



WESTMINSTER POLICE DEPARTMENT



ANNUAL
REPORT

2023

WESTMINSTER PUBLIC S



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WELCOME

THE WESTMINSTER POLICE DEPARTMENT IS PROUD TO SERVE OUR COMMUNITY

Located just between Denver and Boulder, Westminster is a first-ring suburb of the metro Denver area, with a population of approximately 115,117 residents within 34 square miles.

Incorporated in 1911, Westminster’s council-manager form of government is consistently recognized for excellence in management and delivery of full services to businesses and residents. Westminster falls in both Jefferson and Adams counties.



Westminster City Hall
400 W. 92nd Avenue
Public Safety Center

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MESSAGE FROM THE CHIEF



On behalf of the men and women of the Westminster Police Department, I am pleased to present the 2023 Westminster Police Department Annual Report. Last year brought many successes and opportunities to the department. The successes lay at the feet of the women and men, both sworn and professional, who implemented the important work and built partnerships within the community. I served in the Interim Chief role until my appointment as Westminster's seventh Chief of Police on March 20, 2023.

Police Department staff made great strides in filling our vacant positions, including 28 officers and 24 professional staff. We also had 32 retirements and/or resignations. Upon my appointment to chief, I reorganized the Police Department into three divisions, which will be fully effective at the start of 2024, and made promotions to fill other vacant positions. In 2023, we were able to promote a deputy chief, four commanders, six sergeants, one police records supervisor,

and two public safety telecommunicators (emergency dispatch) supervisors. City of Westminster leadership helped in our endeavors by continuing to offer financial incentives to qualified applicants and by encouraging people to begin their careers here at the Department. We are grateful for their continued support.

As staffing levels improved, we began putting officers back into specialty roles such as traffic, a regional auto theft task force, a community engagement unit, and others. Across the board, crime has decreased. Together, through these changes, remarkable work has been accomplished.

I am proud of the work being done by the department, and although this report showcases many of its accomplishments, we know we cannot rest on the successes of the past. We are committed to process improvements, increased efficiencies, and continually redefining ourselves in this constantly changing world. Regardless of the challenges we might face, we are committed to providing a safe and secure community, building from the strong relationships we work to keep with our community. I want to thank City Council, the City Manager's Office, and the other City Departments for their support and partnerships that have allowed us to provide exceptional community service. And a special thank you to each and every police department member who continues to give their all, serving with honor, integrity, and professionalism. I wish everyone a safe and healthy 2024. I look forward to seeing what this year brings and what we accomplish together. I am humbled and honored to serve as your Chief and continue my service to the City of Westminster.

Norm Haubert
Police Chief

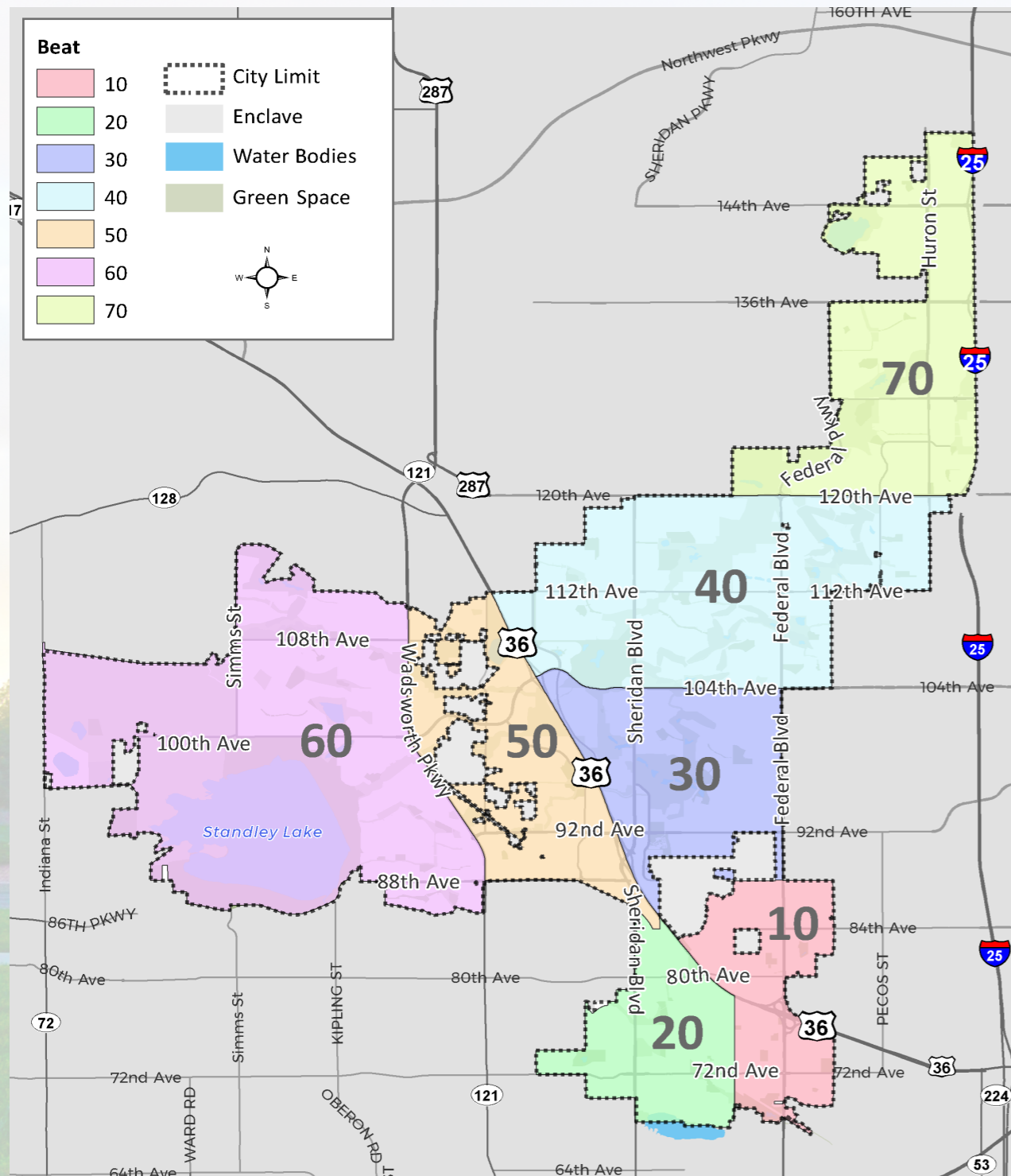
Norm Haubert

"TOGETHER, THROUGH THESE CHANGES, REMARKABLE WORK HAS BEEN ACCOMPLISHED" - NORM HAUBERT



ABOUT US

The Westminster Police Department is a full-service municipal law enforcement agency located in the Colorado's front range, centrally located on the US 36 corridor connecting Denver and Boulder. Westminster is unique in the fact that it falls in both Adams and Jefferson counties and is home to approximately 115,117 residents. The department is divided into seven geographical patrol beats that span the city.



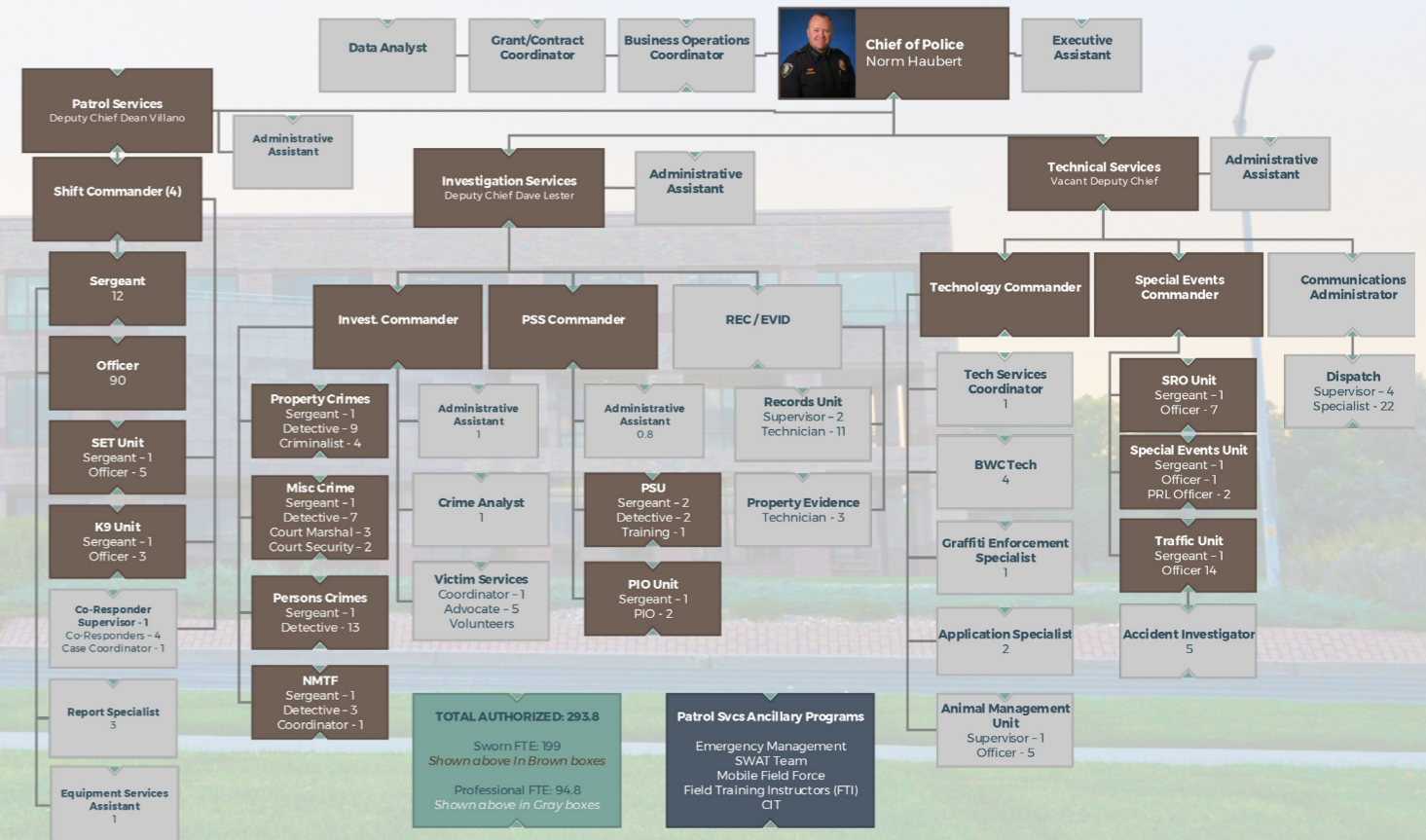
DEPARTMENT STRUCTURE

In 2023, the police department was led by Police Chief Norm Haubert with two deputy chiefs reporting to him, and one vacant deputy chief position. Police Chief Haubert was appointed in March 2023, after serving as the interim police chief. Upon his appointment, he began efforts to reorganize the department by moving from a four division department to a three division department, consisting of Police Administration, Operations, and Specialized Services. The transition will become fully effective at the start of 2024 with the start of a new budget year.

Under this structure, the Police Chief reports to the City Manager and oversees the Police Administration Division and all department operations and policies.

During 2023, the department was authorized to operate with a total of 293.8 employees, which consisted of 199 sworn personnel and 94.8 professional staff. Due to nationwide shortages, the department operated, on average, with 185 sworn personnel for the year.

WESTMINSTER POLICE DEPARTMENT ORGANIZATIONAL CHART



MISSION | VISION | VALUES

The Westminster Police Department strives to be proactive and to utilize sound problem solving skills to achieve the highest level of efficiency and effectiveness in the services provided. We value listening to opinions and concerns and are committed to working as a team. We recognize that our individual differences and backgrounds enrich and strengthen our organization and our community. With the selection of Chief Haubert as police chief, the current mission, vision, and values statements are planned to be evaluated at the start of 2024, ensuring that they are current with Westminster Police Department's core values and purpose.



MISSION | Law enforcement excellence in community safety and service through vigorous policing, professionalism, leadership, and innovation.

VISION | To exhibit strong leadership in our community, in our organization, and as individuals. To embrace and encourage innovation in all our thinking, decisions, and actions. To be courageous by demonstrating mental and moral strength, not only in times of difficulty, but in all circumstances

- VALUES |**
- QUALITY SERVICE
 - INTEGRITY
 - OPEN COMMUNICATION
 - FAIRNESS
 - VALUING PEOPLE

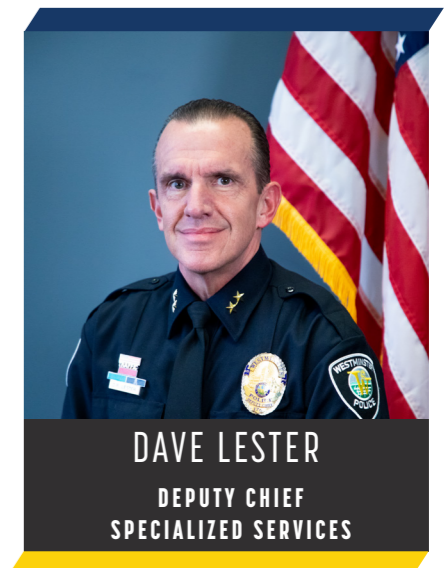
LEADERSHIP TEAM



NORM HAUBERT
POLICE CHIEF



DEAN VILLANO
DEPUTY CHIEF
OPERATIONS



DAVE LESTER
DEPUTY CHIEF
SPECIALIZED SERVICES

The Police Chief is primarily responsible for leading and supervising the functions of the Police Department by establishing major departmental policies, planning long-term programs, and making executive-level decisions in alignment with the organization's direction as determined by City Council and the City Manager.

CITY'S STRATEGIC GOALS

The City of Westminster uses a strategic planning process to help achieve its vision of a city that is rich in complexity and a community that is desirable as a place of residence or business.

In an effort to achieve the City's strategic goals, each department is responsible for assigned performance metrics to ensure that the City is achieving these goals. The City's strategic goals are reviewed on a continual basis to ensure that our organization is meeting the needs of our community and is maintaining accountability to the metrics assigned to the Police Department.



PREPAREDNESS & RESILIENCE

Build a system of intentional support for residents, businesses and the environment that mitigates risks and proactively seeks out ways to ensure the community not only endures, but thrives.



PROACTIVE PUBLIC SAFETY

Enhance public safety to emphasize both prevention and enforcement, engage the community through education and outreach and provide the resources necessary to ensure safety and well-being throughout Westminster.



SHARED SENSE OF COMMUNITY

Foster equitable opportunities that help residents feel at home and connected in their community and empowered to live their best lives.



QUALITY OF LIFE

Ensure that Westminster offers a diverse range of amenities and activities for residents, businesses and visitors that honor the city's history and support the arts, parks, recreation, open spaces, and libraries.



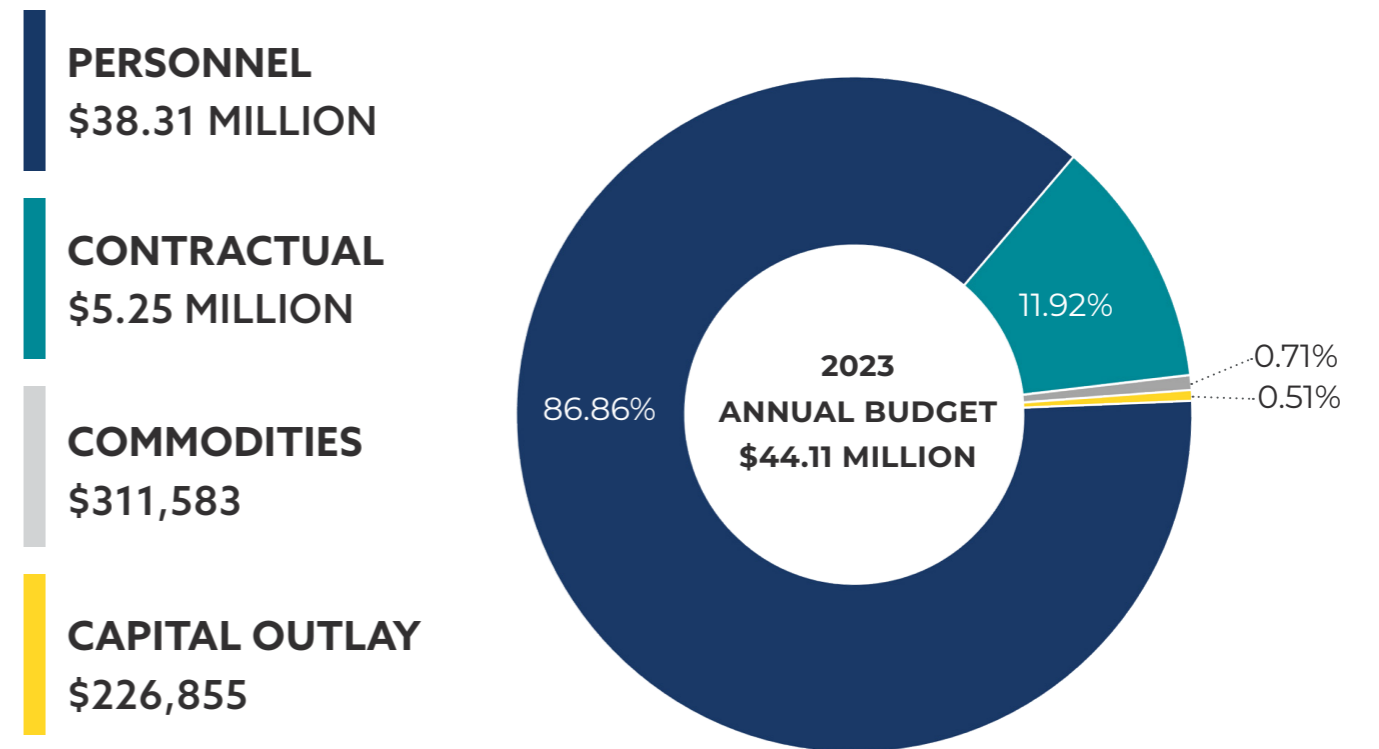
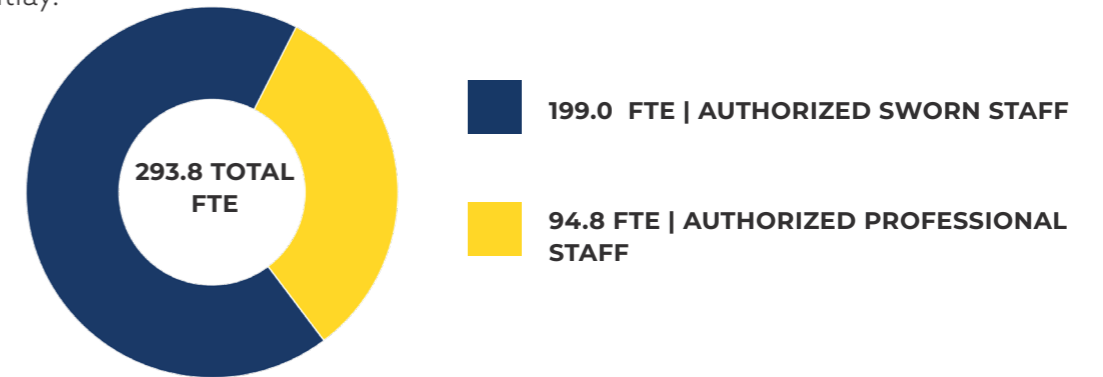
ROBUST INFRASTRUCTURE

Provide safe and equitable access to core services and amenities by safeguarding, maintaining and improving the city's water, wastewater, storm water, mobility and roadway systems.

BUDGET

Historically, the City of Westminster followed a two-year budget cycle. In 2021, in response to the global pandemic, the City of Westminster adopted a one-year budget cycle to provide financial flexibility in order to adequately respond to economic uncertainty. The goal of this budget cycle change was to allow the community to continue to recover and to move forward. The one-year budget cycles continued into 2023, and the Police Department had an approved fiscal budget of \$44.11 million.

The predominant sum of the Police Department's budgeted funds are allocated to personnel expenditures, which include salary and benefits, followed by contractual expenses, commodities, and capital outlay.



****Note: Budget figures have been rounded.**

GRANTS

The Westminster Police Department continuously seeks and applies for grant funding to provide additional financial security for operational demands. In 2023, the Westminster Police Department was actively involved with ten grants.

HIGH VISIBILITY IMPAIRED DRIVING ENFORCEMENT Award Period: July 1, 2022 - June 30, 2023 Purpose: Overtime reimbursement for DUI Enforcement	\$55,000
COLORADO BEHAVIORAL HEALTH ADMINISTRATION CO-RESPONDER SERVICES PROGRAM Award Period: July 1, 2023 - June 30, 2024 Purpose: Salary & benefits for co-responder contract services	\$310,000
INTERNET CRIMES AGAINST CHILDREN Award Period: April 11, 2023 - September 30, 2023 Purpose: Training & travel costs for National Conference on Child Exploitation	\$1,823
PEACE OFFICERS MENTAL HEALTH SUPPORT PROGRAM Award Period: July 1, 2022 - March 31, 2023 Purpose: Comprehensive Psychological Services and Peer Support Training	\$46,250
VICTIM OF CRIME PREVENTION ACT PROGRAM (VOCA) Award Period: January 1, 2021 - December 31, 2022 Purpose: Fast Track Domestic Violence Program for Victim Advocates which includes supplies, training, and travel	\$84,873
EDWARD BYRNE MEMORIAL (EBM) JUSTICE ASSISTANCE GRANT (JAG) Award Period: October 1, 2022 - September 30, 2023 Purpose: Handheld narcotic analysis equipment	\$34,322
COLORADO DEPARTMENT OF TRANSPORTATION (CDOT) - LAW ENFORCEMENT SPEED ENFORCEMENT PROJECT Award Period: October 1, 2023 - September 30, 2024 Purpose: Equipment and overtime for speed enforcement	\$80,347.24
COLORADO DEPARTMENT OF TRANSPORTATION (CDOT) - STATE TRAFFIC SAFETY INFORMATION IMPROVEMENT Award Period: October 1, 2023 - September 30, 2024 Purpose: E-Ticket Citation Software and Equipment	\$181,010
HIGH VISIBILITY IMPAIRED DRIVING ENFORCEMENT Award Period: July 1, 2023 - June 30, 2024 Purpose: Overtime reimbursement for DUI Enforcement	\$78,000
TOTAL GRANT FUNDS AWARDED DURING 2023	\$871,625.24

*Several of the awarded grants span more than one fiscal year. The sum of grant funds received in 2023 equal the total award for the duration of the grant award period listed above.

COMMUNITY STATISTICS



115,117
CITY POPULATION



48,026
CITY HOUSEHOLDS



29.9%
BACHELOR'S DEGREE
OR HIGHER



37.7
MEDIAN AGE OF
RESIDENTS



\$86,273
AVERAGE HOUSEHOLD
INCOME



34 MILES
CITY IN SQUARE
MILES



3,700+
REGISTERED
BUSINESSES



8TH
LARGEST CITY
IN COLORADO BY
POPULATION

OPERATIONS DIVISION

The Operations Division is managed by the Deputy Chief of Operations. The responsibilities that fall within the Operations Division include the Patrol Operations, SWAT Team, K9 Unit, Special Enforcement Team, Field Training Instructor program, Mobile Field Force, extra duty/off duty employment, and emergency management.

The division's Patrol Operations section is composed of four patrol shifts, each supervised by a commander. Geographical "beat" assignments are covered 24 hours a day, seven days a week to respond to requests for citizen assistance, provide proactive and reactive responses to criminal activity, conduct general patrol activities, and ensure community safety.

The Operations Division is also responsible for the mental health co-responder program, which was launched in July 2020 through an awarded grant from the Colorado Behavioral Health Administration. This program is designed to pair a mental health specialist with a police officer to respond to behavioral health-related calls for service to better serve the community.



PATROL SECTION

The Westminster Police Department Patrol Section is responsible for maintaining public order and community safety, enforcing the law, and establishing meaningful partnerships throughout the community.

In 2023, the Patrol Section experienced increased calls for service (2.8%) relating to all types of crimes. In general, the Denver Metro Area has seen a rise in crime over the past few years, especially related to motor vehicle thefts which both patrol officers and detectives manage. However, during 2023, Westminster experienced a reported 790 motor vehicle thefts, a 33% decrease in motor vehicle thefts from 2022.

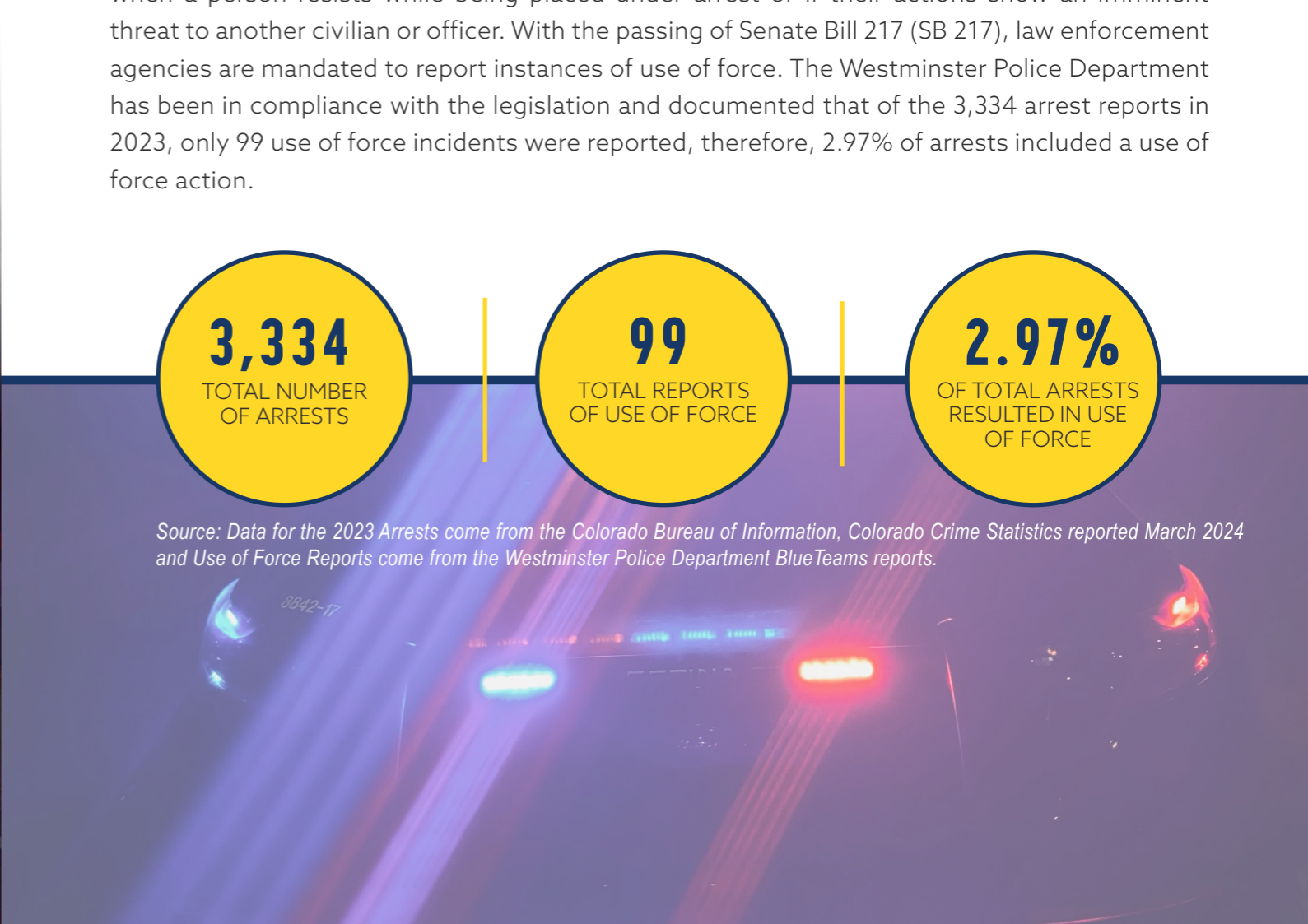
Overcoming staffing shortages was, and continues to be, one of the biggest challenges in Patrol and department-wide. Though staffing is still below the authorized threshold, it has improved over the past two years. In 2023, officers continued serving the Westminster community, remaining steadfast and devoted to providing professional service to all residents and businesses.

USE OF FORCE

The Westminster Police Department responds to thousands of calls for service each year with some of those calls leading to arrests. Occasionally, an officer will need to use forceful techniques when a person resists while being placed under arrest or if their actions show an imminent threat to another civilian or officer. With the passing of Senate Bill 217 (SB 217), law enforcement agencies are mandated to report instances of use of force. The Westminster Police Department has been in compliance with the legislation and documented that of the 3,334 arrest reports in 2023, only 99 use of force incidents were reported, therefore, 2.97% of arrests included a use of force action.



Source: Data for the 2023 Arrests come from the Colorado Bureau of Information, Colorado Crime Statistics reported March 2024 and Use of Force Reports come from the Westminster Police Department BlueTeams reports.



SWAT TEAM

The Specialized Weapons and Tactics (SWAT) Team was created in 1980 and is an ancillary assignment for officers who demonstrate leadership, tactical ability, physical ability, technical expertise, and problem solving skills. Calls for service range from high-risk warrant service, dignitary protection, critical incidents, and other high-risk incidents that pose a significant risk of danger to the public.

In 2023, the SWAT Team was activated to serve 12 warrants, with 19 suspects arrested for offenses that included illegal sale and possession of narcotics and firearms, attempted homicide on a police officer, and homicide.

In addition, the SWAT Team expanded their team by adding a new position dedicated to technology. This new role will focus on managing drones, robots, and other specialized equipment. This will allow the SWAT Team to enhance their ability to ensure the safety of both civilians and fellow team members.



SPECIAL ENFORCEMENT TEAM

The Special Enforcement Team, or SET, provides assistance with high profile and high priority cases within Investigations and Patrol. The team addresses unique problems within the community that a uniformed patrol officer cannot.



K9 UNIT

The K9 Unit is highly trained and equipped to assist with incidents that go beyond normal police operations. In addition to handling routine calls for service, they provide assistance with narcotic searches and are recognized as a valuable tool for locating and detaining suspects. The K9 unit is composed of four K9's led by a Sergeant and three K9 handlers. All four dogs have multipurpose skills that are utilized both in patrol functions, odor work for narcotics, and explosive devices. All of the K9 handlers are currently assigned to shifts within the Patrol Section.

In 2023, the Westminster Police Department K9 unit was extremely busy and was deployed in 120 incidents. The K9 unit was involved in the direct apprehension of nine suspects. K9's were also responsible for the safe surrender of 40 suspects, by which the suspect surrendered with only the presence of a K9. Throughout the year, the K9 unit was involved in numerous public education demonstrations, which include the Public Safety Open House, the Citizens Academy, and the Teen Academy.

In late 2022, the K9 Unit retired K9 Gino, with his handler also leaving the unit. The K9 Unit replaced Gino's vacancy by adding K9 Ferro and by running an internal recruitment process to fill the K9 handler vacancy.



9
K9 DIRECT APPREHENSIONS



40
K9 PRESENCE SURRENDERS

SPECIALIZED SERVICES DIVISION

The Specialized Services Division, led by a Deputy Chief, is composed of three main sections: the Investigations Section, the Professional Services Section, and the Records and Property Evidence Section.



INVESTIGATIONS SECTION



PROFESSIONAL SERVICES SECTION



RECORDS & PROPERTY EVIDENCE SECTION

INVESTIGATIONS SECTION

The major functions of the Investigations Section are to investigate crimes against people and/or property, conduct undercover investigations, coordinate intelligence information, register and verify sex offenders, process crime scenes, examine evidence, prisoner extraditions and transports, victim services, and liquor enforcement. With the increase in Police Department staffing in 2023, the Investigations Section was able to fill five vacancies for detective positions.

The Investigations Section is divided into three investigative disciplines for investigating criminal activity: persons crimes, property crimes, and miscellaneous crimes. In 2023, 2,321 cases were assigned to detectives. This figure included 11 homicides, with 8 of those cases occurring between September through December.



Specialized detectives assigned to investigate motor vehicle thefts spent significant time investigating motor vehicle theft crimes. In 2023, there was a 33% decrease in motor vehicle thefts throughout Westminster. The Westminster Police Department engaged in strategies and tactics that reduced auto theft in the city. One strategy included adding a full-time detective to the Colorado Metropolitan Auto Theft Task Force (CMATT). In addition, auto theft deterrent clubs were also provided to citizens at no cost, and officers engaged in public education and community events. Furthermore, the Investigations Section conducted proactive field operations which resulted in the recovery of stolen vehicles, intelligence gathering, and identifying problem locations in the city resulting in a 33% decrease in motor vehicle thefts in 2023.



PERSONS CRIMES CLEARANCE RATE

CASES ASSIGNED	CASES CLEARED	CLEARANCE RATE
868	819	94.35%

PROPERTY CRIMES CLEARANCE RATE

CASES ASSIGNED	CASES CLEARED	CLEARANCE RATE
701	718	102.42%

MISCELLANEOUS CRIMES CLEARANCE RATE

CASES ASSIGNED	CASES CLEARED	CLEARANCE RATE
752	673	89.49%

*NOTE: Cases cleared from previous years are included with the annual statistics which may result in a clearance rate over 100%.

CRIME LAB

The Westminster Police Department Crime Lab is staffed with four highly trained and experienced criminalists. Criminalists are highly trained forensic science technicians responsible for analyzing physical evidence for crime scenes to help determine how a crime occurred and help identify the offender(s). Criminalists perform crime scene investigation, as well as evidence collection, preservation, and analysis. Additionally, criminalists perform photography documentation and photo processing.

CRIME LAB WORK	2020	2021	2022	2023
CRIME SCENE RESPONSES	239	297	164	203
CRIME SCENE REPORTS	251	306	171	167
LABORATORY REQUESTS	168	168	252	370
ITEMS PROCESSED FOR LATENT FINGERPRINTS	483	1,014	716	494
LATENT FINGERPRINT EVALUATIONS	358	337	420	559
LATENT FINGERPRINT COMPARISONS	1,439	1,578	3,272	2,084
SERIAL NUMBER RESTORATIONS	2	0	0	2
COMPUTER FORENSIC DEVICES	2	0	0	2
FORENSIC VIDEO ANALYSIS	0	0	0	0
FOOTWEAR/TIRE COMPARISONS	0	0	0	0
AFIS HITS	20	32	61	60



COLD CASE HOMICIDES

The Westminster Police Department currently has 10 cold cases/unsolved homicides that occurred between 1983 and 2018. Each year, cold cases are reviewed for additional tips or leads that need to be investigated. Per state law, the Westminster Police Department provides an annual update to the family of the victim as to the status of the case.

In 2023, the Westminster Police Department successfully closed a cold case homicide that was unsolved since 1975. This was the oldest cold case for the department and the first cold case solved. Detectives actively worked this case over the last six years by utilizing DNA analysis and forensic genealogy.



On December 6, 1975, the body of Teree Becker was found by a couple riding motorcycles in the area of 100th Ave. and Lowell Blvd. The case did not have leads and sat cold for many years. In 2003, the Colorado Bureau of Investigation (CBI) was able to extract DNA from a piece of evidence from an unknown male that was collected. The DNA profile was generated, but no match was determined at the time. In 2013, an unidentified DNA profile was submitted by

Las Vegas Metro Police Department from a 1991 cold case that they were working. The DNA in this case matched the DNA profile collected from Teree Becker, and it was determined that the individual that murdered Teree Becker also murdered the victim from Las Vegas. Over the next several years, the DNA was evaluated and it was determined that this case was eligible for Genetic Genealogy. Genetic Genealogy is a generation tool that can be used to identify human remains by tying DNA to a family of a missing person or by identify the DNA of an individual found at a crime scene. Through this DNA testing, authorities were able to identify the suspect for both Teree Becker and the victim in Las Vegas.

After the positive DNA match, it was discovered that the suspect in both homicides was deceased. In October 2023, Las Vegas Metro PD obtained consent to exhume the body of the suspect on the probability that the suspect committed both homicides. Bones of the suspect were collected and analyzed, confirming a solid DNA match. The case was officially closed, bringing closure to the family and friends of Teree Becker.

The Westminster Police Department continues to diligently review and work the remaining cold



10
UNSOLVED COLD CASES AS
OF END OF 2023



VICTIM SERVICES UNIT

The Victim Services Unit (VSU) consists of a Victim Services Coordinator who supervises five Victim Advocates as well as several volunteers and interns. The staff and volunteers are trained to provide extensive services to victims of various crimes. Victim Advocates make themselves available to crime victims 24/7, providing support through collaborative community partnerships. With these resources, the Victim Services Unit is able to assist victims with urgent needs such as medical bills that resulted from crime, hotel accommodations or shelter, food, diapers, relocation assistance, locks and/or keys, and various incidental costs that help victims remain safe and work towards improving family stabilization.

During 2023, Westminster victim advocates were able to help 1,086 victims who received services and compensation through the Victim Rights Act, which helped to provide medical bill assistance, therapy, security devices, lost wages, funeral expense assistance, and other similar assistance.

In July, longtime volunteer Deb Oster was awarded the "7 Everyday Hero" award from Denver 7 News for volunteer service spanning more than 18 years, providing over 10,000 hours of volunteer service within the City of Westminster.



4,186
VICTIMS SERVED



410
VICTIM ADVOCATE
CALL OUTS



303
FAST TRACK DOMESTIC
VIOLENCE CASES

NORTH METRO TASK FORCE

The Department participates in the North Metro Task Force through an intergovernmental agreement. This task force investigates criminal cases involving the sale, possession, manufacture, and/or distribution of narcotics. The Department currently staffs three full-time narcotic detectives and a supervisor at the North Metro Task Force (NMTF). The efforts of the NMTF have shifted slightly in recent years to focus on large-scale drug distribution networks that operate in the greater Adams County area. This benefits Westminster directly by cutting off the supply source for lower-level drug dealers and users that work and reside in the city. This shift is driven by a focus on supply-side disruption and an understanding that individuals struggling with addiction should not be the focus of enforcement efforts.



PROFESSIONAL SERVICES SECTION

The Professional Services Section (PSS) includes the Public Information Office/media relations unit (PIO), crime prevention programs, public education programs, employment background investigations, internal misconduct investigations, and coordination of department-wide training.

The PIO Unit within PSS is responsible for responding to and providing press releases for significant incidents. In addition, the PIO unit is responsible for social media management, community meetings, business security consults, training classes, and special PD-related event coordination. The PIO's are also responsible for coordinating and hosting the successful Citizen and Teen Academies.

In 2023, recruitment and filling vacancies was a large focus of PSS. The strategy for hiring highly qualified candidates continues to evolve to meet the ever-changing employment landscape. Leadership continues to evaluate the department's hiring methods and to work with the City of Westminster's Human Resources Department to streamline the process.

Recruitment Background Investigations 2023

Sworn Position Candidates	50
Professional Staff Candidates	55



SEX OFFENDER UNIT

In 2023, officers monitored registrations of approximately 265 active sex offenders within Westminster, which is a 1.8% increase from 2022. Additionally, officers conducted 249 home checks on individuals in compliance with C.R.S. 16-22-103. Depending on the type of offense, offenders are required to register either yearly or quarterly. If an offender who is required to register quarterly becomes un-housed, they are required to register monthly per the courts.



265

AVERAGE NUMBER OF ACTIVE SEX OFFENDERS ANNUALLY

249

NUMBER OF SEX OFFENDERS HOME VERIFICATIONS COMPLETED

POLICE RECORDS & PROPERTY EVIDENCE SECTION

Led by the Support Services Administrator, the Records and Property Evidence Section maintains police records, answers citizen inquiries and informational requests (cold reports by phone or in person as appropriate), and ensures proper handling, storage, and safekeeping of evidence and found property.

POLICE RECORDS UNIT

The Police Records Unit is staffed by two supervisors and is authorized to employ eleven Police Records Technicians. The Records Unit is responsible for processing all department criminal justice records and Colorado Open Records Act (CORA) requests. Furthermore, the Records Unit serves the citizens at the Public Safety Center front window and maintains the department's main Colorado Crime Information Center (CCIC) and National Crime Information Center (NCIC) terminal.

A large responsibility of Records staff is managing records requests. To better improve the tracking and management of requests, the Westminster Police Department implemented the usage of Granicus-GovQA software. This software has allowed staff to be more efficient with processing Colorado Criminal Justice Records Act (CCJRA) requests electronically, managing requests through the fulfillment process, and accepting payment for requested records.

In 2023, the Records Unit streamlined the process of sealing and expunging records to be more efficient and less time consuming. Records staff worked with the City Prosecutor's Office and the Police Legal Advisor to successfully train two records technicians in the process of sealing the reports in the appropriate databases.

The Records Unit also worked diligently on District Attorney (DA) filings. In 2023, Records Unit

staff uploaded 2,217 cases through the DA portal. Currently, Jefferson and Adams Counties request all misdemeanors, including traffic cases, to be uploaded after the case is approved.

For 2024, the Records Unit has formed a committee to complete a full review and update of the training manual to ensure protocols and procedures are current. This will be especially helpful as

COUNT OF SEALED AND EXPUNGED RECORDS OVER TIME (2019-2023)					
	2019	2020	2021	2022	2023
NUMBER OF RECORDS	1,059	471	393	491	1,000

the Records Unit works to become fully staffed and trained. Furthermore, the Records Unit also plans to work on updates and corrections with the Records Management System as it relates to the Colorado Division of Criminal Justice (DCJ) Contact Card amendments pertaining to Senate Bill 217 (SB 217). The Records Unit will be working to make all of the necessary corrections so that the contact cards are in full compliance with SB 217 and CBI submission.



10,611
INCIDENT REPORTS PROCESSED

COUNT OF RECORDS REPORTS ISSUED OVER TIME (2019-2023)					
	2019	2020	2021	2022	2023
INCIDENT	13,879	11,643	11,809	11,186	10,611
SUPPLEMENTAL	20,603	18,919	*See Below	*See Below	*See Below
ACCIDENTS	2,970	1,962	2,379	2,505	2,033
ARRESTS	7,676	2,953	2,379	2,857	3,049
CITATIONS	14,080	7,159	6,306	4,955	6,615
SEARCH/FAX/EMAIL REQUEST	7,912	8,460	9,387	8,437	8,498
CCIC ENTRIES	7,473	8,619	8,913	7,041	7,544

* Supplemental information not available due the implementation of a new records management system that occurred in March 2021

PROPERTY EVIDENCE UNIT

The Property Evidence Unit consists of three Property Evidence Technicians who are responsible for managing the chain of custody for every item of evidence that is collected by officers or investigators. These technicians are also responsible for any transfers, destruction schedules, mandatory audits, conversions, and releases.

The Property Evidence Unit tracks items of evidence that are brought into the warehouse and also tracks the number of disposed items. Property evidence technicians aim to provide proper management of the property evidence warehouse to avoid overcrowding and continually monitor items scheduled for destruction or disposal for this purpose. In 2023, the annual audit was completed and received an 'exceptional' rating, highlighting the unit operating with a high level of pride and service to the public. The annual audit consists of:

- 1% random audit of all items in the warehouse by category
- All currency being held in the safe
- All drugs and narcotics for current audit year
- Random narcotics from previous years
- All firearms for current year
- Random firearms from previous years
- All firearms converted for department use
- Adherence to policies and procedures regarding P/E intake, storage, release, and destruction
- Verification of balance in Property Evidence Clearing Account with the Finance Department
- Verification of balance in Property Evidence General Fund Account with the Finance Department



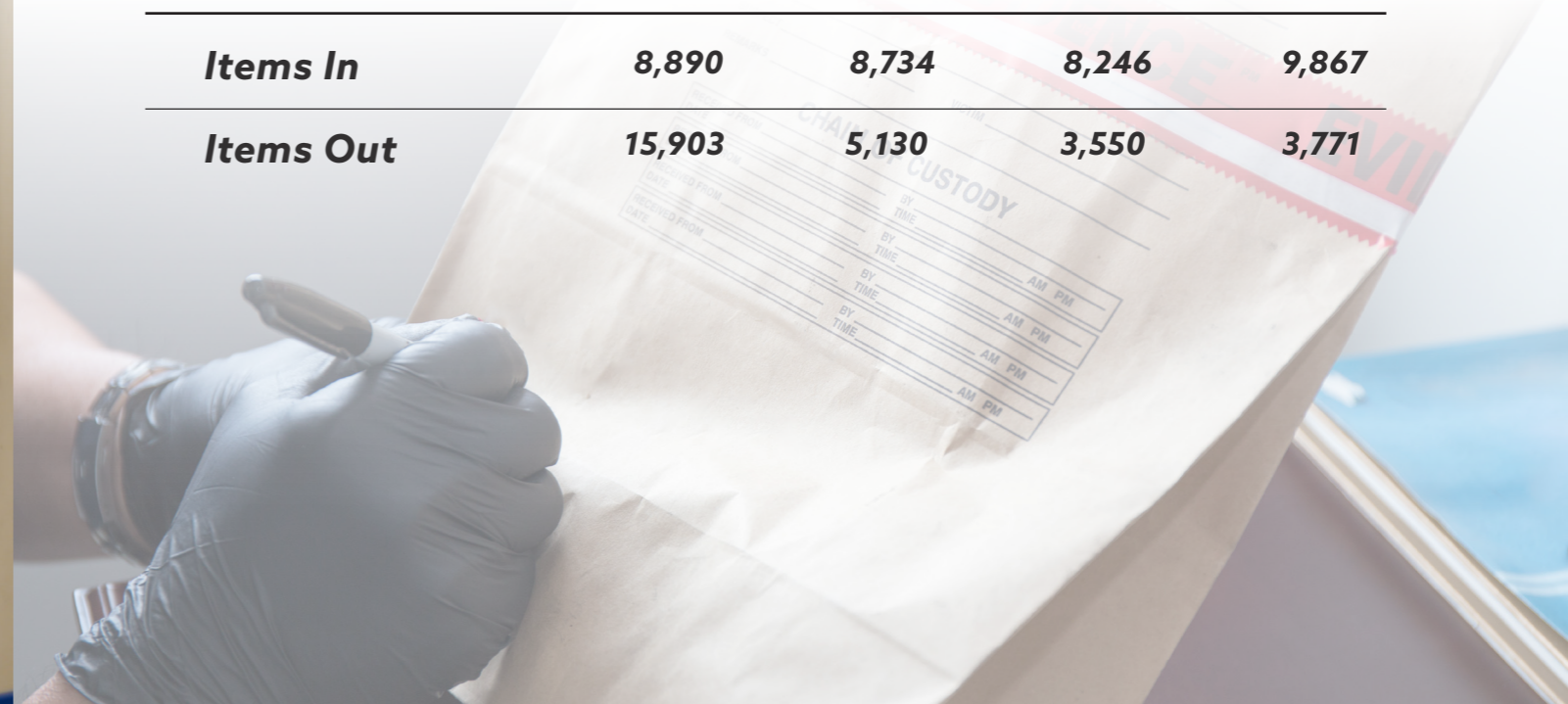
In October, the property evidence staff established a plan to create more storage space for the rolling shelf units in the warehouse. The team strategically planned the adjustment of the current shelving units and the purchase of new storage boxes that would fit the dimensions of the shelving units.

For 2024, the Property Evidence Unit plans to work on obtaining case dispositions for items of evidence booked into the warehouse and obtaining the officer and/or detective's approval for disposal. By establishing a more streamlined process for dispositions, property evidence staff will be able to dispose of more evidence, creating room for new items.

Additionally, the Property Evidence Unit plans to complete an upgrade in the warehouse on the rolling file cabinet system, also creating more storage space for evidence intake.

Evidence Custody Status

	2020	2021	2022	2023
Items In	8,890	8,734	8,246	9,867
Items Out	15,903	5,130	3,550	3,771



TECHNICAL SERVICES DIVISION

The Technical Services Division is composed of three sections: Special Events, Technology, and Communications. With the start of the department reorganization, this division will be dissolved and the three sections will be split into the Operations and Specialized Services divisions at the start of 2024.



SPECIAL EVENTS SECTION



TECHNOLOGY SECTION



COMMUNICATIONS SECTION

SPECIAL EVENTS SECTION

Led by a commander, the Special Events Section covers a wide range of duties. Those duties include: enforcing ordinances related to city-owned parks, recreation facilities, libraries, and trail systems; the School Resource Officers; enforcing traffic regulations/control; and conducting accident investigation and safety education through the Traffic Unit.

TRAFFIC UNIT

The Traffic Unit includes a Sergeant and fourteen Officers assigned to traffic-related duties. Some of the primary duties of this unit consist of traffic enforcement in high accident locations and school zones, special enforcement projects such as DUI and street racing patrol, and addressing citizen traffic concerns.



3,540
SPEEDING CITATIONS
ISSUED IN 2023



In 2023, the Traffic Unit was actively involved in targeted enforcement against street racing. They partnered with numerous multi-jurisdictional enforcement efforts to include both Adams County Street Racing Task Force, the Colorado State Patrol, and Colorado Information Analysis Center (CIAC) Street Racing Task Force. The Traffic Unit also obtained and updated property management trespass notices for major gathering locations that street racers use within the

4,654

TOTAL NUMBER
OF CITATIONS
ISSUED

1,721

TOTAL TRAFFIC
RELATED
ACCIDENTS

13,735

TOTAL TRAFFIC
CALLS FOR
SERVICE

city of Westminster.

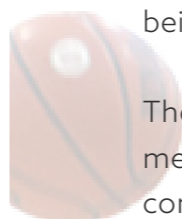
Additionally, the Traffic Unit received a Colorado Department of Transportation (CDOT) Traffic Enforcement grant which created a monthly pool of overtime for officers to proactively work traffic enforcement on overtime. The grant also allowed the Traffic Unit to purchase ten

SCHOOL RESOURCE OFFICERS

Westminster School Resource Officers (SRO's) serve over 35 schools spanning three school districts. This unit is composed of seven officers and a sergeant. Our SRO's support schools, children, and families by working with school staff to ensure the safety and security of school facilities by building relationships with students, staff, and families, and by prioritizing the well-being for the youth in our community.

The primary role of an SRO is to support school staff in an effort to keep schools safe. SRO's mentor students and directly foster positive relationships between law enforcement and the community. SRO's teach students various topics including law, health (drugs, alcohol, and tobacco), and safety. These relationships help students feel more comfortable around police officers and other members of law enforcement in the event that they may need help or a safe place.

In 2023, SRO's made 1,106 contacts at schools, issuing 189 summonses. During the summer months, the SRO staff held the Teen Academy for 20 students, which offers a hands-on learning experience for high school students.



ANIMAL MANAGEMENT UNIT

The Animal Management Unit consists of an Animal Management Supervisor and five Animal Management Officers. This highly trained and experienced team is responsible for enforcing all of the City of Westminster’s ordinances pertaining to animals. In 2023, Animal Management Officers received 6,700 calls for service, a 16% increase from 2022. Additionally, a total of 706 animals were impounded, with 200 being returned to their owners prior to being taken to the animal shelter. The Unit’s 2024 goal is to focus on proactive enforcement in high call density areas.



Animal Responses	2021	2022	2023
Animal At Large	811	754	840
Animal Bite	161	181	233
Animal Impounds	542	608	706
Animal Neglect	498	505	390

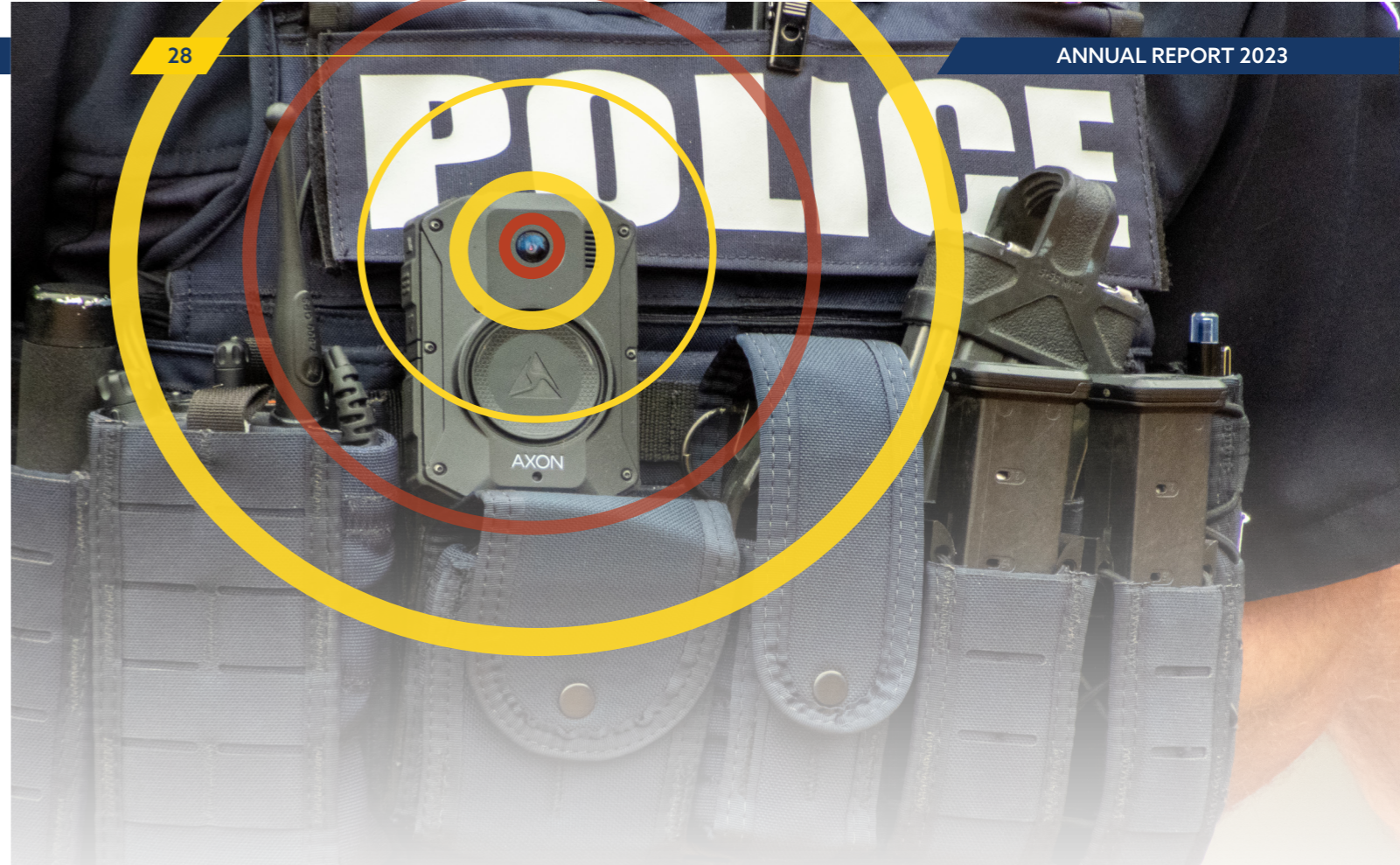
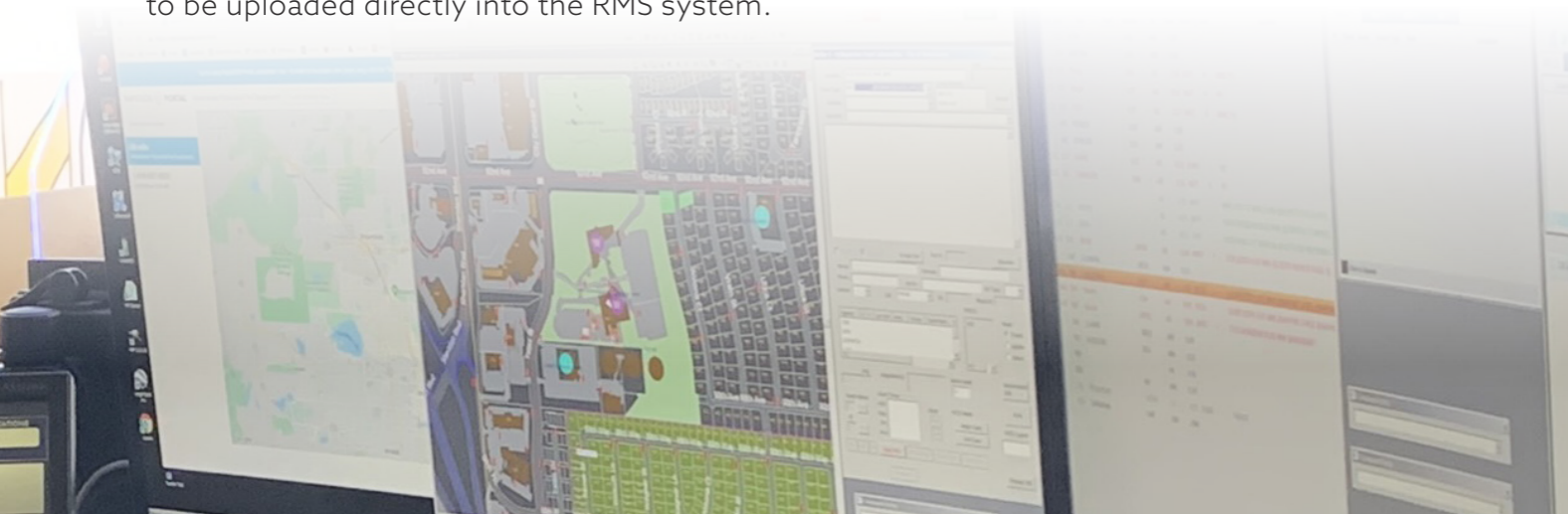
TECHNOLOGY SECTION

Led by a commander, the Technology Section is responsible for assessing and implementing department technology and identifying technology needs. With the evolving world of technology, the Westminster Police Department strives to stay at the forefront of law enforcement-related technology systems.

CAD & RMS PROJECTS

In 2023, the Application Specialists who oversee the Computer Aided Dispatch (CAD) and Records Management System (RMS) completed a project that allowed supplemental reports to be added to the new online reporting feature on the Westminster Police Department website. Additionally, the team worked on completing a CAD realignment to modify and adjust the 206 call types for improved management and response times to priority calls.

Another milestone was the completion of an updated booking photo solution that allows photos to be uploaded directly into the RMS system.



BODY WORN CAMERA UNIT

132,388
BODY WORN CAMERA
INTAKE VIDEOS

28,323
HOURS OF BODY
WORN CAMERA
FOOTAGE

In compliance with SB 217, the Westminster Police Department purchased and deployed body worn cameras for all sworn police officers by November 2021, ahead of the July 1, 2023 date required. Along with the implementation of body worn cameras, the department also needed to hire staff responsible for maintaining, uploading, storing, retaining, and monitoring all video footage that is stored as evidence. These staff members are also responsible for ensuring the proper chain of custody is followed and for preparing video files for public releases.

In 2023, the Technology Section doubled staffing of Body Worn Camera (BWC) Technicians by two, for a total of four. With the addition of staff, the BWC Unit has decreased the time to complete video record requests from four weeks to about two weeks. During 2023, the BWC Unit implemented the Axon Binary File Format (ABF) to the entire PD, which allows for better storage of the video files. A major focus of the BWC Unit was the successful on-boarding and training of the new technicians.

The Westminster Police Department currently has just over 200 Axon Body Cameras in use. In 2023, BWC Technicians processed 132,388 uploaded videos which included 28,323 hours of footage. During the year, BWC Technicians processed 112 redacted video requests, spending 753 hours to process these specific videos.

GRAFFITI ENFORCEMENT

Graffiti Enforcement is housed within the Technical Services Division. Working with Parks, Recreation, and Libraries, Code Enforcement, CDOT, and private partners, Graffiti Enforcement improved the process for reporting, information sharing, and designating responsible parties for clean-up. These improvements accelerated eradication efforts and reduced the time that graffiti is visible. Graffiti Enforcement has also expanded to include a graffiti surveillance program which has been deployed to combat a variety of neighborhood crimes.

A survey of Westminster citizens showed an increase in concern over graffiti vandalism. This prompted Westminster City Council to adopt one of the toughest graffiti ordinances in the state of Colorado. City Council's action included the emphasis on citizen involvement in reporting graffiti so that swift removal can take place. The Westminster graffiti ordinance makes the commission of graffiti a crime punishable by fine or jail term and creates proactive measures designed to prevent minors from becoming involved in graffiti vandalism by:

- Taking graffiti writing materials out of the hands of minors by making their possession against the law.
- Prohibiting businesses in Westminster from selling the most popular graffiti writing materials to minors and requiring these products to be kept under constant surveillance.
- Involving parents, should a graffiti conviction occur, by making them responsible for restitution and for attending their child's community service.

In 2023, staff removed 122 instances of graffiti. The average amount of time to fully remove each instance was 3.4 days.

COMMUNICATIONS & DISPATCH CENTER

Led by an administrator, the Telecommunications Center receives emergent and non-emergent calls for assistance; prioritizes and coordinates critical services to the community by dispatching police, fire, and ambulance services; and provides support to responding officers. The Telecommunications Center is authorized to employ a Public Safety Telecommunicator (PST) Administrator, four PST Supervisors, and twenty-two PST Specialists.

The Westminster Department of Public Safety Telecommunications Center is the primary Public Safety Answering Point (PSAP) for the City of Westminster. The communications center supports the police department and the fire department, which includes both fire and medical calls for service. In 2023, the Telecommunications Center processed approximately 154,471 incoming and outgoing phone calls, resulting in 77,016 PD calls for service and 13,576 calls for fire service and medical related calls.

PSAP employees are required to possess many skills including: numerous computer and software applications, radio communication, telephone communication, de-escalation, crisis intervention, and Emergency Medical Dispatching (EMD). EMD is a skill that requires giving pre-arrival instructions to callers while emergency responders are en-route.

In April 2023, the Telecommunications Center launched an automated abandoned callback solution. This software detects 911 hang-ups, as well as "pocket dials", and uses artificial intelligence to determine if there is a disturbance on the line. From April to December 2023, the automated abandoned callback system handled 2,287 calls that would otherwise have required call-taker intervention. This has had a net positive effect on overall call processing times and customer service.

In May 2023, a neighboring dispatch agency experienced a cyber security breach and ransomware attack that disabled operations. Learning from this event, telecommunications staff began looking into a backup CAD solution that would take the place of manual cards in the event of a long-term CAD outage. Staff identified Deccan International's Dispatch fail-safe solution as the only vendor and product currently filling this need. This solution is anticipated to save up to a minute per call over manual card entry, which will significantly improve call processing times, accuracy, and customer service in the event of a CAD outage.

For 2024, telecommunications staff plan to complete work on an emergency operations center at the Broomfield Detentions Center. This project was started in 2022, but required additional fiber connections to be completed by Broomfield and Adams Counties. This emergency operations center will serve as a functional backup center, minimizing potential service interruptions due to natural or other disasters that could interrupt normal services.

Furthermore, the City of Westminster Information Technology Department is working on a fiber redundancy solution between the Public Safety Center and the Northwest Water Treatment Plant for internal infrastructure redundancy.

STAFFING

Staffing shortages across the workforce continue to impact the Telecommunications Center. In 2023, the Telecommunications Center hired six lateral and seven entry-level PST's and promoted two supervisors internally. However, even with salary increases and hiring successes, staffing continues to be a challenge.

Turnover in 2023 was significant and included the following resignations: three PSTs, one PST supervisor, and five PST trainees. With the fluctuation of staffing, telecommunications staff worked 5,425 hours of overtime throughout the year. Nevertheless, even with a higher turnover rate, the Telecommunications Center ended the year with only one and one-half PST vacancies and one PST supervisor vacancy.

COMMUNITY RELATIONS

The Westminster Police Department is dedicated to building connections and interacting with the community and neighborhoods that it serves. Throughout the year, the Westminster Police Department proudly hosts and partners with several events and community-based programs to enhance those connections and support the needs of the public.

Santa Cops

The Westminster Police Department, along with help from the Westminster Citizens Academy Alumni Association (WCPAAA), provides Christmas gifts to children in our community whose families are undergoing severe hardships. Nominations for the children and their families come from officers who interacted with the children while on calls for service, at schools through the school resource officers, from victim advocates, and through relationships with school counselors and county housing authorities. Each child receives a pair of shoes, a winter coat, a complete outfit, and a few toys based on their interests. Police officers wrap and deliver all of the gifts before Christmas. This program is highly regarded by Department staff and community members and could not operate without the businesses, community, and City of Westminster Staff that support this meaningful program.

WESTMINSTER POLICE DEPARTMENT ANNUAL COMMUNITY EVENTS



NATIONAL NIGHT OUT

Annual event for crime prevention in communities with first responders



DEPARTMENT TOURS

Guided tours for children interested in learning about the WPD



DEA DRUG TAKE-BACK

Coordinated with the DEA for the public to properly dispose of prescription medications



SANTA COPS

Supporting children and families in need during the holidays



CUISINE WITH COPS

Building community with food trucks and conversation



WESTMINSTER POLICE APP

An app dedicated to news, press releases, events, and updates from WPD



CITIZEN'S ACADEMY

Annual academy to educate the community about WPD operations and civic awareness



SHRED - A-THON

Document shredding with Crime Stoppers to help prevent fraud in the community



NEIGHBORHOOD WATCH

WPD assists neighborhoods to develop programs to enhance safety



TEEN ACADEMY

Academy for high school students to learn about the duties of a police officer



COMMUNITY MEETINGS

Interactive meetings with the community to ask questions on an array of topics



SECURITY CHECKS

Security site analysis for businesses and homes to ensure security

TRAINING

Field Training Instructor Program

The Field Training Instructor Program (FTI) is designed to expand education and training received during the basic police academy, as well as familiarize new officers with policies, procedures, rules, and regulations specific to the department. Successful completion of the field training program is required before independent assignment. The FTI program is administered by 27 Field Training Instructors and 11 Field Training Sergeants.

The Westminster Police Department collaborates with Tracwire, a cloud based solution used to track and evaluate trainee progress and performance. The custom-built system features real-time analysis, which allows training officers and supervisors to address deficiencies and to reinforce successes more efficiently.

During 2023, 27 officers went through the Field Training Program, and 22 officers successfully completed the program (equating to a 81% success rate).

81%

FTI COMPLETION RATE



244

TRAINING MINI SKILLS SESSIONS FOR FTI

910

NUMBER OF TRAINING HOURS LOGGED FOR FTI



ARREST CONTROL TRAINING

The focus of arrest control training is driven by the trends, as well as the concerns, derived from reviewing "use of force" reports. When no significant trends are discovered in a given year, training focuses on areas of arrest control and defensive tactics that were not covered in a previous year's training. Additionally, a portion of training time is spent on tactical reviews of cases involving excessive force claims from the U.S. 10th Circuit Court of Appeals. These reviews are extremely valuable as they allow staff to discuss real situations and to identify windows of opportunity in those incidents where de-escalation could have changed the outcome.

FIREARMS TRAINING

Firearms training at the firing range is scheduled on a quarterly basis. Sworn personnel are required to complete a four-hour training session once per quarter for a total of 16 training hours per year. Additionally, officers must complete qualifications for all weapons, including all on-duty weapons and rifles, as well as shotguns, off-duty weapons, and back-up handguns.

OFFICER SURVIVAL TRAINING

The Officer Survival Training Program is composed of 21 instructors across all divisions of the Westminster Police Department. The program provides scenario-based and force-on-force training on topics that include active shooter/hostile scenes, building searches, de-escalation techniques, pedestrian contacts, patrol calls for services, and traffic contacts and stops.

RECRUITMENT & RETENTION

What makes us strong are the different backgrounds that we bring to this occupation.

The Westminster Police Department, as well as law enforcement agencies across the nation, are experiencing staffing shortages when it comes to hiring and retaining personnel. In 2023, the Department continued offering sign-on bonuses to recruit police officers and Public Safety Telecommunicators.

The Westminster Police Department strives to be an attractive agency to potential recruits. Westminster PD is an agency with a respected history, great morale, and support from command staff, City Council, and the community. Specialized assignments offer Westminster police officers career enhancing opportunities. Some of those opportunities include: SWAT, K9, Special Enforcement, Traffic, School Resource Officers Investigations Detectives, specialized

POLICE OFFICER RECRUITMENT



\$73,340 - \$108,513
SALARY RANGE
(BASED ON 2024 AUTHORIZED PAY PLAN)

The City of Westminster has an aggressive step pay plan for police officers. Step increases are received on anniversary dates, contingent on job performance. Officers can reach top-out pay after their fifth year.



COMPETITIVE BENEFITS

The City of Westminster offers a competitive benefits package that includes: medical & mental, competitive leave, pension and retirement, term life insurance, education and training, and bi-lingual bonuses.

taskforce assignments, and more.

Understanding that this profession comes with an immense amount of stress, The Department also contracts with mental health professionals who provide post-incident debriefs, annual wellness check-ins, work-related sessions and personal visits for sworn and professional staff. Additionally, the Department offers these services to immediate family members and retirees for law enforcement-related issues. This program continues to be beneficial for the overall wellness of all employees and their families.

The Westminster Police Department has become a destination agency for not only current law enforcement professionals, but also for those considering the start of a career in law enforcement. The Westminster

Police Department has all the benefits of a large agency, but is still small enough for employees to build meaningful relationships within a team.



POLICE OFFICER MINIMUM REQUIREMENTS

- 21 YEARS OF AGE AT HIRE
- HIGH SCHOOL DIPLOMA OR GED
- HIGH MORAL CHARACTER



MENTAL HEALTH CO-RESPONDERS

The Westminster Police Department continues to staff a successful mental health co-responder program that includes four clinicians, a case management coordinator, and a supervisor. In 2023, the Co-Responder Unit (CRU) became fully staffed, allowing for more robust availability to help community members in need of crisis services. CRU covers seven days a week, between 6am and 11pm on most days. The CRU is funded by both the city and the Colorado Behavioral Health Administration through a grant opportunity.

In 2023, the CRU responded to 1,153 calls for service and received an additional 948 referrals (either from law enforcement, fire department personnel, city staff, families, or other community partners). Since its inception, the CRU has experience an increase in requests for calls for service. As a result, the Westminster Police Department is now looking at expanding this program, when able, to include two additional clinicians.

Goals of the program include:

- Provision of alternative care in the least restrictive setting possible
- Prevention of unnecessary emergency room visits and incarceration
- Returning law enforcement and fire personnel to service
- Implementing an internship program for social work and counseling students who are working towards their master's degrees
- Implementing increased safety measures for CRU staff so that they can respond to low-level crisis calls independently



AT A GLANCE STATISTICS



2023 TOTAL CALLS FOR SERVICE

77,016



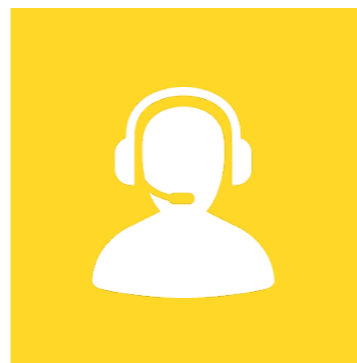
2023 TOTAL ARRESTS

3,334



2023 TOTAL AUTO ACCIDENTS

2,220



2023 TOTAL CALLS ANSWERED BY DISPATCH

154,471

**Includes Police and Fire Calls For Service*

2023 AVERAGE PRIORITY 1 RESPONSE TIME BY BEAT (in minutes)

BEAT 10	07:03
BEAT 20	07:32
BEAT 30	07:23
BEAT 40	08:13
BEAT 50	08:09
BEAT 60	08:58
BEAT 70	11:09
AVERAGE	08:21


Source: Data for the 2023 Responses by Time and Day come from 2023 Westminster Police Department Computer Aided Dispatch (CAD) data.



862
WARRANT ARRESTS



246
DUI ARRESTS (ALCOHOL AND DRUGS)



79
ROBBERIES



790
MOTOR VEHICLE THEFTS



797
SHOPLIFTING REPORTS



1,307
CUSTODIAL ARRESTS



1,573
VANDALISM



117
IDENTITY THEFTS



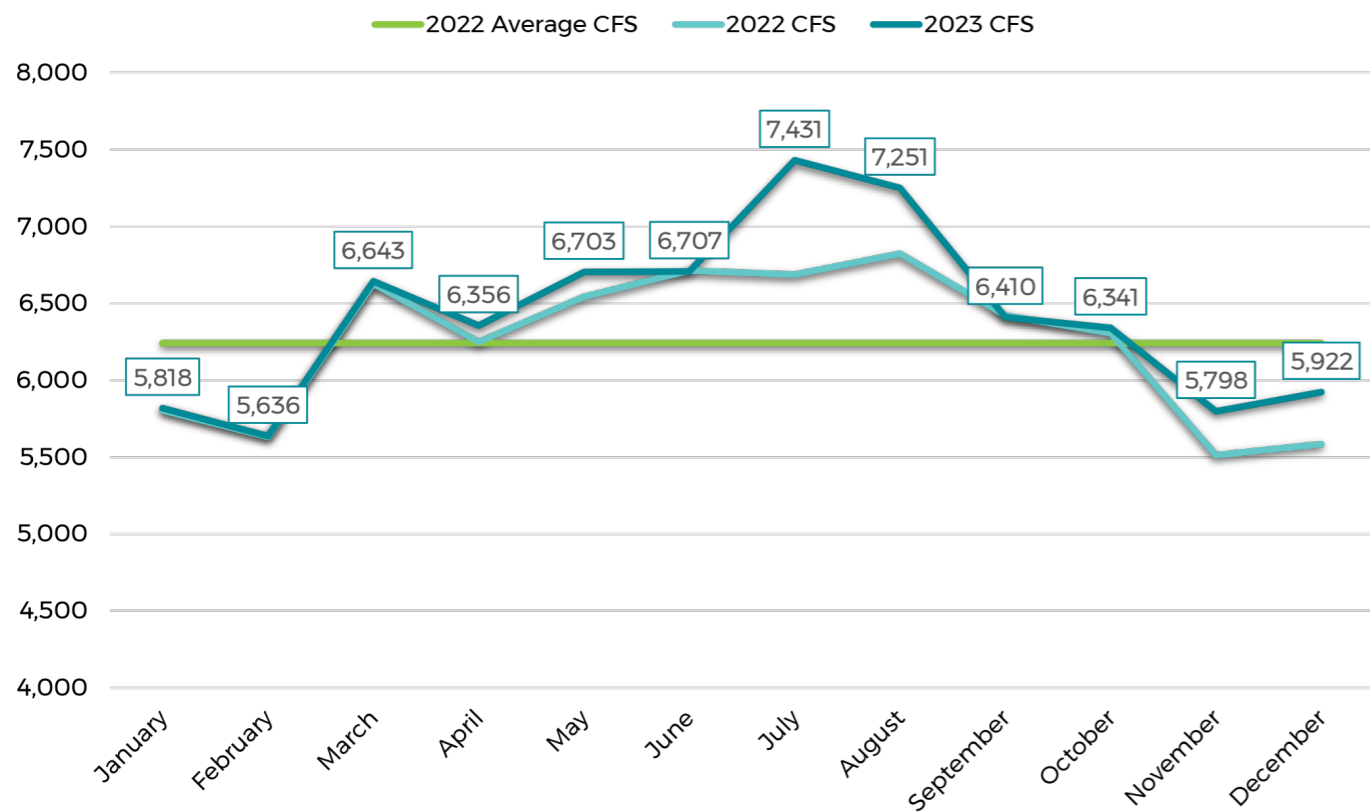
11
HOMICIDES

2023 CALLS FOR SERVICE RESPONSE COUNT BY TIME AND DAY OF WEEK

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
12am	371	229	225	231	287	325	332	2,000
1am	274	191	199	186	218	249	284	1,601
2am	221	130	154	147	178	190	214	1,234
3am	184	120	125	132	141	140	178	1,020
4am	138	95	104	114	136	104	121	812
5am	119	121	123	118	144	99	95	819
6am	133	204	248	303	255	261	175	1,579
7am	270	475	519	540	545	502	356	3,207
8am	367	619	620	691	685	621	491	4,094
9am	470	648	691	743	786	762	484	4,584
10am	470	687	681	806	734	630	501	4,509
11am	515	716	621	637	637	644	530	4,300
12pm	507	682	689	691	654	708	602	4,533
1pm	541	718	698	833	755	818	590	4,953
2pm	671	851	868	900	933	948	749	5,920
3pm	545	796	788	779	844	822	667	5,241
4pm	513	659	706	735	672	706	541	4,532
5pm	469	586	588	633	566	563	512	3,917
6pm	468	522	487	485	531	550	522	3,565
7pm	391	454	427	445	484	477	444	3,122
8pm	384	416	383	391	429	508	477	2,988
9pm	404	423	432	391	413	460	476	2,999
10pm	414	378	395	437	460	495	456	3,035
11pm	313	284	302	334	368	426	425	2,452
Total	9,152	11,004	11,073	11,702	11,855	12,008	10,222	77,016

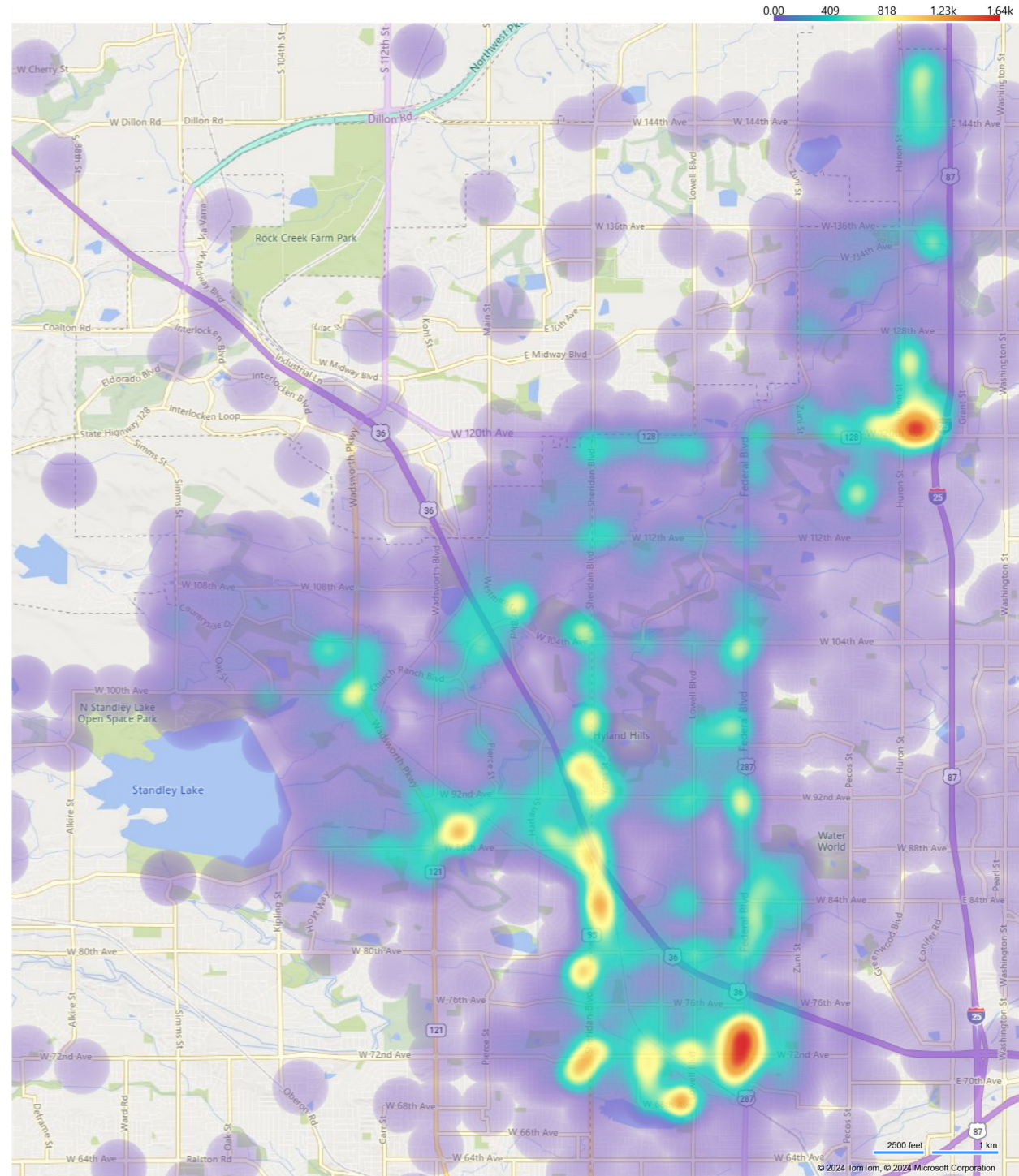
Source: Data for the 2023 Calls for Service by Time and Day come from 2023 Westminster Police Department Computer Aided Dispatch (CAD) data.

2023 PATROL CALLS FOR SERVICE BY MONTH



Data for the 2023 Patrol Calls For Service by Month come from the 2023 Westminster Police Department Computer Aided Dispatch (CAD) data.

2023 CALLS FOR SERVICE SATURATION MAP BY LOCATION





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