



CITY OF BOULDER

# Police Chief







## The Position

The City of Boulder is seeking a visionary Police Chief to direct the Boulder Police Department and foster strong relationships with the entire community, City government, and outside agencies. Reporting directly to the City Manager, the Police Chief is responsible for the overall leadership, culture, performance, and efficiency of the Police Department. This role involves transforming how police serve and engage with the community and moving the department from a traditional policing model to one that centers holistic problem-solving. The Chief maintains community and officer safety through progressive policies, training, accountability, and oversight and upholds best practices that align with a modern, progressive police department.

Collaboration is critical, as the Police Chief works closely with other City departments, non-profits, and community members, and local advocacy groups to develop and implement strategies and policies that improve the quality of life for all community members. This position also embraces and fully cooperates with the civilian oversight function and the Office of the Independent Police Monitor. As part of the City's Leadership Team, the Police Chief contributes to the [Sustainability, Equity, and Resilience Framework](#) and the citywide Strategic Plan. This involves active participation in enterprise-wide strategic initiatives, as directed by the City Manager, and collaboration with community and business organizations, regional partners, and other stakeholders to address public safety concerns. The Police Chief actively engages with the Office of Equity and Belonging in the City Manager's Office to champion and support Boulder's ongoing equity, diversity, and inclusion work. This includes ensuring that Police Department staff not only understands and appreciates the value of advancing racial equity and how it adds to all communication, projects, and initiatives but also acts consistently in accordance with these values.

## Priorities

- Collaborate internally and externally to implement, champion, and continue to evolve future iterations of the department's [Reimagine Policing Plan](#) with a focus on holistic governance, problem-solving policing, enhanced engagement, improved accountability and transparency, and officer readiness.
- Support enhanced community engagement and increased relationships and partnerships throughout the community. Through a community-based problem-solving approach, ensure people are treated with dignity and respect, compassion and empathy, and truly feel valued, seen, and heard.
- Improve departmental communication between the ranks, increase trust, and provide leadership on process improvements to enhance the department's operational capacity.
- Develop and implement a strategic vision for the Training Unit that aligns with modern best practices, including de-escalation strategies and techniques.
- Develop innovative outreach and employment strategies to increase gender and ethnic diversity within all ranks of the department, including succession planning, retention, and overall staffing needs.
- Partner with other City departments, community-based organizations, and community advocates on behalf of people experiencing homelessness and mental health crises to advance strategies and policies that improve quality of life and reduce the burden on police resources.

## The Successful Candidate

The new Police Chief aligns with the vision outlined in the Reimagine Policing Plan and will lead the ongoing efforts to transition the Boulder Police Department to a problem-solving policing approach. The Police Chief embraces a cross-disciplinary model known as holistic governance with a focus on enhanced engagement and relationships, improved accountability and transparency, and increased officer readiness. The successful candidate easily builds trust and respect with community members, community-based organizations, City leadership, Police Department staff, and other outside agencies. With high emotional intelligence, the Police Chief is an effective communicator and active listener who values diversity of thought and welcomes new ideas from the department and the community.

A transformational leader with proven expertise in relational change management, the Police Chief supports a data-driven culture of continuous improvement. They are highly ethical and routinely model behaviors expected throughout the organization, including trust, mutual respect, approachability, and accountability. With a dedication to employee health and wellbeing, the ideal candidate promotes ongoing staff development and ensures officer readiness. The Police Chief is committed to progressive department-wide trainings that are consistent with and responsive to the needs of the community, including de-escalation, mental health, crisis intervention, and trauma-informed. Importantly, the successful candidate contributes to a strong culture and ensures sworn and civilian employees have an active voice in maintaining a positive work environment.

With demonstrated cultural awareness and sensitivity, the Police Chief promotes a culturally competent Police Department. They understand how the history of policing in the United States has impacted the perceptions that some community members have regarding the police and value the lived experiences of the Boulder community. The successful candidate understands racial inequalities, specifically in the criminal justice system, and brings prior experience successfully working with multicultural communities. A commitment to racial equity and an understanding of oppression and institutional racism is essential.

### **A questionnaire of Boulder's Community Leaders, Community-Based Organizations, and select Board and Commission members prioritized a Police Chief who:**

- is committed to working to overcome inherent bias in policing
- is committed to transparency
- demonstrates cultural competence and cultural awareness
- creates an equitable and inclusive environment
- holds their staff accountable to act with justice and fairness to all people
- provides transparency to the community and is willing to share data and metrics
- has a continuous improvement mindset, reviews and updates policies and procedures, and utilizes the City's racial equity tools
- is accessible and accountable to the community
- demonstrates the ability to build trust and relationships in the community





## Qualifications

At least 10 years of progressively responsible law enforcement experience is required, with demonstrated experience in senior executive assignments, leadership in community policing, and crime reduction initiatives. Executive leadership skills that foster an open, trusting, and welcoming work environment are essential. A genuine commitment to and prior experience with an active model of community-led, problem-solving policing is required. Prior experience advancing racial equity initiatives with demonstrated experience collaborating on issues including mental health, substance abuse, and homelessness are essential. A deep commitment to transparency with a proven track record of building trust and effective relationships in the community is non-negotiable.

A bachelor's degree and certification as a Police Officer, or the ability to obtain certification, as mandated by the Colorado Peace Officer Standards and Training (POST) Board is required. The ability to have and maintain acceptable background information, including criminal conviction history is required. The City of Boulder encourages the Police Chief to reside within the City limits.

Studies have shown that women and people of color are less likely to apply for jobs unless they believe they can perform every job description task. We are most interested in finding the best candidate for the job, and that candidate may come from a less traditional background. The City will consider any equivalent combination of knowledge, skills, education, and experience to meet minimum qualifications. If you are interested in applying, we encourage you to think broadly about your background and skill set for the role.



## Inside the City of Boulder

The City of Boulder believes in a future with equitable access to health, prosperity, and fulfillment, where the community adapts and thrives in response to emerging, and sometimes urgent, social, economic, and environmental challenges.

The Sustainability, Equity, and Resilience Framework guides budget and planning processes by providing consistent goals necessary to achieve Boulder's vision of a great community and the actions required to achieve them. Building on a legacy of innovation, Boulder cultivates a creative spirit in order to adapt and thrive in the changing climate.

Boulder continuously works to provide service excellence for an inspired future through our core values:

- **Customer service:** We are dedicated to exceeding the expectations of our community and our co-workers by demonstrating consistent and professional service with a solution-oriented approach.
- **Respect:** We champion diversity and welcome individual perspectives, backgrounds, and opinions. We are open-minded and treat all individuals with respect and dignity.
- **Integrity:** We are stewards of the public's trust and are committed to service that is transparent and consistent with city regulations and policies. We are honorable, follow through on our commitments, and accept responsibility.
- **Collaboration:** We are committed to organizational success and celebrate our shared dedication to public service. We believe community collaboration and the sum of our individual contributions lead to great results.
- **Innovation:** We promote a forward-thinking environment that supports creativity, calculated risks, and continuous improvement. We embrace change and learn from others in order to deliver leading-edge service.

### Workplace Culture

The City of Boulder believes that a diverse workforce, individual lived experiences, and an inclusive environment adds quality and perspective to the services provided to the public. Therefore, the organization intentionally strives to develop and maintain a diverse workforce that values and embraces differences among employees.

An important component of the City's culture and environment is Boulder's Leadership Philosophy: We believe each of us is a leader. We are motivated by the opportunities to make a positive difference in our community. Our greatest results are achieved when we:

- Create a respectful, trusting, and supportive environment.
- Rely on, invest in, and celebrate each other's perspectives, skills, talents, and accomplishments.
- Consult and collaborate with each other to make timely and quality decisions.
- Share responsibility for and learn from the process and outcomes of a creative culture.

### Structure of Local Government

The City of Boulder has a council-manager form of government where the elected City Council sets policies and the Council-appointed City Manager administers them. The City Council consists of nine members, including a mayor and mayor pro tem, selected by the Council members. Council members are elected at large and may serve up to three terms.

With a 2024 approved budget of \$515.4 Million, the City of Boulder is served by approximately 1,500 standard employees. Robust City services are provided through numerous departments and divisions.





## The Boulder Police Department

The Boulder Police Department partners with the community to provide service and safety. The department provides a full range of services, including but not limited to crime prevention, enforcement, security, investigations, management of public disorder and quality of life issues, emergency and disaster response, and training. In 2024, the Boulder Police Department will be focused on delivering high-quality and equitable policing utilizing modern and evidence-based programs as well as technology and advanced courses of training.

With a 2024 approved budget of \$43.68 Million, the department employs over 282 full-time employees across several programmatic areas. The Boulder Police Officers Association (BPOA) represents both Sergeants and Police Officers. Non-Commissioned staff members are represented by the Boulder Municipal Employee Association (BMEA). The Chief of Police, Deputy Chiefs and Commanders work with the two associations but are not voting members.

- **Administration** provides administrative oversight of the entire Police Department and includes the Chief's Office, Professional Standards Unit, and all general administration not directly related to another program.
- **Alternative Response** responds to community issues in a holistic and non-traditional law enforcement capacity. Program services include Crime Prevention, Animal Protection, Code Enforcement, Photo Enforcement, Victim Services, Homeless Outreach and Encampment teams, and the Mall unit.
- **Investigative Services** manages, assigns, tracks, and completes ongoing criminal investigations in an efficient and effective manner.
- **Patrol Services and Traffic Enforcement** is led by the Deputy Chief of Operations and includes the patrol, traffic enforcement, and neighborhood impact teams.
- **Police & Fire Communications** answers and processes emergency and non-emergency calls for service from the public and initiates public alert and warning notifications during emergencies and natural disasters.
- **Support Services** ensure effective management of day-to-day operations with a wide range of services, including Police Records, Property and Evidence, Technology, Personnel, Business Services, Crime Analysis, Fleet, and Grants.
- **Tactical Response** is led by the Deputy Chief of Operations and increases the department's capabilities to respond to incidents within the city, which create a significant risk to life and safety above and beyond normal day-to-day police operations. Services include SWAT, Bomb Squad Unit, Canine program (bomb-detection dog), and the Unmanned Aircraft Systems (UAS) team.
- **Training** is responsible for training, acquiring training for new recruits, ensuring academies are certified to POST standards, maintaining records, ensuring all officers maintain the POST certification annually, mentoring new police officers, and researching and testing new leading-edge equipment.
- **Wellness** includes an employee assistance program geared towards police, department employees, department employee families, and volunteers, a peer support program, debriefings of critical incidents, family activities to promote engagement, support, and camaraderie, and the maintenance and upkeep of the gym and the gym equipment.



## **Mission**

Partnering with the Community to Provide Service and Safety

## **Vision**

The Boulder Police Department strives to be a premier law enforcement agency and a model of excellence in policing by creating partnerships, building trust, reducing crime, and improving the quality of life for our community.

## **Boulder Community Values**

The Boulder community wants a future where:

- We are all free to enjoy public and private spaces without fear of harm;
- Laws are enforced equitably;
- Police respond professionally and respectfully when we need them, but we have alternative and creative resources to address problems not suited to policing;
- We demonstrate we are a compassionate community that supports the basic needs and the right to be free from crime for all community members;
- Criminal behavior is met with accountability measures that are fair and just within policing and other systems, with opportunities for individuals to be supported in underlying issues; and
- Officers are part of the communities they serve, building relationships and understanding and addressing problems before having to step up enforcement and resort to force.





## The Community

Boulder, Colorado, is located just 30 minutes northwest of Denver, where the plains meet the Rocky Mountains. Tucked into a picturesque valley below the iconic Flatirons, Boulder has a population of approximately 108,000. The City is a great place to live, work, grow, and play.

Boulder is nationally recognized for its quality of life, thriving tech, research-based economy, and booming real estate market. Boulder is also one of the most educated metropolitan areas in the country. The local public schools are excellent, with Boulder Valley School District consistently ranking among the best in the state. In addition, Boulder is a hub of entrepreneurship, particularly for businesses that value a lifestyle rooted in a love of the outdoors, healthy living, and access to resources.

The University of Colorado at Boulder is currently one of the premier public research institutions in the United States and sits in the heart of Boulder. The University has a strong reputation and is especially known for its engineering and science programs, particularly Earth and Space sciences. There are 17 federally funded science laboratories in Boulder, including the National Center for Atmospheric Research (NCAR) and National Oceanic and Atmospheric Administration (NOAA).

Enjoyment of the outdoors has always been at the forefront of life in Boulder. The community's Open Space and Mountain Parks form a green belt around the City with over 45,000 acres of land that are preserved and protected. Boulder has over 300 miles of public hiking and biking trails, and its mountain parks and open spaces receive well over five million visitors a year. In addition, residents enjoy 1,800 acres of urban parkland and programming through numerous recreation centers and outdoor pools.

Boulder fosters an environment for artists and audiences to be innovative, experimental, creative, and expressive. The City has a large concentration of artists with more than 30 art galleries, four museums, a dozen movie and stage theaters, and a huge variety of cultural performances each year, including the Colorado Shakespeare Festival, Colorado Music Festival, and Chautauqua Summer Series.

According to Bon Appétit magazine, Boulder is America's Foodiest City with local restaurants and chefs insistent on quality, innovation, and flavor. In addition, Boulder is consistently ranked as one of the nation's healthiest places to live and is a mecca for natural and organic products. Farms, dairies, ranches, markets, and restaurants embrace the idea of local, seasonal, and artisanal food production and cooking. The Boulder Farmers Market is the largest outdoor market in the state, providing a venue for local agricultural producers to sell their products directly to the public. For those who love beer, wine, and spirits, there are 21 breweries, four distilleries, two wineries, and two cideries in Boulder.

While each of the characteristics, passions, and industries that Boulder is known for today emerged organically over time, it is how they work together that makes Boulder...Boulder.







## Compensation and Benefits

The annual salary range for the Police Chief is \$181,861 - \$246,048, with an anticipated hiring range of \$181,861 - \$233,210, and will depend on the qualifications of the successful candidate. The City of Boulder is a progressive organization that values employee engagement and well-being. The City recognizes the importance of providing an encompassing health and life benefits program to employees, including Hybrid Work, Flex Schedules, Telehealth and Wellness Incentives, Infants and Dogs at Work Program, Local bus Eco-Pass, and an Employee Discount Program on goods and services throughout the Boulder Community. Additional information can be viewed [here](#).



## How to Apply

Respect is one of Boulder's five City Values, and they are committed to racial equity, diversity, and inclusion. The City celebrates and supports differences across all spectrums, including but not limited to race, ethnicity, gender, age, ability, and sexual orientation. Through the City's focus on racial equity, employee benefits, and the many program resources offered to employees, Boulder continually strives to weave respect for one another into the fabric of their organization.

Add your voice and talents to the City of Boulder and help them grow in service excellence for an inspired future. Applications will be accepted electronically by Raftelis at [jobs.crelate.com](https://jobs.crelate.com). Applicants complete a brief online form and are prompted to provide a cover letter and resume. The position will be open until filled with a first review of applications beginning **July 8, 2024**.



## Questions

For more information or questions regarding the City of Boulder and the Police Chief position, please visit the City's dedicated [website](#) or contact Heather Gantz at [hgantz@raftelis.com](mailto:hgantz@raftelis.com) or 503.860.1111.