

# DENVER SHERIFF DEPARTMENT

## ANNUAL REPORT 2014



*Committed to becoming a better, smarter agency-- where world class employees deliver excellent community and customer service to all...*



**HONESTY**

Respect

Fairness

*Openness*

**TEAMWORK**

Judgment

Sensitivity

Personal Leadership

*Integrity*

Accountability

Professionalism





K-9 Jack  
EOW: January 16, 2015

*Sadly, on January 16<sup>th</sup>, 2015 and prior to publication of this report, our much loved drug detection dog, K-9 Jack, was put down after collapsing. Although he was rushed to the hospital, he was subsequently diagnosed with advanced stage cancer on his heart and liver and could not be saved.*

*Deputy Truman Aumiller, Jack's handler, described Jack as his best friend.*

*Jack loved his job and will be deeply missed. He made regular sweeps for narcotics in the jails, detected drugs in cars at the vehicle impound lot, and helped out other law enforcement agencies when needed.*

*In his spare time, Jack liked going to the park to chase balls. He also liked playing with children and was a favorite at many community events. More about K-9 Jack's contributions can be read on page 21 of this report.*

*Jack was honored at a retirement ceremony on January 27, 2015.*

## DENVER SHERIFF DEPARTMENT

### VISION

We are committed to being a model law enforcement agency by demonstrating best practices, incorporating emerging technologies and the highest standards in accreditation by achieving and maintaining the Triple Crown Award.

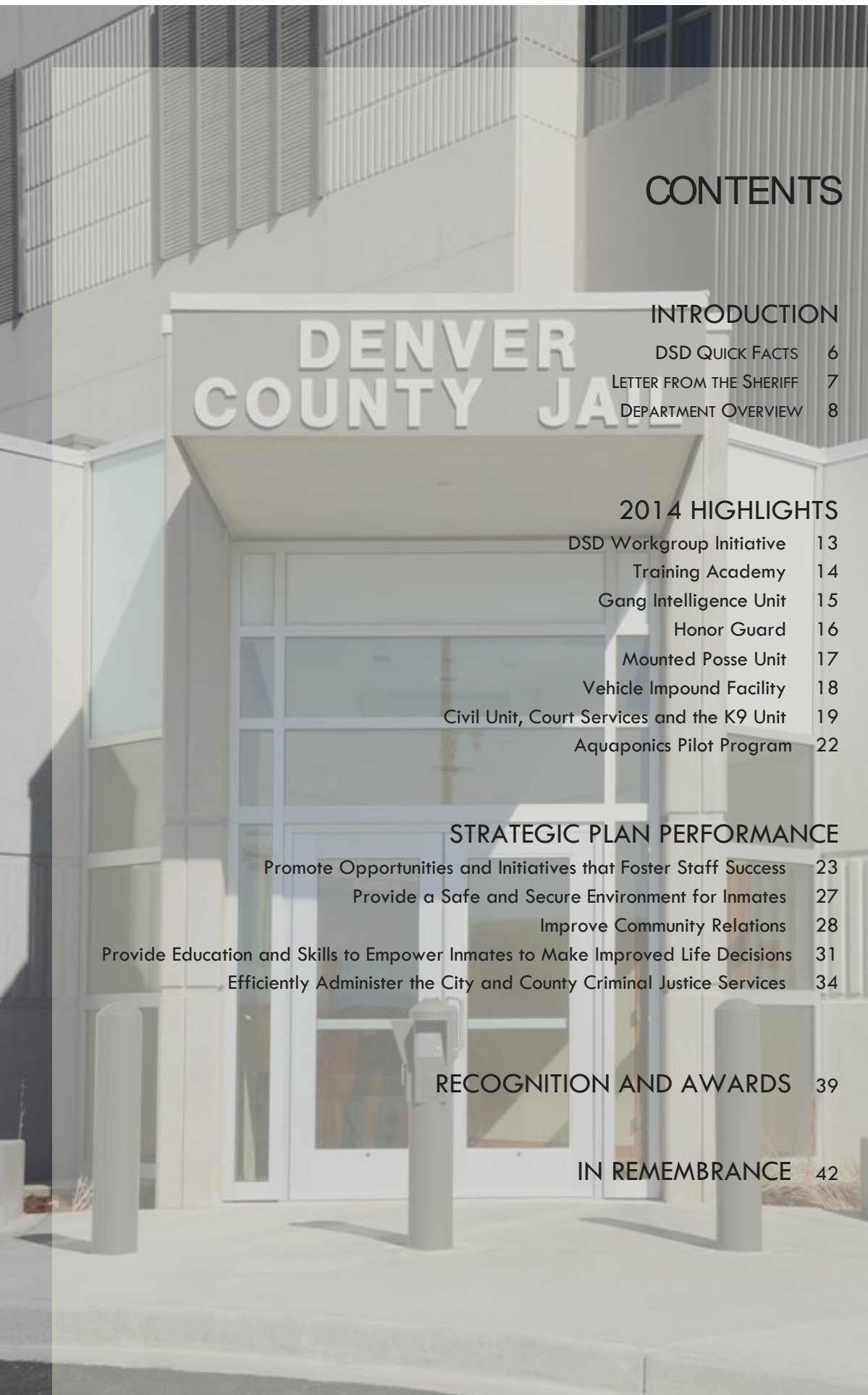
### MISSION

To provide safety and security for the community by ensuring care, custody, transportation and reentry services for detainees by operating safe, secure, efficient and humane facilities that adhere to federal, state, and local laws.

### OUR GUIDING PRINCIPLES

**HONESTY** WE ARE ETHICAL IN EVERYTHING WE DO OR SAY. **FAIRNESS** WE ACT WITH RESPECT TO ALL, INCLUDING OTHER EMPLOYEES AND THE PUBLIC. **RESPECT** WE TREAT OTHERS AS WE WOULD WANT TO BE TREATED. WE UPHOLD THE VALUE OF THE CONSTITUTION OF THIS NATION, INCLUDING FREEDOM FROM PREJUDICE AND FAVORITISM, AND PROVIDING JUSTICE FOR ALL. **OPENNESS** WE ARE OBJECTIVE, ACCESSIBLE, TOLERANT, FLEXIBLE AND ADAPTABLE. WE LISTEN TO OTHERS POINTS OF VIEW, STRIVING FOR OPEN COMMUNICATION AND WILLINGNESS TO COMPROMISE. **TEAMWORK** WE ENCOURAGE A HARMONIOUS, SUPPORTIVE ENVIRONMENT, PUTTING THE “TEAM” FIRST, AND FOSTERING POSITIVE WORKING RELATIONSHIPS. **JUDGMENT** WE MAKE REASONABLE DECISIONS BASED ON COMMON SENSE AND GOOD JUDGMENT. **SENSITIVITY** WE RECOGNIZE THE HUMANITY IN OTHERS AND DEAL WITH DIFFICULT PEOPLE AND SITUATIONS WITH COMPASSION AND CONCERN. **PERSONAL LEADERSHIP** WE TAKE PERSONAL RESPONSIBILITY AND INITIATIVE TO GET THINGS DONE, BEING PROACTIVE RATHER THAN REACTIVE. WE SET GOALS AND LOOK TOWARD THE FUTURE, AND SET A POSITIVE EXAMPLE FOR OTHERS TO FOLLOW. **INTEGRITY** WE HAVE THE COURAGE TO DO THE RIGHT THING, MAINTAINING SELF DISCIPLINE, CONTROL AND SELF RESTRAINT. **ACCOUNTABILITY** WE ARE ACCOUNTABLE FOR EVERYTHING WE DO. **PROFESSIONALISM** WE DEMONSTRATE KNOWLEDGE AND COMPETENCY IN CARRYING OUT ALL ASSIGNED DUTIES, STRIVING FOR EXCELLENCE AND CONTINUED SELF IMPROVEMENT.





# CONTENTS

## INTRODUCTION

DSD QUICK FACTS	6
LETTER FROM THE SHERIFF	7
DEPARTMENT OVERVIEW	8

## 2014 HIGHLIGHTS

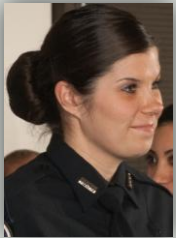
DSD Workgroup Initiative	13
Training Academy	14
Gang Intelligence Unit	15
Honor Guard	16
Mounted Posse Unit	17
Vehicle Impound Facility	18
Civil Unit, Court Services and the K9 Unit	19
Aquaponics Pilot Program	22

## STRATEGIC PLAN PERFORMANCE

Promote Opportunities and Initiatives that Foster Staff Success	23
Provide a Safe and Secure Environment for Inmates	27
Improve Community Relations	28
Provide Education and Skills to Empower Inmates to Make Improved Life Decisions	31
Efficiently Administer the City and County Criminal Justice Services	34

## RECOGNITION AND AWARDS 39

## IN REMEMBRANCE 42





## QUICK FACTS

### Average Daily Population

**In 2014:**  
COJL – 692  
DDC – 1361  
COMBINED – 2050

**In 2013:**  
COJL – 831  
DDC – 1434  
COMBINED – 2265

The average length of an offender's stay in our jail facilities as of December 31st

**In 2014:**

- 243 days at County Jail
- 105 days at the Downtown Detention Center

**In 2013:**

- 202 days at County Jail
- 82 days at the Downtown Detention Center

The DSD booked 34,775 inmates into its facilities in 2014, down 6.9% from 2013.

Felony bookings continued to rise, as did bookings with multiple charges.



## LETTER FROM THE SHERIFF

*Denver Citizens, Community Partners and Colleagues,*

*It is truly my honor, privilege and pleasure to serve as the Sheriff, and I am humbled to work alongside the fine women and men of the Denver Sheriff Department. The year 2014 for all of us was one of reflection, revisiting, retooling and reengaging, and we look forward to what 2015 and beyond brings in the way of opportunities.*

*As our Agency undergoes the most significant examination of who we are in recent memory, it is with the commitment of the dedicated professionals of the DSD that we are focused on circumscribing what it means to truly be a public servant.*



*We thank our countless partners in the community we serve, as well as those in other agencies in the criminal justice system who will assist us as a new course will be chartered for where we are headed. With the support of Mayor Michael Hancock, Chief of Staff Janice Sinden, Executive Director of Safety Stephanie O'Malley, members of Denver City Council and many others, we will become the best Sheriff Department in the nation.*

*We have always been an organization that believes in review as evidenced in our longstanding participation in the accreditation processes of the American Correctional Association, the National Commission on Correctional Health Care and the Commission on Accreditation for Law Enforcement Agencies. It is through these processes that we have become accustomed to outside review. We are excited about and welcome the assessment, feedback and recommendations from Hillard Heintze and the OIR Group who have done a tremendous job on making their evaluation professional, courteous and respectful.*

*As you go through this annual report, you will see that every day there are hard working professional law enforcement, civilian and volunteer personnel that make up the Denver Sheriff Department. Our commitment to the citizens of the City and County of Denver grows stronger each day as we work to become a better and smarter agency where world class employees deliver excellent community and customer service to all.*

**Elias Diggins**  
**Sheriff**  
**City and County of Denver**

## DSD OVERVIEW

The Denver Sheriff Department (DSD) is a law enforcement agency with over 112 years of history serving the people of Denver.

The Denver Sheriff Office was established on December 2, 1902 during the period when the City and County of Denver itself was being established. At that time, the DSD was given the responsibility of providing security in the courts and the county jail and policing duties. Over the decades, the duties of the Sheriff and of the management structure evolved, and in ensuing years, policing duties became the charge of the Denver Police Department.

While both the DSD and Denver Police Department are overseen by the Executive Director of Safety (a position appointed by the Mayor), the current structure of the Denver Sheriff Department has existed in large part since the late 1960s. The Denver's Sheriff Department is distinct compared to other sheriff departments in Colorado in that it is charged with the duties of providing security in jails and courts, while the police department is charged with community policing. Also, Denver is only one of two counties in Colorado that does not currently elect the sheriff; instead Denver's sheriff is appointed by and serves in his role at the pleasure of the Mayor.

The Department operates two jails, provides security and certain services for the district and county court systems, state inmate transportation, extradition duties, fugitive and K-9 units, Alternative Sentences program, and security at Denver Health Medical Center for inmates there for care. The Denver Sheriff Department is comprised of the Office of the Sheriff and Administration, and four divisions with their respective components and specialized units. At the end of 2014, the Department employed over 725 sworn staff and 165 civilian staff.

**DENVER SHERIFF DEPARTMENT ADMINISTRATION**  
**490 West Colfax Avenue**  
**Denver, CO 80239**

The following functions report directly to the Sheriff:

- ▶ Office of Public Information
- ▶ Internal Affairs Bureau and Civil Liabilities Unit
- ▶ Conduct Review Office
- ▶ Training Academy
- ▶ Recruitment
- ▶ Finance





# DSD OVERVIEW

## DATA ANALYTICS DIVISION

Division Chief Gary Wilson

- Research & Development
- Statistical Analysis
- Data Synthesis
- Information Integration
- Technology Management Unit



The Analytics Division is tasked with gathering intelligence and information inside and outside the Agency that is then analyzed to inform operational and management strategies, tactics, policies and procedures. Similar to other law enforcement analytics divisions, this division synthesizes information to provide tactical, operational and strategic analysis and track DSD performance accountability.



## COUNTY JAIL DIVISION

Division Chief Connie Coyle  
Major Bryan Moore

- Operations/Infrastructure
- Health Services
- Food Services
- Inmate Programs
- Maintenance Services
- Gang Intelligence Unit



The County Jail division is responsible for the longer-term care and custody of all inmates in the Department. This division also coordinates and manages the Alternative Sentence Program.

The jail has undergone some reconstruction and modifications to the original campus, including the conversion of the Palmer Building from inmate housing to an aquaponics grow center, construction of Building 24, new recreation yards for Building 21, and a new staff services area.

The 2014 average daily population for Denver County Jail was 692, average length of stay was 243 days, and the jail has a capacity of 830.

### QUICK FACTS:

Not only is DSD the largest sheriff agency in the state of Colorado, but it is also the third largest law enforcement agency in the state.

# DSD OVERVIEW



**DOWNTOWN DIVISION**  
**Division Chief Venessie Brown**  
**Major Gary Anderson**  
**Major Paul Oliva**

- Downtown Detention Center Operations/ Infrastructure
- National Crime Information Center/CCIC
- Health Services
- Food Services
- Intake
- Inmate Programs
- Civil Unit
- Court Services
- K-9 Unit

The Downtown Division includes the Downtown Detention Center, Court Services, the Civil Process Unit, the K-9 Unit, NCIC/CCIC, and Inmate Programs. Upon arrival, prisoners are processed and temporarily housed at the DDC until such time as they are able to make bond or have been advised by the court. Depending on outcome, inmates may be transferred to the COJL to serve the remainder of their sentence. The jail has a capacity of 1500.

In 2014, the Downtown Detention Center's average daily population was 1361. As of the end of 2014, the average length of stay at the DDC was 105 days.



**SUPPORT SERVICES DIVISION**  
**Division Chief Marie Kielar**  
**Major Rick Guerrero**

- Denver Health/Correctional Care Medical Facility
- Vehicle Impound Facility
- Hiring
- Accreditation
- Scheduling Unit

The Support Services Division includes the Hiring Unit, Vehicle Impound Facility, DHMC/Correctional Care Medical Facility, Accreditation and the Scheduling Unit.

The Denver Sheriff Department is a Triple Crown accredited agency, maintaining accreditation from the American Correctional Association, the Commission on Accreditation for Law Enforcement, and the National Commission on Correctional Health Care (re-accredited in 2014).

The Vehicle Impound Unit, whose function it is to provide for the safe, efficient and secure evidentiary storage of vehicles impounded in the City and County of Denver, is located at 5160 York Street.

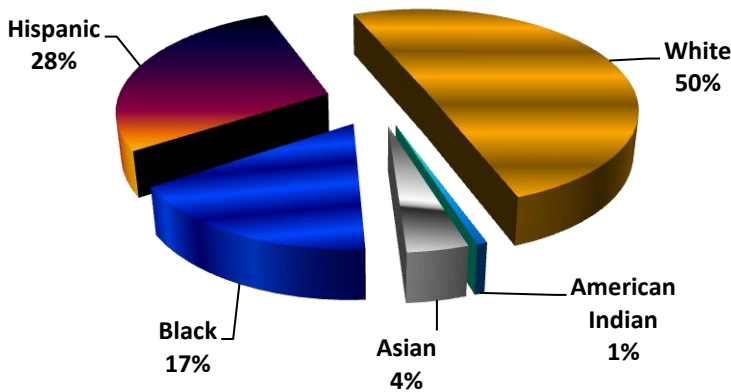
# DSD OVERVIEW

## STAFFING AND DIVERSITY

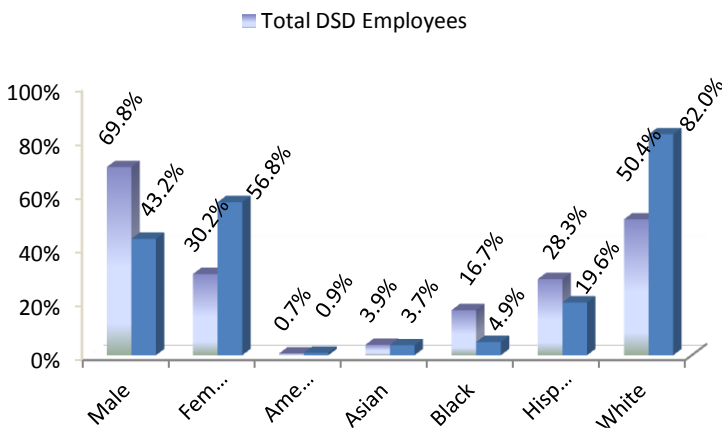
At the end of 2014, the Agency employed 726 sworn and 165 civilian staff members.

	Sworn Staff	Civilian Staff
Male	75.7%	44.4%
Female	24.3%	55.6%
American Indian	0.5%	1.2%
Asian	4.1%	3.0%
Black	16.2%	18.9%
Hispanic	28.2%	28.4%
White	50.9%	48.5%

All DSD by Ethnicity



All DSD by Ethnicity and Gender Comparison to Available Labor Force



*The Denver Sheriff Department remains committed to hiring the most skilled and talented individuals in law enforcement, with a workforce that reflects the rich diversity of our communities and of the available labor force.*

*Diversity in our workforce enriches us personally and helps cultivate the institutional knowledge needed to understand many dimensions and aspects of our communities and the citizens we serve.*

*The Denver Sheriff remains one of the most diverse law enforcement agencies in the nation.*



### QUICK FACTS:

In 2014, the average length of service for DSD sworn staff was 12.2 years.



2014  
HIGHLIGHTS





## 2014 HIGHLIGHTS

Early in April, the Denver Sheriff Department (DSD) convened four separate workgroups comprised of DSD staff, representatives of the Office of Independent Monitor, other City agency staff and members of the community, all of whom brought their various backgrounds and expertise to bear in a collaborative effort to achieve very specific goals.

In the spirit of continuous improvement and achieving the highest levels of operational excellence, the Denver Sheriff Department convened four workgroups over a period of April to August 2014 to study and discuss the following Departmental areas of interest:

- ▶ Disciplinary Guidelines and Process
- ▶ Training
- ▶ Staff Wellness
- ▶ Policies and Procedures

Participants helped prioritize agendas and were tasked with reviewing current practices, identifying relevant research, leading practices, and making recommendations in potential areas for improvement. Each group was comprised of between 22 and 31 individuals, with over 80 individuals participating overall.

### Group-specific Goals

The primary goal of the Disciplinary Guidelines and Process workgroup was to assess the effectiveness of the conduct principles and disciplinary guidelines since their formal implementation on January 1, 2011. The workgroup reviewed statistics, trends and patterns to determine if there is a need for improvement and conducted comparisons to other similarly situated sheriff departments to evaluate norms, processes and leading practices.

The goal of the Training Workgroup was to review and assess the Department's training policies, procedures and practices, to identify current industry best practices, and to discuss potential improvements. Members reviewed the current training policy and budget and examined current practices in the areas of new hire training support, civilian training support, training for newly promoted sworn personnel, lateral hire training needs, train-the-trainer needs, and DSD teaching philosophy.

The goals of the Staff Wellness Workgroup were to 1) understand the nature and causes of staff burnout and stress, 2) identify strategies for sworn staff to manage stress and increase professional fulfillment in their roles, and 3) identify organizational strategies to prevent and manage employee stress that support the physical and mental health of employees. As part of their process, this group also reviewed information and documents from 2013 "Corrections Fatigue" training.

And finally, the mission of the Policies and Procedures Workgroup was to collaboratively conduct research, review key issues and make recommendations for policy changes that support socially just and lawful practices. This group conducted a review of specific written policies and procedures within the Agency and made numerous recommendations.

On August 21st, members of three of the four workgroups (Policy and Procedures, Training, and Staff Wellness) met together to review their activities, findings and recommendations. The Discipline Task Force continued to work until September and then submitted their recommendations, as well.

The list of over 70 recommendations was consolidated so that 66 recommendations were ultimately submitted to the City for consideration. These recommendations were also shared with outside assessors for their consideration in rendering their Department-wide assessment and recommendations for optimization of the Agency. The final report and recommendations from assessors are expected by spring 2015.



# 2014 HIGHLIGHTS

## TRAINING ACADEMY

**Captain Jaime Kafati, Commander**

The DSD Academy staff trains over a thousand individuals a year in multiple programs, including training new recruits, conducting orientation for newly hired staff, supplying in-service training, facilitating youth academies, and certifying staff in all weapons training and qualifications.

2014 was a busy year at the Academy as staff conducted over 997 training events at the Roslyn facility alone. Highlights included facilitating over 2000 hours of pre-service training, concluding the recruit class 2013-2, and conducting three additional recruit classes (the last of which graduates February 2015). In addition, Academy staff conducted 21,180 hours of in-service training, and facilitated numerous specialized training programs, including certifying another 31 deputies and 27 outside agency personnel in Crisis Intervention Training (CIT). The goal of the CIT program is to teach participants to readily recognize and de-escalate intense and potentially volatile situations, enabling them to apply non-force resolutions. Over 50% of DSD officers are now CIT certified, and plans include certifying an additional 120 officers in the coming year.



Training Academy Staff



### Specialized Training

In addition to “routine” in-service and pre-service training, the Training Academy also served as a venue for and facilitated specialized training, including for the DSD ERU Emergency Response Unit, DSD Gang Intel Unit, DSD Honor Guard, Colorado STING (Security Threats Intelligence Network Group), Metro Gang Task Force, Colorado Terrorism Liaison and CIAC sessions.

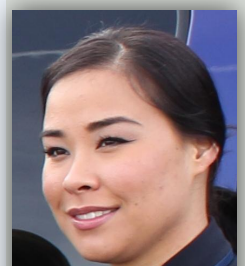


### Human Trafficking Awareness

The Academy hosted three sessions throughout the year, sponsored by ICE and the DHS. No-cost training was offered to all DSD personnel and outside metro-agencies.

### Female Enforcers Training

Training was also provided in advanced Mental, Physical, and Tactical Survival Skills, and specialized training offered to female sworn instructors (adjunct and core instructors) teaching OPN, Defensive and Arrest Control Tactics.



# 2014 HIGHLIGHTS

## TRAINING ACADEMY

*Specialized Training – Continued from previous page*

### NIC (National Institute of Corrections)

- MDF Series (Management Development for the Future) concluded in the second quarter of 2014, with a graduating supervisory class of 17 participants.
- 24 DSD Command staff completed the NIC Executive Leadership Training

### Bilingual Certifications

Four additional officers achieved bilingual certification through CSA approved testing.

### Public Safety Cadet Academy

This 40-hour academy was hosted by the Denver Sheriff Department, with DSD instructors contributing 36 hours of instruction.

## GANG INTELLIGENCE UNIT

### Captain Jaime Kafati, Commander

The Denver Sheriff Department recognizes that gang activity has a tremendous negative impact on our communities and the criminal justice system. The purpose of the Denver Sheriff Department Gang Intelligence Unit is to promote communication and cooperation between the community, the Denver Sheriff Department, and other law enforcement agencies. The unit's goals include:

- ▶ Gathering information in order to minimize the influence of gang activity and other disruptive behavior within the Denver Sheriff Department and the community of Denver.
- ▶ Investigating gang related activity and other disruptive behavior within the Denver Sheriff Department.
- ▶ Providing community education and awareness as to the dangers and realities of gang membership.
- ▶ Providing intelligence and assistance to federal, state and local law enforcement agencies.

In support of its mission and goals, in 2014, members of the DSD Gang Intelligence Unit served as instructors in extensive pre-service and in-service sessions with sworn and civilian staff and in our communities. Officers from this highly specialized unit were sought out by GRID (Gang Reduction Initiative of Denver) to conduct gang intelligence education, pulling together many resources to deliver comprehensive sessions for law enforcement, community and other interested professionals and law enforcement agencies throughout the year.



Class of 2014-31 Graduation: February 6, 2015

## 2014 ACADEMY CERTIFICATIONS

- CO POST Methodology Instructor Certification: 4
- FTO Train the Trainer: 15
- Taser Certifications: 63
- OPN, Orcutt Police Nunchaku: 58
- OPN Instructor Certifications: 4
- CIT, Crisis Intervention Training Certification: 31
- Conflict Management (Instructor): 4
- POST Full Skills Firearms Instructor Cert.: 1
- Professional Certification through ACA, AJA & NSA: 5 (with an additional 35 testing in March 2015)
- NIC, Management Development for the Future: 17 supervisors
- Executive Leadership Training, NIC: 24 command staff

In addition to this role, the GIU oversaw and monitored four high profile gang-related trials in Denver in 2014 and participated in numerous special assignments, including providing assistance to the North Metro Gang Task Force, Metro Area Gang Intelligence Center Task Force, Denver Police Department, the Denver District Attorney's office and the FBI. This included providing vital evidence resulting in the conviction and incarceration of a confirmed terrorist involved in recruitment activities in the City of Denver.

The GIU experienced a 29% decrease in investigations from 2013, but calls for Unit assistance increased by 20%.

Members of the GIU have earned multiple certifications and participate in continued education and community service and education as a part of their commitment to Denver and protecting its citizens.

A sampling of organized community activities in 2014 include Denver Safe City kick-off and tours, Denver Safe Summer campaign participation, Youth Academy instruction and mentoring, and serving as guest at numerous schools, community group and City events.

Like so many DSD staff members, GIU Unit members spend countless hours donating their personal time to educate and mentor youth and strengthen our communities through charitable and meaningful service on a personal, as well as professional level.



# 2014 HIGHLIGHTS

## HONOR GUARD AND MOUNTED POSSE UNITS

Both the Honor Guard and Mounted Posse Units are comprised of officers who are pleased to be able to represent the Denver Sheriff Department while performing various activities and events throughout the community. As they serve in their respective capacities, members of these units exemplify the respect, gratitude, pride and integrity of the DSD.

2014 was a busy year as both units selflessly performed at numerous events and ceremonies throughout our communities. Honor Guard events and activities in 2014 included:

- National Western Stock Show Parade
- CAMA conference (Colorado Springs)
  - Presentation of Colors for the Colorado Rockies Home Opening Game
  - DSD Fallen Officer Memorial Ceremony



We thank members of the DSD Honor Guard for their many contributions

- Mayor's State of the City address
  - DSD Graduation Ceremonies
  - Funeral Services
- Little League Opening Day
- DSD Awards and Promotion Ceremonies
- Presentation of Colors for the Colorado Avalanche
- Northglenn Fallen Officer Memorial Ceremony





# 2014 HIGHLIGHTS

## MOUNTED POSSE UNIT

We thank the Mounted Posse for their fine representation of the Denver Sheriff Department

- Presentation of Colors, National Western Stock Show Parade
  - St. Patrick's Day Parade
    - Presentation of Colors, Colorado Horse Expo
    - 40 Hour Spring Certification
      - DSD Memorial
      - Search and Rescue Training with Douglas County Search and Rescue Mounted Unit
    - Elizabeth Stampede Parade
  - Proclamation Ride with Urban Farm Youth
    - Juneteenth Parade
      - Green Valley Ranch Community Event
    - Cheyenne Frontier Days Parade
      - State Posse Meet
      - Urban Farm Fest 2014
      - Veterans Day Parade
    - Elyria-Swansea Christmas Party
  - Presentations to each new recruit class





# 2014 HIGHLIGHTS

## VEHICLE IMPOUND FACILITY

**Captain James Johnson, Commander**

The Vehicle Impound Facility (VIF) stores any vehicles towed in the City and County of Denver and collects storage and tow fees.

In 2014:

- Vehicles impounded – 12,783
- Vehicles released – 9,623 (75.3%)
- Vehicles auctioned – 2,705

- City surplus vehicles auctioned – 392
- Number of “junker” vehicles auctioned – 280
- Vehicles to Department of Safety for Training – 15
- Vehicles sold for scrap – 178

Revenues: \$6,915,218.15



It was another busy year for the vehicle impound staff, during which two staff members obtained their state VIN certificates and staff attended numerous training sessions, including the Colorado Auto Theft Investigator Taskforce Conference, PATC (Public Agency Training Council) Leadership course, PATC Property/Evidence Room training, PATC Toxic training, and yet another staff member graduated from the Management Development for the Future (NIC) course.

The facility was also chosen for and participated in a Peak Performance / Rapid Improvement Event (REI) exercise in June aimed at identifying and claiming efficiencies related to the public auto auction process.

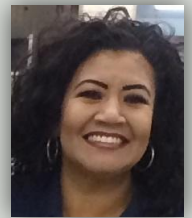
The exercise included guided discussion as well as systems and process mapping and resulted in implementation of ten specific action items that increased internal efficiency and also helped the facility realize the following improvements and savings:

- ▶ Decreased the amount of auction-related documentation being printed by half
- ▶ Reduced auction preparation (“touch time”) by 11+%
- ▶ Changed the process of delivering auction paperwork to courier-- resulting in no additional costs and fuel savings of 8 gallons of fuel per auction

### QUICK FACTS: About Peak Performance

Through the Peak Performance initiative, City employees have identified inefficiencies and embraced a new culture of innovation and improvement to eliminate inadequacies and provide the best service possible. Thanks to employees’ efforts, the City of Denver will save \$10 million annually by working to make each and every department operate at Peak Performance.

The Mayor’s Office and City leaders have created the Peak Academy to train colleagues on the principles of “Lean”. Through Denver’s Peak Academy, City staff learn techniques and strategies for implementing Peak Performance throughout their departments.





# COURT SERVICES , CIVIL UNIT AND K-9 UNIT

Captain Kelly Bruning, Commander

## **QUICK FACT:**

The K-9 Unit logged over a thousand hours of training last year.



# 2014 HIGHLIGHTS

## COURT SERVICES AND CIVIL UNIT

### Civil Unit 2014:

Revenues received: \$626,223.13

Refunds: \$106,198.29

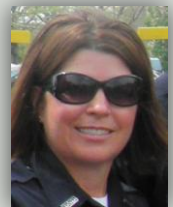
Approximate City Revenue: \$520,034.23



The Civil Unit is comprised of one sergeant and ten deputies. They are responsible for conducting a multitude of assignments which range from performing evictions, processing and delivering services -- including temporary and "fixed term" restraining orders, mental health pickups, child pickups, judicial foreclosures and the like.

The Court Service Unit is comprised of the Captain, 3 sergeants and 66 deputies. Court Service has many functions. They service both the State and County Courts of the City and County of Denver, and provide daily security and safety for the LFC, the City and County Building, Probation Building and part time, for the Treasury.

Outside of these functions, extradition and both local and state transportation are also the responsibility of this unit.



### Warrant Detail

The Warrant Detail is comprised of two Deputies. Their responsibilities range from receiving and processing District and County Court Warrants to being called upon to participate in special operations through the United States Marshal Service. In 2014, this unit received 3,095 new warrants. They made the following arrests:

- Felony Arrests Made – 125
- Felony Warrants Cleared – 43
- Misdemeanor Arrests Made – 92
- Misdemeanor Warrants Cleared – 43
- Total Arrests Made – 217

### Court Services:

- Total prisoners transported – 40,661
- Court Service Remands – 2,656
- County Jail Transports – 4,258
- DDC Transports – 20,122
- Juvenile Transports – 2,492
- Hospital Transports – 966
- Local Transportation – 5,786
- Inter-state Transports (Extraditions) – 128
- State Transport – 4,253

### QUICK FACT:

Temporary Protection Order Fee Waived by Court – 1,060  
Revenue lost from waived fees - \$37,100



# 2014 HIGHLIGHTS

## K-9 UNIT

The K-9 unit is part of the Downtown Division and is comprised of three K-9s and three deputy sheriff handlers. K-9s Taylor and Jack are drug detection specialists, while Rex and his handler specialize in the detection of explosives.

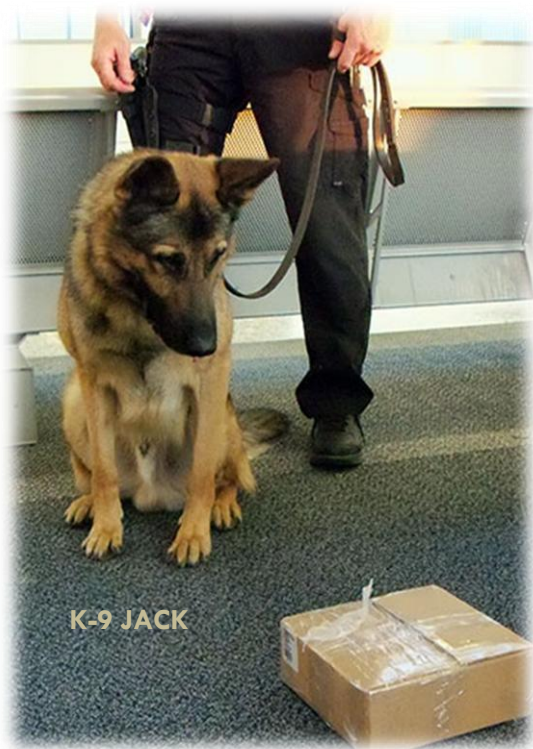
In 2014, the K-9 unit made 1,179 sweeps and patrols, recovered 160 narcotics finds, assisted other agencies on 43 occasions, and participated in 36 community events and 65 internal special events.

These highly specialized teams constantly refresh and refine their skills, and together logged approximately 1,250 training hours in 2014.



K-9 JACK

K-9 Jack and his handler search for illicit drugs at the Vehicle Impound Facility as well as in the jails and courthouses.



K-9 JACK

Searching incoming packages and mail for drug contraband is all in a day's work for K-9 Jack and his handler.



# 2014 HIGHLIGHTS

## AQUAPONICS PILOT PROGRAM SHOWS PROMISE

In 2013, the Department finalized plans for its 2014 pilot aquaponics operation. The aquaponics pilot system was up and running by early January—domiciled in the old Palmer Building on the COJL campus.



Aquaponics is the combination of the sciences of aquaculture (raising fish in a controlled environment) and hydroponics (growing plants in sand, gravel, or liquid with added nutrients but without soil). Fish from the aquaculture side provide the added nutrients for the hydroponics side, and there is the additional benefit that the fish become a harvestable edible item.

The hydroponic side compliments the fish by helping to filter and purify the water for the fish; after plants take their needed nutrients the water is returned to aquaculture portion of the operation. All produce is organically grown-- free of chemicals and pesticides.

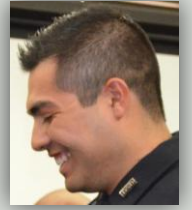


In early March 2014, the first group of 40 tilapia was introduced. A few weeks later, the first rotation of leafy green vegetables was planted, consisting of romaine lettuce, Russian kale, rainbow chard, and green star lettuce.



The piloted system currently yields approximately 35-40 plants per rotation, with each rotation taking anywhere from 8 to 12 weeks, depending on the plant. Since the yield of the pilot program is small, harvested foods are currently used in the staff dining area at the County Jail, with plans to expand the program to help feed the inmate population. In addition, by expanding this program, the Department plans to incorporate an inmate educational and training environment whereby supervised inmates could learn all facets of and

maintain the aquaponics operation. It is believed inmates will take with them the transferable skills they gain from this experience as they transition back to their communities and the workforce following their release.







# 2014 STRATEGIC PLAN PERFORMANCE

*The Certified Jail Officer (CJO) Program was developed to assist jail officers in preparing themselves for advancement in the profession of jail management.*

*The CJO Program provides jail officers with an opportunity to demonstrate their knowledge, skills, and abilities as well as their commitment to the corrections profession on a national level. Jail officers who become CJOs embark on building a national professional portfolio for their career.*

## 2014 STRATEGIC PLAN PERFORMANCE:

### PROMOTE OPPORTUNITIES AND INITIATIVES THAT FURTHER STAFF SUCCESS

**Strategies and Tactics:**

- Triple Crown Accreditation
- Employee Engagement
- Employee Certifications
- Back to the Front/Day with Sheriff Program
- Staff Education

### NEW ORDER RECOGNIZES AND PROMOTES NATIONAL PROFESSIONAL CERTIFICATION

In January 2014, a new Department Order was issued to support and encourage the professional and career development of staff. Professional certification signifies and documents the mastery of knowledge in a specialized field, and such mastery and credentialing of individuals within the Department fosters a spirit of professionalism, increases awareness of current and best practices, and enables staff to become part of a professional network that allows for the advancement of the knowledge level of practitioners. Additionally, certifications conferred by well respected and nationally recognized institutions such as the American Correctional Association (ACA), the American Jail Association (AJA), and the National Sheriffs Association (NSA) serve to formally recognize the individual's knowledge and commitment to professionalism while enhancing public trust.

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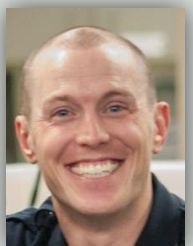


## 2014 STRATEGIC PLAN PERFORMANCE:

### PROMOTE OPPORTUNITIES AND INITIATIVES THAT FURTHER STAFF SUCCESS

#### NEW ORDER RECOGNIZES AND PROMOTES NATIONAL PROFESSIONAL CERTIFICATION *(Continued from previous page)*

The Denver Sheriff Department's national professional certification recognition program is a multi-faceted approach to encourage and acknowledge personal and professional achievement. The program centers on promoting professional development in staff as it focuses on the growth of the individual through opportunity and practical application. While all components of the program are voluntary, the Denver Sheriff Department encourages participation of all employees Department-wide.



Recognized certification programs outside the Agency include, but are not limited to:

From the ACA:

- ▶ Certified Corrections Officer
- ▶ Certified Corrections Supervisor
- ▶ Certified Corrections Manager
- ▶ Certified Corrections Executive
- ▶ Certified Corrections Supervisor/Security Threat Group
- ▶ Certified Corrections Manager/Security Threat Group

From the AJA:

- ▶ Certified Jail Officer
- ▶ Certified Jail Manager
- ▶ Certified Jail Executive

From the NSA:

- ▶ Certified Jail Officer
- ▶ Certified Jail Supervisor
- ▶ Certified Jail Executive

Program highlights include one Department-sponsored certification test and one Department sponsored recertification test per year (application and testing costs are paid for by the Department). Staff who attain and maintain national certification are eligible for administrative time off. In 2014, five officers completed their CJO through the American Jail Association, and 13 additional staff members are enrolled and eligible for testing in 2015. This is an addition to 225 various professional certifications facilitated through the DSD Training Academy in 2014. Read more about these additional certifications in the Training Academy highlights of this report.



## 2014 STRATEGIC PLAN PERFORMANCE:

### PROMOTE OPPORTUNITIES AND INITIATIVES THAT FURTHER STAFF SUCCESS (CONTINUED)

**STAFF EDUCATION:** In addition to pre-service and in-service enhancements and added incentives for staff to achieve professional certifications, the Department focused on two major education areas in 2014.

#### Healthy Living Education and Support

In 2014, the Department introduced several healthy living support tools for staff, including the introduction of healthy living training bulletins, championing opportunities to participate in fitness programs and activities, free wellness webinars, and enhancing in-service training curricula to strengthen employee knowledge, coping strategies and resources available to them, particularly in the areas of recognizing and managing stress. Staff received an average of two healthy living bulletins per month from the Academy, and received four dedicated hours of in-service education in better understanding and developing strategies for what is frequently referred to as “corrections fatigue”. Webinars by United HealthCare included the topics of Sleep for Health, Soothing Stress, Understanding Preventative Care, Back for Health, Men’s Health, and Stages of Women’s Health.

Evidence of staff awareness and enthusiasm for healthy living grew throughout the year. For example, numerous DSD teams participated in Kaiser’s “2014 Thrive Across America” challenge, championed by the Office of Human Resources/Denver Wellness and throughout the City. The program, which takes from 8 to 16 weeks to complete, encourages a consistent exercise routine, a health conscious nutrition plan and development of healthy habits through team participation in a virtual route across the country, during which individuals chart advance through participation in various fitness and wellness activities. In 2014, over ten teams from the DSD participated, with DSD “Team Rock It” winning the City challenge for the second consecutive year.

#### Reinforcement Training

Reinforcement training consists of focused and consistent sessions provided by facility supervisors and commanders who review procedural policy and practice, identify knowledge gaps, and pinpoint critical changes to policies and procedures—helping to ensure staff remain aware of the latest directives and best and expected practices in the performance of their duties. The 2014 goal was 42 sessions; the Department exceeded this goal by providing 99 reinforcement training sessions to staff.

#### MAINTAINING TRIPLE CROWN ACCREDITATION: ACA/CALEA/NCCHC

The Denver Sheriff Department’s Triple Crown accreditation status means it is accredited by NCCHC (National Commission on Correctional Healthcare), ACA (American Correctional Association), and CALEA (Commission on Accreditation for Law Enforcement Agencies). The Department maintained its Triple Crown Accreditation in 2014 as Denver Health successfully passed their bi-annual (NCCHC) audit and was recommended for re-accreditation.

In 2015, the Department will also undergo a scheduled audit for recertification as an accredited law enforcement agency by the American Correctional Association. ACA utilizes the principles of humanity, justice, protection, opportunity, knowledge, competence and accountability to develop these practices and standards. In order to be accredited by ACA, the Department must demonstrate its commitment to professionalism and these standards.

The Department will also apply for PREA (Prison Rape Elimination Act) accreditation in 2015, undergoing a PREA audit of the County Jail in February. In support of this initiative, the Agency also designated an Agency PREA Coordinator and PREA Compliance Managers for each jail facility in 2014.





## 2014 STRATEGIC PLAN PERFORMANCE:

### PROMOTE OPPORTUNITIES AND INITIATIVES THAT FURTHER STAFF SUCCESS *(Continued from previous page)*

#### EMPLOYEE ENGAGEMENT

The Department continued to develop strategies and tactics to further engage its workforce in 2014. Better communication (greater access and depth) was a primary area of focus in this area. Throughout 2014, many employees participated in providing their frank feedback to the Agency via community meetings, forums, one-on-one meetings, and through written surveys. In the third quarter, the Sheriff also introduced a series of podcasts, during which employees are interviewed and speak about their work, their successes and their concerns.

In the fourth quarter, the Sheriff's Forum was also created—a venue in which representatives from civilian and sworn staff meet regularly with the Sheriff, command staff and others to bring (primarily) operational concerns to the forefront to be heard and addressed. Meeting notes and progress bulletins are sent to all employees.

Also in the fourth quarter, a new internal staff blog was created wherein employees are kept abreast of the latest Department developments and opportunities, are recognized, and where they contribute their stories and share and celebrate successes with fellow staff.

In 2014, the level of employee engagement was in part measured by participation in employee surveys, with a goal of at least 50% participation. While the Department fell slightly short of this (achieving 44% participation), concerted efforts will continue throughout 2015 to help staff understand the importance the Department places on their contributions. This will include such efforts as continuing to improve communications and ensuring staff feel supported in performance of their duties through Department policy and practices, while honoring the Agency's commitment to its mission, values and guiding principles. As we move into 2015, additional critical employee engagement measures are expected to include a focus on reasons for non-retirement employee attrition, employee retention, and analysis of sick leave utilization.

In addition, the Department continues to look forward to examining the employee suggestion of job rotation as an additional strategy to improve employee engagement. In addition to broadening the field of potential experiences and additional opportunities for staff to apply their skills and learn new ones, a well planned job rotation plan is shown to improve staff morale, reduce boredom and complacency, and results in improved application of an organization's core strength through 1) better utilization of staff talent, and 2) greater knowledge sharing. This exciting dialogue will continue in 2015.

#### BACK TO THE FRONT AND DAY WITH THE SHERIFF PROGRAMS

The *Back to the Front* and *Day with the Sheriff* programs were originally established to ensure the Sheriff and command staff remained closely in touch with the everyday operations and duties being performed by subordinate staff, and to provide opportunities for staff to work side-by-side and communicate one-on-one with the individuals tasked with leading them.

In 2014, a decision was made to suspend both programs in favor of more direct strategies for achieving these desired outcomes, including establishing the Sheriff's forum, staff blog, podcasts, one-on-one meetings and Department-wide publication of updates on operational issues as communication tools, as well as reinforcement training and an ongoing expectation for command staff and supervisors to routinely engage with their staff on a daily basis and maintain an open door policy.



## 2014 STRATEGIC PLAN PERFORMANCE:

### PROVIDE A SAFE AND SECURE ENVIRONMENT FOR INMATES

#### Strategies and Tactics:

Prison Rape Elimination Act

Inmate Safety/reduce suicide attempts and observe Emily's protocols, mental health

#### PREA (Prison Rape Elimination Act)

The Prison Rape Elimination Act (PREA) is a federal law that prohibits sexual misconduct in correctional settings and sets specific standards to help detect and alleviate it. Sexual misconduct under this law includes:

- Offender-on-offender sexual assault and abuse
- Staff-on-offender sexual misconduct
- Offender-on-offender and staff-on-offender sexual harassment

While the law is not mandatory for local jails and the Denver Sheriff currently investigates all allegations of sexual harassment and misconduct, we believe compliance with PREA standards represents best practices and will help us to ensure the safest possible environment for inmates in our care and custody. To meet this goal, the Department has been preparing to become a PREA certified agency in 2015. The first PREA audit by federal certification authorities is scheduled at the County Jail in February.

#### Emily's Protocols, Inmate Mental Health Programs and Interventions

The Department maintained 100% compliance with "Emily's Protocols" in 2014. These protocols, in part, set forth explicit guidelines for observation of at-risk and other inmates, ensuring actions are taken to help ensure the safety of inmates in our care and custody.

Another ongoing goal of the Department is to help inmates in mental health crisis. Suicide is the most severe outcome of mental health disorders, and according to local health statistics, Denver and the entire state of Colorado have much higher rates of suicide as compared to the U.S. These statistics are compounded when an individual is incarcerated, and particularly if an individual has a history of mental illness. It remains one of the Department's highest priority goals to keep inmates safe and to assist inmates who may be feeling suicidal by providing mental health support. In 2014, suicide attempts were reduced by another 15%, demonstrating that these efforts are yielding results. Many measures contributed to this decrease, including programs like RISE (Recovery In a Secure Environment), efforts of the religious services staff, community partner support, and educational programs in substance use and abuse. Read more about these programs beginning on page 31.

#### QUICK FACT:

Average Percent of Inmate  
Population Requiring Special  
Management in 2014

DDC – 16.2%

COJL – 1.6%

COMBINED FACILITIES (includes  
DHHA/DHMC) – 13.4%





## 2014 STRATEGIC PLAN PERFORMANCE:

### IMPROVE COMMUNITY RELATIONS

#### Strategies and Tactics

Community Relations Unit  
Social Media

#### DSD OFFICE OF PUBLIC INFORMATION WELCOMES MR. SIMON CRITTLE



Simon Crittle joined the Department in late 2014, becoming the Department's first employee dedicated solely to Public Information. Mr. Crittle, who is from Sydney, Australia, brings a wealth of journalism and public affairs experience to the role. His professional background includes being the New York correspondent for Time Magazine, and more recently, press secretary for the Australian Health Minister. He is also a published author, and spent three years in Sudan working as spokesman for the World Food Program.

As the Department's Public Information Officer, Mr. Crittle's role is to respond to media inquiries, provide information to the public and promote the Department in a manner that helps continue to build strong relationships with our communities. Part of this effort includes building the Department's social media audience through both Facebook and Twitter, providing relevant, timely and original content of interest to staff and community. Beginning in the 4<sup>th</sup> quarter of 2014, social media followers saw an increase in the number of photos depicting DSD staff participation in numerous community events and activities, and were able to listen to regular podcasts featuring Sheriff Diggins speaking with staff and sharing information about current issues inside and outside the Department. In the coming year, Mr. Crittle also plans to publish a number of videos on the internet and in social media which will feature deputies and other DSD employees sharing their perspectives and experiences as public servants and speaking openly about the important work they do.



In the coming year, Mr. Crittle also plans to

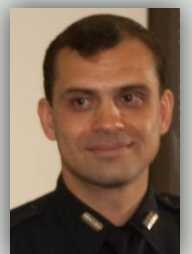
publish a number of videos on the internet and in social media which will feature deputies and other DSD employees sharing their perspectives and experiences as public servants and speaking openly about the important work they do.



In addition, Mr. Crittle has reinstated the DSD newsletter—*Behind the Badge*, which is currently being distributed monthly by email to more than 1,000 employees and community subscribers.

As we look ahead in 2015, Mr. Crittle will continue to support the DSD commitment to become a better and smarter agency—where world class employees deliver excellent

community and customer service to all—through dedicated efforts to improve the Department's internal and external communication, whether that means keeping staff up to date about changes to policy and procedures, providing the latest information about the Department's reform efforts, or helping to create bridges of communication internally and with those we serve.



## 2014 STRATEGIC PLAN PERFORMANCE:

### IMPROVE COMMUNITY RELATIONS (CONTINUED)

Department staff volunteered in our communities with abandon again in 2014 –both individually and collectively— sharing their knowledge, hearts, time and talents in service to our youth, our citizens and our shared communities. While the list of their contributions is too lengthy for this publication, some are recognized below. In addition, the Community Relations Unit facilitated DSD participation in over 74 events in 2014, and our Recruitment Unit attended over 70 events.

- 2014 Polar Plunge to benefit Colorado Special Olympics
- Mayor’s PJ Day benefitting Denver’s homelessness population
- Read Across America campaign in partnership with Denver Public Schools

- Cabinet in the Community Event
- First Responder Night
- Miles for Hope Run
- Concerts for Kids Community Day
- Fire Station 18 Open House
- Bonfil’s Blood Center Blood Drive
- Girls Empowerment Program
- Denver Career Day
- DPS Career Fair
- 30<sup>th</sup> Annual Colorado Law Enforcement Torch Run to benefit Special Olympics
- Safe Summer Denver Opening Event – Kepner Middle School
- 2014 GVR Annual CAR Fest
- 7<sup>th</sup> Annual Life Skills/Basketball Camp
- 2014 Juneteenth Parade
- National Get Outdoors Day
- 2014 Pride Fest Parade
- Chili’s “Tip-a-Cop” event to benefit Special Olympics of Colorado
- Denver National Night Out Event
- Bootcamp Event benefitting ‘Colorado Supporting Our Troops’
- Fiesta Cookout 6<sup>th</sup> Annual Event, Servicios de la Raza
- National Day of Service – Clean up of the South Platte River
- Badges the Bunny for Children’s Hospital
- Stedman Elementary Spring Carnival
- Ball Park Clean Up Event
- Kids Safety Day at Home Depot
- Denver After Dark Event
- Cesar Chavez March
- Car show and toy drive to benefit Children’s Hospital
- American Heart Association Walk
- Christmas Crusade for Children
- Christmas Crusade for Children Golf Tournament Benefit
- Special Olympics Plane Pull Event
- Denver Sheriff Orphan’s Fund Golf Tournament
- Black Education Impact Conference
- Colorado Uplift Career Fair for DPS students
- Toys-n-the-Hood Program



*The Department wishes to recognize the many DSD volunteers for their generosity of spirit and contributions to our communities.*

- American Indian Stronghold Society Skate Park Event
- 2014 Dragon Boat Festival
  - Grand Opening of DPS McAuliff Middle School
  - Thomas Ministries Career Fair
- Colorado Springs Military and Veterans Employment Expo
- BSPA/Human Services Thanksgiving Basket Event
  - DECC campaign
- Long Blue Line Event to benefit Children’s Hospital
- Denver Human Services Santa Shop



## 2014 STRATEGIC PLAN PERFORMANCE:

### IMPROVE COMMUNITY RELATIONS (CONTINUED)

#### ADULT AND JUVENILE WORK PROGRAM

Among the many ways the DSD seeks to build and support relationships with citizens while helping offenders contribute to their communities is through the Adult and Juvenile Offenders Work Programs.

The Adult Offender Work Program is a program in which adult male offenders (age 18+) from the Downtown Detention Center are sentenced to perform court ordered work in Denver communities.

Through the program, certain inmates sentenced for misdemeanor charges may work deputy-supervised detail in the community for one day instead of spending the rest of their sentence (up to 10 days) in jail. Examples of community service projects include lawn mowing, snow removal and yard debris clean up for disabled or elderly citizens, working at food banks, alley cleaning, dumpster painting and graffiti removal, weeding and trash removal along roadsides and right-of-ways, and even seasonal event set up and take down for City or neighborhood events.

The Juvenile Offender Work Program is a similar program in which juveniles (ages 12-17) are sentenced to perform community service work, also under the close supervision of deputy sheriffs. The community service projects include age appropriate activities similar to those of the adult program.

Both programs result in cost savings to the community in terms of services provided, and the adult program results in jail bed days saved, while allowing offenders to give back to their communities and serve their fellow citizens.

#### Juvenile Work Program 2014:

Participants: 1,222  
Hours worked: 8,147  
Cost savings to Denver citizens: \$87,661.72

#### Adult Offender Work Program 2014:

Participants: 584  
Hours worked: 2,366  
Cost savings to Denver citizens: \$ 34,898.50 (services)  
Cost savings to Denver citizens: \$140,195.00 (jail bed days)  
\$175,093.50

#### SIDE BAR

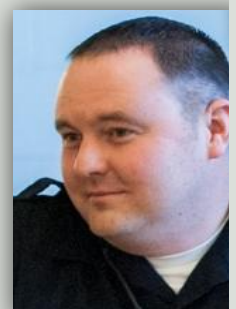
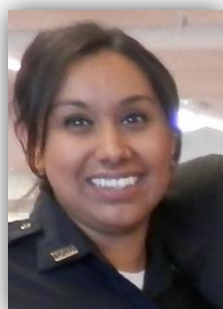
#### DSD MINI YOUTH ACADEMY

*Each year, the DSD hosts one or more Mini Youth Academies for local youth ages 10-13 years.*

*The DSD Youth Mini-Academy is designed to give participants the opportunity to learn respect for the law by providing them with positive interaction during their attendance at the Academy, and to motivate young people to be outstanding citizens through law enforcement education. This fun and interactive training focuses on the following areas: Internet Safety, CPR/First Aid, Seat Belt Safety, Firearm Safety, and Gang Awareness.*

*In 2014, more than 50 children participated in the DSD Youth Mini Academy.*

*The Academy is always offered to Denver residents at no cost.*



## 2014 STRATEGIC PLAN PERFORMANCE:

### PROVIDE EDUCATION AND SKILLS TO EMPOWER INMATES TO MAKE IMPROVED LIFE CHOICES

#### Strategies and Tactics:

Mental Health Unit Evidence Based Outcomes  
RISE Program Evidence Based Outcomes

#### Andrew Jones, Inmate Programs Administrator

2014 was a year of transition, challenge, and growth for County Jail Inmate Programs Unit as our community partners/contractors (Behavioral Intervention, Inc., Empowerment Program, Inc., Mile High Behavioral Healthcare and the Community Reentry Project) were allotted office space within the facility and efforts made to better integrate and coordinate our inmate programs...

The concept of integrating our efforts has its foundations in the mindset that an offender's successful re-entry to the community truly begins while the individual is still in the physical care and custody of the Department, and that a well-coordinated re-entry plan is both more efficient and more beneficial to offenders. The transition from jail to community model shared by DSD and its partners incorporates collaboration and joint ownership, a data-driven understanding of re-entry, targeted intervention strategies, self evaluation and sustainability. It also incorporates the principles of screening and assessment, a well thought-out transition plan, case management, formal and informal support systems and supervision.

To help facilitate this integrated approach, each of our contracted teams was also provided DSD New Employee Orientation Training, and the work—as well as discussions—began immediately. Among the first priorities for discussion were 1) deciding the best and most efficient method for providing services, and 2) examining and addressing any challenges associated with organizations providing overlapping services.

#### GED PROGRAM AND NEW COMPUTER LAB

The GED testing process was suspended for both DSD facilities for the entire 2014 year while the transition was made to the new 2014 National Standard GED testing system. The new GED curriculum and testing process is completely computer based and required the building of a new computer lab at the County Jail facility.

**GED 2014 New Curriculum (Computer based):**  
Reasoning Through Language Arts  
Mathematical Reasoning  
Social Studies  
Science

**GED Old Curriculum (Paper based):**  
Language Arts, Writing  
Social Studies  
Science  
Reading  
Mathematics

The state-of-the-art DSD Computer Lab was a major undertaking and accomplishment, and allows for 10 GED candidates to test comfortably at one time. Exceptional cooperation between the DSD Teams involved in its construction and system implementation (including DSD Maintenance and the Technology Management Unit, among others) permitted successful completion, despite several non-system related challenges which delayed full implementation and use of the online program until 2015. Meanwhile during the transition, GED classes continued to be provided by The Learning Source.

Beyond the new computer lab and online GED program, another major milestone for inmates was achieved in November, when final approval was received to allow individuals housed in the Special Management Transition Units (22A) and (22D) to attend GED classes with general population participants of the same classification level. Such a measure is a significant step forward for inmates whose risk level may have previously precluded them from participation in this important and potentially life-changing program.

Also in 2014, two Programs Unit staff members were trained in preparation for becoming proctors for DSD GED testing, with an additional certified Additions Counselor who will serve as an alternate proctor, domiciled at the Downtown Detention Center. The projected test date for the new GED curriculum is February 2015.





## 2014 STRATEGIC PLAN PERFORMANCE:

### PROVIDE EDUCATION AND SKILLS TO EMPOWER INMATES TO MAKE IMPROVED LIFE CHOICES (CONTINUED)

#### SUBSTANCE ABUSE PROGRAMS

##### **New Evidence-based Substance Abuse Curriculum Implemented**

In early February, the Denver Sheriff Department initiated a new evidence-based Substance Abuse curriculum that combines models from *Thinking for a Change* (T4C) and *SMART Recovery*.

The newly developed Denver Sheriff Department Substance Abuse Program (replacing the former Drug and Alcohol Abuse class), was conceived through the concerted efforts of both sworn and civilian staff.

In its relentless pursuit to provide the highest quality care to the individuals in its custody, the Denver Sheriff Department established this new substance abuse program with the distinct goal of providing strong evidence-based programming that will better serve individuals and the community. With program materials based primarily on *Thinking for a Change* (T4C) curricula and model, the Department is confident the new DSD Substance Abuse Program for inmates will fall within the desired framework of best practices for rehabilitative programming in secure facilities.

Sincerest appreciation goes out to the dedicated Programs staff who diligently researched numerous evidence based curricula over the span of several months and who worked tirelessly to establish the new curriculum now utilized in both DSD jail facilities. The Department acknowledges these and other individuals for drawing together the various facets of two strong programs to establish one program that meets the varying needs of participants and facilitators in the jail environment. A sincere thank you also goes out to all DSD staff and community partners who encouraged the development and implementation of such a program.

##### **Recovery in a Secure Environment (RISE) Program**

The Denver Sheriff Department's R.I.S.E. Program is based on principles that include social learning theory, the 12-Step philosophy, cognitive behavior strategies, and life skills concepts. The program provides tools for recovery and fosters self-efficacy in a peer-to-peer learning environment. This is an intensive jail-to-community program which operates from 7:00am – 4:00pm, six days per week, with a capacity to serve 36-64 inmates in each housing area.

The men's program began July 2011 and the women's program began in December 2011. The recidivism rate for program graduates is substantially lower than for non-participating inmate population among both genders.

*The materials for the new evidence-based DSD Substance Abuse inmate program are modeled after the T4C (Thinking for a Change) program as established by developers Barry Glick, PH.D., Jack Bush, PH.D., and Juliana Taymans, PH.D., in cooperation with the National Institute of Corrections and the SMART Recovery 4-Point program developed by Joe Gerstein.*



*Continued next page*

## 2014 STRATEGIC PLAN PERFORMANCE:

### PROVIDE EDUCATION AND SKILLS TO EMPOWER INMATES TO MAKE IMPROVED LIFE CHOICES

*(Recovery in a Secure Environment - Continued from previous page)*

#### Men's RISE Unit

The men's program focuses on offenders with DUI related charges and/or offenders struggling with alcohol or substance abuse addiction. Referrals are initiated by Drug Court, Sobriety Court, and offender volunteers, and the goal of the program is to reduce the number of substance abuse related arrests through provision of peer based recovery services.

Although the program is structured as peer-to-peer, offender facilitators are supported by both RISE Program staff and sworn staff (because of their direct supervision role in the jail community), who offer assessment through observation, offer reassurance, and help evaluate program practices and expectations.

In 2014, the program enrolled 266 individuals, and as of the end of the year, 152 had graduated.

#### Women's RISE Unit

The women's program provides a comprehensive, intensive, peer-to-peer learning environment for offenders with substance abuse issues, co-occurring disorders related to past trauma, and/or mental health issues. The women's program also receives referrals from Sobriety Court and Drug Court concerning offenders sentenced to COJL for DUI and/or substance abuse related charges, and also has volunteer participants.

Mile High Behavioral Health Council is one of the primary contacts for the women of RISE and facilitates Level II therapy, while serving as an invaluable resource to those preparing to return to the community. Several other contract organizations provide services in RISE (i.e., Behavioral Intervention, Inc. and Empowerment ) providing a number of services including life skills training, trauma therapy,

and transition services. In 2014, 156 women were enrolled in the program and 71 had graduated as of December 31st.

#### Inmate Programs – A Look Ahead

Several programs are currently being considered for the 2015 year, including an Adult Literacy program that will assist in bolstering the reading and writing skills of inmates not yet prepared to obtain their GEDs. The Women's Unit (Bldg. 21) will also be a focal point for 2015 as the demand for enhanced services for incarcerated women continues to grow. A point of emphasis will be placed on healthy living, healthy relationships and case management assistance.

The Programs Unit has both veteran and new staff members. Emphasis in 2015 will include continuing to build a cohesive team skilled in appropriate and effective inmate/client interaction, safety and security and the teamwork concept.

In the coming year, the Department will continue to make regular assessments of inmate programming needs and resources, and will continue to review practices for both efficiency and effectiveness in achieving desired goals.

#### QUICK FACT:

Inmate Religious Services at County Jail in 2014:

- 12,888 Christian and bible study services
- 1,680 Jehovah's Witness services
- 40 Muslim services



**QUICK FACT:** Additional inmate programs include Job Readiness, Healthy Living, Fatherhood, Relapse Prevention, Bedtime Story, Domestic Violence/Anger Management, and Stress Management. The Community Re-entry Project also not only offers services to incarcerated offenders, but provides transition services to participants in their program before and after release, including immediate needs services, vouchers for treatments, emergency shelter, transportation assistance, and benefits enrollment.



## 2014 STRATEGIC PLAN PERFORMANCE: EFFICIENTLY ADMINISTER CITY AND COUNTY CRIMINAL JUSTICE SERVICES

### Strategies and Tactics:

- Data Analysis Enhancement
- Affordable Care Act Savings
- Increase Internal Affairs Efficiency
- Increase Conduct Review Office Efficiency
- Quarterly Internal Performance Audits
- Alternatives to Incarceration/mitigate need for additional jail space

### NEW DATA ANALYTICS DIVISION CREATED



The Data Analytics Division of the Denver Sheriff Department was established in 2014 to provide specific strategic support to the Department. It is tasked with gathering intelligence, data and information that is then analyzed to inform operational and management strategies, tactics, policies and procedures and to help ensure DSD performance accountability. This division also incorporates the Research & Development Unit.

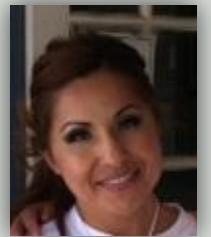
The Division facilitates intelligence-led decision making by eliminating data silos and identifying incidents, patterns/trends, and alerts and triggers that:

- Enable the Agency to recognize critically relevant events and trends to proactively make decisions on current and credible information, and which
- Provide actionable information to assist in increased productivity and efficiency, proactive management of resources, and implementation of evidence-based tactics and strategies.



Additionally, in 2015, one of the top priorities of this division will be to examine and improve the current data infrastructure in order to help ensure data integrity, eliminate duplicate efforts and promote efficiency in information sharing.

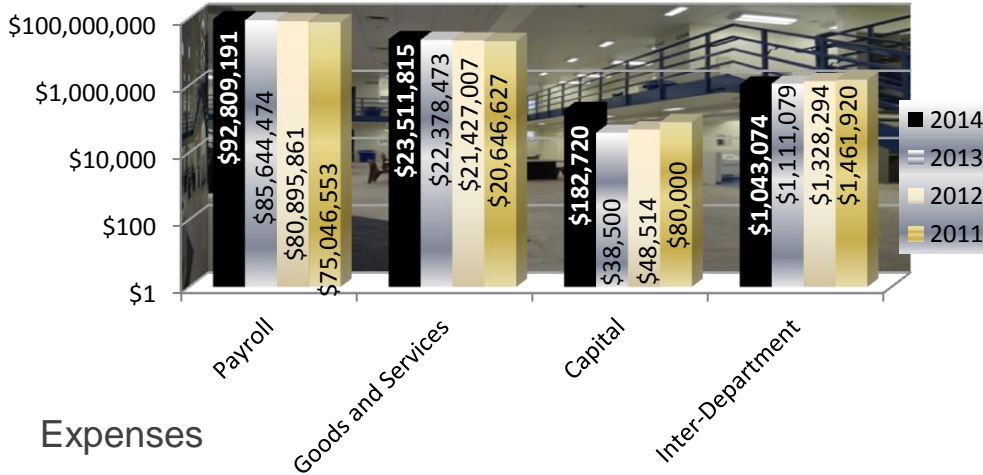
The vision of the Data Analytics Division is to bring real-time information to the masses to promote evidence-based decision making. Its mission is to provide accurate, meaningful and actionable information in a timely fashion to support the vision and mission of the Denver Sheriff Department.



## 2014 STRATEGIC PLAN PERFORMANCE: EFFICIENTLY ADMINISTER CITY AND COUNTY CRIMINAL JUSTICE SERVICES (CONTINUED)

**Financial Report**  
**Mark Valentine, Director of Finance**

**Denver Sheriff Department Expenses**



### Expenses

**Payroll** – Overtime payroll increased for uniformed personnel as a result of the Department being understaffed in 2014.

**Capital expenses** – Capital expenditures in 2014 included the budgeted purchase of three Identix (fingerprinting) machines as well as a critical software application for the Civil Unit and carried over expenditure for an inventory system.

**Inter-department expenses** – This category includes items billed to the DSD by other City departments, including items such as fleet services, classes/services provided by the Career Service Authority, City Facility Maintenance services, etc.

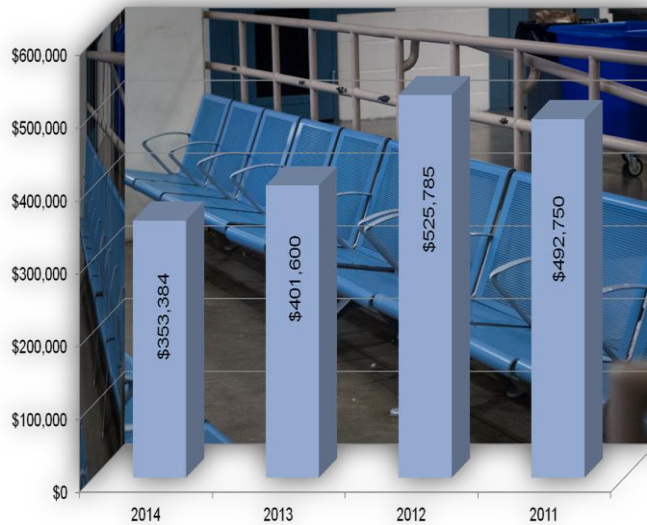
### Revenues

**Inmate Processing Fees (IPF)** revenue was \$353,384-- down slightly from 2013 as the DSD saw a decrease in inmate bookings.

The **Vehicle Impound Facility (VIF)** generated revenues in the amount of \$6,915,218.15.

Revenues from the VIF are deposited into the City's General Fund.

**Denver Sheriff Department  
IPF Revenue**





## 2014 STRATEGIC PLAN PERFORMANCE:

### EFFICIENTLY ADMINISTER CITY AND COUNTY CRIMINAL JUSTICE SERVICES (CONTINUED)

#### Implementation of Provisions of the Affordable Care Act

Late in 2013, DSD prepared for the 2014 full implementation of several important provisions of the Affordable Care Act, one of which included the expansion of eligibility for certain Medicaid reimbursements for the care of incarcerated individuals. By assisting inmates in taking advantage of expanded Medicaid eligibility and registering for medical coverage, such implementation achieved several critical goals, including:

- ▶ **Lowering our jail healthcare costs significantly in 2014**—and saving Denver taxpayers hundreds of thousands of dollars through the Department’s implementation of the ACA provisions and increased Medicaid reimbursements.
- ▶ Through the assistance of dedicated DSD Enrollment Specialists and in partnership with Denver Health, the Department was able to help inmates obtain insurance enrollment documents and information during their incarceration and enroll individuals at release, facilitating immediate access to insured health care services (including critical prescriptions) and providers as these individuals return to their communities.

Implementation of the Affordable Care Act for individuals incarcerated in the City or County jail resulted in significant savings to the taxpayers of Denver in 2014.

Because of implementation of ACA provisions, savings to the budget for healthcare of DSD inmates was approximately \$1.5 million.



In addition to these immediately realized successes, the Department’s implementation of the provisions of the ACA are expected to produce many ongoing benefits to our communities and its citizens, including:

- ▶ A strengthening of the relationships with individual citizens and communities also vested in public health, adequate medical care, healthy living, and reduced recidivism.
- ▶ A reduction in the absolute number of incarcerated individuals
- ▶ A healthier offender population because of the availability of care while in the community; significant cost savings associated with offenders needing less care and medicine upon arrival and while incarcerated
- ▶ Significant ongoing cost savings associated with certain types of healthcare and medications that can be billed to insurance during incarceration

#### ALTERNATIVES TO INCARCERATION:

The Sheriff Home Detention Program is another way DSD worked in 2014 to efficiently administer Denver criminal justice services

Sheriff Home Detention is a part of the Alternative Sentencing Program at the Denver County Jail. The purpose of the program is to allow offenders sentenced in County Court the opportunity to complete their sentences at home. Certain sexual offenders and violent offenders are ineligible. Also, participants must have a sentence of at least 35 days in jail, have completed half of their total sentence have at least 10 days remaining to serve in Sheriff Home Detention to be considered.

The goals of the program are to decrease the County Jail population, to allow families to be reunited, to save on costs to taxpayers, and to create good will in the community.

**In 2014, the program had a total of 232 participants, saving nearly 9000 jail bed days and resulting in cost savings of over \$463,637. This is an increase in savings of 227% compared to last year.**

## 2014 STRATEGIC PLAN PERFORMANCE: EFFICIENTLY ADMINISTER CITY AND COUNTY CRIMINAL JUSTICE SERVICES (CONTINUED)

### Improve Internal Affairs and Conduct Review Office Efficiency

In 2014, many steps were taken to improve efficiency in both the Internal Affairs Bureau and the Conduct Review Office, including hiring additional IAB personnel to process complaints and manage a backlog and providing additional training.

The discipline process begins with a report and investigation by the Internal Affairs Bureau and may include inmate grievances, complaints from the public and internal complaints. The process then involves several other offices: the Office of Independent Monitor, Conduct Review Office, Executive Director's Office, and the Sheriff. The discipline process must adhere to two sets of rules--internal Sheriff Department policy and policies established by the Career Services Authority.

In early 2014, the Department created a new office known as the Conduct Review Office (CRO) to increase the efficiency of reviewing discipline cases and to ultimately shorten the disciplinary process. In July, the Department contracted with Mr. Grayson Robinson to temporarily lead the Internal Affairs Bureau, and in November, the Department hired six on-call experienced investigators to assist in addressing the accumulated backlog of cases; each was paired with a full time DSD staff member.

In addition, supplemental training in conducting internal investigations, interviewing techniques and organization was provided to all Internal Affairs investigatory staff.

Finally, following the introduction of a tiered classification and prioritization system for internal cases (ranked according to case complexity), goals were established to complete all cases in the span of 30-90 days—within 30 days for the simplest cases, and up to 90 days for the most complex cases.

Of the 129 cases that were pending in mid-November, the Department had completed its work on over 90 by the end of 2014. The remaining backlog is expected to be fully resolved by March 2015.

### Alternatives to Incarceration/Mitigate Need for Additional Jail Space

In 2005, Denver voters approved a \$378 million bond issue to build a new courthouse, detention center, renovate the County Jail and build a downtown parking garage. The new facilities opened in 2010, providing greater capacity in the jails. In late 2013, however, the inmate population began once again to climb at a rate not seen since 2006. One of the Department's foremost priorities in the first quarter was to identify and address potential causes.

Three primary factors are thought to have contributed to the burgeoning inmate population:

*Continued next page*



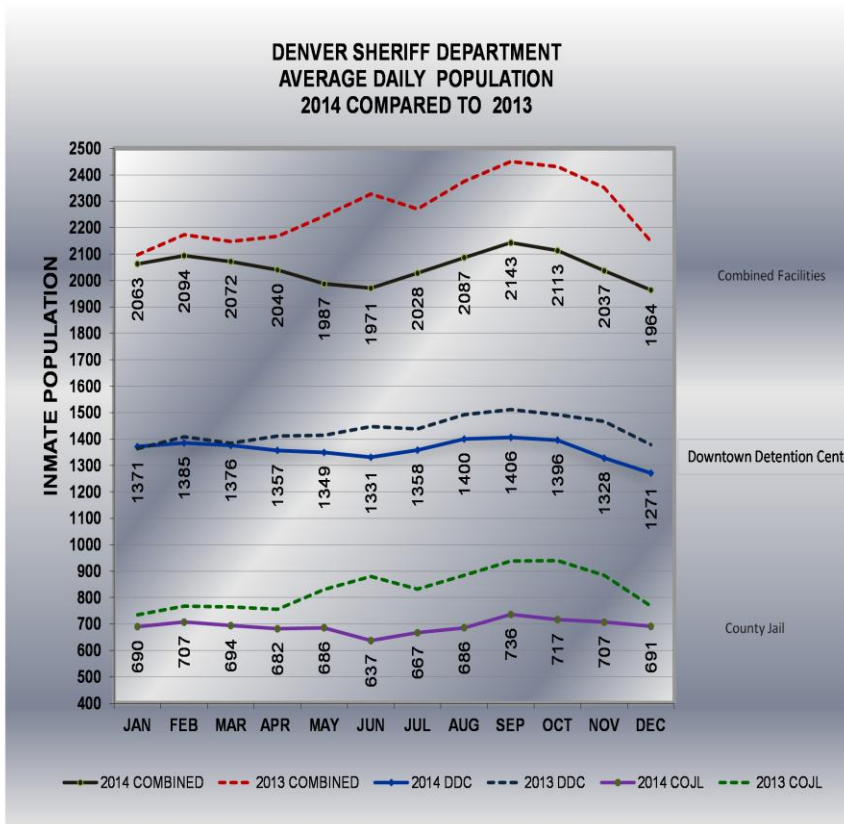


## 2014 STRATEGIC PLAN PERFORMANCE:

### EFFICIENTLY ADMINISTER CITY AND COUNTY CRIMINAL JUSTICE SERVICES (CONTINUED)

*(Alternatives to incarceration - Continued from previous page)*

**More felony charges and more offenders with multiple charges.** Although the number of bookings was trending slightly downward, the average length of stay in Denver jails (and particularly at the Downtown Detention Center) began to dramatically increase. Careful analysis revealed that the increase in pre-trial detainee length of stay was due in part to more offenders being booked in with felony charges, and also a significant increase in offenders booked into jail with multiple charges (both contribute to longer adjudication processes and longer lengths of stay).



**Fewer individuals posting bond.**

Perhaps due to the still recovering economy, many offenders who were booked into jail during this period on relatively minor offenses were seemingly unable to secure a bond for their release, even with low bond amounts.

In early 2014, several measures were put in place by the Department to help mitigate the increased population problem and reduce the need for additional jail space.

1) The Courts were asked to consider the option of sentencing certain offenders to alternatives to incarceration (like the Sheriff Home Detention program and work release) when appropriate. These programs not only allow for monitored detention within the community and save jail bed space and tax dollars, but monitored home detention often also benefits offenders and their families. You can learn more about the Sheriff Home Detention Program as an alternative to incarceration on page 36 of this report.

2) The reintroduction of the practice of utilizing Personal Recognizance (Command PR) bonds was also instrumental in managing jail bed space. To qualify, offenders must meet specific criteria in terms of the type of offense and risk of flight, among other factors.

3) And finally, the Department terminated several agreements to house offenders for other jurisdictions at the County Jail in order to free space for Denver inmates.

These combined measures were extremely effective in relieving the burgeoning inmate population at both facilities while keeping our communities safe. The decrease in inmate census from 2013 to 2014 was -10.8%, and combined facilities operated within **optimal** operating range 64% of the time in 2014 compared to just 21% of the time in 2013. Also, thanks to these measures, the jails were not over capacity on any day in 2014, compared to 141 days in 2013.

## RECOGNITION AND AWARDS

### DEPARTMENT AWARDS

#### Distinguished Service

Virgil Bailey	DDC (pictured following page)
John Curry	DHMC
Misty Padilla	DHMC (not pictured)
Tina Klosiewski	DHMC (not pictured)
Rudolpho Duran	DDC (not pictured)

#### Merit

Geoff Johnson	DDC, DSD Mounted Posse
Angelia Fantasia	DDC, DSD Mounted Posse
Dave Nead	Retired, DSD Mounted Posse

#### Life Saving

Justin Tomsick	DDC
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#### Community Service

Hosea Cannon	DDC, Chaplain's Unit
Connie Coyle	Vehicle Impound Facility
Rebecca Rader	DDC
John Rader	DDC
Leilani Montez	COJL

#### Certificate of Commendation

Jeff Fryer	Training Academy (not pictured)
Cindy Heppler	Accreditation (not pictured)
Dana Lincoln	Court Services
Robert Petrie	DDC
Frank Rolando	DDC (not pictured)

Top Row: (L-R) Major Brian Moore, Division Chief Gary Wilson, Executive Director Stephanie O'Malley, Mayor Hancock, Sheriff Elias Diggins, Division Chief Marie Kielar, Division Chief Connie Coyle, D/S Geoff Johnson, D/S Angelina Fantasia, D/S David Nead (retired). Bottom Row: D/S Justin Tomsick, D/S Dana Lincoln, Sgt. Robert Petrie, D/S John Curry, D/S Rebecca Rader, D/S John Rader, Chaplain Hosea Cannon

The **Distinguished Service Medal** is awarded to an employee who, under critical or hazardous conditions, demonstrates bravery and performs his/her duties in an outstanding manner.

The **Merit Award** is given to any officer or support staff who, through personal initiative, develops a program or plan which contributes significantly to the objectives, goals or morale of the Department. This award can be approved as a solo decision by the Sheriff and or by the appropriate awards committee.

The **Lifesaving Award** is given to any employee who, through exceptional behavior, performs a physical act which saves or prolongs the life of another person and there is no immediate danger to the employee's life.

The **Community Service Award** is given to any officer or support staff who sacrifices his/her time and expense, contributes to a successful program in the community, or who repeatedly performs an act or actions to improve Department or community relations.

**Certificates of Commendation** are awarded to employees for outstanding actions that exceed the highest standards of the Department, for actions that demonstrate outstanding diligence, initiative, professionalism and devotion to duty, and/or for performing duties of their job under great difficulty or duress.





# RECOGNITION AND AWARDS

## COMMUNITY AWARDS

### Lifetime Achievement Award

Donald Slife

### Education Service Award

Tom Fose

### Exemplary Service

Lisa Calderon	CRP
Rev. Leon Kelly	Youth Gang Alternatives
Ody Allen	City Interpreter Team (not pictured)
Susan Faltinson	City Interpreter Team
Cheri Hauck	City Interpreter Team (not pictured)
Alise Kermisch	City Interpreter Team (not pictured)
Elizabeth Keyser	City Interpreter Team (not pictured)
Lorrie Kosinski	City Interpreter Team
Cathy Noble-Hornsby	City Interpreter Team
Christine Pendley	City Interpreter Team (not pictured)

### Religious Service Award

Trina Donavan  
Brian Donavan

### Certificates of Commendation

Adrian Maddux	Denver Indian Health&Family Services
Dolores Andrade-Mejias	Community Reentry Project
Andrea Barela	NEWSED (not pictured)
Veronica Barela	NEWSED
Eileen Masquat	The Denver Indian Center (not pictured)
Richard Martel	Denver American Indian Commission
Rudy Gonzales	Servicios de La Raza (not pictured)
Silvia Gonsales	Servicios de La Raza (not pictured)
Terra Her Many Horses	Denver Indian Family Resource Center (not pictured)
Darius Smith	Denver Anti-Discrimination Office
Miriam Peña	Denver Office of Strategic Partnerships
Charles Mills	The Denver Indian Center



Mr. Donald Slife



Mr. Virgil Bailey (DSD)

The **Lifetime Achievement Award** is given for outstanding service for fifteen or more years to the Department, to the betterment of lives of offenders and ex-offenders, their families, and/or to surrounding communities.

The recipient of this award demonstrates, through continuous efforts over a “lifetime”, he/she is a reliable resource that helps serve others in need.

The **Education Service Award** recognizes excellence in providing group or individual education services and advocating further advancement in school, life skills and training.

The **Exemplary Service Award** recognizes individuals and organizations outside of the Denver Sheriff Department contributing to the mission, goals and values of the Department in a significant and exemplary manner.

The **Religious Service Award** is given for exceptional religious and faith-based services and/or activities provided by community partners. This award can be given to an individual or an agency.

**Certificates of Commendation** are awarded for actions that demonstrate outstanding diligence, initiative, professionalism and devotion to the Department and its mission.

## RECOGNITION AND AWARDS



Ms. Cathy Noble-Hornsby



Reverend Leon Kelly



Ms. Miriam Peña



Ms. Trina Donovan



Ms. Lorrie Kosinski



Mr. Darius Smith



Ms. Dolores Andrade-Mejas



Mr. Brian Donovan



Ms. Susan Faltinson



Ms. Adrienne Maddux



Mr. Richard Martel



Mr. Charles "Chuck" Mills



Ms. Lisa Calderon



Ms. Veronica Barela



Mr. Tom Fose

*“Men are free when they belong to a living, organic, believing community, active in fulfilling some unfulfilled, perhaps unrealized purpose.”*

*~ D.H. Lawrence*

*We thank all of our community partners for their tremendous support and selfless contributions.*



# DENVER SHERIFF DEPARTMENT FALLEN OFFICERS

... "It is not how these officers died that made them heroes, but how they lived. "

~ National Law Enforcement Officers Memorial  
Washington, D.C.



Edward E. Baird  
EOW: March 16, 1906



John D. Osborne  
EOW: August 6, 1974



Edward A. Martinez  
EOW: November 15, 1980



Daniel R. Stillwell  
EOW: September 6, 1987



Norman (Tony) Silva II  
EOW: February 3, 1993

# 2014 LINE OF DUTY REMEMBRANCES

Sergeant David Baldwin  
Jefferson County Sheriff's Office, CO  
EOW: Sunday, January 26, 2014  
Cause of Death: Motorcycle accident

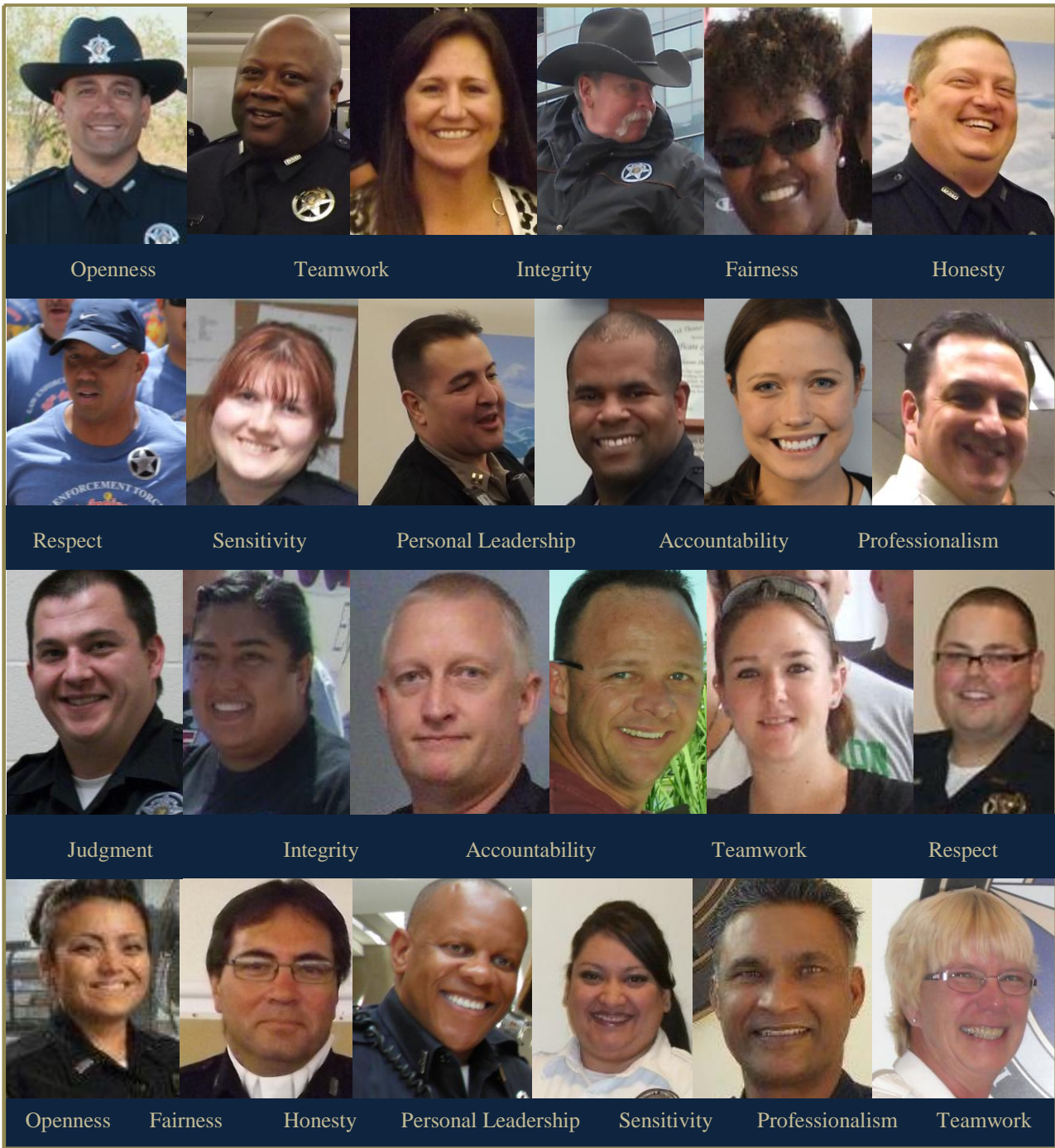
K9 Petra  
Colorado Springs Police Department, CO  
EOW: Monday, September 8, 2014  
Cause of Death: Fall

Deputy Sheriff David "Bubba" Johnson TN ■ Agent Carlos Rivera-Vega PR ■ Detective Sergeant Tom Smith CA ■ Police Officer Kristian Willhight OK ■ Undersheriff Brian Beck OK ■ Animal Control Officer Eddie Maurice Hamer TN ■ Sergeant Cory Wride UT ■ Police Officer Marc Uland Kelley TX ■ Chief Deputy Sheriff Pete Richardson AR ■ Police Officer James Morrissy IL ■ Deputy Sheriff Ricky Del Fiorentino CA ■ Police Officer Robert German FL ■ Master-at-Arms Mark Mayo USNSF ■ Officer Mark H. Larson FL ■ Police Officer Alexander Thalmann NC ■ Police Officer David W. Smith NY ■ Sergeant Patrick Scott Johnson AK ■ Police Officer II Roberto C. Sanchez CA ■ Trooper Chelsea Richard FL ■ Police Officer Noel Lee Hawk GA ■ Master Sergeant John Collum MS ■ Police Officer Michael Alexander Petrina TN ■ Detective Charles Dinwiddie TX ■ Patrolman Stephen Arkell NH ■ Deputy Sheriff Steven LaCruz "Cruz" Thomas GA ■ Police Officer Igor Soldo NV ■ Police Officer Alyn Beck NV ■ Police Officer Scott Hewell CA ■ Chief of Police Lee Dixon TX ■ Deputy Sheriff Allen Bares, Jr. LA ■ Deputy Sheriff Jacob Daniel Calvin IN ■ Officer Perry W. Renn IN ■ Patrolman Jeffrey Brady Westerfield IN ■ Detective Melvin Santiago NJ ■ Police Officer Christopher Goodell NJ ■ Police Officer Scott Patrick MN ■ Sheriff Mark A. Hecker NE ■ Lieutenant Patrick Libertone CA ■ Deputy Sheriff Joseph James Dunn MT ■ Chief of Police Michael Pimentel TX ■ Agent Geniel Amaro-Fantauzzi PR ■ Constable Cleve Johnson TX ■ Police Officer Daryl Pierson NY ■ Patrolman II Nickolaus E. Schultz IN ■ Corporal Jason E. Harwood KS ■ Deputy Sheriff Joseph Matuskovic SC ■ Border Patrol Agent Tyler R. Robledo USA ■ Corporal Bryon Keith Dickson, II PA ■ Deputy Sheriff Michael Norris GA ■ Police Officer Reinaldo Arocha, Jr. NJ ■ Senior Deputy Jessica Laura Hollis TX ■ Police Officer Michael Williams NY ■ Police Officer Jordan Corder CA ■ Trooper David Kedra PA ■ Sergeant Michael Joe Naylor TX ■ Police Officer Eddie Johnson, Jr. MO ■ Deputy Sheriff Danny Oliver CA ■ Investigator Michael David Davis, Jr. CA ■ Detective Kagan Dindar TN ■ Deputy Sheriff John Timothy Williamson AL ■ Officer Anthony Haase NM ■ Patrolman Robert Blajszczak SC ■ Sergeant Jeffrey W. Garrett AL ■ Deputy Sheriff Eugene Kostiuhenko CA ■ Deputy Sheriff Jesse Valdez, III ■ Police Officer Shaun Richard Diamond CA ■ Police Officer David Payne AZ ■ Constable Robert Parker White TX ■ Deputy Sheriff Matthew Chism MO ■ Deputy Sheriff Darrell Perritt TN ■ Investigator Holmes Smith SC ■ Police Officer Ronald A. Leisure US DVA ■ Police Officer Justin Winebrenner OH ■ Sergeant Jeffrey Wayne Greene NC ■ Sergeant Alejandro "Alex" Martinez TX ■ Deputy Sheriff Christopher Smith FL ■ Deputy Sheriff James "Bart" Hart AL ■ Agent Edwin O. Roman-Acevedo PR ■ Police Officer Ernest Montoya NDPS TR ■ Deputy Sheriff Grant William Whitaker MI ■ Police Officer Richard Anthony Champion PA ■ Deputy Sheriff John Robert Street MS ■ Police Officer Rafael Ramos NY ■ Police Officer Wenjian Liu NY ■ Police Officer Charles Kondek FL ■ Patrolman First Class Jamel Clagett MD ■ K9 Remi MI ■ K9 Gorky NC ■ K9 Jager VA ■ K9 Rocco PA ■ K9 Maros USFS ■ K9 Mick OR ■ K9 Ike MD ■ K9 Tanja GA ■ K9 Tracker AL ■ K9 Nyx WY ■ K9 Major CT ■ K9 Kela NC ■ K9 Kye OK ■ K9 Simmie IL ■ K9 Petra CO ■ K9 Brunie MO ■ K9 Beny OH ■ K9 Baron FL ■ K9 Sara IA ■ K9 Robbie WY

## ADDITIONAL 2014 DSD REMEMBRANCES

Retired Sergeant Sam Burnham ■ Retired Deputy Sheriff Bobby (B.J.) May ■ Retired Deputy Sheriff Anthony Medina, Sr. ■ Retired Sergeant Ralph Vickrey





## PHOTO AND OTHER CREDITS

Thank you to the DSD Photography Unit and all DSD staff who contributed photos and information to the 2014 annual report.

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