

STRATIFIED POLICING OVERVIEW AND IMPLEMENTATION IN BOULDER PD

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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

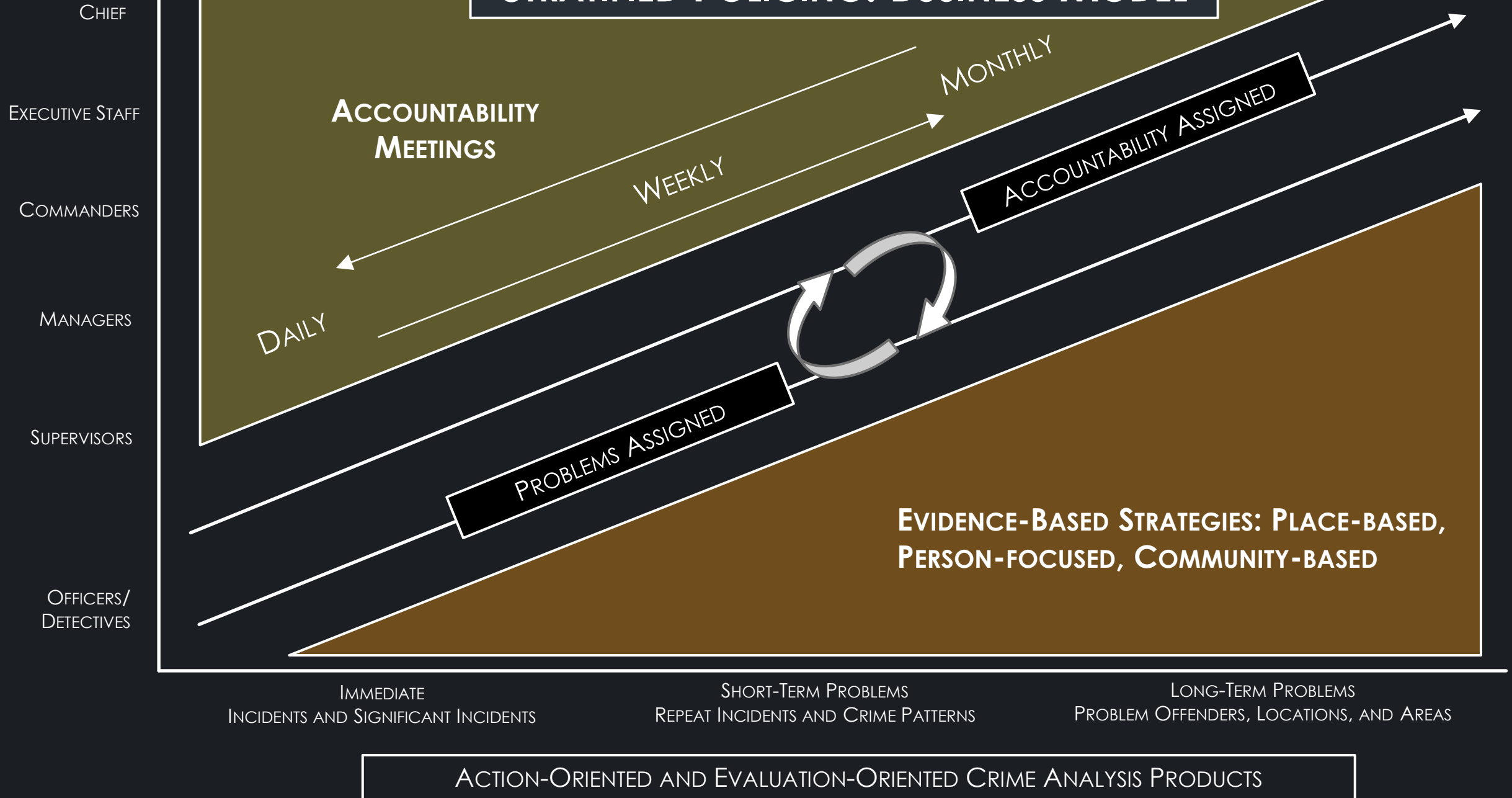
ORGANIZATIONAL BARRIERS TO IMPLEMENTATION OF PROACTIVE CRIME REDUCTION

- 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...

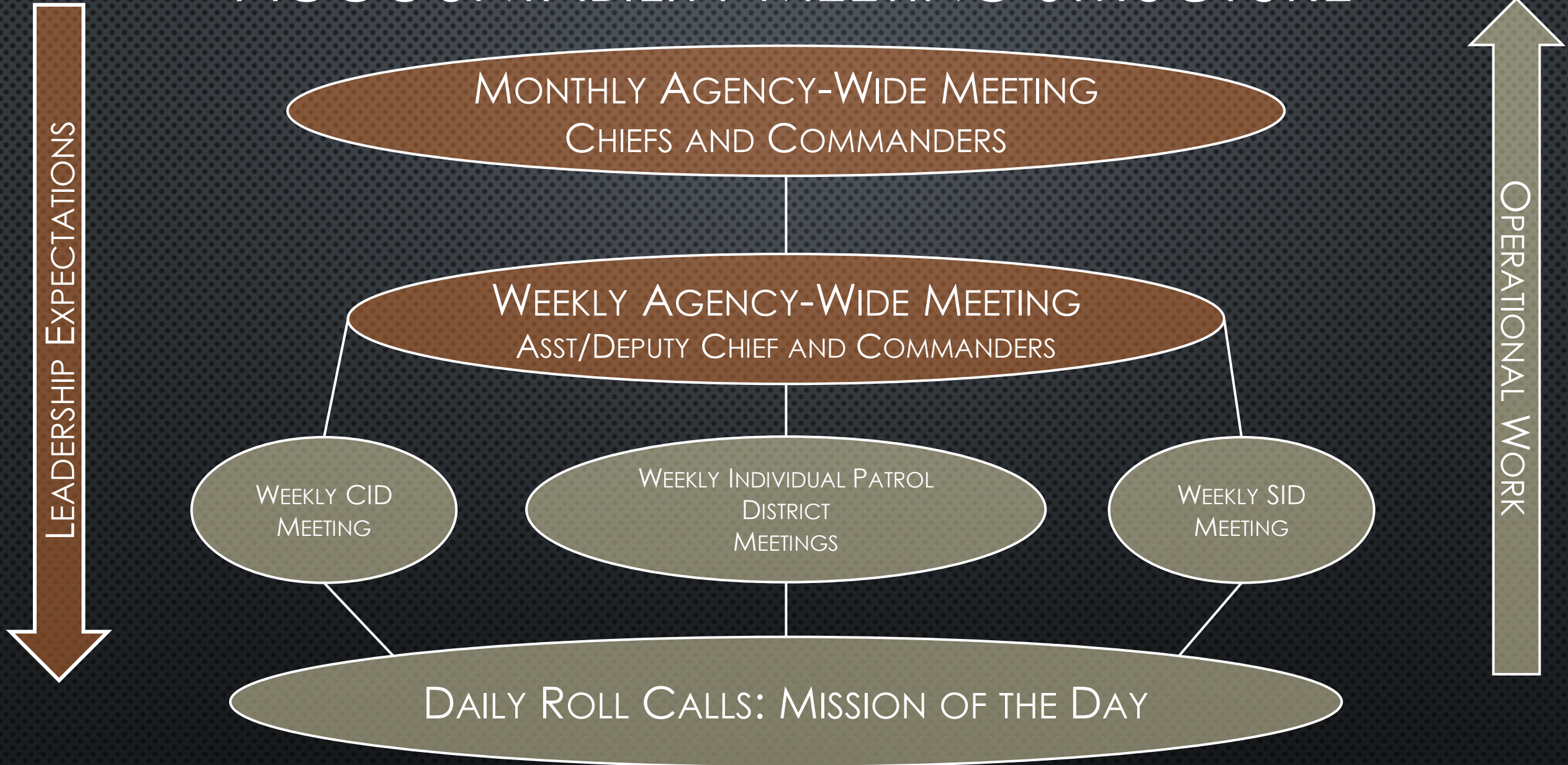
CALL FOR SERVICE: OPERATIONALIZED



STRATIFIED POLICING: BUSINESS MODEL

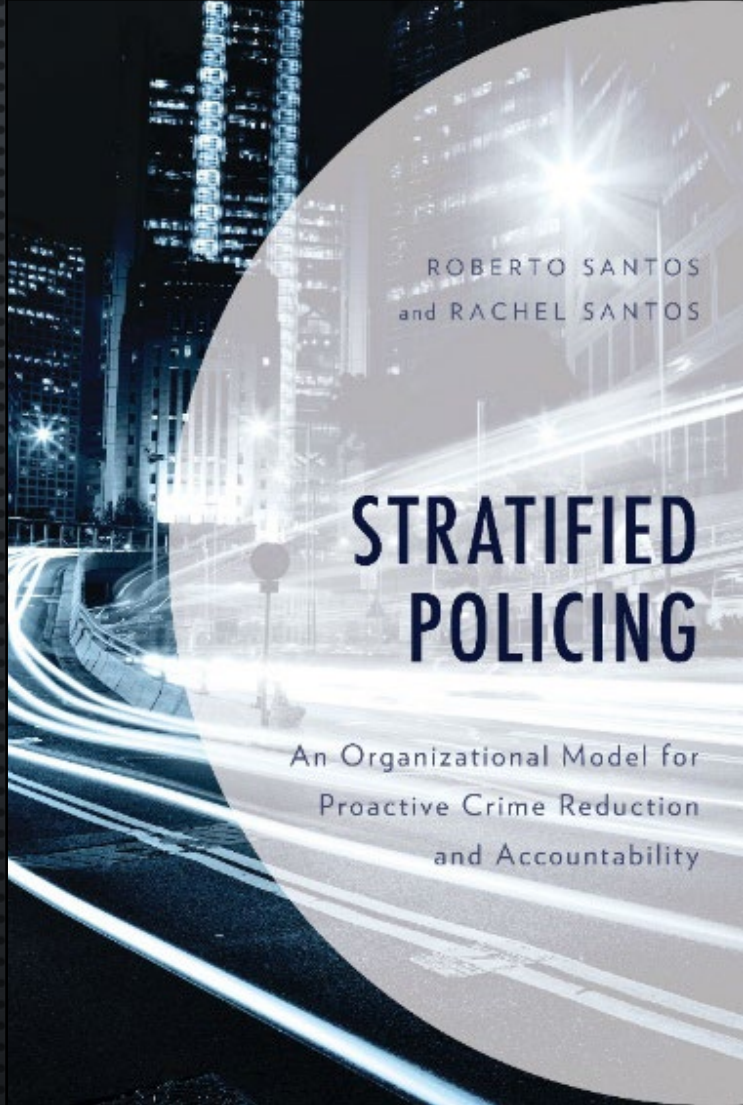


ACCOUNTABILITY MEETING STRUCTURE



STRATIFIED POLICING IMPLEMENTATION PROCESS





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			
	Accreditation Standard(s): LE	Subject: Stratified Policing	General Order: 153
	Effective: 07/05/2022 Reviewed: N/A	Replaces: N/A	Approved by Chief Maris Herold:
General Order Topics(s): 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

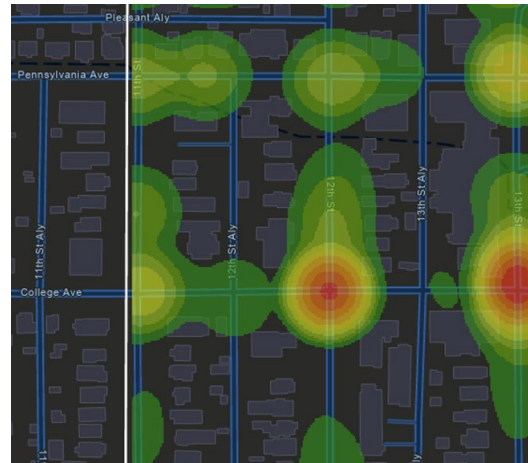
The Police Department employs Stratified Policing as an organizational approach to proactive crime reduction that incorporates problem-solving and evidence-based practices into day-to-day activities. Stratified Policing is a deliberate process for crime reduction spread throughout the organization. Stratified 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

Motor Vehicle Theft
Theft From Motor
Vehicle

Burglary

Example: Problem Locations

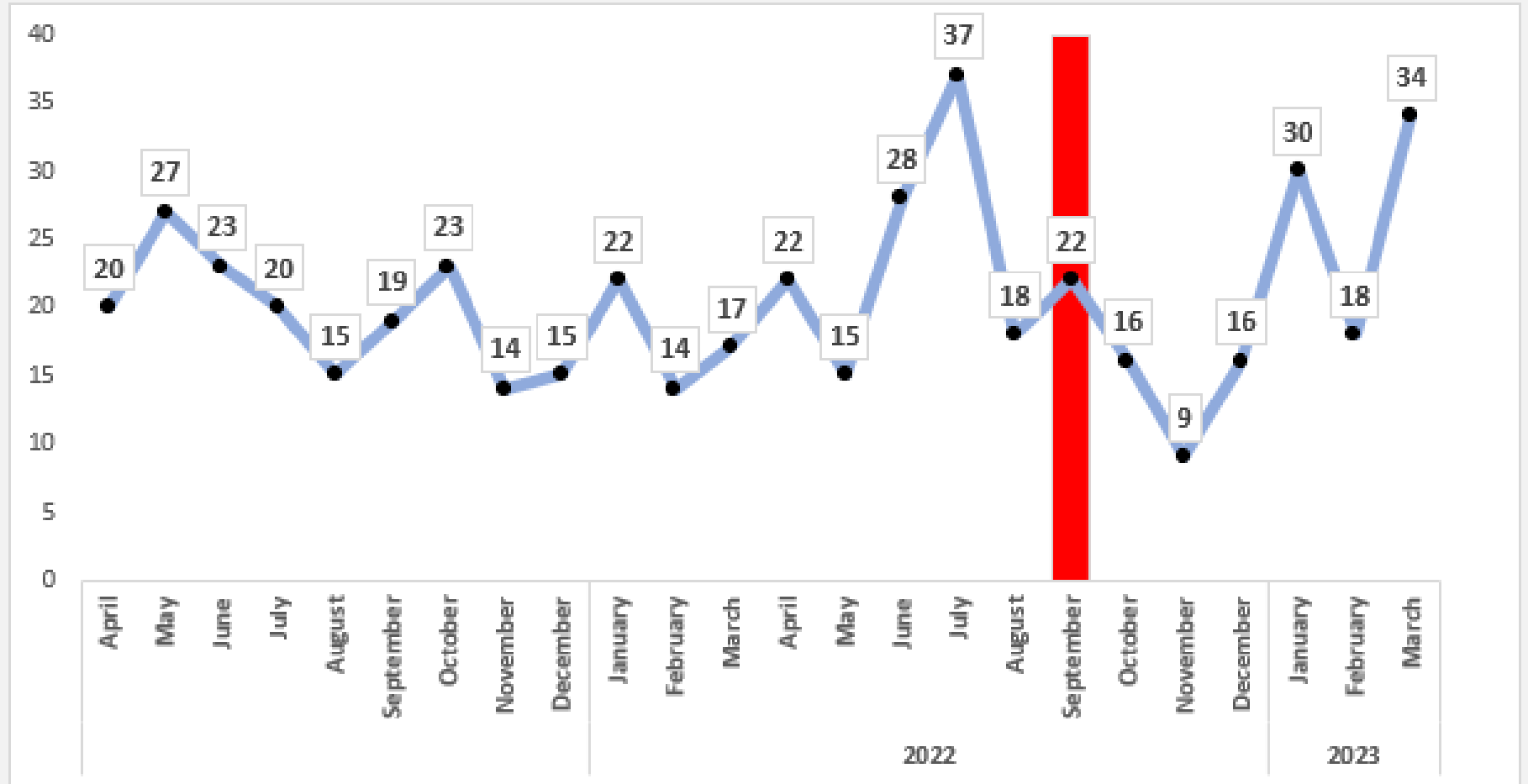
Millenium Hotel



CFS IN PAST FULL MONTH

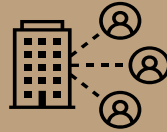
Problem Nature	Count
Behavioral Check	5
Welfare Check	4
Assist / Other Agency Assist	4
911 Hang up	3
Trespassing J/O	3
Noise Complaint	2
Found Property	2
Fire Alarm	2
Loitering	2
Walk In Report	1
Narcotics/Drug viol	1
Criminal Mis J/O	1
Civil Assist	1
Assault C	1
Other	1
Restraining Order J/O	1
TOTAL	34

CFS MONTHLY EVALUATION: Past 24 Months



Example: Problem Locations

Millenium Hotel



Collaboration with management



Completed crime prevention assessment



Address all recommendations



Hotel policy changes



Evaluate patrol activities

Crime Pattern



Boulder Police Department

1805 E. 33rd Street
Boulder, Colorado, 80301
(303) 441-3333

Released: 02-15-2023

Closed: 02-29-2023

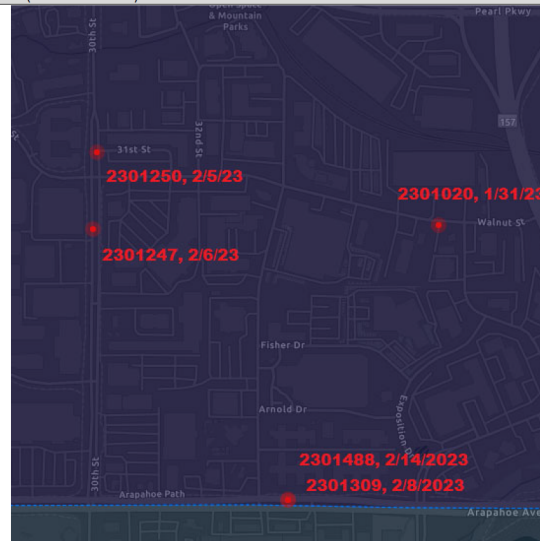
Storage Unit and Parking Garage Burglaries

Near Walnut St and 33rd St; District 2

Storage Unit and Locker Burglaries

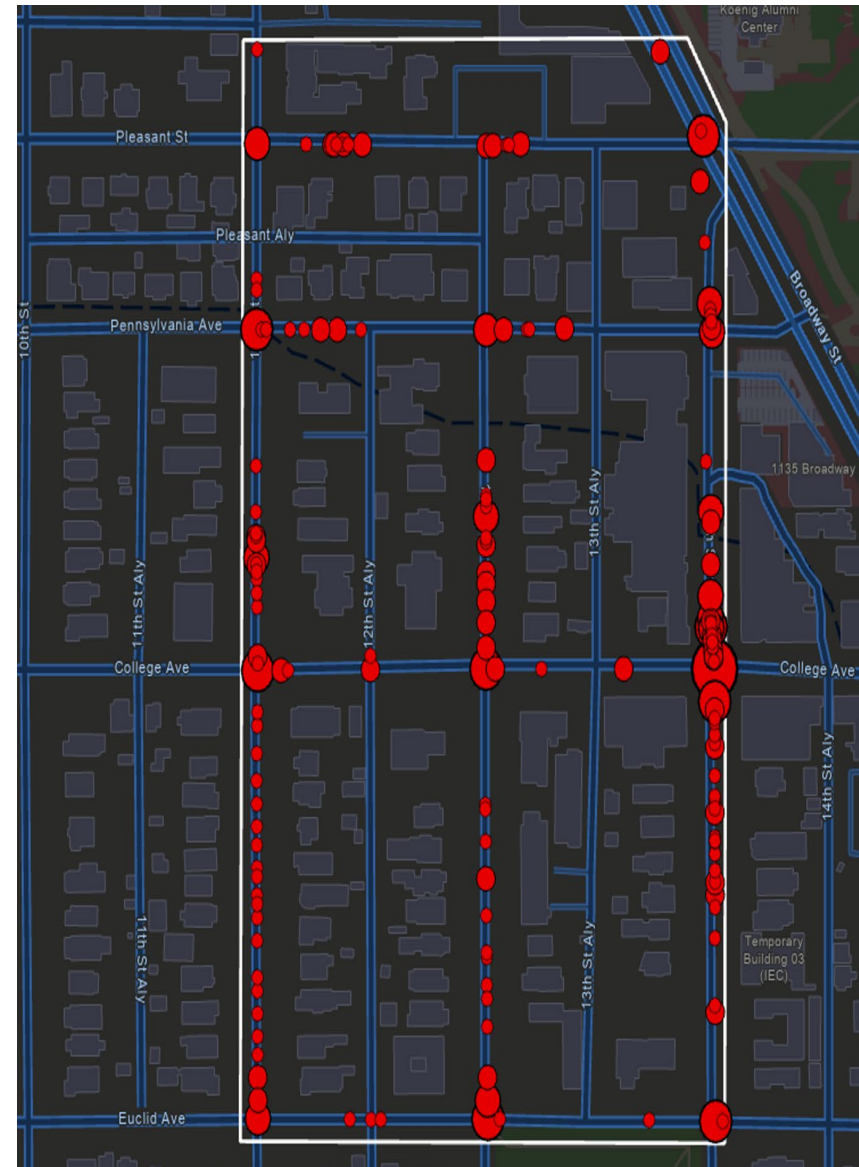
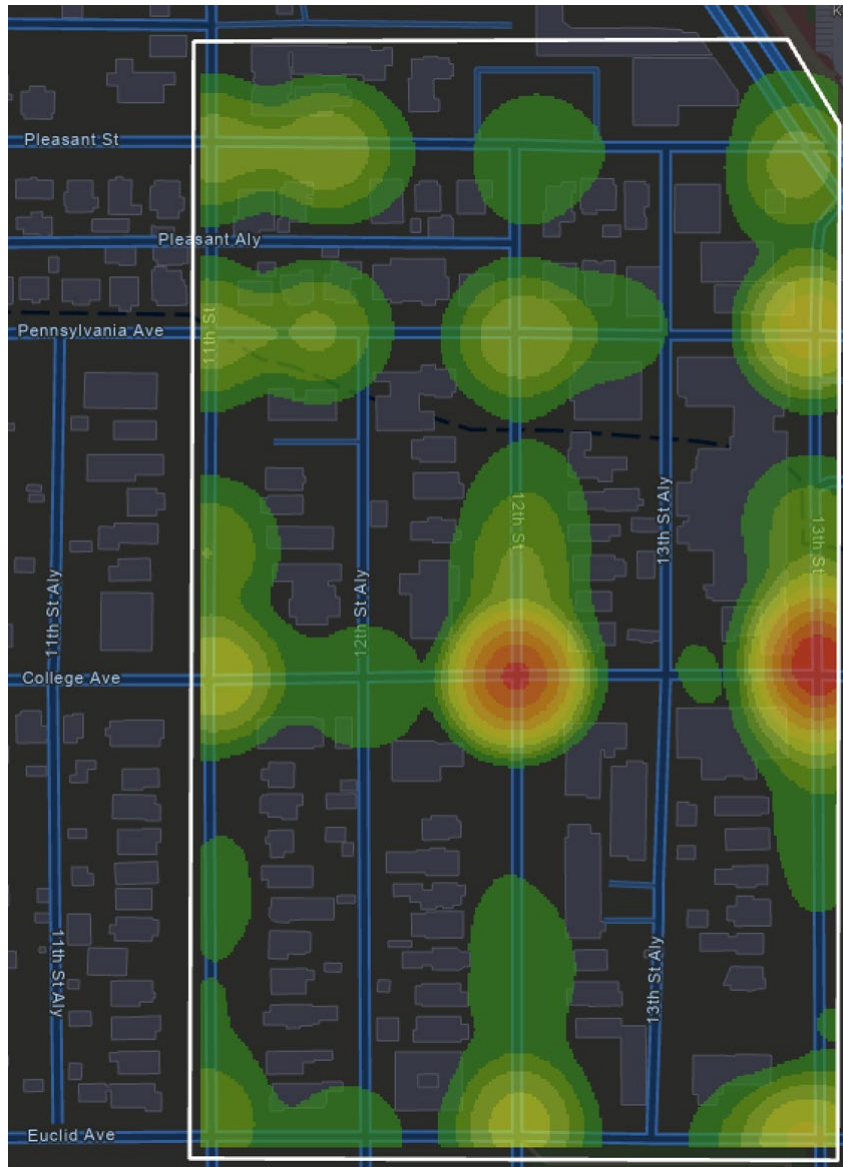
Number of Incidents:	5
Date Range:	January 31 – February 14, 2023
Time Range:	Overnight, early morning
MO:	Storage units/lockers cut into, bicycles stolen
Notes:	Personal possessions stolen from locker at Crunch Fitness, bicycles stolen from storage units, propane tanks stolen (and recovered) from General Air Service.

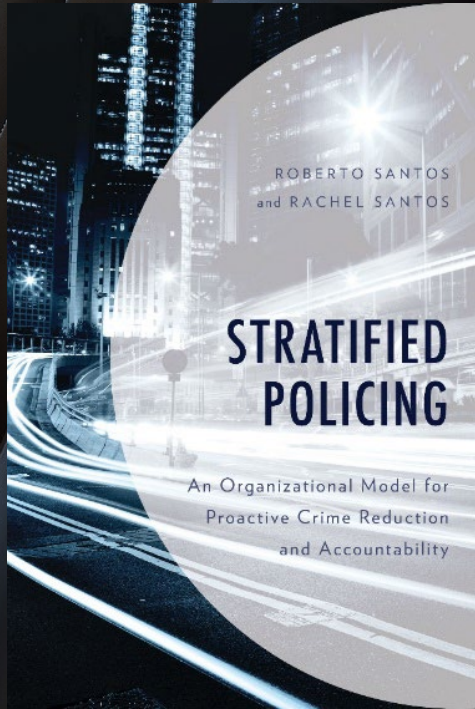
- For 2301020, suspect description:
white male, thin build, wearing black pants and a light-colored coat.
- Bicycles stolen in 3 of the 5 circumstances
- Be mindful of persons with specialized tools around multi-family residential buildings
- Continue to use Bike Index
- Encourage residents to invest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



#	CASE #	DATE	Time	NOTES
1	2301020	1/31/23	Thursday, 10:45pm	Suspect jumped fence, stole propane tanks.
2	2301309	2/4/23 - 2/8/23	Unknown time	Peloton Parking Garage/Storage Lockers, stolen bicycles
3	2301250	2/5/23 - 2/6/23	Unknown time	Lock cut to storage locker, bicycle stolen
4	2301247	2/6/23	Monday, 8pm – 9pm	Wallet stolen from locker at Crunch Fitness
5	2301488	2/14/23	Tuesday, 7am	Peloton Parking Garage/Storage Lockers, suspect stole bicycle

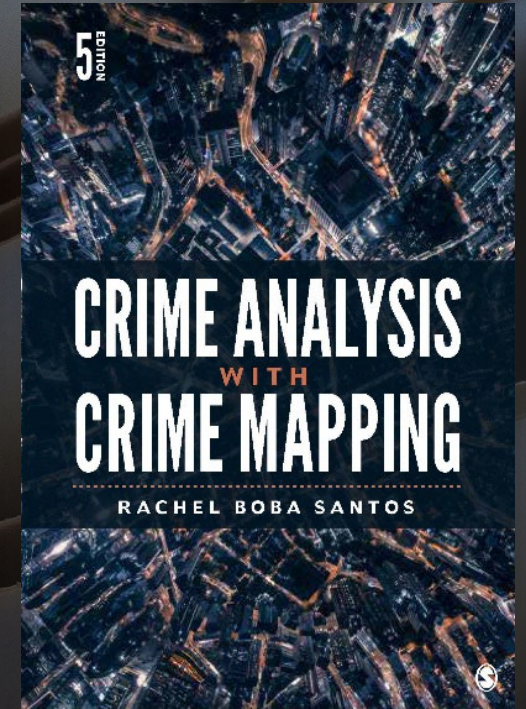
Problem Areas





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