



WESTMINSTER POLICE DEPARTMENT

2022 ANNUAL REPORT



WESTMINSTER
COLORADO



WELCOME



THE WESTMINSTER POLICE DEPARTMENT IS PROUD TO SERVE OUR COMMUNITY

Located just between Denver and Boulder, Westminister is a first-ring suburb of the metro Denver area, with a population of nearly 119,000 residents within 34 square miles.

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

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



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MESSAGE FROM THE CHIEF



**"WE LOOK FORWARD TO
STRENGTHENING OUR
PARTNERSHIPS WITH THE
COMMUNITY"**

- NORM HAUBERT

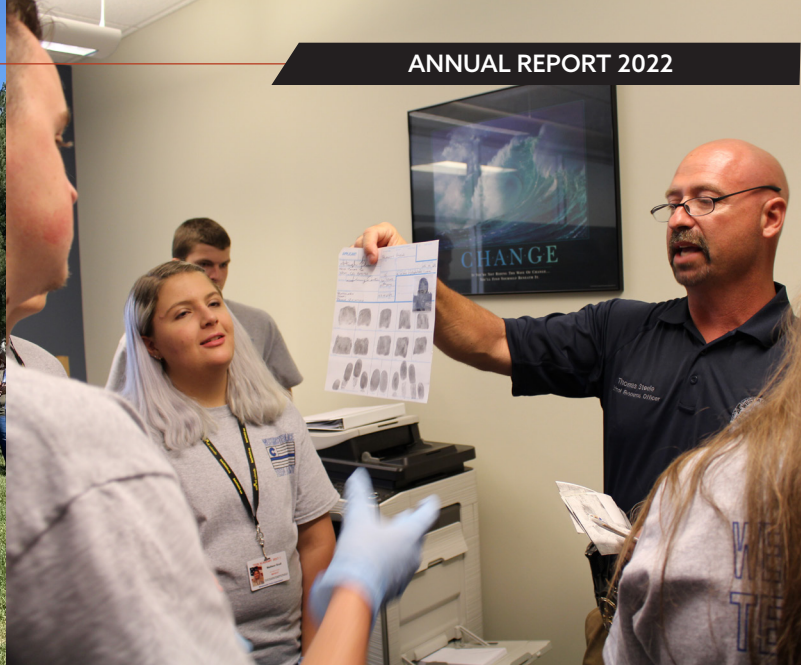


To the Westminster Community,

It is my pleasure to present to you the 2022 Westminster Police Department's Annual Report. I continue to serve as the Interim Chief of Police during this transition period and am proud to serve the residents and businesses of Westminster. The report highlights our efforts to engage the community and summarizes the commitment we have to this community. Crime has increased. And while staffing levels at the Police Department have not fallen, we are slowly climbing out of the deficit. In total for sworn police officers, we had 26 retirements and/or resignations and 35 officers hired in 2022. This issue is not just a Westminster Police Department issue, it is a trend observed across the nation. Despite these staffing challenges, the men and women in this organization continue to do extraordinary work. We look forward to strengthening our partnerships with the community and providing the best possible service to you.

Norm Haubert
Interim Police Chief

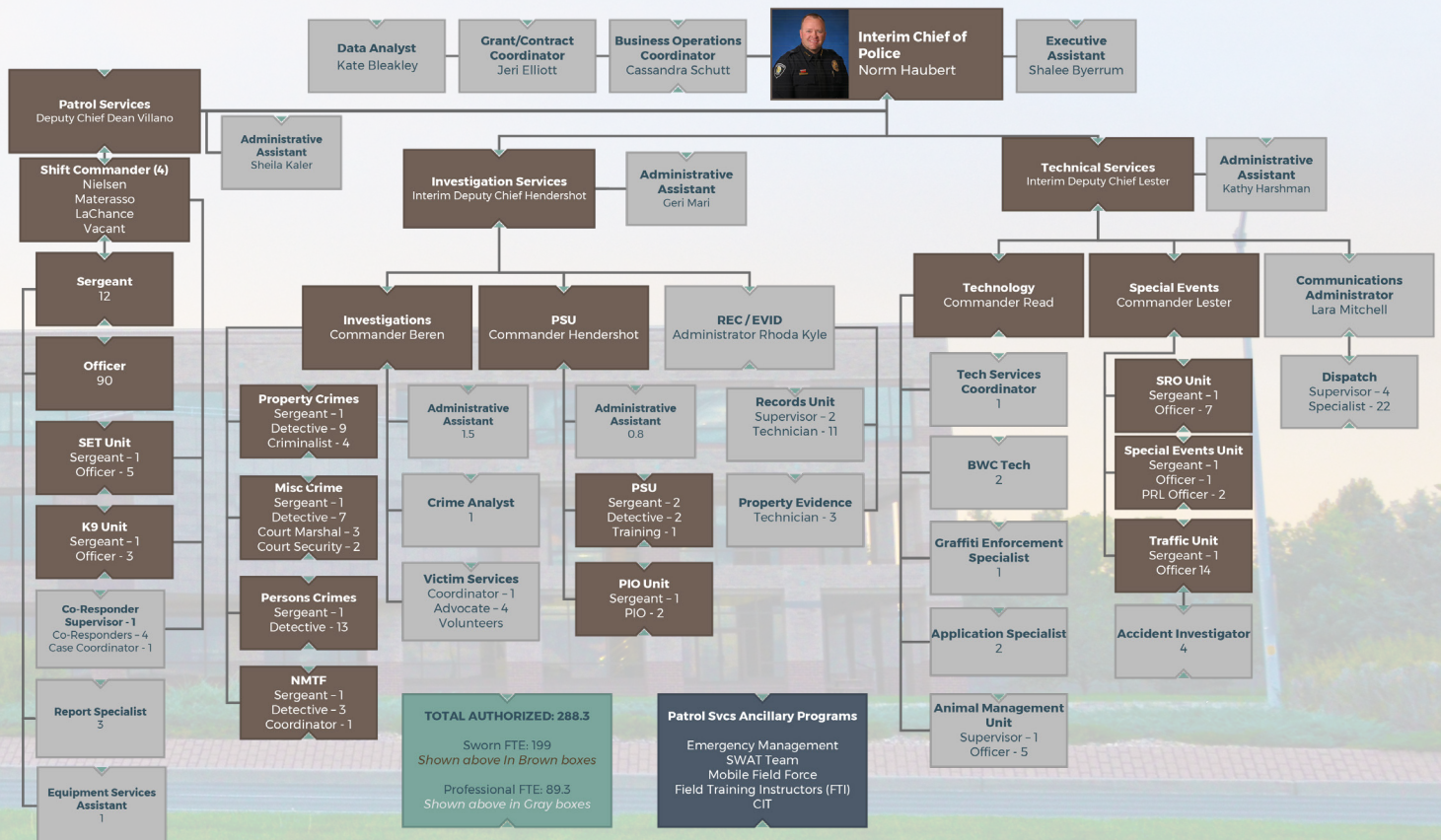
A handwritten signature in black ink that reads 'N. Haubert' followed by a small number '993'.



DEPARTMENT STRUCTURE

In 2022, the police department was led by Interim Police Chief Norm Haubert with three deputy chiefs reporting to him. Under this structure, the Police Chief reports to the Deputy City Manager and oversees all department operations and policies, including the Police Administration Division. The Deputy Chiefs are responsible for managing the three other divisions consisting of: Patrol, Investigations, and Technical Services.

During 2022, the department was authorized to operate with a total of 288.3 employees which consisted of 199 sworn personnel and 89.3 professional staff. Due to the nationwide shortages, the department operated, on average, with 174 sworn personnel for the year.



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 offered. 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.



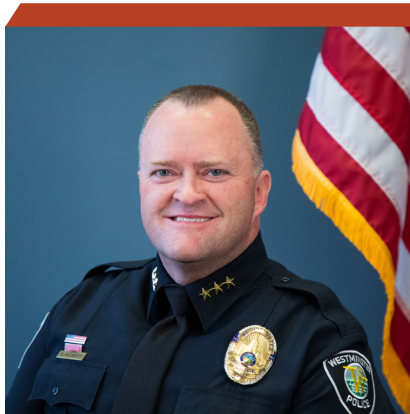
MISSION | Law enforcement excellence in community safety and service through vigorous policing, professionalism, leadership, and innovation.

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



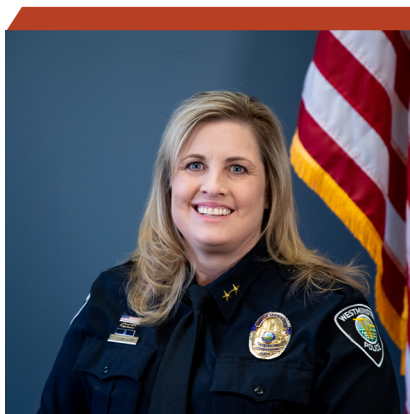
LEADERSHIP TEAM



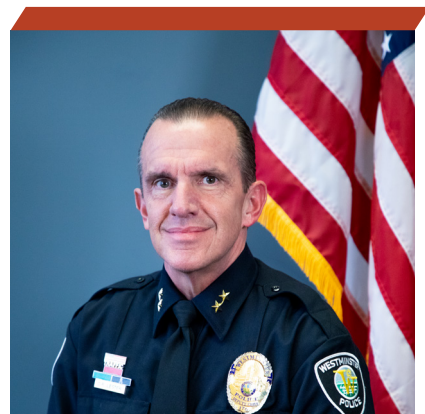
NORM HAUBERT
INTERIM POLICE CHIEF



DEAN VILLANO
DEPUTY CHIEF
PATROL



EDNA HENDERSHOT
INTERIM DEPUTY CHIEF
INVESTIGATIONS



DAVE LESTER
INTERIM DEPUTY CHIEF
TECHNICAL 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.



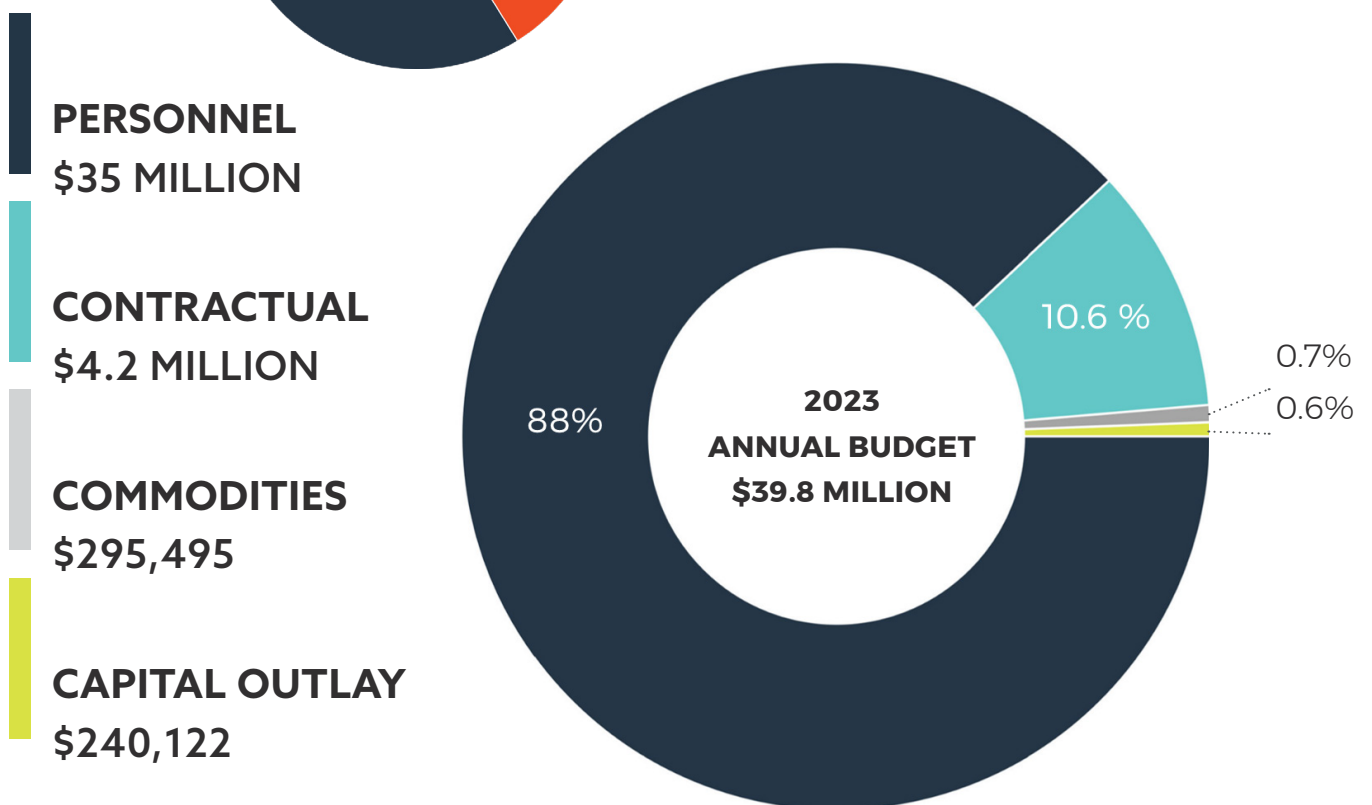
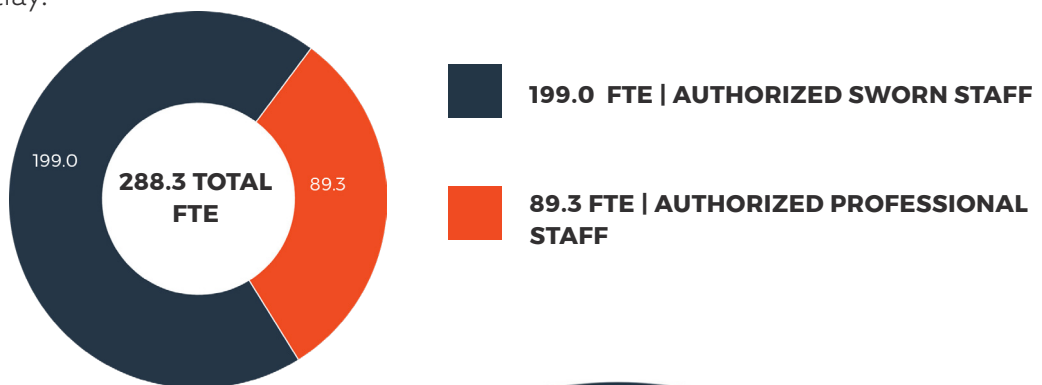
ROBUST INFRASTRUCTURE

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 2022, and the Police Department had an approved fiscal budget of \$39.8 million.

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



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

GRANTS

The Westminster Police Department continuously seeks and applies for grant funding to provide additional financial security for operational demands. In 2022, the Westminster Police Department was actively involved with ten grants.

HIGH VISIBILITY IMPAIRED DRIVING ENFORCEMENT

Award Period: July 1, 2021 - June 30, 2022

\$42,250

Purpose: Overtime reimbursement for DUI Enforcement

CO-RESPONDER SERVICES PROGRAM

Award Period: July 1, 2021 - June 30, 2022

\$295,000

Purpose: Salary & Benefits for co-responder contract services

INTERNET CRIMES AGAINST CHILDREN

Award Period: April 11, 2022 - September 30, 2022

\$1,833

Purpose: Training & Travel costs for National Conference on Child Exploitation

PEACE OFFICERS MENTAL HEALTH SUPPORT PROGRAM

Award Period: July 1, 2022 - June 30, 2023

\$46,250

Purpose: Comprehensive Psychological Services and Peer Support Training

LAW ENFORCEMENT ASSISTANCE FUND (LEAF)

Award Period: July 1, 2021 - June 30, 2022

\$30,000

Purpose: Overtime reimbursement for DUI Enforcement

VICTIM OF CRIME PREVENTION ACT PROGRAM (VOCA)

Award Period: January 1, 2021 - December 31, 2022

\$169,746

Purpose: Fast Track Domestic Violence Program for Victim Advocates which includes, supplies, training, and travel

EDWARD BYRNE MEMORIAL (EBM) JUSTICE ASSISTANCE GRANT (JAG)

Award Period: October 1, 2022 - September 30, 2023

\$29,509

Purpose: Handheld narcotic analysis equipment

**Several of the awarded grants span more than one fiscal year. The sum for 2022 grant funds received are for the total award for the duration of the grant award period listed above.*



PATROL DIVISION

The Patrol Division is managed by the Deputy Chief of Patrol. The responsibilities that fall within Patrol Services include 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 is composed of three 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 Patrol Division is also responsible for the mental health co-responder program, which was launched in July 2020 through an awarded grant.

In 2022, the Patrol Division was challenged by increased calls for service relating to all types of crimes. Overcoming staffing shortages was, and continues to be, one of the division's biggest challenges, but the officers serving the Westminster community remain steadfast and devoted to providing professional service to all residents and businesses.



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 high level of danger to the public.



SPECIAL ENFORCEMENT TEAM

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





K9 UNIT

The K9 Unit is highly trained and is 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 (4) K9's led by (1) Sergeant and (3) K9 handlers. All (4) dogs have multipurpose skills that are utilized both in patrol functions, odor work for narcotics, and explosives. All of the K9 handlers are currently assigned to shifts in the Patrol Division.

In 2022, the Westminster Police Department K9 unit was extremely busy and was deployed in 140 incidents. The K9 unit was involved in the successful apprehension of 57 suspects, with 44 of the suspects surrendering with only the presence of a K9. During the year, the K9 unit logged over 2,000 hours of training, including an annual training conference at the Muscatatuck Urban Training Center in Indiana, which focuses on K9 training and handler decision-making scenarios.



57

**K9
APPREHENSIONS**



44

**K9
SURRENDERS**

INVESTIGATIONS DIVISION

The Investigations Division, led by a Deputy Chief, is composed of three main sections. The three sections include 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.



CRIME LAB

The Westminster Police Department Crime Lab is staffed with (4) highly trained and experienced criminalists. A criminalist is responsible for crime scene investigation, as well as evidence collection, preservation, and analysis. Criminalists also perform photography documentation and photo processing.

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

COLD CASES

The Westminster Police Department currently has 11 cold cases/unsolved homicides that occurred between 1975-2018. Each year, cold cases are reviewed for additional tips or leads that need to be investigated. Per state law, Westminster PD provides an update to the family of the victim as to the status of the case. The Investigations Division has continued to actively investigate a cold case of sexual assault and murder utilizing DNA analysis in conjunction with genetic ancestry research. Detectives are hopeful that they might be able to resolve some of these outstanding cases with the advancements of these DNA technologies.

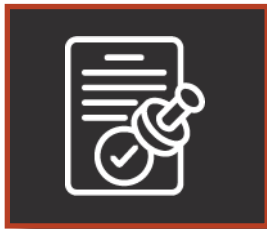


11
UNSOLVED COLD CASES AS
OF 2022

INVESTIGATIONS DIVISION

SEX OFFENDER UNIT

In 2022, officers monitored registrations for approximately 260 active sex offenders within Westminster and conducted 239 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. The un-housed population is required to register monthly.



260

AVERAGE NUMBER
OF ACTIVE SEX
OFFENDERS
ANNUALLY

239

NUMBER OF SEX
OFFENDERS HOME
VERIFICATIONS
COMPLETED

VICTIM SERVICES UNIT

The Victim Services Unit consists of (1) Victim Services Coordinator who supervises (5) Victim Advocates as well as several volunteers and interns. These staff and volunteers are trained to provide extensive services to those that are 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 as a result of 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.



3,595

VICTIMS SERVED



277

VICTIM ADVOCATE
CALL OUTS

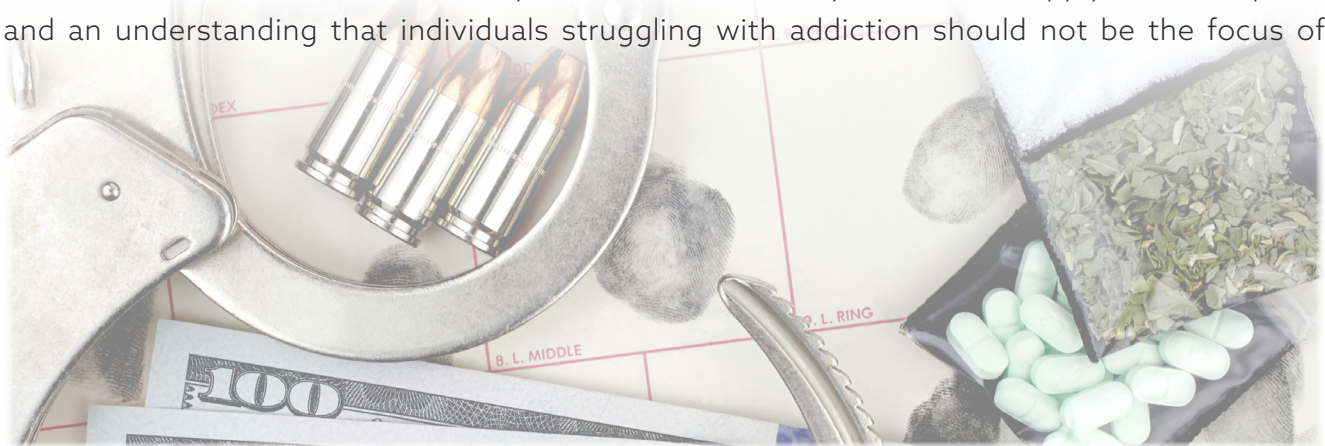


236

FAST TRACK DOMESTIC
VIOLENCE CASES

NORTH METRO DRUG TASKFORCE

The police department participates in the North Metro Drug Task Force through an intergovernmental agreement. This task force investigates criminal cases involving the sale, possession, manufacture, and/or distribution of narcotics. The Westminster Police Department currently staffs (3) full-time narcotic detectives and (1) supervisor at the North Metro Drug Taskforce (NMDTF). The efforts of the NMDTF 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



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 2022, 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	2022
Sworn Position Candidate	68
Professional Staff Candidate	67



INVESTIGATIONS DIVISION

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 (2) supervisors and is authorized (11) 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 2022, the Records Section was able to hire and train (3) new Police Records Technicians to fill vacancies. Additionally, Records staff completed a full review and update of the Records Training Manual in accordance with the new records management system (RMS) report processing and workflow protocols.

To maintain Criminal Justice Information Services (CJIS), the Police Records Unit fingerprinted, trained, and tested all Fire Department staff for compliance between May and September since Fire Department staff share the same Computer Aided Dispatch system as the Police Department. In total, there were 146 Fire Department employees that were processed.



11,186
INCIDENT REPORTS PROCESSED

RECORDS REPORTS ISSUED OVER TIME (2018-2022)

	2018	2019	2020	2021	2022
INCIDENT	19,430	13,879	11,643	11,809	11,186
SUPPLEMENTAL	27,503	20,603	18,919	*See Below	*See Below
ACCIDENTS	3,226	2,970	1,962	2,379	2,505
ARRESTS	7,966	7,676	2,953	2,379	2,857
CITATIONS	16,236	14,080	7,159	6,306	4,955
SEARCH/FAX/EMAIL REQUEST	7,912	9,317	8,460	9,387	8,437
CCIC ENTRIES	7,473	7,118	8,619	8,913	7,041

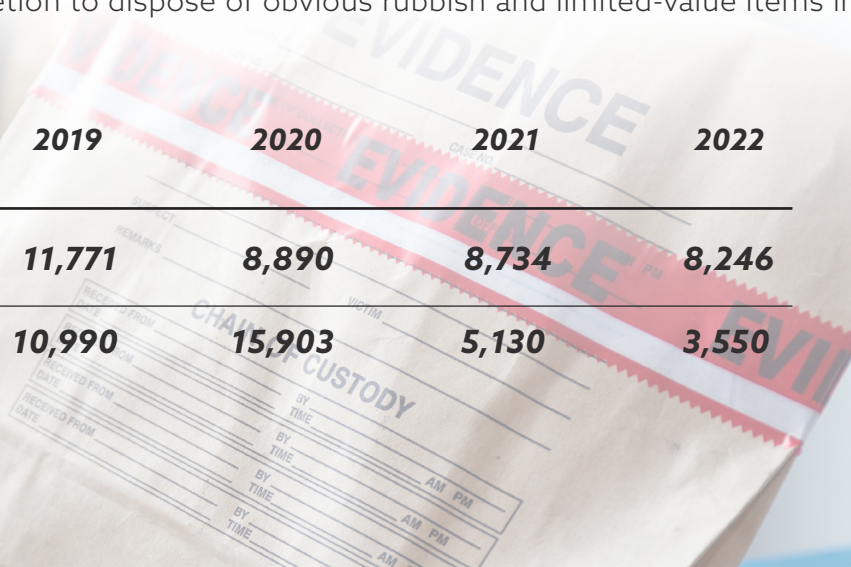
* Supplemental information not available due the implementation of a new records management system that occurred in March 2021

PROPERTY EVIDENCE UNIT

The Property Evidence Unit consists of (3) Property Evidence Technicians who are responsible for managing 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 evidence/property releases. The 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 2022, the annual audit was completed and received an 'exceptional' rating highlighting the professionalism and pride in work and service.

In 2022, a major challenge for the team was the amount of property being booked on recovered stolen vehicles prior to a policy update that came in October. Before the policy update, all items that were in a recovered stolen vehicle would need to be booked. After the policy update, it allowed officers to use their discretion to dispose of obvious rubbish and limited-value items in the recovered stolen vehicle.

Evidence Custody Status	2019	2020	2021	2022
Items In	11,771	8,890	8,734	8,246
Items Out	10,990	15,903	5,130	3,550



TECHNICAL SERVICES DIVISION

This division is managed by the Deputy Chief of Technical Services and is composed of three sections: Special Events, Technology, and Communications.



SPECIAL EVENTS
SECTION



TECHNOLOGY
SECTION



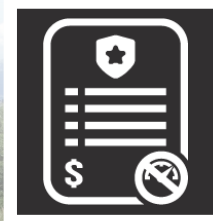
COMMUNICATIONS
SECTION

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; providing safe learning environments for children through School Resource Officers; enforcing traffic regulations/control; and accident investigation and safety education through the Traffic Unit.

TRAFFIC UNIT

The Traffic Unit includes (1) Sergeant and (14) Officers that are specifically 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.



1,716
SPEEDING CITATIONS
ISSUED IN 2022



ANIMAL MANAGEMENT

The Animal Management Unit consists of (1) Animal Management Supervisor and (5) 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 2022, Animal Management Officers experienced, on average, a slight increase in call volume for animal-related calls.

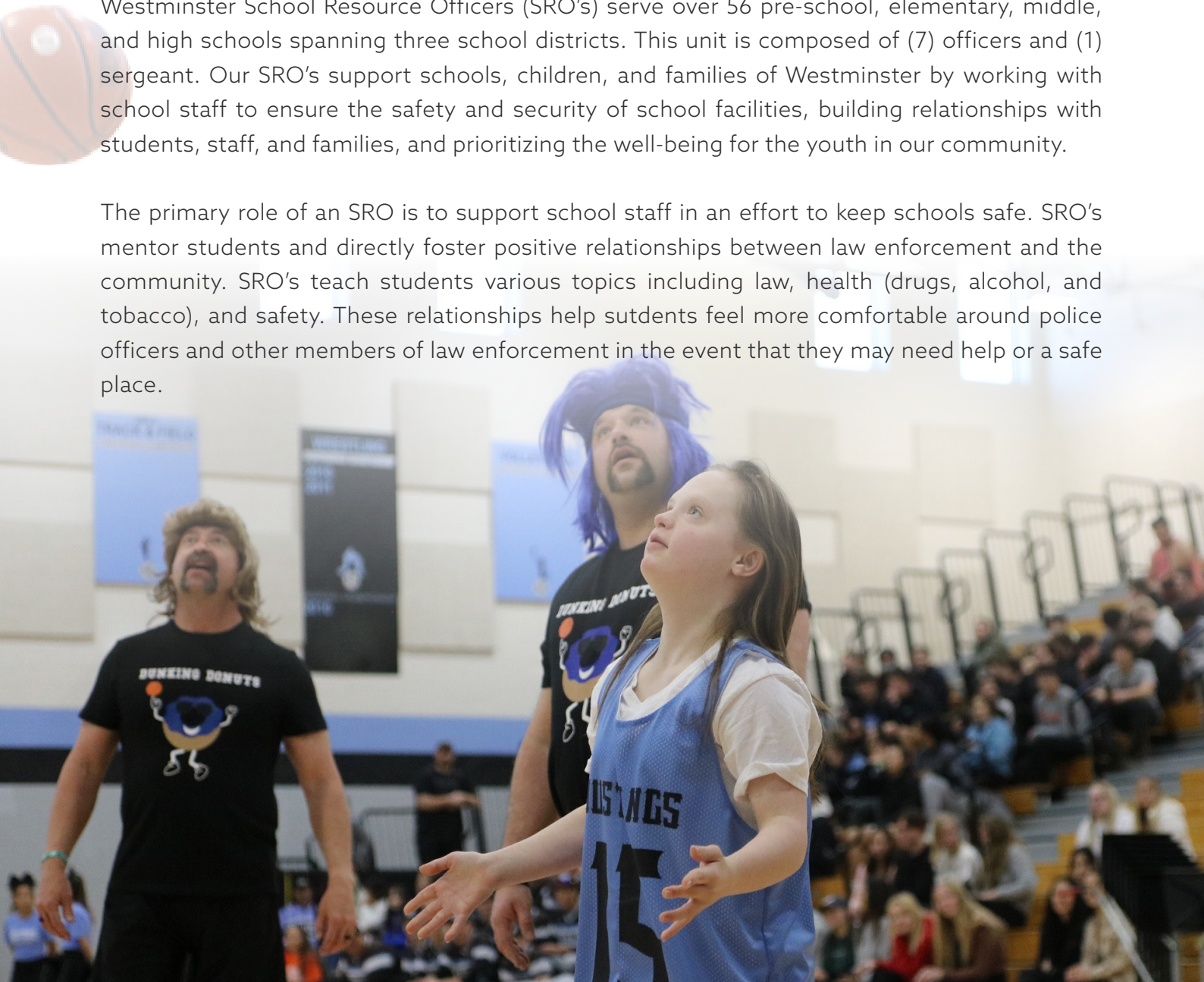


Animal Responses	2021	2022
Animal At Large	811	753 ↓
Animal Bite	161	181 ↑
Animal Impounds	542	608 ↑
Animal Neglect	498	505 ↑

SCHOOL RESOURCE OFFICERS

Westminster School Resource Officers (SRO's) serve over 56 pre-school, elementary, middle, and high schools spanning three school districts. This unit is composed of (7) officers and (1) sergeant. Our SRO's support schools, children, and families of Westminster by working with school staff to ensure the safety and security of school facilities, building relationships with students, staff, and families, and 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.



TECHNOLOGY SECTION

Led by a commander, the Technology Section is responsible for assessing and implementing department technology and identifying technology needs. The Technology Section also oversees animal management, and graffiti enforcement/removal. With the evolving world of technology, the Westminster Police Department strives to stay in the forefront with law enforcement-related technology systems.

BODY WORN CAMERA UNIT

In compliance with Colorado Senate Bill 217 (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 by SB 217. Along with the implementation of body worn cameras, the department also needed to hire staff who are 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 preparing video files for public releases.

In 2022, the Technology Section identified the need for additional staffing in the Body Worn Camera Unit (BWC). City Council approved expanding staffing of the program to (4) FTE's, which was previously only authorized for (2) Body Worn Camera Technicians. During 2022, this unit focused on the successful onboarding and training of the new technicians. With the additional staffing, several improvements were implemented for the BWC unit, which included video categorizations, evidence sharing, and retention of camera footage. The extended delays previously experienced for redaction time for public release was significantly reduced with the addition of these staff members.

165,673

**BODY WORN CAMERA
INTAKE VIDEOS**

209

**BODY WORN CAMERA
VIDEOS REDACTED**

The Westminster Police Department currently has just over 200 Axon Body Camera 3's in use and are looking forward to upgrading to Axon Body Camera 4's in late 2023/early 2024. The new cameras have updated features such as wider field of view and higher accuracy GPS location.

CAD & RMS PROJECTS

In 2022, the Computer Aided Dispatch (CAD) and Records Management System (RMS) team completed a variety of tasks and projects that significantly improved our reporting systems. These enhancements included the development and deployment of new tools which include: an online report that help officers complete state-mandated contact reporting as it relates to SB 217, as well as a public-facing online crime data map and tool that improves citizens' access to crime data. The team also created and instituted a public-facing online reporting system. On average, 35 reports are completed online daily through this public facing reporting system.

GRAFFITI ENFORCEMENT

Graffiti Enforcement is housed within the Technical Services Division. Working with Parks, Recreation, and Libraries, Code Enforcement, CDOT, and private partners, the 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 a graffiti surveillance program and 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 take action by emphasizing citizen involvement in reporting graffiti so that swift removal can take place and by adopting one of the toughest graffiti ordinances in the state of Colorado. 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 also for attending their child's community service



TECHNICAL SERVICES DIVISION

COMMUNICATIONS & DISPATCH CENTER

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 2022, the telecommunications center processed approximately 217,869 phone calls. Approximately 154,511 of those incoming calls were law enforcement related, resulting in 74,901 PD calls for service.

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 (1) Public Safety Telecommunicator (PST) Administrator, (4) PST Supervisors, and (22) PST Specialists.

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

In 2022, the Telecommunications Center received approval for and deployed new Police Department Radios and Fire Department Jawbone microphone headsets which are built into fire helmets. The Telecommunication Center also received approval to replace aging and unreliable wireless modems in all of the Police and Fire Department vehicles with higher quality and more robust modems, improving telecommunication infrastructure.

STAFFING

Staffing shortages across the workforce continued to impact the Telecommunications Center. In 2022, (5) Public Safety Telecommunicators (PST's) and (2) PST Supervisors resigned, leaving the Telecommunications Center understaffed for the duration of the year.

Telecommunications Center personnel worked approximately 5,000 hours of overtime in

2022. By the end of 2022, the Telecommunications Center was operating at a 50% vacancy in supervisory staff and a 38% vacancy in fully trained PST's.

ACCOMPLISHMENTS

This past year, a group of PST's and supervisors conducted extensive market-based research on metro-area salaries, and WPD leadership presented a salary increase proposal to the City of Westminster Human Resources. The proposal was approved and telecommunications center employees were bumped two pay grades. Once the salary increase was implemented, applications from experienced candidates increased significantly.

Currently, the US Bureau of Labor Statistics classifies 911 dispatchers as clerical employees. There is a national effort to reclassify these positions from "clerical" to "public safety" in order to more accurately represent the 'life-safety' element of the job. In concert with this effort, the position title for Westminster dispatch employees was updated in 2022 from Communication Specialist to Public Safety Telecommunicator.

Additionally, several communications staff worked together to develop an automatic attendant, or phone tree system, which launched in 2022 for the non-emergency phone line. The automatic attendant resulted in 38,555 fewer incoming and outgoing emergency calls than in 2021. The utilization of the automatic attendant improved overall efficiency and customer service, allowing



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.

WESTMINSTER POLICE ANNUAL COMMUNITY



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



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

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 who are in need during the holiday season. Annually, the Police Department sponsors children whose families are undergoing severe hardships and are unable to provide gifts for their children. Nominations for the children and their families come from officers who interacted with the children while on calls for service, school resource officers, 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 PD staff and community members and could not operate without the businesses, community, and City of Westminster Staff that support this impactful program.

POLICE DEPARTMENT UNITY EVENTS



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



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 augment education and training received during the basic police academy, as well as familiarize new officers with policies, procedures, rules and regulations specific to this department. Successful completion of the field training program is required before being assigned independently.

In 2022, the Westminster Police Department collaborated with Tracwire, a cloud based solution used to track and evaluate trainee progress and performance. The fully custom-built system features real-time analysis, which allows training officers and supervisors to address deficiencies and reinforce successes more efficiently. In addition, the FTI program administered a competitive testing process where seven Field Training Instructors and three Field Training Sergeants were added, bringing the unit totals to 27 Field Training Instructors and 11 Field Training Sergeants. During 2022, 24 officers went through the Field Training Program and 19 officers successfully completed the program (equating to a 79% success rate) and were assigned as solo officers on patrol.

79%

FTI COMPLETION RATE



286

TRAINING COURSES OFFERED IN 2022

12,042

NUMBER OF TRAINING HOURS LOGGED





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 in types of resistance 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 identify windows of opportunity or turning points in those incidents where de-escalation could have changed the outcome.

FIREARMS TRAINING

Firearms practice 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, which include 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 an effort to fill vacant positions and to also meet key performance measures with Westminster City Council, the Westminster Police Department has shifted focus to effective recruitment and retention. In 2022, the Westminster Police Department offered retention bonuses to all employees and also offered sign-on bonus programs to recruit police officers and Public Safety Telecommunicators.

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 the 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 & Dental, Competitive Leave, Pension and Retirement, Term Life Insurance, Education and Training, and Bi-lingual Bonuses.

The Westminster PD strives to be an attractive agency to potential recruits. Westminster PD offers an agency with a respected history, great morale, and support from command staff, City Council, and the community to be law enforcement officers. Westminster PD officers also have several career enhancing opportunities with specialized assignments available. Within Westminster PD, there are opportunities in SWAT, K9, Special Enforcement, Traffic, School Resource Officers Investigations Detectives, specialized taskforce assignments, and more.

Understanding that this profession comes with an immense amount of stress, Westminster PD has also contracted with mental health professionals that assist with post-incident debriefs, annual wellness check-ins, and work-related and personal visits for sworn and

professional staff. Additionally, the Westminster PD also 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 to work for that has all the benefits of a large agency but is still small enough for employees to build meaningful relationships and camaraderie with connection to a team.



MINIMUM REQUIREMENTS

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



**START
HERE**

**WANT TO
WORK
WITH US?**



MENTAL HEALTH CO-RESPONDERS

The Westminster Police Department was able to successfully implement a mental health co-responder program in 2022. Previously, the department contracted with the Community Reach Center through a grant funded initiative.

This program pairs a mental health specialist with a police officer to respond to behavioral health-related calls for service. These licensed clinicians are able to assist officers and community members in times of crisis. These teams utilize the combined expertise of the officer and the behavioral health specialist to de-escalate situations and help link people with behavioral health issues to appropriate services.

Goals of the program include:

- Prevention of unnecessary incarceration and/or hospitalization of mentally ill individuals
- Provision of alternate care in the least restrictive environment through a coordinated system-wide approach
- Prevention of duplication of mental health services
- Return of law enforcement units to patrol activities



COMMUNITY STATISTICS



118,940
CITY POPULATION



47,628
CITY HOUSEHOLDS



39.2%
BACHELOR'S DEGREE
OR HIGHER



37.6
MEDIAN AGE OF
RESIDENTS



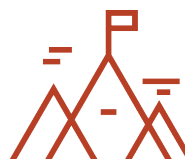
\$79,079
AVERAGE HOUSEHOLD
INCOME



34 MILES
CITY IN SQUARE
MILES



3,755
REGISTERED
BUSINESSES



8TH
LARGEST CITY
IN COLORADO BY
POPULATION



AT A GLANCE STATISTICS



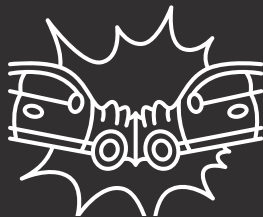
2022 TOTAL CALLS FOR SERVICE

74,901



2022 TOTAL ARRESTS

2,857



2022 TOTAL AUTO ACCIDENTS

2,505



2022 TOTAL CALLS ANSWERED BY DISPATCH

217,869

**Includes Police and Fire Calls For Service*

ANNUAL STATISTICS

2022 AVERAGE RESPONSE TIME BY BEAT (in minutes)

BEAT 10	06:54
BEAT 20	06:46
BEAT 30	07:14
BEAT 40	08:02
BEAT 50	08:13
BEAT 60	07:47
BEAT 70	09:29
AVERAGE	07:46



1,428

MOTOR VEHICLE THEFTS



791

SHOPLIFTING REPORTS



1,140

CUSTODIAL ARRESTS



602

WARRANT ARRESTS



1,698

VANDALISM



208

DUI ARRESTS (ALCOHOL AND DRUGS)



126

IDENTITY THEFTS



90

ROBBERIES



3

HOMICIDES



ANNUAL STATISTICS

2022 CALLS FOR SERVICE RESPONSE BY TIME AND DAY OF WEEK

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
12 AM	356	230	255	238	253	263	322	1,917
1 AM	275	222	190	201	229	186	257	1,560
2 AM	188	158	186	143	175	155	226	1,231
3 AM	186	133	155	121	151	154	161	1,061
4 AM	138	139	128	134	106	140	151	936
5 AM	102	138	147	137	156	138	131	949
6 AM	134	265	315	284	230	195	153	1,576
7 AM	254	474	518	511	502	489	365	3,113
8 AM	388	653	667	718	654	608	476	4,164
9 AM	493	674	673	747	698	660	511	4,456
10 AM	463	719	654	694	695	632	532	4,389
11 AM	506	702	628	666	697	647	528	4,374
12 PM	539	673	679	685	728	712	518	4,534
1 PM	541	781	752	782	718	688	580	4,842
2 PM	595	866	795	863	767	861	636	5,383
3 PM	542	738	756	791	731	758	563	4,879
4 PM	489	649	657	740	621	634	516	4,306
5 PM	490	587	573	611	578	586	520	3,945
6 PM	460	513	554	471	482	493	421	3,394
7 PM	385	449	448	467	479	444	427	3,099
8 PM	388	381	398	432	415	399	436	2,849
9 PM	421	369	368	374	406	450	439	2,827
10 PM	364	360	355	415	397	414	468	2,773
11 PM	303	307	290	335	357	365	387	2,344
TOTAL	9,000	11,180	11,141	11,560	11,225	11,071	9,724	74,901

Data for the the 2022 Responses by Time and Day come from 2022 Westminster Police Department Computer Aided Dispatch (CAD) data.



ANNUAL STATISTICS

2022 CALLS FOR SERVICE BY LOCATION

