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May 9, 2017

Mr. William C. Kilpatrick
Chief of Police
Golden Police Department
911 10th Street
Golden, CO 80401-1097

Dear Chief Kilpatrick:

CALEA Accreditation represents a commitment to professional excellence. The work of your organization toward attaining this internationally recognized credential is indicative of sound leadership, as well as practitioner support of adherence to standards.

The report accompanying this transmittal is provided only to the chief executive officer and represents observations and findings from the most recent standards-based review of the organization. It is important to review this document in its entirety with specific attention to any matter indicating compliance concerns, required policy/practice adjustments, or outcomes not reflective of the intent of standards. The Commission will use this document as the primary resource in considering your organization for accreditation. To that end, you or a qualified representative(s) should be prepared to address information contained in this report and respond to inquiries by Commissioners

The Golden Police Department is scheduled for a Review Committee Hearing at the next Commission Conference in Providence, Rhode Island on July 29, 2017. While the Commission does not require your attendance at this hearing, your participation helps ensure a comprehensive understanding of issues impacting your agency's candidacy. An Awards Banquet for successful organizations will occur in the evening following the Review Committee Hearing.

CALEA is *The Gold Standard for Public Safety Agencies* and we are honored to have your organization participate in this highly regarded process.

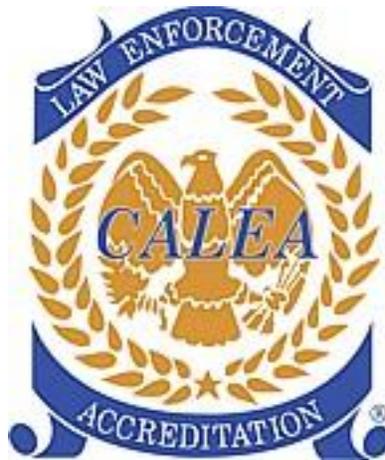
Sincerely,

A handwritten signature in black ink that reads "W. Craig Hartley, Jr." in a cursive script.

W. Craig Hartley, Jr.
Executive Director



Golden (CO) Police Department
Assessment Report



2017

**Golden (CO) Police Department
Assessment Report
March 2017**

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A. Agency name, CEO and AM

Golden (CO) Police Department
911 10th Street
Golden, Colorado 80401

Chief William C. "Bill" Kilpatrick, III

Mrs. Alissa Darrow, Accreditation Manager

B. Dates of the On-Site Assessment:

March 20-23, 2017

C. Assessment Team:

1. Team Leader: Douglas A. Goodman
Chief of Police
Ashland Police Department
601 England Street
Ashland, VA 23005
(804) 412-0603

2. Team Member: Bob Grant
Accreditation Manager
Camrose Police Services
6220-48 Avenue
Camrose, Alberta Canada
(780) 672-8300

D. CALEA Program Manager and Type of On-site:

Mark Mosier

Third reaccreditation, B size (69 personnel; authorized 46 sworn and 23 non-sworn)
5th edition Law Enforcement Accreditation (Advanced Accreditation)

E. Community and Agency Profile:

Community profile

Founded in 1859, the City of Golden is an idyllic former gold rush town nestled between North and South Table Mountains and the spectacular foothills of the Colorado Rocky Mountains. Originally named "Golden City," it became the capital of the federally recognized Colorado Territory in 1862.

The most recent census figures estimates a population of 20,167. Covering 9.9 square miles, the city has nearly 7,800 housing units, a median home value hovering just below \$500,000 with an owner-occupied rate of 55.7%. Over 55% of the population has a bachelor's degree or higher and those living in poverty account for 16.8% of the population.

Golden is home to the renowned Colorado School of Mines and Technology, enrolling nearly 5,800 students. It has the highest admissions standards of any public university in Colorado and among the highest of any public university in the U.S. In addition to the School of Mines, Golden's major employers are: Coors Brewing Company, CoorsTek, National Renewable Energy Laboratory, Innovative Services, and PMC Technology. Golden boasts nine museums and is an active sports mecca, with climbing opportunities, a championship-caliber kayak course, and numerous hiking and biking trails. Golden maintains its authenticity through long-standing traditions like Buffalo Bill Days, Olde Golden Christmas, Supercruise, Fourth of July and multiple other special events.

The council is composed of seven members, one member from each of the existing four wards of the City, one member from each of two districts set up on the basis of two wards per district, and one member to be elected as Mayor. Pursuant to the City's Charter, the City Manager is the chief administrative officer of the City and is responsible to the City Council for the proper administration of City government. Jason T. Slowinski was appointed City Manager in September 2015 and is the ninth City Manager in the City of Golden's history.

Agency profile

Originally established in 1872 with the creation of the "Town Marshall," the Golden Police Department is a "full-service" agency that offers a continuum of law enforcement services to the citizens, businesses and visitors to the city. CALEA first accredited the agency in 2008.

Chief Bill Kilpatrick currently leads the agency, ably assisted by two Division Commanders, Captain Daryl Hollingsworth and Captain Joseph Harvey. The agency is made up of an authorized strength of 46 sworn positions and 23 civilians. The Operations Division, led by Captain Harvey, encompasses traditional field services to include patrol functions, criminal investigations, special (traffic) enforcement, code enforcement, evidence management and parking enforcement.

The Support Services Division, led by Captain Hollingsworth, includes the communications center, records, community services (crime prevention) school resources, crossing guards, accreditation and training. The agency also has a dedicated professional standards officer and two administrative assistants who report directly to the Chief of Police.

It is the mission of the Golden Police Department to partner with the community to solve problems, preserve the peace, enforce the law and protect life and property. The organizational structure is designed for reasonable span of control, increased accountability, and more efficient and effective operations within the department.

Demographics

The population of the city is predominantly Caucasian (83%), followed by Hispanic (11%) and persons that fall in the “other” category at 7% (2.6%). Less than 1% of the population is made up of African-Americans. Although the population has grown by 7.7% from 2010 to 2015, the demographic ratios have remained fairly steady.

The demographic composition of the service area and agency are represented in the following table:

Demographics Report

	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	16,392	83%	8,608	83%	42	88%	8	17%	35	81	7	16%
African-American	160	0.81%	19	0%	4	8%	0	0%	4	9.5	1	2%
Hispanic	2151	11%	820	8%	2	4%	2	4%	4	9.5	2	5%
Other	1464	7%	672	6%	0	0%	0	0%	0	0	0	0%
Total	20,167	100%	10,119	100%	48	100%	10	21%	43	100	10	23%

**Although the agency only has 46 authorized full time positions, Council allows for two part-time positions to ensure continuity of service and planning for potential attrition.*

The agency strives to represent the city’s demographics and has made adjustments within the review cycle to improve those ratios. Those progressive actions will be discussed later in this report.

Future issues

It is clear to the team that this agency values long range planning and strategic thought process. Sitting on their laurels is simply not in the genetic makeup of this organization and several issues were themes during the visit and are of obvious concern of the agency. Succession planning is one of the Chief’s primary concerns to ensure the operational readiness of the agency into the future. In addition to investments in senior executive leadership, the agency recently implemented a “command internship” program open to Sergeants to train with the regional tactical element to develop tactical skills and command experience.

Maintaining the agency culture of service and compassion amongst national conversations is also a concern for Chief Kilpatrick. With concerns over officer safety mounting daily in the country, the discussions about the guardian vs. warrior mindset continues to grow. It is the Chief's desire to continue to prepare his people to ensure their safety, without losing the special touch his agency has with the community.

The agency is dedicating resources to participate in the development of multiple technology projects simultaneously to include a regional communications center with seven other agencies, a regional RMS system and the rollout of officer worn cameras budgeted for 2018. All projects are proceeding at a pace certain of success, but the management of these projects is no less stressful on the agency.

Of utmost concern to the Chief is the workload on his staff and ensuring proper staffing levels to provide quality service to his community. In the past few months prior to the team's visit, the agency contracted with the IACP to complete an independent audit of the agency's staffing levels. In addition to planning for calls for service and traditional proactive patrols, two other significant issues affect staffing: enforcement of the City's parking program and multiple special events. As with many cities, parking can be at a premium so like many localities, Golden instituted a comprehensive zone parking program in response to citizen concerns. Albeit successful in addressing concerns, the demand for this program has increased exponentially with the agency receiving over 1,200 parking complaints on average per year resulting in over 4,200 parking citations issued per year as well. Currently, two staff members are assigned to parking enforcement, but additional personnel may be needed in the near future to keep pace with citizen demand.

Another staffing concern outside of the provision of basic police services is the proliferation of dozens of special events in the city to include street festivals, athletic events, holiday festivities and other cultural events that require police planning and presence. In addition to the sheer workload, there are concerns among the staff that the demand for these services, related overtime and schedule shifts is affecting morale. Senior leadership understands the cultural and economic significance of many of the events, but is also concerned that this continued pressure may lead to retention vulnerabilities.

CEO biography

Chief Bill Kilpatrick began his policing career with the Englewood Police Department, in Englewood Colorado in 1979. He accepted service as a Lieutenant with the Golden Police Department in 1989 and was appointed as the Chief of Police on December 1, 2002. Chief Kilpatrick has a Bachelor of Science in Criminal Justice from Northeastern University, a Master of Arts in Public Administration, a Juris Doctorate from the University of Denver, and he was admitted to the Colorado Bar Association in 1982.

In 1990, he completed a Senior Commanders Program at University of Colorado, and graduated from the 185th Session of the Federal Bureau of Investigation National Academy in 1996.

F. Public Information Activities:

Public notice and input are a corner stone of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their law enforcement agency and to bring matters to the attention of the Commission that otherwise may be overlooked.

1. Public Information Session

The Public Information Session was held on Tuesday, March 21, 2017 at 5:30p.m. at the Golden City Council Chambers located at 911 10th Street in Golden. Eleven individuals attended the hearing representing regional law enforcement, elected government officials and citizens. Five speakers were senior executives from regional law enforcement agencies to include the Jefferson County Sheriff's Office, Lakewood Police Department, Wheat Ridge Police Department, Aurora Police Department, and the Colorado State Patrol. All of these representatives commended the agency on their partnership efforts, leadership in regional technology projects and professional reputation.

In addition to law enforcement speakers, Mayor Marjorie Sloan shared her pride in the Chief and members of the agency sharing that they all serve with honor, bravery and graciousness especially in their interactions with international students attending the School of Mines. Perhaps the most compelling speaker of the evening however was Ms. Christine Gjelsteen, a long term member of the community who is sight impaired. Ms. Gjelsteen shared multiple stories of agency members assisting her, including stopping traffic to assist her in crossing the street. Ms. Gjelsteen offered that the agency members are truly caring, compassionate and are a blessing to the community.

2. Telephone Contacts

The Public Information Telephone session was held on Tuesday, March 21, 2017 from 1:00 p.m. to 3:00 p.m. The team fielded eight phone calls from both members of the community and their counterparts with law enforcement agencies in the region. All callers spoke in a positive fashion regarding the agency and their willingness to improve the provision of law enforcement services not only in Golden, but in the region. Six of the callers represented the following agencies: Colorado Springs Police Department, Riley County Police Department, Colorado State Patrol, Colorado Bureau of Investigations, Lakeland Police Department, and the President of the Rocky Mountain Accreditation Network.

Two callers were from the community to include Dr. Hussein Amery who is a professor at the Colorado School of Mines and a leader in the local Muslim community. Dr. Amery described himself as a long-time resident of Golden and shared his appreciation for the efforts the agency has taken to reach out to his community. Mr. Omar Ally, the Director of the Islamic Center of Golden expressed his appreciation for the agency and described the agency as going above and beyond the call of duty to serve his community.

3. Correspondence

As of the writing of this report, twelve letters were received by the team by email from regional law enforcement agencies, government officials and interested citizens. Ten letters of support were from the following agencies: Jefferson County Sheriff's Office, Wheat Ridge Police Department, Grand Forks Police Department, Loveland Police Department, New Mexico Department of Public Safety, Parker Police Department, Colorado School of Mines Department of Public Safety, City of Denver Sheriff's Office, Colorado Bureau of Investigations and the Douglas County Sheriff's Office. All letters were extremely complimentary of the agency and the themes included the agency's vested interest in regional partnerships and responsiveness to citizen concerns.

4. Media Interest

During the assessment, the team had no contact with any member of the media.

5. Public Information Material

The on-site assessment was publicized through agency media releases and posted at visible locations in the government complex. The agency also includes this information on its social media streams.

6. Community Outreach Contacts

During the assessment, the team had the opportunity to meet with members of the agency, county government and community members. All spoke very highly of the agency's commitment to the community and the professional manner in which the agency accomplishes its mission. The team has spontaneous interaction with two members of the community. "Shanise," who was a barista at the local coffee shop described the agency as fair and having a good reputation in the community. She added that one of her family member was currently seeking employment with the agency due to that reputation. One team member also had interaction with "Francis" on the plane departing from the area and she shared an incident where officers assisted her in removing a rattlesnake from her residence. Both felt the agency was very responsive to its citizens and businesses.

G. Essential Services

Law Enforcement Role, Responsibilities, and Relationships and Organization, Management, and Administration. (Chapters 1-17)

All sworn personnel of the Golden Police Department abide by an oath of office which by code, is administered by the city clerk by charter. Additionally, all agency personnel receive ethics training upon initial hire to include signing a copy of the agency's code of ethics. Agency members, both sworn and civilian receive in-service training every two years on ethics related topics.

Pursuant to the Colorado Revised Code, the agency has four categories of sworn officers to include fully sworn police officers as defined by the Colorado Revised Statutes as "peace officers, Park Rangers who are armed and have limited enforcement authority, Parking Enforcement who are unarmed and only issue parking citations and finally Reserve Officers who have the same rights, responsibilities and authority as full time police officers.

Agency works with local mental health organizations, juvenile justice and a local detox center for diversion programs. The agency works with several human services agencies in an attempt to provide diversionary services in lieu of formal arrests. Those agencies include but are not limited to the Jefferson County Mediation Services, Jefferson County Juvenile Assessment Center, and the Jefferson County Human Services. This also includes the Arapahoe House detox center.

Officers can make on-view arrests for all offenses that occur in their presence and for serious offenses where officers can develop probable cause in a timely fashion after the incident has occurred. In all other cases, officers must seek an arrest warrant. The agency has developed a culture that gives the utmost respect to limiting a person's liberty and thus, only effects full custodial arrests when all other options have been exhausted.

The Colorado Revised Statutes details the authority for strip searches and body cavity searches which sets a high threshold for conducting such searches, usually only performed with a search warrant. In any case, permission from a commanding officer is required for such an invasive search to proceed and it must be conducted by a medical professional. According to agency records, the need for this invasive type of search is extremely rare.

The City of Golden is located entirely within Jefferson County. Although the agency has excellent working relationships with various county, state and federal agencies in the area, concurrent jurisdiction is applied daily in the interactions with the Colorado School of Mines Department of Public Safety and the Jefferson County Sheriff's Office. Agency directive clearly details the mission of each agency and rules of engagement.

An intergovernmental contract exists to provide school resource officers to each public school of the Jefferson County School District that lie within the boundaries of the City of Golden. Two officers are assigned to the high school and middle school respectively within the City limits. In addition, they also provide as needed response and coverage at four elementary schools. The City also has an agreement with the Colorado School of Mines to provide dispatch services to the School's public safety personnel.

Although the para-military structure cannot be mistaken, the decision making process is best described as participative and team based. The Chief depends on those in his ranks to evaluate issues and present viable solutions. Because of agency size, information sharing is nearly seamless and command discussions across functional areas of responsibility occur daily on an informal basis.

The agency utilizes the PowerDMS platform for the maintenance and dissemination of all written directives and utilizes this functionality for training and testing of staff. In addition to digital dissemination of written directives, the agency also maintains hard copies in several strategic locations in the building. Functional communication is accomplished on a daily basis through interpersonal communication, digital communication and regularly scheduled staff meetings. The team felt the end of shift summary reports sent via email were a very effective and efficient means of ensuring all members were kept up to speed. Planning and Research functions for the agency are delegated to the two Division Captains to perform those functions within their areas of responsibility. Several high priority projects in the review period included the evaluation of body cameras, implementation of new parking citation software and the evaluation and designation of authorized patrol rifle ammunition.

The agency manages performance through the proliferation of annual goals and objectives. These measurable performance standards are developed by the two Division Commanders and submitted to the Chief for approval prior to implementation. Although written directive indicates that progress on these goals is done at the end of the calendar year, evidence provided by the agency shows a much more robust dedication to this process with multiple updates completed during the year. The analysis of crime and traffic data is the responsibility of the Operations Division Captain. Issues related to criminal activity are handled by the Criminal Investigative Section Sergeant and traffic related issues and completed by the Special Enforcement Sergeant. In both cases, records maintained by the agency are used to develop trends, identify causal factors and evaluate agency progress on addressing the issue. More often than not according to agency documentation, these reports are generated in response to a community problem identified either by staff or members of the community.

The agency manages its lean force extremely well, often using civilians in traditionally sworn positions that can be equally if not better performed by a civilian. This allows maximum utilization of the sworn assets in the field. The agency has ten positions deemed as special assignments to include K-9, detective, traffic motorcycle operator and assignment to the regional SWAT element.

Specialized positions are reviewed on an annual basis to ensure that they are a valid use of sworn resources and relevant to keeping the community safe and secure. Assignment to specialized positions is limited to no more than five years except for personnel assigned to K-9 and the regional SWAT element simply due to the investment of training involved.

Although the agency elected to take a 20% on the standard relating to workload analysis, it should be noted that the agency contracted with IACP to conduct a workload assessment and staffing analysis to assist the agency with future planning. The IACP team visited the agency in the weeks prior to the onsite and their report will be provided to the agency within the first half of 2017.

The agency has a small, but dedicated reserve component. As authorized by Colorado Revised Statute 16-2.5.102 and these officers have the same entry and basic training requirements as full-time paid officers, as well as the same legal authority. For Golden, the Reserve Officers are required to volunteer 150 hours per year, usually taking the form of staffing as special events, parades and sporting activities where additional staffing is needed. They can also provide patrol coverage, usually paired with a full-time officer. The agency also uses civilian, non-sworn volunteers to assist with special events, administrative assistance and as departmental chaplains. For instance in 2014, nearly 30 volunteers amassed just under 1,200 hours of volunteer service for the community.

The Chief of Police has the authority for fiscal matters within the agency. Biennially, the agency develops a two-year budget with input at all staff levels to submit to the City's accounting office who compiles all requests for consideration by the City Manager who has administrative control over all fiscal matters for the entire city. Although much of the development process internally falls on the two division commanders, it is clear to this team that the input of all agency members is valued by the command staff and recommendations from "subject matter experts" within the agency carry much weight. The budget year follows the natural calendar year.

The agency follows the City's Purchasing Policy which has predetermined thresholds for purchase amounts that can be made at increasing levels of authority. For an agency of this size, those thresholds are very conservative in nature and indicate the fiscal restraint of the city's culture. The policy also includes many control points to ensure the adherence to sound fiscal principles. On a monthly basis the City's Accounting Office submits a report to the Chief of Police and staff on the progress of the budget expenses and balances remaining. Control over cash accounts faces even tighter scrutiny by the City's Finance Directory. Petty cash expenses are limited to no more than \$50 and must be accompanied by clear documentation supporting the purchase. The agency maintains three cash funds: a petty cash account for small purchases, the bond fund and a covert fund for investigations. By City policy, all cash funds are audited quarterly and subject to "surprise counts" throughout the year.

The continuation of the agency’s stewardship of its finances is exemplified in annual fixed asset inventories and quarterly operation readiness inspections of equipment identified as critical to the agency’s critical incident plan. The City defines any item with an original purchase price above \$5,000 to be a fixed asset. The agency has written agreements in place that meet all standard requirements regarding off-site data storage. These agreements are in relation to the agency’s participation in the CALEA PowerDMS platform, and electronic summons program and digital accident report entry tool.

Bias Based Policing

The agency has a clear directive prohibiting biased based policing and all members receive training on an annual basis during mandatory in-service classes. According to the annual administrative reviews provided to the team, there have been no founded incidents of biased based policing during the review cycle. During the review cycle, the agency received two bias based complaints: one in which the probable cause for arrest was outstanding warrants and the second interaction resulted from a speeding violation measured by speed detection equipment. Both complaints were unfounded.

Biased Based Profiling

Complaints from:	2014	2015	2016
Traffic Contacts	0	0	1
Field Contacts	1	0	0
Asset Forfeiture	0	0	0

Consistent with past assessment reviews, the agency reported to the team that it does not track race or ethnicity data from traffic stops. No written warnings are issued and if the stop results in a citation, that document is created by a wireless, digital device in the field and information directly transmitted to the courts. Therefore the standard table titled “Traffic Warnings and Citations” is not included in its original form to reflect demographics.

Year	Traffic Warnings and Citations		
	Warnings	Citations	Total
2014	326	4369	4695
2015	293	2456	2479
2016	318	3997	4315
Total	937	10,822	11,489

Although the agency does not compile this data for tracking purposes, it is clear that Chief Kilpatrick is concerned about this dynamic and how it relates to the discussions on the national stage. The team discussed the matter of biased based policing at length with the Chief and we have no concerns regarding the agency’s practices despite the lack of compiled data.

Use of Force

The agency's set of written directives for use of force was found to be detailed and provided clear guidance to sworn members. Agency members are issued 9mm Glock pistols, OC, Tasers and batons for wear on their duty gear. Additionally, available in fleet vehicles to those officers authorized to operate are: 12 gauge shotguns, .223 caliber patrol rifles and dedicated less lethal shotguns equipped with bean bag rounds.

In addition to agency issued weapons, sworn officers may request to carry secondary and off-duty handguns within strict guidelines set by agency directive. All weapons must be inspected by the agency armorer, must meet state qualification standards and then final approval for carry must be granted in writing by the Chief. The agency stresses safe storage of weapons in both basic and in-service training and all officers are provided with gun locks for safe storage at home. The agency presents use of force policy training, electronic controlled weapons qualification and refresher training on all less lethal weapons on an annual basis. In addition to classroom and live-fire instruction, the agency also utilizes simulator training to place an emphasis on de-escalation tactics. To ensure that each officer responds well to training, the agency has a very aggressive remedial training directive and process although there were no instances of remedial training required during the review cycle.

A review of the use of force data reveals increasing levels of reported force applications each year during the review period and an increase in total use of force applications as compared to the last review cycle. The agency's written directive sets a very low threshold to trigger a use of force report. Agency policy defines weaponless force as any application of physical force beyond simply applying restraints. Thus even if an arrestee were to tense up, the physical effort made to overcome that passive resistance is counted as a weaponless use of force and would be reported as a use of force.

The agency compiles an annual review of force applications each April for the previous calendar year and the team found these reviews to be comprehensive and detailed. In reviewing the table below with the benefit of the analysis presented in the annual reviews, it is clear that the agency's low threshold for reporting, accounts for what may appear to the untrained reviewer as an inflated rate of force applications. This is also compounded by the agency counting each individual application, by each individual officer as an individual data point. For instance, if three officers are necessary to use physical force to bring a suspect safely into custody, the agency defines that as three instances of weaponless use of force.

Weaponless uses of force have risen 122% from 2014 to 2016. Total weaponless uses of force as a percentage of all uses of force was 62% in 2014, 58% in 2015 and 70% in 2016. This would seem to indicate that agency members were committed to utilizing the least amount of force necessary when force on force actions were required.

Use of Force

	2014	2015	2016
Firearm/ECW (Displayed)	19	44	42
Firearm (Discharged)	0	0	3
ECW	11	5	1
Baton	0	0	0
OC¹	1	0	1
Weaponless	50	67	111
Total Uses of Force	81	116	158
Total Use of Force Incidents	26	29	41
Total Use of Force Arrests	16	15	27
Complaints	0	0	2
Total Agency Custodial Arrests	920	913	971

During the review period, there was one incident involving an application of deadly force involving multiple officers. Fortunately, this did not result a death. In this case, officers were attempting to take a known felon into custody on existing warrants and the suspect fired upon officers. Fortunately, none of the officers was struck by gunfire. This incident was reviewed in detail pursuant to agency directive and was found to be justified. The involved officers were reassigned to administrative duties during the review of the incidents.

The agency participates in a multi-jurisdiction task force that is responsible for the investigation of officer involved shootings in any of the member agency jurisdictions. The Jefferson County Critical Incident Response Team was formed in 1990 and is comprised of the Jefferson County Sheriff's Office, Golden Police Department, Lakewood Police Department, Edgewater Police Department, Wheat Ridge Police Department and the Arvada Police Department. Operating under the authority of the First Judicial District Attorney's Office, this response team will offer an objective investigation of a deadly force incident to determine if the use of force in question was justified based on the affirmative defenses detailed in the Colorado Revised Statutes. Although much in keeping with recommendations in the President's 21st Century Policing report, this response team has been in place since 1990. Interestingly, the State of Colorado enacted law in 2015 requiring all agencies develop a multi-agency approach to deadly force investigations. Although this response team does not replace an internal investigation, they are also available to the senior executive of any member agency for investigation of less lethal force applications and other matters of community importance.

Personnel Structure and Personnel Process (Chapters 21-35)

The City has a robust Compensation and Pay program that is competitive in the region. In addition to regular wages, the agency also accounts for on-call pay and acting statuses. The city offers standard benefits as most municipal employers with retirement coverage through the ICMA Retirement Corporation and liability and risk managed by the Colorado Intergovernmental Risk Association (CIRSA). In addition to traditional benefits, the city also offers a wellness plan, tuition reimbursement up to \$2,000 per year and an employee assistance program. In addition to governmental assistance programs during times of crisis, the agency also has established a corps of local Chaplains to tend to the needs of the members of the agency. Fortunately, the agency has not experienced a line of duty death or serious injury during this assessment cycle.

The agency has established a written directive on military deployment and evidence in the file indicates that this directive was adhered to in a strict manner during one member's deployment during the review cycle.

The City offers a wellness plan to all employees to encourage healthy lifestyles. In addition to seminars and related guidance, the city offers incentives in the form of financial reimbursement for wellness expenses and a reduction in health insurance premiums. Participation is voluntary in this program, but those employees who elect to participate have annual wellness screenings, access to fitness education and feedback from trained staff. At the time of the assessment visit, 85% of the agency's members participated in this program.

Both off-duty and extra-duty secondary employment assignments are well regulated by the agency. All requests for extra-duty are coordinated by the Administrative Assistant who coordinates the approval and accounts payable process upon completion of the event. Officers who work extra duty assignments are paid through the city's payroll system as an extra layer of checks and balances.

Grievances

The agency's grievance process, referred to in-house as the "conflict resolution" process is coordinated by the Captain of Support Services. Although the directive is detailed and includes specific timelines, it also encourages informal resolution through healthy working relationships with supervisors and command level officers. An annual review is completed each spring after the most recent calendar year and agency data indicates that there have been no grievances filed in the review cycle.

Personnel Actions

The agency has a robust Code of Conduct and evidence in the files indicates that disciplinary decisions are made based on sound reasoning and in light of the values and mission of the agency. The agency has a very low rate of formal disciplinary actions,

and when they do take place, agency directive and practice enables affected employees to meet directly with the Chief to discuss the matter prior to a formal decision being made.

Personnel Actions

	2014	2015	2016
Suspension	0	0	0
Demotion	0	0	0
Resign In Lieu of Termination	0	0	0
Termination	1	0	0
Other (written reprimands)	2	3	1
Total	3	3	1
Commendations	92	73	75

Although the Chief is the ultimate authority within the agency for disciplinary decisions, all levels of supervision understand their role in discipline and the need for substantial documentation is embedded into the culture of the agency. Every complaint, no matter informal or formal, internal or externally generated, is tracked in an agency database. Punitive discipline beyond counseling and training can only be carried out by the Chief and terminations can only be approved by the City Manager. Only one termination occurred during the review period and documentation provided to the team displayed seamless compliance to agency and City written directive.

Harassment in any form is not tolerated and the existing policy is reviewed annually during in-service training. The agency takes the extra step in this realm by having all new hires, sworn and civilian, acknowledge in writing a specific document regarding the prohibition on harassment. Employees are recognized for going above and beyond through a formal commendation system and recognition at an annual awards banquet each winter.

Recruitment and Selection

The agency works in concert with the City’s human resources function in its efforts to recruit and select the best candidates for employment. The agency publishes a recruitment plan annually with clear goals and objectives to select highly qualified candidates to serve their community and to closely reflect the diversity of their city. Progress towards goals in this plan are evaluated each January and reported out to the Chief. Although the agency participates in various college and community job fairs, it finds much success in web based advertisement. In a review of the past three years of recruitment plan analysis, it was found that the vast majority of applicants originated from postings on the *governmentjobs.com* website closely followed by *indeed.com*.

Due to the agency’s small size and historically low attrition rate, there has been little need for constant recruitment initiatives that would be found at a much larger agency.

Working with the City’s human resource function and public information officer, the agency maintains a robust presence on social media and other digital mediums to announce vacancies and in general, maintain a favorable public image for potential candidates. In addition to those tools, the agency also post vacancies with criminal justice academies in the region and leverages community events like its Citizen Police Academy to publicize recruitment drives. To reach out to its Latino community, documentation provided to the team indicated that the agency also participated in a job fair sponsored by the local chapter of the Society for Hispanic Human Resources Professionals.

The City uses the NeoGov web platform to accept and manage the application process. For an agency of this size, they receive a robust number of applicants: 1,019 during the three year review period which resulted in the final selection of 13 candidates for sworn positions. Although the agency had an attrition rate averaging 12% during the first two years of the cycle, that dropped dramatically to 4% in the last year. It should be noted that of all race/sex categories of applicants, African-American males had the highest success rate of final selection during the review period.

Sworn Officer Selection Activity in the Past Three Years

Race/Sex	Applications	Applicants	Percent	% of workforce population
	Received	Hired	Hired	
Caucasian/Male	644	10	4.3%	48.06%
Caucasian/Female	107	1	2.8%	37.00%
African-American/Male	49	2	17.3%	0.11%
African-American/Female	12	0	0.0%	0.08%
Hispanic/Male	101	0	0.0%	4.58%
Hispanic/Female	21	0	0.0%	3.53%
Other	85	0	0.0%	6.64%
Total	1,019	13	3.7%	100%

The agency is fairly unique in that the structured interview panel always incorporates a community member in addition to agency members and City Human Resources professionals. The agency utilizes an independent contractor for background investigation purposes and all documents provided indicate that the contractor is highly qualified to assist the agency in completing this step of the process. Polygraph exams are also provided by an independent contractor who meets standards set by the American Polygrapher’s Association and the Colorado Department of Public Safety.

In addition to the individual validation documents related to each step of the process, the City's Human Resource component conducts a very thorough evaluation of each selection process to determine that the process was valid and non-discriminatory. The manner in which this agency handles selection could be a model for other agencies. Upon successful selection, all newly hired sworn officers must complete a probationary period of 12-months commencing after successful completion of the field training program. All records and documents related to selection processes are securely stored and disposed of appropriately in accordance with the Colorado Municipal Records Retention Schedule.

Training

The agency is extremely intentional in evaluating and developing training, especially in-service training for all personnel. The agency utilizes a training committee made up of a cross-section of line personnel from each functional component of the agency. This committee meets twice per year: early in the calendar year to develop the annual in-service training curriculum and a second-time mid-year to evaluate progress and determine if mid-year adjustments need to be made.

Basic training for recruit officers and more specialized in-service training is obtained at one of three regional academies; either the Jefferson County Sheriff's Office /Lakewood Police Department Combined Regional Training Academy or the Red Rocks Community College Law Enforcement Training Academy. Although these are the default or primary training academies utilized by the agency, they keep their options open and will utilize any Colorado P.O.S.T. certified academy that will fit the current need.

All members, sworn and civilian, receive a standard new-hire orientation class followed by position specific training germane to their assigned role. All sworn personnel, regardless of certified status or not, attend a mini-skills academy to learn the agency specific directives and procedures. Those recruit officers who have yet to receive basic academy certification attend the mini-skills academy upon graduation from the basic school. Field training encompasses a minimum of a 4-phase process over a 13-week period that enables the recruit officers to experience various field training officers, shifts and experiences.

Regular training of agency personnel is a critical component of the agency's success. Regular, ongoing training takes three forms: a required 40-hour annual in-service week of training, roll-call trainings and training bulletins that allow officers to digest information through written materials. The 40-hour annual in-service week is a very structured course that encompasses mandatory re-training on use of force topics, legal update, first aid, bias-based prohibitions, CIT updates, etc. Specialized training is offered as needed to support the ten categories of positions that are deemed as specialized assignment or for career development for staff members.

The agency is an active participant in the Jefferson County Regional SWAT element and its members are scheduled for regular team training two days per month. Initial training upon selection takes the form of basic tactical schools, hostage negotiation courses and other critical incident courses of instruction.

Those assigned to civilian positions also receive requisite training necessary to fill their respective roles. Although formal, classroom instruction is available for positions such as dispatcher and accreditation manager, many of the roles receive training via document on-the-job training with a senior member of the agency familiar with the daily roles and responsibilities of the position. The agency maintains the educational requirement for sworn officers at a minimum to be a high school diploma as required by the Colorado P.O.S.T. However, all members are encouraged to pursue higher education through a city-wide tuition assistance program set at \$2,000 per annum. Additionally, those members seeking promotion to Sergeant or appointment to Captain must hold a bachelor's degree.

Promotions

The agency manages the promotional process for the rank of Sergeant, and the Captain of Support Services is responsible for the administration of each process. When a vacancy exists or is projected, notice is provided to all members of the process, the requirement and the selection steps. Written directive allows for written tests, oral interview boards, assessment centers, review of past performance and interviews with supervisors as valid steps in the selection process.

Sworn Officer Promotions

	2014	2015	2016
GENDER / RACE TESTED			
Caucasian/Male	0	2	0
Caucasian/Female	0	0	0
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
GENDER/ RACE ELIGIBLE AFTER TESTING			
Caucasian/Male	0	2	0
Caucasian/Female	0	0	0
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0

GENDER/ RACE PROMOTED			
Caucasian/Male	0	1	0
Caucasian/Female	0	0	0
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0

Both the individual selection steps and the entirety of each process is reviewed by the City's Human Resource office to ensure the process and its individual steps were valid, job related and non-discriminatory. During the review period, one promotional process for Sergeant was completed. Two agency members applied to participate, two actually completed the process and one member was promoted to the rank of Sergeant. Training for newly promoted supervisors, both sworn and civilian, are sought immediately after appointment. Leadership training for sworn supervisors often takes the form of the Supervisory Institute jointly hosted by the Colorado Association of Chiefs of Police and the County Sheriffs of Colorado. Several senior members have also attended the FBI National Academy and other senior executive leadership courses.

Annually each November, the agency completes evaluations on all personnel to include Reserve Officers. Those members who remain in probationary status receive evaluations on a quarterly basis. The agency uses specific forms generated by the City to evaluate members on role-specific standards in a consistent manner. To prepare for evaluations, supervisors complete entries into a Supervisor's Employee Log on a year-round basis. Specifically for sworn members, they are evaluated on seven categories of competence: Community Relations, Teamwork, Work Performance, Communications, Initiative/Innovation, Interpersonal Skills and Skill Proficiency.

The agency can have what can be best described as a very proactive early warning system. The system tracks inputs such as incidents of use of force, complaints, vehicle crashes, pursuits, substance use/abuse violations and disciplinary actions. In a review of the documentation related to this agency system, the team found the thresholds to trigger an activation of the system to be very low, thus ensuring that the agency can identify potential issues very early in the evolution of employee's performance. In a review of the data, 2016 saw 43 activations with only two members requiring further supervisory counseling or remedial action; 2015 saw 28 activations with only five members requiring further supervisor counseling or remedial action and 2014 saw 39 activations with only one member requiring further supervisory counseling. In none of the activations was punitive discipline implemented, this is truly a program to help employees improve performance. In addition to counseling and remedial training, the agency also takes advantage of the employee assistance program (EAP) offered by the City if it feels that such action would be beneficial.

Law Enforcement Operations and Operations Support (Chapters 41-61)

The Golden Police Department provides continuous (24/7) coverage. The patrol shifts are 10-hours with shift times 0630 to 1630, 1400 to 2400 (Power Shift) and 2100 to 0700. Prior to officers starting their shifts, they all attend a shift briefing where the supervisor will review the previous shift occurrences and any shift briefing training that is required or any new changes in the law, policies or procedures. Both assessors were able to observe separate briefings and found the information sharing to be seamless between shifts and found the discussion to surround proactive patrol strategies.

The police department has a pool fleet of marked and unmarked vehicles. All vehicles are equipped with the necessary emergency equipment as outlined in their directives. Prior to commencing patrol duties, all officers must first conduct a pre-trip inspection of their vehicles, both interior and exterior. Any equipment defects are logged on the pre-trip inspection report for the supervisor. Any item that can be replenished by the officer will be done with the supplies on hand.

The police department has three police bicycles that are utilized by trained officers. Bicycles are used for park patrol and for special events. Assignment to this team is on a part-time basis and before any officer can ride the bicycle they must first receive training on an approved police bicycle training course. The agency also has access to police motorcycles and only those officers that have a valid State of Colorado Motorcycle license and have passed the 40-hour motorcycle course can operate on these units. All motorcycles (two) are equipped with the basic police equipment (lights, siren, radio, first aid kit, etc.). The agency utilizes automatic license plate reader systems and they are installed on one parking enforcement vehicle and two patrol vehicles. Data retention is for 90-days before purging.

Regarding challenges with mentally ill persons, all newly hired employees receive initial training every three years subsequent during regular in-service training. The training covers specific instruction on how to effectively interact with persons that are suspected of suffering with a mental illness. Missing Adult Persons are defined as 21 years of age or older, and persons under the age of 21 will be considered a missing child. For the missing persons who are "at risk", this is referred to as a child under the age of 13 or a person who is out of their safety zone for their age, developmental stage, mental or physical condition.

The Criminal Investigations Section (CIS) has a compliment of four detectives, one sergeant and one part-time investigator. The CIS provides 24-hour call-out coverage when requested for the investigation of more serious crimes. Detectives attend shift briefings when possible and share any information that may be of interest to the patrol officers. Assignment of cases is completed by the CIS Sergeant based on solvability factors or other mitigating circumstances such as repeat incidents or nexus to community safety. Criminal Intelligence is also handled by CIS and agency written directives detail the responsibilities and reporting procedures that are required.

The agency has one detective that is assigned to the “West Metro Drug Task Force” that is stationed in Golden. The task force is made up of four other law enforcement agencies in the Golden area. The agency is allocated covert funds and procedures are in place to register disbursements within specific guidelines. As with agency’s other cash funds, this account is audited annually and receives a quarterly accounting review. Records for the CIS are stored in a locked safe within the CIS office area.

Year End Crime Stats

	2014	2015	2016
Murder	2	0	0
Forcible Rape	10	9	5
Robbery	4	2	3
Aggravated Assault	31	20	24
Burglary	46	48	38
Larceny-Theft	309	349	411
Motor Vehicle Theft	32	39	43
Arson	5	4	1
Calls for Service	40,003	43,003	48,536

As with most localities, Golden’s major contributor to their crime rate is larcenies, usually in the form of shoplifting, thefts from unattended autos or larcenies from unsecured outbuildings. Forcible Rape continues to decrease from 2014 and aggravated assaults have remained consistent in the city of Golden. As in all crimes, the agency works closely with the victim services organization to ensure victims receive the assistance they require. Alcohol and illicit drugs were noted to be possible pre-dominant factors in some of the serious crimes. The department identified that crime prevention tips may help in some neighborhoods to stop crimes of opportunity from happening.

The Community Services Section offers a program entitled the Golden Safety Academy which is a monthly crime prevention presentation that is open to the public. The events are publicized on social media to encourage citizen participation. In addition to the Golden Safety Academy, the Community Services Section also offers presentations upon request to community and business groups on topics germane to the specific group. While onsite, the team heard of the agency’s problem solving efforts to assist a neighborhood struggling with chronic noise violations.

The agency contracts out their victim assistance with an independent organization, Victim Outreach Inc. (VOI). VOI is a non-profit organization that began within the agency in 1986 and has evolved into an independent organization since its initial formation. VOI provides similar services to eight other police department in the region. VOI assisted 246 victims of incidents that originated in Golden in 2016.

Traffic Safety and selective traffic enforcement initiatives are strongly encouraged and implemented by the agency. The Special Enforcement Unit (traffic unit) is comprised of three officers, one Sergeant. Although the enforcement of traffic laws falls upon all patrol officers, the Special Enforcement Unit investigates all major collisions and collisions that occur on the major thoroughfares and addresses chronic traffic safety issues in the city.

Vehicle Pursuits

Emergency vehicle operation is closely regulated by the agency especially with vehicle pursuits and only allows pursuits when a *“fresh pursuit of a person who has committed, is reasonably suspected by a sworn member to have committed or has attempted to commit a violent felony.”* Additionally, agency directives clearly state that a pursuit will not be initiated or will be terminated if there is other means of identifying and apprehending the driver of the motor vehicle. Pursuit reports are required by the involved officers and must be submitted to their supervisor prior to the end of their shift. The supervisor will review the incident and complete the necessary IACP Police Project Data Form. Each April following the previous calendar year, the agency conducts annual analysis of pursuits to include a review of pursuit directives and reporting procedures. Roadblocks and forcible stopping techniques are restricted to stop sticks and boxing maneuvers, and as last resort, the PIT maneuver.

Vehicle Pursuits

PURSUIT	2014	2015	2016
Total Pursuits	2	3	2
Terminated by agency	1	3	1
Policy Compliant	1	3	1
Policy Non-compliant	1	0	1
Accidents	1	0	1
Injuries: Officer	0	0	0
: Suspects	0	0	0
: Third Party	0	0	0
Reason Initiated:			
Traffic offense	0	3	0
Felony	1	0	2
Misdemeanor	1	0	0

During the review period, the agency only saw seven pursuits with all by two being compliant with written directive. For the incidents deemed non-compliant, one involved a pursuit where it was determined that the suspect driver could be identified, yet the pursuit continued and the second non-compliant incident resulted from a pursuit that was initiated in another jurisdiction but continued into Golden. This incident resulted in a robust discussion amongst senior staff in regards to the interpretation of the directive.

Further, review of this one incident has spurred on a top to bottom review of the related pursuit directives, training and equipment to ensure that the agency is on the leading edge of safe pursuit techniques and strategies.

Critical Incidents, Special Operations and Homeland Security

The Golden Police Department has a Critical Incident Response Plan that demonstrates the police department's ability to plan for a variety of critical events, to include active threats. The planning function is the responsibility of the Operations Captain who also reviews the plan on a regular basis. The agency actively uses the National Incident Management System/Incident Command System (NIMS/ICS) layouts. Along with the weather and tactical emergencies, the agency is actively involved in planning for annual city events that bring out large crowds. In each of these events they utilize the NIMS format for organization and to ensure proper staffing, security and traffic control for each event.

The Jefferson County Regional Special Weapons and Tactics Team (commonly known as the Jeffco Combined SWAT) responds to incidents that require a higher level of response by way of advanced training, tactics and weapons. The agency has two members dedicated to this regional team: one hostage negotiator and a tactical operator. Agency members assigned to this team train with their SWAT counterparts twice per month. As discussed earlier in this report, the JeffCo Combined SWAT team also has established a command internship program that allows non-tactical operators the opportunity to be exposed to tactical leadership and command strategies.

For interests in security of the homeland, the agency exchanges information on potential information relating to terrorism with the Colorado Information Analysis Center (CIAC), the FBI and the regional Joint Terrorism Task Force (JTTF). The agency uses its web site to communicate with the public and educate them on terror alerts, threats to the area, and possible ways they can protect themselves, and assist law enforcement. In the event of a critical event, public notification is completed by the Emergency Notification System, Emergency Alert System or through the local media.

Internal Affairs and Complaints against Employees

The Office of Professional Standards is responsible for the coordination of all complaint investigations within the agency. This position reports directly to the Chief of Police. The agency has a detailed procedure on complaint processing, administrative investigations and findings of fact. Summaries of investigations are made available on the agency's website. All complaints, no matter how minor, are entered into an agency database for tracking purposes. Although the numbers in the below table may appear high for an agency of this size, the team is confident that the numbers are not reflective of underlying behaviors, but much more attributed to a culture of documentation within the agency.

Complaints & Internal Affairs Investigations

External	2014	2015	2016
Citizen Complaint	42	23	30
Sustained	10	8	5
Not Sustained	7	6	5
Unfounded	4	2	8
Exonerated	15	7	9
Exceptionally Cleared*	4	0	0
Outcome Not Based on Complaint	2	0	0
Under Investigation	0	0	3
Internal			
Directed complaint	6	5	2
Sustained	5	2	2
Not Sustained	0	2	0
Unfounded	0	0	0
Exonerated	0	1	0
Exceptionally Cleared*	1	0	0

During the review period, the agency received 95 external complaints, of which only 23 were found to be sustained. Of these complaints, the clear majority were classified as minor and would include complaints of rudeness, improper driving and sometimes a simple misunderstanding of law enforcement protocol. Likewise, 13 internal complaints were filed with nine sustained. These directed complaints could be categorized as resulting from poor interpersonal communication between co-workers, improper agency vehicle use and non-compliance with report distribution procedures.

Detainee and Court Related Activities; Auxiliary and Technical Services (Chapters 70-84)

The agency has excellent policies in place to provide officers guidance when conducting prisoner transports. Although there were no escapes during the review period, the agency has policy that provides procedures in the event of an escape from custody. Patrol cars have been modified so the door handles and windows do not operate and a safety barrier separates the rear compartment. Directives dictate that all detainees are searched upon being arrested and searched again when the detainee is turned over to another officer or law enforcement agency. The transport vehicle is to be searched as well before and after the detainee is transported. Officers have policy and procedures for when to use restraints and to prevent any chance of positional asphyxia. Detainees are all transported to the Jefferson County Jail after they have been processed at the Golden Police Department.

The agency does have a temporary detention area which is in compliance with all applicable standards. Detainees are only held long enough in the temporary detention areas to be processed and then transported to Jefferson County Sheriff's Office jail. The temporary detention area can be constantly observed by officers through the glass partition where the detainees are held. If the detainee needs to use the washroom facilities, they are escorted by the officer to nearby washrooms within the temporary holding area. Only Officers can monitor detainees and the officers all receive initial training on being hired and then receive training again in three years for monitoring detainees. Detainees are required to be checked every 30 minutes.

The agency's communications center is the primary point of communication between the public and the City of Golden Police, Fire and EMS. They are also the public safety answering point and dispatch for the Colorado School of Mines Public Safety. The Communications Center is staffed by nine dispatchers and one manager, assigned to one of three, 10-hour shifts. Phone and voice data communications are retained from a minimum of 90 days and depending on the volume of data stored it may be up to a maximum of one and a half years. The communications center is part of the Jefferson County Critical Incident Dispatch Team (CIDT). The CIDT was developed to assist the area with any unusual occurrence of great magnitude. Assigned CIDT personnel train quarterly handling communication for critical police incidents, such as shootings, hostage situations, and SWAT dispatching.

The agency's records management section is located within the police department facility and is open to the public weekdays from 9:00 am to 4:00 pm, holidays excluded. Police records access after-hours is limited to authorized command staff with the use of a card reader access. Electronic records are all password protected and they do designate if a juvenile is involved in the case. Traffic Summons/Citations, warning forms and parking citations are kept secured in a cabinet within the Records Section and are distributed only by records personnel. Juvenile files were kept in separate locked filing system away from the adult files. All files were well maintained and properly coded by date and case numbers.

Property and Evidence

The agency is committed to the effective and efficient collection, processing and preservation of evidence, which is apparent by the equipment and training available to agency personnel. The two civilian evidence technicians, titled Criminalists, are trained to process crime scenes and collect evidence. Their crime scene processing vehicle is equipped with all of the necessary items to process crime scenes.

The Golden Police Department has a comprehensive set of directives for the handling and control of evidence and other recovered property. The team conducted an inspection of the property room as well as interviewed the Criminalists who in addition to evidence recovery and processing are also responsible for property management. The team noted that the property room was well-maintained and all records were in order.

During the inspection, the assessor asked for random property noted on the logs and the custodian was able to produce the items without incident. Through observation of their property function and documentation available to the team, the evidence management component is an effectively, efficiently and cleanly run function. Their property area is clean, neat and well organized, as are their files. Their property is categorically organized, easy to locate and the proper supporting documentation both in digital and paper form is easily accessible. The agency provides for all required inspections, inventories and audits in accordance with best practices, CALEA Standards and agency directives. No change of property control custodian occurred during the period.

H. Standards Issues Discussion:

This section provides specific information on standards found to be in compliance after on-site “adjustments” were made. Adjustments may include modifying agency policies and directives, creating documentation, and an alteration of the physical plant.

The agency had no standards in this category, thus this section does not apply.

I. 20 Percent Standards:

CALEA agencies must be in compliance with at least 80% of applicable other than mandatory (O) standards. The agency is free to choose which standards it will meet based on their unique situation.

The agency was in compliance with 89% of applicable other-than mandatory (O) standards.

J. Future Performance / Review Issues

There are no standards that require a future performance review, thus, this section does not apply.

K. Table: Standards Summary:

	<u>TOTAL</u>
Mandatory (M) Compliance	<u>303</u>
Other-Than-Mandatory Compliance	<u>75</u>
Standards Issues	<u>0</u>
Waiver	<u>0</u>
(O) Elect 20%	<u>9</u>
Not Applicable	<u>188</u>
TOTAL	<u>484</u>

L. Summary:

The team found the Golden Police Department to be well prepared, hospitable and exhibiting the highest levels of professionalism one would expect of a CALEA accredited agency. Team members were fortunate to conduct ride-alongs with multiple members and tour all agency facilities during the visit. All members were found to carry out their appointed rounds with professional attention to directive and a spirit of community involvement.

Based on a review of all standards the team found the agency in compliance with all applicable mandatory standards and 89% of all non-mandatory standards. Only two files were returned for additional proofs of compliance that were already in the agency's possession and quickly remedied. All annual reports were reviewed and found to be complete and to have been submitted in a timely fashion.

The agency was extremely hospitable and responsive to the team. To that end, Chief Kilpatrick and members of his command staff allowed the team unfettered access to gather information. In their pursuit of excellence in this process, the agency conducted a mock assessment in September of 2016.

The assessment team had direct contact with over half of the agency's staff and found all members to be professional, responsive and dedicated to their community. The assessment team concurred that the accreditation standards are woven into the professional fabric the Golden Police Department.

Above all is the clear and defining commitment to the community. From the Chief down to the newest member of the organization, the dedication to the people and business of The City of Golden is the highest priority. Through direct law enforcement service in the field, good stewardship of resources and involvement in community civic ventures, the city should be very proud of its police force.



Douglas A. Goodman, Jr.
Team Leader