STRATIFIED POLICING OVERVIEW AND IMPLEMENTATION IN BOULDER PD

Dr. Rachel Boba Santos  Dr. Roberto Santos
Professor, Co-Director  Associate Professor, Co-Director

RADFORD UNIVERSITY
Center for Police Practice, Policy and Research

Steve Redfearn
Deputy Chief of Police
Boulder Police Department

31st PROBLEM-ORIENTED POLICING CONFERENCE
BOULDER, CO
AUGUST 7-8, 2023
CHALLENGES OF IMPLEMENTING PROBLEM SOLVING

- Problems not clearly distinguished
- Problems addressed ad hoc and/or by a specialized unit
- Lack of consistency and sustainability
- Lack of accountability for response implementation and success
ORGANIZATIONAL BARRIERS TO IMPLEMENTATION OF PROACTIVE CRIME REDUCTION

• Broad-level systematic change can not be implemented “easily”

• Lack of clear-cut expectations and consequences

• Competing priorities of the organization
ORGANIZATIONAL BARRIERS TO IMPLEMENTATION OF PROACTIVE CRIME REDUCTION

• FOCUS ON LINE-LEVEL OFFICERS FOR IMPLEMENTATION
• UNCOMMITTED TIME IS AN IMPORTANT RESOURCE
• ‘SQUARE PEG, ROUND HOLE’ APPROACH
• USING OUTPUTS AS A MEASURE OF SUCCESS
• A SUCCESSFUL BUSINESS MODEL FOR PROACTIVE CRIME REDUCTION Follows WHAT IS ALREADY SUCCESSFUL…
SERIOUSNESS OF THE CALL

WHAT ARE THE EXPECTATIONS?

WHAT RESPONSES ARE REQUIRED?

WHO RESPONDS?

WHO COORDINATES RESPONSE?

WHO IS ACCOUNTABLE?

STRATIFIED = INSTITUTIONALIZATION/SUSTAINABILITY
STRATIFIED POLICING: BUSINESS MODEL

ACCOUNTABILITY MEETINGS

DAILY

WEEKLY

MONTHLY

ACCOUNTABILITY ASSIGNED

PROBLEMS ASSIGNED

EVIDENCE-BASED STRATEGIES: PLACE-BASED, PERSON-FOCUSED, COMMUNITY-BASED

IMMEDIATE INCIDENTS AND SIGNIFICANT INCIDENTS

SHORT-TERM PROBLEMS REPEAT INCIDENTS AND CRIME PATTERNS

LONG-TERM PROBLEMS PROBLEM OFFENDERS, LOCATIONS, AND AREAS

ACTION-ORIENTED AND EVALUATION-ORIENTED CRIME ANALYSIS PRODUCTS
ACCOUNTABILITY MEETING STRUCTURE

MONTHLY AGENCY-WIDE MEETING
CHIEFS AND COMMANDERS

WEEKLY AGENCY-WIDE MEETING
ASST/DEPUTY CHIEF AND COMMANDERS

Weekly CID Meeting
Weekly Individual Patrol District Meetings
Weekly SID Meeting

DAILY ROLL CALLS: MISSION OF THE DAY
STRATIFIED POLICING IMPLEMENTATION PROCESS

ASSESSMENT
- REVIEW DOCS
- AGENCY SURVEY
- INTERVIEWS & OBSERVATIONS

RECOMMENDATIONS
- ORG CAPACITY
- STRATIFICATION
- MEETINGS
- POLICY

TRAINING
- TRAINING
- PRODUCT TEMPLATES
- CRITERIA: ID & EVAL

CRIME ANALYSIS
- COMMAND
- OPERATIONAL
- PROBLEM SOLVING & ACCOUNTABILITY

TRAINING
- OBSERVATIONS
- CRIME ANALYSIS
- ONGOING FEEDBACK

IMPLEMENTATION
- TRAINING
AGENCIES IMPLEMENTING STRATIFIED POLICING

- Boulder, CO
- Madison, WI
- Savannah, GA
- Delaware State Police
- Lynchburg, VA
- Danville, VA
- Prosper, TX
- Salt Lake City, UT
- Washoe County, NV
- Dayton, OH
- Fort Myers, FL
- West Palm Beach, FL
- Walton County, FL
- Putnam County, FL
- Matthews, NC
- Pineville, NC
- Salisbury, NC
- Gastonia, NC
Stratified Policing
at the Boulder Police Department

Deputy Chief Steve Redfearn
August 2023
Why Stratified?

Aligned with BPD strategies
- Reimagining Policing
- Problem Solving Policing
- Holistic Governance

Staffing levels

New demands & expectations

Traditional ways prove ineffective

More community involvement
- Businesses
- Landlords
- Residents
# Policy

## Boulder Police Department Policy and Procedure

<table>
<thead>
<tr>
<th>Accreditation Standard(s):</th>
<th>Subject: Stratified Policing</th>
<th>General Order:</th>
</tr>
</thead>
<tbody>
<tr>
<td>LE</td>
<td></td>
<td>153</td>
</tr>
</tbody>
</table>

**Effective:** 07/05/2022  
**Reviewed:** N/A  
**Replaces:** N/A  
**Approved by:** Chief Maris Herold

### General Order Topics:
- 153-3 Definitions
- 153-3 A. Immediate Problems
- 153-3 B. Short Term Problems
- 153-3 C. Long Term Problems
- 153-4 Procedure
- 153-4 A. Roles and Responsibility
- 153-4 B. Accountability
- 153-4 C. Evidence Based Crime Reduction Strategies

## PURPOSE

This policy aims to assure problems occurring at the city's immediate, short-term, and long-term levels are identified and addressed quickly and effectively by all personnel. The approach ensures accountability for handling all problems using crime analysis, problem-solving, evidenced-based police practices, and an organization-wide accountability structure. This policy applies to all departmental personnel.

## POLICY

The Police Department employs Stratified Policing as an organizational approach to proactive crime reduction that incorporates problem-solving and evidence-based practices into day-to-day activities. Stratified Policing is a deliberate process for crime reduction spread throughout the organization. Stratified Policing designates responsibility based on the type of problem and resources necessary to address the issue. By separating and distinguishing the types of problems by their complexity, different analyses, responses, and accountability mechanisms are carried out by different personnel within the agency, which "stratifies" the workload and responsibility for problem-solving and crime reduction. The word "problem" is used in its most general sense, as a problem could be a significant incident, a repeat call for service location, a crime pattern, problem area, problem location, problem offender, a quality-of-life issue, etc.
Foundation

Problem Location

Problem Areas

Problem Crime

Significant Events
Structure

• Tactical Crime Meetings
  • Weekly Group Updates
  • Monthly Presentation to Chief

• Accountability at all levels
  • Commanders own responsibility
  • Sergeants assigned specific tasks
  • All staff at all levels buy-in to solutions

• Data analysis is a key component

• Community input & cooperation

• Collaboration with other city entities
Weekly Tactical Meetings

• Deputy Chief runs the weekly meeting
• Commanders provide updates
  • Problem location
  • Crime Patterns
  • Anything they need chief-level help with
• Action items discussed:
  • Action items from past week
  • Set action items for coming week
• Analysts provide updates and data
• Other stakeholders in the room
  • Detectives
  • Intelligence Unit
  • Crime Prevention Officer
• Robust discussion and problem solving
Successes

• Implemented in early 2022

• Problem Locations:
  • Apartment Complex
  • Restaurant
  • Transit Park and Ride
  • Convenience Store
  • Public Library
  • Motel

• Crime Patterns:
  • Motor Vehicle Theft
  • Burglary
  • Theft From Motor Vehicle
**Successes**

**Problem Locations**
- Apartment Complex
- Convenience Store
- Motel
- Restaurant
- Transit Park & Ride
- Public Library

**Crime Pattern**
- Motor Vehicle Theft
- Theft From Motor Vehicle
- Burglary
Example: Problem Locations

Millenium Hotel

CFS MONTHLY EVALUATION: Past 24 Months

<table>
<thead>
<tr>
<th>Problem Nature</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behavioral Check</td>
<td>5</td>
</tr>
<tr>
<td>Welfare Check</td>
<td>4</td>
</tr>
<tr>
<td>Assist / Other Agency Assist</td>
<td>4</td>
</tr>
<tr>
<td>911 Hang up</td>
<td>3</td>
</tr>
<tr>
<td>Trespassing I/O</td>
<td>3</td>
</tr>
<tr>
<td>Noise Complaint</td>
<td>2</td>
</tr>
<tr>
<td>Found Property</td>
<td>2</td>
</tr>
<tr>
<td>Fire Alarm</td>
<td>2</td>
</tr>
<tr>
<td>Loitering</td>
<td>2</td>
</tr>
<tr>
<td>Walk in Report</td>
<td>1</td>
</tr>
<tr>
<td>Narcotics/Drug Viol</td>
<td>1</td>
</tr>
<tr>
<td>Criminal Mis I/O</td>
<td>1</td>
</tr>
<tr>
<td>Civil Assist</td>
<td>1</td>
</tr>
<tr>
<td>Assault C</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
</tr>
<tr>
<td>Restraining Order I/O</td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>34</td>
</tr>
</tbody>
</table>
Example: Problem Locations

Millenium Hotel

- Collaboration with management
- Completed crime prevention assessment
- Address all recommendations
- Hotel policy changes
- Evaluate patrol activities
Crime Pattern

Storage Unit and Parking Garage Burglaries

Near Walnut St and 33rd St; District 2

Number of Incidents: 5

Date Range: January 31 – February 14, 2023

Time Range: Overnight, early morning

MO: Storage units/lockers cut into, bicycles stolen

Notes: Personal possessions stolen from locker at Crunch Fitness, bicycles stolen from storage units, propane tanks stolen (and recovered) from General Air Service.

- For 2301020, suspect description: white male, thin build, wearing black pants and a light-colored coat.
- Bicycles stolen in 3 of the 5 circumstances
- Be mindful of persons with specialized tools around multi-family residential buildings
- Continue to use Bike Index
- Encourage residents to invest in cut-resistant locks, and not store prized possessions in storage units

<table>
<thead>
<tr>
<th>#</th>
<th>CASE #</th>
<th>DATE</th>
<th>TIME</th>
<th>NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2301020</td>
<td>1/31/23</td>
<td>Thursday, 10:45pm</td>
<td>Suspect jumped fence, stole propane tanks.</td>
</tr>
<tr>
<td>2</td>
<td>2301309</td>
<td>2/3/23</td>
<td>Unknown time</td>
<td>Peloton Parking Garage/Storage Lockers, stolen bicycles</td>
</tr>
<tr>
<td>3</td>
<td>2301250</td>
<td>2/6/23</td>
<td>Unknown time</td>
<td>Lock cut to storage locker, bicycle stolen</td>
</tr>
<tr>
<td>4</td>
<td>2101247</td>
<td>2/6/23</td>
<td>Monday, 8pm – 9pm</td>
<td>Wallet stolen from locker at Crunch Fitness</td>
</tr>
<tr>
<td>5</td>
<td>2301488</td>
<td>2/14/23</td>
<td>Tuesday, 7am</td>
<td>Peloton Parking Garage/Storage Lockers, suspect stole bicycle</td>
</tr>
</tbody>
</table>
Problem Areas