



POLICE

The Police Department enforces all State Laws and Westminster Municipal Ordinances through patrol operations, code enforcement activities, crime investigations and crime prevention. The Department also educates the community about drugs, traffic safety, graffiti and pet ownership. The Department consists of three divisions: Police Administration, Specialized Services and Patrol Services.

OVERVIEW

Administration: Provides overall guidance, policy direction and management for all Police Department operations, programs and police services in the community. Ensures high ethical and professional standards and promotes Service, Pride, Integrity, Responsibility, Innovation and Teamwork (SPIRIT) as the underlying foundation for all actions undertaken by department personnel.

Specialized Services: Coordinates and manages the programs and responsibilities that fall under the Professional Services Section, Neighborhood Services Section, Records and Property Section, Investigations Section and Communications Section.

Patrol Services: Responds to police calls for service and oversees patrol operations, traffic enforcement and programs, Special Weapons and Tactical Team (SWAT), Special Enforcement Team (SET), School Resource Officer Program (SRO), coordination of special events, K-9 Program, Citizens On Patrol Program, Parks and Open Space Bike Patrol Program and the coordination of extra duty assignments.

Total Budget by Category

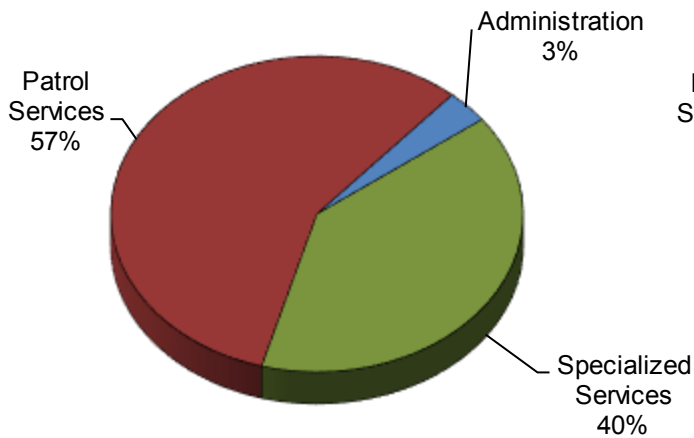
	2013 Actual	2014 Adjusted	2014 Estimated	2015 Adopted	2016 Adopted
Personnel	\$18,811,790	\$19,150,653	\$18,303,218	\$19,734,036	\$19,721,327
Contractual	\$2,057,045	\$2,144,902	\$2,120,888	\$2,122,514	\$2,163,408
Commodities	\$177,250	\$170,200	\$161,421	\$171,961	\$170,478
Capital Outlay	\$162,225	\$123,835	\$78,745	\$128,670	\$118,785
TOTAL	\$21,208,310	\$21,589,590	\$20,664,272	\$22,157,181	\$22,173,998

Total Budget by Division

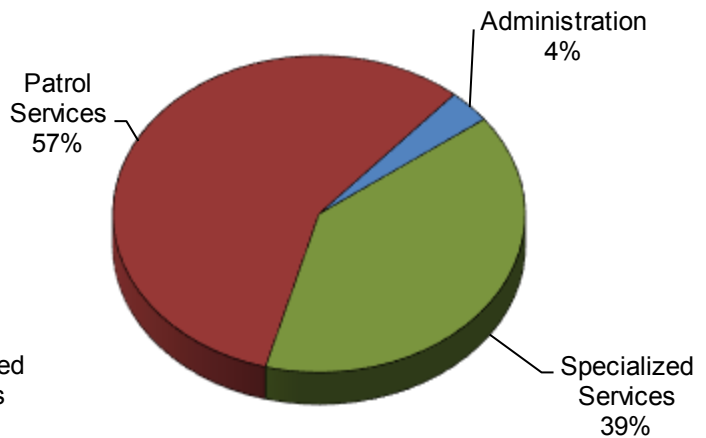
	2013 Actual	2014 Adjusted	2014 Estimated	2015 Adopted	2016 Adopted
Administration	\$829,490	\$823,890	\$811,581	\$752,301	\$755,181
Specialized Services	\$8,316,024	\$8,634,159	\$8,279,755	\$8,763,154	\$8,733,539
Patrol Services	\$12,062,796	\$12,131,541	\$11,572,936	\$12,641,726	\$12,685,278
TOTAL	\$21,208,310	\$21,589,590	\$20,664,272	\$22,157,181	\$22,173,998

Total Budget by Division

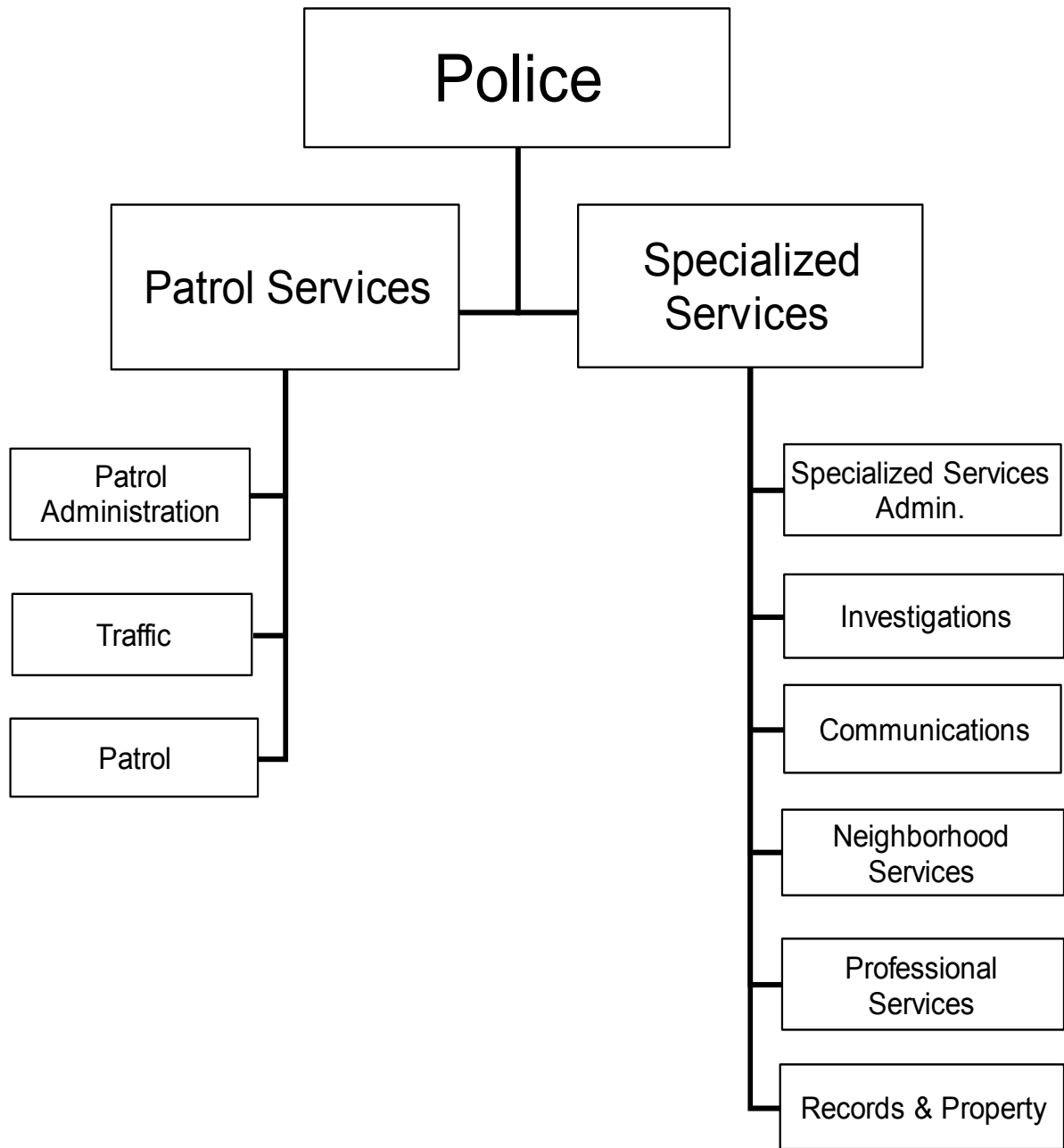
Adopted 2015



Adopted 2016



Quick Fact: In 2013, the Dispatch Center received 43,137 Emergency 911 calls, a decrease from 45,269 Emergency 911 calls received in 2012.



Staffing (Full-Time Equivalent Employees)

	2013	2014	2015	2016
	Authorized	Authorized	Authorized	Authorized
Administration	3.00	3.00	3.00	3.00
Patrol Services	144.80	144.80	145.80	145.80
Special Services	113.80	113.80	114.80	114.80
TOTAL	261.60	261.60	263.60	263.60

Administration

Overview:

- Develops and monitors the Department’s performance measures, goals and objectives, and strategic planning.
- Engages in administrative crime analysis, statistical studies and comparisons, grant preparation, administration, oversight, and other research projects and special reports.
- Develops and is responsible for the overall management, coordination and monitoring of the Department’s budget.
- Monitors legislation that potentially impacts law enforcement operations in the City of Westminster.
- Represents the City of Westminster in a variety of venues, including the International Association of Chiefs of Police, Colorado Association of Chiefs of Police, Metropolitan Association of Chiefs of Police, Police Executive Research Forum, FBI National Academy, North Metro Task Force Board of Directors, International Association of Crime Analysis and Colorado Crime Analysis Association, Urban Area Security Initiative, various civic clubs and organizations, the State Legislature and the Adams County Criminal Justice Coordinating Committee.

2015 Objectives:

- Ensure positive and cost-effective budget oversight and strategies for the Department’s operational budget and capital improvement projects.
- Research and administer viable grant funding for the Department.
- Manage and measure the Department’s identified performance goals and objectives.
- Maintain reporting system in order to evaluate priority response times on a monthly basis.
- Monitor and respond to public safety-related legislation.
- Continue working with the Adams County Criminal Justice Coordinating Committee concerning the continued jail cap issue.
- Focus on attrition challenges due to the aging workforce and their forthcoming retirements.
- Serve as the host agency for North Metro Drug Task Force (start of five-year service).

2016 Objectives:

- Coordinate and develop the Department’s 2017 and 2018 budget.
- Continue oversight of the Department’s capital improvement projects.
- Continue to examine and employ cost-effective and positive budget strategies for the Department.
- Continue to identify grant funding.
- Continue to evaluate response times on a monthly basis.
- Assess legislative matters that impact law enforcement operations in the City.
- Continue to prepare for upcoming attrition in the Department.
- Continue oversight, responsibilities and administration as the host agency of the North Metro Drug Task Force.

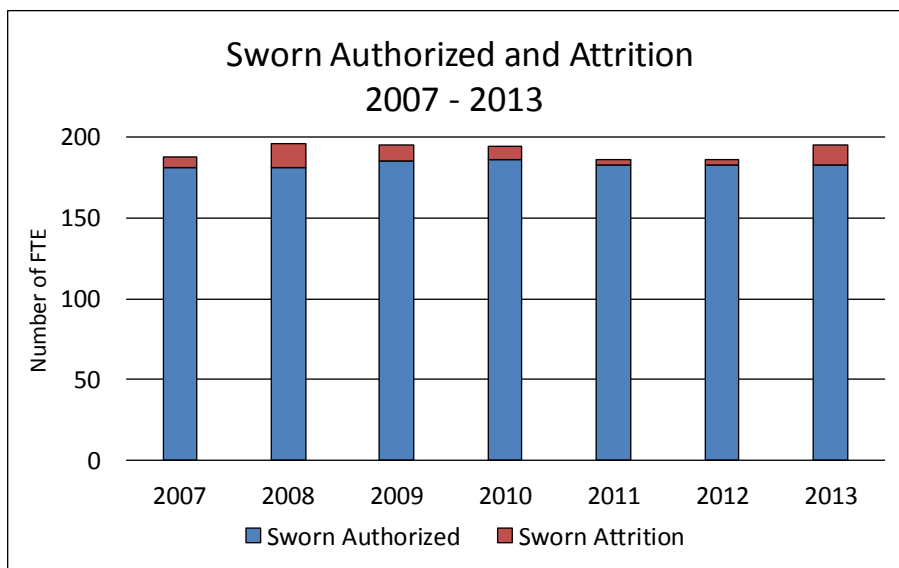
Total Budget by Category

	2013 Actual	2014 Adjusted	2014 Estimated	2015 Adopted	2016 Adopted
Personnel	\$288,358	\$295,708	\$301,135	\$305,519	\$305,518
Contractual	\$532,734	\$518,847	\$505,496	\$441,957	\$444,811
Commodities	\$8,398	\$4,500	\$4,950	\$4,500	\$4,852
Capital Outlay	\$0	\$4,835	\$0	\$325	\$0
TOTAL	\$829,490	\$823,890	\$811,581	\$752,301	\$755,181



2013/2014 Achievements:

- Experience no serious injury or loss of life to Police personnel.
- Received Colorado Association of Chiefs of Police Association agency accreditation. This accreditation is awarded after on-site inspection and review to ensure that the Department is in compliance with and has met over 100 professional standards reflecting modern, professional and state-of-the-art practices and policies in policing.
- Obtained grant funding from state, federal and local entities. These grants provided for salary and benefits for full-time positions, overtime reimbursement, equipment, partial funding to the North Metro Drug Task Force (NMTF), training and community outreach programs.
- Received Jefferson County Communications Authority Board funding support for computer automated dispatch maintenance, air card charges and training.
- According to the Federal Bureau of Investigation in Crime in the United States Preliminary Annual Uniform Crime Report, experienced a violent crime increase of 16% and property crime increase of 1% in 2012 compared to 2011. This is the most recent, complete full year of FBI data.
- Trained 36 frontline supervisors in an intensive Leadership in Police Organizations program.



Performance Measure Snapshot....

From 2007 through 2013, the Police Department averaged a 4.5% attrition rate with sworn police officers (and an 11% percent attrition rate with civilian employees). The City continues to strive to maintain excellent compensation, benefits, training and other attributes in order to attract and retain high-performing employees that project public safety in the community.

Specialized Services

Overview:

- Investigates all crimes, files criminal cases, coordinates the Sex Offender Registration program, administration of Liquor Enforcement/Inspections, coordinates crime scene and crime lab functions, participates in the North Metro Task Force and the Metropolitan Auto Theft Taskforce.
- Manages the Communications Center and police/fire dispatching functions, the Citywide radio system, and the mobile computer systems for both the Police and Fire Departments.
- Performs public information and public relations functions for the Department.
- Provides professional functions for the Department including recruitment, training and internal affairs.
- Administers the Senior Liaison Program, Citizens Police Academy and Alumni Association, National Night Out Against Crime, Santa Cops and business/residential security surveys.
- Provides enforcement/education related to codes, animal management and graffiti.
- Manages the Department's criminal justice records along with property and evidence storage.
- Administers the Victim Assistance Services Program, including the Domestic Violence Fast-Track Program.
- Represents the City on the Foothills Animal Shelter Board of Directors, Colorado Central Node of CopLink Board, Jefferson County Emergency Authority Board, Colorado Insurance Risk Sharing Association (CIRSA), Colorado Crime Information Center (CCIC) Board of Working Advisors, and Jefferson County Animal Management Advisory Board.

2015 Objectives:

- Hire a new 1.0 FTE Animal Management Officer to improve service levels and reduce response times to calls for service.
- Proactively pursue alternate funding for the City's Municipal Domestic Violence Fast-Track Program.
- Identify an operationally efficient and cost effective replacement to the City's current records management software system with the assistance of Information Technology.
- Aggressively handle code enforcement and graffiti concerns within the community.
- Continue high-quality investigation of crimes against persons and property.
- Identify Department training needs in order to ensure development of the next group of leaders within the Department for succession management.

2016 Objectives:

- Work closely with the Municipal Court and prosecutors to ensure that the City's Municipal Domestic Violence Fast-Track Program is a continued success.
- Maintain timely and effective responses to graffiti removal on public property.
- Continue to identify and provide Department training needs for leaders within the Department.
- Pursue justice in crimes against persons and property.
- Keep abreast of the marijuana legislation and enforcement issues.

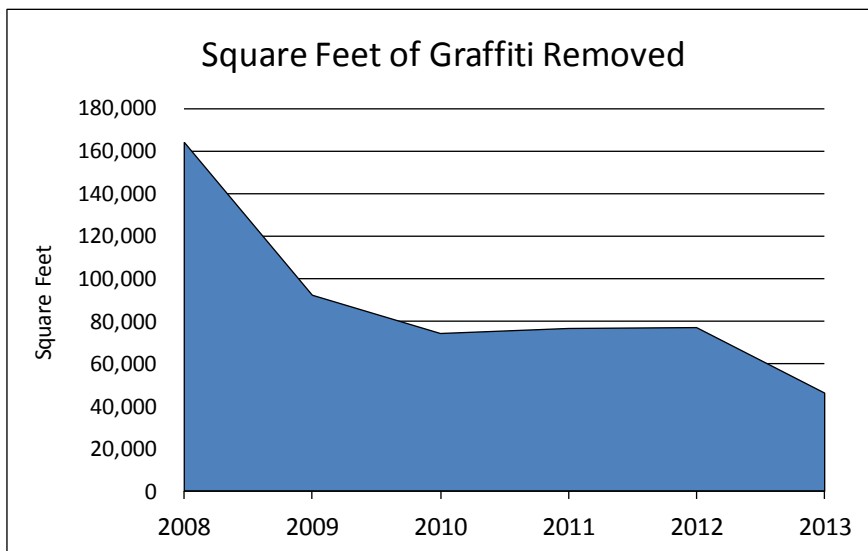
Total Budget by Category

	2013 Actual	2014 Adjusted	2014 Estimated	2015 Adopted	2016 Adopted
Personnel	\$7,429,948	\$7,646,586	\$7,313,454	\$7,821,913	\$7,822,208
Contractual	\$687,722	\$779,983	\$777,070	\$767,353	\$777,278
Commodities	\$123,965	\$119,590	\$110,486	\$115,888	\$114,053
Capital Outlay	\$74,389	\$88,000	\$78,745	\$58,000	\$20,000
TOTAL	\$8,316,024	\$8,634,159	\$8,279,755	\$8,763,154	\$8,733,539



2013/2014 Achievements:

- Achieved a guilty plea and sentencing for Austin Sigg in the Jessica Ridgeway abduction and murder case.
- Provided numerous requests for stranger awareness training in schools and for young children as a result of the Jessica Ridgeway case. Volunteer officers provided this training to approximately 1,800 children and adults.
- Conducted a number of serious and complex criminal investigations resulting in arrests and the recovery of stolen property for victims of either crimes against persons and/or property.
- Installed a state-of-the-art radio system and equipment to enhance safety for the community and public safety responders.
- Provided a state-of-the-art training facility for national, regional and local training that assisted in either reducing the cost of training for department Staff (or provided for free training).
- Continued to reduce the Communications Section expenditures significantly with better staffing schedules, employee cooperation, flex scheduling and the implementation of a part-time dispatcher pool.
- Continued to build on the graffiti program success since its inception in 2008. The program emphasizes enforcement, eradication and education. The program received grant funds for real-time surveillance equipment, which has assisted greatly in convictions for graffiti crimes.
- Continued participation in multi-agency task forces, including the Metropolitan Auto Theft Task Force (MATT) and North Metro Drug Task Force (NMTF). This focuses resources on patterned crime and allows the task forces to be more effective and efficient than individual departments alone.
- Developed protocols, procedures and training to comply with the new State law regarding elder abuse compulsory reporting. The Westminster Police Department was among the first agencies in the state to develop protocols, procedures and training; the City’s Staff and program have been used to build a statewide template and provide training.
- Enhanced and upgraded the communication system, including the purchase and installation of the Smart911 system and Code Red, which provide additional service to the community in the event of 911 emergency.
- Received grant funds to purchase and install mobile commercial grade broadband data routers for front-line police vehicles. The mobile routers provide multiple data portals to users in or around the vehicle. They are capable of connecting to all national broadband carriers, and secure Wi-Fi hot spots, as well as national and regional Long Term Evolution (LTE) systems.
- Assumed responsibilities as the host agency for NMTF in October 2014, which is a five-year obligation.



Performance Measure Snapshot....

In 2013, a total of 423 reports of graffiti vandalism/violations (includes both public and private property) within the City of Westminster (49% decrease compared to 2012) were reports. The total number of square footage of graffiti removed in 2013 was 46,139, which was a 40% decrease compared to 2012. This shows success in the City’s continued proactive pursuit and prosecution of individuals committing graffiti offenses.

Patrol Services

Overview:

- Performs police patrols to prevent crime, enforces State Laws and Westminster Municipal Ordinances, apprehends criminal offenders, and responds to community calls for service.
- Enforces traffic laws, investigates traffic accidents, and provides traffic enforcement programs. Coordinates and administers traffic-related grant programs, such as Click-It or Ticket and DUI enforcement programs.
- Manages Parks, Recreation and Libraries officers who patrol and investigate criminal activities that occur in the parks, recreation facilities, open space, trails, and libraries.
- Manages and oversees the Special Weapons and Tactics (SWAT) operations, K-9 Program, School Resource Officer Program (SRO), and Citizens On Patrol Program.
- Coordinates the Special Enforcement Team (SET) Program, which includes anti-gang activities and specialized investigations.
- Coordinates special events, including the 4th of July and other significant traffic-related events.
- Responsible for the replacement schedules for vehicles and equipment.
- Manages and coordinates extra duty assignments for events and venues.

2015 Objectives:

- Hire a new 1.0 FTE School Resource Officer (SRO) Program Sergeant to refine the current SRO program to build upon the relationships with schools in the City.
- Replace and train one retiring police K-9.
- Continue to find ways to employ crime analysis into direct patrol activities to effectively deter criminal behavior, particularly pattern criminal behavior.
- Encourage, support and direct quality training and criminal suppression activities among shifts during common days.
- Continue focus on leadership, ethics, and professional development training for first-line supervisors.
- Continue to conduct “tactical reviews” of appropriate critical incidents for involved officers.
- Focus on grant opportunities to further enhance efforts on driving under the influence (DUI) enforcement.

2016 Objectives:

- Continue transition into different patrol vehicles with appropriate equipment needs.
- Continue to evaluate patrol staffing in all areas to ensure efficient allocation of resources.
- Use crime analysis to effectively attack and deter criminal behavior, in particular pattern criminal behavior.
- Monitor and manage overtime to the fullest extent possible.
- Continue to pursue grant opportunities to further enhance our DUI enforcement efforts.
- Continue to refine the division’s equipment replacement schedules and capital outlay priorities.
- Coordinate special events including July 4th and other significant traffic-related programs.
- Replace and train a Police K-9.

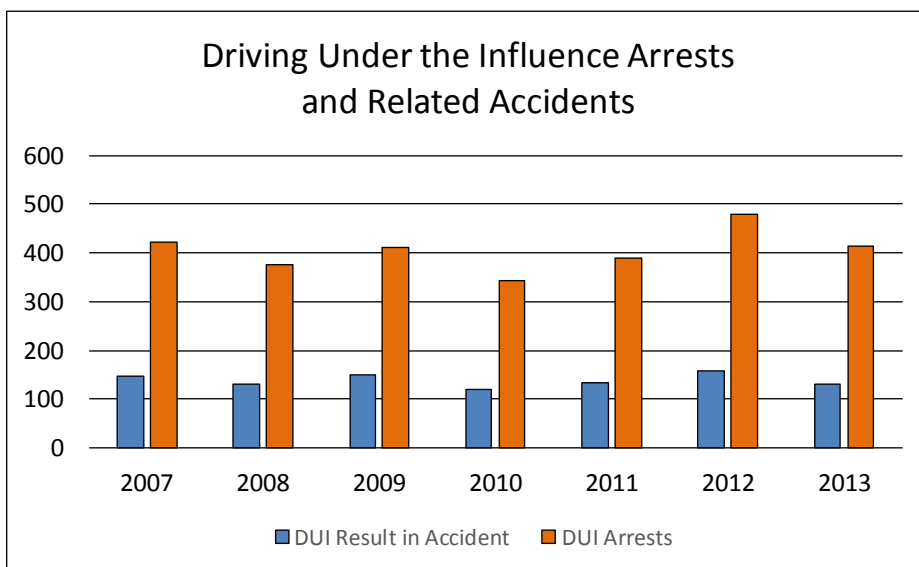
Total Budget by Category

	2013 Actual	2014 Adjusted	2014 Estimated	2015 Adopted	2016 Adopted
Personnel	\$11,093,484	\$11,208,359	\$10,688,629	\$11,606,604	\$11,593,601
Contractual	\$836,589	\$846,072	\$838,322	\$913,204	\$941,319
Commodities	\$44,887	\$46,110	\$45,985	\$51,573	\$51,573
Capital Outlay	\$87,836	\$31,000	\$0	\$70,345	\$98,785
TOTAL	\$12,062,796	\$12,131,541	\$11,572,936	\$12,641,726	\$12,685,278



2013/2014 Achievements:

- Continued to focus on traffic enforcement and proactive DUI enforcement, increasing safety on City streets.
- Completed Advanced Roadside Impaired Driving Enforcement (ARIDE) training for all Patrol Officers. ARIDE was developed by the National Highway Traffic Safety Administration (NHTSA) to better equip officers to detect impaired drivers under the influence of drugs and alcohol. With the legalization of marijuana in Colorado, impaired driving under the influence of marijuana is a concern.
- Continued to monitor and employ strategies to maintain and improve Priority 1 (emergency) response times on a regular basis.
- Participated in several State of Colorado DUI and Click-It or Ticket campaigns through grants provided by the Colorado Department of Transportation, which paid for the overtime worked by the participating officers.
- Refined and effectively coordinated the City’s July 4th celebration event while reducing the number of Staff from 53 to 33, which reduced overtime costs.
- Continued leadership in the region in accident reconstruction and successful prosecutions of serious injury and fatal accidents.
- Utilized the Crime Analyst position in a highly effective manner, which has resulted in several apprehensions and valuable intelligence gathering.
- Continued to collaborate with the City Manager’s Office and Fleet to find the most effective and cost efficient manner to transition to a new model patrol vehicle with the discontinuation of Ford’s Crown Victoria model.



Performance Measure Snapshot...

In 2013, officers arrested 414 DUI drivers. Of the total 2,814 accidents reported in the City of Westminster, 4.6% (or 131) were a result of a DUI. Patrol Services continues to focus on traffic enforcement and proactive DUI enforcement, increasing safety on City streets.



WESTMINSTER