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2022 was a momentous year for the Department of Public Safety. While we faced many challenges including increasing crime, staffing challenges and rebuilding trust with our communities, we had many accomplishments worth celebrating.

Early in 2022, the Denver Fire Department welcomed a new Deputy Chief, Kathleen Vredenburgh. Chief Vredenburgh is the highest-ranking female in DFD history, and the first woman to hold the position of Deputy Chief.

The Denver Public Safety Youth Leadership Team hosted their annual youth summit for the first time in a few years due to the COVID-19 pandemic. Hundreds of students converged to discuss what was impacting them at school and how we as a city can better support them, and I was honored to serve as the keynote speaker.

Denver 9-1-1 spent 2022 finding new ways to address ongoing obstacles like staffing shortages and hold times that meets the needs of an everchanging workforce. I was especially proud of the implementation and success of a first of its kind program that trained non-emergency call takers, both in Denver and in other states, to answer calls from home. This program’s quick success provided immediate relief to emergency call takers as it decreased call volumes in their queues.

In fall, we wished former DPD Chief Paul Pazen a happy retirement and welcomed Chief Ron Thomas as Denver’s next Chief of Police. Chief Thomas quickly acclimated to the position and has made incredible strides to improve response times, take care of our officers, and increase community relations and partnerships.

August also saw the opening of one of our most exciting new programs – Community Corrections new residential reentry program for women in partnership with the Empowerment Program, Project: Elevate. The success of this program cannot be understated, and I have head firsthand from participants just how meaningful and supportive this program is in the short time it has been operational. The Office of Community Violence Solutions’ new Girls, Juvenile Delinquency, and Gangs program also offers gender-specific programming that was otherwise difficult to find for female-identifying individuals, and holds great promise for the future.

We ended the year with the Denver Sheriff Department’s 120-year celebration. I was grateful to be part of recognizing the dedication and service of the men and women of the DSD since its inception, and I look forward to working collaboratively with them in the future to continue the progress.

I am grateful for the progress and innovation that we achieved, and I look forward to seeing that work continue into 2023 and beyond.

Sincerely,

Armando Saldate III
Executive Director of Public Safety
Meet Denver's Public Safety Leaders

Armando Saldate III
Executive Director of Public Safety

With an extensive and renowned career in public safety, Armando Saldate III was nominated as the Executive Director of Public Safety by Mayor Hancock in January 2022 and confirmed by Denver City Council in February 2022. Director Saldate oversees the Denver Police Department, Denver Fire Department, Denver Sheriff Department, Denver 9-1-1, Community Corrections, Public Safety Youth Programs, and the Office of Community Violence Solutions.

Jeff Holliday
Chief of Staff

Mr. Holliday MBA, MSW, LCSW brings a wealth of experience, including 12 years in the United States Army as an awarded combat soldier. Over the past 21 years, Mr. Holliday has served in various executive leadership roles in private, municipal, and federal service. Within the Department of Safety, Mr. Holliday is the second in command to the Executive Director, overseeing a broad group of programs and staff.

Mary Dulacki
Chief Compliance Officer

Ms. Dulacki, a native of Denver, is a former prosecutor and judge. During her 16 years working for the Department, she established herself as a leading expert in the Colorado Open Records Act (CORA) and the Colorado Criminal Justice Records Act (CCJRA). She has drafted policies in all Safety agencies and currently oversees the hiring and disciplinary process for sworn members of the Police, Fire, and Sheriff Departments.

Laura Wachter
Chief Financial Officer

Ms. Wachter has over twenty years of experience in financial management for multiple government entities, including the City of Phoenix and the City of Kansas City, MO. She joined Denver’s Budget Management Office in 2004, progressing through management roles prior to becoming the Chief Financial Officer. Within the Department of Safety, Ms. Wachter oversees all financial and budgetary functions as well as the Emergency Medical Response System.

Daelene Mix
Chief Administrative Officer

Ms. Mix has been with the Department of Public Safety since 2011, previously serving as Deputy Director, Chief of Staff, and Strategic Advisor and Communications Director. As Chief Administrative Officer, Ms. Mix oversees Safety Human Resources, the Public Safety Cadet Program, and Community and Government Affairs.
The Department of Public Safety (DOS) provides oversight, guidance, management and support to all public safety agencies and functions within the City and County of Denver.

Denver’s Public Safety Department includes Denver Police, Denver Fire, Denver 911, Denver Sheriff, Community Corrections, Public Safety Youth Programs, and the Office of Community Violence Solutions. The DOS also oversees the Public Safety Cadets, a program for high-performing high school graduates who are interested in pursuing a career in public safety in Denver.

Under the direction of Executive Director Armando Saldate, who is appointed by the Mayor, our staff provides management, discipline, policy direction, human resources, and administrative support.

Innovations & Successes

**The Assessment, Intake, and Diversion (AID) Center**

The AID Center provides an alternative to arrest and incarceration for certain low-level offenses. The center takes a trauma-informed public health approach to public safety by acting as a connection point to comprehensive community and systems-based services. It is a resource for law enforcement, the community, and individuals as both a continuum of services and an alternative response model.

While any member of the public is eligible to receive services at the center, the focus is on providing resources to individuals who have active warrants for low-level, non-violent crimes and continue to face challenges accessing services and stable housing.

### Systems-Based Partners

- Denver Police Department
- Denver Police Department, Outreach Case Coordinators
- Street Enforcement Team
- The Denver Office for Community Violence Solutions
- The Denver Agency for Human Rights & Community Partnerships
- Colorado Department of Corrections
- Law Enforcement Assisted Diversion
- Denver County Court
- Colorado State Public Defenders Office
- The Denver Department of Public Health & Environment

### Community-Based Partners

- Tribe Recovery Homes
- Jewish Family Services
- The Center for African American Mental Health
- Remerge
- P2P Wellness
- WeeCycle
- Sober Living Colorado at Hazelbrook Recovery Residences
- Denver Health
The Street Enforcement Team (SET)

The SET program is a direct response to the community’s call for innovative action that encompasses both a trauma-informed approach and addresses concerns using well-trained civilians for enforcement measures.

The SET team has the authority to issue tickets (citations) related to specific low-level city ordinances, however, most of their day-to-day work involves referring individuals in violation of city ordinances to quality-of-life, community, or systems-based service providers. SET will issue a ticket if that individual refuses services and/or non-enforcement options.

SET has direct access to law enforcement and STAR when the need arises. SET members are not armed nor do they have the authority to make arrests.

SET members must complete a robust four-week training curriculum that is both classroom and field-based. The trainings are led by a variety of providers including the City Attorney’s Office, Housing Stability (HOST), Public Health & Environment (DDPHE), DPD Homeless Outreach Team, CROs and Co-Responders, Department of Transportation (DOTI), Harm Reduction Action Center and first responders. SET staff will also participate in quarterly presentations on emerging practices in outreach and resource navigation, as well as wellness support.

Re-Introduction of the Law Enforcement Assisted Diversion (LEAD) Program

Law Enforcement Assisted Diversion (LEAD) is a national model that was originally created to offer alternative solutions for addressing incarceration of addiction-related charges, including racially disparate impacts on communities. The co-responder program is a coordinated response process that supports officer discretion in diverting criminal violations to service engagement, for eligible charges, at the point of pre-arrest and pre-booking.

In partnership with The Empowerment Program, LEAD is an extension of public safety that builds collective and systemic responses to unmanaged behavioral health challenges. This response includes trauma-informed care, wrap-around services, and harm reduction principles. LEAD services include service coordination, intensive case management, and other individualized supportive services. Services are offered through a subcontract with The Empowerment Program.

Behavioral Health Hot Spots

Aligned with the city-wide approach to concentrate resources in persistently violent hotspot locations, Behavior Health Hotspots was created to support neighborhood organizations, non-profits, and local businesses to reduce violent crime and support those who call those areas home. This included grant funding to neighborhood-based non-profits.
Budget Summary

Office of the Executive Director (EDOS) Budget Breakdown

<table>
<thead>
<tr>
<th>Department / Agency</th>
<th>Total Budget Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denver 9-1-1</td>
<td>$10,460,887.00</td>
</tr>
<tr>
<td>Administration</td>
<td>$7,918,969.00</td>
</tr>
<tr>
<td>Pre-Trial Services/ Electronic Monitoring</td>
<td>$6,338,108.00</td>
</tr>
<tr>
<td>Safety Human Resources</td>
<td>$2,651,701.00</td>
</tr>
<tr>
<td>Public Integrity Division (PID)</td>
<td>$2,096,472.00</td>
</tr>
<tr>
<td>Cadet Program</td>
<td>$1,643,355.00</td>
</tr>
<tr>
<td>Safety Youth Programs</td>
<td>$1,491,814.00</td>
</tr>
<tr>
<td>Gang Reduction Initiative of Denver</td>
<td>$1,223,315.00</td>
</tr>
<tr>
<td>Juvenile Service Center</td>
<td>$680,049.00</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$34,504,670.00</strong></td>
</tr>
</tbody>
</table>

Total Budget Allocations for Sworn Agencies

<table>
<thead>
<tr>
<th>Department</th>
<th>Total Budget</th>
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</thead>
<tbody>
<tr>
<td>Denver Police Department</td>
<td>$245,934,787.00</td>
</tr>
<tr>
<td>Denver Fire Department</td>
<td>$132,482,502.00</td>
</tr>
<tr>
<td>Denver Sheriff Department</td>
<td>$155,213,233.00</td>
</tr>
</tbody>
</table>
Department of Public Safety

Safety Human Resources

**Actual Budget Spent:** $3,325,424.98

The Department of Public Safety (DOS) operates in a unique framework that connects eight complex safety departments. DOS functions at its best when its agencies work collaboratively, leveraging internal and community resources.

Through a deep understanding of culture, and daily engagement across all safety departments, the internal Safety Human Resources (SHR) team is best positioned to support staff across both sworn and civilian departments. The complexity of each safety department and the high sense of urgency in which they operate reinforces the idea of having an integrated HR function that can anticipate their needs and be adaptable to urgent circumstances.

**Vision**

To create and cultivate an innovative workplace in the areas of attracting and retaining top talent, total rewards, learning, health, and wellness. Concurrently, we foster an inclusive environment that values every individual's diverse experience.

**Mission**

Through strategic partnership we collectively create a culture of engagement, inclusivity, and belonging for all.
Innovation and Successes

Talent Acquisition

- Brought 270 civilian full-time employees into the Department of Safety in 2022.
- Collaborated with Denver Sheriff's Department to implement numerous improvements to the hiring process including an evaluation of assessments, disqualifiers, background checks, and offer processes.
- Led a process improvement initiative through PEAK to evaluate sourcing, hiring, and onboarding processes for sworn police and fire positions and professional positions.
- Conducted a survey across various Police and Fire Organizations across the US to benchmark processes. In partnership with the Civil Service Commission (CSC), Safety HR worked to implement certain initiatives, the most successful being a focus on improving communication between CSC and DOS agencies. In addition, focusing on data driven recruitment practices and reporting in Workday.

Equity, Diversity, and Inclusion (EDI)

In an effort to incorporate and weave equity, diversity, and inclusion (EDI) work into the everyday functions of DOS, in 2022 Safety HR took a deep dive into policies, operations, internal workplace culture, and recruiting to analyze and identify opportunities to address disparities.

In response to that effort, Safety HR created a culturally responsive EDI initiative inclusive of policy and service delivery of operations, leadership development and onboarding programs. This initiative involves building equity within our employee leadership groups, engaging our employees to cultivate a culture of inclusivity and belonging, identifying areas of equity opportunity, and prioritizing EDI learning and development.
"The focus of the Denver Police Department is to prevent crime and increase public trust while honoring the responsibilities granted to us by those we serve. The Denver Police Department is a leader in innovative approaches to complex issues facing our city today and we continue to build on previous accomplishments through community engagement, partnerships, and programs. Regardless of the challenges we face, my goal is to provide police services consistent with community expectations. I have spent my career working to build consensus with the community and I look forward to continuing this work."

- Chief Ron Thomas

Meet the Command Staff

Ron Thomas
Chief of Police

Barb Archer
Deputy Chief of Police

Aaron Sanchez
Division Chief of Patrol

Joe Montoya
Division Chief of Investigations

Rick Kyle
Division Chief of Administration

Actual Budget Spent: $236,217,365.46
Operations Data

Staffing
Strength data represents the staffing levels within each department. Actual Strength refers to the number of sworn staff currently working, whereas Authorized Strength refers to the amount of staff allocated for in the 2022 budget.

- **Actual Strength**: 1,525
- **Authorized Strength**: 1,596
- **Total Rank Strength**: 95.6%
- **Operational Strength**: 90.91%
- **Turnover Rate**: 8.66%
- **Vacancy Rate**: 4.45%

Computer Aided Dispatch (CAD) Data
CAD is a method of effectively dispatching and tracking emergency service incidents through the assistance of a computer with CAD program software.

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citizen Initiated Calls</td>
<td>310,387</td>
</tr>
<tr>
<td>Officer Initiated Calls</td>
<td>177,312</td>
</tr>
<tr>
<td>Total Alternative Response Referrals</td>
<td>7,516</td>
</tr>
<tr>
<td>Cite &amp; Release Arrests</td>
<td>8,675</td>
</tr>
<tr>
<td>Custodial Arrests</td>
<td>18,880</td>
</tr>
<tr>
<td>Total Arrests</td>
<td>27,555</td>
</tr>
</tbody>
</table>

Diversity

Sworn Staff by Gender

- **Male**: 84.46%
- **Female**: 15.48%

Sworn Staff by Ethnicity

- **White**: 62.62%
- **Hispanic / Latino**: 23.61%
- **Black or African American**: 8.20%
- **Asian**: 2.95%
- **Two or More Races**: 1.25%
- **American Indian or Alaska Native**: 0.85%
- **Decline to Identify**: 0.46%
- **Native Hawaiian or Other Pacific Islander**: 0.07%
Innovations & Successes

**Alternative Response**

As an extension of Denver Public Safety’s efforts to implement alternative response methods and policies, in 2022 DPD expanded alternative responses to improve outcomes on issues related to substance misuse, homelessness, and low-level offenses where individuals would benefit from service delivery instead of a traditional criminal justice approach.

**Developing Better Processes**

**The SAFER Program**

To reduce response times and improve customer experience, the data-informed Strategic Allocation for Emergency Responses (SAFER) Program was created, supported by an expansion of the Telephone Report Unit (TRU).

The SAFER Program protocol enhances customer service and responsiveness by allowing dispatchers to re-route lower priority calls for police service to telephone, virtual, or online police reporting options, or other City services such as 311, in lieu of an in-person officer response.

**Community Engagement**

**Collaborative Crime Prevention Coalition (CCPC)**

DPD worked to increase community engagement and information sharing through Collaborative Crime Prevention Coalition (CCPC) meetings in the community – providing residents an opportunity to hear directly from their District Commander and the Chief of Police about crime trends and what the department is doing to address the issues. The open forum creates a space where community members can ask questions, have discussions, and problem-solve.

**Place Network Investigations (PNI) Program**

Place Network Investigations (PNI) offers an alternative approach to reactionary police deployment in communities experiencing high levels of gun violence. Skilled PNI detectives collaborate with community members in persistently violent locations to identify community needs and learn how offenders use specific places to carry out illegal activities tied to violence.

Using a holistic governance approach to public safety, investigators act as community ambassadors and share this information with a city team, consisting of all city departments and other community stakeholders. The team identifies, prioritizes, and distributes available resources to address needs and block opportunities for violent interactions in historically disadvantaged communities.

Changes to the design and management of places, coupled with organic community-driven rebuilding efforts, eliminate unmanaged spaces that attract and permit violence. Resident control and use of previously unsafe spaces reduce future vulnerability to offender use and violence.
Community and officer wellness is positively impacted by building a partnership between police and community through positive interactions, reducing the need for traditional criminal justice interventions (e.g., arrest and prosecution), and preventing overreliance on continuous police presence to stop violence.
City and County of Denver
Fire Department

Actual Budget Spent: $132,477,263.17

Mission
The Denver Fire Department is dedicated to:

- **Our Desire to Serve;** committing to those we serve with integrity, accountability, and inclusivity.
- **Our Courage to Act;** providing quality, timely and professional emergency services to protect life and property.
- **Our Ability to Perform;** working together to maintain the highest standards of mitigation, preparedness, prevention, and community engagement.

Meet the Command Staff

Desmond Fulton
Chief of Department

Kathleen Vredenburgh
Deputy Chief of Department

Robert Murphy
Division 1 Chief

Cory DeBaere
Division 2 Chief

Phillip Morelli
Division 3 Chief

Wendi Moeder
Division 4 Chief

Warren Mitchell
Division 5 Chief

Alex Paez
Division 6 Chief
Operations Data

Staffing Strength
Strength data represents the staffing levels within each department. Actual Strength refers to the number of sworn staff currently working, whereas Authorized Strength refers to the amount of staff allocated for in the 2022 budget.

- **1,062** Actual Strength
- **1,073** Authorized Strength
- **99.0%** Total Rank Strength
- **98.88%** Operational Strength
- **4.52%** Turnover Rate
- **1.03%** Vacancy Rate

Computer Aided Dispatch (CAD) Data
CAD is a method of effectively dispatching and tracking emergency service incidents through the assistance of a computer with CAD program software.

- **9** Fire Saves
- **128,129** Total Calls
- **46** CPR Saves
- **11,132** Reported Fires

Diversity

### Sworn Staff by Gender
- Male: 92.66%
- Female: 7.34%

### Sworn Staff by Ethnicity
- **White**: 68.27%
- **Hispanic / Latino**: 16.85%
- **Black or African American**: 5.37%
- **Decline to Identify**: 3.67%
- **Asian**: 2.26%
- **Two or More Races**: 1.88%
Innovations & Successes

Operations

New Staff

In 2022 DFD welcomed 60 new firefighters to its sworn staff.

Additionally, to support districts with high call volume, a second full-time medical unit was added to assist with high acuity calls that present an immediate danger to life, health, or property. To support DFD's training in emergency medical services (EMS), an EMS Director was hired internally to advance the training curriculum and EMS education within the department.

Prevention

The Fire Prevention Division is tasked with bringing properties and processes into line with Denver's Fire Code. While this work is less hazardous than fighting fires in the field, this complex, demanding, and intricate work saves untold amounts of lives and property each year. In 2022, the Fire Prevention Division has reduced its inspection and permit issuance wait times, saving city contractors and developers time and funds.

In addition, DFD's participation with the Affordable Housing Review Team has resulted in multiple housing units being provided to those facing housing insecurity.

Administration

DFD retained an ISO level 1 certification, a feat that is held by only 101 other fire departments across the country. This rating comes from the Insurance Services Office (ISO) which is an independent organization that uses data to determine the Public Protection Classification (PPC) on a scale of 1-10, 1 being the most high ranking class.

Wellness

Protecting the physical and mental health of first responders is paramount to their effectiveness in serving the community. In 2022, on-duty wellness screenings were delivered to DFD to evaluate sworn personnel's mental and physical health, while giving staff direct access to a department physician. These screenings were completed with an 87% voluntary participation rate.

Additionally, DFD continued to support the Resilience to Establish a Support System (RECESS) Program that provides support for both sworn and civilian staff who are experiencing either professional or personal challenges.

Denver International Airport (DEN)

Truck 35 provided the opportunity to expand DFD's airport division by 15 firefighters. The Federal Aviation Administration’s inspection at DEN passed with zero discrepancies for the fourth consecutive year.
The Acquired Structures Program

The Acquired Structures Program was created to give firefighters training in unfamiliar environments. With the support of the City Attorney's Office, DFD firefighters enter and train within acquired structures undergoing significant remodels, or being demolished. In these environments firefighters practice search, breaching points of entry, and vertical ventilation.

In 2022, DFD incumbent crews spent 4,200 hours and recruits spent 2,100 hours training in the acquired 58 structures. This program has potentially provided $56,000 in fuel savings for DFD by reducing drives to the fire academy. Moreover, saving an estimated $32,000 in oriented strand board for vertical ventilation training.

Safety and Training

CAD-to-CAD Implementation

Unlike downtown units, the Denver International Airport (DEN) unit does not have access to mobile data terminals (MDT) or unit/rig status. This lack of information was a critical component missing for first responder safety. To reduce this risk, in 2022 the DEN unit began the tiered integration of CAD-to-CAD which will enable DEN and Denver 9-1-1 to integrate systems.
City and County of Denver
Sheriff Department

Actual Budget Spent: $154,964,786.23

The mission of the Denver Sheriff Department (DSD) is to provide safe and secure custody for individuals placed in DSD’s custody and to be responsive to the needs of the diverse community DSD serves.

Led by Sheriff Elias Diggins, the Denver Sheriff’s Department comprises over 1,100 uniformed and non-uniformed staff who oversee many diverse divisions and operations including: two jail facilities, security for the district and county court systems, state inmate transportation, extradition duties, fugitive and K-9 units, a vehicle impound facility, and security at Denver Health & Medical Center.

Meet the Command Staff

Elias Diggins
Sheriff

Sonya Gillespie
Chief of Administration

Vine Line
Chief of Operations

Nikki Johnson, PSY. D.
Chief of Mental Health Services
Operatons Data

**Staffing**
Strength data represents the staffing levels within each department. Actual Strength refers to the number of sworn staff currently working, whereas Authorized Strength refers to the amount of staff allocated for in the 2022 budget.

- **Actual Strength**: 574
- **Authorized Strength**: 875
- **Total Rank Strength**: 65.60%

- **Operational Strength**: 64.57%
- **Turnover Rate**: 18.82%
- **Vacancy Rate**: 34.40%

**Diversity**

**Sworn Staff by Gender**
- Male: 78.05%
- Female: 21.95%

**Sworn Staff by Ethnicity**
- White: 41.99%
- Hispanic / Latino: 32.06%
- Black or African American: 18.29%
- Asian: 4.70%
- Two or More Races: 2.44%
- Decline to Identify: 0.52%

Strength data represents the staffing levels within each department. Actual Strength refers to the number of sworn staff currently working, whereas Authorized Strength refers to the amount of staff allocated for in the 2022 budget.
Data on Individuals in Custody

This data reflects the population of Denver Jails on December 31, 2022.

<table>
<thead>
<tr>
<th>Security Classification</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1: High</td>
<td>0.37%</td>
</tr>
<tr>
<td>Level 2: Closed Custody</td>
<td>2.68%</td>
</tr>
<tr>
<td>Level 3: Medium High</td>
<td>0.37%</td>
</tr>
<tr>
<td>Level 4: Medium Low</td>
<td>8.90%</td>
</tr>
<tr>
<td>Level 5: Minimum</td>
<td>47.44%</td>
</tr>
<tr>
<td>Unclassified</td>
<td>40.24%</td>
</tr>
</tbody>
</table>

Population by Security Classification

- Total Population: 1,640
- Average Age at Booking: 35.60
- Average Releases Per Day: 38.72
- Average Bookings Per Day: 68.68
- Average Length of Stay (Days): 71.84

Population by Race

- White: 67.56%
- Black or African American: 28.54%
- Unknown: 2.07%
- Asian or Pacific Islander: 1.16%
- American Indian or Alaskan Native: 0.67%

Population by Ethnicity

- Non-Hispanic or Not Latino: 56.71%
- Hispanic or Latino: 35.43%
- Unknown: 7.67%

Population by Gender

- Male: 1,434
- Female: 203
- Decline to Identify: 3
Innovations & Successes

**Harm Reduction Release Bag Program**

Across the State of Colorado, the opioid epidemic has become increasingly deadly as the prevalence of Fentanyl rises. Individuals being released from jail and prison are at a greater risk of overdose within the first two weeks of their release. To combat that risk, in April of 2022 DSD launched the Harm Reduction Release Bag program.

Individuals being released to the community from the Downtown Detention Center and the Denver County Jail are offered bags including one dose of Naloxone, five fentanyl test strips, inpatient and outpatient Medication Assisted Treatment resources in the Denver area, and a contact number for Naloxone replacement. To inform individuals in custody of the program and how to use overdose prevention resources, training videos are played in all housing units and intake at both facilities to inform individuals in our custody of the program and how to use both the narcan and fentanyl test strips.

Additionally, sworn staff throughout the department have been equipped with naloxone and trained to utilize it if needed on individuals in custody or on-duty while serving in the community.

**Presentence Coordinator Program**

With the goal of breaking the cycle of repeat incarceration, DSD brought on two case managers to work with individuals in custody who are presentence and have booked into Denver jails multiple times within the year. Case managers work with clients to address expressed needs and barriers as a means to reduce recidivism.

**Gender Equity Efforts**

On April 3, 2022 DSD opened the Denver County Jail’s newly renovated Building 24 to the women in DSD’s custody. The renovated Building 24 has a bed capacity of 336- featuring modernized design elements, functional storage, increased privacy for residents without compromising security.

The building is a deliberate effort by the City and County of Denver to create gender-responsive and trauma informed spaces for individuals identifying as female within a corrections environment.

**Use of Body-Worn Cameras**

During the second quarter of 2019, the DSD developed and implemented a body-worn camera (BWC) process within the Civil Unit. The duties of the Civil Unit include but are too limited to civil process services including the sale of property under court order and the execution of court-ordered evictions.

The implementation of BWCs is an asset to both staff, and the public as it creates an additional protective measure for those who come forward with complaints, improves evidence collections, strengthens accountability, and documents sworn and civilian encounters.
In January of 2022 directives and policies were reviewed and updated, a cloud-based digital evidence management system was implemented, charging stations were installed, and staff were trained− solidifying the BWC Program.

Ongoing Response to COVID-19

The COVID-19 pandemic introduced a multitude of challenges for DSD, the most pressing being protecting the health and safety of individuals in custody. DSD took a strategic, and adaptable approach to mitigating the spread of COVID-19 within jail facilities, paralleling the recommendations of the World Health Organization (WHO) and Center for Disease Control and Prevention (CDC).

In 2022, DSD continued its partnership with Denver Health to administer vaccines to consenting individuals in custody as well as the vaccine incentive program, which has tripled the vaccinated population within Denver jails.

Response Timeline

First COVID-19 case is reported in the United States
Denver Health assists in determining testing protocols to mitigate the spread of COVID-19 within jail facilities

Testing protocols are expanded to include all people being booked into custody, regardless of whether symptoms are present

Denver Health and DSD medical staff begin administering vaccines to individuals in custody

DSD creates a vaccines incentive program to encourage individuals in custody to take the vaccine

Vaccine Distribution

1,656 March 2021- October 2021
6,480 November 2021- December 2022
8,136 Total Vaccine Dosages
Denver’s 9-1-1 Emergency Communications Center is staffed by public safety professionals who are trained to answer 911 and non-emergency telephone calls, as well as dispatch police, fire, and paramedic resources. Our dedicated Emergency Communications Technicians gather critical information from callers and send the information via computer to police, fire and or paramedic dispatchers who are responsible for relaying the information to the first responders.

The 911 team works in partnership with Denver Police, Denver Fire and Denver Health Paramedics to ensure the safety and quality of life for residents, businesses and visitors in the City and County of Denver.

Vision

Denver 911 continues to be recognized as the standard of excellence in public safety communications, attracting and retaining the greatest talent while consistently exceeding customer expectations.

Andrew Dameron
Director of 911 Emergency Communications
Operations Data

**Staffing**

Strength data represents the total staffing levels within each department. Actual Strength refers to the number of employees currently working, whereas Authorized Strength refers to the amount of staff allocated for in the 2022 budget.

- **Actual Strength**: 169
- **Authorized Strength**: 208
- **Rank Strength**: 81.30%
- **Operational Strength**: 81.30%
- **Turnover Rate**: 25.44%
- **Vacancy Rate**: 18.75%

**Calls for Service Data**

- **Non-Emergency (In-bound)**: 802,917
- **Non-Emergency (Out-bound)**: 573,612
- **TEXT 911**: 3,563
- **DIAL 911**: 540,437
- **Total Calls**: 1,920,539

**Diversity**

**Staff by Gender**

- Male: 28.04%
- Female: 71.01%
- Decline to Identify: 0.59%

**Staff by Ethnicity**

- White: 56.80%
- Hispanic / Latino: 22.49%
- Black or African American: 9.47%
- Two or More Races: 5.92%
- Asian: 2.37%
- American Indian or Alaska Native: 1.78%
- Decline to Identify: 1.18%
Innovations and Successes

The Support Team Assisted Response (STAR) Program

The STAR Program deploys emergency response teams that include Emergency Medical Technicians and Behavioral Health Clinicians to engage individuals experiencing distress related to mental health issues, poverty, homelessness, and substance abuse. Dispatched through Denver 9-1-1 Communications, STAR responds to low-risk calls where individuals are not in imminent risk.

To assess STAR's procedures and effectiveness in responding to individuals facing mental health distress, the program began in a pilot phase. In 2022, the pilot was expanded to five full-time teams, running seven days a week.

Non-Emergency Communications Technician Team (NECT)

The difference between calling 9-1-1 and Denver's non-emergency line is the answer to one question: *is someone’s life, or livelihood in danger?*

If the answer is no, you will find yourself calling the non-emergency line in which case you will likely speak with a NECT call taker. The creation of the NECT Team in 2022 is a huge asset to Denver 9-1-1 as it offloads non-emergency call volume from emergency call takers.

This team streamlines the process for civilians to report inactive crimes, or other complaints while freeing up the lines of communication for emergency calls.
Community Corrections provides vital, cost-effective programs that serve as an alternative to prison for individuals vetted and approved to participate. All of these programs, for offenders placed in residential facilities or in non-residential treatment and supervision programs, protect the community by monitoring offenders and their activities and work to ensure criminal patterns are not repeated.

Community corrections provides more than housing and supervision. It also facilitates access to mental health and substance use disorder treatment facilities. It provides treatment services that are responsive to clients' needs including language preference, learning abilities, gender identity, cultural identity, and age/developmental needs.

Each participant has a team that supports the development of an individual care plan designed to articulate a clear path to successful reintegration. Staff provides continuous monitoring and support, helping participants align their actions and choices with their long-term goals. This will allow them to return to their natural community as the best version of themselves.

**Structure**

The Community Corrections Division is committed to a safer Denver community through effective incarceration alternatives and comprises three departments.

**Residential Community Corrections** consists of a network of residential facilities, sometimes called "halfway houses," for adult felons to receive supervision and treatment services in a controlled environment before re-entering the community.

**Pretrial Services** assesses defendants in custody prior to their first court appearance. This program obtains essential information and makes risk-informed recommendations to the court to determine appropriate pretrial release conditions.

**The Home Confinement Program** uses electronic monitoring and supervision strategies to effectively monitor and supervise a client in the community, allowing that client to work and participate in other court-ordered activities like treatment and community service.
Innovations and Successes

New Residential Facilities

Residential Community Corrections facilities are an alternative to prison intended to help offenders return to their communities. The residential programs provide a structured environment where offenders live under supervision but are allowed to leave the facility to work, attend treatment for mental health issues and/or substance abuse and reconnect with family and community.

Project: Elevate

Project: Elevate is a collaborative endeavor between the City and County of Denver and The Empowerment Program, Inc. The collaboration represents an innovative, research-based program model that is trauma-informed and gender-responsive for women with increasingly complex needs. The program enables Denver women with criminal justice involvement to return and thrive in their home community.

Project: Elevate's vision is to empower participants to make healthy and safe decisions through trauma, gender, and culturally responsive holistic behavioral health services. Project: Elevate will strengthen social services, keep residents and neighborhoods safe, deliver an equitable and inclusive city, and ensure financial stability for residents. The Program is an integrated community location, providing a continuum of care to women facing complex challenges.

Population Type(s): Adult Women
Zoned Bed Capacity: 55

The Intentional Men Practicing Accountability, Compassion, and Trust (I.M.P.A.C.T) Center

The I.M.P.A.C.T Center is a new vision of community corrections and re-entry for men in Denver that serves up to 48 men as well as a non-residential population. Community corrections is an alternative to incarceration in jail/prison for those struggling to be successful under probation supervision and a safe way for men to smoothly transition from prison to our community. The current focus of the I.M.P.A.C.T Center is working with men who were directly sentenced to community corrections by the Denver Courts. I.M.P.A.C.T Center is a research-based program model that is centered around using a trauma-informed approach to serve men.

While at I.M.P.A.C.T Center men will receive wrap-around services to address their individual treatment needs which include integrated community collaboration to assist men in a more holistic approach to re-entry.

Population Type(s): Adult Men
Zoned Bed Capacity: 48
 Equity, Diversity, and Inclusion (EDI)

Denver Community Corrections has been proactive about providing supporting Equity, Diversity, and Inclusion (EDI) specific learning opportunities for staff. These opportunities consist of monthly trainings, group discussions, and periodic agency newsletters providing educational talking points and supportive links. These trainings have included sessions on How to be an Ally, Personal Pronouns, 2022 Day of Racial Healing, Autism Awareness, and Cesar Chavez. In addition, mandatory completion of the Race and Social Justice Academy was added to onboarding requirements for all new staff and is presently at a 70% completion rate for the agency.

To engage the community in EDI efforts, Community Corrections created a questionnaire to solicit insight regarding the communities experience with Community Corrections as it relates to where EDI efforts might best be coordinated and the potential impacts of Community Corrections work thus far, as well as invite individuals with lived experience to participate in and sometimes facilitate discussions around EDI specific topics.

To create an equitable agency culture, Community Corrections has furthered their efforts by incorporating equity specific language into staff performance measures, and creating templates that staff can refer to when seeking to engage in EDI supportive acts. Due to consistent efforts to see through an equity lens in all things, Community Corrections was the first agency in the City and County of Denver to be recognized as the Quarterly Equity Champions by the Mayor’s Office of Social Equity and Innovation.

Pre-Trial Services

CPAT-R Tool

In November of 2022, an improved pretrial risk assessment, the Colorado Pretrial Assessment Tool- Revised (CPAT-R) was implemented in Denver. This tool provides improved predictability and equity for the assessments of defendants entering the pretrial phase of a criminal case.

History and Implementation of CPAT Technology

The utilization of assessment tools as part of Denver’s pretrial process initially began in 2012 with the implementation of the original CPAT tool. Pretrial risk assessment evaluates a defendant’s likeliness to appear at court dates and remain law abiding during the pretrial phase of a criminal case. This information is provided through a Bond Advisement report to the Court, prosecution, and defense council and is utilized at the initial bond setting. It is an important piece of these decisions, in conjunction with statutory guidelines, offense information, criminal history, and an adversarial bond hearing. Pretrial Services completes over 10,000 assessments each year on the most serious cases that result in custodial arrest.

Beginning in 2018, through collaboration with the University of Northern Colorado and several Colorado jurisdictions, work began to evaluate the CPAT tool and its use in Colorado. The results of this work included the retroactive validation of the CPAT, extensive observation and focus groups related to the use of the tool, and the construction and testing of an improved assessment; CPAT-R.
Refinements made with the CPAT-R include overall improved predictive performance and equity in performance across subgroups (race/ethnicity, sex, and residential status). The decision to move to the CPAT-R was supported by a recommendation from a committee of Denver’s criminal justice partners. This committee evaluated the use of pretrial risk assessment, the construction of CPAT-R, and the collaboration with Howard University.

The move to CPAT-R resulted in the 2022 issuance of the Joint Pretrial Administrative Order by the District and County Court, which solidifies the important work done by Pretrial Services as part of the pretrial court process. Pretrial Services remains committed to continued evaluation of the CPAT-R and its impact on pretrial decisions in Denver.
In 2021 Denver’s largest coordinated approach to address gang violence, the Gang Reduction Initiative of Denver (GRID), was rebranded and formed the Office of Community Violence Solutions (OCVS).

OCVS serves as a “think tank” for new, innovative strategies and provides coordination and financial support to multiple organizations and efforts around the city that align with Denver's citywide initiatives to reduce violence in our communities through a public health approach.

Utilizing the pre-existing infrastructure of GRID, OCVS expands the cross-cutting approach to inter-connected violence including but not limited to: gang violence, gun violence, youth violence, human trafficking, and bullying.

The department is staffed by a director, program managers, and interventionalists who work alongside two multidisciplinary teams who collectively provide case management and treatment services to Denver’s highest-risk, gang-involved individuals. The team manages multiple service contracts with network partners who provide primary and secondary gang prevention, intervention, violence interruption and community-led violence reduction responses throughout the city of Denver.

Vision
A harmonious city where citizens feel protected and safe as a result of empowered community relations and partnerships.

Mission
To preserve and revitalize community connections by building relationships and enhancing opportunities for growth and success.

Nicole Monroe
Director of the Office of Community Violence Solutions

Actual Budget Spent: $1,143,077.90
Innovations & Successes

Collaborations

Creating a Community Crisis Response Protocol
Sponsored by Armando Saldate, Executive Director of Public Safety, OCVS is partnering with PEAK Academy to improve the City's response process to communities in crisis following traumatic events. In alignment with the Youth Violence Prevention Action Table's comprehensive plan, the project seeks to implement a city-wide process to respond effectively to crises.

OCVS Collaborates with The Urban Institute
After being identified as one of 14 innovative programs designed to reduce violence, OCVS and the GRID Network collaborated with the Urban Institute to help develop a guide for using research-based practice to reduce youth and/or group gun and gang violence.

A Randomized Control Trial Evaluation of the Gang Reduction Initiative of Denver
In 2019, the Department of Justice (DOJ) awarded a $700,000 research grant to UC Boulder to conduct a first-of-its-kind Randomized Control Trial to determine the effectiveness of a multidisciplinary team using outreach workers to provide coordinated case management to gang members.

The evaluation focused on gang embeddedness, criminal offending, victimization, substance use, and perpetration of violence; whereas the significant finding highlights that "GRID reduced criminal offending, particularly the perpetration of violence" and that "GRID clients were about 70 percent less likely to engage in violence than people in the control group" (Pyrooz, 2022). The study was finalized in 2022, with a final report submitted to the DOJ.

Expansion of the Gang Awareness Training Series
OCVS reinvigorated the training series to offer hybrid learning environments, expanded topics surrounding violence, and extended the strategy to a more extensive network. OCVS is committed to agency capacity building to address gang and other forms of violence effectively.

In addition, OCVS provides customized training to various schools, community-based organizations, juvenile and adult facilities, and justice partners within the Denver metropolitan area.

Trainings are offered for free on gang structures and dynamics, gang interventions, and gang prevention strategies, that include Gangs 101, Hybrid Gangs, Music & Social Media, Mental Health, Trauma & Gangs, Girls & Gangs, Denver's Violence Reduction Initiatives, Denver's Comprehensive Gang Model (GRID), The Continuum, Human Trafficking, and more.
New Programs

Girls, Juvenile Delinquency, and Gangs

Girls, Juvenile Delinquency, and Gangs is a new, gender-specific program created in partnership with Project: Elevate, a new residential reentry program for women. OCVS recognizes the need to provide comprehensive and sustained programming that adapts to an individual's unique needs. In partnership, OCVS acted on the opportunity to support the innovative approach to assist women in re-entering society.
Public Safety Youth Programs

Actual Budget Spent: $1,335,277.08

Public Safety Youth Programs (PSYP) serves thousands of youth each year in partnership with city and community partners. Youth Programs staff manage 12 programs aimed at supporting justice-involved or at-risk youth and their families.

Youth Programming

**Intervention**
- Youth Leadership Team
- Family Resiliency Program
- El Joven Noble
- Westwood Community Table

**Prevention**
- Runaway Outreach Notification and Intervention (RONI) Project
- Voluntary Diversion Program
- School-Based Diversion

**Secondary-Prevention**
- Helping Youth Pursue Excellence Program
- Municipal/Expedited Diversion Program
- Truancy Court Diversion Program
- Colorado Youth Detention Continuum Program
- Juvenile Trafficking Multidisciplinary Team

Patrick Hedrick
Director of Youth Programs
Innovations & Successes

Helping Youth Pursue Excellence (HYPE) Program

The Helping Youth Pursue Excellence (HYPE) Program is a comprehensive vocational training program that gives participants a chance to earn while they learn. The 10-week program is designed to provide participants with a well-rounded experience that builds their work-related skills to improve their chances of securing long-term employment. Clients are employed directly through The Urban Farm in this one-of-a-kind collaboration project and are paid on a bi-weekly basis.

In 2022, the HYPE Program staff helped 60% of participants in the Education Program secure scholarships for their first year of post-secondary education.

El Joven Noble

El Joven Noble is a comprehensive indigenous-based, youth leadership development program that supports and guides youth through their “rites of passage” process while focusing on the prevention of substance abuse, teen pregnancy, relationship violence, gang violence, and school failure.

In partnership with Denver Healing Generations Network, Youth Programs funded the training of 30 new facilitators in the National Compadres Network Joven Noble curriculum, a part of the Cultura Cura (Culture Cures) national framework, which is an evidence-based rite of passage program.

School-Based Diversion

The School-Based Diversion Program was created as a secondary prevention effort to reduce high-risk behavior and youth system involvement. In 2022, Youth Programs partnered with six Denver Public Schools to implement a school-based diversion program that gives schools the ability to connect youth with services and support in lieu of issuing citations and referring youth to Denver Municipal Court.
Public Safety Youth Leadership Team (PSYLT)

The Public Safety Youth Leadership Team (PSYLT) provides young people with an opportunity to provide their voice, perspective, and solutions to issues impacting youth. PSYLT members are between the ages of 14-24, are hired as city employees, and serve as a youth advisory group for the Department of Safety and the city's Youth Violence Prevention Action Table.

In 2022, the PSYLT won the award for Most Sustainable Project at the Think Like a Genius competition sponsored by Colorado Young Leaders. Their proposal focused on creating a juvenile model of the City of Denver's STAR program to better support youth experiencing mental health challenges.
The Public Safety Cadet Program facilitates the growth of high school graduates into public safety professionals. Those hired into the program receive invaluable training in various fields of public safety while the Department of Public Safety sponsors their college education. Cadets are an integral part of Denver Public Safety as they provide support to various sworn and civilian departments.

Vision Statement
Preparing young adults for careers and leadership in the public safety profession.

Mission Statement
Mentoring young adults to serve their communities by providing knowledge, skills and practical experiences through education and training delivered by public safety professionals that build character, physical fitness, and respect for the rule of law.
Recruitment

The COVID-19 pandemic led to a historically low complement of Cadets in 2021, with only 18 cadets being hired by the Department of Safety. We are proud to say that in 2022, DOS held its largest Cadet Program Academy in a decade, resulting in the hire of 32 cadets and a return to full program staffing.

The Cadet Program recently closed the application process for the class of 2023, receiving 106 qualified applications.

Engagement

Public Safety Cadets are an integral part of public safety and the larger Denver community. In 2022, the Cadets supported 67 special assignment requests across the city, including but not limited to:

- Community engagement events
- Denver's Annual Parade of Lights
- Colfax Marathon
- Denver Bronco's Games
- Colorado Avalanche's Stanley Cup celebration
- Denver Emergency Operations Center activations
- Migrant shelter staffing

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