



Administrative Investigations Unit

2019 Year End Report

Sergeant Mark Arnold
Investigator Gary Burger
Investigator Lloyd Ackerman
Administrative Coordinator Courtney Driscoll

The Jefferson County Sheriff's Office Mission Statement calls for a partnership with the community, promoting mutual trust and respect. The Administrative Investigations Unit was specifically created to ensure these standards are vigorously maintained.

The unit's interaction with the public offers our citizens an avenue to address complaints regarding allegations of employee misconduct. The Administrative Investigations Unit also allows the public access to information where questions concerning policy and procedures can be resolved, and a contact point where commendations can be received.

The Administrative Investigations Unit ensures that all internal issues are professionally processed in a manner determined by set policy.

One of the Administrative Investigations Unit's responsibilities is to maintain records of complaints and inquiries. These are periodically analyzed by the unit's supervisor and compiled into various reports. Those areas of concern can be used to identify issues to improve services.

Our value statement pledges to the community that as professionals we will be "honest, forthright, and courageous in all we do. We are accountable to the public and ourselves." A professional workforce does not operate in a manner unspecified by policy or with favoritism. The Administrative Investigations Unit operates in accordance with nationally accredited CALEA standards under direct supervision of executive management, assuring employees all lawful rights are afforded to them, as any professional organization must.

This annual report contains information captured by the Administrative Investigations Unit for the year 2019.

The Administrative Investigations Unit is comprised of one sergeant, two investigators, and one administrative coordinator.

Complaints

In 2019, Administrative Investigations investigated 35 Jefferson County Sheriff's Office complaints and one for the Summit County Sheriff's Office. Also, the AI Unit assisted the Edgewater Police Department after two guns were found missing from their evidence vault. (Summit County and Edgewater Police Department data is not included in report totals). All complaints have reached a final disposition. A new policy that was adopted in 2008 allowed Administrative Investigations to recommend certain complaints for mediation. In 2019, no cases were referred to County Mediation Services.

Complaints received by the Administrative Investigations Unit are classified into one of the following six categories: Demeanor, Failure to Perform (FTP), Criminal, Excessive Force, Misconduct, or Dishonesty.

At the conclusion of the investigation, complaints are generally classified as: Substantiated, Unsubstantiated, Exonerated, Misconduct Not Based on Complaint (MNBOC), or Unfounded.

Complaints Received by Classification

Type	2017	2018	2019
Demeanor	7	7	2
Failure to Perform	17	5	5
Criminal	5	0	5
Excessive Force	1	6	1
Misconduct	15	19	22
Dishonesty	0	1	0
Total	45	38	35

In 2019 there was a decrease in the number of complaints overall compared to the number of complaints in 2017 and 2018. One complaint was alleged to be biased based (gender discrimination). The investigation did not find bias to be a factor.

While there was a decrease in allegations of Failure to Perform (70%) and an increase in allegations of Misconduct (46%) between 2017 and 2019, it is unknown why this change occurred. Over the past three years, the number of complaints based on criminal behavior has fluctuated between zero and five.

Looking deeper into the allegations that arose during 2019, one trend was identified. Criminal behavior, which resulted in termination of the employee was not predicted by the supervisory or management staff. There didn't appear to be warning signs present for four of the five employees. The other employee was involved in multiple Administrative Investigations and as a result of their actions, the employee was closely monitored by supervisory staff. Of the four employees who did not display warning signs prior to the complaint lodged against them, the supervisory staff did not report any signs of misconduct. Based on these observations, our Personnel Early Warning System (PEWS) policy and procedure was updated. The new policy puts an emphasis on supervisor involvement and supervisor initiated PEWS events. It also created a category called "soft complaints" which gives the supervisors an additional tool to assist them with identifying employees who may be struggling.

Complaint Dispositions by Division

Division	Investigations/Personnel	Substantiated	Unsubstantiated	MNBOC	Exonerated	Unfounded	Under Review	Under Investigation
Patrol	10/12	6	1	1	4	0	0	0
Detentions Investigations	20/26	13	2	1	8	2	0	0
Support	2/2	2	0	0	0	0	0	0
	3/4	2	2	0	0	0	0	0
Total	35/44	23	5	2	14	2	0	0

Over the past three years, there has been a decrease in overall complaints, yet there was an increase in the number of substantiated complaints (52%). The reason for this

outcome is the implementation of Body Worn Cameras (BWC) in the Patrol Division. There was also a change adopted by the executive staff to defer initiating a case when the evidence, particularly video evidence from a BWC, immediately showed no further investigation was warranted.

Over the past three years there has been a decrease in overall complaints (22%). Many cases are quickly determined to have no merit, often based on a review of the BWC footage. When this occurs no AI number is issued. This change has likely led to the increase in the “percentage” of substantiated cases; however no increase in the actual numbers of substantiated cases.

Detentions Division Complaints Received by Source

Type	Internal	E
Biased Based	0	0
Criminal	1	1
Demeanor	0	1
Dishonesty	0	0
Failure to Perform	2	0
Misconduct	11	3
Use of Force	1	0
Total	15	5

Patrol Division Complaints Received by Source

Type	Internal	External
Biased Based	0	0
Criminal	0	1
Demeanor	0	1
Dishonesty	0	0
Failure to Perform	0	2
Misconduct	1	5
Use of Force	0	0
Total	1	9

**Criminal Investigations Division Complaints Received
by Source**

Type	Internal	External
Biased Based	0	0
Criminal	0	0
Demeanor	0	0
Dishonesty	0	0
Failure to Perform	1	0
Misconduct	1	0
Use of Force	0	0
Total	2	0

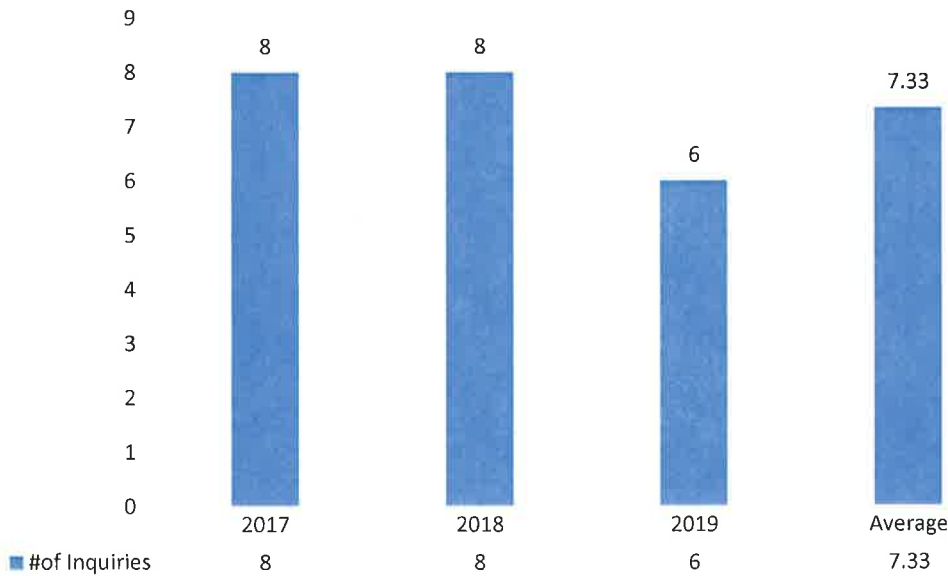
**Support Services Division Complaints Received by
Source**

Type	Internal	External
Biased Based	1	0
Criminal	2	0
Demeanor	0	0
Dishonesty	0	0
Failure to Perform	0	0
Misconduct	0	0
Use of Force	0	0
Total	3	0

Inquiries

Administrative Investigations also processes all inquiries wherein a citizen or employee may have a question about a policy or a procedure of the agency. In 2019, six inquiries were investigated. All six inquiry reviews have been finalized.

Inquiry 3 Year Comparison



Dispatch Liability Incidents (PSCAP Std. 2.2.5)

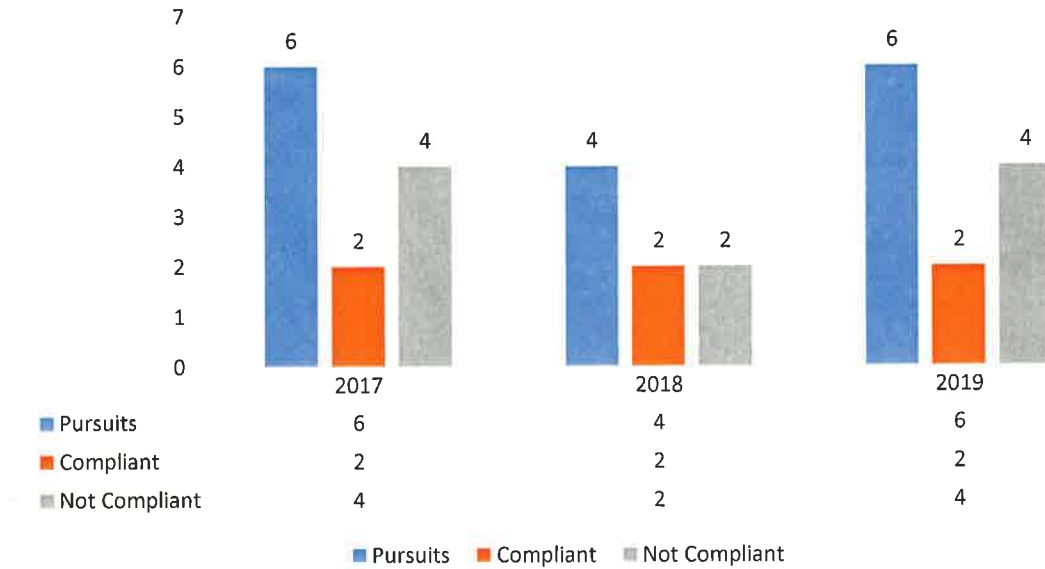
Dispatch services are now contracted to Jeffcom. The Sheriff's Office no longer investigates or tracks liability incidents.

Vehicle Pursuits

Six (6) vehicle pursuits were initiated in 2019. All were initiated by Patrol Division deputies. After review by Command Staff, four pursuits were found to be non-compliant with policy and two were found to be in compliance with policy. One pursuit was terminated due to increased danger to those involved and citizens of Jefferson County. No deputies were injured in the pursuits. In each of the non-compliant pursuits, the deputies involved, received additional training.

A Vehicle Pursuit Review was completed for each of the pursuits and reviewed by the involved deputy's sergeant before being forwarded to the Precinct Lieutenant, Precinct Captain, Division Chief, Undersheriff, and Sheriff. This process yields an enhanced detailed review of each pursuit.

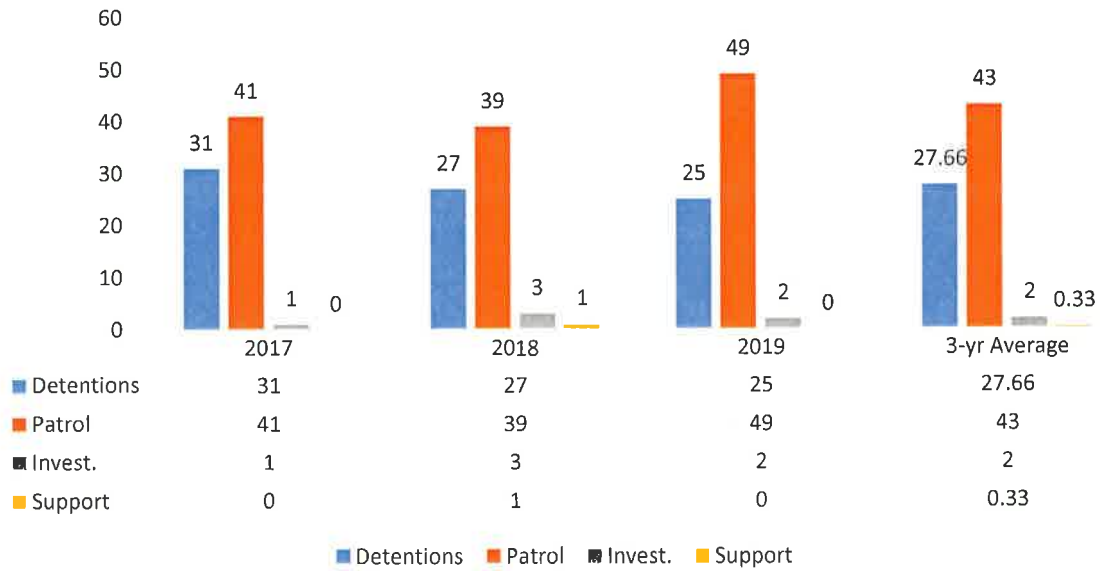
Vehicle Pursuits 3 Year Comparison



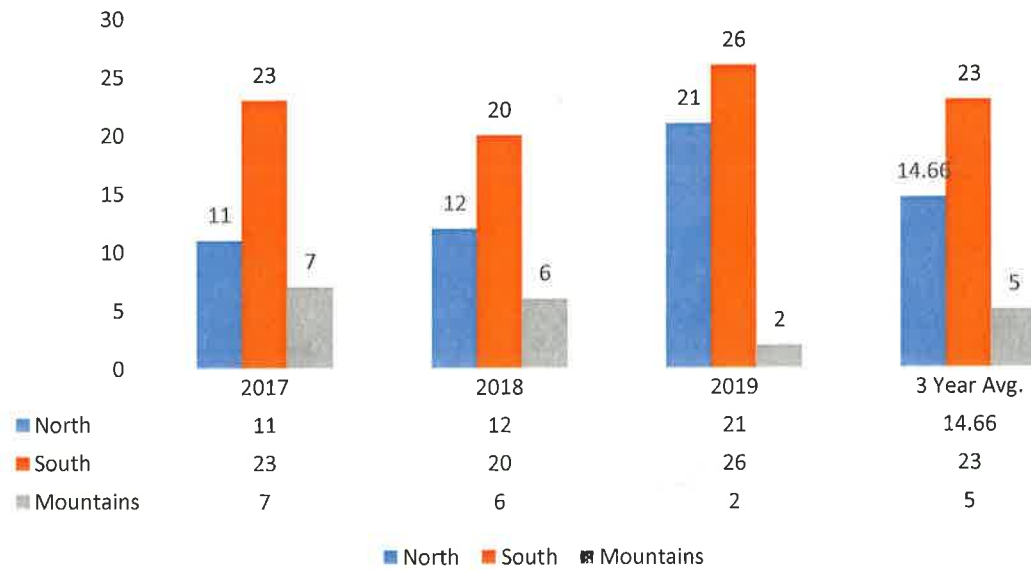
Use of Force

There were seventy-six (76) Use of Force reports tracked by the Administrative Investigations Unit in 2019. The Patrol Division reported forty-nine (49) uses of force. The Detentions Division reported twenty-five (25) uses of force. There were two (2) uses of force reported for the Criminal Investigations Division and none (0) for the Support Services Division. The Patrol Division reported an increase in use of force incidents in 2019 by nine (9) compared to 2018. The increase is the result of several SWAT incidents where less lethal munitions and firearms were discharged.

Use Of Force 3 Year Comparison by Division

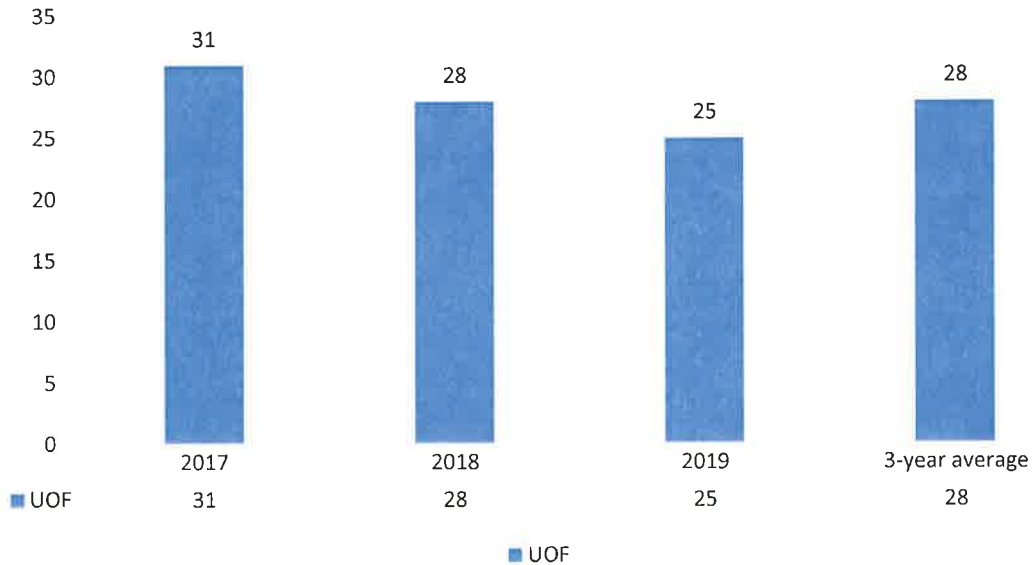


Patrol Use Of Force 3 Year Comparison



The North Precinct reported a sharp rise in 2019 compared to 2018 and 2017, as well as the three year average. This can be attributed to six incidents involving personnel on the SWAT Team. Removing the SWAT incidents shows a small increase over the prior two years but in line with the three year average.

Detentions Division Use Of Force 3 year Comparison



Use Of Force Types Used By Division

Force Type	Patrol	Detentions	Investigations	Support
Weaponless	17	18	1	0
Taser	19	4	0	0
OC	1	1	0	0
Less Lethal	1	2	0	0
Firearm	4	0	1	0
K-9 Bite	4	0	0	0
Baton	2	0	0	0
Restraints	1	0	2	0

Random Drug Testing

In late 2017, the Sheriff's Office began conducting drug testing on all employees randomly selected by a third-party, non-affiliated laboratory. In 2019, one hundred twelve (112) employees, from all divisions and ranks within the Sheriff's Office were tested. Of those selected for a drug test, no (0) employee's tested positive for narcotic use.

Damage to County Property

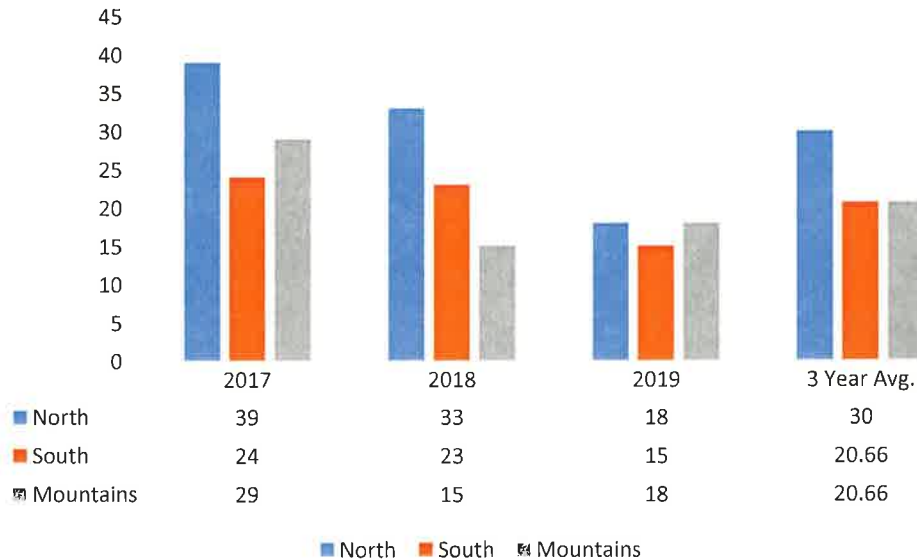
In 2017 there was a total of 92 damage to county property reports. 71 were vehicle accidents, 21 were other incidents of damage. Of the 71 vehicle accidents 47 were chargeable, 24 were non-chargeable. Of the 21 other incidents 1 was chargeable, 20

were non-chargeable. Of the 92 total damage to county property reports, 39 happened in the North precinct, 24 happened in the South precinct, 29 happened in the Mountain precinct.

In 2018 there was a total of 71 damage to county property reports. 60 were vehicle accidents, 11 were other incidents damage. Of the 60 vehicle accidents 32 were chargeable, 28 were non-chargeable. Of the 11 other incidents 1 was chargeable, 10 were non-chargeable. Of the 71 total damage to county property reports, 33 happened in the North precinct, 23 happened in the South precinct, 15 happened in the Mountain precinct.

In 2019 there was a total of 76 damage to county property reports. 55 were vehicle accidents, 21 were other incident damage. Of the 55 vehicle accidents 30 were chargeable, 25 were non-chargeable. Of the 21 other incidents 2 were chargeable, 19 were non-chargeable. Of the 76 total damage to county property reports, 23 happened in the North precinct, 25 happened in the South precinct, 24 happened in the Mountain precinct, and 4 occurred outside the county.

3 Year Comparison by District



Personnel Early Warning System

The Sheriff's Office has a responsibility to its employees and the community to identify and assist employees that show symptoms of job stress and/or performance problems. A Personnel Early Warning System (PEWS) has been set up to provide a systematic review of specific criteria and to highlight tendencies that could otherwise be overlooked.

Policy directs the Administrative Investigations Unit to initiate a Personal Early Warning System (PEWS) form for two or more complaints, use of force reports, pursuit review reports, or vehicle accidents in sheriff's office vehicles, any civil actions, or disciplinary actions within a 60-day period. An employee's supervisor for other job performance issues, such as negative log entries, excessive sick leave usage, work comp claims, adverse personality changes and negative performance evaluations, may also initiate the PEWS report. PEWS allows the employee and his/her immediate supervisor to meet and openly review the triggering mechanism, as well as any underlying issues such as financial difficulties or relationship problems that may play a role in the employee's conduct. In 2019 there were a total of thirty-six (36) PEWS activations department wide concerning twenty-six (26) Sheriff's Office employees. Thirty-four (34) were auto activations for personnel who had two (2) or more indicators in sixty (60) days, and two were supervisor initiated due to an adverse change in work performance/demeanor.

In late 2019 the PEWS system was revamped and several changes were made. Additional indicators were added and the criteria for auto activation was changed. The changes made were the result of research of other Departments in the Denver metro area as well as information from departments outside Colorado. We expect to see a change in the data in 2020 and years to come.

Mediation

In 2019, no cases were referred to County Mediation Services.

Civil Summary

Administrative Investigations is the collection point for all civil actions filed against the sheriff's office. In 2019, there were 9 new notices of claims. Currently there are 14 pending civil actions being tracked by the County Attorney's Office, dating back to 2016.

Commendation and Award Summary

The Administrative Investigations Unit is the collection point for all commendations. In addition to commendations for employees, commendations for citizens are accepted. An annual Awards Recognition Ceremony is held in the spring. Below is a summary of the commendation awards for 2019.

Citizen Coin Award:

The citizen coin project allows deputies to immediately recognize citizens who willingly lend their assistance. The award is a coin that is given at the time of assistance. Once the coin is awarded the deputy notifies the sheriff and a follow up thank you letter is sent to the citizen. The citizen may also be nominated for a higher award that will be presented at an Exemplary Awards Ceremony. There were 22 coins awarded by employees to citizens during 2019.

Superstar Awards:

Also known as an Excellence of Service Certificate, a Superstar Award is given to an employee who performs a single job function that, while commendable, does not rise to the level of other awards. Superstar Awards are usually awarded by an immediate supervisor and consist of gifts valued at approximately \$25.00. Thirty six of these awards were redeemed in 2019.

Commendations:

All commendations for employees are tracked in Administrative Investigations. Commendations are accepted in all forms with most coming in as letters, phone calls or emails. A total of 265 commendations for employees were processed in 2019.

Exemplary Awards:

Any employee can nominate someone for an exemplary award in writing to the Exemplary Awards Committee. After committee approval, the sheriff's office executive staff must approve the nomination. After this final review, those approved are awarded Exemplary Awards based upon the service performed. For deeds in 2019, awardees will be recognized at an annual Exemplary Award Event to be scheduled for an unknown date in 2020. (Original ceremony scheduled for March 2020 was cancelled due to the COVID 19 pandemic)

Medal of Valor	10 Awards	Tim Mossbrucker Leadership	1 Award
Distinguished Service	9 Awards	Sheriff's Innovation	1 Award
Purple Heart	0 Awards	Clarence Fugate Community Svc.	3 Awards
Lifesaving	11 Awards	Divisional "of the Year" Awards	16 Awards
Active Combat	0 Awards	Community Partnership	3 Awards
Sheriff's Star	2 Awards	Dave Baldwin Employee of the Yr.	1 Award
Paul Miller Commendation	3 Awards	Sean Renfro Service Above Self	1 Award
Professional Conduct	43 Awards	Citizen Awards	5 Awards

Years of Service Awards:

All sheriff office employees are recognized for years of service. Starting at twenty-five years of service, employees are recognized at a yearly Exemplary Awards Ceremony.

In 2019, the Sheriff's Office had 25 employees meet this milestone in their careers for a combined 760 years of service.

25 Years of Service	4
30 Years of Service	15
35 Years of Service	6
40 Years of Service	0

Promotions:

Twelve (12) employees were promoted in 2019.

Ashlee Curtis to Sergeant	Jamie Greaser to Sergeant
Brad Ingermann to Lieutenant	Jeff Williamson to Fleet Manager
Cindy Baughman to Sergeant	Kathryn Yost to Sergeant
Dylan Mahonee to Sergeant	Mary Fisher to Records Manager
Greg Gompert to Lieutenant	Matt Britt to Sergeant
Ian Thompson to Lieutenant	Steve Hall to Sergeant

END OF REPORT

Review Approval

Undersheriff: 

Date: June 2020

Sheriff: 

Date: _____