

**Maryland Police Training and Standards Commission**  
Community Policing Program  
Annual Report

**Section 1**

Agency: **Westminster Police Department**

Region #: **1**

Reporting Period: **2018**

Agency contact name: **Major Thomas Ledwell**

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Email: **tledwell@westgov.com**

Number of sworn members: **44**

Non-sworn members: **13**

Population: **18,724**

Square miles serviced by the agency: **5.71**

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Instructions: Attach or provide a detailed description of your agency's Community Policing Program. The Program should incorporate the Ten Guiding Principles of Community Policing identified by the U.S. Department of Justice, Office of Community Oriented Policing. The principles are provided in the Maryland Police Training and Standards Commission, Mandatory Adoption of Community Policing Initiatives for Law Enforcement Agencies, Guidelines and Reporting.

**Section 2**

The Westminster Police Department's (WPD) Community Policing initiatives involve a comprehensive approach to policing that is based on collaboration with members of the community we serve. The WPD strives to practice this philosophy of "community policing" in all that we do, versus the idea that community policing only involves certain programs with specialized, designated personnel.

The practice of community policing occurs at all levels in the Department from Chief to Officer. Our sworn personnel are evaluated with community policing standards that are literally built into our performance evaluations. This ensures that officers, supervisors and command staff meet or exceed performance targets that exemplify community policing. Below are multiple examples of **actual performance targets** and benchmarks from our performance evaluations by which our sworn staff are evaluated:

- Identified and responded to reported problems and issues in assigned area of responsibility, to include, crime, nuisance, traffic, and quality of life
- Initiated problem-solving efforts to address repeated calls for service and repeat problem locations, including those identified in the *Weekly Reports*

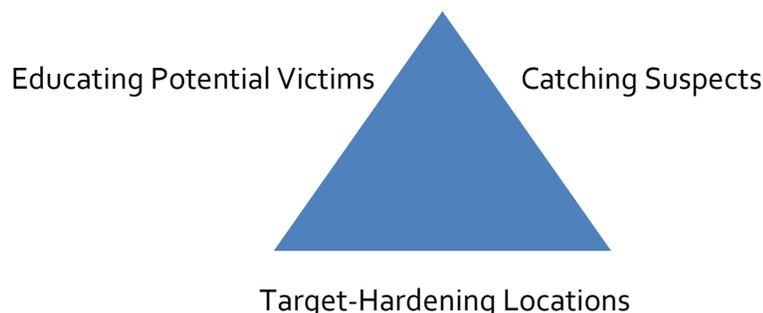
- Communicated and coordinated with other units in the Department and with external resources to combat and reduce crime in assigned area of responsibility
- Assisted other officers and units with problem-solving efforts
- Consistently utilized proactive patrol strategies, such as foot patrol, surveillance, & bicycle patrol to address problems and issues in area of assigned responsibility
- Proactively re-contacted citizens and complainants to follow-up on the status of calls for service and investigations
- Proactively initiated contact with citizens and businesses in assigned area using foot patrols, bicycle patrols, or T3 patrols
- Developed intelligence, information, and sources of information through consistent interactions in assigned area of responsibility
- Demonstrated responsiveness to citizen requests for information and provided timely follow-up information to complainants, victims, and others
- Worked with and communicated with citizens to problem-solve identified issues and problems in assigned area of responsibility
- Demonstrated a thorough knowledge of problem areas, prolific offenders, and crime issues in assigned area of responsibility

### Ten Guiding Principles

1. ***Crime Prevention is the responsibility of the total community; and,***
9. ***Community policing allocates resources and services based on analysis, identification, and projection of patterns and trends, rather than incidents.***

Several of the above performance evaluation job targets involve our police officers working in collaboration with members of the community towards crime prevention. Officers, supervisors and command staff are encouraged to involve multiple community stakeholders in our crime fighting and prevention initiatives, and they track these efforts through Problem-Solving Bulletins that utilize the S.A.R.A. Model to facilitate this process.

The WPD examines each side of the Crime Problem Triangle when problem-solving crime and community issues. This approach involves:



Weekly and monthly crime analysis reports are disseminated to operational personnel that identify locations with reoccurring crime or other public safety issues. These locations, along with locations and neighborhoods identified through other sources, such as the County's Crime Analyst, are either assigned an "Area Check" for that Beat Officer or a more comprehensive Problem-Solving Bulletin where the S.A.R.A process is put in place to problem-solve. Problem-Solving locations are assigned to either an Operational Supervisor or directly to the Beat Officer as the point of contact for the reporting community member and as the coordinating person of the S.A.R.A process.

To address the three (3) sides of the Crime Problem Triangle, community crime notifications may be distributed to educate potential future victims; Crime Prevention through Environmental Design (CPTED) may be completed to help make the location less conducive to future crime; and, targeted enforcement and directed patrols usually accompany these efforts to attempt to catch the perpetrators.

The Department, often through our Community Education and Outreach Sergeant, coordinates and participates in numerous traditional crime prevention outreach efforts. These initiatives include, but are not limited to:

- Residential and Commercial Security Surveys
- Bicycle Safety Lecture & Inspection
- Crime Prevention Lectures
- Drug Display
- Personal Safety Lectures
- Presentations with McGruff the Crime Dog
- Safety Talks to Youth
- Elementary and Middle School Classroom Presentations on drug use, peer pressure, decision-making and texting
- PTA Parental Safety Training

**2017 Holiday Crime Prevention Patrol Initiative** (Annual Initiative) – *“2017 will mark the 14<sup>th</sup> year of this partnership between the Westminster Police Department and the Carroll County Sheriff's Office. These agencies collaborate to provide an enhanced uniformed law enforcement presence along the Route 140 and Main Street business corridors between Thanksgiving and Christmas in a coordinated effort to reduce crime such a robberies, shoplifting and theft from vehicles. Grant funding is also used to provide dedicated aggressive driving and DUI patrols after normal business hours. The initiative has proven highly effective in minimizing crime during the holiday in past years.”*

2. ***The police and community share ownership, responsibility, and***

***accountability for the prevention for crime;***

3. ***Police effectiveness is a function of crime control, crime prevention, problem solving, community satisfaction, quality of life, and community engagement;***
7. ***Community Policing can only succeed when top management, police and government officials enthusiastically support its principles and tenets; and,***
8. ***Community policing depends on decentralized, community-based participation in decision making.***

**Public Safety Advisory Council** - The City of Westminster has formed a Public Safety Advisory Council, which is comprised of the Chief of Police, the City Administrator and ten (10) to twelve (12) citizens who meet periodically to discuss issues of public safety. The Advisory Council's mission is to "Provide advice and counsel to the Chief, mayor and Common Council on matters relating to law enforcement and public safety in the City. Also serve as a conduit for open communication and community engagement on issues relating to crime and public safety."

To fulfill its mission, the Public Safety Advisory Council partners with community organizations such as homeowner's associations, service clubs and business organizations.

Advisory Council members are committed to community engagement and collaboration, and work in partnership with the Westminster Police Department to improve the quality of life in Westminster.

As part of its mission, members of the Advisory Council provide informational pamphlets to citizens with crime prevention tips such as "*See Something, Say Something, Make Your Home and Vehicle a Less Attractive Target and Get a Security Survey.*"

**Auxiliary Unit** - The WPD has an Auxiliary Unit comprised of volunteer citizens who undertake a number of public safety responsibilities in partnership with our sworn staff. The policy regarding our Auxiliary Unit is, "*to enlist voluntary services from citizens of Carroll County to enhance our capabilities, performance and efficiency. Volunteers will perform non-enforcement duties as members of an Auxiliary Unit. Volunteer programs are an effective way to bridge the gap between the police and the citizens we serve. It is one method to enhance our police – community partnership through a successful community policing program. The WPD Auxiliary Unit will function in a manner to fulfill these objectives through effective recruitment, selection, training and utilization.*"

Responsibilities of our Auxiliary Unit include:

- Assist with community outreach events and activities;
- Assist with special events in the City of Westminster;
- Perform a variety of operational and administrative tasks in support of WPD operations; and,
- Conduct vehicle and foot patrols in an "observation-only" capacity.

*“On December 13th the Department participated in the **38th Annual Governor’s Crime Prevention Awards Program** in Glen Burnie. During the ceremony WPD received a Governor’s Crime Prevention Award for Law Enforcement Agencies for our ongoing crime prevention efforts throughout the year. Additionally, an Auxiliary Sergeant received a Governor’s Crime Prevention Award for citizens for her many contributions as a member of our Auxiliary Program over the past year.”*

4. ***Mutual trust between the police and the community is essential for effective policing; and,***
6. ***Community policing requires the knowledge, access, and mobilization of community resources.***

The WPD organizes, sponsors, coordinates and participates in of a number of community outreach events and efforts including, but not limited to:

- **Shop With A Cop (SWAC) – Back to School and Winter Holiday (Annual Events)**
  - Winter Holiday – *“The Westminster Police Department sponsored their 14th annual “Shop With A Cop” event at the Westminster Walmart. Through the generosity of the greater Westminster community, gifts were purchased for 22 local children representing 8 families. We then moved to the Westminster Senior Center where the gifts were wrapped and we enjoyed a holiday party, complete with a visit from Santa. Thanks to all of those who helped us make this possible, to include our corporate partners Walmart and Koon’s Toyota. Thanks also to the dedicated men and women of the Westminster Police Department who donated their time to plan and host this event. During the 14 years of our program we have hosted nearly 300 deserving children from more than 120 local families.”*
  - Back to School – *“The Police Department hosted their 10<sup>th</sup> Annual Shop With A Cop – Back to School Program at Dutterer’s Park in Westminster. Approximately 25 Police Department members and volunteers spent a portion of the day “shopping” with the students to provide them with all of the school supplies that they will need to be successful in school during the upcoming school year. The “Shop With A Cop – Back To School Program” is just part of the Police Department’s ongoing outreach effort to youth in our local community. This year school supplies were provided to a total of 120 deserving school children in the Westminster area through this program. All of the materials provided were obtained as a result of financial and in-kind contributions from our local community. During the 10-year history of this effort, WPD has provided much needed school supplies to more than 600 deserving children in our community.”*
- **Special Olympics Law Enforcement Torch Run (Annual Event) – “The 2017 Carroll County Law Enforcement Torch Run for Special Olympics will take place on Wednesday, June 7<sup>th</sup>. Once again this year, law enforcement officers representing every agency in the County will carry the Special Olympics ‘Flame of Hope’ from the**

*corners of the County to the Streets of Westminster to raise funds and awareness in support of the life-changing benefits of Special Olympics. The Torch Run will conclude with a ceremony at City Hall at noon – followed by a pit beef, ham and turkey luncheon at John Street Quarters.”*

- **Public Safety Awards Ceremony** (Annual Event) – *“On May 18<sup>th</sup> several members of the Police Department were recognized during the inaugural Public Safety Awards Program sponsored by the Carroll County Chamber of Commerce.”*
- **National Night Out** (Annual Event) – *“We will once again have six (6) Westminster communities involved in the festivities. Both the Sheriff’s Office and the Maryland State Police have been invited to stop by during the events. National Night Out is an annual community building campaign that promotes police-community partnerships and neighborhood camaraderie to make neighborhoods safer and more caring places to live. Local elected officials will be joining senior commanders from the Police Department in visiting the various sites. Members of the new Public Safety Advisory Council will also be participating. Small cash grants were provided by the Target Foundation to help fund the events.”*
- **Camp Cops** (Annual Event) – *“During the week of July 24<sup>th</sup> to 28<sup>th</sup> several members and volunteers of the Police Department participated in the annual “Camp Cops” program at the Carroll County Farm Museum. Camp Cops is a week-long collaborative effort co-hosted by the Westminster Police Department, the Maryland State Police, the Carroll County Sheriff’s Office and the Taneytown Police Department. The goal of the program is to expose local youth to police officers in a positive and non-confrontational setting while at the same time building their self-esteem, confidence and leadership skills. This year more than 100 local middle school students participated in the program which included military drill and ceremony, instruction on basic police skills, teambuilding exercises, canine displays and lots of fun for all involved. The Community Education and Outreach Sergeant served as the Camp Director this year.”*
- **Cops on Rooftops** (Annual Event) – *“On August 26<sup>th</sup> and 27<sup>th</sup>, the WPD Chief, Carroll County Sheriff, Carroll County State’s Attorney and Westminster MSP Barrack Commander will be taking to the roof of our local Dunkin Donuts for our local “Cops On Rooftops” event. The purpose of the event is to raise funds and awareness in support of Special Olympics Maryland. These local leaders will be taking to the roof at 6:00 a.m. on Saturday, August 26<sup>th</sup>, and they won’t be coming down until they reach their goal of \$10,000. Last year they received nearly \$12,000 in donations during the weekend. The public is cordially invited to stop by and support this most worthwhile cause.”*

Additionally, the WPD remains actively involved in a number of regular community events and conducts a number of additional community outreach initiatives, including, but not limited to: Boys and Girls Club Interactions, *Cover a Cruiser* Community Event, Block Party Participation, *Safe Kids* and Car Seat Education and Installation, Police Internship Program (Carroll County Career and Technology Center, The Arc of Carroll County Inc.), *Seniors on the Go Expo*, Women’s Health Screenings and Awareness (Carroll County Health Department), and active booth participation in Community

Events, such as *Fall Fest*.

5. ***Crime prevention must be a flexible, long-term strategy in which the police and community collectively commit to resolving the complex and chronic causes of crime;***

The WPD actively participates in long-term community initiatives aimed at problem-solving the root causes of several significant public safety issues, including, but not limited to:

- **Opioid Senior Policy Group** – This multi-disciplinary group of senior officials is examining the County’s response to the ongoing opioid epidemic in an effort to identify and implement new and innovative strategies to reduce addiction and overdose deaths. The WPD Chief is an active member of this group.
- **Carroll County Opioid Coalition** – (Non-profit organization working to reduce opioid misuse, overdoses and overdose fatalities in Carroll County, funded by the Opioid Misuse Prevention Program) – the WPD partners with community members, Carroll County Health Department, Carroll County Youth Services Bureau, allied law enforcement agencies, Carroll County State’s Attorney’s Office, Carroll Community College, Carroll Hospital Center, and other County agencies.
- **Circle of Caring** – (A coalition of not-for-profit, faith-based and public groups that work together to support Carroll County residents in crisis. To empower all citizens of Carroll County to be self-sufficient, have stable housing and a safe, healthy life by maximizing community collaboration. Circle of Caring is also broken into the following subcommittees: Housing, Outreach, Data, Ending Veterans Homelessness and Civic Engagement) – the WPD partners with the Carroll County Sheriff’s Office, Carroll County Health Department, Bureau of Aging, Human Services Program, Access Carroll, Citizen Services, Carroll County Youth Services Bureau, Carroll Transportation, community members, various churches, Board of Education, Potomac Case Management, Westminster Rescue Mission, On Our Own, Carroll Hospital and others.
- **Criminal Justice Diversion Workgroup** - brings together officials from criminal justice, mental health and public health organizations across the county to examine criminal cases involving defendants with mental health issues – those cases where their criminal charges are the proximal result of their mental health problems. The focus of the group is to divert these individuals out of the criminal justice system and get them into an appropriate course of treatment to address their mental health programs. The Diversion Workgroup includes senior representation from the Courts, the State’s Attorney’s Office, the Public Defender’s Office, Corrections, the Health Department, Parole and Probation, law enforcement, private health care providers and mental health advocates. The Chief has co-chaired the Division Workgroup since its inception.
- **Maryland Network Against Domestic Violence (MNADV)** - is the state domestic violence coalition whose common purpose is reducing intimate partner & family violence and its harmful effects on our citizens. The network provides technical

support and training to a vast array of community partners working to reduce domestic violence across the state – to include law enforcement, prosecutors, the Courts, the health care community, the faith community, schools and domestic violence service providers. The Chief serves on the Board of Directors for the MNADV. He also co-chairs the Carroll County Domestic Violence Fatality Review Team which reviews fatal and near-fatal domestic violence cases occurring in the county in an effort to service gaps or training needs in the community response to domestic violence.

- **Human Service Programs of Carroll County (HSP)** - provides a vast array of critical human services to the homeless and indigent population in Carroll. HSP also operates the homeless shelters in Carroll County. The Chief has served on the Board of Directors of HSP for more than 10 years.
10. ***Community policing requires an investment in training with special attention to problem analysis and problem solving, facilitation, community organization, communication, mediation and conflict resolution, resource identification and use, networking and linkages, and cross-cultural competency.***

The WPD trains its personnel on a number of topics related to effective community policing and problem-solving, including but not limited to:

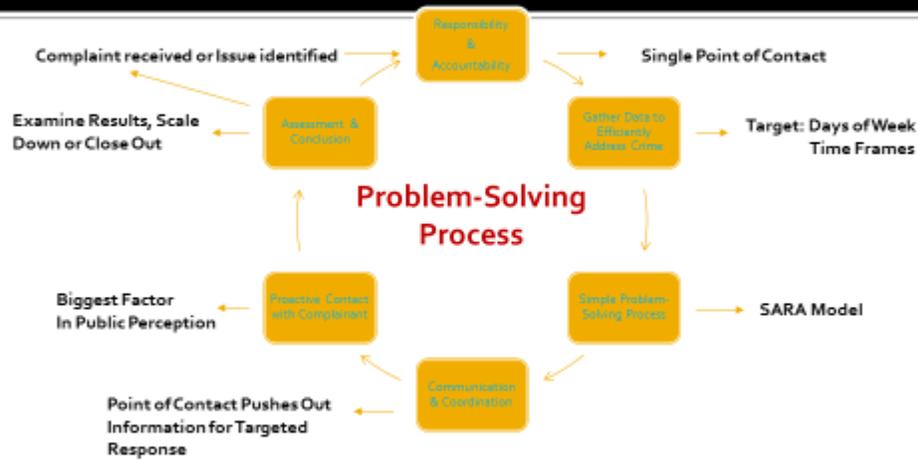
- Problem Analysis and Problem Solving – the below PowerPoint slides are taken directly from the lesson plan taught to our sworn personnel in 2016:

## Problem-Oriented Policing

**Problem-oriented policing (POP)**, coined by University of Wisconsin–Madison professor Herman Goldstein, is a **policing** strategy that involves the identification and analysis of specific crime and disorder **problems**, in order to develop effective response strategies.

- Problem-Oriented Policing
  - Relationship to Data-Driven Policing
  - Relationship to Community Policing
  - Crime Fighters versus Report Takers

# Policing Strategy



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# Problem-Solving

## S.A.R.A Model

- Scanning – Gather real-time data
- Analysis – Analyze the data
- Response- Implement a strategy
- Assessment- Did it work? What now?



[Problem Analysis Bulletins on Shared Drive](#)

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## The "Problem Analysis Triangle"



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## Data-Driven Policing

- 2016 – Technology provides information that makes policing more efficient & effective
  - Use "Scanning" to narrow deployment times
  - Connect the dots on crime patterns & series
  - Review of Patterns, Series & Sprees leads to intelligence that can be summarized and pushed out to Patrol & Specialized Units for targeted response
    - Can be based on location, temporal, suspects

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# True Community Policing

- Agency Culture – direction that is reinforced
  - 21<sup>st</sup> Century Policing (Guardian vs. Warrior)
  - Community Policing is not a Division/Assignment
- Does not mean police are soft on crime
  - Will help you solve crimes / make arrests / prevent crime
- Relationship building - micro and macro
  - Performance-rated / Credit-given to officers for spending time on this
  - Calling your complainants – Foot/Bicycle Patrols – Consistent Interactions
  - Know the people in your Beat
- Partnerships (stakeholders) to affect three sides of Problem Analysis Triangle



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- **One Mind Program** - The WPD has recently enrolled in the process to become a “One Mind” certified police agency. The “One Mind” Program is an effort by the International Association of Chiefs of Police to recognize those departments employing best practices in their efforts to improve police responses to persons affected by mental illness. “One Mind” agencies must certify compliance with four best practices: (1) a sustainable partnership with local mental health organizations, (2) a model policy addressing police responses to persons affected by mental illness, (3) 100% of all officers and dispatchers must be training and certified in Mental Health First Aid for Public Safety, and (4) the Department must train a minimum of 20% of sworn staff as Crisis Intervention Team (CIT) Officers. The Department is well on the way to accomplish these four best practices. It is anticipated that the Department will be in a position to receive “One Mind” Program certification within a 12-month period.
- **Crisis Intervention Team (CIT)** - The WPD and the Carroll County Health Department co-hosted a week-long CIT officer training program during the week of October 13<sup>th</sup>. CIT officers are trained to provide support and resources to those in our community who may be suffering from a mental health emergency or acute mental illness. A WPD Patrol Lieutenant is the Law Enforcement Coordinator for the Carroll County CIT and he participated as a facilitator and trainer throughout the week. This is the fourth iteration of CIT training since the initiation of the Team.

There are now more than 45 trained CIT officers from multiple law enforcement agencies around the County.

- WPD assisted the Sheriff's Office and Public School System by serving as evaluators for a **full-scale functional exercise** held at Winters Mill High School. The exercise involved a full array of law enforcement services to include Patrol, canine, SWAT and hostage negotiations. The exercise was an excellent learning opportunity and several focus areas were identified for further training and coordination.

The WPD engages members of its community by providing crime prevention and public safety training on a number of topics, including, but not limited to:

- **Civilian Response to Active Shooter Events (CRASE)** - has been taught by WPD members to civilian employees at the Carroll County Health Department, Human Services Program, Citizens Services, Access Carroll, Environmental Health, Town Mall of Westminster, City of Westminster civilian employees and to the Bureau of Aging and others.