I’m honored to share with the community the Denver Sheriff Department’s (DSD) 2021 Annual Report. As we continue to navigate the impacts of the pandemic, law enforcement has also had to address its own unique challenges during these times. DSD manages two jails and provides a variety of services to the community, and over the last several years, they’ve managed it while facing historic staffing shortages.

While law enforcement is a challenging career path to undertake, it’s also a very fulfilling career choice. Our men and women in uniform and the employees providing them support protect and serve everyone who calls our city home. The employees of this department have one of the most difficult responsibilities, which is to operate the Downtown Detention Center and Denver County Jail. This is a challenging job under the best circumstances, but the operation of jails during a global pandemic presented new and unique challenges. It’s important that we thank the employees who showed every day to work and put their lives on the line to take care of the individuals in Denver’s custody and keep them safe.

This report highlights many of the accomplishments that the DSD continued to work through and complete while also operating under an extreme staffing shortage. The leadership, recruitment unit and employees of the DSD are currently jumpstarting the recruitment of more people to join the department and enter public service, while continuing to innovate and rethink jail management in a post-pandemic world. As the Mayor of this wonderful city, if you are looking for a career option that will serve the public good while affecting change in public safety, I invite you to join with the other wonderful women and men who will stand shoulder-to-shoulder with you to serve their community and work for the City and County of Denver at the Denver Sheriff Department.

Thank you to all the employees of the Sheriff Department for their continued commitment and sacrifice to serve and protect the residents of Denver.

Respectfully,

Mayor Michael B. Hancock
It has been one of the greatest honors of my life to serve the Denver Sheriff Department (DSD) as the Executive Director of Public Safety and Deputy Mayor for the last few years. Upon my swearing in, I recognized the Sheriff Department as an agency with ample opportunity to illustrate its capabilities to Denverites. In my experience, a group’s conduct is tested during times of extreme diversity. At the start of my tenure, we were forced to deal with a historic and unprecedented COVID-19 pandemic, days-long peaceful protests, sizeable riots, civil unrest, and national and local anarchy. From the very start of these challenging times, the DSD stepped up to the plate.

Rarely does the City and County of Denver call upon the Sheriff Department to serve beyond its essential role in corrections; but in early 2020, when our city went into lockdown, it was the DSD that I called on to partner with the Denver Department of Public Health and Environment to enforce the county laws that keep our community safe. The DSD also responded to countless businesses and individuals refusing to comply with mayoral orders. Each call was handled professionally and without incident, highlighting how accomplished the department is concerning human and public relations.

One thing of note, not often mentioned regarding the DSD, is the tremendous amount of community outreach events they hosted, or participated in, fostering a connection with the community during a strenuous time. Whether it was going to Children’s Hospital Colorado to visit sick children, serve at a soup kitchen, volunteer at the Boys & Girls Club, or hold their own food drives to help families put dinner on the table, DSD staff flooded our community with love, respect, and humanity.

All these duties were carried out at a time when personnel numbers were the lowest in the history of the department and the job of a deputy in Denver jails was probably the toughest job in the city. As always, and especially now, our inexhaustible goal is to make sure the people of the DSD know they are valued and respected by department leadership and the Denver community.

After experiencing the capabilities of DSD staff, especially amidst such adversity, Sheriff Diggins and I enacted several initiatives to expand and recognize the county authority of the DSD. We hope to continue to bring the DSD into a new season of law enforcement in the City and County of Denver. I look forward to watching this department develop into the best Sheriff Department in the state simply because I know that we absolutely have the best Sheriff Department in the country.

Thank you for allowing me to serve you.

Murphy F. Robinson III
It is truly a blessing and a privilege to serve as the sheriff of Denver – I am humbled to work alongside the fine women and men of this department. It was a very busy year, and together, we accomplished much in our dedication to the citizens we serve, and to each other, as well. Sadly, we lost two of our brothers in 2021; Deputy Sheriff James Herrera and Deputy Sheriff Daniel “Duke” Trujillo both passed away from COVID-19, giving their lives in the line of duty. Please continue to keep their families in your thoughts and prayers.

At the beginning of the year, we began to see that what we thought would be a short-lived pandemic would continue to be a part of our lives. Nevertheless, Denver Sheriff Department (DSD) employees showed up for duty every day. The DSD face mask became a part of our uniforms and clothing, with “please pull it above your nose” becoming a constant catchphrase.

A new era has dawned for the DSD – we are now on a path to address offenses that occur while in our custody. With the advocacy of the Fraternal Order of Police (FOP), Lodge #27, the approval by Mayor Hancock and Director Robinson and the support of many city leaders and organizations, the Criminal Charges Filing Team (CCFT) has been established and will begin their work in the coming year. For decades, we have requested that the task of investigating criminal charges within our own facilities be conducted internally, and with the creation of the CCFT, we have taken a bold step forward as an organization. We thank everyone who was involved in bringing this to fruition.

We persevered during this challenging time, taking a major step forward in addressing some of the needs of the people in custody with the creation of the Chief of Mental Health Services position. We hoped to find a dynamic leader to fill this role, which became a reality as Dr. Nikki Johnson joined our department, paving a new path forward in this area. In the year to follow, we created clinical environments with programmatic offerings known as step-down units. We also revamped our work for addressing the concerns of those in our care by designing, securing funds for, and then implementing the Crisis Response Team. These additions and changes have transformed how we prevent and respond to mental health crises.

We also elevated the voices of our employee groups and the community by making sure we met with them quarterly and sometimes monthly. Our unions and associations are vital to expressing the wishes and concerns on behalf of those on the front lines – we thank the leaders of these organizations for their diligence. We also thank the many community organizations and representatives who help keep us informed of what Denver’s residents expect of us. As an agency, we hope to continue to make strides each day to meet those goals.

Our faith tells us we should aspire to use our gifts to serve others. We are thankful to every member of the DSD for their selfless sacrifices as we work together for the people of the City and County of Denver.

Elias A. Diggins
Sheriff
City and County of Denver
In a blinding snow storm, about 30 miles west of Pueblo, Baird and the prisoner he was transporting were killed when a local and an express train were involved in a head-on collision.

EDWARD E. BAIRD  
MARCH 16, 1906

During an inmate’s attempted escape from the Denver County Jail, Osborne was stabbed to death.

JOHN D. OSBORNE  
AUGUST 7, 1974

Shortly after a struggle with a prisoner during the book-in process, Martinez suffered a fatal heart attack.

EDWARD A. MARTINEZ  
NOVEMBER 15, 1980

Stillwell was killed (attacked and shot with his own revolver) by an inmate at the hospital trying to escape.

DANIEL R. STILLWELL  
SEPTEMBER 6, 1987

Silva was accidentally shot and killed when Silva’s partner’s weapon was discharged after transporting a prisoner to jail.

NORMAN “TONY” SILVA II  
FEBRUARY 3, 1993
Deputy Sheriff James Herrera and Deputy Sheriff Daniel “Duke” Trujillo lost their lives in the line of duty in 2021. All law enforcement officers who have passed away in Colorado are eligible for inclusion on the memorial. Their names will be formally dedicated on May 6, 2022, at the annual memorial ceremony.

The National Law Enforcement Officers Fund approved the inclusion of Deputy Sheriff James Herrera and Deputy Sheriff Daniel “Duke” Trujillo to the National Law Enforcement Officers Memorial in Washington D.C. Their names will be formally dedicated on May 13, 2022, at the 34th Annual Candlelight Vigil during National Police Week.

JAMES A. HERRERA
MAY 16, 2021
While working during the global pandemic, Herrera contracted the COVID-19 virus and succumb to related complications.

DANIEL “DUKE” TRUJILLO
MAY 26, 2021
While working during the global pandemic, Trujillo contracted the COVID-19 virus and succumb to related complications.
The DSD Leadership Council was formed in 2020 in order to hear directly from the leaders of internal department groups and external community organizations. In 2021, communication with each group progressed to include individualized meetings in addition to a recurring quarterly gathering. With an increase in meeting frequency and quality, organizational leaders can further engage in dialogue with the sheriff and chiefs in a smaller setting.

The council aims to help the DSD realize its goal of becoming the best agency it can be and is composed of DSD employee group members and community organization representatives. Monthly meetings focus on issues relevant to the groups they represent in relation to the DSD. DSD leadership is committed to developing solutions or plans of action in response to the issues brought forth at these monthly meetings. DSD leaders want to hear about – and become more responsive to – concepts, concerns, and challenges that affect Denver residents, people in our care, and community organizations. The DSD leadership also prizes the viewpoints of sworn staff. Their voices are vital to the future success of the department, oftentimes providing essential information and offering indispensable ideas to the ongoing dialogue.

As we enter 2022, the Leadership Council will continue to be a critical component in establishing and fulfilling DSD goals as we value the voices of the people who represent these groups.

LEADERSHIP ENGAGEMENT

DSD leaders, including Sheriff Elias Diggins, Chief of Administration Sonya Gillespie, and Chief of Operations Vincent Line, represent the department throughout several organizations and in different capacities. They are active in the following organizations: American Jail Association (AJA), Commission on Accreditation for Law Enforcement Agencies (CALEA), American Correctional Association (ACA), Colorado Jail Association (CJA), National Sheriff’s Association (NSA), County Sheriffs of Colorado (CSOC), International Association of Chiefs of Police (IACP), Federal Bureau of Investigations National Academy of Associates (FBINAA), and Public Safety Data Exchange Advisory Committee. DSD leaders continue to make an impact and facilitate change where needed through membership within these prominent organizations.

SHERIFF ADVISORY BOARD

The Sheriff Advisory Board (SAB) was established in 2017 to facilitate open communication
between the community and DSD representatives. The objective of this group is to inform and collaborate with the sheriff, DSD leadership, and staff regarding ideas, concerns, and evolving issues in consideration of those in our care, their families, the community, and service partners. The SAB is composed of representatives from diverse communities, geographic areas, and interest groups throughout Denver. The board members also come from a variety of professions and perspectives, which influence the outcome of discussions and consequential recommendations. Overall, in collaboration with the DSD, the SAB aims to set attainable goals that are reached in a reasonable amount of time.

As a result of supporting initiatives, and despite challenges experienced by most groups and organizations during the height of the COVID-19 pandemic, several goals were met. While instituting solutions to ensure adherence to health department pandemic protocols, several key SAB priorities were addressed and resolved such as jail population reduction, increased access to mental and behavioral health treatment, and simultaneously, a safer environment for staff and those in our care.

The SAB has positioned itself as a principal voice within the department, speaking on behalf of the community, and is integral to the strength of the connection between the people of Denver and the DSD. Moreover, the SAB aligns itself with the philosophy of the DSD strategic plan and dual points of focus — recognizing the humanity of those in our care and preparing them for a positive return to the community. Reflecting on 2021, the board witnessed several top initiatives transition from concept to policy, and observed their impact on daily operations, staff, and those in our custody. The SAB is encouraged, as 2022 grows near, as other significant ideas are part of ongoing agency conversations.

2021 COMMUNITY EVENTS
COMMUNICATIONS AND MARKETING

The team responsible for communicating DSD-specific information to department staff and the Denver community has made great strides in the last year. The DSD staff website – the employee intranet – has moved from the rudimentary stages of conceptualization and implementation to maintenance stages of updating and continuous improvement. In 2021, a campaign was implemented to introduce the intranet to staff as a source of trustworthy and current information. The goal is to reduce the number of department-wide emails by utilizing the intranet as a primary news source and internal digital gathering place. Staff are welcome and encouraged to comment, ask questions, and express concerns in order to create an online space that is specific to their needs.

The Communications & Marketing Team utilize an internal newsletter, as well, to disseminate information and point staff to the intranet. Behind the Badge is a monthly newsletter that updates personnel on various events within the department and throughout the community, accommodations and awards given to staff, employee perks, and even a recipe for the culinary-inclined. Depending on the information, a link to the intranet often leads employees to further details. In 2021, the City and County of Denver (CCD) introduced several city agencies to a newsletter software called Salesforce. The DSD was lucky enough to be one of those agencies and continues to learn and grow with the platform.

The team provides information to the public through several avenues, including press releases, newsletters, and social media. Denver Sheriff News is a quarterly community newsletter that includes important information pertaining to Denver residents. It is available to anyone who subscribes via the “News” page on the DSD website, which received a new look in 2021. All CCD websites have the same look and feel, with powerful search capabilities and interactive functionalities, that continue to develop alongside technological advances taking place in the online world. Social media is another communication tool that is utilized for relaying information to the public. With the creation of an Instagram account in 2021, the DSD Communications & Marketing Team was able to reach other audiences who might not frequent other social media channels. Social posts featuring a Denver Department of Safety (DOS) collaborative recruitment video, for example, may reach more interested parties on Instagram than on Twitter.

Moving into 2022, the Communications & Marketing Team is excited to continue telling the DSD story through an additional internal newsletter and bigger recruitment efforts.

WELCOME NEW LEADERS

Dr. Nikki J. Johnson became the first Chief of Mental Health Services – a new position for the DSD – in January 2021. This position was created to drive the strategy and performance of all mental health services for individuals in custody. Before joining the DSD team, Dr. Johnson was Director of Mental Health at the Jefferson County Sheriff’s Office - Detention Facility. She also served, simultaneously, as Vice President of Correctional Psychology Associates. Dr. Johnson has worked in corrections for over 15 years, including with juveniles and adults in jails and prisons. She has had a busy year launching DSD’s Crisis Response Team, Mental Health
Step-Down Unit, and the Restoration and Transition Unit.

Jacob Ruiz moved to the Mile High City to join the DSD as the Major of Ancillary Services in June 2021. Ruiz served as a major for Florida’s Osceola County Sheriff’s Office (OCSO) where he retired after 21 years. During Ruiz’s career, he worked patrol duty, as a deputy in the jail, school resource officer, persons crime detective, and as a SWAT team operator. He ascended the leadership ranks over time and was eventually promoted to major where he oversaw the OCSO Administrative Services Bureau. Major Ruiz spent much of his time this past year overseeing Court Services, Correction Care Medical Facility (CCMF), launching the Evidence Room Project, and the expansion of the Fugitive Unit.

Melanie Pitkin joined the DSD in July 2021 as Director of Programs. Prior to joining the DSD, Melanie worked for the Colorado Judicial Branch as the Project Director of the 18th Judicial District Problem Solving Courts. She has also worked in Washington, D.C. for nonprofit organizations focused on government accountability and expanding access to legal services. Melanie helped launch the Presentence Coordinator Case Management Program and has worked, and continues to do so, with community partners to provide participants with jail- and community-based services.

CRIMINAL CHARGES FILING TEAM

Historically, the Denver Police Department (DPD) has been responsible for responding to, investigating, and filing criminal complaints for crimes committed within the CCD, which includes DSD facilities and buildings.

In 2021, plans to create a Criminal Charges Filing Team (CCFT) were initiated and the process of putting the team together began. The goal of the CCFT is to take full responsibility for the process that transpires after a criminal offense occurs in an area under DSD control. This process will free up police officers to answer emergent calls and empower the DSD to properly and efficiently address criminal complaints.

EVIDENCE ROOM PROJECT

The DSD began expanding its internal operations and role within the community in late 2021 with the creation of the Criminal Charges Filing Team (CCFT). This unit is responsible for investigating all criminal activity within sheriff department facilities and areas of responsibility. Documenting criminal investigations requires, among other things, an area to properly retain evidence. In conjunction with the creation of the CCFT, the DSD is establishing a process for the lawful collection and storage of criminal evidence.

EMERGENCY RESPONSE UNIT

Throughout the year, the DSD Emergency Response Unit (ERU) collaborated with numerous outside agencies and engaged in trainings to better ensure the safety and security of Denver residents. The ERU participated in several law enforcement operations within the community including supporting the DPD during Major League Baseball’s All-Star Week, as well as providing security for high-profile civil cases and foreign dignitaries visiting the City of Denver.
EXPANSION OF THE FUGITIVE UNIT

Since the expansion of the DSD Fugitive Apprehension Unit, DSD officers and Denver residents are even safer than before. By keeping the most dangerous and violent offenders off the streets, not only has this expansion enhanced the safety of our staff and community, but it has also impacted caseload efficiency. Since the expansion of the unit in March of 2021, arrest numbers and warrants cleared have more than tripled, and Civil Unit deputies and other law enforcement officers have faster and more consistent backup responses.

CITY COUNCIL EMERGENCY PLAN

After a protest erupted – and eventually took over chambers – during a Denver City Council meeting, the council president requested a safety and security review. This review was conducted alongside other Department of Safety (DOS) and CCD agencies. Once the review was complete, in partnership with Court Services and the Director of Security, the DSD Security Management Unit (SMU) helped design and author an emergency plan for city council, which was presented to the city council pro tem and president prior to its installation.

MANAGEMENT SELF-ASSESSMENT

The SMU conducted a Management Self-Assessment for the Lindsay-Flanigan Courthouse in 2021. After assessment results were analyzed, the courthouse commander identified five (5) primary objectives requiring further attention, from rifle and restraint training to the use of body-worn cameras. Upon recommendations from the SMU, the commander established the necessary training to successfully meet all unit objectives.

HONOR GUARD

The Honor Guard represented the DSD and the CCD at over 41 events in 2021, many of them by request, such as the presentation of colors during public events. The DSD Honor Guard attended numerous out-of-county law enforcement funerals; a sergeant with the Honor Guard joined in the bagpipe band during a line-of-duty-death funeral in Chicago, demonstrating that we are all brothers and sisters in blue. Sadly, closer to home, full department honors were provided for two DSD deputies who passed away from COVID-19 complications while in the line of duty.

As they honor those who have passed on, they continue to perform our duties. Four Honor Guard members attended a training in Arvada, Colorado with the Colorado Professional Fire Fighters Honor Guard Academy, returning to the DSD team with elevated skills and knowledge to share. In October 2021, the DSD Honor Guard, alongside other public safety agencies, performed at the Annual Denver Public Safety Luncheon. Later that same month, the team received new uniforms, donning them at department and public events.

Stepping away from pomp and circumstance for just a moment, the Honor Guard hosted the annual Breakfast with Santa event for DSD staff and their families with Santa, pancakes, and community as the main attractions. It was a festive and joyous way to round out a challenging year and look forward to a new one.

MOUNTED POSSE

The Mounted Posse, dedicated to helping make the DSD a top-ranked law enforcement agency, continues to be a highly respected unit whose attendance is requested by community organizations and members, as well as other law enforcement entities.

Skill development is important for members of the Mounted Posse. One such training that the unit attended and completed was a certified rider training in Arapahoe County. This type of training prepares riders for putting their skills into practice. Community and department events include parades, memorials, and funerals. The
Mounted Posse attended the funeral of a fallen DSD deputy, Daniel “Duke” Trujillo, to show their gratitude for his service and to ceremoniously honor him.

By the end of 2021, the DSD Mounted Posse was approved for new Tack gear for the horses. They look forward to showcasing the horses in their new “uniforms” in the coming year.

**BODY-WORN CAMERA PROJECT**

In June 2021, body-worn cameras (BWC) were delegated to staff in the Intake Unit at the Downtown Detention Center (DDC) and utilized by supervisors at the DDC and all Field Training Officers (FTO) throughout the DSD. Prior to expanding this project to the aforementioned areas and personnel, BWCs were used solely by the ERU and Civil Unit.

In order to make the necessary advancements on this project, directives and policies were reviewed and updated, a cloud-based digital evidence management system was implemented, charging stations were erected, and staff were trained. Additionally, on January 1, 2022, a sworn supervisor will fill the role of the BWC Program Manager. Once this program is fully implemented, the DSD will have issued 555 active BWCs.

**HOT WATER SYSTEM PROJECT**

In 2021, the Denver County Jail (COJL) embarked on a major project to replace the facility’s domestic hot water system. Contractors and DSD staff worked together to remove an antiquated water storage system that relied on a tank and then install a modern system that heats water on demand. The new system is over 20% more efficient than the previous system and will provide a superior level of hot water service to over two-thirds of the entire COJL campus. This project was accomplished at a cost of $487,105.

**FOOD SERVICE STAFFING CHANGE**

In July of 2021, the traditionally DSD-staffed and inmate-supported food services for the COJL and DDC went under contract with the Aramark Food Company. The new staffing plan and processes are not only part of DSD cost-saving measures, but also a solution to the kitchen staffing shortages resultant of the COVID-19 pandemic. This new process provides a more sophisticated level of food service and quality for both inmates and staff. Additionally, moving to Aramark has improved facility safety and security by reducing the amount of inmate movement around the facility and possible avenues for the transport of contraband.

**WAREHOUSE TRANSFORMATION**

Traditionally, the DSD has utilized an off-site warehouse as a repository for long-term retention of various items. In 2021, it was transformed from a storage facility to a receiving and distribution center, which inventories and retains items for 60 - 90 days (receiving) and equips the DSD with needed stock in case of supply challenges (distribution). This process supports COJL and DDC facility operations with a weekly distribution of eight (8) to 10 pallets of product.

**REENTRY PROGRAM**

The DSD Programs Team, with funding from the Crime Prevention and Control Commission through the Department of Public Health and Safety, partnered with the Second Chance Center and other community organizations to provide participants with jail- and community-based services. Program interventions include assessment-based classwork and case management in the jail, reentry planning, and community-based housing, treatment, and other services upon release.
Presentence Reentry Coordinators

With funding from the Office of Behavioral Health, the DSD Programs Team launched the Presentence Reentry Coordinator Case Management Program. This team comprises two case managers who work with individuals in DSD custody who are presentence and have booked into Denver jails multiple times within the past year. This program provides targeted interventions addressing each client’s expressed needs and barriers, with the goal of breaking the cycle of repeat incarceration.

RISE Program

The Recovery in a Secured Environment (RISE) Program provides intensive, in-custody treatment to those struggling with substance use disorders. Counselors from Empowerment and Mile High Behavioral Healthcare provide individual and group treatment for those who qualify and help to structure and support peer-led programming. Despite the challenges associated with running an in-custody program during the COVID-19 pandemic, the RISE staff and program have had many successes. Networking with community providers, the housing and employment specialist has secured job skills training and support for participants upon their release. Furthermore, some participants releasing to sober living homes have had access to scholarship opportunities. Several participants have requested extended support after returning to the community, and in these cases, counselors have referred participants to additional resources after their release.

Video Project with Remerg

With funding from the Department of Justice through the Colorado Division of Criminal Justice, the DSD Programs Team partnered with Remerg to produce a series of 40 videos on a wide variety of jail and community resources. These “Bringing the Community to the Jail” videos provide individuals in DSD custody with information on resources including transitional housing, financial literacy, Veterans services, education, and more. The videos are now being shown on a rotating schedule throughout DSD housing units in both the DDC and COJL.

Family and Friends Guide

The DSD developed a “Guide for Family and Friends of Those Incarcerated” in 2021, accessible to the public early in the coming year. This guide is a resource to help those with incarcerated loved ones navigate CCD detention facilities. It includes information about intake and reception, locating an incarcerated individual, visitation and what to do in case of emergency, programs and services available to in-custody individuals, contact information, reentry resources, and much more. Support systems, including family members, are critical to the success of those returning to the community following incarceration. Through this guide, the DSD hopes to support those in our care and those in their networks stay connected.
ANNUAL DATA FOR PEOPLE IN-CUSTODY

2021 INMATE POPULATION BY GENDER

- **Female**: 4,503 (22%)
- **Male**: 16,172 (78%)

2021 INMATE POPULATION BY RACE

- **White**: 14,515
- **Unknown**: 370
- **Black**: 5,408
- **Asian**: 231
- **Native American**: 171

- **Total bookings**: 20,695
- **Average age**: 35.4
- **Average length of stay**: 16.5 days
- **Average releases per day**: 56.6

2021 INMATE POPULATION BY CLASSIFICATION

- **Level 1 - High**: 112
- **Level 2 - Closed Custody**: 1,059
- **Level 3 - Medium High**: 5,319
- **Level 4 - Medium Low**: 9,021
- **Level 5 - Minimum**: 511
- **Unclassified**: 4,673

MENTAL HEALTH ALERTS

- **None**: 15,955 (77%)
- **MH Code**: 4,740 (23%)

SUICIDE ALERTS

- **None**: 18,681 (90%)
- **Suicide Alert**: 2,014 (10%)

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

*Unclassified indicates a person has recently been processed through intake but is released or transported from Denver’s custody before receiving a security classification to be housed.
COVID-19 VACCINATION PROGRAM

The DSD and Denver Health medical staff began distributing COVID-19 vaccines in March 2021, to individuals in custody. At the end of October 2021, a vaccine incentive program was implemented to encourage those in custody to take the vaccine. The incentive program offers 10 Ramen noodle soups or a combination of 1 coffee and 5 Ramen noodle soups for each COVID-19 vaccine that an individual receives. Inmates that had already received a vaccine dosage while in DSD custody were offered these items for each COVID-19 vaccine dose. Educational material, videos, and one-on-one conversations have also been provided about the COVID-19 virus and the COVID-19 vaccinations.

From March 2021 through October 2021, 1,656 vaccine dosages had been distributed. From November 1, 2021, through the end of the year an additional 1,440 COVID-19 vaccine dosages were distributed for a total of 3,096 vaccines. The incentive program proved to be very popular and successful with tripling the number of vaccination dosages.

MEDICATION ASSISTED TREATMENT

The DSD and Denver Sheriff Health Services came together in 2021 to provide a variety of programs for individuals in custody residing in Denver facilities. The ongoing Medication Assisted Treatment (MAT) program is available for patients with substance use disorders. MAT offers a combination of medication, counseling, and behavioral therapies; research shows that combining medication and therapy can successfully treat substance use disorders and, for some struggling with addiction, MAT can also help sustain recovery.

MAT aims to provide participants with a comprehensive, individually tailored experience that leads to living a sustained recovery and self-directed lifestyle. Medications used within the program include Methadone, Buprenorphine, Suboxone (Buprenorphine/Naloxone), and Naltrexone (oral and long-acting injectable [Vivitrol]).

Table: 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.

<table>
<thead>
<tr>
<th>Medication/Protocol</th>
<th>Numbers of Orders</th>
<th>Number of Individuals</th>
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</thead>
<tbody>
<tr>
<td>Opioid Referrals</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Opiate Withdrawal Protocol</td>
<td>764</td>
<td>673</td>
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<tr>
<td>Buprenorphine or Suboxone</td>
<td>1,257</td>
<td>383</td>
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<tr>
<td>Naltrexone (PO)</td>
<td>268</td>
<td>214</td>
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<tr>
<td>Vivitrol</td>
<td>23</td>
<td>22</td>
</tr>
<tr>
<td>Methadone</td>
<td>163</td>
<td>141</td>
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HIGH ACUITY TRANSITION UNIT

The DSD and Denver Sheriff Health Services provide medical and mental health care for the DSD patient population managing mental illness. The Men’s High Acuity Transition (HAT) Unit provides a safe and focused treatment setting for incarcerated individuals who present significant symptoms of major mental illnesses. The goal is to assist patients in stabilizing their acute psychiatric symptoms by taking medication(s), if appropriate, participating in a stable and supportive environment, and receiving additional treatment interventions. Additionally, the HAT Unit focuses on assisting individuals starting court-ordered medications or returning from competency restoration programs. In 2021, the HAT Unit had a daily average of 10.1 participants with a maximum capacity of 12 individuals. The medication compliance was 100% for program participants for the entire year. Due to the pandemic, group therapy was more limited than in previous years, but participation was 100% for groups conducted.
WOMEN’S TRANSITION UNIT

Denver Sheriff Health Services provides Women’s Mental Health Transition Units (WTU) to patients who want to participate. Collaboration between the DSD, Behavioral Health, and community partners is essential to the success of the WTU. The race and ethnicity pie chart demonstrates the ethnic composition of the WTU, is comparable to the overall jail population, and reflects diversity among program participants.

COMPETENCY RESTORATION PROGRAM

In May of 2021, competency restoration services were added to the Men’s Transition Unit. This program has proven to be very successful. The DSD and Denver Sheriff Health Services are currently collaborating on a secure, long-term competency restoration program. Processes and procedures put in place to slow the spread of COVID-19 caused admission changes, which affected the number of clients admitted throughout the year.

### Female Participation Data

<table>
<thead>
<tr>
<th>Category</th>
<th>January 1, 2021 – December 31, 2021</th>
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<tbody>
<tr>
<td>Total Participants</td>
<td>70</td>
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<tr>
<td>Average Number of Days in Unit</td>
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<tr>
<td>Minimum Number of Days</td>
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<tr>
<td>Maximum Number of Days</td>
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### Male Participation Data

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<tbody>
<tr>
<td>Total Participants</td>
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<tr>
<td>Average Number of Days in Unit</td>
<td>87.5</td>
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<tr>
<td>Minimum Number of Days</td>
<td>5</td>
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<tr>
<td>Maximum Number of Days</td>
<td>918</td>
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</table>
MENTAL HEALTH SERVICES

The Denver Sheriff Department launched the Mental Health Services Program, led by the first Chief of Mental Health Services, Dr. Nikki Johnson. In 2021, Dr. Johnson launched the Crisis Response Team (CRT), Mental Health Step-Down Unit, and Restoration and Transition Unit (RTU).

The CRT is a team of mental health professionals working alongside DSD deputies to prevent and deescalate crises involving individuals with serious mental illness who are in the custody of the DSD. In response to all crises, the DSD prioritizes leading with humanity, which extends to individuals with serious mental illness. In observance of legalities, the CRT will manage the requirements set forth in House Bill 21-1211 – Restrictive Housing for Individuals with Serious Mental Illness in Jails.

The RTU Pilot Program began in May 2021 utilizing 12 beds in the Men’s Mental Health Transition Unit at the COJL. Those who participate in this program are ordered by the court to receive an evaluation of their competency to stand trial and receiving restoration services while in the custody at the DDC or COJL. The goal of this pilot program is to decrease the amount of time an individual is in jail awaiting competency restoration services while also ensuring individuals who are restored to competency remain restored until their court proceedings. Approximately 92% of program participants were restored to competency with an average length of time until restoration at 72 days. Generally, in a psychiatric hospital setting, the average number of days to restoration is 120 days.

The Mental Health Step-Down Unit began in May 2021. This unit follows correctional treatment best practices, which entails seeking out alternatives to housing individuals with serious mental illness (SMI). Individuals with SMI who are diverted from restrictive housing should be placed in a clinically appropriate alternative form of housing, such as a secure mental health unit or other residential psychology treatment program. The Mental Health Step-Down Unit will serve as a transitional mental health unit for individuals with SMI, utilizing incentives and behavior management to assist in the socialization and progression of individuals with serious mental illness. With the implementation of the Mental Health Step-Down Unit, the amount of time these individuals would have spent in a restrictive housing environment has decreased by at least 49%.

EQUITY, DIVERSITY, AND INCLUSION

The DSD Equity, Diversity, and Inclusion (EDI) team supports the Mayor’s Office of Social Equity and Innovation (OSEI) in its efforts to develop and implement policies, practices, and initiatives related to race, social equity, and social justice. Moving toward this goal, the DSD Training Academy extended invitations to various city agencies to attend dehumanization and bias awareness training throughout the year. Another effort of note is the collaboration between the DSD and individuals in our custody to create a more dignified uniform for female inmates. Additionally, Physical Agility Testing (PAT) standards were reviewed to promote equitable hiring practices.

Directly influence policies, budget, and programmatic decisions to lead agencies in achieving measurable changes in racial and social equity in Denver.

Train all Denver staff in its Race and Social Justice Academy.

Develop concrete methodologies of utilizing and analyzing data to craft approaches to system changes.

Create a direct link with the community that will guide, shape, and drive aspects of our work.
The Performance Management and Strategy Team (PMAS) coordinated with the University of California, Berkeley to conduct a study concerning employee wellness. The study aimed to collect feedback from employees to better determine appropriate approaches to staff wellbeing. Insight from 240 participants was gathered through surveys regarding work environment, reducing employee burnout, and social belonging among staff. This study is expected to continue into the coming year.

Data offers insights into the efficiencies of policies and practices and helps drive strategies for future successes. Data collection has equipped the DSD with impactful decision-making tools, aligning our practices with our mission. Improvements throughout the department have been made in general data reporting, including dashboard automation, new strategic tools, data tracking, analysis, and reporting. These advancements in data collection have particularly benefited the new Crisis Response Team and have been utilized for COVID-19 interactive reports, case tracking, and reporting within the department and on the public-facing DSD website. The Performance Management and Strategy Team, responsible for overseeing data analytics for the DSD, has also facilitated in-depth equity studies for programs and services for people in custody and has continued an ongoing partnership with the University of California, Berkeley concerning an employee wellness study.

The Risk Management & Innovation (RMI) Team works closely with Denver’s Peak Academy to implement innovations that improve efficiencies of services for our community. The RMI empowers employees to engage in process improvements by following certain principles meant to advance innovation development. The RMI has spearheaded improvements in a variety of areas including the design of the proposal for the new Criminal Charges Filing Team, Field Training Officer (FTO) program update and new program manual, reforms update audit and resulting “Sustained Transformation” report, and the COVID-19 strategies report. Ongoing efforts include in-depth recruitment and retention work and wellness initiatives – monthly awareness campaign and pre-training academy fitness programs.

The DSD Training Academy provides ongoing training and education to DSD staff, from recruit classes – four (4) recruit classes came through the academy in 2021 – to current employees. Training is instrumental in ensuring staff are equipped with best practices to provide a safe environment for those in our care. New and current employees received training and certifications in areas highlighting humanity and empathy including Mental
Illness Crisis and Communication and Active Bystandership for Law Enforcement (ABLE).

**PROFESSIONAL STANDARDS**

The Professional Standards Team is responsible for ensuring DSD policies and procedures are in alignment with legislative changes, the mission of the City and County of Denver, the American Correctional Association (ACA), and the Commission on Accreditation for Law Enforcement Agencies (CALEA). The DSD successfully passed the 2021 ACA Audit with over a 99% success rate at each facility! Both the DDC and COJL have been recertified through 2025. The Professional Standards Team reduced the policy review time by 49% from December 2020 to December 2021.

**EMPLOYEE OUTREACH PROGRAM**

The Employee Outreach Program (EOP) supports staff by offering resources to relieve critical stress that may impact their well-being and decision making. This support system aims to foster an increase in staff efficacy, regarding safety and security, as those in the custody of the DSD prepare to rejoin the community. Benefits gleaned from this program are resultant of educating and empowering DSD staff and further inspiring them to lead with humanity in all that they do. In 2021, the EOP conducted 105 referral-based outreaches with uniformed and civilian staff. During outreaches, staff are referred to free, confidential, and effective resources that target a variety of personal and professional challenges, such as: postpartum depression, parenting and relationship challenges, financial struggles, domestic violence, loss of a loved one, suicide, legal dilemmas, physical injuries, childcare, homelessness, and other significant challenges.

**DSD RECRUITMENT**

The DSD Recruitment Team is dedicated to hiring employees who reflect the community we serve. The Recruitment Team participated in 38 events in 2021! Events included community outreach such as the Safe Summer Expo at The Boys and Girls Club and major cultural events such as Juneteenth and Aurora Pride. With the arrival of the COVID-19 pandemic, the Recruitment Unit overcame proximity challenges by instituting digital applications. Applicants were given the opportunity to utilize personal touch phone calls, which informed them of next steps in the hiring process, and pre-recruit fitness classes to prepare candidates for a successful transition to the DSD Training Academy. In 2021, 66 deputies and nine (9) security specialists were hired to join the DSD.
VEHICLE IMPOUND FACILITY

2021 was a great year for the Vehicle Impound Facility (VIF). Despite staffing shortages, the revenue, which is diverted to the city’s general fund from vehicle auctions, surpassed the previous year’s revenue by $2.5 million. Security for the impound improved greatly, as well, with the installation of a new camera system and a perimeter fencing assessment resulting in an upgrade slated for completion in the coming year.

In June 2021, because of the large number of encampments throughout the city, and the inability to store them at the original impound, the VIF began to operate a temporary impound for large and oversized vehicles (i.e., tractor trailers, buses, motorhomes). On average, 45 oversized vehicles are stored in this temporary space; however, that number is expected to double, or even triple, in 2022.

As 2021 draws to a close, the VIF has begun to work on new and exciting initiatives including the repair and restoration of the aging vehicle racks found throughout the impound. Another venture that will increase satisfaction across the board is the improvement of the customer service experience by encouraging feedback from visitors.

DATA AND TECHNOLOGY UNIT

2021 was both a productive and challenging year for the DSD Data and Technology Unit (DTU). The DTU began and completed 26 projects and addressed approximately 820 requests, in partnership with the city’s Technology Services Team. Among these successes, several high-level projects were completed; the largest and most comprehensive being the June implementation of our new jail management system – Advanced Technology Information Management System (ATIMS). The DTU also developed a new reporting platform – Sequel Server Reporting System (SSRS) – that creates a gateway to pull information for administrative reports and aids the DTU in strengthening integrations with additional operating systems. The issuance and implementation of body-worn cameras to staff in the Intake Unit at the DDC was another major accomplishment this past year.

Some of the successful initiatives completed or assisted by the DTU directly affecting those in our care include a telephone pin number system for those in custody to improve internal processes, transitioning the DDC and COJL from a paper process to an electronic communication system supporting internal jail requests (e-kites), and the implementation of FastCase, a law library system for use by detained individuals.

Successful initiatives for DSD internal teams include improvements on the Civil Liabilities Unit reporting system regarding reports for the media and the Denver City Council, on-going assistance to the Programs Team with grant support, and partnering with the mental health teams, including the newly formed Critical Response Team, in predictive analysis. Deputy contact cards were developed during this time, as well, making required reporting regarding civilian interaction a simpler process.

We look forward to an exciting 2022 and any challenges that it brings.

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