



**CITY OF BOULDER
CITY COUNCIL AGENDA ITEM**

MEETING DATE: June 4, 2013

AGENDA TITLE: Consideration of a motion to accept the summary of the April 30, 2013 Study Session on the Police Department Staffing and Deployment Assessment Report.

PRESENTER/S

Jane S. Brautigam, City Manager
Paul J. Fetherston, Deputy City Manager
Mark Beckner, Police Chief
Dave Hayes, Deputy Police Chief
Greg Testa, Deputy Police Chief

EXECUTIVE SUMMARY

This agenda item provides a summary of the April 30, 2013 City Council study session regarding the Police Department Staffing and Deployment Assessment Report (Assessment). The study session was intended to provide council with an opportunity to review the key recommendations highlighted in the Assessment, receive information regarding next steps for implementation, provide feedback on two proposed initiatives and pose questions. A copy of the full Assessment Report can be found at: www.bouldercolorado.gov/police > “BPD Master Plan.”

Attachment A is a summary of the presentation, issues discussed and questions that were asked at the study session.

STAFF RECOMMENDATION

Suggested Motion Language:

Staff recommends council consideration of this summary and action in the form of the following motion:

Motion to accept the summary (Attachment A) of the April 30, 2013, Study Session regarding the Police Department Staffing and Deployment Assessment Report.

NEXT STEPS

A number of the Assessment recommendations are already being implemented. The remaining recommendations are presented for the city administrations consideration to determine what are most appropriate, feasible and effective in both the short and long term. In addition, the Assessment will serve as a resource in the development of the 2014 recommended budget. The Assessment will also be utilized as an important resource in the development of the Police Master Plan update. It is anticipated that City Council will discuss the key issues related to the Police Master Plan update on May 28, 2013. Feedback will be incorporated into a final Police Master Plan for council's review and acceptance in the third quarter of 2013.

ATTACHMENTS

- **Attachment A** – April 30, 2013 Study Session Summary on the Police Department Staffing and Deployment Assessment Report

ATTACHMENT A
April 30, 2013
Study Session Summary on
Police Department Staffing and Deployment Assessment Report

PRESENT

City Council: Mayor Matthew Appelbaum, Deputy Mayor Lisa Morzel, Council Members Suzy Ageton, KC Becker, Macon Cowles, Suzanne Jones, George Karakehian, Tim Plass, and Ken Wilson.

Staff members: City Manager Jane S. Brautigam, Deputy City Manager Paul J. Fetherston, Police Chief Mark Beckner, Deputy Police Chief Dave Hayes, Deputy Police Chief Greg Testa, and Joanna Crean.

Consultant: Jerry Williams of KRW Associates and Dale Harris of Corona Solutions

PURPOSE

The purpose of this informational study session was to provide council with an opportunity to review the key recommendations highlighted in the Staffing and Deployment Assessment Report of the Boulder Police Department (Assessment), receive information regarding next steps for implementation, provide feedback on two proposed initiatives and pose questions.

OVERVIEW OF THE PRESENTATION AND DISCUSSION

The presentation began with opening remarks made by City Manager Jane Brautigam. Ms. Brautigam thanked the Police Department for all of the hard work and commitment shown in keeping the community safe and noted that the overall feedback from the Assessment was that the Police Department is doing a good job. Ms. Brautigam presented the background and context for completing the Assessment and then introduced the consultants, Jerry Williams of KRW Associates and Dale Harris of Corona Solutions.

Mr. Williams explained the study process, which consisted of both quantitative and qualitative analysis including department-wide interviews, ride-a-longs, observation of work processes, and detailed data analysis over a five-year period. The overall objective of this methodology was to personally speak to a high number of organization members, to listen and record their thoughts and ideas about staffing and deployment issues and concerns within the Boulder Police Department (BPD) and its leader/managers in a consistent manner, and to analyze this data into a presentation of overriding themes and categories.

Mr. Williams presented the 11 recommendations from the Assessment. Overall, the Assessment found that the BPD maintains high standards in hiring and recruiting personnel, has a high level of commitment and dedication to the community and the

organization, and operates within a well structured agency. Opportunities for improvement that were identified include addressing the issue of dwindling resources while still being able to provide high quality services and balance response to calls. The challenges of managing technology, calls for service and communication were identified as important issues both currently and for the future. Physical space is currently, and will continue to be, a challenge as expansion occurs.

Chief Beckner presented details about the key Assessment recommendations along with next steps related to implementation. For purposes of the presentation, the recommendations were grouped into the following categories:

- Providing community services,
- Using technology,
- Responding to calls for service,
- Revisiting the community policing philosophy,
- Planning for facility issues, and
- Training staff.

Chief Beckner explained that a number of the recommendations are already being implemented. The remaining recommendations are presented for the city administrations consideration to determine what are most appropriate, feasible and effective in both the short and long term. In addition, the Assessment will serve as a resource in the development of the 2014 recommended budget. The Assessment will also be utilized as an important resource in the development of the Police Master Plan update. It is anticipated that City Council will discuss the key issues related to the Police Master Plan update on May 28, 2013.

COUNCIL QUESTIONS AND RESPONSES

Following the presentation, City Council members were asked three questions. The questions and responses are summarized below.

1. Does City Council have specific questions or feedback on the initiative to phase-in additional sworn officers?

- Most council members agreed with the initiative to phase-in additional staff. It was anticipated that there would be a mix of civilian and non-civilian staff to better support the police department.
- Three council members asked for additional data and more information around approaches to providing quality service in order to make a decision about staffing.

2. Does City Council have specific questions or feedback on the initiative to change Police policy in responding to alarms?

- Council was supportive of changing the city's policy to require actual verification of a break-in (i.e., strict verification) prior to calling police. This change will only apply to burglar alarms and will not change BPD's response to robbery alarms (banks) or personal help alarms that are triggered by individuals. The policy

change will be brought back to City Council as part of the Police Master Plan update later in 2013.

3. *Does Council have questions or feedback on the Assessment?*

- Several council members highlighted the fact that technology is a clear issue that needs to be improved in order for efficiencies to be gained. With improvements in technology and communication, staff will be able to respond in a more efficient and effective manner.
- Council members raised concerns about the increase in homeless and transient issues. These are complex behavioral issues that need to be discussed in a broader city-wide context.
- Council is not interested in changing the expectations of the community in terms of policing. Instead, there is interest in BPD providing efficient strategies to meet the high expectations of community.
- As articulated by one council member in the study session, City Council is looking forward to further discussions about community policing and the philosophy of how BPD responds to calls for service.