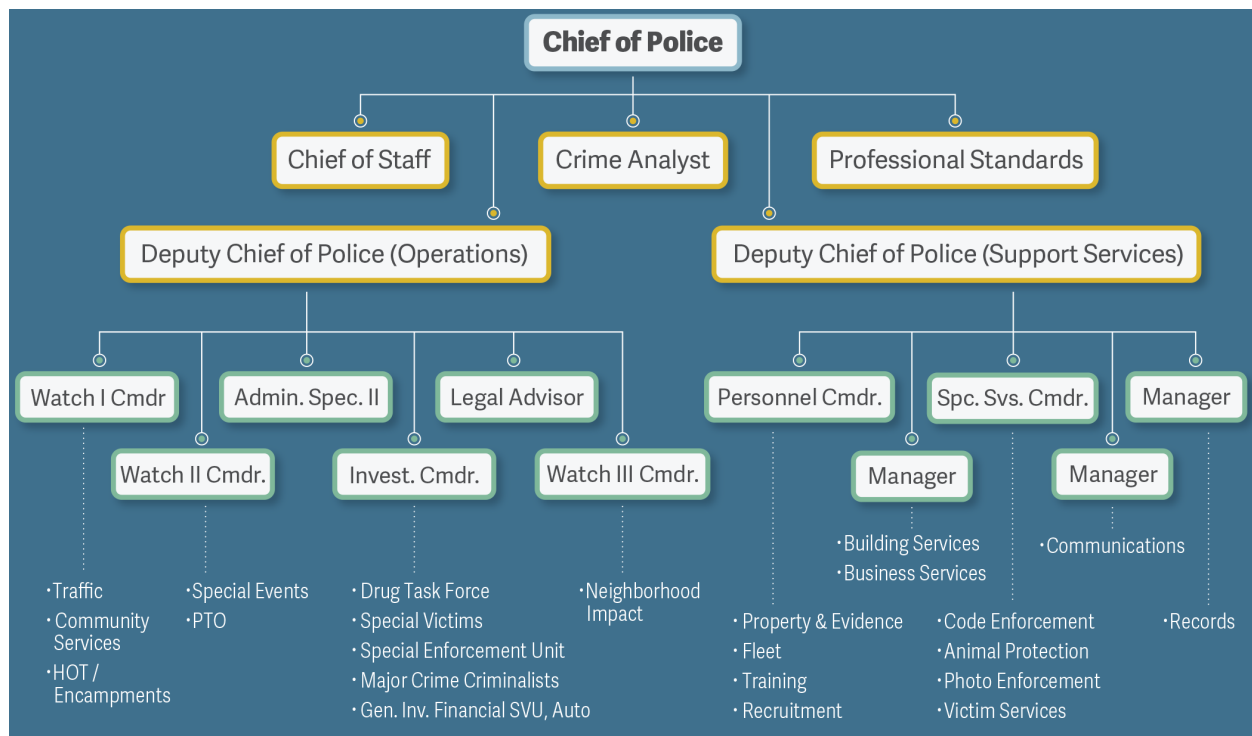


## The Boulder Police Department's People

### Department Structure and Resources

The Boulder Police Department (BPD) is currently made up of three divisions:

- **Administration** – The Chief of Police, Chief of Staff, two Deputy Police Chiefs, the Professional Standards Unit (which investigates complaints against officers or instances of use of force) and Public Information Officer.
- **Operations** – The Operations Division is headed by a deputy chief and consists of Patrol, Traffic, Special Events, Special Weapons and Tactics (SWAT), Investigations, and the Police Legal Advisor. Most commissioned officers are assigned to the Operations Division.
- **Support and Staff Services** – The Staff and Support Services Division is headed by a deputy chief and consists of Animal Protection, Code Enforcement, Records, Training, Communications (Police and Fire Dispatch) Property and Evidence, Personnel, and Finance.

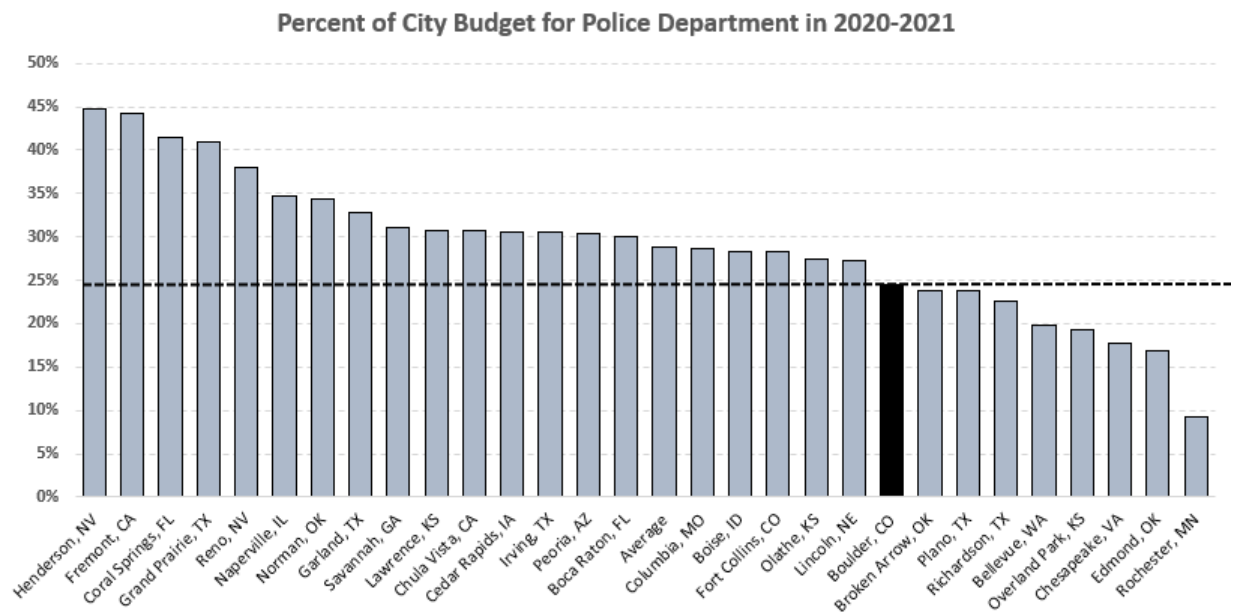


The department's commissioned rank structure is under review by the executive team. Currently, the Boulder Police Department has the following commissioned ranks (and authorized numbers):

- Officer/Detective (156)
- Sergeant (25)
- Commander (6)
- Deputy Police Chief (2)
- Chief of Staff (1)-
- Chief of Police (1)

This structure has been in place since 1998 when the department was smaller.

The Boulder Police Department's 2023 budget is \$41,991,699 and includes 288.9 full-time equivalent (FTE) positions. The department is authorized for 191 police officer positions (all ranks) and 97.9 non-commissioned employees. At any given time, the department has vacancies. The city's General Fund finances 97% of the department's budget and this budget accounts for approximately 25% of the City of Boulder General Fund. In 2020, police department budgets for [benchmark cities](#) represented an average of 28.5% of their cities' budgets.



If the Police Department is truly going to re-imagine its work and move to a holistic governance model, recruitment and training of the right people is critical. Hiring and training officers who understand the community and reflect the values the community holds dear helps foster trust and relationships with the community.

As discussed in Chapter 2 of the Reimagine Policing Plan, the community has identified 6 key safety values of importance. These values emphasize words like, "Professional", Equitable, and Compassionate". The Police Department hears these values and understands the importance of these expressions. To ensure we recruit and hire a workforce that understands our community's values, the Police Department has created the following recruitment plan.



# Boulder Police Department Recruitment Plan 2023

The U.S. Department of Justice Equal Employment Opportunity Commission identified that increased diversity within law-enforcement agencies is a “critically important tool” to build trust with communities ([www.eeoc.gov](http://www.eeoc.gov)). Diversity in this case not only includes race and gender, but also religion, sexual orientation, gender identity, language ability, background, and experience.

The City of Boulder strives to be a racially and ethnically diverse, culturally expansive community. Several vital community partners broaden the city's cultural make up outside of reported census data. For example, the University of Colorado reported 42% of their undergraduates identify as people of color and over 7% have an international status ([About CU Denver](#) | [University of Colorado](#)).



The Boulder Police Department, in an effort to better serve this community – residential and commuting – developed a recruitment plan to build a workforce that has an ethnic, racial and gender makeup in proportion to the city it serves.

The Boulder Police Department is committed to combatting racial bias through training, transparency, accountability, and reform. Research indicates that increased diversity in a police department workforce supports those efforts.<sup>1</sup>

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<sup>1</sup> For a recent publication that highlights diversity considerations in relation to police-resident interactions, see Ba, Knox, Mummolo and Rivera (2021).

## **WHERE WE STAND CURRENTLY**

The Boulder Police Department is approved for 191 sworn positions; to date, 15 of those positions are vacant. The officer demographics are as follows:

### **Sworn Personnel Demographics**

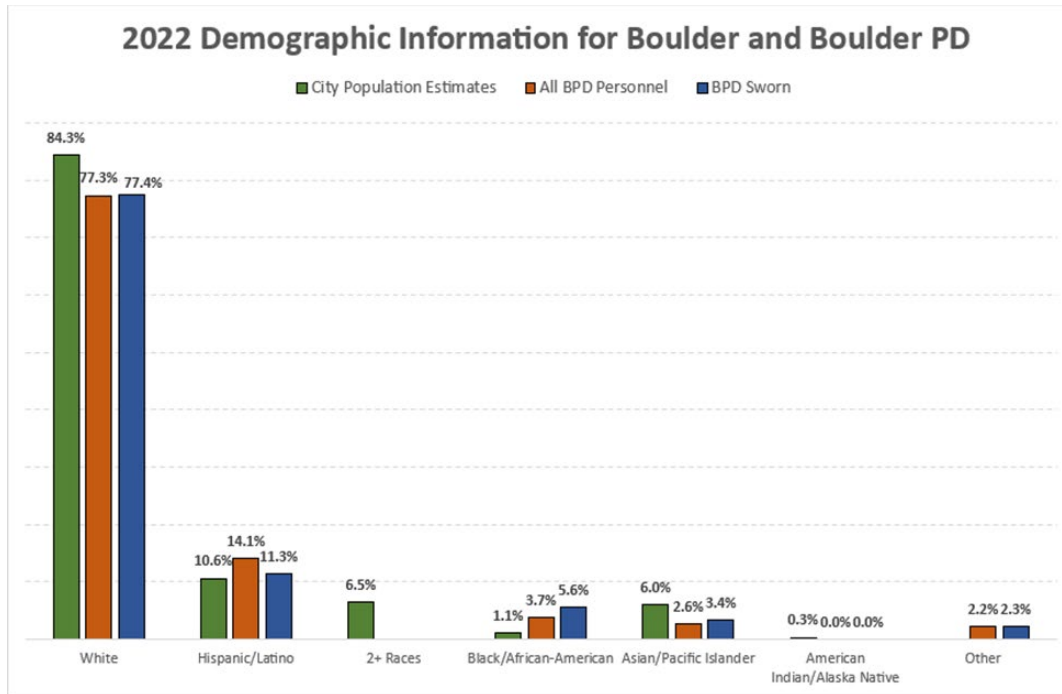
White	136
Hispanic	20
Black	10
Asian	6
Other	4

Civilian demographics are as follows:

### **Civilian Personnel Demographics**

White	71
Hispanic	18
Black	0
Asian	1
Other	2

The chart below shows a comparison of Boulder Police personnel to the City's demographics as reported by the United States Census Bureau.



\*White data is “White alone,” not “White alone, not Hispanic or Latino”

## **OBJECTIVES:**

1. Hire a workforce that is largely reflective of the City of Boulder's diversity.

Research strongly suggests that having the community's trust is essential to defusing tension, solving crimes, and ensuring a fair and just criminal justice system. A diverse police force that reflects the community it serves is a large part of building that trust.

Boulder Police Department recognizes it can improve in its hiring diversity. We are committed to reviewing hiring practices to better involve the community in recruiting a more diverse workforce.



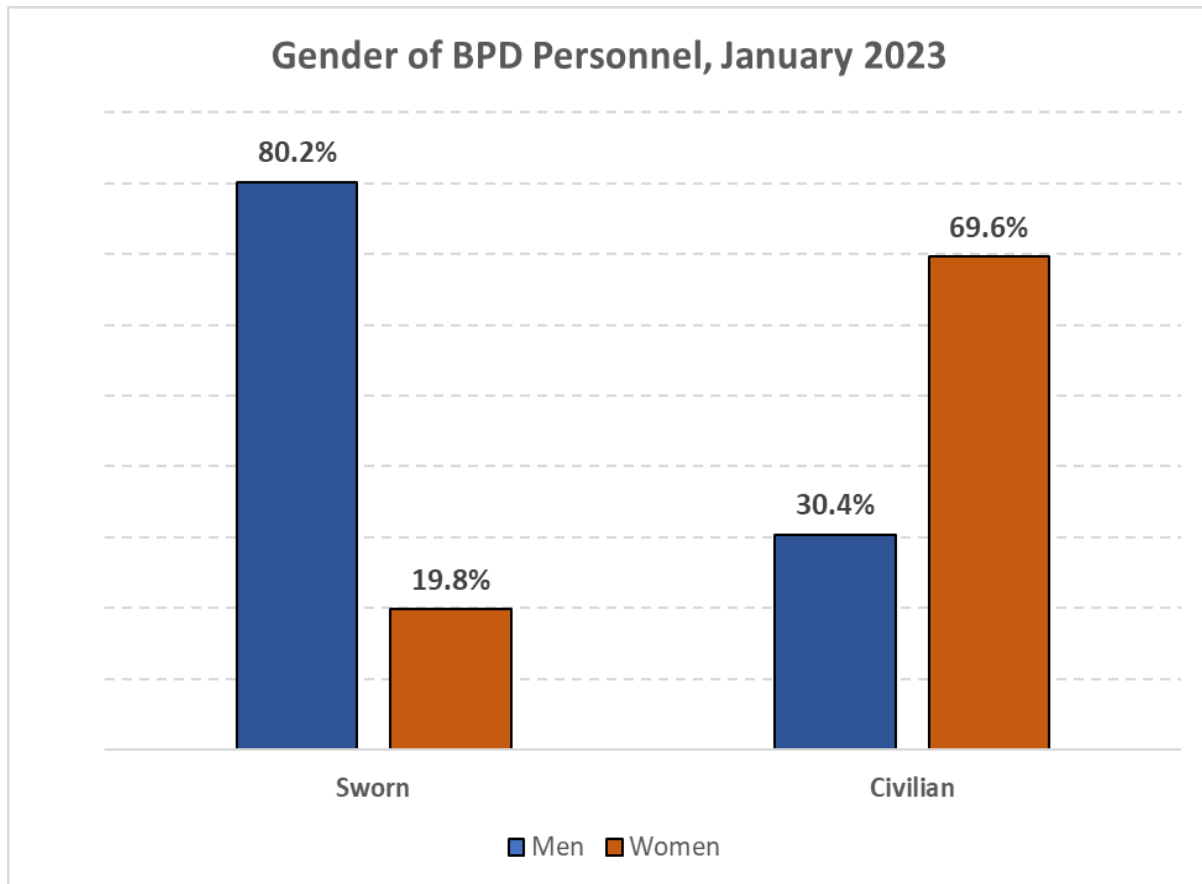
## 2. Committed to 30x30 initiative-30% female officers by 2030.



Currently, women make up only 12% of sworn officers and 3% of police leadership in the United States. Research has indicated that female officers use less lethal force and less force overall, are named in fewer complaints, see better outcomes for crime victims and respond more effectively to incidents of violence against women ([About 30x30 \(30x30initiative.org\)](https://30x30initiative.org/)).

Boulder Police Department is above the national average at nearly 20% sworn female personnel. Recruiting women to policing remains a challenge nationwide, however we are committed to increasing the representation of female recruit classes to 30% by the year 2030.





### 3. Removing barriers to hiring a diverse workforce.

Unintentional barriers exist to hiring a diverse recruit class. Strained relationships with historically excluded communities may deter potential applicants from applying. Lack of specific advertising toward underrepresented communities can hinder awareness of job openings. Application requirements, length, complexity, and cost of application processes can serve as a deterrent for applicants. Finally, policies may unwittingly prevent female officers from balancing work and home lives.

#### **ACTION ITEMS:**

##### 1. Develop a robust recruiting team.

To meet our hiring objectives, the Boulder Police Department will create a hiring team of officers and civilian employees. A sergeant reporting to a Support Staff Services commander, will coordinate the recruiting team of 10-12 officers and civilian employees who will represent working groups across the department.

The team will be representative of the communities with which we intend to recruit and, when available, fluent in non-English languages. The recruitment team members will receive training in personnel processes, equal employment opportunities, and key recruitment objectives.

The recruitment team members will be responsible for performing activities to support the department's recruiting objectives such as contacting individuals and providing information to potential candidates, participating in job fairs, notifying civic organizations of vacancies, and posting application information on web-based platforms.



Recruiting team members will integrate a human-centric approach to recruiting, ensuring that recruiting is about the applicant and not the process. Recruiters will maintain contact with applicants to keep them informed and engaged in the hiring process. They will develop relationships with applicants to ensure constant engagement and learn of any barriers the applicant may be facing that are deterring them from participating in the process, and assist in finding resources to address the barriers.

## 2. Directed Advertising

To overcome common perceptions of outdated policing methods and policing as a male-dominated field, the Boulder Police Department needs to rebrand its identity with the community in advertisements and literature geared toward potential recruits. The recruiting team will develop a brochure and posters that will stress the department's commitment to community policing with thoughtful design and detail that will appeal to women and underrepresented community members.

The brochure and posters will outline the recruiting process, offer different ways to communicate with the recruiting team, and give an overview of the benefits of becoming a police officer or civilian member of the department. In addition to benefits of joining the department, new recruits working for the City of Boulder will be presented traditional benefits of salary, insurance and family leave. The advertisements should emphasize the benefits of helping the community, assisting people in crisis and a healthy work/life balance.



Advertisements will be posted across many platforms. The recruiting team will use social media sites, bus, and billboard media to post position openings. They

will continue to look for unique and effective methods to communicate openings to potential applicants.

### 3. Community outreach and participation.

The recruitment team will be proactive in relationship rebuilding with organizations within the city and the surrounding outside communities that represent people from diverse populations and unique life experiences who may report strained relationships with police. Specified community outreach efforts can help encourage people to consider a career in policing when they never had before. The team will work with these organizations to create scholarships that can help fund financial barriers to the application process such as fees and travel expenses. Specific examples of community groups we would like to partner with include established Hispanic organizations, CU Athletics, and Historically Black Colleges and Universities.



The team will work closely with local, regional, and national educational institutions and the cadet program to create a potential pipeline of candidates for future hiring classes.

### 4. Process and policy review.

Traditional police job descriptions place a heavy emphasis on physical attributes and qualities that may deter or screen out otherwise qualified applicants.



Governing rules regarding qualifications and more importantly, disqualifications have been recently updated. The recruiting team will review the job description used for the application process for any gender and racial bias and bring it in compliance with State laws and POST standards.

The team will review the current policies and procedures to identify barriers to recruiting, hiring and retaining diversity to the department's workforce. The department is also encouraging proficiency in languages other than English (with a strong emphasis on Spanish language speakers) by offering an additional annual stipend to officers that pass a proficiency exam in a second language.

Currently, the screening process begins with an application to the City, in which The Human Resources Department removes demographic identifying information to prevent bias in decision making. The recruiting team will review the screening process and identify more steps that can be taken to prevent bias in deciding which applicants move on in the process.

### **Going forward**



At year end, the recruiting team will review the plan and identify any changes in reported demographics both to the community and within the agency. If

available, a comprehensive review of applicant demographics and how they came to apply with the department will be studied and published.

A comprehensive review of action items will be conducted to identify successes and inefficiencies. A new set of action items will be established to continue to meet our goals into the next year and the recruiting plan will be updated.

Upon termination of employment by any department employee, the executive team will conduct an exit interview to ensure that discrimination or inequities were not a deciding factor in the choice to leave the position.

Once we have high quality people hired, the second, and probably more important step, is to train our staff. Highly trained employees create the cornerstone on which professional and equitable policing is built. A good training program is continual and flexible. It should emphasize safety, fairness, transparency, procedural justice, accountability and legitimacy. A good training program creates guardians of the community and the values it holds.

The police department has taken several steps in this direction and will continue to refine its training program and philosophy. The following programs are either underway or planned for in our pursuit to reimagine policing in Boulder.

#### **Commission on Accreditation for Law Enforcement Agencies (CALEA):**

Not technically a training program, CALEA represents the “Gold Standard” in nationwide best practices for law enforcement policy and procedure.

[www.calea.org](http://www.calea.org)

#### **Boulder Police Department/University of Colorado PD combined Academy**

We have partnered with the University of Colorado Boulder Police Department to develop a basic Peace Officer Standards and Training (POST) certified academy. A feasibility study has been completed and submitted to the POST board. State approval is anticipated within the next several months.

#### **Active Bystandership for Law Enforcement (ABLE)**

ABLE is a program that prepares officers to intervene and prevent harm and to create a law enforcement culture that supports peer intervention.

[www.law.georgetown.edu/cics/able](http://www.law.georgetown.edu/cics/able)

### **Crisis Intervention Training (CIT)**

Although two exceptional programs exist within the city, Crisis Intervention Response Team (CIRT), a co-responder model, and the Homeless Outreach Team (HOT), the police department is committed to training its staff in identifying mental health encounters, improving communications and enlisting appropriate resources.

[www.nami.org/Advocacy/Crisis-Intervention/Crisis-Intervention-Team-\(CIT\)-Programs](http://www.nami.org/Advocacy/Crisis-Intervention/Crisis-Intervention-Team-(CIT)-Programs)

### **Bias and Micro-aggression training (BAM), and Advancing Racial Equity: The Role of Government**

City of Boulder mandated trainings for all employees focusing on understanding implicit bias and institutional racism.

### **Integrating Communication, Assessment, and Tactics (ICAT)**

ICAT is a use of force training guide designed to fill a gap in training police officers in how to respond to volatile situation in which subjects are behaving erratically and often dangerously but do not possess a firearm.

[www.policeforum.org/about-icat](http://www.policeforum.org/about-icat)

### **Stratified Policing Model**

The stratified Policing Model re-defines successful crime reduction by looking beyond the arrest to more permanent solutions involving community partners and other government stakeholders.

[www.radford.edu/content/chbs/home/police-practice/resources.html](http://www.radford.edu/content/chbs/home/police-practice/resources.html)



## **Procedural Justice**

Procedural justice focuses on the way police and other legal authorities interact with the public, and how the characteristics of those interactions shape the public's views of the police, their willingness to obey the law, and actual crime rates. Mounting evidence shows that community perceptions of procedural justice can have a significant impact on public safety.

<https://trustandjustice.org/resources/intervention/procedural-justice>

In addition to these nationwide best practice training programs, the Police Department is committed to ongoing executive and supervisory training through the Police Executive Research Forum (PERF), the Federal Bureau of Investigation's National Academy, and Northwestern University's supervisor/executive training programs.

Hiring high quality individuals, who bring with them an understanding of community values; and then training them through an intense and robust training program will ensure the Police Department's success in modeling transparency, equitable service, and guardianship of the Boulder community.