Captain</td>
<td>11</td>
<td>9</td>
<td>81.8%</td>
<td>2</td>
<td>18.2%</td>
<td>3</td>
<td>27.3%</td>
<td>5</td>
<td>45.5%</td>
<td>3</td>
<td>27.3%</td>
<td>2</td>
<td>27.3%</td>
<td>3</td>
<td>27.3%</td>
</tr>
<tr>
<td>Major</td>
<td>5</td>
<td>4</td>
<td>80.0%</td>
<td>1</td>
<td>20.0%</td>
<td>3</td>
<td>60.0%</td>
<td>2</td>
<td>40.0%</td>
<td>3</td>
<td>60.0%</td>
<td>2</td>
<td>40.0%</td>
<td>1</td>
<td>100.0%</td>
</tr>
<tr>
<td>Division Chief</td>
<td>5</td>
<td>2</td>
<td>40.0%</td>
<td>3</td>
<td>60.0%</td>
<td>2</td>
<td>100.0%</td>
<td>2</td>
<td>40.0%</td>
<td>1</td>
<td>100.0%</td>
<td>3</td>
<td>60.0%</td>
<td>2</td>
<td>40.0%</td>
</tr>
<tr>
<td>Sheriff</td>
<td>1</td>
<td>1</td>
<td>100.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Sworn Staff</strong></td>
<td>792</td>
<td>606</td>
<td>76.8%</td>
<td>184</td>
<td>23.2%</td>
<td>2</td>
<td>0.3%</td>
<td>33</td>
<td>4.2%</td>
<td>128</td>
<td>16.2%</td>
<td>237</td>
<td>29.5%</td>
<td>392</td>
<td>49.5%</td>
</tr>
<tr>
<td>Security Specialist</td>
<td>49</td>
<td>16</td>
<td>33.7%</td>
<td>33</td>
<td>67.3%</td>
<td>4</td>
<td>8.2%</td>
<td>10</td>
<td>20.4%</td>
<td>19</td>
<td>38.8%</td>
<td>16</td>
<td>32.7%</td>
<td>16</td>
<td>32.7%</td>
</tr>
<tr>
<td>Administrative and Clerical</td>
<td>50</td>
<td>11</td>
<td>22.0%</td>
<td>39</td>
<td>78.0%</td>
<td>1</td>
<td>2.0%</td>
<td>7</td>
<td>14.0%</td>
<td>16</td>
<td>32.0%</td>
<td>9</td>
<td>18.0%</td>
<td>27</td>
<td>54.0%</td>
</tr>
<tr>
<td>Trade Professional</td>
<td>12</td>
<td>12</td>
<td>100.0%</td>
<td>0</td>
<td>0.0%</td>
<td>1</td>
<td>8.3%</td>
<td>1</td>
<td>8.3%</td>
<td>7</td>
<td>58.3%</td>
<td>9</td>
<td>50.0%</td>
<td>9</td>
<td>50.0%</td>
</tr>
<tr>
<td>Other Civilian</td>
<td>12</td>
<td>10</td>
<td>72.2%</td>
<td>6</td>
<td>27.8%</td>
<td>1</td>
<td>8.3%</td>
<td>7</td>
<td>58.3%</td>
<td>9</td>
<td>50.0%</td>
<td>9</td>
<td>50.0%</td>
<td>10</td>
<td>41.7%</td>
</tr>
<tr>
<td>Professional</td>
<td>14</td>
<td>8</td>
<td>57.1%</td>
<td>6</td>
<td>42.9%</td>
<td>1</td>
<td>7.1%</td>
<td>2</td>
<td>14.3%</td>
<td>3</td>
<td>21.4%</td>
<td>8</td>
<td>57.1%</td>
<td>9</td>
<td>60.0%</td>
</tr>
<tr>
<td>Supervisors/Managers</td>
<td>15</td>
<td>8</td>
<td>53.3%</td>
<td>7</td>
<td>46.7%</td>
<td>1</td>
<td>6.6%</td>
<td>2</td>
<td>13.3%</td>
<td>3</td>
<td>19.4%</td>
<td>9</td>
<td>60.0%</td>
<td>2</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>Civilian Staff</strong></td>
<td>162</td>
<td>71</td>
<td>43.8%</td>
<td>91</td>
<td>56.2%</td>
<td>2</td>
<td>1.2%</td>
<td>8</td>
<td>4.9%</td>
<td>30</td>
<td>18.5%</td>
<td>46</td>
<td>28.4%</td>
<td>76</td>
<td>46.9%</td>
</tr>
<tr>
<td>Command Staff</td>
<td>22</td>
<td>16</td>
<td>72.7%</td>
<td>6</td>
<td>27.3%</td>
<td>2</td>
<td>9.1%</td>
<td>6</td>
<td>27.3%</td>
<td>8</td>
<td>36.4%</td>
<td>8</td>
<td>36.4%</td>
<td>1</td>
<td>100.0%</td>
</tr>
<tr>
<td>Civilian Management &amp; Professional</td>
<td>29</td>
<td>16</td>
<td>55.2%</td>
<td>13</td>
<td>44.8%</td>
<td>1</td>
<td>3.4%</td>
<td>2</td>
<td>6.9%</td>
<td>4</td>
<td>13.8%</td>
<td>5</td>
<td>17.2%</td>
<td>18</td>
<td>58.6%</td>
</tr>
<tr>
<td><strong>Total DDS</strong></td>
<td>954</td>
<td>679</td>
<td>71.2%</td>
<td>275</td>
<td>28.8%</td>
<td>4</td>
<td>0.4%</td>
<td>41</td>
<td>4.3%</td>
<td>158</td>
<td>16.5%</td>
<td>283</td>
<td>29.7%</td>
<td>468</td>
<td>49.1%</td>
</tr>
</tbody>
</table>

**Administrative and Clerical:** Admin Asst, Fleet Impound Ctr, Exec Asst, Invest Tng Tck, Work Release Tck, Ops Coord, NCC Agent, Property Evid Tck, Paralegal Tck

**Trade Professional:** Carpenter, Plumber, Equip Operator Spec, Master Trades Worker, Facility Maintenance Tech, Electrical, HVAC Mechanic, Locksmith

**Other Civilian:** Institutional Food Steward, Conover

**Professional:** Accountant, Addiction Counselor, Diversion and Criminal Justice Counselor, Financial Mgr, Analyst, Program Coordinator, Probation Officer, Psychologist

**Supervisors/Managers:** Facility Sup, Financial Mgr, Food Steward, Supervisor, Program Administrator, Supervisor of Admin Support

### Average Staff Length of Service

![Average Staff Length of Service Graph]

- **All Staff:** 10.6
- **All Civilian:** 8.2
- **All Sworn:** 11.1
- **Command Staff:** 19.3
- **Division Chief:** 24
- **Major:** 22.3
- **Captain:** 21.7
- **Sergeant:** 18.3
- **Deputy Sheriff:** 10
2015 HIGHLIGHTS

2015 brought exciting challenges, opportunities, and successes to the Department as we continued to make strides in all areas of our strategic plan.

TRIPLE CROWN ACCREDITATION

The Triple Crown Award was established by the (NSA) National Sheriffs’ Association to recognize those sheriffs’ offices, which achieve simultaneous accreditation from the (ACA) American Correctional Association, the (NCCHC) National Commission on Correctional Healthcare and (CALEA) Commission on Law Enforcement Accreditation). After rigorous preparation, in 2015 the DSD underwent a highly successful audit by the ACA resulting in our third agency accreditation and enabling the Department to maintain the status of a Triple Crown accredited agency. Triple Crown Accreditation is an honorable distinction that recognizes an agency for adopting the country’s most impactful proven solutions for correctional management, performing general law enforcement duties, and providing health care services to incarcerated individuals.

Since the establishment of the award in 1993, fewer than 100 of more than 3,083 sheriff departments across the country have qualified for this distinction. This achievement not only means the Department exceeds all mandatory requirements and employs best practices, but it also instills a sense of pride and confidence among our employees and citizens, knowing that we observe the highest standards in the performance of our duties now and in the future--promoting compassionate service and protection for all people.
2015 HIGHLIGHTS

Denver Sheriff Department Top-to-Bottom Reform

The top-to-bottom review of the DSD ordered by Mayor Michael B. Hancock was completed in 2015. An assessment report was prepared by consultants Hillard Heintze titled “New Vision, Brighter Future: The Denver Sheriff Department – Transforming the Leadership, Operations, and Culture of the Department”.

Upon completion of the report, an internal implementation team immediately began work to develop an action plan that prioritizes the multitude of recommendations.

The top-to-bottom review of the Denver Sheriff Department has required a great deal of work to deliver thoughtful recommendations for reform. To ensure this is a comprehensive process, input continues to be gathered from a wide range of law enforcement experts and engaged community members. There were several reports that were completed and will be taken into consideration as a plan is created to reform the Denver Sheriff’s Department.

“Everything is on the table,” Hancock says. “I believe taking this step with these team of outside experts will help us reform this Denver Sheriff’s Department into an agency we can all, once again, be proud of.”
COURT SERVICES, CIVIL UNIT, AND K-9 UNIT

Captain Deric Wynn, Commander
The Civil Unit is comprised of 1 sergeant and 10 deputies. They are responsible for conducting a multitude of assignments which range from performing evictions, processing and delivering services --including temporary and “fixed term” restraining orders, mental health pickups, child pickups, judicial foreclosures, and the like.

The Court Service Unit is comprised of the Captain, 3 sergeants and 66 deputies. Court Service has many functions. They service both the State and County Courts of the City and County of Denver and provide daily security and safety for the LFC, the City and County Building, Probation Building and part time, for the Treasury.

Outside of these functions, extradition and both local and state transportation are also the responsibility of this unit.

Warrant Detail

The Warrant Detail is comprised of two Deputies. Their responsibilities range from receiving and processing District and County Court Warrants to being called upon to participate in special operations through the United States Marshal Service. In 2015, this unit received 3,310 new warrants. They made the following arrests:

- Felony Arrests Made – 129
- Felony Warrants Cleared – 55
- Misdemeanor Arrests Made – 68
- Misdemeanor Warrants Cleared – 40
- Total Arrests Made – 197

Court Services:

- Total prisoners transported – 36,059
- Court Service Remands – 2,704
- County Jail Transports – 3,752
- DDC Transports – 19,645
- Juvenile Transports – 2,484
- Hospital Transports – 874
- Local Transportation – 6,333
- Inter-state Transports (Extraditions) – 177
2015 HIGHLIGHTS

**DSD K-9 UNIT**

The K-9 unit is part of the Downtown Division and is comprised of three K-9s and three deputy sheriff handlers. The two explosive detection teams are D/S Swan and K-9 Rex and D/S Hynes and K-9 Taylor. D/S Aumiller and K-9 Buddy represent our narcotic detection team.

In 2015, the K-9 unit made 1,168 sweeps at DSD facilities, recovered 421 narcotic finds, assisted other agencies on 81 occasions, and participated in 56 community events and 160 internal special events.

These highly specialized teams have logged in over 962 training hours in 2015.
Both the Honor Guard and Mounted Posse Units are comprised of officers who are pleased to be able to represent the Denver Sheriff Department while performing various activities and events throughout the community. As they serve in their respective capacities, members of these units exemplify the respect, gratitude, pride, and integrity of the DSD.

2015 was a busy year as both units selflessly performed at numerous events and ceremonies throughout our communities. Honor Guard events and activities in 2015 included:

- National Western Stock Show Parade
- CAMA conference (Colorado Springs)
- Presentation of Colors for the Colorado Rockies Home Opening Game
- DSD Fallen Officer Memorial Ceremony
- Presentation of Colors for the 5280 Event
- Mayor’s State of the City address
- DSD Graduation Ceremonies
- Funeral Services
- Little League Opening Day
- DSD Awards and Promotion Ceremonies
- Presentation of Colors for the Colorado Avalanche
- Northglenn Fallen Officer Memorial Ceremony
- Colorado State Police Fallen Officer Ceremony
- Colorado Rockies Opening Day Ceremony
- City and County of Denver Honor Guard Events

We thank members of the DSD Honor Guard for their many contributions.
We thank the Mounted Posse for their fine representation of the Denver Sheriff Department.

- St. Patrick’s Day Parade
- Funerals
- 40 Hour Spring Certification
- DSD Memorial
- Elizabeth Stampede Parade
- State Posse Meet
- Veterans Day Parade
- Colorado Horse Council Heritage Ride
- Presentations to each new recruit class
The (VIF) Vehicle Impound Facility stores any vehicles towed in the City and County of Denver, and collects storage and tow fees.

In 2015 the VIF:

- Impounded 12,773 vehicles
- Released 9,437 vehicles
- Auctioned 2,580 vehicles
- Auctioned 288 surplus city vehicles
- Auctioned 383 “junker” vehicles
- Sold 199 vehicles for scrap
- Sent 85 vehicles to the Department of Safety for training
- Received $2,663,165 in revenue from auctions
- Received $5,436,838.01 in revenue total

The vehicle impound facility received a heavy-duty frontend loader (pictured to the left) in 2015 that the staff affectionately named “Rhonda” after the martial artist Rhonda Rousey, since it’s a “big and bad” machine. The frontend loader allows the staff to manage and store vehicles brought into the facility safer, easier and more efficiently.
The Denver Sheriff Department is committed to being a Triple Crown Award winning law enforcement agency for the City of Denver.

In 2015, the Denver Sheriff Department continued to make progress toward its strategic plan goals, grounded in leading practices in law enforcement and corrections. This sustainable plan is based on the Department’s vision, mission, and guiding principles, and focuses our efforts around five foundational goals. These goals include:

- Promote opportunities and initiatives that foster staff success
- Provide a safe and secure environment for inmates
- Improve community relations
- Provide education and skills to empower inmates to make improved life choices
- Efficiently administer the City and County’s criminal justice services

Each of these goals is underpinned with strategies and tactics that make the most of our internal and external resources. The following pages detail our progress and challenges in 2015.
**2015 STRATEGIC PLAN PERFORMANCE:**

**PROMOTE OPPORTUNITIES AND INITIATIVES THAT FURTHER STAFF SUCCESS**

The Denver Sheriff Department maintained Triple Crown Accreditation in 2015 by demonstrating our commitment and adherence to the highest professional standards in corrections and law enforcement, as set forth by the American Correctional Association, the Commission on Accreditation for Law Enforcement Agencies and the National Commission on Correctional Health Care. Since less than one percent of agencies in the nation have achieved such accreditation, this signals to our staff that we remain committed to quality assurance and continuous improvement in our programs and approach --not just to offenders, but to our staff, as well.

Our commitment to staff education and wellness is also a reflection of that commitment. In 2015, 643 deputies attended training resulting in 100% compliance; totaling well over 22,000 hours of sworn personnel in-service training. 108 staff members were certified in (CIT) Crisis Intervention Training. DSD Sworn staff completed 141 reinforcement trainings.

Sick time usage was 45,599 hours and the non-retirement attrition rate was 64% for 2015. Although we did not achieve the 2015 goals in these two areas, the implementation of the DSD Wellness page, the Fresh Fruit delivery program; which provides healthier snack options to staff, the Kaiser Permanente Healthy Steps program and the incentivized DSD Cooper Fitness test, we expect to exceed our goals in 2016!

**PROVIDE A SAFE AND SECURE ENVIRONMENT FOR INMATES**

**Strategies and Tactics:**

**PREA**  
Emily’s Protocols  
Inmate Safety-Suicide Prevention

In 2015, we further strengthened our commitment to the Prison Rape Elimination Act (PREA) by receiving certification at our County Jail Facility in September. The County Jail was audited in February 2015. At the conclusion of all audit phases, the facility was found in compliance with all forty-three standards, exceeding the PREA expectations in multiple areas; our practice of screening inmates for their risk of victimization and abusiveness, our process of coordinated response in how we respond to allegations of PREA, as well as access to emergency medical and mental health services, were among those standards exceeded.

“Emily’s Protocols” set forth explicit guidelines for observation of all inmates in our custody, which includes ensuring actions are taken to provide the best possible safety and health care. The department started the year strong with these protocols. Training underwent content reform midyear, changing how staff is trained in these protocols. The staff that was not able to attend the new training will be caught up in 2016 to gain 100% compliance.

Another ongoing goal of the Department is to help inmates in mental health crisis. Suicide is the most severe outcome of mental health disorders, and an attempt is much more likely for those with mental illness that are incarcerated. It remains one of the Department’s highest priority goals to keep inmates safe and to assist inmates who may be feeling suicidal by providing mental health support. In 2015 the Department met its goal of decreasing attempted suicides to fewer than 20 instances, with an end of year count of 17 attempts.
2015 STRATEGIC PLAN PERFORMANCE:

IMPROVE COMMUNITY RELATIONS

Strategies and Tactics:
Community Relations
Social Media

![Graph showing applicants and events comparison between 2014 and 2015.]

Although we may have participated in fewer events this year, we continued to support our target group of recruitment events which also combined community outreach efforts to major cultural events. Here are a few events Recruitment participated in: Denver March Powwow, César Chavez Parade, Denver Safe City Youth Summit, Metropolitan State University Career Fair and Criminal Justice Program, Juneteenth Parade and Career Opportunities, Pride Fest Parade, Dragon Boat Festival and Job Opportunity, National Law Enforcement Night Out, The Chicano Music Festival, Metro area Work Force Centers, Aurora and Arapahoe Community College Law Enforcement Career Fairs, Ministry Career Fair, Indian Center Career Fair and DSD Community Awareness, Native American Skate Festival and Career Opportunities, Hispanic Chamber Career Fair, SHRP Career Fair, quarterly Cabinet in the Community Meetings, DPS 8th Grade Career Fair, local and state wide Colleges and Universities, Denver Parks and Recreation Center, and DPS High School visits.
2015 STRATEGIC PLAN PERFORMANCE:

PROVIDE EDUCATION AND SKILLS TO EMPOWER INMATES TO MAKE IMPROVED LIFE CHOICES

RISE Program

The Denver Sheriff Department RISE Program (Recovery in a Secured Environment) program is based on principles that include social learning theory, the 12 Step philosophy, cognitive behavior strategies, and life skills concepts. The program provides tools for recovery and fosters self-efficacy in a peer-to-peer learning environment. This is an intensive jail-to-community program which operates from 0700-1600 six days per week. The DSD County Jail houses both a men’s and women’s unit and the RISE is the only program the department has that an inmate can be sentenced directly to.

Overall the RISE Program for both the Men’s and Women’s Units continued to maintain strong success rates concerning recidivism primarily due to the structure of the program. Inmates that have successfully graduated or had to be removed for whatever reason (e.g. behavioral issues, medical challenges) are tracked by RISE Counselors for one full year from the time they depart the program. The tracking involves contacting former RISE candidates via phone, through their community case managers, etc., in order to provide support services and to measure their progress. In addition, as a part of a RISE candidates discharge plan they are actively connected to continuing services provided by the Licensed Community Providers who first make contact and provide services throughout their stay in the RISE units. Mile High Behavioral Healthcare, and Empowerment, Inc. are the community resources for the female RISE candidates while the male candidate are covered by BI, Inc. respectively.

2015 RISE Program Recidivism By Quarter

- Male
- Female
GED Program

The GED Testing Lab required the due diligence of the Denver Sheriff Departments Programs Team, Technology Management Unit (TMU), City and County of Denver Technical Support, and Financial Team in order to become fully operational and finally certified by Pearson Vue as a Certified Testing Center on February 7, 2015. The DSD secured the services of a full time Test Proctor in Mr. Tom Fose of the Learning Source who was tasked with providing pre-test and testing for DSD inmates for both men and women Mondays through Thursdays from 0700 to 1600.

According to the Learning Source which provides GED Instruction and in 2015 was commissioned to dispense the test for the DSD explained that due to the difficulty level of the new curriculum, when individuals in the community at large tested for all four modules of the GED in one sitting [all four modules in one day] there was a 97% failure rate amongst test candidates. In consideration of the aforementioned and taking into account the numerous challenges facing the inmate population the DSD caters to (e.g. limited computer skills, pre-existing learning disabilities, cultural limits, etc.) certain parameters for testing were established to ensure the possibility for better success in the testing process for DSD inmates. One of those parameters was to have DSD inmates test in no more than two modules in one day with a one to two day hiatus before testing in other modules to reduce test anxiety, receive further instruction, and process what was learned in the testing environment.

As it were, in comparing measurements set forth by the DSD Strategic plan, in 2015 there were no (zero) GED graduates, twelve (12) candidates pre-tested, and two (2) GED candidates successfully completed the Science and Reasoning through Language test modules respectively in December 2015 (Notations: GED candidates do not move on to the actual testing phase for a module unless they pass the pre-test of that module and the inmates instructor confirms the inmates body of work during class was appropriate to warrant testing. Testing did not begin until November of 2015 after several months of troubleshooting and system testing after certification of the GED Test Lab). Lastly, there is high anticipation for successful testing of DSD inmate GED candidates in 2016 considering the painstaking work placed into establishing a solid testing infrastructure moving forward.
2015 STRATEGIC PLAN PERFORMANCE:
EFFICIENTLY ADMINISTER CITY AND COUNTY CRIMINAL JUSTICE SERVICES

Strategies and Tactics:
Data Analysis
Affordable Care Act
Internal Affairs
Conduct Review Office
Internal Performance Audits
Alternatives to Incarceration

In 2015, the Department:
- Improved statistical analysis capabilities, completing 12 monthly reports
- Realized healthcare efficiency savings of $2,570,553 in partnership with Denver Health
- IA cases sent to Conduct Review within 5 months was at 25% which was short of the 85% goal
- Conduct Review analysis and recommendation within 30 days was at a rate of 24% which was short of the 50% goal
- Audited 8 contracts with 100% compliance, surpassing the goal of 95%.

DSD expenses increased last year by 1%, which is down from 2014, which saw an increase of 7% from the year before (graph left).

Inmate Processing Fee Revenues increased from 2014 by 3%, which is the first increase in 5 years (graph above).

Overall general fund revenue, collected from all sources, was $3,490,882.
PRIDE AWARDS
2015 AWARDS

Each year DSD hosts an award ceremony to recognize and celebrate extraordinary contributions in support of the Department’s mission, goals, and values. This year’s Annual Awards Ceremony honored seventeen exemplary individuals and three community organization recipients.

The Life Saving Award is given to any employee who, through exceptional behavior, performs a physical act which saves or prolongs the life of another person.

The Community Service Award is given to any officer or support staff who sacrifices his/her time and expense, contributes to a successful program in the community, or who repeatedly performs an act or actions to improve Department or community relations.


These Community Service award recipients were recognized for their outstanding dedication and consistency in high level of contribution to communities through event support, volunteer work, and/or fundraising efforts for a significant number of worthy causes and with many organizations.
2015 AWARDS

The Denver Sheriff Department Commendation is awarded to employees for outstanding actions that exceed the highest standards of the Department; for actions that demonstrate outstanding diligence, initiative, professionalism, and devotion to duty; and/or for performing duties of their job under great difficulty of duress.

Deputy Sheriff Truman Aumiller
Deputy Sheriff John Hynes
Deputy Sheriff William Swan
Deputy Sheriff Louis Pugliese

Recipients, bottom row, left to right:
Deputies T. Aumiller, J. Hynes, L. Pugliese and W. Swan
In Remembrance

“He who has gone, so we but cherish his memory, abides with us, more potent—nay—more present than the living man.”

~ Antoine de Saint-Exupéry
K-9 Jack
EOW: January 16, 2015

Sadly, the DSD K-9 Unit started 2015 with very heavy hearts, as we lost our very first K-9 (Jack). K-9 Jack was the department’s first narcotic detection K-9, Jack collapsed on January 6, 2015. Although he was rushed to the hospital, he was subsequently diagnosed with advanced stage cancer on his heart and could not be saved. Jack’s end of watch was 12:05 pm January 16, 2015. He will be missed and never forgotten. RIP K-9 Jack.
Edward E. Baird gave his life while serving: March 16, 1906

John D. Osborne gave his life while serving: August 6, 1974

Edward A. Martinez gave his life while serving: November 15, 1980

Daniel R. Stillwell gave his life while serving: September 6, 1987

Norman (Tony) Silva II gave his life while serving: February 3, 1993
Remembering all fallen law enforcement officers who lost their lives in the line of duty
Many thanks to the DSD Photography Unit and DSD staff who contributed photos to the 2015 Annual Report.

PHOTO AND OTHER CREDITS
Many thanks to the DSD Photography Unit and DSD staff who contributed photos to the 2015 Annual Report.

“I do solemnly swear that I will support the Constitution of the United States and the State of Colorado, and will faithfully and impartially discharge the duties of Deputy Sheriff of the City and County of Denver, State of Colorado, to the best of my skill and ability, so help me God.”