The Denver Sheriff Department (DSD) is unique compared to other sheriff departments in the state, which has made them the best at what they do. DSD employees interact and help individuals at difficult points in their lives, with the goal that people leave Denver jails better than when they arrived, and will hopefully never return.

It takes a special person to work as a deputy sheriff or civilian at the Denver Sheriff Department. The work they do to provide 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 incredibly important to our community.

One of the biggest challenges today for jails across the country is providing mental and behavioral health services – a space jails have come to occupy due to the federal deinstitutionalization that has occurred over the past half century, increasingly placing the burden of caring for these individuals on the criminal justice system. At DSD, all inmates receive a mental health screening, and associated data indicates that nearly half the jail population has an active mental health alert on any given day. DSD staff work closely with Denver Health behavioral health professionals to provide extensive mental health and substance use services to inmates. The DSD has taken the lead in addressing mental health issues in the jails and continue to look for ways to assist individuals re-entering the community.

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

Respectfully,

Michael B. Hancock
Mayor

The Denver Sheriff Department (DSD) plays a vital role in the well-being of our community. The hard work each of them do every day supports the safety and security of our city. I send my sincerest gratitude to them for their dedicated service to the citizens of Denver.

Nearly 50 percent of the population in our Denver jails struggle with mental health issues; the department implemented changes in 2019 to better address these issues by expanding wellness programs for both inmates and staff. Wellness programs for inmates include yoga, expanded chaplain services, and partnerships with community organizations to help facilitate a successful transition back into the community. The wellness program for staff continues to grow and the significant reductions in overtime help to ensure better work-life balance.

In addition to wellness, DSD staff have improved processes to reduce the amount of time it takes to process individuals into and out of the jail and have worked in conjunction with the Public Integrity Division (PID) to streamline the disciplinary process to ensure timely and fair review of complaints of misconduct.

I congratulate our deputies and civilian employees for their hard work and dedication to the citizens of Denver and I am honored to work alongside these professionals. The work is difficult, but every member of DSD works hard every day for those in their care.

May God bless you and keep you safe.

D. Troy Riggs
Executive Director of Safety
It is with great pride that I present the Denver Sheriff Department’s 2019 Annual Report. While it is impossible to capture all the accomplishments our staff has made throughout the year, I hope this report will provide you with a snapshot of our day-to-day activities, key achievements, and annual statistics. It takes a dedicated team of Denver Sheriff Department employees working together to ensure the best services are provided to the community.

As our responsibilities to the jail population continue to evolve, the Sheriff Department has taken steps, like those mentioned below, to ensure successful outcomes.

Remote video visitation was launched in partnership with Securus. This provides another option for inmates to keep in touch with family and friends, which is vital to an individual’s ability to successfully reintegrate back into society.

To further ensure transparency, deputies in the Civil Unit directly serving the community, began wearing body-worn cameras. Looking forward, we envision cameras will be provided to deputies in the Downtown Detention Center’s intake area and eventually throughout both jails.

We significantly reduced the number and complexity of departmental policies by combining those with comparable language and by removing outdated policies. The majority of our policies have since been listed on DSD’s internet where they are easily assessible to the public.

The Public Integrity Division (PID) was launched to ensure all internal investigations and reviews are conducted in a timely fashion.

Senate Bill 191 (concerning a defendant’s rights to pretrial bond), the launch of the inmate lactation support program, and the third annual inmate voter registration drive were all successfully implemented.

In 2019, the Denver Sheriff Department overcame many obstacles and met new challenges with tenacity. The work sworn and non-sworn employees do each day takes empathy, collaboration, a strong work ethic, integrity, and humanity. The multi-pronged Employee Wellness Program provides resources and tools to help employees stay healthy, both physically and mentally, so they can continue to perform their duties to the best of their abilities.

Thank you to all members of the Sheriff Department who continually strive for excellence and provide safe shelter to our community.

Fran Gomez
Sheriff

Denver Sheriff Department Strategic Plan 2.0 - Strategic Pillars

**ORGANIZATIONAL CULTURE**
Objectives and activities aimed to define and establish shared values and beliefs formed by the Department’s guiding principles

**EMPLOYEE EXPERIENCE**
Create an environment through engaging employees that fosters camaraderie, supports retention, and allows employees to be heard, valued, and supported

**INMATE WELLNESS**
Strengthen evidence-based programs for inmates, supported by all staff, to encourage safety, respect, ownership of outcomes, and lead to healthier communities

**COMMUNITY PARTNERSHIP**
Inform and engage our community to build partnerships and, together, transform lives
ORGANIZATIONAL CULTURE - SAFETY

The Denver Sheriff Department (DSD) is unique in comparison to other sheriff departments in the state—there is no unincorporated land in Denver County to patrol. The DSD oversees the operations of two jail facilities, security for the district and county court systems, state inmate transportation, extradition duties, fugitive and K-9 unit, a vehicle impound facility, work release facility, and security. When fully staffed, the DSD has a diverse workforce, averaging 1,100 uniformed and non-uniformed employees.

A DIVERSE STAFF TO SERVE A DIVERSE COMMUNITY  
* Based on July 2019 U.S. Census Bureau

PERFORMANCE IMPROVEMENT DIVISION

In December 2018, Mayor Hancock announced the creation of the Public Integrity Division (PID)—a civilian arm of the Department of Public Safety (DOS)—to be responsible for investigating complaints of misconduct and reviewing investigations for potential rule violations for the DSD. The focus of the PID is to reduce the length of time it takes to process complaints; ensure complaints are investigated and reviewed in an equitable manner with fair outcomes; and enhance public and sheriff deputy confidence in the disciplinary process.

Through a phased approach in 2019, the PID assumed the investigatory and review duties performed by DSD’s Internal Affairs Bureau and Conduct Review Office. The duties were assigned to two separate units under the PID: The Administrative Investigations Unit and the Conduct Review Unit. This prompted a shift in the way information is conveyed.
to the sheriff without altering the sheriff’s authority to make disciplinary recommendations to the Executive Director’s Office.

Data from 2019 shows that the number of investigations declined from previous years.

### ADMINISTRATIVE INVESTIGATIONS BY QUARTER - 2019

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Number of Investigations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>66</td>
</tr>
<tr>
<td>Q2</td>
<td>62</td>
</tr>
<tr>
<td>Q3</td>
<td>61</td>
</tr>
<tr>
<td>Q4</td>
<td>58</td>
</tr>
</tbody>
</table>

There were 560 formal cases (not including unauthorized leave cases) in 2018. In 2019, there were 308 formal cases, yielding a 45% decrease from the prior year. Additionally, the administrative investigation average times have improved.

### EMERGENCY MANAGEMENT

In September 2019, the DSD experienced its first incident of Hepatitis A among the inmate population. Just weeks before the first inmate tested positive at the Downtown Detention Center (DDC), DSD and Denver Health (DH) staff conducted a tabletop training to prepare for and manage this type of situation. Upon confirmation of the first case of Hepatitis A, DSD and DH took swift action to follow protocols and address the issue. Citywide efforts were made to contain and reduce the spread of Hepatitis A throughout Denver, which included expertise from Denver Health, the Colorado Department of Public Health and Environment, Denver’s Department of Public Health, Denver Public Safety, and the DSD. The Hepatitis A event began in September and concluded in December having identified 12 Hepatitis A cases amongst the inmate population during that time.
ORGANIZATIONAL CULTURE - WELLNESS

EMPLOYEE WELLNESS PROGRAM

A Wellness Coordinator was hired in 2016, allowing for more focused programming for DSD’s Employee Wellness Program. Over the past three years, a variety of employee initiatives have been implemented that address the physical and mental health of staff. These types of services help employees increase their effectiveness in their work environment and personal lives. As the programs have progressed, more employees continue to participate.

SPECIAL OLYMPIC FUNDRAISING AWARD

The Special Olympics organization recognized the DSD for its fundraising efforts in 2019. DSD was presented with the Special Olympics Rising Star Award, placing seventh—the highest fundraising law enforcement agency in the state of Colorado.

EMPLOYEE WELLNESS PROGRAM 2019 SUCCESS STORY

Deputy Sheriff Desiree Archuleta is a 2019 Wellness Program success story. She worked with Wellness Coordinator, Deputy Chris Peña, who provided guidance throughout her transformation. As Deputy Peña points out, a personal trainer can only do so much—the trainee must have the perseverance and determination to be successful. Working on her own to start, Deputy Archuleta sought out Deputy Peña’s knowledge after she stalled at a plateau. Trusting in the process, Deputy Archuleta has seen remarkable results and continues to work hard to maintain her accomplishments.

TOP THREE WELLNESS PROGRAMS UTILIZED FOR 2019

2,535
Personal Training Class Visits

2,052
Physical Therapy Visits

1,574
Chaplain Support Contacts with DSD Staff

Note: In 2018, the total personal training services conducted were 1,364 class participants. In 2019, the total class participants were 2,535 with Denver Parks and Recreation trainers conducting classes on an average 50-hours per month.
ORGANIZATIONAL CULTURE - TRAININGS

**EQUITY DIVERSITY & INCLUSION TEAM**

The DSD’s Equity, Diversity, and Inclusion (EDI) Team members attended several trainings, organized by the Mayor’s Office of Social Equity and Innovation, focused on understanding systemic racism, utilizing racial equity tools, building inclusive cultures, and creating equitable outcomes. EDI teams received guidance on developing the DSD’s Equity Action Plan that includes strategies to eliminate inequity, racism, and social injustices in institutional and structural government systems, policies, and practices.

EDI Teams are comprised of staff who represent every agency and department within the City of Denver. EDI Teams act as liaisons and role models for their respective agency or department about inclusive practices, values of diversity and racial equity, and share relevant issues and accomplishments with other EDI Teams across the city. They are responsible for fostering a connection between and among employees, making Denver a place where we can embrace equity, diversity, and inclusion as essential components of our work. The EDI Teams are led by the Mayor’s Office of Social Equity and Innovation.

**PEAK ACADEMY PARTNERSHIP**

The DSD continued its partnership with the city’s PEAK Academy, working together toward improving our employee experience and the experience of the people who are in our care. PEAK Academy is a process improvement team that works alongside Denver’s Budget Management Office to offer trainings, workshops, and other innovation-focused support services.

As part of this year’s partnership, DSD was able to train 56 sworn and civilian employees at PEAK’s Black Belt and Green Belt Academies. Black Belt Academy is a five-day intensive seminar in Lean methodology, during which participants learn about tools for process improvement and innovation, collaborate with representatives from other agencies, and eventually design a solution to a process challenge they encounter in their own work group. In 2019, DSD Black Belt graduates implemented 14 innovations that yielded $23,000 in annual savings.

The DSD invited PEAK to partner further with staff on important initiatives, including facilitating an annual retreat for the Sheriff’s Advisory Board to define key performance measures and help quantify the impact of the group's work within the community. PEAK also partnered with the DSD intake team at the Van Cise-Simonet Detention Center to work toward bringing down average intake and release times.

**GOVERNMENT ENTREPRENEURSHIP LEADERSHIP ACCELERATOR (GELA)**

Governmental Entrepreneurial Leadership Accelerator, or GELA, started in 2016 by Silicon Flatirons. It is a seven-week program that teaches rising leaders how to develop and use entrepreneurial thinking to address real public policy issues. GELA works with government partners, including the City and County of Denver, City of Boulder, State of Colorado and Office of the Colorado Attorney General, as well as the University of Colorado, Boulder - Colorado Law, respectively.

DSD’s Sunny Lee was nominated and selected to participate. Each participant works on a project during the program. Sunny helped the Boulder Fire-Rescue Department address the increasing number of low-acuity, non-emergent 911 calls in an alternative manner to ensure resources remain readily available for emergent situations.
ORGANIZATIONAL CULTURE - TRAININGS

ROCKY MOUNTAIN JAIL LEADERSHIP ACADEMY

The inaugural Rocky Mountain Jail Leadership Academy was hosted by the DSD in April 2019. This long-awaited leadership program was a collaboration of The American Jail Association and Colorado Jail Association. The inaugural class had 27 participants from multiple jurisdictions—Captain Jamison Brown and Sergeant Antoinette Jones participated on behalf of the DSD.

CRISIS INTERVENTION TRAINING

All DSD deputies are required to take De-escalation Training and Crisis Intervention Training (CIT). The 40-hour course is designed to give deputies the necessary skills to identify and de-escalate those situations where verbal de-escalation skills are a better alternative to physical force.

In 2019, the DSD held quarterly CIT training sessions with 68 personnel, consisting of recruits who had joined the department in 2019. This met and maintained 100% compliance for certified CIT officers.

DSD TRAINING ACADEMY OVERVIEW

DSD’s Training Unit continues to review and develop curriculum to meet the growing needs of the DSD. In 2019, the following trainings were offered to current staff and new recruits:

- Pre-Service/In-Service
- Reinforcement Training
- Refresher Training from Extended Leave
- All Hazards Plan Training
- Crisis Intervention Training (CIT)
- Hosted Training by the Denver Sheriff Department
- Advanced Training - New Supervisor Training
- Training Advisory Committee

The DSD also hosted several classes for agencies that include Public Agency Training Council (PATC), Dolan Consulting Group, and Legal & Liability Risk Management Institute (LLRMI). A total of 504 hours was completed with 61 DSD staff attendees. Additional training totaling 1,452 hours was completed with a savings of approximately $21,350.00 to the agency. In 2019, DSD held four academies welcoming a total of 60 new deputies to the DSD team:
SECURUS VIDEO VISITATION

During the first quarter of 2019, the DSD, in partnership with Securus Technologies®, upgraded the kiosks utilized for video visitations between those in our custody and their families. Securus Video Visitation is an easy-to-use visual communication system for inmates to keep in contact with family and friends. On June 30, 2019, DSD launched remote visitation at both the Downtown Detention Center and the Denver County Jail (COJL). Visitors can now choose between in-lobby video visitations or remote video visitations to schedule and participate in video sessions. Remote video sessions utilize smartphones, tablets, or PCs that are connected to the Internet. We prize using and keeping up to date on the latest technology to make sure those in our care are able to stay in touch with their loved ones.

BODY WORN CAMERA’S IN CIVIL UNIT

During the second quarter of 2019, the DSD developed and implemented a body worn camera (BWC) process within the Civil Unit. By implementing BWCs, the goal was to create an additional protective measure for staff and the public, as well as reducing staff assaults and false complaints. The duties of the Civil Unit are widely varied, which include civil process services such as the sale of property under court order and the execution of court ordered evictions. The successful implementation of this project serves as a model for the future introduction of BWCs within the jails.

SENATE BILL 19-191 PREPARATION

Senate Bill 191 relates to a defendant’s right to pretrial bond and has many facets. DSD was already in compliance with much of this bill and quickly met the remaining criteria for full compliance. One of the more challenging aspects of this bill is that defendants be released within four hours of posting bond. Although this task seemed daunting, the DSD, in collaboration with Department of Safety partners, was successful. Several pilots were performed, resulting in process changes throughout the Department of Safety. DSD’s Records staff are the true heroes for achieving full compliance with this bill. Their dedication to this agency and to the Records Unit is commendable. Without their continued hard work, this specific condition of SB191 would have not been achievable. They truly represent the DSD motto: “Dedication, Service and Duty.”

VEHICLE IMPOUND FACILITY

The Vehicle Impound Facility (VIF) is responsible for providing safekeeping for 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 accidents.

The VIF reported the following from 2019:
• The busiest day of the week was Monday
The busiest time of day was between 10 a.m. and 2 p.m.

• The most services were rendered around 1 p.m. each day
• Vehicle releases were the most common service with each vehicle averaging a 20-30 minute wait time
• The Abandoned Vehicle Unit removed approximately 1,244 abandoned vehicles from Denver streets
• 13,034 vehicles were impounded, averaging 35.71 vehicles per day

**COURT SERVICES UNIT**

The Court Services Unit is responsible for servicing District, County, Juvenile and Probate Court. Court Services is located at the Lindsey-Flannigan Courthouse (LFC) and is comprised of approximately 60 sworn staff and 4 civilians (one local transportation coordinator and three security specialists). They are responsible for the daily processing (receiving, escort, and transport) of 30 to 225 in-custody individuals (adult and juvenile) from multiple Denver County 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 Avenue.

- 1,902 Court remands (Court ordered or arrested on warrant in court)
- 7,013 Inmates received from the COJL for court
- 18,933 Inmates received from the DDC for court
- 1,649 Juvenile transports to and from LFC for court
- 2,491 Writ transports from other counties for court
- 3,114 Inmates transported by CTSV from other counties to DDC on warrants

**CIVIL UNIT**

The Civil Unit is responsible for a multitude of services, including the execution of court ordered civil processes. Located at the Wellington Webb Building, the Civil Unit is comprised of 11 sworn staff and three (3) civilians. They are responsible for providing the public with court ordered and statutorily required services.
Services and executed orders include:

- Temporary or permanent protection orders
- Probate mental health transports
- Emergency child pick-ups
- Evictions
- Seizure and sale of personal property
- Sale by foreclosure of property under writ or decree

The Civil Unit received 4,647 Writs of Restitution, 20 Writs of Replevin, and 1,198 Temporary Restraining Orders by the conclusion of 2019.

**FUGITIVE APPREHENSION UNIT (WARRANT DETAIL)**

The Fugitive Apprehension Unit—a two-deputy team—is responsible for the safe apprehension of fugitives who have outstanding Denver District Court criminal warrants. Of the 932 felony warrants received, 436 individuals were arrested, 219 of which had multiple warrants. The Civil Unit is also responsible for arranging the nationwide extradition of fugitives of justice. At the conclusion of 2019, the DSD was responsible for extraditing 188 out-of-state fugitives, 185 by air and three (3) by ground transport.

**JUVENILE OFFENDER WORK PROGRAM**

The Juvenile Offender Work Program—a two-deputy team—is responsible for the supervision of juvenile offenders who are sentenced by the juvenile courts to work in the community. In 2019 DSD saw 691 juveniles sentenced to work with 4,837 community hours worked.

**DENVER HEALTH MEDICAL CENTER/ CORRECTIONAL CARE MEDICAL FACILITY**

Deputies at the Denver Health Medical Center (DHMC) are assigned to provide security services for inmates admitted to the DHMC Emergency Department and the Correctional Care Medical Facility (CCMF). Deputies are responsible for the transportation, coordination, and monitoring of inmate movement in the Emergency Department and CCMF, including security services for inmates who are receiving medical treatment in other areas of the hospital.

The CCMF follows all Denver Health policies and procedures, aligning with the regulations of our accreditation by the Joint Commission on Accreditation of Healthcare Organizations. CCMF continues to be open for Denver inmate admissions 24 hours a day, seven (7) days a week. The CCMF is a state-of-the-art facility, combining both security and medical care features. Patients are accepted from all adult-based correctional facilities and jurisdictions. Some of the key features of the facility include: 20 beds, one (1) dedicated psychiatric observation room, five holding cells, electronic surveillance and door control, vehicular sally port, and a dedicated six-room outpatient area.

During 2019, the CCMF Unit provided DSD security services and care for a total of 789 discharges, 608 of which had been in the custody of the DSD. The average length of inpatient stay was 3.94 days for all jurisdictions and 3.98 for Denver. There were 5,170 specialty outpatient visits provided to various jurisdictions through the CCMF outpatient clinic and 4,447 to Denver patients. The Emergency Department saw 3,487 Denver Jail patients in 2019.

Currently, the CCMF Unit is comprised of one (1) captain, four (4) sergeants, 32 deputies, and three (3) security specialists.

**GANG/INTELLIGENCE UNIT**

The Gang/Intelligence Unit (GIU) is extremely important to the safety and security of DSD’s operations. The objectives of the GIU are to gather information and intelligence to minimize the influence of gang related and other prohibited activity within DSD’s facilities and the community of Denver; investigate gang-related and other
prohibited activity within DSD’s jails; provide intelligence and assistance to federal, state, and local law enforcement agencies and provide community education and awareness as to the dangers and realities of gang membership.

In observance of these objectives, the DSD had 751 completed validations of gang memberships and/or gang affiliations, which requires background investigations to determine potential gang or organized crime groups’ memberships or affiliations. In response to other agencies’ requests, the GIU provided assistance via 641 phone calls (31,826 calls to disk), 137 visit requests (673 visits to disk), and 262 requests for information.

End-of-year data shows that a total of 83 investigations revealed the introduction of various security risks, such as the introduction of contraband, assaults, and other criminal or prohibited activities. In partnership with the Operations Unit, contraband sent through the mail was detected 30 times, with seven (7) criminal cases filed, and 13 suspects criminally charged. Other investigations included a review of the Officers in Charge (OICs) and requests for background information for extraditions, furloughs, high risk transports, and court proceedings. The GIU also responded to special assignments and events.

GRIEVANCE AND INCIDENT REVIEW TEAM

The Grievance and Incident Review Team (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. As part of the process, GIRT provided 119 coaching and mentoring sessions, including 108 for deputies, 10 for sergeants, and one (1) for a captain. These sessions are to ensure compliance with DSD policies, procedures, plans and regulations.

COACHING AND MENTORING - 119 TOTAL SESSIONS

108

10

1
EMPLOYEE ENGAGEMENT COMMITTEE

The 2019 City Employee Engagement Survey is offered to all city employees every two (2) years. This survey is an opportunity for employees to provide feedback on their work environment, leadership, internal communications, and other areas of interest within their department. DSD's Employee Engagement Committee implemented a comprehensive campaign to encourage DSD staff to take the survey and provide their honest feedback. A variety of marketing tools were utilized to incentivize staff, including “Game of Survey” posters, based on a Game of Thrones theme. As a result, DSD ranked 5th, finishing at 65 percent for highest participation rate amongst all city departments. This is a sizeable improvement over the 2017 City Employee Engagement Survey, which finished with a 46 percent participation rate. The Employee Engagement Committee’s detailed plan, as well as efforts by staff to complete the survey, contributed to the 19 percent participation increase.

EMPLOYEE OUTREACH PROGRAM

The Employee Outreach Program (EOP) conducted 84 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, 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 even food insecurity. During times of need, the EOP can confidentially educate and connect DSD staff and their families with effective and free resources.

EMPLOYEE LACTATION SUPPORT

In 2019, the Gender Equity Committee addressed the need to modify the “Use of Leave” policy to include language regarding staff lactation support, specifically addressing those employees needing to leave their posts to utilize the newly dedicated privacy rooms. Dedicated rooms at both jails were designed to create a calm and quiet experience for lactating staff, as working in a jail can be stressful. Providing this type of environment is important for employees’ professional and emotional wellbeing.

POLICY CONSOLIDATION

A concerted effort was made to reduce the number of DSD policies in 2019. The effort included combining policies with comparable language. In addition, staff reviewed each policy and removed those which were outdated. These efforts resulted in an early 10 percent decrease in the number of policies from 2018 to 2019, with the majority of policies now posted on DSD’s external website where they are easily accessible to the public.

EMPLOYEE NEWSLETTER

Prior to 2019, the DSD employee newsletter had been dormant for some time. But, early in 2019, the monthly newsletter was reinvented and reintroduced to department staff. Resurrecting it was a team effort, with a naming contest to inaugurate its resurgence. It was not a surprise for some that “Behind the Badge” received the most votes—the same name the newsletter had been known by previously. Behind the Badge is truly a culmination of DSD employee narratives—it is dependent upon employees submitting ideas, stories, photos, and information, all of which make the newsletter possible. Behind the Badge keeps employees informed, offering a small community feel for a large department spread out across several locations throughout the city of Denver.
ANNUAL EMPLOYEE AWARDS

Each year, DSD leadership recognizes employees who have gone above and beyond as an employee or member of the community. In 2019, the employees listed below were recognized and awarded at an annual ceremony with family and friends.

**Awardees**

**Community Partnership**
- Chris Cumrine
- Trina Donovan

**Social Service Award**
- Matthew William

**Community Service**
- Captain Janelle Orozco
- Deputy Omar Barrios Marquez
- Deputy Britney Crews
- Deputy Steve Crews
- Deputy Anthony Garcia
- Deputy Erica Lobato
- Deputy Alicia Rodriguez-Keller
- Deputy Ronald Thomas
- Security Specialist Carman Montana

**Sheriff Commendation**
- Sergeant James Casias
- Sergeant Carla Lopez
- Deputy Chase Aumiller
- Deputy Angel Behanna
- Deputy Alexandra St Germain
- Deputy Daniel Williams
- Security Specialist Anna Castruita
- Security Specialist Kim Stone
  - Deputy Melis Ibisevic
  - Deputy John Manzanares

**Lifesaving Award**
- Deputy Bridget Andrews
- Deputy Will Brown
- Deputy Joshua Garcia
- Deputy Carlos Hernandez
- Civilian Joe Lopez

**Distinguished Service**
- Deputy Stephen Ortegon
EMPLOYEE EXPERIENCE - EVENTS

EMPLOYEE GROUP EVENTS
**INMATE WELLNESS**

**INMATE PROGRAMS**

In 2019, inmate programs experienced an increase in enrollments, which resulted in 1,816 people enrolled in 3,259 program services. Of those individuals, 60.81 percent had a mental health alert and 85 percent were identified as high or medium risk based on PROXY scores of five (5) or higher. The Proxy screen is a short risk to reoffend screening tool commonly used in jail settings.


**RELIGIOUS SERVICES**

There was an improved focus on data collection for religious services in 2019. In 2019, 15,650 inmates attended 2,040 religious services within our facilities. These services were conducted by 249 volunteers.

One such event that required extensive coordination and many volunteers took place in May and October. In May, Bill Glass Behind the Walls was invited to the Downtown Detention Center to conduct an event that brought guest speakers who also performed songs, feats of strength, motivational speaking, basketball tricks, and skateboarding for people in custody before providing an opportunity to hear the gospel. In October, Bill Glass Behind the Walls was invited back to the Denver County Jail.

**INMATE LACTATION SUPPORT PROGRAM**

In February 2019, an expanded process to support people in our care who were in need of lactation support began. The process was created through a collaborative between the DSD sworn and civilian staff along with community members and subject matter experts in lactation support. The expansion added the following services and supports, in addition to the issuance of hand pumps: screening by Denver Health nursing staff at intake to increase identification of those needing support, issuance of two bras to each participant, designation for additional nutrition in meals and snacks, access to a hospital grade electric pump, lactation consultation, additional education materials, additional case management support, storage supplies, and transportation assistance to provide the stored breast milk to the child. In the first ten months of the program, there were 25 participants, six (6) lactation consultations, and one (1) completed storage and transport.

**INCREASED GENDER RESPONSIVE PROGRAMMING**

A focus area for inmate programs in 2019 was to expand gender responsive programming. For those people who had a start date in a program in 2019, 31.5 percent were female. This is significantly above the percentage of females in custody.
In 2019, the Healthy Relationships class began at the Denver County Jail with a focus on serving women. In addition, a new parenting curriculum called Parents on a Mission began. A local vendor, as well as the DSD Inmate Programs Unit staff, were trained in the curriculum and began offering the program to men and women. The program served 38.46 percent women and 61.5 percent men.

Project Bedtime Stories, offered through the Empowerment Program, continues to be available to men and women if offered in their housing unit. In addition, the female RISE unit expanded staffing to have a dedicated full-time trauma therapist to work with the participants.

**R.I.S.E - RECOVERY IN A SECURE ENVIRONMENT**

In early 2019, Jessica Patterson was hired as the first-ever RISE Program Coordinator. Ensuring there is a dedicated full-time staff member assigned to this essential program, allows for increased collaboration with the courts and probation. Ms. Patterson is now tracking the reasons why people who are court ordered into programs do not participate and she is able to communicate these reasons back to the referral entity. She has also improved collaboration with attorneys and potential participants prior to a referral to RISE.

The Denver County Jail was the host site for a quarterly state Office of Behavioral Health meeting where several jails that participate in Jail Based Behavioral Health Services attended.

Ongoing efforts to improve service delivery continued in 2019. There was an increase in staff for the women’s RISE program for trauma services, as well as a personality disorder training for staff focusing on gaining valuable skills for working with people experiencing personality disorders. Incentives for the participants expanded to include providing radio headphones for RISE participants and expanding yoga to the men’s program.

There were 135 women who completed intakes into the RISE program in 2019. The average number of days women stayed in the RISE program was 170 days.

There were 267 men who completed intakes into the RISE program in 2019. The average number of days men stayed in the RISE program was 117 days.

The RISE staff received a Unit Citation from Sheriff Firman for their amazing work providing a substance use disorder treatment program to the jail population.
CONFINED VOTING 2019

A partnership with the Denver Elections Division and the Colorado Criminal Justice Reform Coalition in 2016 piloted the first confined voter project to proactively engage people in custody, educating them on their right to register to vote and to cast their vote, if eligible. While DSD Inmate Programs staff provided voter registration forms upon request to those in custody, it was this effort to provide education and in-person advocacy which increased meaningful civic engagement for those people in Denver jails. Approximately 300 registration forms were collected in 2016, while approximately 750 registration forms were collected in 2018. In 2019, the effort continued with assistance from the Denver Elections Division and the League of Women Voters who conducted four voting drives, two in each facility. Through a collaborative effort of advocacy organizations and the Secretary of State Office, a formal policy was created in 2019 to ensure proactive efforts to register people in custody continues through a collaboration between the Denver Sheriff Department, the Denver Elections Division, and community partners.

COLD WEATHER CLOTHING DRIVE

In the fall of 2019, the Inmate Programs Unit worked with the Operations Division to hold a continuous cold weather clothing drive. This has allowed for more clothing options for people upon release from custody during inclement weather.

ART CONTESTS AND ACTIVITY PACKETS

In order to provide people with creative outlets and positive and fun activities, each housing unit is provided with sudoku puzzles, crosswords, and coloring pages, to name a few. These are themed by month and replenished on a regular basis. There were two art contests in 2019: the first was based on the theme of Second Chances for Second Change Month in April; the second was a holiday card design contest. Three of the card designs were then reproduced on card stock for people to use as cards to send to their loved ones.

SUMMARY OF CONTINUOUS IMPROVEMENT

In 2019, the Inmate Programs Unit focused on improving tracking of program services using both improved data entry in the jail management system and the use of spreadsheets. This allowed the Inmate Programs Unit to build dashboards in Power BI to assist in visualizing what services are being offered, where, and to who. These processes allow the Inmates Programs leaders to create a cadence of accountability for the Inmate Programs team, along with the many vendors they work with, in order to normalize their performance management.

In addition, the Inmates Programs Unit will continue to align program services with evidence-based research and industry best practices. Consistency in program services delivery ensures equitability and will continue to do so into 2020 and beyond.

MEDICAID AND FOOD ASSISTANCE

There are two full-time outreach case coordinators from Denver Human Services (DHS) assigned to the jails. These two staff members work with individuals to ensure Medicaid enrollment is provided to those who qualify and express
interest. In addition, food assistance enrollment, along with resource information for DHS programs, is provided. In 2019, additional presentations were developed for the County Jail, to compliment the presentations completed at the DDC, providing information on services offered through DHS for post-release support. Also in 2019, DHS received a waiver that allows people who are not eligible for food assistance based on non-compliance, to work and attend a class offered in the jail in order to become eligible.

**MEDICATION ASSISTED PROGRAM**

The DSD and Denver Health have partnered to provide a variety of programs to individuals in Denver’s custody. The Medication Assisted Treatment (MAT) is a program for 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 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 within the program 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.*

**DATA FROM JAN. 1, 2019 – DEC. 31, 2019**

<table>
<thead>
<tr>
<th>Medication/Protocol</th>
<th>Numbers of Orders</th>
<th>Number of Individuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opiate Withdrawal Protocol</td>
<td>969</td>
<td>778</td>
</tr>
<tr>
<td>Buprenorphine or Suboxone</td>
<td>826</td>
<td>375</td>
</tr>
<tr>
<td>Naltrexone (PO)</td>
<td>474</td>
<td>264</td>
</tr>
<tr>
<td>Vivitrol</td>
<td>57</td>
<td>34</td>
</tr>
<tr>
<td>Methadone</td>
<td>444</td>
<td>321</td>
</tr>
</tbody>
</table>

**HIGH ACUITY TRANSITION UNIT**

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

In 2019, the HAT Unit had a daily average of 11.3 participants with a maximum capacity of 12 individuals. The medication compliance and group therapy participation was 100 percent for program participants for the entire year.
MENTAL HEALTH TRANSITION UNITS

Denver Sheriff Health Services provides the Men and Women’s Mental Health Transition Units (TU) that are available to inmates who want to participate. The collaboration between DSD, Behavioral Health, and community partners is essential to the success of the TU. TU provided support to an average of 128 male inmates and 104 female inmates per month.

### MALE PARTICIPATION DATA
**JAN. 1, 2019 – DEC. 31, 2019**
- Total Participants: 128
- Average Number of Days in Unit: 74.45
- Minimum Number of Days: 1
- Maximum Number of Days: 518

### FEMALE PARTICIPATION DATA
**JAN. 1, 2019 – DEC. 31, 2019**
- Total Participants: 104
- Average Number of Days in Unit: 50.88
- Minimum Number of Days: 0
- Maximum Number of Days: 359
INMATE WELLNESS - INMATE DATA

2019 INMATE POPULATION BY GENDER

2019 INMATE POPULATION BY RACE/ETHNICITY

35,019 Total bookings
36 Average age
20 DAYS Average length of stay
96 Average releases per day

2019 INMATE POPULATION BY CLASSIFICATION

MENTAL HEALTH ALERTS

MH CODE
7,787 (24%)

NONE
24,578 (76%)

SUICIDE CODE
449 (1%)

NONE
31,916 (99%)

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

INMATE PROGRAMS TEAM STRENGTHENS COMMUNITY PARTNERS

The Denver community believes in helping those in Denver’s jails by providing a variety of essential program services. Approximately 90 organizations, with over 500 volunteers and contractors, partner with DSD’s Inmate Programs Unit to help make these services a success. DSD’s partners attend events such as the Community Provider Event, Reentry Resource Forum, and religious coordinators meetings.

Moreover, in 2019, DSD formalized an agreement with Remerg.com to provide posters and business cards in high traffic areas, such as inmate housing units and jail lobbies, referencing reentry services throughout the state of Colorado.

PROGRAMS FORUM

In January 2019, the Inmate Programs Unit hosted its second annual gathering of community providers that offered services, not only inside the jails, but continued to do so outside of the jails upon an inmate’s release from custody. Because support offered to inmates during and post incarceration decreases the rate of recidivism, or reoffending, organizations offering this support were the focus of the event.

In May 2019, the Inmate Programs Unit hosted a Reentry Resource Forum at the Corky Gonzalez Library. It was well attended by local area non-profit and city organizations who provide a variety of services and opportunities for incarcerated people returning to their community and their families.

COMMUNITY COLLABORATION

Community engagement continued into 2019 with organizations such as Bayaud Enterprise, CHARG, and Karis Community, that serve individuals living with mental illness. In July, the DSD hosted an annual BBQ for CHARG and other mental health community services. The DSD also held three classes for Crisis Intervention training, which consisted of Denver deputies, Los Angeles County Sheriff deputies, Probation, Community Corrections, Broomfield Detention, Larimer County Alternative Sentencing and Community Corrections, and Aurora Detentions.

Internally, DSD uniformed staff were provided training for the Medications Assisted Treatment (MAT) program, E-meds, Consult Pager, Corrections Fatigue and Resiliency Training, and a Crisis Intervention Training (CIT) refresher. Mental Health First Aid classes were also conducted with DSD recruits during their academy training.

SHERIFF ADVISORY BOARD

In 2019, the Sheriff Advisory Board (SAB) continued to be an integral part of DSD’s outreach efforts, representing the department’s commitment to transparent community engagement. Hosting an outreach community event provided the SAB with a venue for engaging with community members and listening to feedback regarding the DSD.

The SAB was established in 2017 and provides an avenue for the 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 members also come from a variety of professions and perspectives, which are reflected in discussions and recommendations.

POLICIES NOW POSTED ON WEBSITE

In 2019, the Denver Sheriff Department released a number of policies to the public via the Denver Sheriff Department’s website. Citizens now have access to 98 Department Orders with more policies currently under consideration for release. Providing public access to these policies helps keep citizens informed and up to date on the services provided to our staff and to the inmates in our care. Public facing policies include: Use of Force, Staff Peer Support, Attorney Visits, Inmate Discipline, Health and Food Services, and Family Medical Leave among others.

COMMUNITY PARTNERSHIP EVENTS