



Reimagining Policing Plan: Youth Perspectives Report Phase IV, Part II

Growing Up Boulder & MAYAMOTION Healing
August 2023

"It has felt good that someone wants to hear OUR opinions, yes, we are important, and yes, we do have a voice."

--Youth participant (middle school)

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Overview of the Reimagine Policing Process

Engagement Windows I through Window IV, Part I

(Note: much of this language is taken directly from the [City's website](#).)

The Boulder Police Department, in partnership with other city colleagues, is working to make significant changes in the midst of local and national discussions around the need for reform in policing. The Reimagine Policing planning process hopes to provide a framework for the department to do a broader and more in-depth examination of community input, use data-driven strategies to review current operations in the context of changing conditions, and determine future policing goals and strategies. The City's plan aims to serve as the roadmap for creating meaningful changes to public safety in Boulder. Due to the City's effort to hear from diverse communities, Mayamotion Healing (MMH) and Growing Up Boulder (GUB) were invited to engage children and youth to share their experiences, insights, and recommendations to the plan. This work over the last two years, through a series of 5 engagements, has included approximately 540 children and youth:

Engagement Window I: Values, Hopes and Concerns

This window took place from June 8 - Aug. 3, 2021. Information from Engagement Window I was used to develop draft community values statements around safety and the role of police in safety, as well as draft focus areas to include in the forthcoming master plan for the City of Boulder Police Department. Each draft focus area also included subtopics to be addressed during the remaining phases of the Reimagine Policing plan process. Using the City's engagement framework topics of Safety, Values, Hopes, and Concerns, GUB and MMH designed and facilitated high-quality, psychologically-based interventions that were both culturally relevant and accessible. In the end, GUB and MMH staff and interns actively worked with 9 groups representing 119 children, youth and young adults, 33 teachers/partners, and 22 parents. Here is the [MMH/GUB Report](#).

Engagement Window II: Checking In

This was a check-in phase to give community members the opportunity to provide feedback about whether the proposed values and focus areas resonated with them. This feedback was evaluated and is guiding the ongoing work. During Window II engagements, GUB/MMH worked virtually with 42 young people to update them on the Reimagine Policing planning process, share the Window I Summary Report (which identified draft value statements and focus areas regarding safety based on input from Window I community engagements), and gather young people's feedback. GUB/MMH's primary goal for the Window II engagements was to determine whether the draft values and focus areas developed by the City accurately reflected the feedback that young people gave GUB/MMH during Window I. A secondary goal was to gather additional comments or suggestions for the Reimagine Policing process going forward. Here is the [GUB/MMH Report](#).

Engagement Window III: Learning Together

During prior windows, the City received questions about the police department and how it currently operates. In response, the City asked the community to pause to consider helping prioritize potential strategies, and dedicating time to ‘learning together’, through a series of Town Halls. This window featured a series of short explainers on relevant policing topics. The information on each topic was posted on the Reimagine Policing Engagement Hub on BeHeard Boulder and discussed at a Police Department Town Hall. Engagement Window III was open from December 2021 through mid-July 2022. In spring 2022, GUB and MMH worked with 297 children and youth, 11 teachers, and 4 partner groups. All students were asked to review and analyze the data from town hall one page explainer documents with the goal of providing city staff feedback, questions, and recommendations for the next phase of Reimagine Policing.

[GUB/MMH Report](#)

Engagement Window IV, Part I: Plan Feedback and Refinement

At the beginning of the Window IV Part I engagement, in August 2022, the City shared a draft of the Reimagine Policing plan with the City council. When GUB/MMH shared the Draft Plan with three groups of young people, the young people expressed frustration with the dense content of the draft. GUB/MMH returned to our city partners to ask for accessible, clear and concise language, streamlined concepts, and graphic representation of the concepts. In response to our request [and perhaps requests from others as well], in mid-fall, the city created a summary presentation for the public, complete with images, simplified language, and selected examples of strategies and focus areas. This helped us tell the story more effectively when working with the next group of youth, composed of teens from the City’s Youth Opportunities Advisory Board (YOAB), the community, and BVSD’s Youth Equity Council (YEC). We worked with approximately 35 youth during this Window.

Throughout our engagements, but especially during Window IV, we sought to prioritize relationship-building in order to cultivate authentic direct feedback on the current draft plan of reimagining police in our community. To do so, MMH facilitated a series of Círculo sessions with each of the youth groups. In addition, MMH facilitated a meeting with city adults [Chief Maris Herold and City of Boulder staff], and finally, a Círculo Focus Group session with youth, the Chief, local police officers, and City of Boulder staff together. Here is the [GUB/MMH Report](#).

Engagement Window IV, Part II: Refinement and Acceptance of Plan

The focus of this report is on the final window of engagement. The City is currently revising the draft plan that council and the community reviewed last summer. It is anticipated the newly written plan will be brought to council again for final consideration in September 2023. In the meantime, the city produced a 10-page plan summary, which GUB and MMH used in discussions with young people.

For Phase IV part II, our team created a survey, based on the plan summary document, to gather young people’s feedback regarding the plan (see section [Appendix: Detailed Survey Results](#) for details about the survey). The majority of teens took the survey online, while a

subset of teens responded to the survey during in-person, group engagements; the in-person engagements also utilized a digital tool called “Mentimeter” to collect additional data. Both sets of feedback are combined in the survey results. In appreciation of the continued participation of our youth, all youth completing the survey were eligible to receive a small cake, donated by Boulder’s Nothing Bundt Cake business. The survey was publicized via GUB’s social media channels, as well as through personal and professional networks, including the Growing up Boulder Newsletter, BVSD’s communications, and at local events. Our team endeavored to meet in-person with all groups of young people who had participated in engagement Windows I - IV; however, only two groups were able to participate. The reason for the limited number of in-person engagements was that most school classes, after school programs, and school councils were too busy in April and May (the end of the school year and open window for feedback) to participate. An unfortunate reality of coordinating youth-city engagements is that school year schedules and City engagement windows are not always aligned. One final opportunity for youth engagement in the Reimagine Policing process will take place in September, when young people have been invited to provide statements of testimony at the City Council meeting.

Themes from the Reimagine Policing process with young people

Youth shared a variety of responses to the Reimagine Policing Draft Summary Plan. A review of all responses to the survey (see [Analysis of Survey Response Type](#)) shows that about half the youth liked or agreed with the plan and about a quarter of the youth had recommendations for or disagreements with the plan. These numbers are loose estimations of responses and should not be taken as exact representations of how the young people felt—for example, during in-person engagements, some young people expressed skepticism for elements of the plan but they did not suggest specific recommendations or alternatives. To best understand young people’s feedback, we recommend reading their direct quotes (see [Appendix: Detailed Survey Results](#)).

During the two years that Mayamotion Healing and Growing Up Boulder have worked with young people on the Reimagine Policing plan, we have repeatedly seen that youth have an amazing ability to weave truth telling with humility and compassion. They were not only able to identify and name the nuances of systemic issues and community disparities, but they also held space for how difficult the human experience is in response to this reality. They understood multiple experiences and perspectives at once; for example, young people centered the need to push back on police brutality while also expressing appreciation for police protection against catastrophic events (such as the King Soopers shooting), and youth also shared appreciation for the process to repair relationships and create change. Below are **themes from this final window of engagement (Window IV, Part II)**, but they are also themes that we heard repeatedly during our two years of engagement with children and youth:

- Appreciation for young people’s voices being included in the process and desire for ongoing, meaningful dialogue
- Desire for:
 - Racial justice and racial equity through equitable law enforcement
 - A more specific policing and safety plan

- Accountability and transparency: youth want the City to publicize successes and mistakes and make consequences for inappropriate actions clear and act upon them, as in the SARA model
- All people to be treated with dignity and respect
- People to be kept safe (the police work for the community and not the other way around)
- Repairing mistrust between youth and police by building relationship through more positive interactions
- Community based solutions—mental health resources (and funding to support them), support for the unhoused, and less aggressive/more community-centered (mutual aid) policing
- Skepticism that policing will actually change
- Fear of police officers and feeling unsafe around them

Youth Engagement Details

By the Numbers

Total # of participants

- 46 youth, 6th-12th grades
 - 27 in-person participants
 - 19 online participants

Demographics of participants

In honoring our young people's request for anonymity, we are keeping the exact numbers of each demographic category confidential; however, we are pleased to share the identities and communities of how our young people described themselves below:

- Middle & high school youth
- Currently not in school
- Male, female, gender fluid, gender non-conforming, gender non-binary, and transgender
- Housed
- Neurotypical/neurodiverse
- Person of Color
- White
- Indigenous
- Latinx/Latine/Chicanx
- Black
- Asian
- Middle Eastern
- Able bodied
- Person with disability
- Systems impacted: foster care, formerly incarcerated, (in)justice system, other
- Speaker of more than one language

- LGBTQIA2+
- Undocumented/DACAmented or mixed immigration status family

In-person discussions: MAYAMOTION Healing engagements & collaborations

Process

In April 2023, MAYAMOTION Healing collaborated with community stakeholders, including non-profit partners and local youth leaders, to continue to provide updates and information of the Reimagine Policing Plan. In Engagement Windows I-III, engaged groups included I Have a Dream Foundation of Boulder County, TGTHR, Youth Opportunities Advisory Board (YOAB), Black Student Alliance (BSA), Z Club, El Centro AMISTAD's ELLOS Program, BVSD's Youth Equity Council, Centennial Middle School, Whittier Elementary School, and Boulder County's GENERATIONS Program. In this round, only GENERATIONS and ELLOS were able to participate in-person. Many groups were not able to join due to a variety of factors including end of school activities and capacity. Youth focus sessions centered on understanding the process and reviewing the recently developed draft plan document. Groups shared their reactions, reflections and feedback and continued to identify how they define safety in their communities. These age-appropriate youth focus sessions utilized culturally-grounded mental health practices, including a somatic exploration of the experiences shared.

There was a need to review the general Reimagine Policing project and timeline as teens in these groups were a mix of people who had previously participated in the RP Plan and those new to the planning process: 60% of students in ELLOS/GENERATIONS had participated in Reimagine Policing discussions before and 40% were new to the process. These comprehensive engagements regarding policing and safe communities were discussed while using a racial-equity lens. Groups created Menti (virtual flip charts with sticky notes; see the following image) with their anonymous feedback.



Once again, youth voiced that the first words that come to mind when thinking of police were about "feeling unsafe." Young people maintained skepticism about whether real, sustainable and transparent change could take place to make policing more equitable; on the other hand, youth shared appreciation and stories of feeling empowered by this process for having been included

from the beginning, and they hoped to see youth engagement as a continued element in Reimagining Policing.

"[In this experience], I felt good about myself. I hope real change happens."

--Youth participant (High school)

Summary of findings from in-person groups, Window IV, Part II

Each in-person group had a unique dialogue about safety and policing, however there were common threads across groups, including:

- Concerns about the current and historical policing practices, including violence and brutality against:
 - Communities of Color
 - Undocumented Communities
 - Black and Brown communities
 - People with severe mental health issues
 - Young people
 - Unhoused folks
- Frustration about the current images being used to portray the policing experience in Boulder - youth expressed seeing images as “fake” and “performative”
- A desire
 - For more community resources that support mental health
 - That police not respond to non-violent crimes with punitive approaches and instead use more restorative-focused practices

Conclusion

MMH and GUB are grateful to have worked with more than 539 young people and the City of Boulder on the Reimagine Policing process continuously for two years. As we reflect upon the extensive feedback from children and youth, one message was consistent: young people both feel both hope and fear about the future of policing in Boulder. Across demographics, young people hope for a more equitable and just policing system, but they fear that real change will not happen. They also shared the recurring request for transparent and straightforward communication, and they would like to see more of this in the future. Finally, they request an acknowledgement of the harm policing has caused, particularly to people of color and those with disabilities, and they hope to see a movement towards repair in order to build better future relationships between police and young people.

In GUB/MMH's last report, we shared “suggested next steps” for all parties involved in the Reimagine Policing process. We feel that these suggested next steps are still relevant, so we have included them again:

City's suggested next steps to YOAB/teens:

- Continue to share your thoughts about how policing should look in the future
- Speak at City Council meetings regarding the Police Department Master Plan

- Spend time with officers, either watching police trainings, visiting the police department in general, or participating in “ride- alongs” (where age-appropriate)
- Serve as a liaison between the Police Department and young people [beyond YOAB] who wish to engage with the department

Young people [who participated in the focus group]’s suggested next steps:

- Have police come to where young people are (literally and figuratively) to continue dialogue
- Ask police to understand that Reimagine Policing conversations come with both the good and the bad (easy and hard topics of conversation)
- Create reciprocal conversations where both parties play an active role
- Offer more young people the opportunity for small group interactions with the PD
- Invite for young people to participate in a Police Department Training

Growing Up Boulder and Mayamotion Healing’s suggested next steps:

- If the police department and young people wish to set up a system for continued dialogue, problem solving, and relationship building, we see great potential in that. Discussions would be needed about how to conduct the dialogue itself, as well as about all parties’ values, hopes, and fears about the state of policing in Boulder.
- Invest in youth development trainings in order to support brave conversations and meet youth where they are emotionally.

Appendix: Detailed Survey Results

Growing Up Boulder and Mayamotion Healing created a youth survey consisting of questions related to each section (page) of the City’s ten-page draft Plan Summary. Below is a photo of each draft Plan section and the subsequent youth data. Responses in **bold** reflect the most frequently heard responses. We have included relevant student quotes in each section.

We asked the same questions for each section (page) within the summary plan. These include:

- *In the space provided below, tell us what you think.*
 - *What do you like/dislike?*
 - *What hopes, fears, expectations come up for you?*
 - *Is there anything missing?*

And at the end of the survey, we asked these two, general questions:

- *How do you see this Plan IMPACTING YOUTH?*
- *What’s ONE thing you want Boulder City Council and the City of Boulder staff to know?*

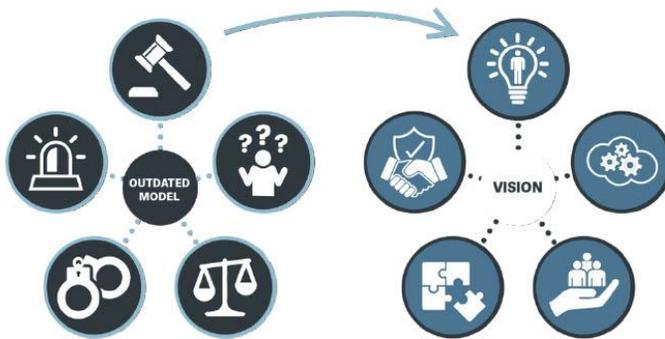
Finally, GUB/MMH observed that:

- Student responses regarding hopes and fears often had a direct correlation. For example, “I *hope* that police will see how they’ve been harming communities, and I *fear* that police officers won’t change their behavior.”
- When responding to questions, students frequently stated their values, such as, “It’s important that...I believe...I feel..”

“Vision” section

Vision

Based on best practices in police reform and extensive community feedback gathered over the past two years, the City of Boulder has created a bold Reimagine Policing Plan. It is abundantly clear that policing cannot continue as it has. This plan seeks to transform how police serve and engage with the community. The goal is to move the department from a traditional model of policing that relies heavily on enforcement after crime has occurred to one that centers holistic problem-solving. We reimagine a policing model that emphasizes crime prevention and community-based solutions.



This is a summary of the plan as of April 2023. A final plan is expected to be released this summer. This summary includes common themes heard from the community, key strategies the department plans to use to address the feedback, and a sampling of ways progress can be measured over time.



“My vision for Boulder is that the police serve as public safety ambassadors and work holistically with the community to solve and prevent problems. When the police show up, I want people to feel a sense of relief that help has arrived. The primary role of police should be to prevent community harm.”

— Boulder Police Chief Maris Herold

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Summary of responses

Like or agree with:

- **Community-based solutions**

- Holistic approach
- Concept of Safety

Ambassadors

- **Emphasis on harm and crime prevention** (versus after crime enforcement)

Disagree/have recommendation:

- Language is “very” vague—want more specifics

- **Change the photographs—they are only posting “happy” moments and not at all how people really view police**

- Enforce drug laws—we feel unsafe (NYC example)
- Stop gun violence
- Police conduct more community outreach with youth—come to schools,

- explain new programs and how things are going to change
- Provide information in different languages

Hopes/recommendations:

- More safe police system; want to *be* safe and *feel* safe—feel unsafe now
- Create an inclusive community
- That this plan encourages better behavior of citizens and police officers.
- That this plan will help reflect better on our community members (including the homeless population)

Fears:

- **That reform won’t bring real change; can change really happen?**
- **That they only change little things around the problem and never get to the deep rooted problem**

Expectations:

- Less violence so we can work towards our dreams
- **Expect police to do their jobs**
- That this plan will really help the community

Youth quotes

Plan is vague: “I think there are a lot of good ideas here. Making policing a more community-based model is a good idea, but there’s a lot of vague buzz words in here that don’t necessarily correlate to a strong police force and community model.”

More positive interactions are needed: “I want more police interactions with kids, especially with people of color. I want the concept of the police to not be frightening to black kids and I want the Boulder police to connect more with the general community. I think this is a way to stop the police from being demonized in the eyes of the community.”

Skeptical of real change: “They say they looked at other police reforms, however, reform to me is used as a blanket term to not systematically change the real problem. I’m fearful that’s what they are doing here.”

Skeptical of real change: “For me, the term ‘reform’ sounds and feels like a bandaid term; a term that doesn’t hold much promise because people always say that it will make reform happen but never systematically change the problem. They only change little things around the problem—never the deep rooted problem.”

“Community Feedback” section

Community Feedback

Core Values

Creating a safe community takes all of us. This plan recognizes that police play a significant, but not exclusive, role in achieving this outcome. The plan strives to enhance the ability of the department to meet these expectations. This value statement reflects the input of Boulder community members during engagement.

Key Goals

More specifically, the Boulder community told us they want their police department to implement transformative strategies to achieve these goals:

- Shift the policing focus to more meaningful and inclusive engagement and deeper partnerships with the community
- Ensure officer readiness and expertise to address emerging crime concerns and dangerous situations
- Treat all community members with dignity and respect; prevent over-reach and demonstrations, conscious or unconscious, of bias by officers
- Explore and implement, with the help of other city departments, alternative ways to respond to crisis; prioritize de-escalation over use of force
- Ensure that officers have the support and training they need to sustain their physical and emotional well-being so they can better serve the community

We feel safe in our community when:

- 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
- 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

Summary of responses

Like/agree with:

- Treating people with dignity and respect
 - Inclusive engagement; we should all have a say in what happens in our community
 - That police officers should be part of their communities; building meaningful connections between the police and other people
 - Plan considered officers' physical and mental well being to be better prepared to face all situations and ensure safety of community

Disagree or have a recommendation:

- Dedicate more resources to mental health and peaceful resolution
 - Add laws around what happens if a police officer is being racist or sexist towards people; we need to have a set plan and not something

based on the scenario

- We need to send a message that crime will not be tolerated in Boulder If you want help, help is here. If you steal or break the law, there will be consequences
- Bilingual CIRT staff
- The plan is extremely vague. When it's stated that the community supports “basic needs”, it should say that the community should prioritize providing housing, food and basic rights

Hopes:

- Public and private spaces can be much safer
- Police presence shouldn't feel like a burden
- Equitable law enforcement**
- Coordinated preventative solutions to crime
- No more people's lives taken
- For actual change and not just the words
- More communication with the community

Fears:

- **That police won't actually listen to the feedback; everything stays the same**
- That police will not change and just be everywhere and not let us alone
- That police will have too deep of a connection with the public
- That the plan will backfire and police won't want to realize that they have been harming communities

Expectations:

- The police serve the community and not vice versa.
- **Hold police accountable for their actions; less police violence**
- Those with mental and/or physical disorders and disabilities will be treated more fairly

Youth quotes

Shift roles and resources: "I agree with these. I don't want police presence to feel like a burden or to put people in constant fear. By dedicating resources to more things such as mental health and peaceful resolution, I think that the youth would support the police force more."

Less police violence: "I also expect less police violence and I have faith that the people we look up to can stop this."

No change/continued harm: "I'm afraid that they (the police) aren't going to change and just be everywhere and not letting us alone."

“Central Strategy” section

Central Strategy

Problem-solving and community-based crime prevention

The Reimagine Policing Plan includes many strategies. The most central of these is a fundamental shift in how officers serve and partner with community.

Historically (and currently), policing has been organized to respond to calls from the community. The model emphasizes responding and enforcing laws, often once a crime has occurred.

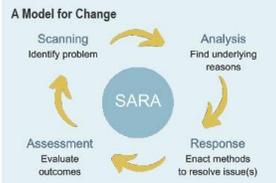
However, 40 years' worth of research demonstrates that responses to calls after a crime has occurred is unlikely to make the public safer.

Problem solving within a holistic governance model has far greater promise for improving policing and meeting community needs than modifying the call-and-response system police use now.

This is why we are reimagining a police service for Boulder that focuses on community-based problem-solving that increases public safety, fosters trust, and prevents crime before it occurs.

The goal is to prevent harm through strong relationships and effective solutions, rooted in the actual public safety risks in Boulder. With a commitment to building trust, police will collaborate with impacted community members to address and solve problems that matter to them.

Success is not based on whether someone is arrested. Instead, success is measured by the prevention of harm and strength of ongoing relationships.



Boulder police will use a problem-solving process called the SARA model. SARA stands for Scanning, Analysis, Response, and Assessment.

Problems that respond best to this approach meet the following criteria:

- Community – The problem must be occurring within the community.
- Harm – There must be a tangible harm suffered by community members. This is the harm the problem solving effort will try to reduce.
- Expectations – There must be a current expectation that police need to be involved. At the same time, there is no expectation that police must continue dealing with the problem if there are alternatives.
- Events – Problems are made up of discrete incidents, such as assaults, injuries, car crashes, and drug overdoses.
- Repeat – It must be likely the event will occur again unless addressed. This is necessary because a one-off event, regardless of how serious, cannot be prevented. The model is designed to prevent future harms.
- Similarity – The repeating events must have common characteristics. They all may occur at the same address, for example, or they may all involve the same type of victim.

Summary of responses

Like/agree:

- **The SARA model**; I think it applies a more thoughtful perspective on Boulder Police; The process seems like an efficient and practical method to prevent crime in our community

- How much effort you guys are putting in to make sure people are happy
- I like that success is not measured based on whether someone is arrested; instead it's based on the bond with the community members and the safety of the person
- Prevention is the best strategy

Disagree/have recommendation:

- **Implement harm reduction models**; preventing harm should be prioritized over almost everything else

- **More communication**
- Increase Narcan availability, safe

injection sites

- There is currently not strong trust between the youth and the police force, and I feel that is a prerequisite to implementing this plan
- Enforce more police presence within schools
- Trying to prevent future events isn't enough to build the whole model off of. I want to see the statistics of the difference between the current model and SARA
- Simplify the image/text for the model for change (it's too long)
- This document repeats things that they have already said

Hopes:

- The assessment part of the model for change is definitely super imperative. We need effective solutions.
- Keep bikes safe; support a bike to work culture by creating a bike valet system
- I hope that there won't be abuse of power and that it can help other communities; I hope that this plan will support people of race and color changing how they feel about the police.

Fears:

- I hope the police can better prevent harm, but I fear that won't happen soon
- I feel like we won't be able to accomplish this too soon, but I hope we all keep trying
- I fear a subjective law, not an objective one
- What are you going to do about implicit bias? How will you make sure that everyone is on the same page?
- I feel like they always say that they want to treat all community members with respect, but they don't

Expectations:

- If someone breaks the law, there needs to be a consequence

Youth quotes

Build trust first: “I think this is a very modern central strategy, and I hope it works. I like the idea of preventing harm, but I think that there is currently not strong trust between the youth and the police force so I feel as if that is a prerequisite to implementing this plan.”

Want statistics: “Trying to prevent future events isn’t enough to build the entire model off of. I want to see the statistics (that show) the difference between the current model and SARA.”

Dealing with implicit bias: “When reading through the central strategy, I like the idea of reducing harm through strong relationships with the community, however, I’m curious what they are going to do about the implicit bias they have (police officers already on the force), and how they will make sure everyone is on the same page when it comes to the new form of policing.”

BIPOC feelings: “I hope that now there won’t be an abuse of power (by police) and that they can help other communities. Not only that, but I hope they can change the way people from (different) race and color feel about police.”

“Central Strategy: Case Study” section



Individuals impacted by a problem will have a voice in how to solve the problem. They are also likely to have some of the best ideas.



Case Study: Reducing catalytic converter thefts at the Table Mesa Park-n-Ride

Boulder police applied this problem-solving model to an issue that was occurring at the Table Mesa Park-n-Ride garage. Because of its easy access and the fact that many cars were left unattended for long periods, the garage was being hit with frequent thefts of catalytic converters - an important and valuable car part.

First, the department scanned the problem to determine if it met the criteria for holistic problem-solving. After officers determined the thefts were indeed a problem, BPD worked with the Regional Transportation District (RTD) to conduct analysis, learning how the problem arose, as well as processes and loopholes that were contributing to it. Then, BPD entered the response phase. Officers built stronger relationships with RTD partners and together identified multiple pathways to addressing the problems. These included more signage, lighting, cameras, patrols by both police and security, and more activity that made the site less attractive to criminals. While assessments are ongoing, there has been a 27% reduction in monthly calls for service since these actions were taken.

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Summary of responses

Like/agree:

- Theft is a very big problem and this (SARA solutions for catalytic converter theft case study) can decrease it.

Disagrees/have recommendation:

- No comments

Hopes:

- That police won't take their power for granted.
- That police will be more of making peace than just taking people to jail and having more fairness in the world. Also, taking our word and for them not to feel bigger than us because we are all the same.
- More homes and help for Homeless people

Fears:

- No comments

Expectations:

- SARA to reduce crime in Boulder

Youth quotes

Case Study topic simplistic (spot fix)/change photos: “While this is a good fix for the specific issue of catalytic converter theft, I don't think it really encompasses the holistic community work idea preached within these plans. This is a spot fix for one instance of crime, and it ignores why people must steal in the first place...it wasn't holistic and had nothing to do with a community-based approach to reduce the causes of crime. I believe that while spot fixes are necessary, a truly community focused police force would also work to prevent the crimes from happening within future generations. Additionally, the photographs of cops with children just seem like state propaganda.”

Feeling unsafe: “I feel like not all people will feel completely safe in public because of what the world has become in policing: gun violence and police brutality.”

Equity/Power Dynamic: I hope that the police will be more about making peace and having fairness in the world instead of just taking people to jail. Also, I hope that they will take our word (as truth). I hope that they won't feel bigger than us and that they know that we are all the same.”

“Companion Strategies: Community Goal 1 & 2” section

Companion Strategies

The central strategy is expected to impact all the goals our community identified. Other strategies apply more specifically to particular goals, so these are organized to reflect the goal they apply to most.

COMMUNITY GOAL: Shift the policing focus to prevention and collaboration

- Develop and implement a new staffing model that ensures that calls for service can be covered while the department transitions to an approach that emphasizes prevention
- Implement regular meetings and problem-solving workshops (start with three neighborhoods meeting monthly and add three more each year)
- Strengthen relationships and trust with organizations that support groups disproportionately impacted by policing
- Create and commit to a youth engagement program
- Leverage the Police Oversight Panel to provide feedback on training needs and policy updates, as called for in city code; create opportunities for other interested community members to participate in hiring processes and demos of new technology to provide feedback
- Develop and adequately resource consistent citywide engagement opportunities, such as summer evening food truck visits with the chief, forums to talk about policing reform, ride-alongs, community member academies, etc.

COMMUNITY GOAL: Effectively respond to crime and dangerous situations

- Enhance data collection and analysis capabilities so police and community have a better understanding of crime trends across the city; share this data through online tools
- Update criteria for use of the Special Weapons and Tactics (SWAT team) and produce annual data on how often the team was called out
- Conduct civil disturbance training with a goal of giving officers a wider range of options for protests, riots, etc.
- Partner with external organizations that can augment local resources, with agreements that reflect the Boulder context and expectations if local and state or federal laws conflict
- Measure de-escalation tactics used in critical incidents

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instead of referencing things as “historically”--the history is important as it is happening NOW.

- Increased educational resources and seminars for police members no matter how long they’ve been on the force

Hopes:

- More racial justice and actual change**
- Police really looking at how they harm communities
- The Boulder community will become more involved and have a beneficial relationship with the Boulder police.
- Better interactions with police; to not have fear that I will be targeted because of my appearance/ethnicity.
- That people will have more positive things to say/positive encounters with police

Fears:

- The feeling of being heard equally
- Having not to fear policing

Summary of responses

Like/agrees:

- Inclusion–involving and collaborating with community members of all ages and backgrounds**
 - I would like more details about the youth engagement program; it sounds cool.

Disagree/have recommendation:

- What are some ways on how they would change their ways? How will they interact with the community? How will their behavior change?
 - Say how you’re going to implement these plans and when.
 - Have police officers tell us this plan in person instead of having us read this summary
 - Outline exact dates

Expectations:

- No comments

Youth quotes

Yes to youth engagement program and accountability: “I think this is very important, and I like the idea of a youth engagement program. I hope that the measure of de-escalation tactics truly holds police accountable as there is too much police violence.”

Crime prevention/clarity and details: I really like the focal point on prevention! I love the idea of setting up programs in order to prevent crime before it happens. While I was reading the prevention and collaboration part of the community goals, my immediate thought was, “wait, what about crime happening right now”? And then, not two lines down, you had an answer. This page laid out thoughtful and detailed information in a clear format. Well done.”

Racial justice: “ My hope is for more racial justice. The feeling of being heard equally. And not having to fear the police.”

Real change/positive encounters: “My hope is for actual change...and for policemen to really look at things that they are doing to harm communities. I also hope that people have more positive things to say/positive encounters with police.”

“Companion Strategies: Community Goal 3” section



COMMUNITY GOAL: Treat all community members with dignity and respect; prevent over-reach and bias by officers

- Conduct best practice bystandership training with all officers to equip them to intervene if a fellow officer is responding inappropriately
- Publish results of stop and arrest analysis that is currently underway; work with community to set reasonable targets; disaggregate data by race and ethnicity; and conduct ongoing analysis to flag areas where numbers and data exceed standards
- Develop and track a consistent set of officer performance metrics that includes data around use of force, community member complaints and commendations, problems solved, directed patrols, and quality of interactions
- Continue participation in racial equity and bias/micro-aggression trainings with a requirement that all current employees complete training and all new employees receive training within their first year on the job
- Recruit and retain a diverse workforce, with a goal of women officers representing 30 percent of the department roster by 2030, and developing and meeting targets for hiring based on other identities, including race and ethnicity
- Form a department Justice, Equity, Diversity and Inclusion team to evaluate policies, practices, budget, etc. using the city's Racial Equity Instrument
- Continue to participate in evolving oversight processes with the city's Independent Monitor and Police Oversight Panel

Summary of responses

Like/agree:

- JEDI department idea, along with more racial aggression training.
- Anti-bias training
- Be responsible. I like it.

Disagree/have recommendation:

- Increase racial diversity on the police force
- Feels like they just wrote down some ideas but it doesn't feel reassuring. I don't feel like these thoughts are written strongly. Feels like they were just thrown on a piece of paper.

Hopes:

- No comments

Fears:

- No comments

Expectations:

- No comments

Youth quotes

City-wide use/be more specific: “I think that the motivation behind this strategy is good, but I am concerned that it will be ineffective at actually solving problems. The ideas of this strategy are important and should be focused on, but I would like to see a more specific plan laid out that other departments could also refer to.”

Racial diversity in the police force: “For the percentage of female officers, 30% is a little low. That means that 70% of the operations are run by men. Maybe a larger percentage goal? Like 40 or even 50 ideally. Also, what are the goals for racial diversity within the police force? Racial discrimination is rampant in police forces...and I feel as though everyone would appreciate diverse officers because then they know that they have a fair chance, no matter what they look like.”

Community treatment: “I like that they want to treat the community with dignity and respect.”

Accessibility: “How will they make sure that the people who require help will actually get the help they need? And how will it be accessible to everyone? (bilingual?)”

Trust enough to call when help is needed: “I hope that we can start trusting law enforcement and can be brave enough to call when we need help.”

“Companion Strategies: Community Goals 4 & 5” section

Companion Strategies

COMMUNITY GOAL: Explore and implement alternative forms of response for individuals in crisis; prioritize de-escalation over use of force

- Continue collaboration with Housing and Human Services Department to respond to mental health and social service needs with clinicians through the Crisis Intervention Response Team (CIRT)
- Launch and evaluate the CARE program with the Housing and Human Services and Fire-Rescue Departments to dispatch certified counselors instead of officers in appropriate cases
- Lean into successful Homeless Outreach Team model and continue to partner with the Public Spaces Reclamation Team to address issues related to unsanctioned camping
- Fully implement and enforce updated use of force policies
- Administer best practices de-escalation and sanctity of human life training; track use of force incidents and themes and share annually with the community
- Implement community de-briefs of police response to calls that have a high impact, such as shelter in place or evacuation orders, or result in serious injury or death to officers and/or community members

COMMUNITY GOAL: Ensure that officers have the support and training to sustain their physical and emotional well-being

- Develop, with regional partners including CU Boulder, a Boulder Police Academy, which will focus on evidence and best practices in policing.
- Increase leadership training for executive, command and supervisor-level positions
- Continue revamp of Training Unit and develop evaluation measures for all police training
- Work with city's Fleet and Facilities Department to evaluate space and building needs in coordination with planning efforts around a West and East campus concept
- Leverage emerging technology, including drones, cameras, cell phone streaming, and robotic tools, that can reduce risks by giving officers critical information or performing tasks that would otherwise require in-person response
- Increase the department's employee wellness budget to build upon recent advancements in Peer Support, Employee Assistance, and cardiac wellness programs

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- No comments

Youth quotes

Wellness budget: “I think it’s cool that the budget for employee wellness is being expanded. I think for police to help the community be well, they have to be healthy and well.”

Prevent harm: Maybe, instead of saying, “the goal is to prevent harm through strong relationships”, it should say, “communication”. So, “the goal is to prevent harm through strong and clear communication and effective solutions.” We want to understand the changes being made and how they will be held accountable.”

Biased officers: “For the police who are already biased, how are they going to “reimagine themselves”?”

Summary of responses

Likes/agree:

- Sustaining officers’ good mental and physical well being should be a top priority. For police to help the community be well, they have to be healthy and well.
- Supporting the unhoused should be the #1 priority
- Collaborating with CU on the CARE program is a good idea.

Disagree/have recommendation:

- Make therapists a public service.

Hopes:

- No comments

Fears:

- For the police who are already biased, how are they going to “reimagine themselves”?

Expectations:

“Tracking Our Progress” section



Summary of responses

Like/agree:

- This section makes sense. I think it's a good overview of the plan overall. I liked seeing specifics and I think the public would like that as well. General reduced usage of police and the reduction of the department and funding is a really good goal.

- I like how the workforce is diverse.
- I like how they want to determine if they are on the right track.

- I like that they have a clear way to address if what they've done is working.

- I like the CARE program, so officers don't have to intervene when it's not necessary. I am glad and it makes me hopeful that targeted crimes are dissipating.

- Love this idea. I was wondering how the goals would change our current system...and this graph is

very simple yet incredibly useful.

- It's good to have a plan for how to achieve the future.
- These are good steps.
- Attainable

Disagree/have recommendation:

- I understand the idea behind this, but I would like to see more people of color represented in the police force. Overall, I would like to see how clearly it lays out all of the important progress that can be made.
- I don't think this will work.
- I think (accountability) is important. I think it's crucial to both publicize situations dealt with successfully and properly to increase trust, and also to make clear when mistakes are made and address clearly what will happen to the officer(s) and others involved in that situation.
- This is good. Again, say how you will get started and when.
- No bias.
- I recommend that you follow the advice of Chief Herold.
- Who will be tracking progress? How will we be involved in providing our own

- experiences to the progress being (or not) made? What happens if progress is negative?
- How will police ensure that the homeless will have clean and safe places?
 - Will the forms of response (such as Care and CIRT) have bilingual individuals to help? If yes, they should incorporate that in the (Plan's) explanation!
 - They (police) need to understand that people are impacted by their actions and they need to have a good response to make people feel safe.
 - Yes, and create new plans if your goals aren't hit in 5 or so years.

Hopes:

- I hope there will be a high level of transparency between the police force and the community.
- I hope the police protect the community.
- I hope this works out. I fear that it won't and the situation we're in may get worse. I expect it to not be popular, but once people hear, they'll support it.

Fears:

- **That we'll have false hope.**

Expectations: No comments

Youth quotes

Shifting roles/budget: "This section makes sense. I think it's a good overview of the plan overall. I liked seeing specifics and I think the public would like that as well. General reduced use of police and the reduction of the department and funding is a really good goal."

Accountability: "I think (accountability) is important. I think it's crucial to both publicize situations dealt with successfully and properly to increase trust, and also to make clear when mistakes are made and address clearly what will happen to the officer(s) and others involved in that situation."

Agree with focus: "More diverse workforce and targeting crimes declining sounds really great at times right now."

Skeptical about the success of the plan: "I hope this works out. I fear that it won't and the situation we're in may get worse. I expect it (the Plan) to not be popular; but once people hear it, they'll support it."

How will things change?: Love this idea. I was wondering how the goals would change our current system?"

Transparency: "I hope there will be a high level of transparency between the police force and the community."

Accessibility/Bilingual services: Will the forms of response (such as Care and CIRT) have bilingual individuals to help? If yes, they should incorporate that in the (Plan's) explanation!"

Be real and reassuring?: REALLY MAKE SURE TO USE WORDS THAT WILL MAKE COMMUNITIES FEEL GOOD AND SAFE. Not just some fake hopes and still make people feel scared to call 911 for help in the fear of them getting hurt."

“Budget” section

Did you know?

Boulder Police officers averaged 85 hours in general training in 2022, plus 39 hours in skills training. The state requires 24 hours a year with 12 of these in specific skills.

BPD hired 29 new officers last year.

BPD has two officers with PhD's, a dozen officers with Master's degrees, and one officer with a law degree.

BPD has a goal of having 30% of its sworn staff be females by 2030. Women currently make up 20 percent of the force and 16 percent of leadership -- the highest rates in Colorado.

BPD hires officers with unique life perspectives including individuals who grew up in Brazil, Germany, England, and Guam, as well as officers with previous work experience in mental health, construction, middle school education, and more.



Share your feedback!

Boulder City Council is expected to consider adopting the full version of the Reimagine Policing Plan at an upcoming session this summer. More information is available at <https://tinyurl.com/5f48kc3t>. Please contact council and city staff with your input by visiting: <https://tinyurl.com/r99vrhzh>.

Budget

Initial estimates to fully implement the Reimagine Policing plan include \$1.77 million in one-time expenditures and \$3.89 million in ongoing costs phased in over five years.

The Police Department is exclusively funded by the city's general fund, except for some limited grant funds. As such, the department must rely on general fund revenue unless the city passes a dedicated tax supplement.

Additional funding will be necessary in other departments, such as Housing and Human Services, to support the plan.

City Council typically considers several levels of funding when adopting plans such as these, taking into account the possibility of phasing in the work if the budget is constrained.



Summary of responses

Like/agree:

- Happy that Boulder City Council is expected to consider adopting the full version of the Reimagine Policing plan at an upcoming session this summer.
- Having officers that are experienced in education, mental health and more is good.
- I'm not sure what's up with the cops with PhD thing, but I think a diverse police force is somewhat important—I'd rather have improved training though. Also, I don't know if it's a good thing to be hiring more police officers; I'd rather see growth in mental health departments and preventative work—although it is important to have a good police force.
- Seems worth the money, so the budget is “chill”.
- I hope that more police departments are like this.
- I like how they want individuals.

- **I think this makes sense and it's good.**
- It's really important to consider how to wisely use the budget to improve the health and wellbeing of the community, and I'm glad that this new plan addresses that.

Dislike/have a recommendation:

- Make sure there is a buffet (of training) for the BPD and other community programs.
- **Photos definitely need to change.**
- I personally have less opinions surrounding the budget, but I want to **make sure that there are ample resources dedicated towards mental health and other less aggressive aspects of policing.**
- More, more, more budget for therapy.
- Help people.
- I wish there was more data on how many officers we “need” I guess need is subjective but I want to compare similar cities to Boulder's police force....just to get perspective because reading 29 officers joined last year is a bit useless without context as to how much that is.

Hopes:

- **I hope adequate funding will be provided to support the plan.**

Fears:

- I fear cops being there when it's not that bad and not enough of them when we need them.
- I know that the US is in a money crisis right now, so **I hope we have enough money to support the BPD**. I'm not sure we do.

Expectations:

- No comments

Youth quotes

Increase funds for mental health depts: I don't know if it's a good thing to be hiring more police officers; I'd rather see growth in mental health departments and preventative work—although it is important to have a good police force.

Inclusion: I love how everyone has a chance to fit in.

Diversity: I think making the staff more diverse can calm people down.

Need context: I wish there was more data on how many officers we need. I guess "need" is subjective, but I want to compare the size of Boulder's police force to other similar sized cities' police force to get some perspective. Reading that 29 officers joined last year is a bit useless without context as to how much that is.

Did you know? Section: I appreciate that "Did you know? Section", but didn't quite understand how it connected to the rest of the plan. Maybe provide a bit more context? And maybe find a way to connect this page to the rest of it overall.

Overarching questions

How do you see this plan IMPACTING YOUTH?

- They will have a better understanding of the world.
- I don't.
- This is impacting youth by keeping them safe in public and private settings. It also provides reassurance for public safety.
- I think programs involving youth are really important and could get a great response.
- Looks like a plan that will help.
- Since youth are the next generation and we will most likely be very impacted by the future of policing, I hope that this plan has a positive impact on youth.
- Not too much? Like not directly. Maybe people start to feel more safe.
- I think this is overall beneficial, and I don't think it would be likely to cause harm to the youth community. I think most young people would approve of this plan.
- So kids don't have a bad vision.
- I think this is good and kids don't need to be afraid of being brutally attacked by police officers.
- I don't know.
- I don't see it impacting our youth.
- Good future for me.
- Impacting is good.
- It will only impact our generation.
- It's enforcing rules and keeping people safe.
- It will make it easier for us to live.
- Not sure
- I think it will give us a different view on police. Whereas some past things have caused some people to associate bad things with the police, if the police do become safer, then the youth can look up to them more than fear them, in some cases.
- Making them more comfortable with their surroundings.
- Don't have an answer
- Because we all live in Boulder
- Yes
- It will teach people that safety should be a right not a privilege.
- Less fear of cops
- It can make it safer for everyone
- Less families "done" (?)
- In a positive way, I feel this plan will bring smiles to more faces
- I don't think it'll affect me much, but definitely other people. Some might go paranoid because they're doing some bad thing and they believe that the BPD are going to somehow find out and go after them. Others might realize that they want to join the police force and apply. Some might not even hear that this plan exists.
- I see the youth community feeling more secure and being treated fairly even if they are different.
- I think this will impact youth because they will feel more safe and secure in their communities and feel like change is being made in the police force.
- Youth are members of our community. Everyone gets impacted, and youth are just a piece of that. They are the people who are growing up in this world and it's our duty to continue to make it a better future for them.
- The focus on mental health and crime prevention will help kids feel much safer and ultimately lead to a happier life.
- I see this plan impacting you by creating a more positive connotation with the police that what we've had since 2020 with the horrific George Floyd incident and hopefully helping

provoke change in the way that policing is carried out in Boulder as a method of protection rather than a means to cause harm.

- As this plan focuses on community involvement and collaboration, I think youth will become more involved in and more aware of the important role Boulder police have in the community. I think this plan will encourage you to voice their opinions regarding the community's police force.
- It's really important to me because of past experiences, so knowing and hoping that our voices will be heard is great. It feels amazing to be able to provide feedback on something so important.
- Listen to what the community says.
- That every youth of every race and kind can finally be at peace and not in fear of the police due to past issues with police abusing their power.
- Get straight to the point. Say that our community expects this from us and so we are going to do it.
- It felt good knowing that someone wanted to hear our opinions. Even our stories. Like yes, we are important and yes, we do have a voice! We aren't just being pushed away. And silenced.
- It's fun to have a say in important things like this that will actually affect and change our community, where we can see the real change happening right in front of us.
- I felt good about myself. I hope real change happens.

What's ONE thing you want Boulder City Council and City of Boulder staff to know?

[Common theme: youth care deeply about the unhoused and want to see resources and budget prioritized in supporting them.]

- Make four homeless shelters
- This is an astronomically important issue that needs to be addressed by this wonderful plan that has been created very thoughtfully.
- Boulder City Council needs to have an actually effective plan to deal with homelessness and crime rather than just traumatizing the people who are living on the streets. Sweeps are extremely ineffective and rather than increasing funding to the police department, it's much better to invest that money into programs that shelter and help people in crisis.
- Police are important and I hope they continue to keep us safe
- I want them to know that youth are most likely hesitant to trust the police right now, so tangible actions must be taken to see an impact on the perception of police by youth.
- I would love to see more done about the homeless situation because I don't feel safe walking around alone anywhere in Boulder, no matter where, because there's always someone giving me a strange look.
- I think that if police (when not on call) reach out to the communities that are thought of to be more resistant to authority (for instance, skateboarders, homeless people, teens, etc.) and just have conversations with these people, it would increase trust overall. I think mutual respect is easily attained through acting casually among each other.
- To make the text more readable.
- I'm glad you are doing this.
- I think we should try to make a fun and safe community.
- You are doing a good job helping our community.
- It's a great idea.
- I like how much the community means to you.
- More light=more crime (article re: a US city who turned off night-time lights and crime was reduced)

- That not everyone does it (crime) on purpose.
- The homeless situation is getting out of hand.
- We need more health care for homeless people/ more affordable health care.
- I really like this plan and am excited for what could be a safer community.
- This is a good idea
- Skateboarding is not a crime
- I am Jewish
- That when we have protests and marches, you need to look at that and do something—don't pretend that they (protesting and marching) don't exist.
- Please make sure kids feel safe.
- I appreciate the police
- The police are the police and the citizens and people who live in Boulder are not the police and should not take a role in the work and decision making of the police.
- Gun violence is serious
- Thank you for keeping us safe.
- I recommend that you follow the advice of Chief Herold.
- I want them to know that we thank them for keeping us safe in our community.
- I have seen cases where those who are disabled (mentally or physically) are not being rightly treated (seen as equal). And I really hope that this new plan can help those in need.
- I am glad that changes are being made to the Boulder Police force to keep up with the changing times.
- I really appreciate all of the work everyone does to make our city a better place. We truly wouldn't have such an incredible city without you.
- Boulder is a truly awesome place to be. Lovely shops and people and scenery. Even still, it's not perfect and I love that you continue to strive for better.
- I would want the city council in the city of Boulder to know that policing isn't just a problem with the way it is carried out in situations; it's the problem with the way that police have been trained in the past and how the community feels unsafe after many incidents of the police doing the opposite over the past many years.
- Treating all community members equally, regardless of age, race or identity, and responding to all situations without bias is an expectation I have for all Boulder police officers.
- I hope our voices are heard because we want to be heard.
- Be honest. Do not sugar coat information or use pictures to show one side of policing.
- They should know that the community should feel safe whenever they see cops.
- People are scared of you, so change.
- I think they should acknowledge their white privilege and improve how things work.
- In order to make a change it takes teamwork from all types of people and feedback from everyone.
- That we are counting on them. And we want to involve more and more people into big decisions of all types of backgrounds.
- Keeping people of color in mind, realizing that even if they don't do anything we can still fear them or feel targeted. Be patient.
- To know that a large portion of the community feels unsafe with how the police force is now and with fundamental change there is hope that people will start to feel safe again with police around.
- That a lot of their ideas affect us and instead of helping they just create more fear on people of color.

Analysis of survey response types

Comments by Section	Like/Agree	Neutral	Hope	Disagree or Recommend	Fear	Expectation
Vision	26	3	7	11	5	2
Community Feedback	28	2	6	10	6	3
Central Strategy	27	3	3	12	4	1
Central Strategy: Case Study	21	5	5	10	5	2
Companion Strategies: Community Goal 1 & 2	21	2	10	12	1	0
Companion Strategies: Community Goal 3	22	5	8	9	1	0
Companion Strategies: Community Goal 4 & 5	21	5	5	5	1	0
Track Our Progress	23	6	3	13	3	1
Budget	23	4	1	11	2	0

Disclaimer: the analysis above is not scientific and is a general categorization of youth responses.