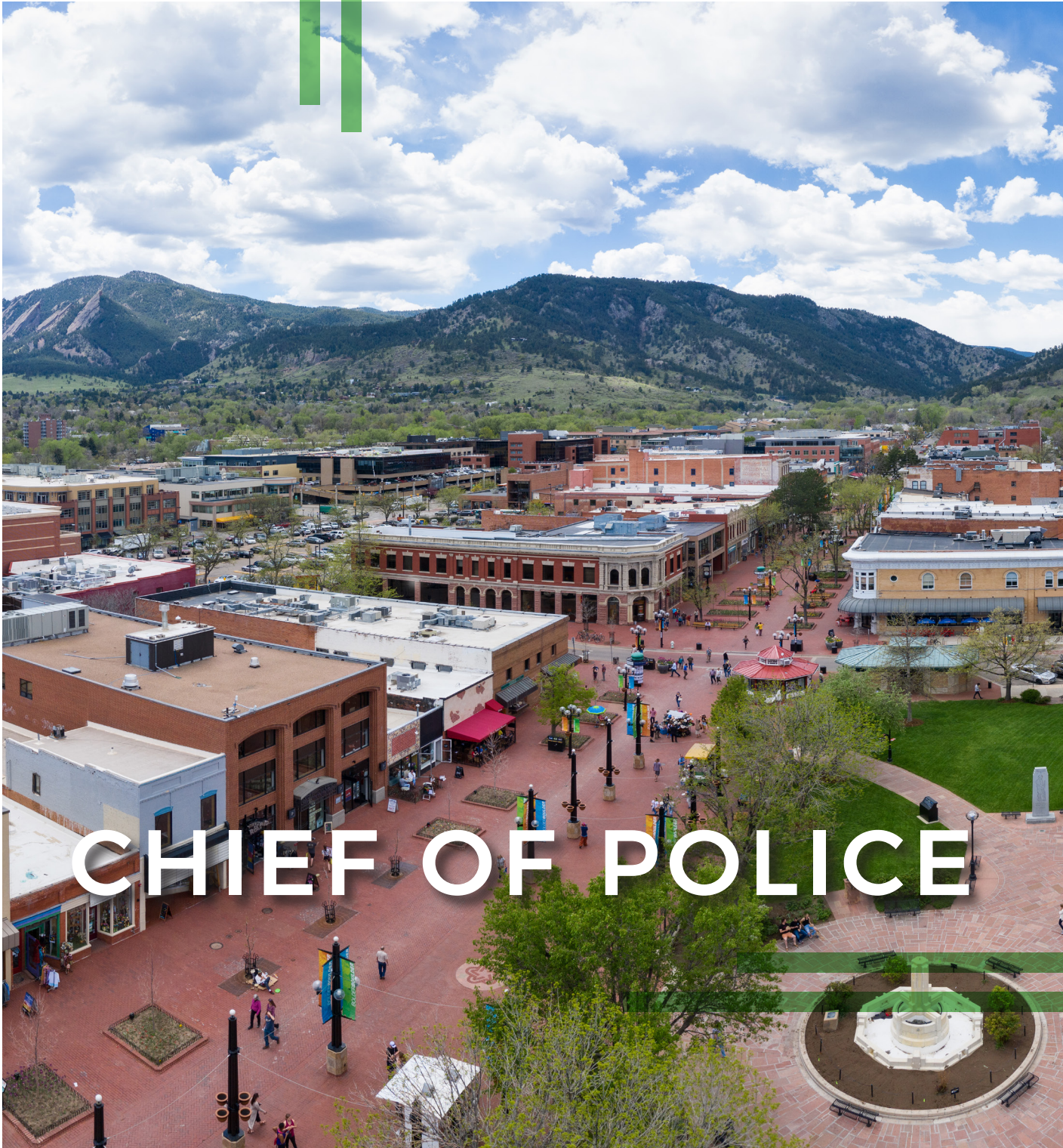


**A NATIONAL SEARCH**  
is underway for a new  
Chief of Police.

**City of Boulder, CO**



# CHIEF OF POLICE



THE CITY OF  
BOULDER, COLORADO

# A REWARDING OPPORTUNITY. 01.



**A national search is underway to attract a highly qualified candidate to lead the Boulder Police Department (BPD).**

In this pivotal time, this is an incredible opportunity for a strong and collaborative police executive who will focus on innovation and equity to improve how police services are provided to the community.

The City of Boulder seeks a police-community relationship that enhances mutual trust and advances community-led policing through genuine engagement. Boulder seeks a Chief of Police who is fair, professional and treats everyone with dignity and respect.

The Chief of Police will understand how the history of policing in the United States has impacted the perceptions that some community members have regarding the police.





## 02. THE GOVERNING STRUCTURE

**With a 2019 adopted budget of \$353.7 million, the City of Boulder's 1400 employees provide services through numerous departments and divisions, including the police department.**

The City of Boulder operates under the council-manager form of government. The City Council consists of nine members, including a mayor and mayor pro tem, each selected by the council members. Council members are elected at

large, to four-year or two-year terms depending on how many votes they receive and can serve three terms in a lifetime. The council-appointed City Manager executes strategies to advance the City Council's policies and priorities.

# THE COMMUNITY 03.

**With a population of more than 108,000, Boulder is located adjacent to the foothills 30 minutes northwest of Denver where the rolling plains meet the Rocky Mountains. Boulder was recently voted “The Happiest City” in America and it’s easy to understand why.**

A combination of natural beauty, relaxed lifestyle, and abundance of cultural opportunities make Boulder a special place to call home. Boulder is also consistently ranked as one of the nation’s healthiest places to live and is at the forefront for natural and organic products. Farms, dairies, ranches, markets and restaurants embrace the idea of local, seasonal, and artisanal food production and cooking.

The local public schools are excellent, with Boulder Valley School District consistently ranked among the best in the state. Boulder is also ranked third in the country when it comes to the number of working artists per capita. There are more than 30 art galleries, six local museums, a dozen movie and stage theaters and many festivals in town, including the Colorado Shakespeare





Festival, Colorado Music Festival and Chautauqua Summer Series.

Founded in 1876, the University of Colorado at Boulder is one of the premier public research institutions in the United States. With a student population near 35,000, the university offers 32 concurrent bachelor's/master's degree programs and oversees more than 100 graduate and professional programs.

The great outdoors has always been a key factor in Boulder's unique appeal. The Open Space and Mountain Parks form a green belt around the city with over 45,000 acres of land that are preserved and protected.

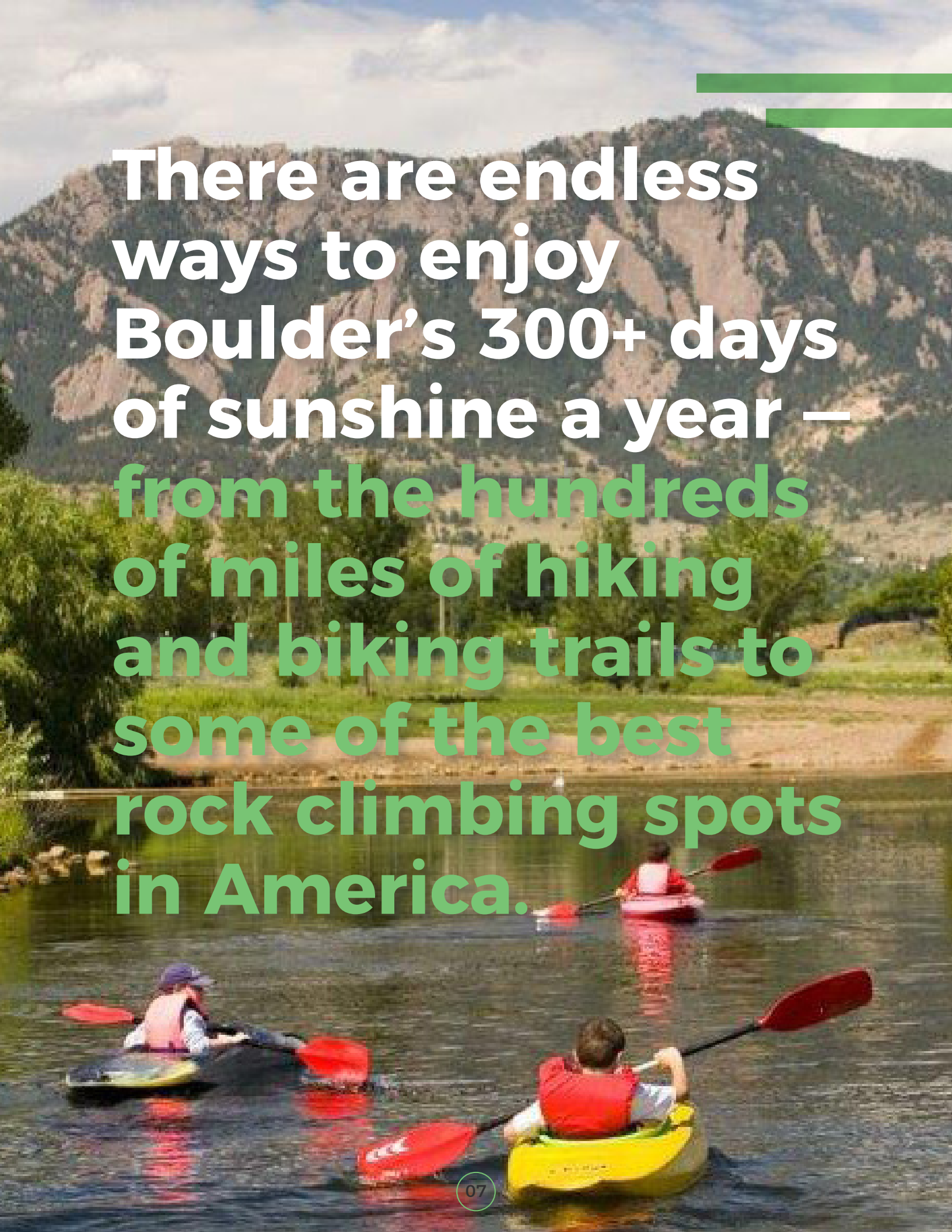
Boulder has over 300 miles of public hiking and biking trails, and its mountain parks and open spaces receive well over five million visitors a year. In addition, residents

of all ages enjoy 1,800 acres of urban parkland and programming through numerous recreation centers and outdoor pools.

Boulder has a robust tech and entrepreneurial economy and is home to one of the most educated and progressive populations in the county. This engaged community is an active force on a number of issues, including climate change, affordable housing, and police oversight.

In March 2019, a Police Oversight Task Force was formed to study the different models of police oversight and make recommendations to the City Council. Recently, the City Council adopted the recommended auditor-monitor approach to oversight. The task force members continue to work on significant details of the transition, which will likely occur in 2020.





**There are endless ways to enjoy Boulder's 300+ days of sunshine a year – from the hundreds of miles of hiking and biking trails to some of the best rock climbing spots in America.**

# 04. THE CITY ORGANIZATION

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.

Boulder continuously works to provide service excellence for an inspired future. The Sustainability + Resilience Framework guides budget and planning processes by establishing 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.

With a focus on innovation and transformation, the City Manager and Directors Team strategically lead the City toward the community's desired vision, which is reflected in five core areas:

- 1. Our Community as a Resource:** Seeking new solutions to the most pressing community challenges through new mechanisms for direct engagement with highly talented community members;
- 2. High-Performance Government:** Using process-driven continuous improvement to measure and manage performance and better serve the community, as well as building and managing tools that improve transparency and accountability;
- 3. Data-driven Decision Making:** Understanding, collaborating with and leveraging information assets for effective program outcomes;
- 4. Operational Efficiency:** Mirroring innovative policies with shared, efficient and transparent internal operations practices;
- 5. A Culture of Innovation:** Seeking value-added changes, creative thinking and collaboration, and engaging highly talented staff in problem-solving for the benefit of the entire community.

The City of Boulder is striving to achieve a diverse workforce that will add quality and perspective to the services provided to the public. An emphasis on increasing diversity among city employees and creating a culture that values their unique perspectives is paramount.





# THE POLICE DEPARTMENT 05.

With a 2018-2019 budget of \$37.2 million, the Boulder Police Department is approved for 184 commissioned officers and 105 non-commissioned employees who work in one of three Divisions each led by a Deputy Chief or Civilian Manager:

- The **Administration Division** consists of the Chief of Police, an administrative assistant, a professional standards sergeant, and a public information officer.
- The **Operations Division** is responsible for Patrol (First Responder), Traffic, Investigations (Detectives), and Animal Protection and Code Enforcement. The Community Services Unit and School Resource Officers also operate out of this division.
- The **Support and Staff Services Division** provides support to the Operations Division, maintains the internal operations of the department, and provides non-enforcement services to the public through four primary sections: Financial and Facility Services, Property and Evidence, Records Services, and Communications (Dispatch).

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.



# 06. THE POSITION

Appointed by and serving at the pleasure of the City Manager, the Chief of Police is responsible for the Boulder Police Department's relationship with the entire community, City government, and outside agencies.

The Chief of Police is accountable to the City Manager for the overall leadership, culture, performance, and efficiency of the department.

# THE IDEAL CANDIDATE 07.

*Feedback from two different “Community Forums” related to the chief of police search as well as in-depth listening sessions within the police department and the broader city organization provided insight into the qualifications and attributes necessary to be successful as the next Chief of Police.*



## INNOVATIVE LEADER

The next Chief of Police is a visionary and collaborative leader who inspires confidence and trust from the community and will earn the respect of police department employees, peer Directors and City staff. The Chief's core values will align with the City's and will be evident through his/her/their words and deeds. The ideal candidate supports a data-driven culture of continuous improvement that measures and manages performance.

Embracing innovation and genuinely supporting collaboration at all levels, the Chief of Police will champion the great work of staff while ensuring the implementation of best practices that are appropriate in a modern, progressive police department. The Chief also will provide clear expectations, will be honest, fair and hold staff accountable.



## RELATIONSHIP BUILDER

The Chief of Police is supportive, compassionate, respectful, ethical, and has the highest level of integrity. This culturally competent professional has a genuine commitment to an active model of community-led policing. With strong emotional intelligence, the successful candidate is an active listener who values the diversity of thought and welcomes ideas from all voices in the department and community. The ability to build strong and genuine connections with both is essential for success in this position.



## STRATEGIC DIRECTOR

Diplomatic and approachable, the ideal candidate has strong executive leadership skills, fosters an open, trusting and welcoming work environment that promotes diversity, equity and inclusion initiatives. A commitment to racial equity initiatives and experience collaborating on issues including mental health, substance abuse and homelessness are essential.



# 08 KEY CHALLENGES & OPPORTUNITIES

In addition to maintaining community and officer safety through progressive policies, training, adequate accountability and oversight, the next Chief of Police will work on a wide variety of projects, programs, and initiatives, including:

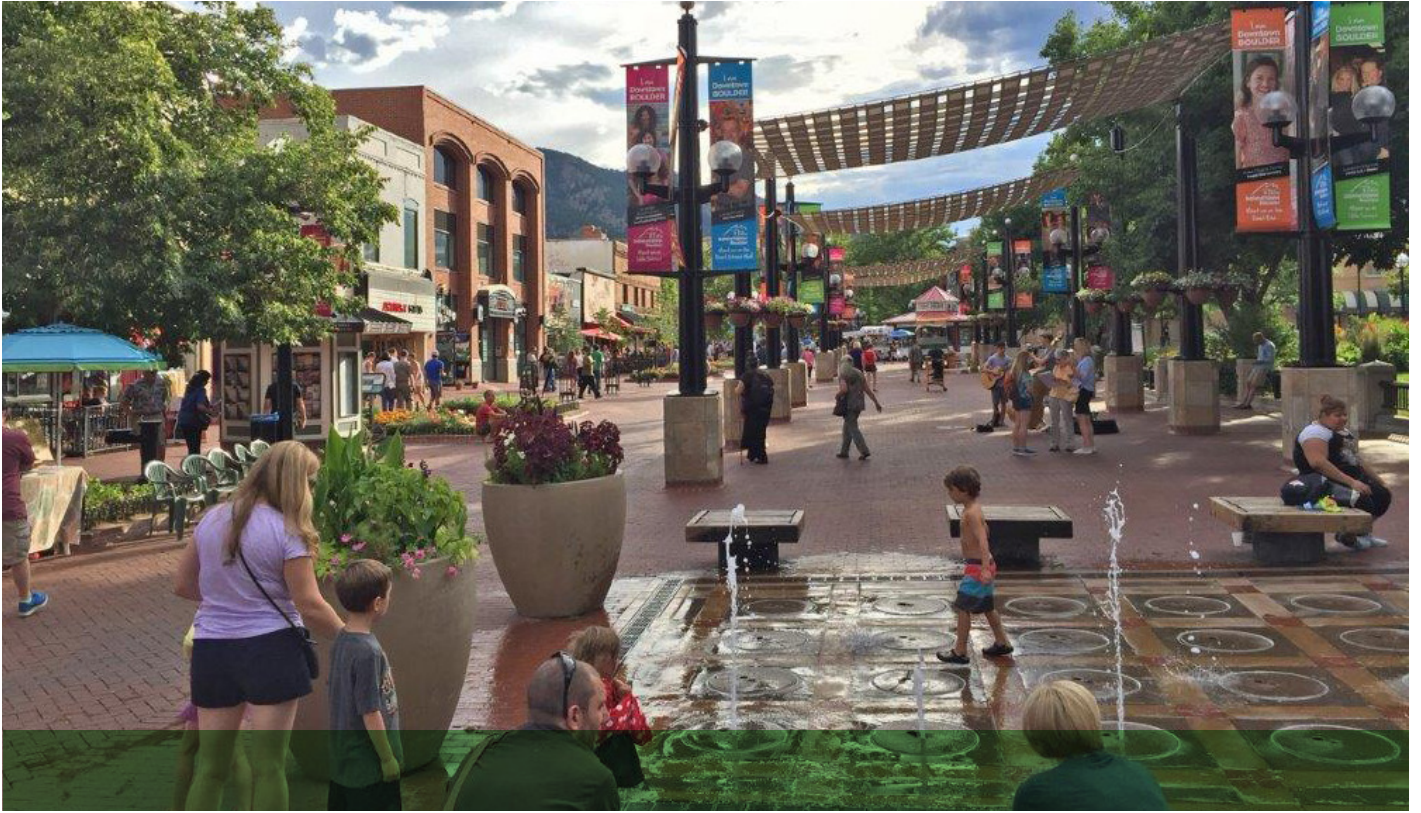
- The overall morale and cohesiveness of the Boulder Police Department is not at its highest level. The new Chief will have an opportunity to improve departmental communication between the ranks, increase trust and provide leadership on process improvements to enhance operational capacity.
- In Boulder, each City department develops a Master Plan to reflect current and emerging trends to guide work in each department over the next 5 to 10 years. The Chief will participate in the planning process for the next update to the Police Master Plan to help shape future police culture and services.
- The Chief of Police will embrace the new civilian oversight function that is transitioning to an Auditor - Monitor structure with full implementation in 2020.
- Professionally trained and equipped police staff are essential to the success of a modern mid-sized professional police agency. The Chief will create a strategic vision for the Training Unit that aligns with the best police practices.
- Like most cities, Boulder faces challenges associated with recruiting diverse applicants and retaining staff. The Chief will address both and ensure a supportive culture that provides opportunities to the changing workforce.
- Calls for service relating to people experiencing homelessness are at an all-time high. The Chief will work with other city departments, non-profits and advocates to advance strategies and policies that improve the quality of life and reduce the



burden on police resources. This will require innovation, planning, collaboration, and strong communication skills.

- The Chief will actively champion and provide support for the City's ongoing equity, diversity and inclusion work. The Chief will work to ensure 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.
- Embracing new technologies will improve how police protect and serve the community. The Chief will be inclusive, thoughtful and precise when evaluating new technologies that seek to improve safety and performance while being mindful of the impact on the end-user.

# QUALIFICATIONS & EXPERIENCE 09.



## EDUCATION

A Bachelor's degree, preferably augmented by graduate studies, is highly desirable.

## CERTIFICATION REQUIRED

This position requires certification as a police officer, or the ability to obtain certification, as mandated by Colorado POST: <https://www.colorado.gov/pacific/post/provisional-certification>

## RESIDENCY

The City of Boulder will encourage residency within the city limits through a housing incentive or allowance.

## EXPERIENCE

- ◆ The most competitive candidates for the Chief of Police position will possess at least 10 years of progressively responsible law enforcement experience, including senior executive assignments, leadership in community policing and crime reduction efforts.
- ◆ It is preferred that this experience is with a similar-sized or larger department in a metropolitan area.
- ◆ Candidates must have a track record of working collaboratively inside their current organization and externally with community and law enforcement partners.

# Boulder Core Values

## CUSTOMER SERVICE

We are dedicated to exceeding the expectations of our community and our coworkers 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 leads 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.



# COMPENSATION & BENEFITS 10.

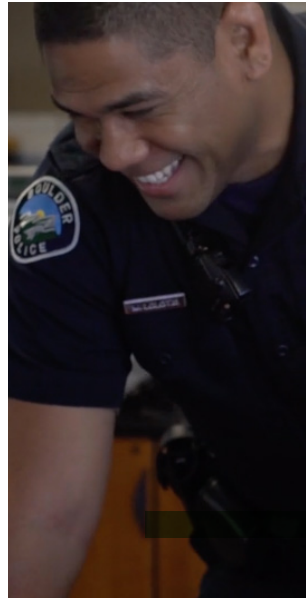
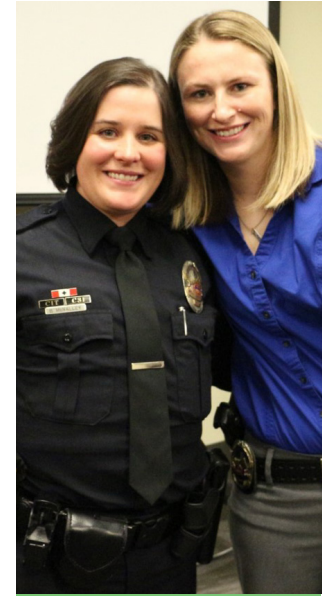
**The hiring range for this at-will position is \$170,000 - \$190,000 annually, with placement depending on qualifications, salary history and accomplishments.**

Compensation will be augmented by an excellent benefits package that can be found [here](#).





# 11. TO BE CONSIDERED



## APPLY TODAY!

[Public Sector Search and Consulting, Inc.](#) is providing executive search services for this recruitment, which is considered “open” until a final selection is made.

Applications will be accepted until February 7, 2020. Candidates are strongly encouraged to apply early for optimal consideration. Only the most highly qualified candidates will be invited to participate in the selection process anticipated in late February 2020.

Electronic submittals are to be sent to [apply@publicsectorsearch.com](mailto:apply@publicsectorsearch.com) and must include a compelling cover letter, comprehensive resume, and list of professional references.

**References will not be contacted until mutual interest has been established.**

## APPLY WITH CONFIDENCE

Confidential inquiries regarding this career opportunity are welcomed and should be directed to the search consultants:

### Public Sector Search & Consulting, Inc.

**Chief Gary Peterson (Ret.), President & CEO**

[gary@publicsectorsearch.com](mailto:gary@publicsectorsearch.com)

Mobile: (916) 622-5323 | Office: (916) 789-9990

**Chief Mark Helms (Ret.), Project Consultant**

[mark@publicsectorsearch.com](mailto:mark@publicsectorsearch.com)

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