



MEMORANDUM

TO: Members of City Council

FROM: 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
Joanna Crean, Public Works Project Coordinator

DATE: May 28, 2013

SUBJECT: Boulder Police Department Master Plan Update

I. EXECUTIVE SUMMARY

The core mission of the Boulder Police Department (BPD) is to work with the community of Boulder to provide a safe and secure city through education, enforcement and investigative services. The purpose of this item is to update council on the status of the BPD Master Plan and to obtain feedback on the proposed strategies and initiatives that will continue the department's ongoing actions to keep the community safe and will contribute to the city's vision of "service excellence for an inspired future."

Originally developed in 1996 and revised in 2001, the BPD Master Plan is being updated to better reflect current and emerging trends, which include an increasing population and changing demographics; a rise in the number of calls for service; changing community expectations; advances in technology and communication and the use of technology to investigate crimes; and requirements for court evidence. The updated BPD Master Plan is being restructured within the context of the Sustainability Framework to reflect the Boulder Valley Comprehensive Plan and the city's approach to Priority Based Budgeting. The Master Plan is intended to guide the BPD for the next five to seven years in addressing the business operations of police service delivery in a manner that meets the community's standards and sustainability goals.

The May 28 dinner discussion with City Council will focus on the:

1. Key factors driving the need for change in policing,

2. Master plan update process,
3. Feedback on proposed strategies and initiatives developed within the context of the Sustainability Framework, including:
 - a. Revisiting the “community policing” approach and developing future strategies to further support livable neighborhoods and vibrant business districts, and
 - b. Developing a strategic approach to better meet the changing demands of technology in the areas of forensics, criminal investigation, communication, and data collection.

The updated BPD Master Plan is tentatively scheduled to return to City Council for review and acceptance, as a public hearing item, on August 20, 2013.

See **Attachment A** for a detailed explanation of each proposed strategy and initiative and see **Attachment B** for a summary table of the strategies and initiatives.

II. BACKGROUND

Boulder Police Department (BPD)

BPD provides safety, education, enforcement and investigative services to the City of Boulder. With a 2013 budget of \$31.7 million, 173 commissioned officers and 104 civilian employees, BPD provides a broad spectrum of law enforcement services including responding to both emergency and non-emergency calls for service, crime prevention, investigations, traffic enforcement, animal control and code enforcement. BPD serves the community by building partnerships to address crime and crime-related problems. This is sometimes referred to as a community-oriented or community policing philosophy.

BPD Master Plan Update

The Boulder Valley Comprehensive Plan (BVCP) provides the overall policy framework, including a general statement of the community’s long-term desired future. Departmental and system master plans use the goals and policies of the BVCP to provide specific guidance for delivering city services. In 1996, BPD completed its first Master Plan, which was later revised in 2001. The BPD Master Plan is now being updated to better reflect current and emerging trends. The updated BPD Master Plan is being restructured within the context of the Sustainability Framework to reflect both the BVCP and the city’s approach to Priority Based Budgeting.

As part of the master plan update process, BPD completed a workload and staffing analysis known as the Staffing and Deployment Assessment (Assessment) in June 2012. The Assessment recommendations were presented to City Council on April 30, 2013. Since the Assessment was completed, many recommendations have been implemented or are in the process of being implemented. Other recommendations are being brought forward as part of the 2014 budget process and the BPD Master Plan update. Information related to the Assessment as well as the BPD Master Plan update process can be found at: www.bouldercolorado.gov/police > “BPD Master Plan.”

III. PUBLIC PROCESS

In the fall of 2008, the second revision of the master plan began with the formation of a Master Plan Committee (MPC), which was comprised of commissioned and non-commissioned employees who were tasked with focusing on enhancing BPD's ability to provide services to the community. Several teams from the MPC were assigned to explore topics in the areas of administration, recruitment and training, technology, work flow and business practices, and environmental sustainability. From the summer of 2009 through 2010, focus group meetings were conducted with internal workgroups, external stakeholders, and the general public to obtain feedback about community concerns, as well as current and future police services. In 2011, an online survey was developed to solicit further information from the general public.

Key themes from the public process (internal and external) include:

- **Perception of safety** – Many express that they feel unsafe in the University Hill area, along the Boulder Creek Path, and in Central Park.
- **Important police issues** – Crimes against persons, property crimes, crime prevention, University Hill issues, and alcohol issues were all identified as important police issues in Boulder.
- **Transient populations and homelessness** – Issues related to this population have an impact on BPD resources, but this is also a wider, social issue that needs to be addressed.
- **Alcohol and other drug (marijuana) issues** – Continues to be an important issue, especially given the university population and changes in laws related to marijuana.
- **Technology** – BPD needs to adapt and prepare for changes in technology and communication now and in the future.
- **Quality customer service** – With an increase in calls for service, BPD needs to prioritize resources to continue to provide quality customer service.

IV. ANALYSIS

Performance Measures

Historically, police effectiveness has been measured by crime statistics, response times and some rough guidelines about the appropriate number of officers per 1,000 residents. Based on the last five years of data, BPD is continuing to see an average of approximately 3,000 serious and 5,000 less serious crime cases per year. Serious crime includes murder, rape, robbery, aggravated assault, burglary, and theft while less serious crimes include assault, forgery, vandalism, drug abuse offenses, DUI, and disorderly conduct. Nationally, Boulder is better than average in terms of crime rates. Over the same time period, traffic enforcement has averaged approximately 16,500 summonses (includes accidents and non-accidents) per year and an average of 3,200 accidents per year. Average response from the time a call was received to the arrival of an officer for Priority One¹ calls has increased from 2 minutes and 15 seconds to 4 minutes and 28 seconds.

¹ "Priority One Calls" includes calls that require the immediate presence of a law enforcement officer in order to protect individuals from injury or life-threatening situations, or other emergency situations which require and depend upon an immediate response.

The increase is mostly due to improvements in record keeping but it is also partly related to the fact that there are fewer officers available to respond.

Embedded within the serious and less serious crime statistics (depending on the case) are family crimes. While family crimes have remained relatively steady over the last four years, the number being investigated by detectives has increased dramatically. This is due to a change in handling family crimes to improve service and effectiveness. Every case not solved by an immediate arrest is assigned to a detective for investigation. Some of the cases with an immediate arrest are also assigned to a detective to complete additional follow-up for prosecution. This change has resulted in a 354 percent increase over four years in the number of family crime cases handled by detectives. Fifty-one cases were investigated in 2009 versus 232 cases in 2012. Of those 232 cases, 58 were felonies, 155 misdemeanors, and 19 classified as incidents.

Another useful performance measure is the comparison of various data against police agencies of similar size and makeup. BPD is part of the Benchmark City Survey, which was originally developed in 1997 by a core group of police chiefs from around the country to establish a measurement tool to ensure departments are providing the best service possible within their respective communities. An extensive survey is completed which allows participating agencies to compare themselves across a wide variety of criteria. In comparison to the benchmark cities, Boulder typically falls below average in response times, within the average range in number of serious crimes, and above average in number of officers per resident. In areas such as alcohol enforcement, women in policing, number of calls per officer, and clearance rates², Boulder is at or near the top in leading the benchmark cities. Additional information related to the 2012 Benchmark City Survey results can be found at: www.bouldercolorado.gov/police > “BPD Master Plan.”

In addition, BPD also conducts random customer service surveys of people who have been contacted by a police officer as a result of a 911 or non-emergency phone call. Approximately seventy people are contacted each month and asked to rate how they feel their call was handled and the quality of their interaction with both the dispatcher and officer. Customer feedback, along with the crime statistics and comparison to other communities’ data, are all included in the on-going assessment of police effectiveness. The detective section also conducts monthly customer service surveys, with an annual goal of at least 20 percent of the surveys completed in Spanish.

Factors Driving the Need for Change

Based on the key demographic trends, crime statistics, and changing conditions in the community, BPD considers the following factors as having important implications for the future of police response.

- **Increase in Population and Changes in Demographics** – The City of Boulder’s 2013 population is estimated at 99,716, with projections indicating an increase to 114,000 by 2035. This figure could be even higher as the University of Colorado – with a current

² Clearance rate is a percentage as compared to reported crimes or previous year's clearance rates. An investigation (traffic or criminal) is "cleared" when an arrest is made, the complaint is found to be false or baseless, the victim drops the case, or the offender dies.

enrollment of approximately 30,000 students – projects an additional 11,000 students by 2030. Boulder's Latino population nearly doubled between 1990 and 2000, increasing to eight percent. Trends indicate this will continue. Boulder's population is aging, and the county's population of age 60 and over is expected to nearly double by 2020.

- **Increase in the Number of Calls for Service** – There continues to be a long-term upward trend in calls for service. In an analysis of calls for service data from 2011 to 2012 there is an increase of 3.9 percent in calls. Based on historical information, there is a prediction of an approximately three percent upward trend in calls for service over the next six years.
- **New Issues and Changing Community Expectations** – Over the years, BPD has shifted from a traditional 911-driven, purely reactive approach to one that emphasizes community engagement, crime prevention, and maintaining Boulder's high quality of life. Police departments are increasingly drawn into difficult social and community problems that do not align with traditional perspectives of law enforcement. For example, the BPD faces demands to manage public spaces like the municipal campus, the Boulder Creek path, and the streets of University Hill because of behaviors and lifestyle choices that may violate social norms and which negatively impact the quality of life, but do not result in dangerous criminal activity. The department also responds regularly to calls related to medical needs, mental health issues, substance abuse issues, and family and domestic problems. During the economic downturn and prolonged recovery, the police department is one of the few government entities accessible 24 hours/seven days-a-week.
- **Advances in Technology and Changes in Communication** – Law enforcement agencies around the country are dealing with rapidly evolving technologies designed to improve the efficiency of police work and the ability to solve crimes. Many of these new technologies are now integral to standard operating practices, and expected by both the community and the criminal justice system. The cost of staying current with this technology has increased over time as improvements are made and new technology emerges. In addition, police departments must address the different ways people communicate, including cell phones, computers, texting and various types of social media. This includes the community demand for greater access and availability of more information, quickly and in various ways.
- **Use of Technology in Crimes and Requirements for Court Evidence** – Police departments must plan for the use of new technologies in the commission of crimes like fraud, cybercrime, internet child pornography, and identity theft. With the rapid advances in forensic science, police departments and prosecutors are under greater scrutiny when presenting evidence in court. Juries increasingly demand better evidence, better reporting and more thorough investigations. Police departments must be prepared to handle these greater demands with more specialized services to support the complexity of the analysis.

Proposed Recommendations: BPD's Strategies & Initiatives

As part of the master plan update, BPD developed a number of proposed strategies within the context of the Sustainability Framework to address the provision of police services. The

Sustainability Framework is a tool to help ensure that each departmental master plan aligns with and advances the goals and priorities of the City Council and community. The framework categories are listed in **Attachment C**. For each Sustainability Framework category area, the BPD's strategy is identified along with initiatives. An example of a key initiative is highlighted in the memorandum however, **Attachment A** includes a detailed explanation of all initiatives and **Attachment B** provides a summary table.



Safety and Community Well-Being – Adjust service delivery to meet new community expectations while maintaining basic public safety. BPD protects people, homes and businesses by delivering services equitably and fairly and helps to provide a predictable sense of safety and security. By working in partnership with the community, BPD can increase its effectiveness in solving community problems, reducing crime and making neighborhoods safer and more attractive. BPD has increasingly been called upon for non-emergency matters; the need for these responses is often related to quality of life issues or social problems that rarely rise to a criminal level. BPD needs to adjust service delivery in order to meet the needs of the community. Examples of two key initiatives related to safety and community well-being include:

- **Refine “community policing” approach and develop future strategies to further support livable neighborhoods and vibrant business districts.** “Community policing” is a philosophy and commitment to working in partnership with the community. This involves more than just responding to calls for service. It requires time for officers to spend developing relationships with community members to work together to find solutions to community problems. BPD has long practiced the philosophy of “community policing.” Rather than continually reacting to recurring community problems, officers attempt to solve problems on a long-term basis, thus improving the quality of life for those affected. For example, BPD mentors at-risk youth, pairs officers with low income public housing developments (Adopt-a-Site), and pairs officers with fraternities and sororities (Adopt-a-Frat). A focus group comprised of community and department members will be formed in the fall of 2013 to discuss the “community policing” philosophy and what it means in Boulder. Information from the focus group discussions will be used as a guide in developing future strategies for 2014 and beyond. These efforts are designed to focus and clearly articulate the direction for BPD in terms of community policing and service to the community.
- **Phase-in additional sworn officers and civilian staff over five years to provide more time for community policing activities and proactive enforcement.** Currently, BPD has enough staffing to meet average standards for calls per officer and response times. However, this does not necessarily take into account the type of policing provided by BPD, including proactive enforcement on the University Hill, downtown, and Pearl Street Mall. In order to enhance the department’s ability to provide direct services to the community, BPD is expanding the combination of sworn officers and civilian staff. Civilian employees can be hired, at lower salaries than those earned by sworn officers, to do some work currently done by officers. However, the benefits of this approach need to be evaluated against the fact that the use of civilian staffing limits how those resources can be used in the department. Therefore, BPD proposes phasing an additional eight

sworn officers and four civilian staff members over the next five years. The civilian staff will provide additional report specialist capabilities, including responding to some calls for service that do not require police officers. Appropriate staffing of the BPD will continue to be evaluated within the context of meeting current and future needs of the community.



Community Character – Ensure public safety services support evolving urban areas.

With more development or redevelopment comes more activity, which can increase the need for police services. As the City of Boulder moves toward more compact development, there is an impact on public safety services. In areas with more multi-housing or business complexes, it is harder for police to locate the exact address when someone calls for service. In a building with many tenants and a secure entrance, it can be difficult for police to enter the building to respond to a community complaint. These are some of the challenges that BPD needs to address when responding in a community that is evolving with more urban areas. As staffing and resources allow, smaller geographical areas will be covered on bike and foot patrols which will allow more visibility and connection with the community. BPD will also continue to be involved with evaluating and planning for changes so that building types, uses and programs can be designed for active spaces that are safe. An example of a key initiative includes:

- **Evaluate Neighborhood Impact Team and apply lessons learned to future approaches to public safety.** To address community concerns about public safety, the Neighborhood Impact Team was implemented to provide greater visibility in the downtown core area, while creating personal relationships with residents and businesses to solve crime and to address quality of life issues. The Neighborhood Impact Team combines University Hill officers, swing shift (5 p.m. to 3 a.m.) officers from the Pearl Street Mall and additional district officers to ultimately comprise a team of 12 officers and two sergeants. The team’s area of responsibility is the University Hill and Pearl Street Mall corridor, the downtown campus, and includes increased foot and bike patrols with additional police presence on the Boulder Creek Path. The success of the Neighborhood Impact Team will be evaluated and any lessons learned will be applied to future public safety approaches in high visibility areas.



Accessible & Connected Community – Ensure safety for all modes of travel and efficiency for emergency response. BPD is committed to preserving and enhancing the safe and balanced transportation system that the community expects. Maintaining safety in Boulder’s multi-modal transportation system will require continued traffic enforcement, educational efforts for drivers, pedestrians, and cyclists, and support for transportation planning and engineering efforts to make all modes of travel safe in the community.

BPD is also a user of the transportation system and therefore has responsibilities to both help shape the system and adapt to it. In addition to its traditional safe and fast vehicular response, BPD uses alternative modes, such as foot and bike patrols, to help connect with the community and reduce environmental impacts. BPD also takes advantage of new technologies, like alternative fuel vehicles to reduce the city’s carbon footprint. An example of a key initiative includes:

- **Continue to utilize alternative modes of transportation such as foot patrols, bicycle patrols and energy efficient vehicles in response.** As is the case across the city organization, BPD uses alternative modes of transportation such as foot patrols, bicycle patrols and alternative fuel vehicles. Demands for police presence and concerns over safety in key districts, such as University Hill and Boulder Creek Path, increases the need for foot and bicycle patrols to raise visibility and address concerns about the transient population, alcohol issues, and safety. BPD will continue to identify opportunities to further expand the alternative modes while also balancing the need for officer safety, enforcement capabilities, equipment needs, response capabilities, and prisoner transport. As part of the city’s climate commitment goals, 90 percent of newly purchased vehicles must be alternatively fueled. Currently, of the 108 police vehicles, 62 percent are alternative fuel vehicles, including hybrid or E85 (ethanol fuel blend). The lower percent is due to the fact that some emergency equipment is either not available in alternative fuel models or it is not a viable option given the needed equipment. BPD will continue to evaluate future vehicle purchases for alternative fuel options.



Energy & Climate – Reduce energy consumption and emissions. BPD participates in the ongoing city program to conserve energy, reduce greenhouse gas (GHG) emissions, use renewable energy, reduce waste and limit toxins in the environment. BPD’s use of alternative fuel vehicles helps promote renewable fuels and reduces emission impacts. In addition, BPD follows a scheduling plan that reduces commuting by allowing employees to work four ten-hour days each week instead of five eight-hour days. For each employee who takes advantage, two commuting trips per week are saved. BPD uses Leadership in Energy and Environmental Design (LEED) targets in planning facility changes or remodels. An example of a key initiative includes:

- **Improve BPD’s environmental sustainability efforts through recycling and composting.** As part of the city’s climate action plan, BPD is working on ways to improve recycling and composting efforts as well as considering a time-table to reach a goal of zero waste. As part of these efforts, BPD will install more three-in-one waste stations (which include recycling, compost, and trash receptacles) in facilities along with providing training about what items are compostable and recyclable. The recycling and composting data will be tracked and evaluated to ensure improved efforts. In addition, part of BPD’s recycling efforts includes collecting soda cans by the Citizen’s Police Academy Alumni³ and bringing them to the recycling center. Seized or found kegs are also returned to liquor stores. Proceeds from both of these efforts go towards the bomb squad program. BPD also contributes to the city’s reuse efforts by donating used bullet resistant vests and uniforms to a number of smaller police departments including, Native American police departments located on federal reservations. BPD has also donated two-way radios that no longer work on the city’s radio infrastructure to smaller police departments as well as to volunteer fire departments.

³ Citizen’s Police Academy is offered to City of Boulder and Boulder County residents to learn about police operations and philosophy one night per week for approximately 10 weeks. The Citizen’s Police Academy Alumni is a small group of academy graduates who continue to meet on a regular basis and volunteer their time, and sometimes money, to BPD.



Natural Environment – Improve preparedness for natural disasters, such as floods and wildfires. Natural disasters, such as floods, tornadoes and fires, all cause specific damage and chaos. A strong police presence in these situations can help ease victims' fears and help prevent others from taking advantage of the disaster situation. When a natural disaster occurs, police are involved in crowd control, providing public safety, directing traffic, and organizing search teams. Preventing and mitigating threats to the community from natural disasters involves planning, preparation, equipment, and training. BPD actively participates in emergency management planning and training with other departments and agencies. Maintaining disaster/threat readiness is crucial to the ability to respond. BPD must maintain and upgrade necessary equipment as needed and continue to train employees. An example of a key initiative includes:

- **Improve coordination with other city departments, Office of Emergency Management, Boulder County Sheriff's Office and other service providers in preparing for threats to the community.** BPD works collaboratively with other departments, agencies, and the community to minimize the risks to life and property, while maintaining the ability to provide emergency police services. For instance, BPD works closely with the City of Boulder/Boulder County Office of Emergency Management (Boulder OEM). The Boulder OEM coordinates with local, state, and federal partners to facilitate planning and response to emergency situations. A commander is dedicated as a Boulder OEM liaison during any natural disaster, and participates in the planning and development of responses. In the event of a large-scale natural disaster, all police department members would be expected to assist including all non-commissioned personnel, patrol, traffic, detectives, dispatch and administration. BPD completes regular training exercises with the Boulder County Sheriff's Office and at times, the University of Colorado–Police Department. The city's SWAT and bomb teams also train with the Boulder County Sheriff's Office and the Longmont Police Department on large-scale crowd management and crime-related events. BPD is always working to continually improve coordination with other agencies through training exercises, simulated drills, and by incorporating areas that are identified as needing improvement.



Economic Vitality – Continue to improve safety and security in the community. Police enforce the laws that allow businesses to run smoothly. In general, police act to create an environment/situation where people are treated fairly and their rights are protected – that is they feel and are safe. As part of this effort, BPD works to maintain high levels of public safety, promoting a healthy, resilient economy for the City of Boulder. BPD will continue to provide support to keep the community safe and free of crime so Boulder remains an attractive place to live, work and recreate. An example of a key initiative includes:

- **Continue to plan and develop safe procedures for the increasing number of special events.** A special event is an activity or event held on or in City of Boulder property and/or facilities where a concern for the protection of participants, users and/or property exists. The City of Boulder provides for a variety of special events that contribute to the individual, social, economic and environmental health and well-being of the community. Since Boulder is considered a popular place to live and work, it is not surprising that the number of special events has grown over the years. Each event is unique, which means

that each event requires a different approach to manage safety. BPD will continue to develop plans to manage the events in a safe manner, which often includes coordinating traffic, crowd control, escape routes, and other appropriate measures.



Good Governance – Use resources more efficiently and effectively to provide professional police services to the community. BPD strives to enforce the laws and preserve public safety and order in a highly effective and efficient manner. In doing so, BPD must balance the community needs with the proper use of resources to gain efficiencies. This is done through strategic assignment of personnel, effective use of technology and advances in communication, and partnerships with other agencies such as the Boulder County Sheriff’s Department and the Colorado Bureau of Investigation. Maintaining state-of-the-art equipment, contemporary policies and procedures, and sufficient training are all crucial toward keeping the community as safe as possible. Examples of two key initiatives related to good governance include:

- **Develop a strategic approach to better meet the changing demands of technology in the areas of forensics, criminal investigation, communication, and data collection.** As improvements in technology and forensics continue to advance in the fight against crime, BPD must keep current in the use of technology and forensic techniques available to law enforcement to protect the community. This includes improving BPD’s Records Management System (RMS) and communication capabilities through such means as upgrading the radio infrastructure, supporting access to cell phone service as needed by mobile employees and enhancing the mobile report writing capabilities. Fully using appropriate technology is a significant “force-multiplier” in that it simplifies operations and enhances service delivery. BPD has created an IT Police Technical Team (PTT) to coordinate upgrades of software and technology so the department can remain current with contemporary standards. This is a team of technology-trained employees who will help identify technology needs and establish priorities, as well as collaboratively solve technology issues department-wide. In addition, two positions have been added through re-allocation to provide cross training and greater coordination of technology support.
- **Establish a strategic funding plan for maintenance and replacement of BPD capital assets, including facilities, vehicles, and all technology needs.** Similar to other city departments, BPD contributes annually to fleet and equipment replacement, ongoing operations and maintenance, and major maintenance/facility renovation and replacement for the Public Safety Building. However, BPD has not had a full funding plan for the replacement of all the technologies used by the department, such as the Records Management System, communications equipment, and mobile data computers (BPD currently contributes about 21 percent of the needed costs for replacement of the mobile data computers). The cost of staying current with the rapidly evolving technology has increased over time as improvements are made and new technology emerges. For instance, BPD currently pays the majority of the costs related to the city’s radio infrastructure out of the department’s general fund budget. Much of this equipment is old and will need to be replaced in 3-5 years both because of age, and because of narrow

banding⁴ currently slated for 2018. In a recent Capital Improvement Project (CIP) request BPD estimated this cost at \$1.5 million. The city is exploring whether to re-prioritize funding across departments to support an internal service fund to help pay for some or all of these costs, starting in 2015. For all of police technology needs, BPD, in collaboration with IT and Finance, will create and maintain a forward-looking funding plan for maintenance and replacement. This will be done in conjunction with the assessment of technological needs, the gap between what is needed and what we currently have, and a prioritized approach to coordinate technology maintenance and replacement across the department.

V. NEXT STEPS

Staff will incorporate City Council's feedback from the May 28 discussion and revise the BPD Master Plan accordingly. The updated BPD Master Plan will also include the priorities and funding plan, which will provide guidance for capital improvement programming and annual budgeting to guide management of the police department. The revised BPD Master Plan will be presented as a public hearing item on July 25, 2013 to the Planning Board for a recommendation. It is anticipated that the BPD Master Plan will then be presented to City Council as a public hearing item for review and acceptance on August 20, 2013.

VI. ATTACHMENTS

- A** – Police Department Master Plan Update – Proposed Recommendations
- B** – Summary Table of BPD Master Plan Proposed Strategies & Initiatives
- C** – Sustainability Framework Category Definitions

⁴ Due to a shortage of radio frequencies (band width), the Federal Communications Commission (FCC) elected to cut the band width which reduces the amount of spectrum or power that any one channel can operate on. It is anticipated that the FCC will again cut the band width in 2018.

ATTACHMENT A – PROPOSED RECOMMENDATIONS

POLICE DEPARTMENT MASTER PLAN UPDATE: PROPOSED STRATEGIES & INITIATIVES



Safety and Community Well-Being – Adjust service delivery to meet new community expectations while maintaining basic public safety. BPD protects people, homes and businesses by delivering services equitably and fairly and helps to provide a predictable sense of safety and security. By working in partnership with the community, BPD can increase its effectiveness in solving community problems, reducing crime and making neighborhoods safer and more attractive. BPD has increasingly been called upon for non-emergency matters; the need for these responses is often related to quality of life issues or social problems that rarely rise to a criminal level. BPD needs to adjust service delivery in order to meet the needs of the community.

Through efficiencies and differential response strategies, BPD anticipates increasing the time for officers to engage in community policing and proactive problem solving. In addition, BPD will re-engage the community in developing a more focused and clearly articulated direction for community policing and service to the community. BPD will also phase in additional sworn officers and civilian staff to better distribute the work load and respond to calls for service. Key initiatives in this area include:

- **Evaluate additional options to handle requests for service.** Having multiple options for addressing requests for police response allows the department to provide tailored service to members of the community while potentially delivering cost savings to the city. BPD has an ongoing education campaign to inform the community of options for service including on-line reporting. When community members call regarding non-emergency events, dispatchers educate community members about on-line information and reporting options. However, it is the city’s policy that police respond in person if a caller wants to see an officer. BPD will continue to evaluate additional options to handle requests for service such as enhancing on-line reporting capabilities and adjusting, as appropriate, the prioritization of calls for service.
- **Implement a change in BPD’s policy to reduce the amount of time spent responding to false alarms.** Boulder’s current intrusion alarm ordinance is focused on registering the alarm with the city. BPD’s alarm response policy requires an attempt to verify an alarm prior to calling police. Even so, BPD responded to 1,907 false alarms in 2012 using approximately 375 hours or the equivalent of nine weeks of staff time. The effect of this policy is that the police department supports private alarm companies by providing the response to alarms on which private businesses earn a profit. BPD receives no funding for providing this service. For these reasons, some police departments have discontinued responding to burglar alarms. BPD is changing the city’s policy to require actual verification of a break-in (i.e., strict verification) prior to calling police. This will eliminate responses to false alarms and has been successful in other communities that have adopted this policy. 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.

- **Refine “community policing” approach and develop future strategies to further support livable neighborhoods and vibrant business districts.** “Community policing” is a philosophy and commitment to working in partnership with the community. This involves more than just responding to calls for service. It requires time for officers to spend developing relationships with community members to work together to find solutions to community problems. BPD has long practiced the philosophy of “community policing.” Rather than continually reacting to recurring community problems, officers attempt to solve problems on a long-term basis, thus improving the quality of life for those affected. For example, BPD mentors at-risk youth, pairs officers with low income public housing developments (Adopt-a-Site), and pairs officers with fraternities and sororities (Adopt-a-Frat). A focus group comprised of community and department members will be formed in the fall of 2013 to discuss the “community policing” philosophy and what it means in Boulder. Information from the focus group discussions will be used as a guide in developing future strategies for 2014 and beyond. These efforts are designed to focus and clearly articulate the direction for BPD in terms of community policing and service to the community.
- **Phase-in additional sworn officers and civilian staff over five years to provide more time for community policing activities and proactive enforcement.** Currently, BPD has enough staffing to meet average standards for calls per officer and response times. However, this does not necessarily take into account the type of policing provided by BPD, including proactive enforcement on the University Hill, downtown, and Pearl Street Mall. In order to enhance the department's ability to provide direct services to the community, BPD is expanding the combination of sworn officers and civilian staff. Civilian employees can be hired, at lower salaries than those earned by sworn officers, to do some work currently done by officers. However, the benefits of this approach need to be evaluated against the fact that the use of civilian staffing limits how those resources can be used in the department. Therefore, BPD proposes phasing an additional eight sworn officers and four civilian staff members over the next five years. The civilian staff will provide additional report specialist capabilities, including responding to some calls for service that do not require police officers. Appropriate staffing of the BPD will continue to be evaluated within the context of meeting current and future needs of the community.
- **Continue to build better relationships with community groups which are often disengaged.** BPD works to build relationships with the community, focusing efforts on those who sometimes feel disengaged from the police department, including the Latino, elderly and other minority populations. One area of concern, especially within the Latino community, is deportation. Latino residents who may be in the US illegally are afraid to report crimes out of fear they may be deported. BPD actively encourages victims to report crime and treats everyone with the same respect and customer service regardless of their citizenship status. In April 2013, BPD was publicly recognized and thanked by the Boulder County District Attorney for work on behalf of victims of fraud related to

immigration papers. Engaging every group is important in creating a safe environment for all members of the community.

- **Adapt to changing needs and requirements in enforcing alcohol and marijuana.** BPD has a two-person team dedicated to alcohol and medical marijuana enforcement and inspection. Depending on the outcome of the state statute and local ordinance discussions related to recreational marijuana, BPD will adapt and change the enforcement and inspection approach, as necessary. To enforce the current city code with respect to marijuana establishments, the city created a cross-organizational team that conducts joint inspections of marijuana establishments. Recently, BPD partnered with the City Attorney's Office, City Clerk's Office and Boulder Fire Department to develop a plan for a similar approach for alcohol enforcement. In addition, BPD is taking a strategic approach to overconsumption of alcohol by devoting more time to problem liquor licensed establishments and investigating abiding establishments less frequently. Working with the City Attorney's Office, BPD will attempt to develop effective enforcement approaches to address over-service as staffing and resources allow. BPD also participates in the CU/City Oversight committee which addresses alcohol issues and other problems associated with the university. BPD will continue to make adjustments to alcohol and marijuana enforcement and inspections in order to adapt to new regulations and changing needs in the community.



Community Character – Ensure public safety services support evolving urban areas.

With more development or redevelopment comes more activity, which can increase the need for police services. As the City of Boulder moves toward more compact development there is an impact on public safety services. In areas with more multi-housing or business complexes, it is harder for police to locate the exact address when someone calls for service. In a building with many tenants and a secure entrance, it can be difficult for police to enter the building to respond to a community complaint. These are some of the challenges that BPD needs to address when responding in a community that is evolving with more urban areas. As staffing and resources allow, smaller geographical areas will be covered on bike and foot patrols which will allow more visibility and connection with the community. BPD will also continue to be involved with evaluating and planning for changes so that building types, uses and programs can be designed for active spaces that are safe. Key initiatives in this area include:

- **Evaluate Neighborhood Impact Team and apply lessons learned to future approaches to public safety.** To address community concerns about public safety, the Neighborhood Impact Team was implemented to provide greater visibility in the downtown core area, while creating personal relationships with residents and businesses to solve crime and to address quality of life issues. The Neighborhood Impact Team combines University Hill officers, swing shift (5 p.m. to 3 a.m.) officers from the Pearl Street Mall and additional district officers to ultimately comprise a team of 12 officers and two sergeants. The team's area of responsibility is the University Hill and Pearl Street Mall corridor, the downtown campus, and includes increased foot and bike patrols with additional police presence on the Boulder Creek Path. The success of the Neighborhood Impact Team will be evaluated and any lessons learned will be applied to future public safety approaches in high visibility areas.

- **Support collaboration on area plans and development review projects.** As areas of the community undergo redevelopment to increase density, improve connections and create livable public spaces, BPD will partner with other city departments during planning, engineering, design and review of plans and projects to ensure that redeveloped areas become quality places with adequate infrastructure and access by emergency responders. For example, the Boulder Civic Area is a visionary "community driven" project which aims to rethink and evolve the downtown's most expansive public space. BPD closely monitors this part of downtown due to the number of community members who visit the area, including a large transient and homeless population. As a result, BPD will be involved in the process in order to balance the changes in the downtown with preserving public safety and order.
- **Evaluate size and design of police facilities for effectiveness and efficiency.** BPD has three facilities – one primary location at the Public Safety Building (1805 33rd St.) and two annexes, one on University Hill (13th and College) and one on the Pearl Street Mall (Pearl St. and 15th St.). The Public Safety Building has been used by BPD since 1989, and the annexes have been used for 10 to 20 years, depending on the location. The annex on University Hill is used only for staff (either Neighborhood Impact Team members or other officers) who need to complete office work and need telephone and computer access. The Pearl St. Mall annex is open to the public, and the offers two civilian staff members who take reports, two code enforcement officers and the code enforcement supervisor. Annex employees help community members file reports, get fingerprinted, and often provide local directions. The Public Safety Building is the main police facility and offers full services to the public during the week, including seeing an officer, filing a crime or accident report, getting fingerprinted, etc. The building also includes training rooms, firearms range, locker and workout rooms, a communications center, Colorado Bureau of Investigation DNA lab, and all of the department's administrative offices. The Public Safety Building, along with many of the other city's existing facilities, is undersized based on existing standards. Through Facilitates and Asset Management (FAM), a citywide space analysis will be completed with the initial focus on the downtown, due to the Civic Area project, in the fourth quarter of 2013. The remainder of the citywide analysis will be completed, including the Public Safety Building, as part of the FAM Master Plan update in 2014.
- **Protecting and ensuring quality urban environment through code enforcement.** The City of Boulder Code Enforcement Unit focuses on nuisance-oriented problems and quality-of-life issues including scattered trash, overgrown weeds and snow that hasn't been removed within the 24-hour time limit. In October 2011, code enforcement duties were transferred from the Public Works Department to BPD to provide a more focused approach to enforcement. With the BPD Code Enforcement Unit, the approach has changed to 24 hour/ 7 day-a-week access to staff, a decrease in response time, more structure in the process and reporting, and more dedicated resources designed to improve customer service. The Code Enforcement team manages issues citywide, but makes frequent trips to high-complaint neighborhoods like University Hill. Many complaints are received about trash concerns which are often animal-created, and the team tries to educate residents about ways to deter wildlife. The first priority is education about the

problem and helping to identify solutions. BPD will continue to use code enforcement to help to ensure quality-of-life issues are handled efficiently and effectively.



Accessible & Connected Community – Ensure safety for all modes of travel and efficiency for emergency response. BPD is committed to preserving and enhancing the safe and balanced transportation system that the community expects. Maintaining safety in Boulder’s multi-modal transportation system will require continued traffic enforcement, educational efforts for drivers, pedestrians, and cyclists, and support for transportation planning and engineering efforts to make all modes of travel safe in the community.

BPD is also a user of the transportation system and therefore has responsibilities to both help shape the system and adapt to it. In addition to its traditional safe and fast vehicular response, BPD uses alternative modes, such as foot and bike patrols, to help connect with the community and reduce environmental impacts. BPD also takes advantage of new technologies like alternative fuel vehicles to reduce the city’s carbon footprint. Key initiatives in this area include:

- **Address traffic safety through education and enforcement.** While Boulder encourages more bicycle and pedestrian traffic, it is important to ensure that all participants in the community's transportation system - pedestrians, bicyclists and drivers - practice safe travel behavior. BPD assists in addressing traffic safety through education and enforcement. For instance, the city recently adopted a new crosswalk safety ordinance. BPD assisted the Transportation Division with education and outreach efforts regarding bike and pedestrian safety at crosswalks. This was accomplished through public announcements, warnings as well as enforcement. Similarly, BPD assists in educating the community about using bike lights when riding at night before actively enforcing the ordinance. Officers pass out bike light coupons to offenders during a warning period. BPD also supports the national campaign to educate drivers of the dangers of texting and driving. BPD’s approach is to educate the community and then proactively enforce to ensure all modes of travel are safe.
- **Continue to utilize alternative modes of transportation such as foot patrols, bicycle patrols and energy efficient vehicles in response.** As is the case across the city organization, BPD uses alternative modes of transportation such as foot patrols, bicycle patrols and alternative fuel vehicles. Demands for police presence and concerns over safety in key districts, such as University Hill and Boulder Creek Path, increases the need for foot and bicycle patrols to raise visibility and address concerns about the transient population, alcohol issues, and safety. BPD will continue to identify opportunities to further expand the alternative modes while also balancing the need for officer safety, enforcement capabilities, equipment needs, response capabilities, and prisoner transport. As part of the city’s climate commitment goals, 90 percent of newly purchased vehicles must be alternatively fueled. Currently, of the 108 police vehicles, 62 percent are alternative fuel vehicles, including hybrid or E85 (ethanol fuel blend). The lower percent is due to the fact that some emergency equipment is either not available in alternative fuel models or it is not a viable option given the needed equipment. BPD will continue to evaluate future vehicle purchases for alternative fuel options.

- Leverage technology to monitor traffic, identify safety issues, and improve enforcement capabilities.** As part of the traffic safety program, BPD and the Transportation Division have added photo radar enforcement to some neighborhoods and school zones, and have installed photo red lights at some high-traffic intersections. Photo radar is an automated camera system used to enforce speed limits. It is operated in an unmarked vehicle by a specially-trained police employee. The photo red light systems are installed at key Boulder intersections that have a high number of collisions. Running red lights is one of the most frequent causes of accidents at intersections in Boulder. Photo safety technologies have proven to be effective, have been in use for more than 30 years, and are used in more than 45 countries. The goal is to reduce speeding on a variety of streets in Boulder and to reduce red light infractions. BPD will continue to coordinate with the Transportation Division to share data on traffic intersections and to evaluate current and future technological options to further improve safety and enforcement capabilities.



Energy & Climate – Reduce energy consumption and emissions. BPD participates in the ongoing city program to conserve energy, reduce greenhouse gas (GHG) emissions, use renewable energy, reduce waste and limit toxins in the environment. BPD’s use of alternative fuel vehicles helps promote renewable fuels and reduces emission impacts. In addition, BPD follows a scheduling plan that reduces commuting by allowing employees to work four ten-hour days each week instead of five eight-hour days. For each employee who takes advantage, two commuting trips per week are saved. BPD uses Leadership in Energy and Environmental Design (LEED) targets in planning facility changes or remodels. Key initiatives in this area include:

- Continue to use Leadership in Energy and Environmental Design (LEED) targets for facility development.** BPD’s main facility, the Public Safety Building, and both of its annexes, have received energy-efficient lighting and weatherization upgrades as part of the city’s Energy Performance Contract. This includes replacing fixtures with energy efficient lighting and new light switches, a new HVAC system, boilers, water heaters, roof, sprinkler system and water conserving measures. Any future expansion or remodeling of the Public Safety Building will include LEED targets as supported across the city organization.
- Improve BPD’s environmental sustainability efforts through recycling and composting.** As part of the city’s climate action plan, BPD is working on ways to improve recycling and composting efforts as well as considering a time-table to reach a goal of zero waste. As part of these efforts, BPD will install more three-in-one waste stations (which include recycling, compost, and trash receptacles) in facilities along with providing training about what items are compostable and recyclable. The recycling and composting data will be tracked and evaluated to ensure improved efforts. In addition, part of BPD’s recycling efforts includes collecting soda cans by the Citizen’s Police Academy Alumni¹ and bringing them to the recycling center. Seized or found kegs are

¹ Citizen’s Police Academy is offered to City of Boulder and Boulder County residents to learn about police operations and philosophy one night per week for approximately 10 weeks. The Citizen’s Police Academy Alumni is a small group of academy graduates who continue to meet on a regular basis and volunteer their time, and sometimes money, to BPD.

also returned to liquor stores. Proceeds from both of these efforts go towards the bomb squad program. BPD also contributes to the city's reuse efforts by donating used bullet resistant vests and uniforms to a number of smaller police departments including, Native American police departments located on federal reservations. BPD has also donated two-way radios that no longer work on the city's radio infrastructure to smaller police departments as well as to volunteer fire departments.

- **Continue to follow a scheduling plan to reduce commuting.** BPD follows a scheduling plan that reduces employee commuting by allowing employees to work ten-hour days, four days a week. This plan was originally implemented several years ago, but it has only recently been expanded throughout the department. As work requirements have allowed, BPD has supported staff changing to the ten-hour day, four days per week schedule. Of the approximately 275 BPD employees, only five live within the city limits. The expansion of the ten-hour days, four days per week schedule throughout the BPD has resulted in a reduction of fuel consumption and GHG emissions. BPD plans to continue the current schedule and evaluate in the future if there are other opportunities to reduce employee commuting.



Natural Environment – Improve preparedness for natural disasters, such as floods and wildfires. Natural disasters, such as floods, tornadoes and fires, all cause specific damage and chaos. A strong police presence in these situations can help ease victims' fears and help prevent others from taking advantage of the disaster situation. When a natural disaster occurs, police are involved in crowd control, providing public safety, directing traffic, and organizing search teams. Preventing and mitigating threats to the community from natural disasters involves planning, preparation, equipment, and training. BPD actively participates in emergency management planning and training with other departments and agencies. Maintaining disaster/threat readiness is crucial to the ability to respond. BPD must maintain and upgrade necessary equipment as needed and continue to train employees. Key initiatives in this area include:

- **Improve coordination with other city departments, Office of Emergency Management, Boulder County Sheriff's Office and other service providers in preparing for threats to the community.** BPD works collaboratively with other departments, agencies, and the community to minimize the risks to life and property, while maintaining the ability to provide emergency police services. For instance, BPD works closely with the City of Boulder/Boulder County Office of Emergency Management (Boulder OEM). The Boulder OEM coordinates with local, state, and federal partners to facilitate planning and response to emergency situations. A commander is dedicated as a Boulder OEM liaison during any natural disaster, and participates in the planning and development of responses. In the event of a large-scale natural disaster, all police department members would be expected to assist including all non-commissioned personnel, patrol, traffic, detectives, dispatch and administration. BPD completes regular training exercises with the Boulder County Sheriff's Office and at times, the University of Colorado–Police Department. The city's SWAT and bomb teams also train with the Boulder County Sheriff's Office and the Longmont Police Department on large-scale crowd management and crime-related events. BPD is always working to

continually improve coordination with other agencies through training exercises, simulated drills, and by incorporating areas that are identified as needing improvement.

- **Purchase new Incident Command Vehicle to update response capability and improve critical incident response.** BPD has special equipment that may be used for critical incidents such as natural disasters, major criminal events, situations involving numerous casualties, or events requiring a large number of resources. The Incident Command Vehicle (ICV) is used to provide a private and secure area where command staff can strategize and deal with critical situations at the site of an event for prolonged periods of time. The current vehicle is 13 years old and, was designed based on the needs at the time. BPD needs have changed due to an increased focus on collaboration with other agencies and the nature of events that need to be managed. A new ICV would provide the necessary interior space configuration for conducting briefings, while also accommodating the need for dispatch to coordinate other activities from the same vehicle with new radio and Computer Aided Dispatch technology. Updating BPD's response capability will improve critical incident response, which is important in a community that is considered the number one flash flood risk in the state of Colorado.
- **Expand Field Guide for Flood Response to include all-hazards.** Mitigation, prevention, training and property planning are the best ways to efficiently and effectively handle incidents of mass destruction, including wildland fires and floods. In conjunction with the Boulder Fire-Rescue Department and the University of Colorado Police Department, BPD authors the City of Boulder Field Guide for Flood Response (Field Guide) to analyze the potential for floods and the impact they would have on the community. The guide is designed for police officers and fire fighters to use to establish the priorities for protecting life, property and critical infrastructure and is updated yearly. Currently, the Field Guide is focused on flood response, but BPD is in the process of expanding the document to include all-hazards response such as wildland fires.



Economic Vitality – Continue to improve safety and security in the community. Police enforce the laws that allow businesses to run smoothly. In general, police act to create an environment/situation where people are treated fairly and their rights are protected – that is they feel and are safe. As part of this effort, BPD works to maintain high levels of public safety, promoting a healthy, resilient economy for the City of Boulder. BPD will continue to provide support to keep the community safe and free of crime so Boulder remains an attractive place to live, work and recreate. Key initiatives in this area include:

- **Continue to plan and develop safe procedures for the increasing number of special events.** A special event is an activity or event held on or in City of Boulder property and/or facilities where a concern for the protection of participants, users and/or property exists. The City of Boulder provides for a variety of special events that contribute to the individual, social, economic and environmental health and well-being of the community. Since Boulder is considered a popular place to live and work, it is not surprising that the number of special events has grown over the years. Each event is unique, which means that each event requires a different approach to manage safety. BPD will continue to develop plans to manage the events in a safe manner, which often includes coordinating

traffic, crowd control, escape routes, and other appropriate measures.

- **Maintain commercial crime prevention efforts through education, enforcement, and investigation.** BPD is actively involved in providing crime prevention tips and trainings to the business community and schools. For instance, BPD has conducted approximately ten security assessments in 2012. In addition, BPD completed numerous safety presentations, including at least 24 site visits, with security reviews of both businesses and schools. BPD has also offered trainings on shoplifting to local businesses, including banks. By working directly with the business community on crime prevention and education, BPD assists companies to develop, promote, and operate a safe work environment. BPD will continue to work with companies to provide basic crime prevention advice to reduce the occurrence and cost of crime to business and the wider community.
- **Continue efforts with local schools on “threat mitigation” education to improve safety.** “Threat mitigation” refers to educating school personnel on how to make the school safer by practicing lock-down drills, assessing threats, identifying at-risk students, and supporting anti-bullying programs. Supporting a safe environment in the schools contributes to students’ learning and growing, as well as providing a sense of security which helps to attract people and businesses to the community. BPD is committed to providing service, counseling, and education to Boulder’s youth. BPD has five School Resource Officers (SRO’s) who are assigned to 11 high schools and middle schools in the Boulder Valley School District. SRO’s train monthly to hone their skills on tactical movement, room clearing and evacuations. Two Active Harmful Event trainings occur twice a year, with participation by with school administration and faculty. The Cops in the Classroom program will continue to be offered upon request to elementary schools. This is a program designed to educate children on a variety of issues such as drug and alcohol usage, peer pressure, self-esteem, etc. The program is also designed to build relationships between children and police officers in a non-threatening environment. BPD will continue these efforts to support the local schools and improve safety in the community.



Good Governance – Use resources more efficiently and effectively to provide professional police services to the community. BPD strives to enforce the laws and preserve public safety and order in a highly effective and efficient manner. In doing so, BPD must balance the community needs with the proper use of resources to gain efficiencies. This is done through strategic assignment of personnel, effective use of technology and advances in communication, and partnerships with other agencies such as the Boulder County Sheriff’s Department and the Colorado Bureau of Investigation. Maintaining state-of-the-art equipment, contemporary policies and procedures, and sufficient training are all crucial toward keeping the community as safe as possible. Key initiatives related to good governance include:

- **Facilitate cooperation and partnerships with other jurisdictions and agencies to share resources and improve efficiencies.** BPD seeks partnership opportunities that will help increase resource availability, save money, or increase efficiencies. Examples of recent partnerships include the new Colorado Bureau of Investigation (CBI) DNA lab,

and the Boulder County Regional Bomb Squad. BPD created a partnership with CBI for a regional DNA lab located in the city's Public Safety Building. In exchange for the city's monetary contribution toward this project BPD, as well as other law enforcement agencies in Boulder County, will receive priority for DNA cases submitted to CBI. BPD also created an intergovernmental agreement to combine the city's Bomb Response Team with Boulder County and Longmont to form a regional bomb squad. This regionalization has improved our response capability for the entire county without increasing costs. BPD will continue to explore additional opportunities to partner with other jurisdictions to share limited resources and improve overall efficiencies.

- **Develop a strategic approach to better meet the changing demands of technology in the areas of forensics, criminal investigation, communication, and data collection.** As improvements in technology and forensics continue to advance in the fight against crime, BPD must keep current in the use of technology and forensic techniques available to law enforcement to protect the community. This includes improving BPD's Records Management System (RMS) and communication capabilities through such means as upgrading the radio infrastructure, providing cell phones to personnel, and enhancing the mobile report writing capabilities. Fully using appropriate technology is a significant "force-multiplier" in that it simplifies operations and enhances service delivery. BPD has created an IT Police Technical Team (PTT) to coordinate upgrades of software and technology so the department can remain current with contemporary standards. This is a team of technology-trained employees who will help identify technology needs and establish priorities, as well as collaboratively solve technology issues department-wide. In addition, two positions have been added through re-allocation to provide cross training and greater coordination of technology support.
- **Establish a strategic funding plan for maintenance and replacement of BPD capital assets, including facilities, vehicles, and all technology needs.** Similar to other city departments, BPD contributes annually to fleet and equipment replacement, ongoing operations and maintenance, and major maintenance/facility renovation and replacement for the Public Safety Building. However, BPD has not had a full funding plan for the replacement of all the technologies used by the department, such as the Records Management System, communications equipment, and mobile data computers (BPD currently contributes about 21 percent of the needed costs for replacement of the mobile data computers). The cost of staying current with the rapidly evolving technology has increased over time as improvements are made and new technology emerges. For instance, BPD currently pays the majority of the costs related to the city's radio infrastructure out of the department's general fund budget. Much of this equipment is old and will need to be replaced in 3-5 years both because of age, and because of narrow banding² currently slated for 2018. In a recent Capital Improvement Project (CIP) request BPD estimated this cost at \$1.5 million. The city is exploring whether to create an on-

² Due to a shortage of radio frequencies (band width), the Federal Communications Commission (FCC) elected to cut the band width which reduces the amount of spectrum or power that any one channel can operate on. It is anticipated that the FCC will again cut the band width in 2018.

going internal service fund to help pay for some or all of these costs, starting in 2015. For all of police technology needs, BPD, in collaboration with IT and Finance, will create and maintain a forward-looking funding plan for maintenance and replacement. This will be done in conjunction with the assessment of technological needs, the gap between what is needed and what we currently have, and a prioritized approach to coordinate technology maintenance and replacement across the department.

- **Continue to adapt policies and procedures to reflect best practices to enhance operations and management of the police department.** In order to further professional development it is important to remain current on new standards and practices in the policing community. BPD accomplishes this through continued education programs, including attending training seminars and conferences, on a yearly basis. BPD also subscribes, and at times contributes articles, to monthly police publications through the International Association of Police Chiefs and the Police Executive Research Forum. Beginning in the late 1990's, BPD participates in the Benchmark Cities, which is a group of approximately 28 police departments in cities of similar size and demographics which value sharing information, and using that information to improve services and efficiencies. Each year, the Benchmark Cities compare and contrast data, policies and approaches to issues and then meet to discuss the information. Learning from the Benchmark Cities, as well as participating in professional development and keeping abreast of current policing development through relevant publications all contribute to implementing best practices to enhance operations and management of the BPD.
- **Hire a commander to manage new or expanded units in the department.** BPD has operated with one less commander position since re-organization approximately 15 years ago. BPD has grown over the past 15 years and new responsibilities have been added (Animal Control, Code Enforcement, Marijuana Enforcement, additional special events) without a corresponding increase in management staff. The addition of another commander position will allow BPD to more equitably distribute the management workload, provide more effective management, help improve accountability, improve adherence to performance standards, and thus increase public safety.
- **Maintain contemporary and professionally recommended training standards.** As is the case with many police departments, a significant portion of the budget is dedicated to personnel (e.g., 90 percent of the BPD's budget is personnel costs). Continuing to invest in the primary asset of the police department -- the staff -- through appropriate training is critical. BPD training instructors are certified in areas of expertise and sent to refresher or advanced training as needed. Each Boulder police officer receives continuing education training every year to ensure peak performance for the community. BPD uses a training sergeant to coordinate training with patrol and other work groups across the department. In an effort to remain current, BPD will continue to maintain the professionally recommended training standards across the department.

SUSTAINABILITY CATEGORIES			Safety and Community Well-Being 	Community Character 	Accessible and Connected Community 	Energy and Climate 	Natural Environment 	Economic Vitality 	Good Governance 	
STRATEGY			Adjust service delivery to meet new community expectations while maintaining basic public safety.	Ensure public safety services support evolving urban area.	Ensure safety for all modes of travel and efficiency for emergency response.	Reduce energy consumption and emissions.	Improve preparedness for natural disasters, such as floods and wildfires.	Continue to improve safety and security in the community.	Use resources more efficiently and effectively to provide professional police services to the community.	
<i>Red X indicates the primary sustainability category that relates to the initiative.</i>										
INITIATIVES	Community Policing	Refine “community policing” approach and develop future strategies to further support livable neighborhoods and vibrant business districts.		X					X	
		Evaluate Neighborhood Impact Team and apply lessons learned to future approaches to public safety.			X		X			
		Adapt to changing needs and requirements in enforcing alcohol and marijuana.		X						
	Technology	Leverage technology to monitor traffic, identify safety issues, and improve enforcement capabilities.				X				
		Develop a strategic approach to better meet the changing demands of technology in the areas of forensics, criminal investigation, communication, and data collection.				X				X
	Responding to Calls for Service	Evaluate additional options to handle requests for service.		X			X			X
		Implement a change in BPD’s policy to reduce the amount of time spent responding to false alarms.		X			X			
	Physical Planning/Urban Design	Support collaboration on area plans and development review projects.			X					
		Evaluate size and design of police facilities for effectiveness and efficiency.			X		X			
		Protecting and ensuring quality urban environment through code enforcement.		X	X				X	
		Continue to plan and develop safe procedures for the increasing number of special events.			X				X	
	Environmental	Continue to utilize alternative modes of transportation such as foot patrols, bicycle patrols and energy efficient vehicles in response.		X		X	X			
		Continue to use Leadership in Energy and Environmental Design (LEED) targets for facility development.					X			
		Improve BPD’s environmental sustainability efforts through recycling and composting.					X			
	Public Outreach and Education	Continue to build better relationships with community groups which are often disengaged.		X						
		Address traffic safety through education and enforcement.		X		X				
		Maintain commercial crime prevention efforts through education, enforcement, and investigation.		X					X	
		Continue efforts with local schools on “threat mitigation” education to improve safety.							X	
	Personnel - Staffing - Training	Phase-in additional sworn officers and civilian staff over five years to provide more time for community policing activities and proactive enforcement.		X						X
		Continue to follow a scheduling plan to reduce commuting.					X			
Expand Field Guide for Flood Response to include all-hazards.			X				X			
Hire a commander to manage new or expanded units in the department.									X	
Maintain contemporary and professionally recommended training standards.									X	
General - Management	Improve coordination with other city departments, Office of Emergency Management, Boulder County Sheriff’s Office and other service providers in preparing for threats to the community.						X			
	Purchase new Incident Command Vehicle to update response capability and improve critical incident response.		X				X			
	Facilitate cooperation and partnerships with other jurisdictions and agencies to share resources and improve efficiencies.								X	
	Establish a strategic funding plan for maintenance and replacement of BPD capital assets, including facilities, vehicles, and all technology needs.		X						X	
	Continue to adapt policies and procedures to reflect best practices to enhance operations and management of the police department.								X	



Sustainability Framework

The Sustainability Framework is a tool to help ensure that each departmental master plan aligns with and advances the goals and priorities of the City Council and community. This tool, which is based on the Boulder Valley Comprehensive Plan policy areas and the city's Priority Based Budgeting approach, is composed of seven category areas. The categories provide the context to develop strategies and initiatives to continue to better serve the Boulder community.



Safety and Community Well-Being –

- Protect residents and property from physical harm.
- Promote community and individual health.
- Foster an atmosphere of social and cultural inclusiveness.



Community Character –

- Sustain and enhance a compact development pattern with appropriate densities and mix of uses that provides convenient access to daily needs for people of all ages and abilities.
- Support a diversity of housing and employment options for vibrant and livable neighborhoods and business districts.
- Maintain abundant and accessible public gathering spaces.



Accessible & Connected Community –

- Maintain and develop a balanced transportation system that supports all modes of travel.
- Maintain a safe system and shift trips away from single-occupant vehicles.
- Provide open access to information, encourage innovation, enhance communication and promote community engagement.



Energy & Climate –

- Ensure the efficient use of energy resources.
- Reduce the use of non-renewable resources to the maximum extent possible.



Natural Environment –

- Promote an ecologically balanced community.
- Prevent and mitigate threats to the environment.



Economic Vitality –

- Develop and maintain a healthy, resilient economy.
- Maintain high levels of services and amenities.



Good Governance –

- Be a model steward of the financial, human, information and physical assets of the community.
- Support strategic decision making with timely, reliable and accurate data and analysis.
- Enhance and facilitate transparency, accuracy, efficiency, effectiveness and quality customer service.