2023
ANNUAL REPORT

DENVER SHERIFF DEPARTMENT
DENVER PUBLIC SAFETY
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In my first year as Mayor of the City and County of Denver, I am honored to stand alongside the incredible men and women of the Denver Sheriff Department (DSD).

As Denver continues to face tough challenges, the courageous leaders of DSD serve our community with incredible integrity and compassion. As the leaders within the Denver jail system, Sheriff Deputies put their uniform on each day and take care of countless Denverites who are in crisis or experiencing hard situations.

Denver’s jails serve as one of the largest mental health service providers in the state, and Sheriff Deputies manage keeping everyone safe in this unique environment with dedication and respect. These actions do not go unnoticed and are appreciated by Denverites in every corner of our city.

DSD also provides critical safety and security in the District and County Court systems, the Vehicle Impound Facility, the Denver Health Medical Center/Correctional Care Medical Facility, and all the specialty units are vital to the well-being of our community. DSD is not a stranger to tough challenges, and the men and women who serve in this capacity embody our belief that we are the ones to solve those challenges.

I am amazed and impressed by the Dedication, Service and Duty of all the staff members of DSD.

As we continue to build a Denver that is vibrant, safe, and affordable for all, I look forward to working shoulder-to-shoulder with Sheriff Diggins and all the members of the Denver Sheriff Department.

Mike Johnston
Mayor
The women and men who work in public safety are the backbone of our department, continually showing up to answer the call, serve their community, and make our city a more safe, vibrant, and welcoming place. This is especially true in our Denver Sheriff Department – the deputies and staff at DSD have faced some of the toughest challenges and situations over the last few years as we have seen monumental change as a society.

Despite severe staffing challenges, the Denver Sheriff Department has shown true dedication to service and integrity as they show up for work each day. They do crucial work to support the safety and security of the City and County of Denver, and I am grateful for their willingness to step up. One of my favorite things to do is visit our public safety professionals as they work, and I always look forward to catching up with our DSD deputies and staff and letting them know how much we appreciate them.

2023 was another innovative year for the DSD with new initiatives and expansions of successful programs, including:

- Introducing tablets for inmates to increase their connection to loved ones, provide educational opportunities, and support their preparation for reentry once they are released.
- Reaffirming their dedication to equity, diversity, and inclusion through a strong partnership with the Office of Social Equity & Innovation, including the success of the RISE Program.
- Beginning the process to certify their K9s as fentanyl detection dogs.
- Expanding the Restoration and Transition Unit (RTU) Pilot Program from 12 to 18 beds to support individuals in need of competency restoration support.
- Continuing the success of allowing individuals in custody to vote in person at Denver’s jails.
- Partnering with Safety Human Resources to refine and improve hiring processes and strategies to make positive impacts on staffing shortages.

I am proud of the work that the DSD accomplished in 2023, and I look forward to continuing to support them and their work in the future. DSD has a rich history of service and support of our city, and I am eager to see how they continue that legacy in 2024.

Sincerely,

Armando Saldate III
Executive Director of Public Safety
As the Sheriff of the City and County of Denver, I am blessed and privileged every day to serve beside the men and women of the Denver Sheriff Department! You are the most dedicated public servants that any organization could be blessed to have as family.

On October 3, 1994, when I became a member of this amazing Department, I never would have imagined that almost 30 years later I would still love the DSD. There have been good times and challenging times. Through it all, I can honestly say that this is still a great place to serve the public. Over the years, we’ve laughed together, stood shoulder-to-shoulder through unprecedented times together, cried together and hoped for a better future together.

2023 was a year that saw significant change for the City and County of Denver as we transitioned from the administration of Mayor Michael B. Hancock to that of Mayor Mike Johnston. It was an honor for me to be first appointed as Sheriff by Mayor Hancock and we are thankful for his support not only during his term as mayor, but also during the twelve years he served as a councilman. I am also honored and humbled to be renominated for appointment by Mayor Johnston. We have already had numerous discussions about the work the DSD does, and I can unequivocally say he has the utmost respect for what we do and looks forward to standing beside us during his administration.

As we reflect on the year, it seemed to go by in the blink of an eye. One of the events that occurred in 2023 that allowed the DSD to participate and demonstrate our good work was the Denver Nuggets World Championship Parade and Celebration. The coordination that it took to pull off a safe event was weeks in the making and at every step of the way, our Department helped to craft a solid plan based on the previous experiences we’ve gained from other festivities. When the time came, we were blessed with a beautiful, sunny Colorado day and the celebration was a great moment for the City and County of Denver and the DSD. Unfortunately, it was also a heart wrenching day as well for Sergeant Justin Dodge and Division Chief Magen Dodge. Let us keep them in our thoughts and prayers.

As we enter 2024 with a renewed focus under Mayor Johnston’s administration, we will continue to concentrate on recruitment, retention, safety, security, community, helping the people in our custody and other priorities. One that is of top of mind for me personally is succession planning and preparing the next generation of great leaders for the DSD to step up/step into their purpose. This is an amazing organization and I thank each of you for your Dedication, Service and Duty! May God keep each of you safe as we serve the citizens of the City and County of Denver together.

Sheriff Elias A. Diggins

Sheriff Elias A. Diggins
THE DUAL MINDSET

THE DENVER SHERIFF DEPARTMENT: DUAL MINDSET

HUMANITY
"We LEAD with our humanity."

FREEDOM
"The deprivation of a person's FREEDOM is their punishment."
STRATEGIC PILLARS FRAMEWORK

All operations within the Denver Sheriff Department (DSD) are guided by the Dual Mindset and the Strategic Pillars which summarize the organization’s core mission and values. These principles guide the content and provide the structure for the department’s strategic plan. In 2023, the DSD adopted a focused goal-setting approach to maximize efforts. Using this approach, the agency will implement up to three “wildly important goals” each year. Progress towards reaching these goals will be visualized in a dashboard that will be available to all staff in 2024.

2022-2023 STRATEGIC PLAN

NEW JAIL MEDICAL ADMINISTRATOR

Ronnie Brown is the first Jail Medical Administrator – a new position for the DSD – as of October 2023. This position ensures compliance with the terms and conditions of the Operating Agreement between the DSD and Denver Health Hospital Authority (DHHA). Before joining the DSD, Ronnie was Vice President of Operations at a senior living company where she provided strategic operational, budgetary, and compliance oversight. She has over 25 years of senior living sales and operations experience, including 15 years overseeing communities throughout Colorado. Ronnie is a Colorado native and graduated with her Bachelor of Arts in Communications and Master of Business Administration (MBA) with a health administration emphasis from the University of Colorado at 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.

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

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

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

Silva was accidentally shot and killed when Silva’s partner’s weapon was discharged after transporting a prisoner to jail.
ANNUAL FALLEN OFFICER MEMORIAL CEREMONY

Every year, the DSD holds a memorial ceremony to honor deputies who lost their lives in the line of duty and ensure that they will always be remembered. Among those in attendance are family members, DSD employees, and city officials. The formal ceremony begins with the posting of colors by the DSD Honor Guard. Each fallen deputy is then recognized with a roll call followed by a moment of silence, a 21-gun salute, and the playing of taps as the flag is lowered to half-mast. This is an annual tradition that reminds us of the sacrifices law enforcement personnel make every time they wear their uniform and, consequently, the sacrifices of their families.

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

DANIEL “DUKE” TRUJILLO | MAY 26, 2021
While working during the global pandemic, Trujillo contracted the COVID-19 virus and succumbed to related complications.
DENVER NUGGETS CELEBRATION EFFORT

During the championship celebration of the NBA’s Denver Nuggets, the DSD assisted with the safety and security of Denver’s City and County Building (CCB). DSD’s K9 teams performed sweeps of the CCB and surrounding grounds for anything suspicious. DSD’s Emergency Response Unit (ERU) provided security in and around the CCB and responded to emergencies when needed. The DSD also participated in the National Championship Denver Nuggets Celebration Parade. The DSD Mounted Unit led the parade procession from the Pepsi Center to Denver’s City and County Building. It was a great opportunity to put the DSD mission into practice and contribute to the overall efforts of the Denver Department of Safety.

FORMER PRESIDENT TRUMP INSURRECTION HEARING

The DSD planned and implemented heightened security in support of an unprecedented weeklong Colorado Supreme Court hearing in December 2023. The hearing questioned if Former President Trump should be removed from the Colorado presidential primary ballot following the January 6th insurrection. Securing the area required coordination with the Denver Police Department, as well as with state and federal law enforcement partners. These efforts ensured the safety and security of the presiding judge, several high-profile attendees, as well as those working regular business hours at the CCB.

HONOR GUARD

The Honor Guard performed in several events for the department and community throughout 2023, including the presentation of colors for ceremonies, parades, events, and the annual Denver Sheriff Department Fallen Officer Memorial Ceremony. The DSD Honor Guard participated in approximately 23 events.

- DSD Recruit Graduation Classes 1-4
- Denver Stock Show Parade
- Edgewater Police Officer Smith Funeral
- Colorado Rockies Opener
- Fountain Police Officer Becerra Funeral
- CPFF Honor Guard Academy
- Denver St. Patrick’s Day Parade
- DSD Awards Ceremony
- Travis Manion Foundation
- Retired Deputy Rubio Funeral
- Retired Sergeant Lucero Funeral
- Colorado Connections Academy
- Retired Division Chief Branecki Funeral
- DSD Fallen Officer Memorial
- Indy Eve Event
- Denver Juneteenth Parade
- Colorado Fallen Hero Foundation
- Denver Public Safety Luncheon
- DSD Breakfast with Santa
MOUNTED UNIT

The Mounted Unit advocates for the DSD by engaging the community and creating collaborative relationships. This is done through the promotion and development of interagency communication and training assistance. The Mounted Unit participated in the following 2023 events:

- Denver Stock Show Parade
- Denver MLK Parade
- Equitation Training
- Monster Jam
- Sensory Training
- Denver St. Patrick’s Day Parade
- SORT and Arrest Control Training
- Mounted Unit Basic Course
- Fireworks Training
- Chris Hendon Leadership Program
- Parker Days Community Engagement
- Officer Down Memorial

K9 UNIT

The K9 Unit provides a safe and secure environment for those in custody and those conducting business in and outside of designated city facilities. This is done through routine and targeted K9 patrols of buildings and areas under the management of the DSD. The unit helps strengthen community partnerships, as well, by participating in events such as Read Across America, the Denver St. Patrick’s Day Parade, and the National Faith in Blue event.

To increase efficiency and effectiveness, the K9 Unit welcomed another team member, specializing in explosives. After months of intensive training, K9 Riggs was fully certified and, along with his handler, joined the active K9s on duty. With the addition of K9 Riggs, the K9 Unit comprises five deputy handlers and five K9s.

Drug detection K9s within the unit began training to identify and locate Fentanyl, becoming one of few Colorado agencies with this detection ability. A total of 511 searches and sweeps were conducted in and around the City and County of Denver. The K9 Unit also responded to 21 events and callouts and worked high visibility events such as the Trump insurrection hearing presided over by the Colorado Supreme Court, the Denver Nuggets NBA victory parade and celebration, and the Jewish National Fund Global Conference.

PROJECT S.A.F.E.

Project S.A.F.E – Shelter, Access (to medical and mental health care), Food Assistance, and Employment – was created to provide fast track to services and resources for people in the custody of the DSD. The program and subsequent data will be implemented and managed by the DSD Programs Team. To identify individual needs for those in custody, assessments will be given to identify top risk factors, followed by recommendations of specialized...
services and/or case management supports. This program aims to provide stability through offered resources, including thoughtful re-entry plans that connect individuals with community-based providers. This project plan includes the following five goals:

1. Identify and help address housing needs for an annual minimum of 30% of facility populations and collect and analyze data to help inform collaborations and efforts to address gaps in services.
2. An annual total of 20% of individuals booked into DSD custody will be connected to behavioral and mental health and medical health providers as part of transition planning and community re-entry efforts.
3. Identify and help address food access needs for an annual minimum of 30% of the population.
4. Identify and help address employment and education needs of 30% of the annual population.
5. Increase referrals to programming by 15% annually, resultant of strengthened collaborations with partner stakeholders aiming to support community engagement and awareness efforts.

VOTING INITIATIVE

The DSD partners with the Colorado Criminal Justice Reform Coalition (CCJRC), League of Women Voters, and the Denver Elections Division to provide eligible individuals in custody the opportunity to register to vote, complete mail-in ballots and participate in civic engagement classes. This initiative not only offers the opportunity to exercise voter rights, but individuals also learn about election processes and ballot initiatives within our county, which supports their ability to vote while in custody and after they return to the community. This effort results in a higher turnout in both voter registration and mail-in ballots, as compared to the public, and is a leading model in best practices that other jails strive to duplicate.

DENVER MUNICIPAL BAND PERFORMS

The Denver Municipal Band performed at the Denver County Jail (COJL) for individuals in custody the week of Christmas. This is the second holiday season these talented individuals performed for the DSD, playing for additional housing units in 2023. The Denver Municipal Band comprises a 40-piece concert band, a limited number of which performed at the COJL, and performs a wide variety of music. During this holiday performance, they played traditional Christmas carols and popular holiday showtunes. They volunteer their time to share their musical talent with others and bring joy to people who cannot be with their families during the holiday season. It is an honor to have them as a partner in community service.

LOBBY REMODEL PROJECTS – DENVER COUNTY JAIL (COJL) AND VAN-CISE SIMONET DETENTION CENTER

The COJL lobby had a complete renovation in conjunction with the upcoming opening of in-person visitations. The renovation consisted of redesigning the video visitation area, updating restrooms, and the overall functionality of the lobby. The two staff-related posts were also updated, creating more functionality and work balance accommodations for staff.

The renovation of the Van-Cise Simonet Detention Center lobby was in response to the need for increased security, resulting in the isolation of the security checkpoint, restructuring it to function separately from the main communal area.
Mental Health (MH) Alert Note: The MH Alerts pie chart is based on a 12-month average. However, daily snapshots of the DSD inmate population typically show 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, which is assigned prior to being housed.
MENTAL HEALTH SERVICES

DENVER SHERIFF COMPETENCY RESTORATION AND TRANSITION UNIT (RTU)

The RTU is a collaborative initiative between the DSD, Denver Health and Hospital Authority (DHHA), and the State of Colorado Office of Civil and Forensic Mental Health. The RTU expanded from 12 to 18 beds in November 2023, allowing six more individuals – either Incompetent to Proceed (ITP) or awaiting a competency evaluation – to expedite their court process versus awaiting a bed at the state hospital.

CRISSIS RESPONSE TEAM (CRT)

The CRT officially launched at the DDC on February 7, 2022, and at the COJL on July 11, 2022. The CRT is comprised of mental health professionals who work alongside deputies 24 hours a day, seven days a week. The primary goals of the team are to prevent crises from initially developing and, when crises do occur, deescalating events involving individuals with serious mental illness. In 2023, the CRT had approximately 4,281 total contacts with those in our custody who were involved in a crisis, with an average number of 12 crises per day. Additionally, about 43% of these individuals had a mental health alert at the time of the crisis. The CRT will be focusing on expanding its crisis prevention services and training for sworn staff in the coming year.

REGULATION OF RESTRICTIVE HOUSING IN JAILS – HOUSE BILL 21-1211

On June 24, 2021, House Bill 21-1211 “Regulation of Restrictive Housing in Jails,” was signed into law; however, this bill was put on hold until June 24, 2022. This act describes new regulations for facilities with a capacity of more than four hundred beds and their procedural and reporting requirements, which includes any one of the following:

- Serious mental illness.
- Suicidality or exhibiting self-harm.
- Significant auditory or visual impairment.
- Pregnant or in the postpartum period.
- Significant neurocognitive impairment.
- Under eighteen years of age.

The implementation of this bill was a collaborative effort among the DSD Operations Division, the DSD Crisis Response Team, the City Attorney’s Office, and the Denver Health and Hospital Authority, ensuring all individuals who meet these criteria are receiving daily rounds by a mental health provider and can get at least three hours out of their cell a day, engaging in meaningful activity or contact. Per this bill, if an individual is unable to leave their cell for at least three hours a day, and meets the above criteria, the DSD must petition the court to request they remain in restrictive housing. In 2023, the DSD completed only one such report as a precaution and, ultimately, wasn’t needed.
DENVER SHERIFF HEALTH SERVICES PROGRAMS

MEDICATION-ASSISTED TREATMENT (MAT)

The DSD and Denver Sheriff Health Services work together to provide a variety of programs for individuals in custody. The ongoing MAT program is available for patients with substance use disorders and 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>
<thead>
<tr>
<th>Medication/Protocol</th>
<th>Numbers of Orders</th>
<th>Number of Individuals</th>
<th>Females</th>
<th>Males</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opiate Withdrawal Protocols</td>
<td>1248</td>
<td>1082</td>
<td>311</td>
<td>771</td>
</tr>
<tr>
<td>Buprenorphine or Suboxone</td>
<td>1378</td>
<td>547</td>
<td>118</td>
<td>429</td>
</tr>
<tr>
<td>Methadone</td>
<td>222</td>
<td>197</td>
<td>56</td>
<td>141</td>
</tr>
<tr>
<td>Naltrexone (PO)</td>
<td>198</td>
<td>167</td>
<td>31</td>
<td>136</td>
</tr>
<tr>
<td>Vivitrol</td>
<td>14</td>
<td>13</td>
<td>3</td>
<td>10</td>
</tr>
</tbody>
</table>

HIGH ACUITY TRANSITION (HAT) UNIT

The DSD and Denver Sheriff Health Services provide medical and mental health care for the DSD patient population managing mental illness. The HAT Unit offers 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.

<table>
<thead>
<tr>
<th>HAT Unit</th>
<th>Number of HAT Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>HAT- Males</td>
<td>40</td>
</tr>
<tr>
<td>HAT- Female</td>
<td>44</td>
</tr>
</tbody>
</table>
DENVER SHERIFF HEALTH SERVICES PROGRAMS

MEN’S & WOMEN’S TRANSITION UNIT

Denver Sheriff Health Services provide men and women with mental health transition units if they are eligible and choose to participate. Collaboration between the DSD, Behavioral Health, and community partners is essential to the success of these specific units. The race and ethnicity chart demonstrates that the ethnic composition of the transition unit is comparable to the overall jail population and reflects diversity among program participants.

TU PARTICIPATION DATA
JAN. 1, 2023 – DEC. 31, 2023

<table>
<thead>
<tr>
<th>Total Participants</th>
<th>96</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Number of Days in Unit</td>
<td>141</td>
</tr>
<tr>
<td>Minimum Number of Days</td>
<td>2</td>
</tr>
<tr>
<td>Maximum Number of Days</td>
<td>1010</td>
</tr>
</tbody>
</table>

TU PARTICIPATION DATA BY RACE & ETHNICITY
JAN. 1, 2023 – DEC. 31, 2023

<table>
<thead>
<tr>
<th>Race and Ethnicity</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American</td>
<td>31</td>
<td>32.3%</td>
</tr>
<tr>
<td>Caucasian</td>
<td>30</td>
<td>31.3%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>22</td>
<td>22.9%</td>
</tr>
<tr>
<td>Middle Eastern</td>
<td>1</td>
<td>1.0%</td>
</tr>
<tr>
<td>Multi-Racial</td>
<td>12</td>
<td>12.5%</td>
</tr>
</tbody>
</table>

TU PARTICIPANT DISPOSITION
JAN. 1, 2023 – DEC. 31, 2023

<table>
<thead>
<tr>
<th>Released To</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado Mental Health Institute at Pueblo</td>
<td>1</td>
<td>0.9%</td>
</tr>
<tr>
<td>Community Corrections</td>
<td>7</td>
<td>7.3%</td>
</tr>
<tr>
<td>Denver Reception &amp; Diagnostic Center at Department of Corrections</td>
<td>7</td>
<td>7.3%</td>
</tr>
<tr>
<td>General Population</td>
<td>26</td>
<td>27.1%</td>
</tr>
<tr>
<td>Maximum Security</td>
<td>14</td>
<td>14.6%</td>
</tr>
<tr>
<td>Other Jurisdiction</td>
<td>5</td>
<td>5.2%</td>
</tr>
<tr>
<td>Own</td>
<td>19</td>
<td>19.8%</td>
</tr>
<tr>
<td>Parole</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Probation</td>
<td>8</td>
<td>8.3%</td>
</tr>
<tr>
<td>Tx Program</td>
<td>9</td>
<td>9.4%</td>
</tr>
</tbody>
</table>
## TU PARTICIPATION MENTAL HEALTH DISORDERS
### JAN. 1, 2023 – DEC. 31, 2023

<table>
<thead>
<tr>
<th>Mental Health Disorder</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anxiety Disorders</td>
<td>3</td>
<td>2.1%</td>
</tr>
<tr>
<td>Bipolar and Related Disorders</td>
<td>7</td>
<td>5.0%</td>
</tr>
<tr>
<td>Depressive Disorder</td>
<td>8</td>
<td>5.7%</td>
</tr>
<tr>
<td>Disruptive, Impulse-Control and Conduct Disorders</td>
<td>3</td>
<td>2.1%</td>
</tr>
<tr>
<td>Dissociative Disorders</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Elimination Disorder</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Feeding and Eating Disorders</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Gender Dysphoria</td>
<td>1</td>
<td>0.7%</td>
</tr>
<tr>
<td>Neurocognitive Disorder</td>
<td>1</td>
<td>0.7%</td>
</tr>
<tr>
<td>Neurodevelopmental Disorders</td>
<td>2</td>
<td>1.4%</td>
</tr>
<tr>
<td>No Mental Health Disorder Identified</td>
<td>8</td>
<td>5.7%</td>
</tr>
<tr>
<td>Obsessive-Compulsive and Related Disorders</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Other Mental Disorders</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Paraphilic Disorder</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Personality Disorder</td>
<td>6</td>
<td>4.3%</td>
</tr>
<tr>
<td>Schizophrenia Spectrum and Other Psychotic Disorder</td>
<td>52</td>
<td>37.1%</td>
</tr>
<tr>
<td>Sexual Dysfunction</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Sleep-Wake Disorders</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Somatic Symptom and Related Disorders</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Substance Related and Addictive Disorders</td>
<td>46</td>
<td>32.9%</td>
</tr>
<tr>
<td>Trauma and Stressor Related Disorders</td>
<td>3</td>
<td>2.1%</td>
</tr>
</tbody>
</table>
EMPLOYEE DEVELOPMENT

The agency’s greater achievements rely on effective employee development. Teams throughout the DSD are responsible for preparing new and existing employees for success in their assignments and taking on new roles within the agency. These teams include:

- Grievance Incident and Response Team (GIRT)
- Mentorship Program
- Training Academy
- Recruitment and Retention
- Employee Wellness (to include the Employee Outreach Program)
- Equity, Diversity, and Inclusivity Committee
- Field Training Program
- Peer Support

Together, these teams have focused on providing employees with the training, professional development, and career support needed to succeed. Key highlights for these teams are included in the following pages of this report.

GRIEVANCE INCIDENT AND REVIEW TEAM (GIRT)

The mission of the GIRT is to improve the process of managing inmate grievances, ensure consistency in inmate disciplinary decisions, and review use-of-force incidents. To accomplish this mission, the team works to ensure that internal procedures and processes are in place to assess and mitigate areas of potential risk, promote accountability, recognize employees for commendable force prevention, and identify areas in which opportunities for improvement and learning may exist. Legislative changes and policy updates have solidified the importance of the work completed by this team, which has supported the department in making significant progress in addressing these traditionally problematic areas. Some of these accomplishments are reflected in the 8% reduction of incidents involving force, 3% decrease in Conduct of Adjustment Board hearings, and 22% decrease in grievances. The GIRT will continue to aid staff to achieve departmental goals, promote accountability, recognize employees, and mentor staff for overall improvement.

MENTORSHIP PROGRAM

The Career Pathways Guideline and Mentorship Program supports employees’ professional development at the start of their tenure. This program was designed to provide incoming and existing employees with options for engaging in career advancement and planning opportunities. Employees receive a Career Development Guideline document to use as a roadmap for vertical and lateral career moves in addition to, or in lieu of, a formal mentor-mentee partnership. Under the direction of the Risk Management and Innovation Unit supervisor, 40 mentors have been selected, trained, and paired with mentees, resulting in a total of 83 total pairings, 49 of which are active. Outstanding mentors are recognized for their contributions to the program and program participants have reported an enhanced professional experience. The program is working diligently to recruit and train additional mentors as part of a scalability plan to increase capacity for incoming mentees and support for existing employees. This plan will also work to foster retention, bolster organizational commitment, and create more meaningful partnerships that will lead to prosperous succession in the coming years.
TRAINING ACADEMY

The Training Academy provides the highest caliber of training to all sworn and professional staff, in accordance with accreditation standards, while focusing on best practices across the industry. In 2023, the Training Academy hosted four basic training academies for incoming sworn employees and facilitated several in-service training sessions to expand existing employees' knowledge, skillsets, and abilities. This past year, the Training Academy concentrated on key areas, such as:

- Employee wellness and resources
- Financial wellness
- Racial and social justice
- Active Bystandership for Law Enforcement (ABLE)
- Evidence handling
- Body-worn camera use
- Mental health in corrections
- Crisis Intervention Training review (CIT)
- Less lethal oleoresin capsicum (OC) review

The Training Academy staff also provided remedial training for staff to support their professional development and hosted 24 trainings for newly hired professional staff, including volunteers and contract employees.

RECRUITMENT AND RETENTION

The Recruitment and Retention Unit works diligently to attract qualified individuals to join the DSD. This work includes a focus on equity, proactively establishing partnerships with community organizations to connect with marginalized groups who may be underrepresented at community and recruitment events. In 2023, the team attended 228 career-focused events for the military and veterans, students, and culturally diverse and faith-based communities. These events took place at schools and colleges, workforce centers, community meetings, and recreation centers.

In partnership with the Denver Department of Safety Human Resources (HR) Team, the Recruitment Team focused on enhancing the candidate experience by creating a more agile onboarding process and expanding resources and vendor networks to expedite information used to make critical onboarding decisions. An in-person, proctored assessment model was discontinued in favor of an automated mobile assessment, which removed some of the barriers to the onboarding process. Changes to data storage also helped to support data-driven decision-making, improving the agency’s approach to recruitment and retention. These changes have helped to expedite the hiring timeline, decreasing the wait time by half, from four months, on average, to approximately two months.
In July, the Recruitment and Retention Unit partnered with Safety HR, the Training Academy, and the Logistics Team to implement a pre-hire program. This program offers applicants who have been accepted into a future academy, the opportunity to begin their employment with the City and County of Denver while they wait. This entails gaining valuable experience and agency connections by working alongside respective DSD staff to incur training and receive pay, benefits, and paid time off.

EMPLOYEE WELLNESS

The DSD Employee Wellness Team focuses on the wellbeing of staff who have dedicated their life to a mentally and physically challenging profession. The Wellness team recognizes that staff carry the weight of societal expectations that may impact them psychologically, emotionally, mentally, physically, and financially. While staff focus on the needs of the community, the Employee Wellness Program creates innovative ways to cater to their overall wellness.

With support from the Department of Safety Wellness Program, the DSD Wellness Team facilitated 22 in-service trainings, totaling 99 hours for all sworn and professional staff. These trainings aimed to increase awareness of the importance of quality nutrition and healthy habits, proper body mechanics when exercising or performing daily activities, injury prevention and proper stretching, and relaxation techniques that can aid in healthier sleep patterns and stress management.

The importance of establishing and maintaining a healthy relationship with money was offered to staff through 13 educational training sessions at 90 minutes each. Information provided during these trainings included money management skills through smart budgeting and saving tactics, wise investment strategies, and necessary spending.

The Wellness Coordinator hosted eight onsite health screenings at the DDC and COJL allowing DSD staff to participate at their convenience without having to leave the facility to travel to their primary care physician. These screenings also helped staff qualify for the $600 City and County of Denver employee incentive and earn administrative leave. A total of 140 employees were screened during these events.

Historically, law enforcement wellness programs have focused on existing staff needs, not the stress of preparing for retirement. To address this gap, DSD Wellness added a wellness component designed to coach staff for upcoming department departures, whether imminent or down the road. Moving forward, retirement planning support will begin at the Training Academy and will continue throughout an employee’s tenure by utilizing the “My Next Chapter” program, designed to support individuals throughout their careers and beyond.

EQUITY, DIVERSITY, AND INCLUSIVITY (EDI)

The EDI Committee collaborates with internal and external stakeholders to provide EDI-centric services to staff, people in the care and custody of the DSD, and the greater community. EDI initiatives have been implemented throughout the DSD, including ongoing Race and Social Justice (RSJ) Academy Training, and partnerships have been developed with external agencies to support marginalized individuals and communities. The EDI team has forged ahead with key enterprises, including:

- Uniform changes in response to the needs of
those in our custody who identify as female.

- Supporting the Programs Team in facilitating child-parent bonding visits.
- Providing lactation support to in-custody nursing mothers.
- Curating private, clean, and comfortable spaces for nursing employees (including the procurement of professional-grade pumps for milk expression).

The EDI team evaluated the recruitment and testing processes to support equitable hiring practices and attract people from all communities and they work closely with the Performance Management and Strategy Team to establish strategic priorities, identify key metrics, and measure progress towards goals.

PERFORMANCE MANAGEMENT AND STRATEGY

Performance Management and Strategy encompasses both the Data Analytics and the Risk Management and Innovation teams. These teams support the agency with developing data-driven strategy – as part of the strategic planning process – and implementing innovations.

DATA ANALYTICS UNIT (DAU)

Data collected from RMI innovations and database queries is analyzed and leveraged by the DAT to help agency leaders take data-driven action and assist the agency in completing mandatory reporting. These data are often visualized in interactive dashboards that provide organizational insights, which aid decisions regarding resource allocation, training priorities, strategic planning, employee retention, and risk mitigation. The team also focuses on standardizing and automating data analysis and reporting. These advancements in data analytics bolster the team’s ability to fulfill data requests and complete mandatory reports in a
timely manner. The team is eager to expand their capacity to support the agency in filling data requests, developing data visualization tools, and conducting in-depth analyses.

PROFESSIONAL STANDARDS

The Professional Standards team supports the agency with policy development and continued compliance with external standards, including those set forth in the Prison Rape Elimination Act, Americans with Disabilities Act, as well as accreditation organizations.

RESEARCH AND DEVELOPMENT TEAM

Policy development was heavily employed throughout the agency in 2023; changes to law necessitated significant revisions to reporting and housing policies while new initiatives required the development of new policy for criminal investigations, use of restraints, contact visitation, and the administration and reporting of naloxone (Narcan). The unit collaborated with subject matter experts to codify the agency’s guidance on these policies and worked to develop the agency’s first policy index. Once approved, this index will provide staff with a well-organized table of contents that will simplify the process for locating policies within the digital policy repository.

ACCREDITATION UNIT

The Accreditation Unit paved the way towards recertifications by the American Correctional Association (ACA) and the Commission on Accreditation for Law Enforcement Agencies (CALEA). In December of 2023, the agency successfully completed its initial file review to further certification through CALEA. Our on-site assessment is scheduled for February 2024. Having reinstituted our partnership with CALEA in 2020, the Accreditation Team and staff have worked tirelessly over the last years to bring the agency to this point!

PRISON RAPE ELIMINATION ACT (PREA)

The DSD welcomed its new PREA Coordinator who immediately began to revitalize the unit, performing facility visits, delivering training to recruits and new employees, attending shift briefs, touring the housing areas, and developing new resources for staff, including reporting pocket guides. In partnership with the Performance Management and Strategy Team, the PREA Coordinator launched a new automated reporting system for PREA incidents to streamline the reporting process and enhance tracking around PREA incidents.

AMERICANS WITH DISABILITIES ACT (ADA)

ADA liaisons partnered with internal and external stakeholders, including the Office of Deaf and Hard of Hearing Services, to improve access to sign language interpretation for individuals being booked into DSD facilities. A new after-hours provider is now in place to ensure those brought into custody during non-business hours still have access to sign language interpretation.

EMPLOYEE SERVICES

Employee Services provides ancillary support to the department including oversight of its Vehicle Impound Facility and other units that provide necessary operational supports.

VEHICLE IMPOUND FACILITY (VIF)

The Vehicle Impound Facility received a Unit Citation from Sheriff Diggins in recognition of their success in improving customer experience, despite significant staffing shortages, evidenced by higher Google review ratings.

Another VIF accomplishment is a pilot program that changed opening weekday hours from 10:00am to 8:00am.
to better assist members of the community, as well as external stakeholders. The pilot prospered and the new operating hours were adopted as a permanent change.

VIF leadership successfully reclassified the Vehicle Impound Clerk position to Property and Evidence Technicians, increasing the base hourly rate for employees and, subsequently, fostering recruitment and retention.

Upcoming projects for 2024 include the possible acquisition of 10 additional acres for vehicle storage and a fencing upgrade.

CIVIL LIABILITIES UNIT

With the addition of a civilian team member, and the implementation of a new, public-facing request intake form, the Civil Liabilities Unit was able to process a total of 8,472 requests in 2023.

TECHNOLOGY MANAGEMENT UNIT (TMU)

In 2023, the TMU supported in the implementation of four new technology systems, making it one of their busiest years since 2009. High priority was given to efforts supporting the Mental Health Intake Team, Human Trafficking, and the rebuild of the Guard 1 Database structure. These projects added to the agency’s overall technological footprint, bringing with them new roles, responsibilities, and demands.

Identifying the need to report information to external stakeholders, TMU Systems Engineer, Olivia Terrell, engineered a software platform called PhoRMS to fill a critical database gap. Because of her innovations, Olivia was invited to deliver a presentation on cyber security risks and assessments at the International Women’s Cyber Security Conference and was provided with full administration rights to ATIMs, the DSD jail management system.

In 2023, the TMU supported the migration from the antiquated BUS system to the MuleSoft system, expanding integration capabilities between criminal justice databases. This work, in addition to the Colorado Integrative Criminal Justice Information System project, will facilitate vital communication between participating agencies.

SCHEDULING UNIT

The Scheduling Unit played a critical role in supporting sworn staff by ensuring their pay was uninterrupted throughout the 2023 transition from Kronos, a time and attendance tracking system, to Workday. This unit collaborated with the Data Analytics Team to facilitate monthly meetings to discuss factors contributing to overtime hours worked. Detailed tracking of human resources enabled the Scheduling Unit to assist supervisors in deploying additional staff, as needed, to support evolving operations.

COMMUNITY EVENTS

Throughout the year, DSD staff participate in numerous events, visit schools and hospitals, and participate in parades and memorial services. Community involvement is an important part of the Denver Sheriff Department’s commitment to the community. When staff go into the community and interact with residents, it humanizes and personalizes the experience for all, and provides identities to those who serve and protect the City and County of Denver.
COMMUNITY ENGAGEMENT
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