



## POLICE

The Police Department enforces all Colorado 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, Special Enforcement Team, School Resource Officer Program, K-9 Program, Citizens On Patrol Program, Parks and Open Space Bike Patrol Program, and the coordination of extra duty assignments and special events.

### Total Budget by Category

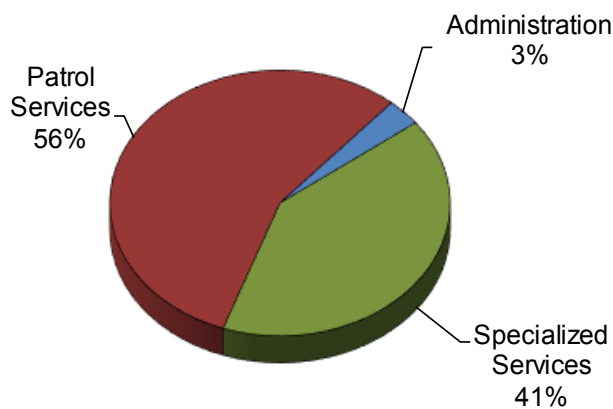
	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
Personnel	\$19,582,647	\$20,400,272	\$19,846,675	\$21,167,309	\$20,928,152
Contractual	\$2,071,314	\$2,640,030	\$2,276,969	\$2,323,206	\$2,373,017
Commodities	\$181,302	\$160,738	\$162,530	\$174,441	\$172,286
Capital Outlay	\$114,533	\$173,293	\$286,485	\$180,218	\$93,842
<b>TOTAL</b>	<b>\$21,949,796</b>	<b>\$23,374,333</b>	<b>\$22,572,659</b>	<b>\$23,845,174</b>	<b>\$23,567,297</b>

**Total Budget by Division**

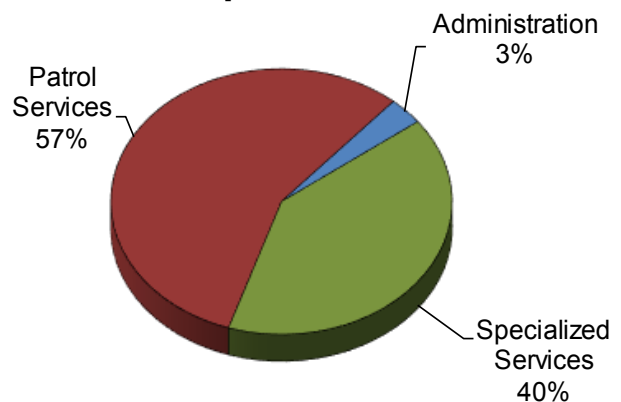
	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Administration</b>	\$728,273	\$738,872	\$759,760	\$784,042	\$784,311
<b>Specialized Services</b>	\$8,688,961	\$9,618,992	\$9,197,385	\$9,716,560	\$9,500,491
<b>Patrol Services</b>	\$12,532,562	\$13,016,469	\$12,615,514	\$13,344,572	\$13,282,495
<b>TOTAL</b>	<b>\$21,949,796</b>	<b>\$23,374,333</b>	<b>\$22,572,659</b>	<b>\$23,845,174</b>	<b>\$23,567,297</b>

**Total Budget by Division**

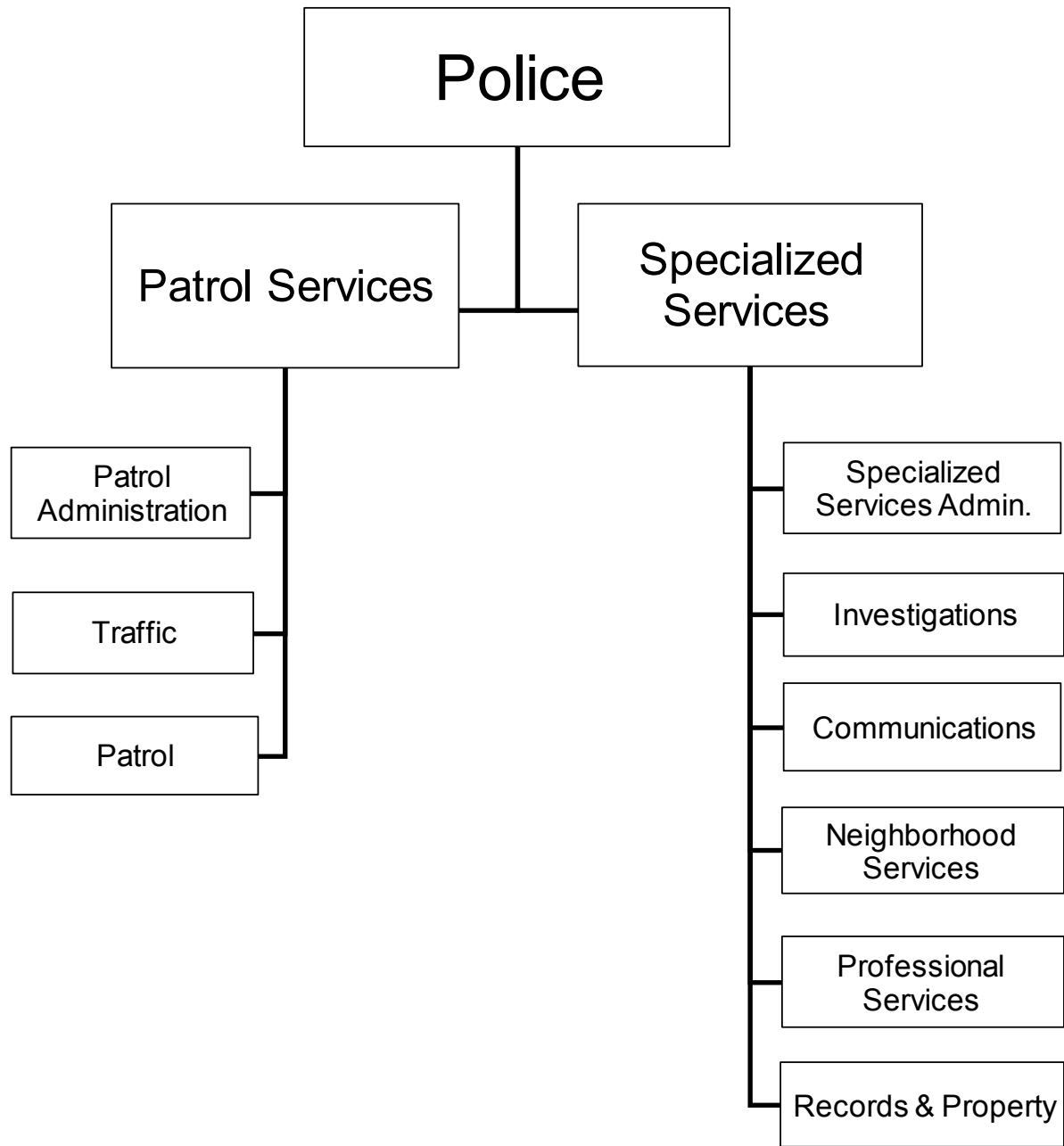
**Adopted 2017**



**Adopted 2018**



**Quick Fact:** In 2015, the Dispatch Center received 3,220 intrusion alarms; only a total of 30 (or less than 1%) of those alarms were valid.



**Staffing (Full-Time Equivalent Employees)**

	2016	2017	2018
	Authorized	Authorized	Authorized
<b>Administration</b>	3.00	3.00	3.00
<b>Patrol Services</b>	145.80	145.80	145.80
<b>Special Services</b>	114.80	116.80	116.80
<b>TOTAL</b>	<b>263.60</b>	<b>265.60</b>	<b>265.60</b>

## 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.
- Oversee community outreach and maintain community trust.

### 2017 Proposed 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 jail cap issue.
- Focus on attrition challenges due to the aging workforce and forthcoming retirements.
- Continue administration as the host agency of the North Metro Task Force.
- Continue providing timely and effective access for individuals with Limited English Proficiency, hearing impairments, or other communication challenges.

### 2018 Proposed Objectives:

- Coordinate and develop the Department’s 2019 and 2020 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 administration as the host agency of the North Metro Task Force.
- Continue providing timely and effective access for individuals with Limited English Proficiency, hearing impairments, or other communication challenges.

### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$312,530	\$313,905	\$354,197	\$320,921	\$320,921
<b>Contractual</b>	\$400,355	\$416,107	\$395,055	\$455,619	\$456,538
<b>Commodities</b>	\$15,388	\$4,852	\$6,500	\$6,852	\$6,852
<b>Capital Outlay</b>	\$0	\$4,008	\$4,008	\$650	\$0
<b>TOTAL</b>	<b>\$728,273</b>	<b>\$738,872</b>	<b>\$759,760</b>	<b>\$784,042</b>	<b>\$784,311</b>

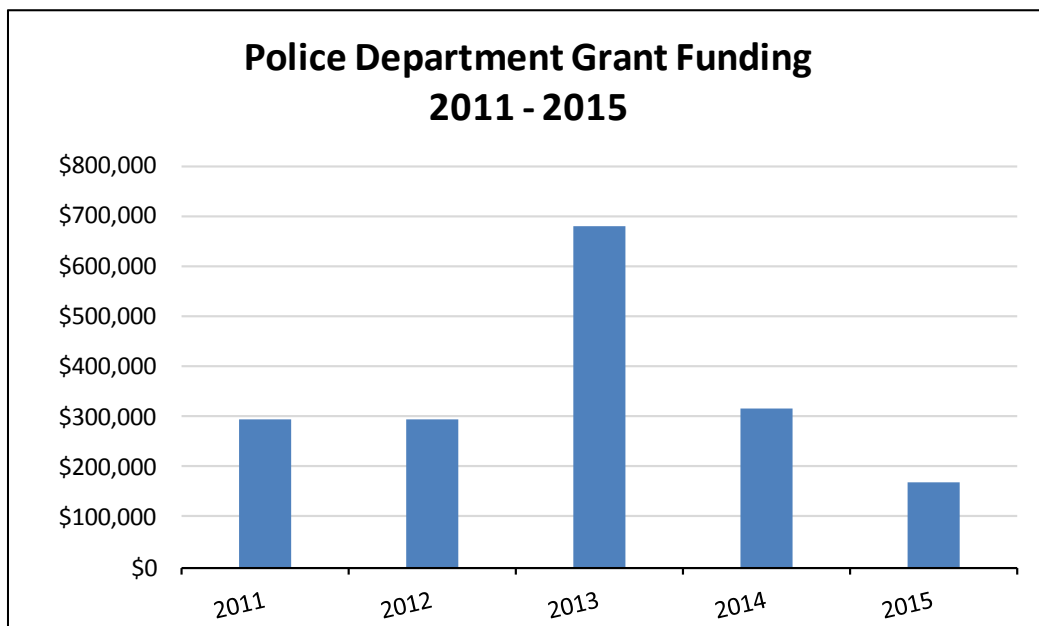


**2015/2016 Achievements:**

- Experienced no serious injury or loss of life to Police personnel.
- Hiring of and transition of new Chief of Police.
- Obtained grant funding from state, federal and local entities that provided for salary and benefits for full-time positions, overtime reimbursement, equipment, partial funding to the North Metro Task Force, training, and community outreach programs.
- Received Jefferson County Communications Authority Board funding support for computer automated dispatch maintenance, air card charges, and training.
- Continued collaboration and participation with various multi-jurisdictional agencies and inter-departmental task forces and programs.
- Ongoing interaction with community groups, associations, and programs.
- Strive to maintain open communication and transparency with the community and other law enforcement entities.
- Continued to improve and enhance communication efforts with members of the community in order to effectively serve those with Limited English Proficiency, hearing impairments or other communication challenges.

**Performance Measure Snapshot...**

Between 2011 and 2015, the Westminster Police Department was awarded 60 grants, totaling approximately \$1.8 million. This includes a large grant that was awarded in 2013 for the new Citywide Radio System Capital Improvement Project.



## 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 and 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, Colorado Crime Information Center Board of Working Advisors, and Jefferson County Animal Management Advisory Board.

### 2017 Proposed Objectives:

- Hire a 1.0 FTE Criminalist and 1.0 FTE Court Victim Advocate to improve service levels and reduce workload.
- Proactively pursue alternate funding for the City's Municipal Domestic Violence Fast-Track Program.
- Provide an efficient and cost effective replacement to the City's current records management software system.
- Aggressively handle Code Enforcement and graffiti concerns within the community.
- Continue high-quality investigation of crimes against persons and property.
- Identify training needs to ensure development of leaders within the Department for succession management.
- Maintain 90% staffing levels in Dispatch.
- Continue to collaborate with Human Resources to foster inclusivity and diversity during the recruitment process.

### 2018 Proposed 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.
- Continue to maintain 90% staffing levels in Dispatch.
- Continue to collaborate with Human Resources to foster inclusivity and diversity during the recruitment process.

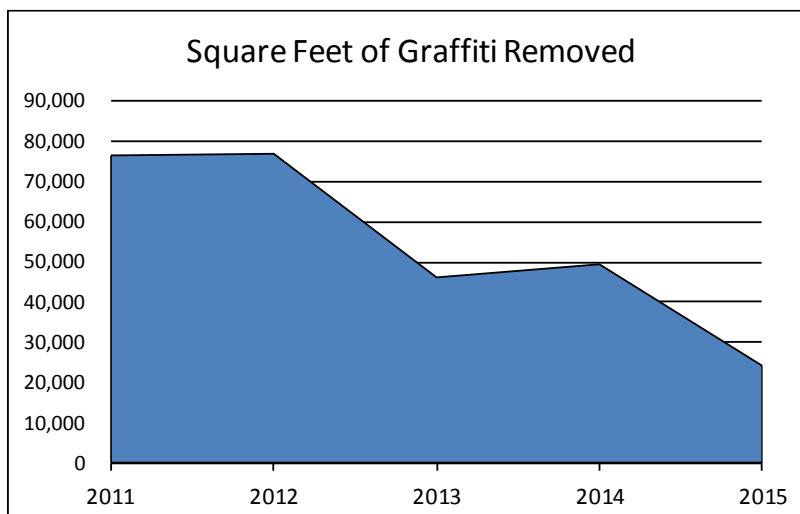
### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$7,777,840	\$8,203,575	\$8,129,539	\$8,608,619	\$8,374,462
<b>Contractual</b>	\$765,370	\$1,282,604	\$942,366	\$967,925	\$987,168
<b>Commodities</b>	\$120,521	\$109,313	\$105,480	\$116,016	\$113,861
<b>Capital Outlay</b>	\$25,230	\$23,500	\$20,000	\$24,000	\$25,000
<b>TOTAL</b>	<b>\$8,688,961</b>	<b>\$9,618,992</b>	<b>\$9,197,385</b>	<b>\$9,716,560</b>	<b>\$9,500,491</b>



**2015/2016 Achievements:**

- 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.
- Continued participation in multi-agency task forces, including North Metro Task Force, Rocky Mountain Safe Streets Task Force, and Drug Enforcement Administration Task Force. 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 Colorado 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.
- Continued responsibilities as the host agency for North Metro Task Force.
- Successful negotiation of new servers for the citywide radio system.
- Successful negotiation of an 82% discount on narrow-banding for the citywide radio system.
- Installation of new digital camera/recording system for interview rooms.
- Successfully received grant funding from Peace Officer Standards Training for mandated training through Police One online training for sworn police officers in the areas of proper holds and restraints, anti-bias training, community policing, and de-escalation.
- Implementation of a data management tool to accurately document training records and scheduling.
- Conducted year-round lateral police officer recruitment providing the ability to start the hiring process without the wait time.
- Implemented the Text-to-911 System for Emergency Services.
- Implemented the Advanced Fingerprint Identification System, which greatly enhances the Department’s capability to evaluate and use fingerprint evidence in solving crimes.
- In 2015, Code Enforcement successfully had 89% voluntary compliance of Municipal Code Enforcement violations.
- Implemented the Community Awareness Program, which is an interactive training for City personnel that aims to increase citizen awareness regarding terrorism and how to mitigate the threat or terrorism and other criminal activity.
- Decreased graffiti square footage 51% in 2015 compared to 2014.
- Implemented approved funding for 1.0 FTE Animal Management Officer, which has allowed for more manageable call loads and increased customer service to citizens.
- Collaborated with Human Resources to foster inclusivity and diversity during the recruitment process.



**Performance Measure Snapshot....**

In 2015, a total of 184 reports (35% decrease compared to 2014) of graffiti vandalism/violations (includes both public and private property) within the City of Westminster were received. The total number of square footage of graffiti removed in 2015 was 24,125, which was a 51% decrease compared to 2014. 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 Colorado 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 operations, K-9 Program, School Resource Officer Program, and Citizens On Patrol Program.
- Coordinates the Special Enforcement Team Program, which includes anti-gang activities and specialized investigations.
- Coordinates special events, including the 4<sup>th</sup> 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.

### 2017 Proposed Objectives:

- Replace and train one retiring police K-9.
- Continued use of crime analysis in direct patrol activities to effectively deter 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 DUI enforcement.
- Manage current staffing levels due to attrition and unforeseen leave.

### 2018 Proposed Objectives:

- Continue transition into different patrol vehicles with appropriate equipment.
- 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 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.
- Maintain current staffing levels due to attrition and unforeseen leave.

### Total Budget by Category

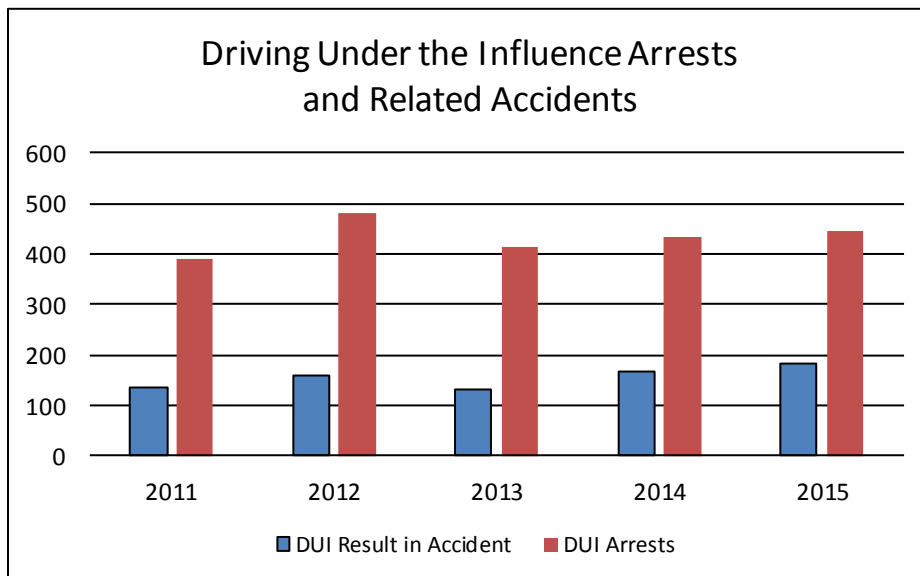
	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$11,492,277	\$11,882,792	\$11,362,939	\$12,237,769	\$12,232,769
<b>Contractual</b>	\$905,589	\$941,319	\$939,548	\$899,662	\$929,311
<b>Commodities</b>	\$45,393	\$46,573	\$50,550	\$51,573	\$51,573
<b>Capital Outlay</b>	\$89,303	\$145,785	\$262,477	\$155,568	\$68,842
<b>TOTAL</b>	<b>\$12,532,562</b>	<b>\$13,016,469</b>	<b>\$12,615,514</b>	<b>\$13,344,572</b>	<b>\$13,282,495</b>





**2015/2016 Achievements:**

- Continued to focus on traffic enforcement and proactive DUI enforcement, increasing safety on City streets.
- 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.
- Partnered with the Adams County Housing Authority (ACHA) to create the ACHA Task Force. The goal of the ACHA Task Force is to reduce calls for service and reduce crime as well as helping the residents to take a personal investment in the social order of their community by feeling safe and comfortable to call the police and/or management and to notify them of any criminal activity or quality of life nuisances such as noise disturbances, parking issues, and general neighbor complaints.
- Implemented new 1.0 FTE Sworn Sergeant position as the School Liaison Sergeant, which has allowed for better evaluation and oversight of School Resource Officer performance, improved communication with schools and school districts, and improved communication on school issues to Patrol Officers, Detectives and Supervisors during routine days and times of crisis.
- Collaborated between the Police Department and the Parks, Recreation and Libraries Department on the purchase and use of an electric motorcycle, which allows the assigned officers more efficient and effective access into parks and trails within the City.



**Performance Measure Snapshot....**

In 2015, officers arrested 444 DUI drivers. Of the total 3,411 accidents reported in the City of Westminster, 5.3% (or 183) were a result of a DUI. Patrol Services continues to focus on traffic enforcement and proactive DUI enforcement, increasing safety on City streets.



WESTMINSTER