Denver cares about our residents and works hard every day to support safe communities, including in those environments designed for our incarcerated population. In 2014, incidents occurred inside our jails that created distrust between the community and the men and women who ensure the safety and security of our detention facilities. Recognizing the need to get at these issues in a profound way, a top-to-bottom review of the department was conducted, resulting in a host of reform recommendations.

Since then, community members, Sheriff Department employees, public safety officials and criminal justice stakeholders have undertaken a tremendous amount of work to set a new standard of accountability in the department that supports safe environments for the incarcerated and those charged with their care. Through this collaborative approach, several successes were realized in 2016, including the creation of a new use of force policy that emphasizes de-escalation as an alternative to force; the formation of an Inmate Management Unit to oversee policy and procedures regarding inmate grievances, inmate programming and inmate classification; the hiring of over 200 new deputies; and the implementation of a new rostering system that will assist with identified staffing challenges.

While there is still work to be done, the department is now better positioned to run more efficiently, to provide a safer and more secure environment, and to ensure the fair and equitable treatment of those it is charged with safeguarding. To the women and men in the department who continue to devote their time, energy and talents to the City and County of Denver, we thank you for your commitment, service and fortitude. We recognize the work you do can be challenging, but we remain committed to your success and the success of the department as a whole.

Respectfully,

Michael B. Hancock
Mayor

Each day you women and men in the Denver Sheriff Department work hard to fulfill your responsibilities with compassion and integrity as you care for Denver’s incarcerated population. You assist those in crisis, provide medical care that saves lives, and help the department advance its goals and priorities. These actions are noticed and appreciated by many throughout the City, including myself.

In 2016, you continued to support the department in its comprehensive reform effort. Advancements were made in the areas of de-escalation, recruitment, staffing, training and data collection. A great deal of work remains underway to fully address all of the improvements that are needed, but you are to be lauded for your efforts over the past year to help foster an environment of shared accountability, teamwork and cultural values.

You are also to be praised for your collaboration and partnership with the community. It has played a major role to support the reform effort, dedicating time and energy to support the department and its needs. It goes a long way for members of the community to witness your commitment to the effort firsthand.

I recognize that the amount of work needed to ensure the department operates efficiently and provides the highest level of safety can be challenging. I also recognize this work has fostered a great deal of change, and that change can be difficult.

Do not be deterred. Stay steadfast in your professionalism. You are the backbone of the department and it cannot successfully complete its objectives without your strength of character and fortitude.

To each member of the Sheriff Department, I extend my sincere appreciation for you work. I thank you for your dedication. And I thank you for continuing to ensure the safety and security of our detention facilities.

Sincerely,

Stephanie Y. O’Malley
Executive Director of Safety
In 2016, the Denver Sheriff Department entered into a new commitment with the people we serve: our staff, the community and the inmates. It was the year we put our new strategic plan into action and we pledged that our priorities and decisions going forward would be guided by this focus. In return, we asked for your trust. We asked the citizens of this city to believe in what we were doing and to trust that the people selected to carry out the awesome task of transforming what the DSD were capable and resolute.

With more than 400 reform recommendations from the community and law enforcement experts, we set about implementing the improvements and fundamentally changing the department. To achieve these ends, critical resources supplied by Mayor Hancock and City Council were applied to priority areas, and our incredible staff got to work. Through a remarkable effort of collaboration we brought 200 new deputies into the department, providing much needed relief. Recognizing that the inmate population we house is becoming more complex and challenging, we committed to and successfully completed weeklong de-escalation classes, known as Crisis Intervention Training (CIT), for all deputies hired prior to 2016.

A new Wellness Coordinator was hired to boost the wellbeing of our employees and an Employee Outreach Program was reestablished to help staff develop and maintain emotional and physical health. Understanding the critical role that data plays in the work we do and decisions we make, we took significant steps to replace our computerized Jail Management System. Work continues on the buildout of our female housing unit with a focus on gender specific and trauma informed programming. This year, we will begin construction of the new building and will continue to train and prepare our staff for implementation.

Although there is still work to be done, we must balance the need for reform with the resources available, ensuring change is both meaningful and lasting. I am proud to serve with the men and women of the Denver Sheriff Department and remain steadfast in providing the support they need for the difficult and challenging work they do each day, in service to our incredible community.

Faithfully,

Patrick Firman
Sheriff

DSD STRATEGIC FOCUS

| MISSION | The mission of the Denver Sheriff Department is to provide safe and secure custody for those placed in our care and to perform all of our duties in a manner that is responsive to the needs of our diverse community |
| VISION | The Denver Sheriff Department is committed to being a model law enforcement agency by: • Being dedicated to our employees, maintaining a department based on a solid foundation of open, honest communication, quality leadership, training and mutual support, and • Earning the respect and the confidence of our diverse communities, and maintaining a covenant of public trust • Being committed to best practices |

| STRATEGY 1 | We will provide staff with the resources, tools and support needed to be top performers | STRATEGY 2 | We will work to ensure best practices in inmate management, care and rehabilitation, providing safety and security for those placed in our care | STRATEGY 3 | We will engage with our community to create understanding and work collaboratively to solve problems |

Engage Employees | Engage Inmates | Engage Community |
SIGNIFICANT PROGRESS MADE
In 2016, substantial progress was made to reform the Department’s policies, procedures and operations. More than 200 new deputies were hired and every deputy hired prior to 2016 completed Crisis Intervention Training. Additionally, the department released its landmark use of force policy that emphasizes de-escalating potentially dangerous situations when possible. Progress was also made to better engage the community, acquire a new computerized jail management system, and build out a new trauma-informed women’s housing unit at the County Jail on Smith Road.

The progress made last year will support the implementation of the majority of the reform recommendations in 2017.

The reform effort began in 2014 when four taskforces were convened to assess various aspects of the department’s operations. The City then hired consulting firms Hillard Heintze and the OIR Group to conduct a top-to-bottom review of the department, while the taskforces completed their work. Along with input from the Denver City Auditor, Office of the Independent Monitor and community groups, more than 400 recommendations for improvement were made.

Under the leadership of Executive Director of Safety Stephanie O’Malley, an Executive Leadership Team was established to begin implementing the recommended improvements. Action teams comprised of DSD employees, public safety officials, community members and stakeholders were created. The teams addressed recommendations related to leadership, staffing and performance optimization, use of force and internal affairs, human resources, training, and technology. Once action plans for recommendations were completed, a compliance officer in the Department of Safety was tasked with independently validating them. The Sheriff Department also began work to establish an internal assessment team to ensure that reforms remain in place and are effective.

With the added workload on staff created by the reform effort, the department has tried to strike a balance between change and operating the largest sheriff department in Colorado, however the department is committed to continuous improvement and the reform work that needs completion.

To get updates on specific reform recommendations, please go to Mayor Hancock’s City web page and look for “Sheriff Department Reform” under the “Programs & Initiatives” tab.

Planned Reform Recommendations Completion Dates

- 200+ new deputies were hired
- 400+ more than 400 recommendations for improvement were made
CRISIS TRAINING HELPS WITH MENTAL HEALTH NEEDS
About 25% of the inmate population receive psychotropic medication and/or services from mental health professionals. All inmates are screened for mental health needs at intake and Denver Health psychiatrists, psychologists, nurse practitioners, social workers and psychiatric nurses provide extensive mental health services in Denver’s jails. In addition, DSD’s Transition Unit at the County Jail also provides intense wraparound services to inmates with mental health needs. In all, 64,139 mental health contacts with inmates were made in 2016.

To better equip deputies with this complex population, all DSD deputies are now required to go through de-escalation Crisis Intervention Training (CIT). The 40-hour course uses scenario-based training to teach deputies how to de-escalate situations without using force, while protecting inmates and themselves from harm. As part of the course, psychologists from the renowned firm Nicoletti-Flater Associates coach the deputies on the root causes of behavioral challenges.

CIT staff trained 313 deputies in CIT last year, meaning 100% of staff hired prior to 2016 are now trained in CIT. Recruits hired in 2016, are currently going through the CIT course while veteran staff are completing the refresher course, Mental Health First Aid.

NEW USE OF FORCE POLICY A NATIONAL MODEL
Last year, the DSD completed its signature use of force policy. Independent Monitor, Nick Mitchell, and former Manager of Safety, Al LaCabe, worked tirelessly with deputies, the Executive Director of Safety, the City Attorney’s Office and community representatives for 18 months to develop the policy. It was well-received in Denver and acclaimed by the respected Washington DC think tank, Police Executive Research Forum.

The policy emphasizes the need for deputies to de-escalate situations as an alternative to using force, when reasonably possible. That is, the policy describes what deputies should do, in a potential use of force situation, not just what they can do legally. While force is sometimes necessary in a custodial setting, DSD believes inappropriate force is never justified and we take accusations of inappropriate or unwarranted force very seriously.

Last year, all deputies hired prior to 2016 completed 20 hours of in-service training on the new policy.
DEPUTIES VOLUNTEER IN DENVER NEIGHBORHOODS

Providing services to the community and building relationships with Denverites contributes to the health of Denver communities, the confidence of local citizens in the DSD, and helps the department better understand the community’s expectations and needs. As caring citizens and representatives of the Department, DSD staff commit to community partnerships that assist vulnerable people and support the department’s commitment to continuous improvement.

In 2016, DSD staff took part in more than 30 community events which included Badge the Bunny, at Children’s Hospital Colorado, St. Patrick’s Day Parade, the Special Olympics Torch Run, Safe Summer Kickoff, the Denver Dragon Boat Festival, Denver National Night Out, Councilman Christopher Herndon’s Bike Ride, the District 3 Block Party, the DSD Halloween Boo Bus, at District 6, and the Father Woody Christmas Party.

Last year community members were also involved in policy development. For example, community members on the use of force action team helped draft DSD’s landmark de-escalation policy. The community also assisted in developing the agency’s new pregnancy policy.

COMMUNITY MAKE UP NEW ADVISORY BOARD

To help the DSD improve community engagement and demonstrate the department’s commitment to transparency and accountability, work to establish a new Sheriff Advisory Board began last year. The board will hold its first meeting in 2017. It will create a formal mechanism for the community to collaborate with the DSD about its service delivery to inmates, their families, the community at large and service partners. The board will be made up of representatives from Denver’s diverse communities and geographic areas and include technical experts. Board members will meet regularly and weigh in on activities and issues concerning the department, share ideas, concerns and community feedback. Board membership will require a high level of responsibility and commitment. Board members will be expected to act with ethical and legal integrity, and will be asked to commit to DSD’s vision, mission, guiding principles and strategic plan. Rank-and-file deputies and other ex-officio members will also be asked to join the board.
RECRUITMENT AND STAFFING IMPROVES
Increasing staffing levels was a one of the most critical areas of focus in 2016. The department had been operating under authorized strength for some years, meaning deputies were routinely ordered to participate in overtime to cover vacant posts. To boost deputy numbers, human resource staff worked tirelessly to fill exceptionally large academy classes, and the vetting process for applicants was streamlined, reducing the time taken to assess applicants.

In May, 80 recruits graduated from the “Mega Class” – the largest academy in DSD’s history. An auditorium space was used to teach the class, which was broken into four groups to rotate through firearms, defensive tactics and driving classes. Along with the Mega Class, another three classes either graduated or began last year, which included another 132 recruits. Seven civilians and six security specialists were also hired.

PROMOTION SYSTEM IMPROVED FOR OFFICERS
In 2016, the department introduced a new system for promoting deputies to sergeants in response to concerns about perceived favoritism. The department contracted with an outside company to ensure the process was transparent and impartial.

The contractor, Ergometrics, conducts a battery of tests that concentrate on leadership skills, rather than memorization of departmental policy. Ergometrics ranks the applicants from top to bottom, and directs the list to leadership staff for further consideration. New sergeants are also required to complete a newly developed “certification” program designed to give them the training and tools they need to be successful. They are also given two weeks of leadership training at the academy.

2016 PROMOTEEES

Captain Christopher Brown
Captain Jamison Brown
Captain Shayne Grannum
Captain Bobby Hall
Captain Michael Jordan
Captain Kenneth Juranek
Captain Stephen Koch
Captain Stephanie McManus
Captain Harold Minter
Captain Steve Sims
Captain Philip Swift

Sergeant Keri Adcock
Sergeant Richard Anderson
Sergeant Timothy Applegate
Sergeant Michael Billings
Sergeant Richard Boston
Sergeant Kirk Campbell
Sergeant James Casias
Sergeant Kyle Clark
Sergeant Duke Cole
Sergeant Jerrod Firebaugh
Sergeant Jefferson Fryer

Sergeant Eric Givens
Sergeant Jose Gurule
Sergeant Linas Kerbelis
Sergeant Eric Miller
Sergeant William Mitko
Sergeant Joshua Perez
Sergeant Davis Phillips
Sergeant Corey Sands
Sergeant Daniel Scavuzzo
Sergeant Edson Valenzuela

80 recruits graduated in May, the largest class in DSD history
200+ total recruits in 2016
In 2016, the Sheriff announced a major restructure of the department which is now organized around two divisions, Operations and Administration, reflecting the two main functions of the department. Chief Paul Oliva heads the Operations Division and Chief Connie Coyle heads the Administrative Division.

“Structural alignment” was recommended by the independent consultants, Hillard Heintze, to make the department more efficient, aligning like functions across facilities and clarifying lines of authority.

Chief Oliva oversees management of the Downtown Detention Center, the County Jail and the newly consolidated function of Inmate Management, which includes inmate programs, the classification unit, and the records unit.

Chief Coyle is responsible for Support Services (court services, vehicle impound, civil process, the Security Director, K-9s and Denver Health), Administration (training, background and hiring, technology, data science, research and development, scheduling and accreditation) and project management.

Late last year, Andrea Albo was hired to be the department’s Chief of Staff. She previously worked at the City’s Department of Human Services as the Deputy Executive Director of Assistance, managing 600 staff and multiple programs and budgets.

Andrea serves as a member of the Sheriff’s Executive Leadership team and has broad responsibility of ensuring the department is achieving its mission of providing safe and secure custody for those placed in our care.

She offers significant leadership experience, assisting the Sheriff with organizational support, managing projects and overseeing long-term priorities.
SECURITY CRACKDOWN IN THE JAILS

Security and contraband detection was made a top priority in 2016 and the department hired its first dedicated Security Director, Captain Philip Swift. Captain Swift began developing a new color-coded access ID system, which will help staff better recognize who is allowed in secure areas. New signage also urges staff to determine the identity of people in DSD facilities they don’t recognize.

New signs have been posted inside and outside of the facilities that highlight items that are prohibited in the detention facilities. Security specialists also ask people entering secure areas about prohibited items. Additionally, rounds tracking devices were updated at the Downtown Detention Center and deputies were trained on the new technology and updated policy. To prevent erroneous releases, the department placed auditors in the Records Unit and the number of deputy signatures required has increased from two to three, before an inmate can be released.

NEW DOGS SNIFF OUT CONTRABAND

Last year, the department added three drug detection dogs to its K9 Unit. The new dogs – two Malinois (Koda and Kuko) and one German Shepherd (Bolo) – were purchased from Europe and are also trained to detect cell phones.

After 15 weeks of training, the new dogs were deployed to the County Jail and the Downtown Detention Center to assist with regular searches. They also search vehicles that have been towed to the department’s Vehicle Impound Facility. The department selected three Denver sheriff deputies from a large pool of applicants to handle the dogs. The much-loved dogs live with their handlers and go to work with them each day.
NEW POLICIES SUPPORT STAFF
A new policy for pregnant employees was put in place last year to allow women to remain at work longer into their pregnancies, and spend more time at home with their newborns.

Under the new policy, pregnant employees are now able to temporarily switch to modified duty from their regular duties. Previously, it was left up to the pregnant staff member to decide when they no longer wanted to remain at work. They would then take a combination of personal leave and leave under the Family Medical Leave Act. However, the new policy affords them the opportunity to work light duty rather than take leave. This allows them to save their leave and use it for later in their pregnancies and/or after their babies are born. The new policy was a key initiative to come out of the department’s Gender Equity Commission.

The Gender Equity Commission was established in 2014 and is made up of departmental staff and community stakeholders. The commission seeks inmate input, and is now working on a policy for inmates who are nursing mothers.

FIRST DEPUTY USES PREGNANCY POLICY
Deputy Lindsay Haviland last year became the first person to use the department’s new pregnancy policy. When she was pregnant, her doctor told her she shouldn’t wear a utility belt, which holds her radio, keys, handcuffs, pepper spray and nunchucks.

“Without that, you don’t have anything,” she said.

Because of the new policy, during the last two months of her pregnancy, Deputy Haviland was able to switch to a desk job at the County Jail, answering the information line.

“It’s a big step for this department,” she said of the new policy.

NEW WOMEN’S HOUSING UNIT WILL BE BIGGER AND BRIGHTER
Preliminary work on the department’s new $5.1 million women’s housing unit began in 2016. Both the architects and general contractors have been selected and construction is due to begin this year. The new units, located in Building 24 at the County Jail, will replace a dormitory-style unit.

The design of the new unit is gender responsive and trauma informed, provides a brighter and lighter environment. It allows for space options for inmates with mental health needs and has exercise areas on each floor. The department houses an average of 350 women, about 15% of the average daily population at both jails.
TACKLING A RISING INMATE POPULATION

Driven by Denver’s growing population and an increase in felony arrests, the inmate population in Denver’s jails grew substantially in 2016. The average daily population last year was 2,221, up from 2,017 in 2015.

While DSD doesn’t control who is arrested and brought to its facilities, the department works to manage the inmate population and ensure staff and inmate safety. When housing units at the Downtown Detention Center exceed their rated capacity by more than a few inmates, additional deputies are assigned to the units. The DSD also focuses on behavior management in some of the high needs housing units.

The DSD is concerned about rising assault numbers – both by inmates on staff and inmates on inmates – and is working collaboratively with the courts and other City agencies to identify long-term solutions to jail crowding. An important part of managing the population is working to ensure that people who shouldn’t be in jail in the first place don’t end up there. Through initiatives such as Drug Court, Homeless Court, and the Co-Responder Program, the City is working to put people in supportive services, not jail cells.

HELPING INMATES RE-ENTER THE COMMUNITY

In 2016, Sheriff Firman created an Inmate Management Unit, which is devoted to inmate classification, grievances and inmate education (known as programming). The DSD has made plans to concentrate programming resources in dedicated housing units as a way of creating a more positive, outcome-focused environment.

New resources have been allocated to hire a new Inmate Programs Director. Additionally, staff are working to expand the department’s “Transition from Jail to Community” model. Multiple inmate programs were offered in 2016, including: the Life Skills program, RISE (Recovery In A Secure Environment) – a court-ordered program for substance abusers, Relapse Prevention and Project Bedtime Story – a program that allows mothers to send audio tapes of themselves reading books to their children.
OUTREACH TARGETS STAFF WELLBEING
A new Employee Outreach Program was put into operation last year to help staff experiencing personal and professional problems. The program builds on previous outreach efforts and is designed to identify and help staff who might be facing difficulties.

Outreach program staff contact employees after receiving confidential referrals from a range of sources including supervisors, peers, the Internal Affairs Bureau or themselves. Employees are offered a variety of resources for stress and anger management, relationship issues, drug and alcohol abuse, PTSD, gambling addiction, domestic violence, bankruptcy, anxiety, depression, and suicide prevention. Program staff also attend “family nights” for new recruits. The program is led by a captain and staffed by an analyst, and is guided by a strategic plan that includes collecting data and refining practices to offer the best possible support to staff.

WELLNESS COORDINATOR FIT FOR DUTY
Last year, the DSD hired a new wellness coordinator – Deputy Chris Pena. The hire marks the first time the department has staffed a position dedicated solely to staff wellness. Deputy Pena was selected from a pool of well-qualified applicants from within the department. He joined the department in 2013 and was valedictorian of his academy class. Before joining the department, Deputy Pena was a fitness instructor in the U.S. Air Force. In his spare time, he competes in bodybuilding competitions and last year won his weight division in the Colorado Men’s Classic Physique competition.

Deputy Pena has been tasked with designing, promoting and implementing wellness programs for staff, which include diet, fitness, understanding correctional fatigue, and emotional and financial wellbeing. In 2016 he held more than 53 health, fitness and nutrition classes, conducted 197 personal training sessions, and wrote 222 nutritional guidance diet plans.

Over Thanksgiving and Christmas, he ran a “Fit For Duty” holiday challenge, where deputies logged their workouts and monitored their weight. Deputy Pena also put on weekly meditation classes, conducted jail tours for the families of new recruits, and worked to hire a physical therapist. A social worker also came on board and worked with recruits on appropriate work-life balance.
STAFF AWARDED FOR ACTS OF KINDNESS AND BRAVERY

Every year, the department recognizes outstanding staff members who go above-and-beyond their regular duties to help others. At an annual awards ceremony, staff are thanked for acts of bravery, kindness and for contributing in their communities. Throughout the year, staff are also recognized by their supervisors on an ad hoc basis with Pride awards for their hard work.

Last year the department’s most prestigious award, the Life Saving Award, was given to Sergeant Stephen Petit for his part in preventing an inmate from committing suicide. Sergeant Petit was overseeing the 2nd Floor of the Downtown Detention Center during an overnight shift when he received an emergency call from the 5th Floor.

“During a round, the pod officer in 5D noticed blood on a guy’s back,” said Sergeant Petit, “He looked closer, but he couldn’t tell what was going on because it was 2am and all the inmates were sleeping. It wasn’t until we responded, we got him uncovered and saw the blood coming from his wrist. I had a tourniquet, which I put on his arm. It saved his life. His wrist was cut wide open, so he was very lucky to survive.”

After Sergeant Petit was able to stop the bleeding, the inmate received treatment in the hospital. Some time after the inmate had been returned to the jail, he sought out pod officer Eugene Trujillo who had found him, and thanked him for getting the help he needed.

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<tr>
<th>Life Saving Award</th>
<th>Community Service Award</th>
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<tr>
<td>Sergeant Stephen Petit</td>
<td>Deputy Michael Pablo</td>
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<td>Sergeant Jeffrey Smith</td>
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<th>Commendation Award</th>
<th>Exemplary Service Award</th>
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<td>Sergeant Lori Robirds</td>
<td>Fraternal Order of Police, Lodge 27</td>
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<td>Deputy James Casias</td>
<td>The Latin American Law Enforcement Association</td>
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<td>Deputy Johnnie Curry</td>
<td>The Black Sheriff’s Protective Association</td>
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<td>Deputy Paul Davis</td>
<td>Mr. Phil Cherner</td>
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<td>Deputy Kenneth Kent</td>
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<td>Deputy Rajiv Panchal</td>
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<th>Unit Citations</th>
<th>Honorary Junior Deputy</th>
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<tr>
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<td>Ms. Allizon Gonzalez</td>
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<td>Training Unit</td>
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ALLIZON NAMED HONORARY DEPUTY SHERIFF

At the annual awards ceremony last year, Allizon Gonzales was recognized by the department as an honorary deputy sheriff. Allizon first came to the attention of Denver deputy sheriffs on Christmas Eve, 2015, when she was at the Denver Health Medical Center waiting for surgery to treat a brain tumor.

Deputies who work at Denver Health’s secure facility were told Allizon dreamed of becoming a law enforcement officer and wanted to meet a deputy sheriff. The next day, on Christmas, deputies visited with Allizon for the first time, only to return many more times. At the awards ceremony, Captain Jaime Kafati, said:

“In these many visits, the deputies found they were the ones benefiting most, as they witnessed how Allizon demonstrated such bravery and how she continued to rise above her circumstances.”
EVIDENCE DRIVES DECISION MAKING

Last year, priority was given to modernizing the DSD’s computer systems and improving the collection and analysis of data. Improving technology will make the DSD more efficient and allow for evidence-based decision-making. The improvements also support staffing needs: in the last City-wide employee survey, DSD staff listed aging technology as one of their main workplace concerns.

In 2016, a new Data Science Unit was established to collect and analyze data on jail trends including inmate population, use of force incidents and in-custody assaults. The unit worked with the US Justice Department to determine the best strategies to analyze information.

In addition, Telestaff, an electronic rostering system already being used by Denver police and fire departments, was implemented in 2016 to replace DSD’s outdated system. Schedulers use the system to place deputies in posts that need to be filled, which allows sergeants to spend more time supervising deputies on the floor rather than performing administrative duties.

PowerDMS, a computerized document management system that catalogs DSD’s policies and procedures, was put into operation and promotes greater accountability among staff. Every time a policy is written or updated, staff are electronically prompted to confirm that they have read the policy change and that they understand it.

Finally, a request for proposals was distributed for a new jail management system (JMS). JMS is the most commonly used computerized tool in the jails, as it is used to book and track inmates. The new system will streamline management of the inmate population and aid better data collection.

INMATES EARN GEDS IN NEW COMPUTER LAB

In 2016, DSD opened a new computer lab at the County Jail so inmates could test for General Educational Development (GED).

The lab was built at a cost of $105,000 after Pearson Vue, the company that manages the tests, changed its requirement and only allowed the tests to be taken online. Previously, testing was done on paper. Former inmate Levi Duran studied and tested for the GED while he spent seven and a half months in one of the DSD’s jails for driving offenses.

“To have the Denver County Jail offer these programs, it makes it easier to get on with life,” Duran said. “I am leaving with a better view on life and getting back into society.”

In 2016, 44 inmates graduated with GEDs they earned while incarcerated by DSD.

Former Inmate Levi Duran takes a GED practice test (Helen H. Richardson, Getty Images)
BUDGET AND FOOD SERVICES

DEPARTMENT COMES IN ON BUDGET

2016 Budget Allowed For

- $107,718,479 – Personnel
- $25,103,619 – Goods and Services
- $719,898 – Capital Equipment
- $171,436 – Internal Services
- $133,713,432 – TOTAL BUDGET

*The department underran its budget in 2016 by 1% or $1.3 million.

2016 Reform Budget

- $6,888,300 – Recruitment
- $5,400,000 – Additional staffing posts
- $4,350,000 – Technology
- $4,100,000 – New women’s housing unit
- $2,530,000 – Training (including Crisis Intervention Training)
- $1,000,600 – Other (mental health and communication equipment)
- $24,268,900 – TOTAL REFORM BUDGET

2016 Budgeted Authorized Strength

- 1 – Sheriff
- 5 – Division Chiefs
- 4 – Majors
- 18 – Captains
- 87.2 – Sergeants
- 683.2 – Deputies
- 67.3 – Security Specialists
- 170.8 – Other Civilians
- 1,036.5 – TOTAL DSD EMPLOYEES

KITCHENS USE LOCAL PRODUCE
For the year 2016, the department served 2,695,956 inmate meals.

The budget for food (not including labor) was $3,121,727 and the amount spent was $2,970,000.
The Denver Sheriff Department 2016 Annual Report was written by Simon Crittle, DSD Communications Director, and designed by Ben Hock, Creative Services Director, CenterTable.

Cover picture: Deputy Gregory Liggins accepts a prestigious 5281 Award from Mayor Hancock. He was recognized for saving the life of an inmate who was trying to hang himself. Deputy Liggins lifted the inmate up with one arm and used his other arm to reach for his radio and call for help. The inmate later thanked Deputy Liggins.