DENVER SHERIFF DEPARTMENT
ANNUAL REPORT
2018
The men and women of the Denver Sheriff Department serve our community in so many critical ways. They put their uniform on each day, and with integrity and compassion take care of individuals that are in crisis and who may be at the lowest point of their lives. With Denver’s jails serving as one of the largest mental health service providers in the state, Sheriff Deputies have had to adjust and implement new skills to manage the challenging and stressful environment they are now faced with each day. These actions do not go unnoticed, and are appreciated by many of us throughout the city.

In 2018, the Denver Sheriff Department concluded a four-year long reform effort that has now transitioned into continuous improvement. This reform work touched every corner of the department, impacting its culture and organizational structure. We recognize the work they do can be challenging, but we remain committed to their individual success, and to the success of the whole department.

The Sheriff Department’s Strategic Plan includes Organizational Culture, Employee Engagement, Inmate Wellness, and Community Partnerships. These are all areas that advance my mission to set Denver’s people and neighborhoods on an equitable path to prosperity.

I want to personally thank them for their good work, and congratulate them on another productive year.

Respectfully,

Michael B. Hancock
Mayor
LETTER FROM THE EXECUTIVE DIRECTOR OF PUBLIC SAFETY

Let me start by saying thank you to everyone in the Denver Sheriff Department. The work you do every day to support the safety and security of Denver’s jails, District and County Court systems, the Vehicle Impound Facility, Denver Health and all the specialty units, is vital to the well-being of our community. Denver is a safer place thanks to your hard work and dedication.

One of our main priorities for 2019 is the Denver Opportunity Index. The Opportunity Index is a philosophical shift in public safety service delivery. Using census track data, we are identifying areas throughout the city where residents’ opportunities to enhance their quality of life are less prevalent than others who have benefited from Denver’s recent prosperity. Our goal is to form partnerships with community stakeholders, non-profit organizations, members of the business community and city agencies to work with us to increase residents’ access to financial and healthcare resources.

It is a major undertaking and it will take focus and commitment on all our parts. All seven of our agencies will be tasked with helping to move this initiative forward.

The Denver Sheriff Department will take the lead by addressing mental health issues in the jails and looking for ways to expand offerings to assist individuals re-entering the community.

I look forward to all our public safety agencies working together to ensure everyone in Denver has an equitable path to prosperity and wellness.

May God bless you and keep you safe.

D. Troy Riggs
Executive Director, Denver Department of Public Safety
As we celebrate the passing of another year, it’s a great opportunity to reflect on the incredible things we’ve been able to accomplish together and look forward to the great opportunities and challenges that lie before us.

Perhaps the most notable accomplishment of 2018 was our transition from reform to continuous improvement. Midway through 2018, the DSD had taken action on 99% of the over 400 recommendations generated from a rigorous and comprehensive review of the DSD that began in 2015. I remain grateful for the significant contributions of everyone who had a role in this process, and I want to highlight the amazing efforts of the DSD employees.

I am continually amazed and impressed by the Dedication, Service, and Duty of the over 800 men and women who proudly and bravely wear the DSD uniform. They are a courageous group, with the ability to maintain adaptive mindsets in a changing climate, while still holding true to the traditional doctrines of law enforcement. Working together with our Security Specialists, Food Stewards, Inmate Programs Staff, Medical Personnel, Maintenance Team, and other civilian partners, this extraordinary team repeatedly rises to meet each and every challenge placed before them.

Enthusiastically looking forward to 2019 includes continued focus on refining our processes, with continued partnership and valued input from our external stakeholders, combined with that of our Deputies, who offer a unique perspective that is only gained by donning the uniform, and facing the daily challenges head on. It remains my passion to share our story. We will continue to dedicate resources and efforts to help those in our custody successfully return to our community. We will continue to pursue our areas of focus, and support and strengthen our strategic pillars. We will continue to make our environment one where safety, wellbeing, and support are a part of everything we do.

We’ve got an incredible team that is dedicated to achieving great success.

Sincerely,

Sheriff Patrick Firman
## DSD 2018 AWARDS

<table>
<thead>
<tr>
<th>NAME</th>
<th>AWARD</th>
</tr>
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<tbody>
<tr>
<td>Sergeant Jeremy Heinrichs</td>
<td>Medal of Valor Award</td>
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<tr>
<td>Deputy Christopher Pena</td>
<td>Community Service Award</td>
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<tr>
<td>Deputy Jonathan Knott</td>
<td>Community Service Award</td>
</tr>
<tr>
<td>Civilian Diane Groetzinger</td>
<td>Commendation Award</td>
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<tr>
<td>Civilian Deborah Burns</td>
<td>Commendation Award</td>
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<td>Civilian Leila Trujillo</td>
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<td>Civilian Frances Samuel</td>
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<tr>
<td>Civilian Steve Farson</td>
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<tr>
<td>Civilian Michael Irvine</td>
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### Award Type Summary

<table>
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<tr>
<th>AWARD TYPE</th>
<th>SWORN COUNT</th>
<th>CIVILIAN COUNT</th>
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<tr>
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<td>2</td>
<td>-</td>
</tr>
<tr>
<td>Employee of the Month</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>Pride</td>
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<tr>
<td>Supervisor Commendation</td>
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<tr>
<td>Employee of the Quarter</td>
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</tr>
</tbody>
</table>
DATA SUMMARY

Staff vacancies continue to be the largest driver of OT and are projected to continue.

Critical review of staffing allotments has increased efficiencies and further efficiencies are expected in 2019.
EMPLOYEE WELLNESS PROGRAM

A comprehensive employee wellness program is a very important part of the DSD’s culture. The mental and physical health of our employees is crucial in how they approach their responsibilities as they serve those in our care and custody. As a result, a variety of employee initiatives have been implemented and are showing considerable progress.

In 2016, the DSD created a comprehensive wellness program, and selected a deputy sheriff for the Wellness Coordinator position. As a result, an all-inclusive wellness program has been created that incorporates nutrition, personal training, group strength training, and fitness classes such as yoga and calisthenics.

In 2018, the top three wellness programs were physical therapy, chaplain support and personal training.

SPECIAL OLYMPIC FUNDRAISING AWARD

The Special Olympics organization recognized the DSD for its great fundraising efforts in 2018. Staff members were presented with the Special Olympics 2018 State Directors award, for placing in the top 10 law enforcement agencies in the state.

TOP THREE WELLNESS PROGRAMS UTILIZED FOR 2018

<table>
<thead>
<tr>
<th>Program</th>
<th>Count</th>
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<tbody>
<tr>
<td>Physical Therapy Visits</td>
<td>2,091</td>
</tr>
<tr>
<td>Chaplain Support Contacts with DSD Staff</td>
<td>1,803</td>
</tr>
<tr>
<td>Personal Training Hours</td>
<td>1,364</td>
</tr>
</tbody>
</table>

Note: In 2017, the total personal training services conducted were 622 training hours. In 2018, the total training hours conducted were 1,364 training hours, with Denver Parks and Recreation trainers coming on board in mid-2018.
LACTATION SUPPORT PROJECT

The Gender Equity Committee worked tirelessly toward finalizing the lactation support policy for inmates and their children in 2018. The current practice provides an inmate with a breast pump to continue milk production while incarcerated. The new lactation support policy will provide inmates access to a hospital grade breast pump, lactation consultation and allow the transportation of the expressed breast milk to family members who are caring for the inmate’s child(ren). This has been a collaborative effort with DSD staff, inmates, and experts from our state, city and community partners.

VIDEO VISITATION PROJECT

The DSD invested in upgrades to video visitation equipment and software. Installation of the new Video Visitation System at the Downtown Detention Center and the Denver County Jail began in early 2019. These technology upgrades also provide options for future improvements such as remote visitation. Video visits will continue to take place in the lobby of each facility, but will eventually offer the ability to visit an inmate from home or remote locations.

BUILDING 24 PROJECT

The Building 24 Project achieved numerous construction milestones. The remodel of Building 24 at Denver’s County Jail has been designed to provide a trauma informed, gender responsive environment for female inmates. This included creating a softer living environment, color pallet considerations and the size and material used for the dayroom chairs. One of the nicest additions to the new housing units on the 6th floor are photo murals of the Maroon Bells; which, cover a wide area on the wall above the recreation yard visible to the housing unit. When the building is ready to be occupied the female population will be moved from Building 21 to Building 24, which will increase capacity in other areas of the Denver County Jail and the Downtown Detention Center. The final completion of this project is expected by Spring of 2019.
IN-PERSON VISITATION PROJECT

The In-Person/Contact Visitation Committee is a great collaboration of various stakeholders to include internal rank-and-file staff, command staff, community members, elected officials and other city employees. After convening over the course of four months, the committee made a recommendation to the Sheriff to re-introduce the concept to the Department at the Denver County Jail. The project was funded in the 2019 budget cycle for $1.07 million dollars. Phase II will begin in 2019, reconvening the committee to begin the design and construction phase. The anticipated start of visitation is early in 2020.

JAIL MANAGEMENT SYSTEM

The DSD made great strides in its effort towards implementing a new Jail Management System. The project team has enlisted the expertise of DSD staff to ensure the system is configured to best meet the evolving needs of the DSD and their business partners. In partnership with ATIMS, we are moving forward with both development and configuration of the most up-to-date technology and functionality ATIMS has to offer in a Jail Management System. We are excited to unveil the product in the 4th quarter of 2019.
OVERTIME IMPROVEMENTS

The DSD formed an Overtime Performance Improvement Team to identify strategies for addressing overtime challenges, while meeting operational needs with incremental goals. The team met weekly for three months at the beginning of 2018, and as a result, strategies were implemented to reduce the amount of overtime, while utilizing it more efficiently and effectively.

RESULTS SUMMARY

OT EXPENDITURES 2016, 2017 & 2018

OVERTIME BY YEAR OVER MONTH
EMPLOYEE ENGAGEMENT COMMITTEE

In June 2018, the DSD created an Employee Engagement Committee to address concerns that arose from survey sources such as, the City-wide Employee Survey, Trauma Informed Practices Survey, Strategic Plan Survey, and day-to-day feedback. This feedback indicated multiple challenges with employee engagement, communication, and collaboration. As a result, it was important to have staff involved with the development of the employee-engagement action plan. The committee identified action plan strategies such as creating a Trauma Informed Practice (TIP) sub-committee and Communications sub-committee. The TIP sub-committee met bi-weekly to discuss several topics that were identified in the employee TIP survey administered in early 2018. The Communications sub-committee began planning to bring back the much-desired employee newsletter in 2019. As a new year begins, the committee will evaluate the work that has been done and strategically plan for 2019.

DSD’S EMPLOYEE OUTREACH PROGRAM

The Employee Outreach Program (EOP) conducted 91 referral based outreaches with uniformed and civilian staff. During outreaches, staff were educated on free, confidential, and effective resources to target a variety of personal and professional challenges. A DSD employee contacted the EOP for resources to help their spouse struggling with several issues and said, “I didn’t know about those resources! Thank you!” During times of need, the EOP can confidentially connect DSD staff and their families with resources.
ADULT LEARNING METHODS & REALITY BASED TRAINING

The DSD’s Training Unit has made a fundamental shift in its training and instructional methods. These new methods focus on the role of Andragogy (Adult Learning Methods) and active teaching methods. In both classroom and reality-based training, the emphasis is on engaging staff not only in their knowledge, skills, and abilities, but also in the higher-level learning of ethical decision making and being able to articulate why they did what they did. Examples of these shifts are found in several forms, from self-directed learning, to problem-based learning, which challenge staff to find the resources and tools to engage the problem or situation presented in the training.

Reality Based Training has become a major focus for the DSD in both academy and in-service training. The goal of this is to give staff a chance to work through the situations allowing staff to make mistakes and grow their understanding of how to deal with situations they may face in their daily duties.

LEADERSHIP DEVELOPMENT AND INNOVATION

Behavior-based leadership principles continue to be a focus of the DSD’s commitment to continuous improvement. In order to build success for our leaders and staff, it’s important to provide the appropriate tools and support. In 2018, the DSD proudly designed and implemented two core elements of our leadership journey – neuro-leadership and innovation.

In partnership with the Denver University’s Latino Leadership Institute, the DSD implemented a neuro-leadership model that focuses on developing a shared understanding of how our cognitive and limbic system functioning impacts our behavior in a workplace environment. Sheriff Firman, Chiefs, Majors, Captains and civilian Directors obtained tailored training to meet both individual and organizational development needs. Ongoing efforts continue to strengthen our workforce and prepare leaders with the important tools to build and sustain success for the DSD.

Creating a culture of staff empowerment and best practice requires a collaborative approach. The DSD’s partnership with the Denver Peak Academy reflects this harmony and supports our
vision for the Department’s future. In 2018, the DSD strengthened its commitment to continuous improvement in many ways. By training leaders as black belt innovators through the Denver Peak Academy on a monthly basis, we have advanced a staff empowered approach to identifying process improvements, refining practice, and enhancing customer experience. These innovations are supported by the Department’s senior leadership team and are tracked for impact and evaluation to our mission.

Efforts in these areas will continue as a focus in 2019.

EMPLEYEE MENTAL HEALTH TRAINING

On a daily basis, the DSD houses more inmates on psychotropic medication than any single mental health hospital in the State of Colorado. In order to effectively manage this population, leadership has made mental health and de-escalation training a priority. The DSD focused on establishing a procedure and training for identifying symptoms of Excited Delirium, and for mental health assessment, intervention, and services. The Excited Delirium training was conducted in the fourth quarter of in-service training. Staff from Denver Sheriff Health Services also trained our uniformed staff on emergency medications/acute intoxication and withdrawal, and co-facilitated the class on communication between DSD and Medical Staff at an in-service training.

The DSD held eight classes for Crisis Intervention Training, three classes for Mental Health First Aid training and three community classes for Mental Health First Aid. The DSD also began a pilot program of getting our Deputies out of the jail and into non-profit and mental health organizations to learn about the community we serve and programs available for those in need of services. Mental Health Center of Denver and the Women’s Bean Project worked with the Denver Sheriff Deputies and will continue to do so in 2019. Thank you to those that participated in the site visits in 2018, and for representing the Department - leaving nothing but good memories for those you came in contact with.
EMPLOYEE EXPERIENCE

COURT SERVICES UNIT

The Court Service Unit is responsible for servicing District, County, Juvenile and Probate Court. Court Services is located at the Lindsey-Flannigan Courthouse and is comprised of approximately 60 sworn staff and 2 civilians who are responsible for the daily processing (receiving, escort, and transport) of between 30 to 225 in-custody individuals (adult and juvenile) from multiple Denver and surrounding county facilities. Court Services is also responsible for providing general protection services within multiple Denver City buildings specifically, the Lindsey Flannigan Courthouse, City and County Building and Probation Building located at 303 Colfax.

2018 COURT SERVICES UNIT

1,767
Court Remands (Court order or warrant)

6,960
Inmates received from County Jail for court

19,389
Inmates received from DDC for court

1,609
Juvenile transports to and from LFC for court

7,535
Writ transports from other counties for court

CIVIL UNIT

The Civil Unit is responsible for the execution and service of a multitude of court ordered civil processes. The Civil Unit is located at the Wellington Webb Building and is comprised of 11 sworn staff and 3 civilians who are responsible for providing court ordered and statutorily required services to the public. Some of the services provided and orders executed are: temporary and permanent protection orders, probate mental health transports, emergency child pickups, evictions, seizure and sale of personal property, and the sale by foreclosure of property under writ or decree. The Civil Unit is also responsible for arranging the nationwide extradition of fugitives of justice.

2018 CIVIL UNIT

- Writs of Restitution received (evictions): 4,195
- Writs of Replevin received (restoration of personal property): 20
- Temporary Restraining Orders received: 1,294

2018 FUGITIVE EXTRADITIONS

- Out of state fugitives picked up: 203
  (182 by air, 21 by ground)
**FUGITIVE APPREHENSION UNIT (WARRANT DETAIL)**

The Fugitive Apprehension Unit is responsible for the safe apprehension of fugitives who have outstanding Denver District Court criminal warrants. The Fugitive Apprehension Unit is comprised of a two-deputy team who fall under the supervision of the Civil Unit.

- Felony warrants received: **6,903**
- Executed warrants: **334**
  Individuals arrested (some have multiple warrants): **218**

**VEHICLE IMPOUND FACILITY (VIF)**

The Vehicle Impound Facility is responsible for providing safe keeping of all vehicles impounded within the corporate boundaries of the City and County of Denver. These vehicles are impounded for investigations, evidence, recovered steals, parking ordinance, state motor vehicle violations and accident safe keeping.

- Monday is the busiest day at the VIF.
- 14,673 vehicles were impounded. That's an average of 40.2 vehicles per day.
- The most common reason the public visit the VIF is to get a vehicle released.
- The average time to wait for a vehicle to be released is 51 minutes.
- The VIF serves the most clients around 1 p.m. each day.
- The busiest time of the day is from 11 a.m. to 2 p.m.
- The Abandoned Vehicle Unit removed approximately 1,400 abandoned vehicles off Denver streets.

**JUVENILE OFFENDER WORK PROGRAM**

The Juvenile Offender Work Program is responsible for the supervision of juvenile offenders who are sentenced by the juvenile courts to work in the community. The Juvenile Offender Work Program is comprised of a two-deputy team who fall under the supervision of the Civil Unit.

- Juveniles sentenced to work: **1,079**
- Community Hours Worked: **7,553**
The Correctional Care Medical Facility (CCMF) is located at Denver Health Medical Center. CCMF follows all Denver Health policies and procedures aligning with the regulations of our accreditation by the Joint Commission on Accreditation of Healthcare Organizations. The CCMF is open 24 hours a day, 7 days a week for inmate admission. The role of the DSD in the emergency department is to receive arrestees from the Denver Police Department. Deputies are responsible for the coordination and documentation of inmate movement and transfers within the emergency department. This includes the care and custody of inmates who are currently hospitalized and receiving medical treatment in the emergency department and other areas within the main hospital.
INMATE PROGRAMS

The Inmate Programs Unit developed a performance management plan that supports our inmates in building Six Steps to Success. The performance management plan is based on the National Institute of Corrections Transition from Jail to Community Model. Each step has identified current state and future state goals.

01 SCREENING
- Current State: Initial pre-screen with Level Service Inventory (LSI) tool to identify individual needs
- Future State: Compare LSI SV results and Proxy scores to develop a list of medium to high risk and needs to target for inmate assessments

02 ASSESSMENTS
- Current State: LSI comprehensive needs assessment tool to identify additional inmate needs and Texas Christian University (TCU) screening identify specific needs such as substance abuse, cognitive behavioral, motivation
- Future State: Determine what the appropriate assessment(s) for the DSD inmate population based on length of stay data

03 TRANSITION PLAN TO CONNECT PEOPLE TO COMMUNITY BASED SERVICES
- Current State: Inmates in programming pods complete individual transition plans
- Future State: Expand use of LSI assessment transition plans to additional housing units to include coaching and additional resources

04 TARGETED INTERVENTIONS WHILE IN CUSTODY BASED ON ASSESSED NEED
- Current State: Programming offered through DSD Programs staff, as well as contract and volunteer services
- Future State: Focusing on major 8 criminogenic needs: Antisocial Cognition, Antisocial Personality, Antisocial Associates, Family/Marital, Substance Abuse, Employment, Education, Leisure

05 REFERRALS TO COMMUNITY BASED SERVICES USING SCREENING, ASSESSMENT AND PROGRAMMING PARTICIPATION INFORMATION
- Current State: Over 400 relationships with community based partners have been developed
- Future State: At release stage, strengthen the community provider warm handoff process for post-incarceration and transition plans for individuals

06 REENTRY FOLLOW UP POST RELEASE
- Current State: For the Recovery In a Secure Environment (RISE) Units, track outcomes for RISE participants of transition plans for 1 year post-release
- Future State: Increase contact with former inmates to check on their transition plan progress, including data tracking of engagement rates, recidivism, and other outcomes for post-release inmates
In addition to the six-step model, the Programs Unit began using Power BI to build dashboards to begin measuring the success of programs. The dashboards are used internally to discuss next steps to deliver the program services per our mission and vision.

The Programs Unit also reviewed its partnerships with social agencies and contract staff. As a result, the volunteer and contractor orientation training and the processes for clearances and training were all revised. The revisions have helped strengthen the partnerships with community based providers and those who work internally in the jails. DSD has over 400 contract staff and volunteers, who represent over 80 agencies and their work is valued tremendously. The number of program services offered to inmates have increased based on these partnerships, as well as adding four new members to the Programs Unit. Through funding from the Crime Prevention Control Commission a second Reentry Case Manager, an Assessment and Transition Specialist, and a Mental Health Navigator came on board. Through a Justice Assistance Grant a second Assessment and Transition Specialist joined the team.

MISSION
Together the Programs Unit builds opportunities around successful transition to the community.

VISION
By empowering inmates to become productive community members through collaboration with community based partners to meet the needs of inmates to benefit the community.

INMATE WELLNESS

Picture left to right (top row): John Wolter, Hosea Cannon, Jennifer Jordan, Karen Mills, Daphne Walker, Lisa Mondragon, JaQuale Brooks, Andrew Jones, A.V. Pictured left to right (bottom row): Rebecca Wildermuth, Frances Samuel, Carrie Stanley
INMATE WELLNESS

BY THE NUMBERS

1,744
Inmates were served in 12 programs offered.

Anger management, Change Pod, cognitive behavioral education, substance use education, General Education Development (GED), job readiness, Life Skills, mental health navigation, parenting, recovery for men, recovery for women, and the RISE (Recovery in a Secure Environment) units.

2,331
Inmates who participated in religious services offered by 67 volunteers. (DDC)

284 inmates received one-on-one counseling with the DSD Chaplain.

695 inmates received one-on-one counseling with a religious services volunteer. We received thousands of donations of religious books and materials from our partners in the Faith based community.

181
Volunteers who provided religious services. (COUNTY JAIL)

138 inmates received one-on-one counseling and we also received thousands of donations of religious books and materials from our partners in the Faith based community for County Jail.

448
Inmates that completed the programs pre-screening form.

In addition to questions related to transition service needs and targeted interventions, the screening tool identifies the level of need and risk of reoffending.

The results showed:

- 20% of inmates have a high need level
- 33% of a low need level
- 47% have a medium need level

Additional results showed 38% of inmates have a maximum risk level, 28% have a minimum risk level, and 34% have a medium risk level.
MEDICATION ASSISTED PROGRAM

In partnership with Denver Health, DSD provides Medication Assisted Treatment (MAT) to inmates with substance use disorders. MAT offers a combination of medication with counseling and behavioral therapies. Research shows that a combination of medication and therapy can successfully treat these disorders, and for some people also struggling with addiction, MAT can help sustain recovery. Ultimately, MAT aims to provide a comprehensive, individually tailored participant experience that leads to living a sustained recovery and self-directed lifestyle. Medications used in MAT include Methadone, Buprenorphine, Suboxone (Buprenorphine/Naloxone) and Naltrexone (oral and long acting injectable [Vivitrol]).

Table 1. The number of orders placed for each MAT medication and protocol; and the number of individuals who received an order for each MAT medication and protocol.
INMATE MENTAL WELLNESS PROGRAMS

DSD and Denver Health also provides mental health care needed for the inmate population with mental illness. The High Acuity Transition Unit (HAT Unit) provides a safer and more focused treatment setting for inmates who present significant symptoms of a major mental illness. The goal is to assist the inmates in stabilizing their acute psychiatric symptoms by taking medications, if appropriate, by participating in a stable and supportive environment and by receiving additional treatment interventions.

The inmate programs also include Men and Women’s Mental Health Transition Units (TU) that are available to inmates that want to participate. The collaboration between DSD, Behavioral Health, and community partners is essential in the success of the TU. TU provided support to an average of 41 male inmates and 25.67 female inmates per month.

DENVER SHERIFF HEALTH SERVICES - TRANSITION UNIT PROGRAM SUMMARY STATISTICS

DATA FROM: JAN 1, 2018 – DEC 31, 2018

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<tr>
<th>Total Participants</th>
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<td>Average Number of Days in Unit</td>
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<tr>
<td>Minimum Number of Days</td>
<td>1</td>
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<tr>
<td>Maximum Number of Days</td>
<td>360</td>
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Mental Health Spotlight

For more than a decade, Denver’s jails have served as one of the largest mental health service providers in the state. Mental health and substance misuse continues to impact our communities and families more than ever before, particularly with the growing national opioid epidemic. In response to these alarming trends with nearly half of the jail population having a mental health alert on a given day, the DSD has continued to work toward seeking innovative and evidence-based approaches to how we serve our mental health population. This work begins with providing all inmates with a mental health screening at intake, in partnership with Denver Health behavioral health professionals and DSD staff, along with developing an individualized plan for continuity of care that includes services during incarceration as well as a transition plan post-release. Since 2017, the DSD has led the jail industry with providing programs like Medication Assisted Treatment (MAT) where the use of medication, in combination with counseling and behavioral therapies, provide a “whole-patient” approach to the treatment of substance use disorders. Research shows that a combination of medication and therapy can successfully treat these disorders, and for some people also struggling with addiction, MAT can help sustain recovery. Ultimately, MAT aims to provide a comprehensive, individually tailored participant experience that leads to living a sustained recovery and self-directed lifestyle. Medications used in MAT include Methadone, Buprenorphine, Suboxone (Buprenorphine/Naloxone) and Naltrexone (oral and long-acting injectable [Vivitrol]).

Timeline of MAT in the Jails:

Methadone maintenance from the community – for the last 10 years

Narcan put in patient’s property on release – late 2016

Pregnant women using heroin or misusing prescription opiates inducted in CCMF on Methadone - mid 2017

Buprenorphine based opioid withdrawal protocol – October 2017

Suboxone maintenance from the community – November 2017

Suboxone and Extended Release Naltrexone injection induction for a subset of incarcerated patients – January 2018
MENTAL HEALTH PROGRAMS

The DSD’s current mental health policies and initiatives have added several improvements to our practice. The following updates the important changes that occurred in 2018 pursuant to the Michael Marshall Settlement Agreement.

1. **24/7/365 MENTAL HEALTH SERVICES** – Starting in 2018 the DSD, in partnership with Denver Health, hired additional mental health providers who have specific training in working with individuals experiencing mental illness. These staff are available at both jail facilities twenty-four hours per day/seven days per week.

2. **ENHANCED MENTAL HEALTH TRAINING** – All deputies completed in-service training regarding mental illness in a custodial setting in 2018. The training included mental illness and the use of force (focusing on the custodial setting, de-escalation, tactical options, and planned courses of action), the need for DSD deputies to work with medical providers, to the extent reasonably possible, by coordinating efforts to ensure compliance with medical directives during mental health emergency situations, and communication protocols between DSD deputies and its correctional care medical provider. Denver Health medical staff also attended the training. Mental health training will continue on an annual basis.

3. **IMPROVED COMMUNICATION** – Protocols were also developed and implemented to ensure better communication regarding inmates experiencing mental illness between correctional care medical staff and DSD staff.

4. **FAMILY VISITATION** – A protocol was developed to ensure a streamlined process to allow immediate family members who wish to visit an inmate who has been transported to a facility with a serious/critical injury to make a visitation request and receive a prompt response.

5. **MENTAL HEALTH POLICY REVIEW** – Effective policies drive impactful change and sustain progress. In 2018, the DSD reviewed and revised policies addressing mental health. This included requirements for deputies to contact medical/mental health professionals as soon as reasonably possible when they encounter mental health concerns or issues.

6. **EVALUATING CHANGE** – A means of sustaining progress is evaluation. As an effort to ensure best practice is achieved, the DSD has secured a third-party review of all mental health related trainings and policies, to assess impact and provide suggested revisions and comment before such changes are implemented.
INMATE DATA

2018 INMATE POPULATION BY GENDER

FEMALE
9,316 (24.2%)

MALE
29,181 (75.8%)

2018 INMATE POPULATION BY RACE/ETHNICITY

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<th>Race/Ethnicity</th>
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<td>Asian</td>
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2018 INMATE POPULATION BY CLASSIFICATION

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<th>Population</th>
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<tr>
<td>Level 2 - High</td>
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</tr>
<tr>
<td>Level 3 - Medium High</td>
<td>3,244</td>
</tr>
<tr>
<td>Level 4 - Medium Low</td>
<td>12,205</td>
</tr>
<tr>
<td>Level 5 - Minimum</td>
<td>6,067</td>
</tr>
</tbody>
</table>

MENTAL HEALTH ALERTS

<table>
<thead>
<tr>
<th>Alert Type</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>MH CODE</td>
<td>9,314 (24%)</td>
</tr>
<tr>
<td>NONE</td>
<td>29,183 (76%)</td>
</tr>
</tbody>
</table>

SUICIDE CODE

<table>
<thead>
<tr>
<th>Alert Type</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>NONE</td>
<td>694 (2%)</td>
</tr>
</tbody>
</table>

SUICIDE ALERTS

<table>
<thead>
<tr>
<th>Alert Type</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>NONE</td>
<td>37,803 (98%)</td>
</tr>
</tbody>
</table>

AVERAGE DAILY POPULATION

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>2,187</td>
</tr>
<tr>
<td>2018</td>
<td>2,110</td>
</tr>
</tbody>
</table>

Average length of stay: 19 DAYS
Average releases per day: 100

Mental Health Alert Note: The MH Alerts pie chart is based on a 12-month average. However, daily snapshots of the DSD inmate population typically shows 40-50% of the population with a MH alert, because the MH population has historically longer lengths of stay.
COMMUNITY PARTNERSHIPS

SHERIFF ADVISORY BOARD

The Sheriff Advisory Board (SAB), established in 2017, is the formal and primary mechanism for community to inform and collaborate with the DSD regarding ideas, concerns, and evolving issues with service delivery to inmates, their families, community and service partners. The SAB is comprised of representatives from diverse communities, geographic areas and interest groups that make up Denver. The inclusion of technical experts in fields such as law, business, the not-for-profit and mental health sectors as well as community members, veteran representation and other advocates ensures a breadth of interests and perspectives are reflected in discussions and recommendations.

The SAB is intended to be an integral part of the DSD outreach efforts and represents the agency’s commitment to transparent community engagement. The foundation of the SAB activity is built so that the vision, mission and areas of priority focus will be viewed through the prism of transparent, active and integrated advisement. Key to achieving success is the development and implementation of a comprehensive engagement strategy that utilizes community feedback to measure and inform progress on and adjustment of the SAB priorities.

Those priority areas in 2018 and continuing into 2019 include:

- Jail population reduction strategies: Working with other justice system partners, continued emphasis is needed in pursuing diversion, discretion with bonding and administrative fees and alternative sentencing strategies.
- Mental health and substance abuse treatment: With growing numbers of individuals in DSD care and custody exhibiting mental health distress and substance abuse impacts, increased assessment, diagnosis and treatment resources are needed.
- Staff and inmate safety: A priority for the DSD is to provide the safest environment for both staff and inmates as possible. Implementing the Principles of Direct Supervision with appropriate training, integrated with more engaging and beneficial inmate programming can mitigate tension and stress for all.

ACTIVE EFFORTS INCLUDE:

- Expand outreach to engage a wider variety of community members, organizations and groups concerning awareness of DSD activities and operations.
- Work to transform the entirety of the customer experience with DSD at all public touchpoints with a focus on the DDC lobby visitor experience to improve customer relations and efficiency for visitors to the DDC.
- Organize DSD initiated community forums at least semi-annually to encourage and enable the community to interact with DSD deputies and staff to learn more about the challenge of DSD operations.
COMMUNITY PARTNERSHIPS

• Use the DSD Community Relations Unit (CRU) to demonstrate the comprehensive impact of the department’s outreach activities and efforts throughout the community.

• Build closer alignment with the DSD Programs and Communications Units to enhance service delivery, complement the activities of each and leverage engagement opportunities for the DSD.

Measurement and evaluation of engagement efforts target key performance indicators for successful engagement. That success should ultimately go beyond numbers and demonstrate outcomes reflective of improvement in community and organizational relationships and trust.

DSD COMMUNITY EVENTS

Throughout the year, the DSD staff participates in numerous events and visits locations like hospitals and schools. The community involvement is an important part of the DSD’s strategic plan. When the Deputies in their uniforms or civilian staff meet community members it is an opportunity for them to put a face with the people who serve and protect the community.
CONTINUOUS IMPROVEMENT

GRIEVANCE INCIDENT & REVIEW UNIT (G.I.R.T.)

The GIRT assists with managing the inmate grievance process, ensuring consistency in inmate disciplinary decisions, and reviewing certain uses of force. They ensure internal procedures and processes are in place to assess and mitigate areas of potential risk, promote accountability, recognize employees for commendable force prevention actions, and identify areas in which opportunities for improvement or learning may exist.

G.I.R.T.
COACHING AND MENTORING

Incident
Incident occurs

Review
Policy, procedures, tactics and report writing

IAB Clearance
Verify no open investigation

C & M Session
Share assessment, offer feedback and/or training

Feedback Email
Reach out for critique of GIRT process

360 Outreach
Follow up for continued support

COACHING AND MENTORING
Total of 103 Sessions

Deputy - 75
Sergeant - 24
Captain - 4
K9 UNIT CONTINUES TO SHOW WAYS TO IMPROVE

The DSD K9 Unit became more efficient in 2018 recording their stats through their K9 Activity Tracking System (KATS). This system tracks daily activities, incidents, veterinary information, PR events and training. This system stores information designed to protect the handler and Department from potential liability. As the unit's knowledge expands on utilizing KATS, they continue to learn how to customize the program to fit the K9 Unit and Department’s needs. The unit is excited to see their annual performance and sharpen areas that need improvement from the information the KATS program provides.

GANGL INTELLIGENCE UNIT

The DSD Gang Intelligence Unit (GIU) completed 981 validations. Validations are investigations of suspect’s associations with any gangs, security threat or organized crime groups. GIU investigators received 594 requests for phone monitoring from other law enforcement agencies, resulting in recording 20,581 calls. Additionally, investigators reviewed 120 visit requests, resulting in recording 712 visits.

The GIU conducted 147 investigations. Cases included investigating prohibited activities in the Denver Sheriff facilities, such as assaults, introduction of contraband, and escape attempts. GIU staff also worked in conjunction with the Denver Police Department, Denver District Attorney’s Office, and other Colorado law enforcement agencies by sharing intelligence and pertinent information regarding gang related and/or other criminal activities. The results of several investigations initiated by the GIU were forwarded for criminal prosecution.

The GIU members monitored 6 trials among other court proceedings at the Lindsay Flannigan Courthouse, often partnering with the Denver Police Department’s Gang Unit to maintain safety and security. The GIU staff members attended and received the following training:

- Colorado Security Threat Intelligence Network Group (STING) Conference
- Narco Terrorism Training
- Terrorism Liaison Officer Training and Re-Certification
- Transnational Gang Identification and Interdiction
- Intelligence Integration
- Covert Tactical Thinking
- Response to Active Shooter and Terrorism Readiness
- Rocky Mountain High Intensity Drug Trafficking Areas (RMHIDTA) Gangs Training
TEAM HIGHLIGHTS

INTAKE TEAM

The Intake Unit is where an arrestee arrives right off the street. Before entering the facility, a thorough search is conducted in a professional manner for weapons and contraband. The inmate is then photographed, informed of charges, given detailed information on property and money collected, fingerprinted, classified and seen by a medical professional for a health screening. Our Intake Unit is an open seating area providing an opportunity to use the phone and watch an orientation video on what to expect while incarcerated in our jails.

CLASSIFICATION TEAM

The Classification Unit is responsible for numerous daily activities which allows the jail to run smoothly. The Deputies assigned to this unit are responsible for the initial pre-classification interview of every inmate booked into our jail. They conduct a nationwide background check to determine housing and are responsible for both internal transfers and daily facility wide inmate counts.

RECORDS TEAM

The Records Unit is very complex. This unit is unique in the fact that they are comprised of both Deputies and civilian employees. Responsibilities range from creating an inmate file immediately after the intake process, to preparing an inmate file for the release process. The unit is very fast paced as they are continually receiving mittimus’ from court with updated information to be added to files and the jail management system. This unit was able to see significant decreases in the number of inmates waiting to be released with the introduction of new technology.

OPERATIONS TEAM

The Operations Unit supports the DSD mission in multiple areas. They maintain the cleanliness of the jails, provide all housing units with necessary supplies and ensure that a wide variety of tasks are completed daily. A few of those duties include facility tours, mail delivery, fire safety inspections, painting, library delivery, laundry and commissary. Operations also manages an internal warehouse and an offsite warehouse for the department.
STRENGTHENING OUR STRATEGIC PLAN AND PERFORMANCE MANAGEMENT MODEL: 2.0

Developing a sustainable future of a strong organization requires an interactive approach to how we serve our staff, inmates and community. Our four pillars remain as strategic focus points along with refining our objectives and strengthening our data and evaluation process. As an annual commitment, the DSD’s senior leadership team has revisited these areas and will be launching a 2.0 model in 2019 that reflects our progress since 2017, and affirms our commitment to continuously improving our service, as we look ahead. Strategic Plan progress discussions occur throughout the year are integrated into the Department’s Performance Management model, which has undergone a recalibration effort to ensure that our cadence of accountability and evaluation practice aligns with our Strategic Plan. Courage, accountability, and leading practice is our focus and commitment for improving our staff, inmate, and community experiences.