



2026 – 2036 Strategic Plan

BOISE POLICE DEPARTMENT

Contents

- Introduction 3
- Organizational Overview 4
- Community Impact..... 5
- Strategic Framework..... 6
- Long Term Projections..... 9
- Strategic Priority 1.....12
- Strategic Priority 218
- Strategic Priority 3 23
- Strategic Priority 428
- Strategic Priority 5 32
- Appendices 36
- Strategic Planning Framework..... 37
- Strategic Engagement Summary 39
- SWOT & PESTEL Analysis 40
- Sustainment Guide Summary 41
- Glossary of Terms 42

Introduction

Nestled in the Treasure Valley at the base of the Boise Foothills, the City of Boise is home to more than 250,000 residents and serves as the cultural, political, and economic hub of Idaho. Known for its outdoor lifestyle, active civic culture, and strong sense of community, Boise consistently ranks among the safest and most livable cities in the country. The city's population continues to grow and diversify, with a rising number of young families, professionals, refugees, and retirees all calling Boise home.

The Boise Police Department (BPD) has proudly served the city since its founding in 1903. What began as a small team of peacekeepers has grown into a modern, full-service law enforcement agency with over 400 sworn officers and professional staff. Today, BPD offers a comprehensive range of services, including neighborhood patrol, traffic enforcement, crisis response, investigations, community outreach, and specialized operations.

As Boise has evolved, so has the role of policing. With rapid population growth, increasing service demands, and growing calls for transparency and equity in public safety, the department faces new challenges and new opportunities to lead with purpose. The department's mission, to protect, serve, and lead our community to a safer tomorrow, reflects both its heritage and its future.

This Strategic Plan charts a clear course for fulfilling that mission over the next decade. Grounded in the values of safety, service, leadership, accountability, professionalism, and creativity, it provides a roadmap for how BPD will:

- Deepen trust with all segments of the community.
- Strengthen and support a resilient workforce.
- Advance innovative and data-informed safety strategies.
- Modernize facilities, systems, and tools.
- Build a more agile and accountable organization.

The plan was shaped through robust engagement with internal staff, city leaders, community partners, and residents, ensuring that the priorities and actions outlined are directly responsive to the needs and aspirations of the people of Boise.

Above all, this plan reflects a commitment: to lead with integrity, to evolve with the community, and to deliver public safety in ways that are proactive and sustainable. As Boise moves forward, the Boise Police Department will remain a trusted partner in creating a safe, connected, and thriving city for all.

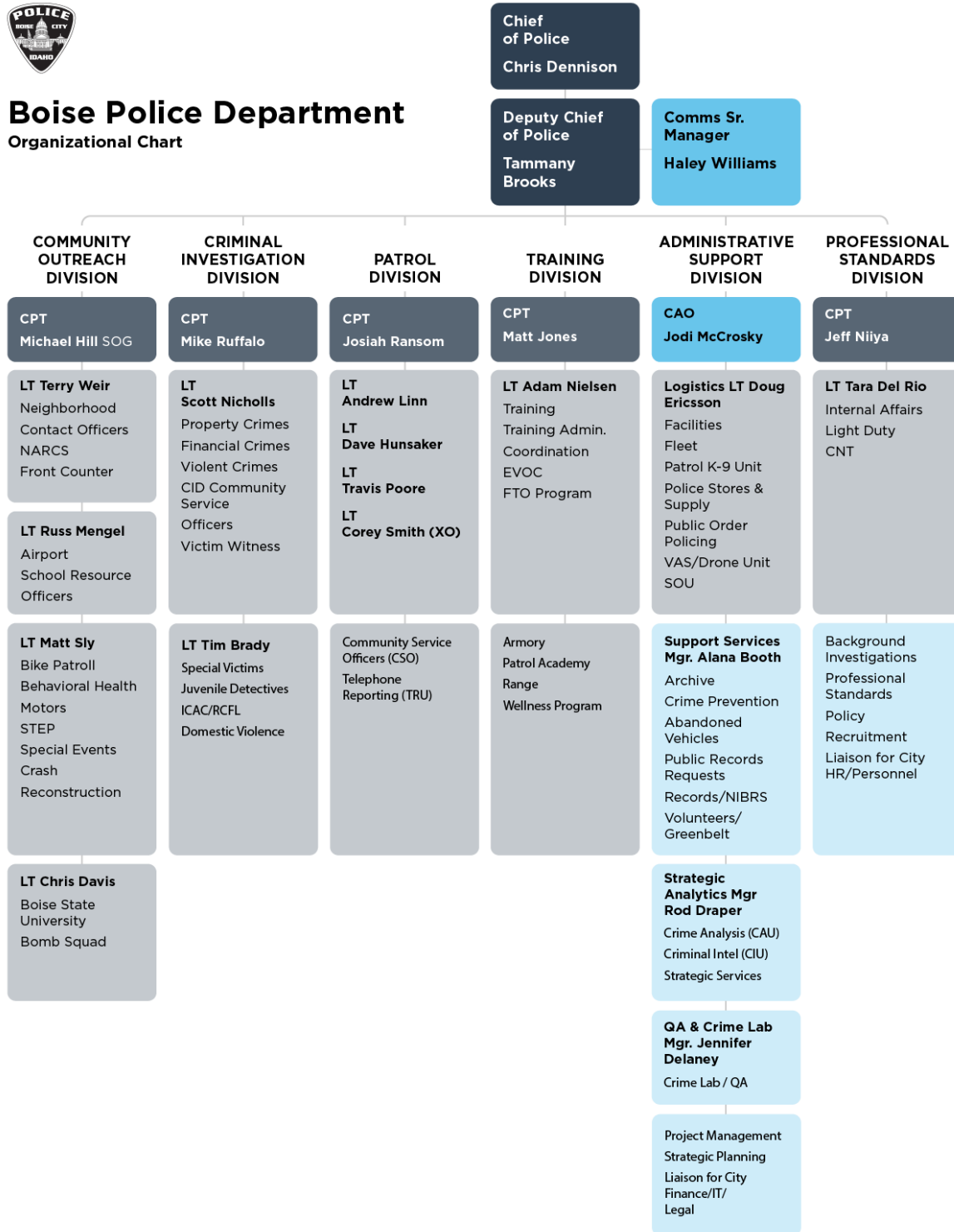


*Refer to the [Strategic Engagement Summary](#) page for more stakeholder feedback details.

Organizational Overview

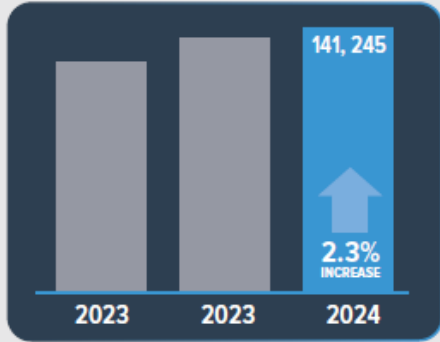


Boise Police Department Organizational Chart



Community Impact

CALLS FOR SERVICE



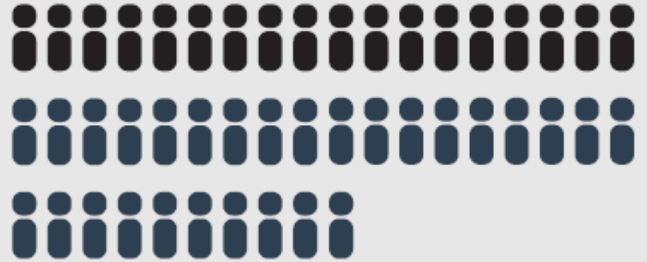
3:56
Avg (min/sec)

emergency response time from first officer assigned to first arrive

2024 RECRUITS

18 Lateral Recruits

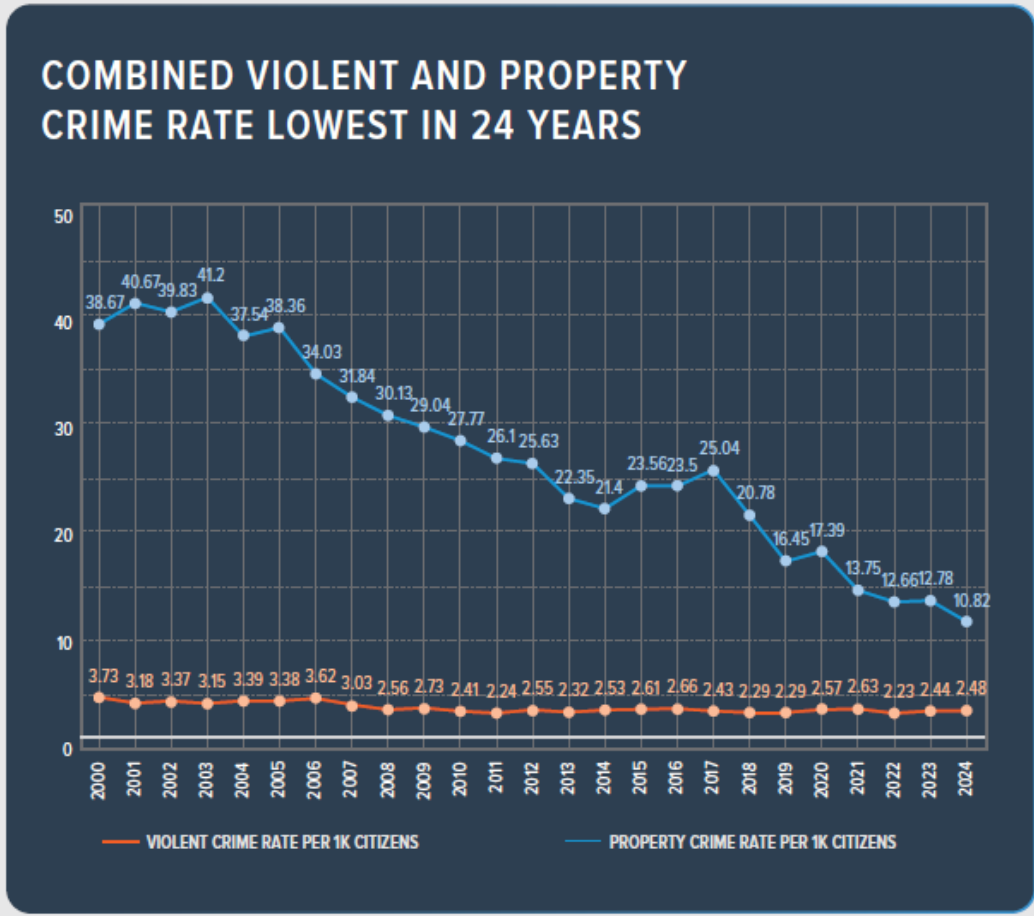
28 New Recruits



203 avg public initiated calls per day

183 avg officer initiated calls per day

74 Traffic Stops per day



25 Average crime reports per day

7% drop in crime ('23-'24)

-11% drop in arrests ('23-'24)

41% offenses cleared

Strategic Framework

The Boise Police Department’s Strategic Plan is a forward-looking roadmap designed to guide the department’s growth, service delivery, and internal development over the next 10 years. It reflects the collective voice of our workforce, leadership, elected officials, partners, and community members.

MISSION	CORE VALUES	
Protect, Serve, and Lead our Community to a Safer Tomorrow	Safety	Accountability
	Service	Professionalism
	Leadership	Creativity

STRATEGIC PRIORITIES

These are the high-level focus areas that define where the department must direct its long-term attention and resources.



UPHOLD COMMUNITY TRUST

Preserve and grow the trust we’ve built through transparency, authentic engagement, and shared problem-solving.



INVEST IN OUR PEOPLE

Support employee growth, well-being, and leadership to build a resilient and future-ready workforce.



ADVANCE SAFE POLICING

Use data-informed strategies, prevention efforts, and key partnerships to reduce harm, enhance safety, and support officer readiness.



MODERNIZE INFRASTRUCTURE

Use purpose-built facilities and integrated technology to empower officers, strengthen trust, and deliver smarter, safer policing.



BUILD ORGANIZATIONAL STRENGTH

Position the department for long-term success by strengthening internal systems, nurturing leadership at every level, and building the agility to meet Boise’s future public safety needs.

VISION TO ACTION

Each strategic priority includes:

- **Goals:** What success looks like over time.
- **Objectives:** What we’re working on to build toward that future.
- **Strategic Indicators:** How we’ll measure progress.

This structure ensures the plan is not just visionary, it’s actionable.

Goals Summary

This summary outlines the department’s five strategic priorities and the goals that bring them to life. Together, they reflect our commitment to community trust, operational excellence, and a safer, more resilient Boise. The following sections will break down each goal, its associated objectives, and strategic indicators. The definitions and connections of strategies, goals, and objectives can be found on the [strategic process summary](#) page. For a vision into plan sustainment, refer to the [sustainment guide summary](#) section.

STRATEGIC PRIORITIES	GOALS
 <p data-bbox="371 680 605 816">UPHOLD COMMUNITY TRUST</p>	<ul data-bbox="690 653 1498 842" style="list-style-type: none"> • Strengthen Relationships with Underrepresented Communities • Expand Youth Engagement and Prevention Programs • Improve Public Transparency and Communication • Foster Partnerships with Community-Based Organizations • Increase Visibility and Accessibility in Neighborhoods
 <p data-bbox="358 930 621 1016">INVEST IN OUR PEOPLE</p>	<ul data-bbox="690 875 1321 1062" style="list-style-type: none"> • Stabilize and Grow the Workforce • Strengthen Leadership and Career Development • Strengthen Culture and Morale • Support Employee Wellness and Resilience • Improve Internal Communication
 <p data-bbox="355 1150 625 1241">ADVANCE SAFE POLICING</p>	<ul data-bbox="690 1096 1448 1283" style="list-style-type: none"> • Expand Behavioral Health and Crisis Response Alternatives • Enhance Specialized Units • Advanced Problem-Oriented and Place-Based Policing • Promote Data-Informed Resource Deployment • Support Prevention Through Diversion and Outreach
 <p data-bbox="334 1371 646 1474">MODERNIZE INFRASTRUCTURE</p>	<ul data-bbox="690 1316 1450 1503" style="list-style-type: none"> • Develop a Purpose-Built Police Headquarters • Build Regional Substations and Training Sites • Upgrade Core Technology Systems • Launch and Operationalize a Real-Time Crime Center • Improve Communication Infrastructure • Plan for Long-Term Equipment and Vehicle Modernization
 <p data-bbox="329 1591 651 1732">BUILD ORGANIZATIONAL STRENGTH</p>	<ul data-bbox="690 1537 1260 1724" style="list-style-type: none"> • Establish Ownership and Accountability • Align Strategy with Budget and Staffing • Transparent Reporting and Communication • Build Internal Capacity • Plan Sustainment and Updates

Strategic Indicators

Strategic indicators are the tools we use to measure whether this plan is making a real difference. They reflect what matters most: building trust, supporting our employees, reducing harm, and modernizing our service to Boise. Every goal in the plan is tied to at least two indicators, creating a clear and consistent way to track progress over time. By focusing on a small set of meaningful measures, we can share results that are transparent, easy to understand, and directly connected to the priorities of our community and city leaders. Refer to the appendices to see more details about the [strategic indicators](#).

Community Trust Index	% of residents reporting confidence and satisfaction with BPD.
Response & Resolution Efficiency	Average call-for-service response times and % of case clearance rates.
Diversion & Prevention Utilization	% of eligible incidents diverted to non-enforcement responses (behavioral health, youth diversion, outreach).
Traffic Safety Outcomes	Annual % reduction in collisions, fatalities, and injury crashes citywide.
Modernization Progress Index	% of planned facility, fleet, and technology upgrades completed against the 10-year resource map.
Transparency & Accountability Score	% of objectives with public-facing progress updates (dashboards, reports, community briefings).
Workforce Stability Rate	Vacancy rate, retention rate, and internal promotion rate across sworn and professional staff.
Employee Engagement & Culture Score	% satisfaction in morale, communication, and leadership trust from the annual employee survey.

Long Term Projections

As the Boise Police Department prepares to meet the city's evolving public safety needs, long-term planning is essential to ensure that staffing, equipment, facilities, and technology can keep pace. This section outlines projected core resource needs from 2027 to 2037, directly supporting the strategic priorities and goals detailed throughout this plan. These projections begin with the next fiscal year, as the current fiscal budget has already been set.

Each resource estimate is grounded in the strategic plan framework, connecting people, infrastructure, and systems to the outcomes identified through department goals and strategic indicators. In practice, this means that every position, facility, or technology investment is purposefully aligned with the department's long-term vision: to uphold community trust, invest in our people, advance safe policing, modernize infrastructure, and build organizational strength.

These projections enable the department to proactively address community safety and operational capacity, reducing future strain by identifying gaps, overlaps, and system-wide needs before they emerge. Importantly, BPD's long-term resource needs are intentionally aligned with the City of Boise's broader priorities, ensuring that public safety investments reinforce the city's vision for a safe, equitable, and resilient future.

Annual reviews will refine these projections to reflect updated priorities, data trends, and fiscal realities in collaboration with internal leaders and city partners. All projections are subject to the City of Boise's annual budget process. Recommendations presented in this section are not guarantees; they represent the department's best understanding of what will be required to deliver effective, equitable, and sustainable policing over the next decade.

Long Term Projections

			FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36	FY37
Sworn Members													
Patrol	Sergeant	8	X	X		X		X		X		X	X
Patrol	Lieutenant	4			X								
Patrol	Captain	1			X								
Patrol	Patrol Officers	56	X	X	X	X	X	X	X	X	X	X	X
Patrol	K-9 Unit Officers	3	X			X			X				
Comm. Outreach	Sergeant	9			X			X	X			X	
Comm. Outreach	Lieutenant	1					X						
Comm. Outreach	Motors	5		X		X		X		X		X	
Comm. Outreach	STEP	5			X		X		X		X		X
Comm. Outreach	Bicycle Officers	4			X				X				
Comm. Outreach	Airport Officers	5				X		X		X		X	
Comm. Outreach	BSU Officers	2					X				X		
Comm. Outreach	School Resource Officers	3						X		X		X	
Comm. Outreach	Mental Health Officers (BHRT)	2			X				X				
Comm. Outreach	Neighborhood Officer	4			X		X		X		X		
Comm. Outreach	Narcotics/Vice Unit Officers	2				X					X		
Comm. Outreach	Drone Officer	2					X			X			
Comm. Outreach	Crisis Intervention	2				X				X			
Special Operations	SOG/Tactical Officers	6		X		X		X		X	X		X
Criminal Invest.	Sergeant	3		X			X			X			
Criminal Invest.	Domest. Viole.	2	X					X					
Criminal Invest.	Financial Crimes	4		X			X			X		X	
Criminal Invest.	Juvenile Dets	2				X						X	
Criminal Invest.	Spec. Victims Unit	4		X			X		X		X		
Criminal Invest.	Violent Crimes	4	X	X			X			X			
Criminal Invest.	Organized Crime Unit	2						X	X				
Criminal Invest.	Property Crime	3		X			X			X			
Training	Sergeant	1	X										
Training	Training Officers	2				X		X					
Leadership	Deputy Chief	1			X								
Community Service Officers			FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034	FY2035	FY2036	FY2037
	Community Service Officers	9	X	X	X	X	X	X					
	Digital Forensic Analyst	2	X										
Professional Staff			FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034	FY2035	FY2036	FY2037
	Crime Analysts / Data Analyst	4		X	X		X		X				
	Criminal Intelligence Unit	1							X				
	Public Affairs/Community Engagement	1			X								
	Training Division	1			X								
	Project Management & Planning	1	X										
	Administrative Support	1		X									
	Crime Lab	1					X						
	Fleet Services/Vehicles	1			X								
	Facilities/Logistics Coordinator	1		X									
	Wellness Coordinator	1	X										
	Strategic Services	1				X							
	Technology Hardware Analyst	2				X		X					
	Armorer/range staff	2	X				X						
	Technology / Data Mgmt	1		X			X						
	Crime Prevention	1			X								
	BSU	1	X										

STRATEGIC PRIORITIES IN ACTION

Strategic Priority 1

UPHOLD COMMUNITY TRUST

Preserve and grow the trust we've built through transparency, authentic engagement, and shared problem-solving.



GOALS

- 1.1 Strengthen Relationships with Underrepresented Communities
- 1.2 Expand Youth Engagement and Prevention Programs
- 1.3 Improve Public Transparency and Communication
- 1.4 Foster Partnerships with Community-Based Organizations
- 1.5 Increase Visibility and Accessibility in Neighborhoods

OUTCOMES

Short-Term: Better community awareness and access

Medium-Term: Stronger relationships with underrepresented communities

Long-Term: Lasting trust and shared responsibility for public safety

GOAL 1.1

Strengthen Relationships with Underrepresented Communities

Building trust with underrepresented communities is crucial to achieving equitable and effective public safety. These relationships help ensure that policing in Boise reflects the diverse voices, needs, and experiences of the people we serve. Prioritizing this work strengthens community confidence, fosters shared accountability, and supports a department that evolves in tandem with the city it protects.

OBJECTIVES

Professional Standards	Create an SOP for future boards utilized by the Chief's Office by 2026.
Chief's Office	Evolve and diversify an advisory board by 2027 to ensure optimal impact and engagement.
Community Outreach	Identify a Shelter and Support Services Liaison by 2026 for dedicated and consistent dialogue.
Community Outreach	Review liaison roles by 2027 to assess their impact and potential for growth.

STRATEGIC INDICATORS



Community Trust Index



Transparency & Accountability Score

GOAL 1.2

Expand Youth Engagement and Prevention Program

Building strong, positive relationships with Boise’s youth is foundational to long-term community trust and safety. Early engagement and accessible prevention programs help young people view law enforcement as partners and protectors. By investing in youth, we can prevent harm, foster mutual respect, and create pathways to opportunity and leadership. Expanding these programs ensures that we are present in the lives of young people before a crisis occurs, supporting a safer and healthier future for individuals, families, and the community.

OBJECTIVES

Community Outreach	Evolve the School Resource Officer and mentorship program by 2028.
Community Outreach	Evolve the School Resource Officer program and youth engagement mentorship by 2027.
Community Outreach	Integrate exploration and education modules into school outreach by 2027.

STRATEGIC INDICATORS



Community Trust Index



Diversion & Prevention Utilization

GOAL 1.3

Improve Public Transparency and Communication

Trust is strengthened when communities have clear, consistent, and timely access to information. Transparency builds legitimacy, fosters mutual understanding, and helps the public make informed judgments about the department’s actions, decisions, and priorities. Improving communication across languages, platforms, and audiences ensures that residents feel seen, heard, and included. This goal reaffirms our commitment to proactive engagement, open dialogue, and continuous accountability in all our endeavors.

OBJECTIVES

Communications	Develop an annual community engagement plan to be proactive and transparent with community engagement opportunities starting in 2026.
Chief's Office	Research automated community survey software by 2027 to solicit community voice and feedback for the city’s public safety planning.
Communications	Maintain and review public-facing dashboards by 2027 to determine if they continue to provide the intended information.
Training	Continue Training for all officers and CSOs in strategic communication and de-escalation by 2027.
Training	Public-facing employees will receive communication training by 2028 to engage the community with clarity, professionalism, and care.
Communications	Develop and distribute an annual “State of Public Safety” report in partnership with the Fire Department by 2028.

STRATEGIC INDICATORS



Community Trust Index



Transparency & Accountability Score

GOAL 1.4

Foster Partnerships with Community-Based Organizations

Building lasting, trust-based relationships with community-based organizations (CBOs) is essential to achieving equitable public safety outcomes. This goal focuses on deepening collaboration with CBOs to enhance outreach, prevention, and response efforts through shared training, joint initiatives, and continuous dialogue. By formalizing partnerships and creating space for co-led efforts, BPD aims to ensure community voices shape safety strategies, increase transparency, and strengthen the social fabric that supports a safer Boise.

OBJECTIVES

Community Outreach	Conduct a gap analysis of our level of engagement with local community business organizations by 2027 to identify opportunities for growth.
Administrative Services	Conduct a review of BPD's community safety training to identify areas of opportunity to enhance public safety knowledge on key response and preventative topics in 2027.
Communications	Work with City C.E. and public safety partners to convene a public safety community roundtable by 2027.

STRATEGIC INDICATORS



Community Trust Index



Diversion & Prevention Utilization

GOAL 1.5

Increase Visibility and Accessibility in Neighborhoods

A visible and approachable police presence helps build familiarity, trust, and a sense of safety in Boise's neighborhoods. When officers are regularly seen walking, biking, or engaging in community spaces, not just responding to calls, it reinforces the idea that public safety is rooted in partnership, not just enforcement. Increasing neighborhood accessibility ensures that all residents, regardless of their background or geographic location, feel connected to and supported by their local police. This goal is about meeting people where they are and making trust a daily practice, not just a long-term aspiration.

OBJECTIVES

- | | |
|--------------------|---|
| Community Outreach | Conduct a gap analysis of the Neighborhood Contact Officer (NCO) program to identify neighborhood-based problem-solving and service delivery opportunities by 2027. |
| Community Outreach | Fully staff bike patrols to increase visibility and safety in key areas based on data by 2027. |

STRATEGIC INDICATORS



Community Trust Index



Traffic Safety Outcomes



Strategic Priority 2

INVEST IN OUR PEOPLE

Support employee growth, well-being, and leadership to build a resilient and future-ready workforce.



GOALS

- 2.1 Stabilize and Grow the Workforce
- 2.2 Strengthen Leadership and Career Development
- 2.3 Support Employee Wellness and Resilience
- 2.4 Improve Internal Communication

OUTCOMES

Short-Term: Higher morale and retention

Medium-Term: Strengthened supervision, improved culture

Long-Term: Resilient, engaged workforce able to meet Boise's evolving needs

GOAL 2.1

Stabilize and Grow the Workforce

A stable, well-supported workforce is the foundation of a high-performing police department. As community needs grow and evolve, so must our capacity to recruit, retain, and support a diverse and dedicated team. Stabilizing the workforce ensures continuity, reduces strain on personnel, and improves the quality of service we provide. Growing the workforce strategically allows the department to meet rising service demands while maintaining employee wellness, safety, and morale. This goal reflects our commitment to investing in the people who make our mission possible today and into the future.

OBJECTIVES

Administrative Services	Develop a process efficiency strategy for the public records team by 2028.
Chief's Office	Improve the officer-to-supervisor ratio by 2036 to improve organizational capacity.
Professional Standards	Hire sworn officers and professional staff in alignment with long-term projections and as approved by City leadership by 2036.

STRATEGIC INDICATORS



Workforce Stability Rate



Response & Resolution Efficiency

GOAL 2.2

Strengthen Leadership and Career Development

Strong leadership at every level is crucial to a healthy and resilient police department. By cultivating talent from within, we empower employees to grow their skills, advance their careers, and take on new challenges with confidence. Structured development opportunities not only prepare future leaders but also reinforce a culture of accountability, mentorship, and continuous learning. This goal is about building a department where every employee, whether sworn or professional, feels valued, supported, and equipped in their role.

OBJECTIVES

Chief's Office	Establish a professional development program to include a 360-degree feedback process for supervisors and professional staff by the end of 2028.
Training	Align sworn probationary evaluation with the performance management system by 2028 to support continuous employee growth.
Training	Launch a supervisor training academy by 2028 to strengthen the skills of supervisors.
Chief's Office	Develop and implement a department-wide succession plan by 2029 to support leadership transitions.
Chief's Office	Stabilize the FTO program by increasing the FTO-to-trainee ratio by 2030 to ensure a quality approach to employee development.

STRATEGIC INDICATORS



*Workforce Stability
Rate*



*Employee Engagement &
Culture Score*

GOAL 2.3

Support Employee Wellness and Resilience

The well-being of our employees is foundational to the safety and success of our department and the community we serve. Supporting wellness means addressing the mental, physical, and emotional demands of police work through proactive, holistic strategies. By fostering resilience, we help our people navigate the challenges of the job while maintaining balance, purpose, and long-term health. This goal reflects our commitment to a workplace culture where seeking support is encouraged, and every employee has access to the tools they need to thrive.

OBJECTIVES

Chief's Office	Hire and onboard a full-time wellness manager by 2028 to strengthen wellness infrastructure.
Chief's Office	Sustain the PEER support team and secure the budget by 2028.
Training	Implement Struggle Well initiatives and have 100% of employees attend the programming by 2029.
Training	Implement Struggle Well for all new employees as part of the onboarding process, led by in-house trainers, by 2029.

STRATEGIC INDICATORS



*Workforce Stability
Rate*



*Employee Engagement &
Culture Score*

GOAL 2.5

Improve Internal Communications

Clear, timely, and consistent communication is essential for building trust and unity within the department. When employees understand the decisions made, feel informed about priorities, and have channels to share feedback, it strengthens transparency and teamwork at every level. Improving internal communications helps reduce confusion, fosters accountability, and ensures that every member of the department feels connected to the mission and one another. This goal supports a more inclusive and collaborative workplace where information flows in both directions, and every voice is valued.

OBJECTIVES

Communications	Conduct a gap analysis of current technology and engagement tools in 2026 to determine opportunities for growth for the next 3 years.
Chief's Office	Develop a department-wide engagement strategy to include an annual department survey in 2026.

STRATEGIC INDICATORS



Employee Engagement & Culture Score



Transparency & Accountability Score

Strategic Priority 3

ADVANCE SAFE POLICING

Use data-informed strategies, prevention efforts, and key partnerships to reduce harm, enhance safety, and support officer readiness.



GOALS

- 3.1 Expand Behavioral Health and Crisis Response Alternatives
- 3.2 Enhance Specialized Units
- 3.3 Advanced Problem-Oriented and Place-Based Policing
- 3.4 Promote Data-Informed Resource Deployment

OUTCOMES

Short-Term: Reduced burden on patrol, quicker intel sharing

Medium-Term: Fewer repeat calls and crises, visible problem area improvements

Long-Term: Maintain safer neighborhoods and reduced reliance on enforcement

GOAL 3.1

Expand Behavioral Health and Crisis Response Alternatives

Many of the calls for service our officers respond to involve individuals experiencing mental health crises, substance use challenges, or unmet social needs. Traditional law enforcement responses are not always the most effective or appropriate solutions. By expanding behavioral health and crisis response alternatives, the department can better connect individuals to care, reduce unnecessary arrests or uses of force, and free up officers for public safety priorities. This goal reflects our commitment to safety, compassion, and the right resources at the right time.

OBJECTIVES

Community Outreach	By 2028, evaluate with Ada County Dispatch to explore how behavioral health data is being used to strengthen behavioral health response.
Chief's Office	Align Integration for follow-up outreach teams post crisis by 2028.
Community Outreach	Develop program benchmarks to annually evaluate the external impacts of BHRT resources and develop mitigation plans by 2028.

STRATEGIC INDICATORS



*Diversion & Prevention
Utilization*



*Response & Resolution
Efficiency*

GOAL 3.2

Enhance Specialized Units

To stay ahead of complex and evolving public safety challenges, the department must invest in the development and coordination of specialized units. These teams provide critical expertise in areas like intelligence, analytics, and emerging crime trends and are essential to both officer safety and community protection. Strengthening these capabilities will allow BPD to respond more effectively, deploy resources more precisely, and anticipate threats before they escalate.

OBJECTIVES

Administrative Services	Stratified policing use across all divisions by the end of 2026 to set a strategic direction.
Chief's Office	Develop and implement a five-year growth strategy for high-demand specialized units (e.g., cybercrime, SROs, narcotics, outreach) by 2027.
Administrative Services	Grow the Intel and Crime Analysis Unit as proposed by long-term projections to meet evolving public safety needs.

STRATEGIC INDICATORS



*Response & Resolution
Efficiency*



*Modernization Progress
Index*

GOAL 3.3

Advanced Problem-Oriented and Place-Based Policing

Improving safety and quality of life requires strategies that go beyond traditional enforcement. Problem-oriented and place-based policing focuses on persistent challenges—whether crime trends, traffic safety, or neighborhood conditions—and applies tailored, data-driven solutions to address these issues. This approach strengthens partnerships across city departments, enhances prevention efforts, and ensures that officers are equipped to address the root causes of harm in ways that create safer, more livable communities.

OBJECTIVES

Administrative Services	In 2026, implement demand-based staffing and deployment models to manage calls for service growth.
Community Outreach	Partner with city departments on blight and nuisance abatement in priority zones by 2028.
Administrative Services	Implement a process for Crime Prevention Through Environmental Design (CPTED) reviews for 100% of new developments by 2028.

STRATEGIC INDICATORS



*Response & Resolution
Efficiency*



*Traffic Safety
Outcomes*

GOAL 3.4

Promote Data-Informed Resource Management

Boise’s rapid growth and evolving safety needs demand a smarter, evidence-driven approach to resource management. By aligning staffing and deployment with data, the department can proactively address rising service demands, reduce strain on personnel, and focus efforts where they will have the greatest impact on safety. This approach strengthens accountability, ensures resources are used efficiently, and positions the department to adapt quickly as crime trends and community expectations change.

OBJECTIVES

Patrol	In 2026, implement demand-based staffing and deployment models to manage the growth in calls for service.
Chief’s Office	Establish performance metrics for all units by 2027 to strengthen command decision-making and performance monitoring.
Chief’s Office	Develop a comprehensive staffing alignment strategy for seasonal and special event priorities by 2027, to ensure adequate funding and resource capacity.
Administrative Services	Launch digital workload dashboards for command staff by 2028 to increase awareness of deployment strategies.

STRATEGIC INDICATORS



*Response & Resolution
Efficiency*



*Transparency &
Accountability*

Strategic Priority 4

MODERNIZE INFRASTRUCTURE

Use purpose-built facilities and integrated technology to empower officers, strengthen trust, and deliver smarter, safer policing.



GOALS

- 4.1 Develop Purpose-Built Facilities
- 4.2 Upgrade Core Technology Systems
- 4.3 Launch and Operationalize a Real-Time Crime Center
- 4.4 Plan for Long-Term Equipment and Vehicle Needs

OUTCOMES

Short-Term: Enhanced operational coordination.

Medium-Term: Trusted community engagement.

Long-Term: Resilient, purpose-built infrastructure.

GOAL 4.1

Develop Purpose-Built Facilities

A modern police headquarters is more than a building; it's a vital platform for collaboration, efficiency, and community trust. As Boise continues to grow, the department requires facilities designed to meet today's demands and tomorrow's expectations. Creating purpose-built facilities will enhance operational effectiveness, improve employee well-being, and provide a welcoming and functional space for public engagement.

OBJECTIVES

Administrative Services	Finalize Facilities Master Plan in 2026.
Chief's Office	Design a modern, centralized headquarters that meets operational, administrative, and community needs in accordance with the facilities master plan by 2030.
Chief's Office	By 2030, develop a plan to support Real-Time Crime Center (RTCC).
Chief's Office	Finalize substation allocation strategy in accordance with the facilities master plan by 2030.
Chief's Office	Design a modern, state-of-the-art, all-purpose training center in accordance with the facilities master plan by 2030.

STRATEGIC INDICATORS



*Modernization Progress
Index*



*Workforce Stability
Rate*

GOAL 4.2

Upgrade Core Technology Systems

Modern policing requires technology that is fast, integrated, and reliable. Upgrading core systems will streamline investigations, enhance digital evidence management, and give officers and staff timely access to the tools and information they need. These improvements will not only boost efficiency but also strengthen transparency and responsiveness across the department.

OBJECTIVES

Professional Standards	In 2026, enable access to real-time reports and data tools to increase transparency and empower employees.
Administrative Services	Replace the LIMS system by 2027 to enhance response to internal and external demands.
Administrative Services	Implement modern records management platforms with full integration by 2027.
Administrative Services	Integrate Real-Time Crime Center technologies and data sources (LPR, Cameras) for comprehensive situational awareness by 2029.

STRATEGIC INDICATORS



Modernization Progress Index



Transparency & Accountability Score

GOAL 4.3

Plan for Long-Term Equipment and Vehicle Needs

A modern, reliable, and future-ready fleet and equipment strategy is essential to officer safety, operational effectiveness, and financial responsibility. This goal establishes a long-term commitment to planning, maintaining, and evolving the tools our personnel rely on, ensuring that as technology, service demands, and environmental expectations change, the department remains equipped to respond with efficiency, resilience, and care for both its people and the public.

OBJECTIVES

Administrative Services By 2028, collaborate with City Fleet to analyze current assets and develop a plan to ensure a modern, reliable fleet through systematic vehicle replacement and innovation.

Administrative Services Collaborate with City Fleet to develop a plan for the deployment of electric vehicles among relevant professional staff units by 2028.

STRATEGIC INDICATORS



Modernization Progress Index



Workforce Stability Rate



Strategic Priority 5

BUILD ORGANIZATIONAL STRENGTH

Position the department for long-term success by strengthening internal systems, nurturing leadership at every level, and building the agility to meet Boise's future public safety needs.



GOALS

- 5.1 Establish Ownership and Accountability
- 5.2 Align Strategy with Budget and Staffing
- 5.3 Transparent Reporting and Communication

OUTCOMES

Short-Term: Clear roles and ownership.

Medium-Term: Integrated systems and accountability.

Long-Term: Sustainable, adaptive organization.

GOAL 5.1

Establish Ownership and Accountability

Accountability is the backbone of effective leadership and lasting progress. To ensure the strategic plan lives beyond intention, the department must embed clear ownership, shared responsibility, and a culture of follow-through at every level. This goal establishes the systems, expectations, and leadership mindset necessary to track progress consistently, adjust with purpose, and ensure that all initiatives, big or small, are guided by defined roles and meaningful engagement. In doing so, the department builds not just a stronger plan, but a stronger organization capable of executing it over time.

OBJECTIVES

Chief's Office	Assign executive sponsors and project leads for all strategic priorities by 2026.
Chief's Office	Starting in 2026, conduct quarterly leadership reviews tied to plan milestones to drive accountability and track progress.
Administrative Services	Determine the delegation of strategic planning roles and responsibilities to division leads to develop professional skill sets in strategic planning by 2026.
Administrative Services	Culturalize the city OE project portfolio and plan tracker dashboard to track initiative progress by 2027.
Administrative Services	Develop a process to communicate monthly updates on initiatives at the Captains Meeting, ensuring progress and transparency by 2027.
Administrative Services	Provide project management and implementation training to supervisors by 2028 to equip staff and leadership with the necessary skills and structures to effectively execute the strategic plan.
Administrative Services	By 2027, establish a process to culturalize annual strategic plan reviews that incorporate internal stakeholder feedback on an annual basis and external feedback every three years.

STRATEGIC INDICATORS



Transparency & Accountability Score



Employee Engagement & Culture Score

GOAL 5.2

Align Strategy with Budget and Staffing

To turn vision into action, strategy must be supported by the right people and resources. Aligning budget and staffing decisions with strategic priorities ensures that the department invests where it matters most, sustaining momentum, anticipating growth, and maximizing impact. This goal creates a lasting framework for resource planning that is transparent, data-driven, and responsive to both community expectations and operational realities.

OBJECTIVES

Administrative Services	Align financial and staffing resources with strategic priorities to support the effective implementation of initiatives in 2026.
Chief's Office	Develop a process to review staffing allocations annually through a strategic lens starting in 2026.

STRATEGIC INDICATORS



Workforce Stability Rate



Transparency & Accountability Score

GOAL 5.3

Transparent Reporting and Communication

Transparency is the foundation of trust, both within the department and with the community we serve. By committing to regular, open, and transparent communication, the department can demonstrate accountability, celebrate progress, and foster a shared responsibility in shaping public safety. This goal ensures that strategic efforts remain visible, measurable, and meaningfully connected to the people they impact.

OBJECTIVES

Communications Publish an annual Strategic Progress Report starting in 2026 to internal and external stakeholders.

Communications Implement monthly Chief’s Office internal updates in 2026.

STRATEGIC INDICATORS



Transparency & Accountability Score



Community Trust Index



Appendices

The appendices provide the supporting details, tools, and context that strengthen this Strategic Plan. They serve as both reference and resource, capturing the data, frameworks, and processes that informed the plan's development, while also offering practical guides for implementation and sustainment.

Together, they ensure that the plan is not only visionary but also grounded in evidence, shaped by community voices, and supported by clear pathways for action.

Strategic Planning Framework

Strategic Engagement Summary

SWOT & PESTEL Analysis

Sustainment Guide Summary

Glossary of Terms

Acknowledgments

Strategic Planning Framework

The scope of internal and external public safety services has expanded significantly to meet the growing demand within the Boise community. With this increase in demand comes a need for short- and long-term planning. Strategic planning takes those tactical moments and creates a big picture of what it means for the future.

The Boise Police Department's Strategic Plan provides a structured approach to turning our shared vision into measurable impact. At the heart of this framework are four interconnected layers, each building upon the next to ensure our efforts are meaningful, aligned, and sustainable:

Strategic Priorities

These are the high-level focus areas that define where the department must direct its long-term attention and resources. Priorities are shaped by input from staff, community members, and stakeholders, reflecting the department's mission, values, and evolving role in public safety.

Goals

Each strategic priority encompasses broad, aspirational goals that outline what success will look like over the next decade. These goals provide direction while remaining flexible enough to accommodate innovation, growth, and changes in community needs.

Objectives

Objectives are specific and measurable targets that bring each goal into focus. They define what progress looks like in practical terms and serve as the bridge between vision and action.

Strategic Indicators

To ensure transparency and accountability, performance indicators track progress over time. These performance measurements enable the department and the public to evaluate its effectiveness and adjust as needed.

This framework is supported by a Sustainment Guide and a Resource Allocation Plan, which provide operational guidance on staffing, budgeting, and timelines. Together, they help ensure goals are achieved and sustained. The plan will be updated periodically to reflect evolving trends, new data, and community feedback.

Strategic Indicator Details

This appendix details the eight Strategic Indicators used in the Boise Police Department's Strategic Plan, outlining their purpose, measurement, and role in tracking progress with transparency and accountability.

Community Trust Index

What it is:

A measure of how much residents trust and feel confident in the Boise Police Department.

Why it matters:

Trust builds safety and partnership through respect, fairness, and listening.

Employee Engagement & Culture Score

What it is:

An internal measure of morale, communication, and organizational culture among BPD staff.

Why it matters:

A supportive culture fosters resilience, retention, and a deeper connection to the mission.

Diversion & Prevention Utilization

What it is:

A measure of how often incidents is addressed through prevention or alternatives to enforcement.

Why it matters:

Connecting people to the right help at the right time prevents harm, reduces repeat calls, and strengthens community well-being.

Modernization Progress Index

What it is:

A measure of how the department is advancing its infrastructure and technology goals.

Why it matters:

Modern facilities and tools empower staff to work more safely, efficiently, and transparently, meeting the growing city's expectations.

Workforce Stability Rate

What it is:

A measure of how stable and resilient BPD's workforce is over time.

Why it matters:

Stable staffing strengthens service and employee well-being.

Response & Resolution Efficiency

What it is:

A measure of how quickly and effectively the department responds to community needs.

Why it matters:

Faster, smarter responses reduce harm, ease workloads, and improve safety outcomes.

Traffic Safety Outcomes

What it is:

A measure of roadway safety across Boise.

Why it matters:

Safer streets save lives, prevent injury, and improve the quality of life for everyone in the community.

Transparency & Accountability

What it is:

A measure of how well the department communicates progress and holds itself accountable.

Why it matters:

Transparency builds confidence by making progress visible and strengthening accountability.

Strategic Engagement Summary

VOICES THAT SHAPED THIS PLAN

To develop a plan that accurately reflects our community's values and operational realities, the Boise Police Department led an inclusive, multi-method engagement process. Between April and May 2025, we gathered input from more than 285 participants through surveys, sessions, and interviews. This input directly shaped every strategic priority and objective in this plan.

Who We Engaged

	Group	Methods
	Department Leadership	1:1 interviews
	Mid-Level Supervisors	In-person sessions & surveys
	All Staff	Anonymous online survey
	Internal & External Partners	Targeted online survey
	Elected Officials	Online policy-focused survey
	Key Community Groups	Online tailored survey

What We Heard – Top Themes

- There is an opportunity to deepen trust and improve communication within the department and with the community we serve.
- Supporting a stable, well-equipped, and engaged workforce, through strengthened leadership, staffing, and internal support, is essential to achieving long-term success.
- Youth engagement, diversion, and transparency are top community priorities.
- Modernization of systems and facilities is critical to meet service expectations.
- Equity and inclusion must remain central across all initiatives.

Methodology

- Consistent survey questions used across groups for comparability.
- In-person sessions used real-time digital feedback tools.
- Anonymous submission options prioritized candor.
- Data synthesized and mapped into SWOT & PESTEL frameworks.
- Deliver a comprehensive Feedback Report for transparency and use as a guiding document.

How Input Was Used

*Every goal and objective in this plan are rooted in a theme that emerged during our engagement process. In fact, the five strategic priorities **emerged directly** from common threads across stakeholders, inside and outside the department.*

SWOT & PESTEL Analysis

FRAMING THE ROAD AHEAD

SWOT

A SWOT analysis helps identify the department's internal strengths and weaknesses, as well as external opportunities and threats, to ensure our strategies are grounded and focused on meaningful improvement.

STRENGTHS

- Trusted Community Relationships
- Mission-Driven Team
- Reliable Public Presence

WEAKNESS

- Culture Building Needed
- Staff Capacity Growth
- Facility Modernization Needed

OPPORTUNITIES

- Infrastructure Advancement
- Behavioral Health Expansion
- Community Engagement Growth

THREATS

- Limited Funding Resources
- Change Adaptation Needs
- Rising Service Demands

What Does It Mean

These assessments indicate that, while the Boise Police Department is strong in many areas, it also faces significant challenges. To keep pace with a growing city and community expectations, the department will need to invest in people, modern tools, and deeper partnerships.

PESTEL

A PESTEL analysis examines the broader Political, Economic, Social, Technological, Environmental, and Legal factors that shape public safety, enabling us to plan with awareness and adaptability.

POLITICAL

- Transparency Expectations
- Equity-Focused Policies
- Oversight Engagement

ECONOMIC

- Budget Pressures
- Cost of Living
- Neighborhood Disparities

SOCIAL

- Mental Health Needs
- Youth Safety Focus
- Cultural Responsiveness

TECHNOLOGICAL

- Outdated Core Systems
- Data-Informed Policing
- Transparency Tools

ENVIRONMENTAL

- Emergency Readiness
- Deployment Flexibility
- Sustainable Operations

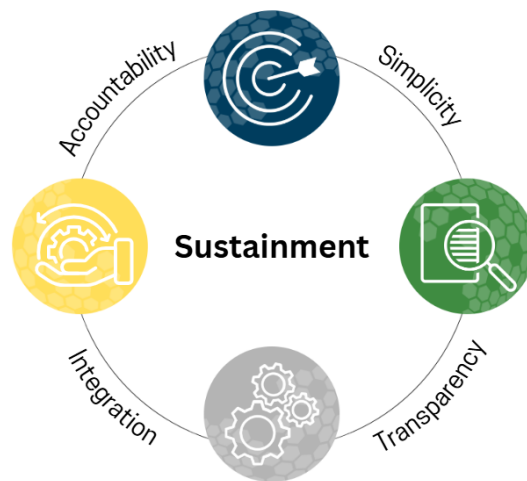
LEGAL

- Compliance Expectations
- Procedure Updates
- Regulatory Complexity

Sustainment Guide Summary

ACTIONABLE EVOLUTION

The Sustainment Guide Summary provides a high-level overview of a more comprehensive sustainment guide, which is delivered to the department. That full guide serves as a core tool for ensuring the Strategic Plan is embedded into the department's daily operations and long-term decision-making. While this page highlights the key principles and structure, the complete guide offers detailed processes, tools, and templates to help leadership and staff consistently implement, evaluate, and evolve the plan over time.



Why The Guide Matters

The guide bridges the gap between vision and action. It provides the roadmap, tools, and shared understanding necessary to:

- Translate priorities into measurable actions.
- Align with staffing and budget cycles.
- Ensure updates are consistent and data-driven.
- Empower all staff to drive progress.

Who The Guide Is For

Command Staff: Drive alignment, resourcing, and accountability.

Supervisors & Mid-Level Managers: Lead implementation and gather feedback.

Individual Contributors: Connect daily work to department goals.

What The Guide Includes

The guide outlines:

- The department's annual planning cycle.
- Basics of strategic and implementation management.
- Tools for tracking progress, prioritizing initiatives, and making resource decisions.
- Practical guidance for communicating change, both internally and externally.
- Templates to support the ongoing sustainment of the Strategic Plan beyond its initial publication.

Glossary of Terms

To ensure this plan is accessible to all readers, the following glossary defines key terms and concepts used throughout. These definitions are designed to support those less familiar with policing or government operations.

Advisory Board - A group of community members who provide input and feedback to the police department on policies, programs, and engagement efforts.

Behavioral Health - A broad term that includes mental health and substance use services and interventions.

CBO (Community-Based Organization) - A nonprofit or grassroots group that provides services or advocacy within the community, often focused on specific populations or issues.

CPTED (Crime Prevention Through Environmental Design) - A strategy that uses urban design and planning to reduce crime and improve safety (e.g., better lighting, visibility, and access control).

Crisis Response Unit - A specialized team, often including non-sworn professionals, that responds to behavioral health or social service-related emergencies.

Diversion Programs - Alternatives to traditional enforcement or prosecution that redirect individuals—often youth or those in crisis—toward supportive services.

FTO (Field Training Officer) - An experienced officer who trains and mentors new recruits in real-world policing after they graduate from the academy.

Geofencing Technology - Location-based digital tools that send targeted messages or alerts to mobile devices within a specific geographic area.

Hotspot Policing - A strategy that focuses law enforcement efforts on small geographic areas or locations with high levels of crime or calls for service.

LIMS (Laboratory Information Management System) - A software system used to track, manage, and
Place-Based Policing - An approach that focuses on the physical and social characteristics of specific locations to reduce crime and increase safety.

RTCC (Real-Time Crime Center) - A technology and intelligence hub that provides live information to officers in the field, improving situational awareness and response.

Acknowledgments

The Boise Police Department's Strategic Plan reflects the dedication, insight, and collaboration of the many people who contributed their time, experience, and perspective to shape the department's path forward.

Special recognition is extended to the department's leadership team for their guidance and commitment throughout this process:

Chief of Police Chris Dennison, Deputy Chief of Police Tammany Brooks, Captains Josiah Ransom, Matt Jones, Mike Ruffalo, Michael Hill, and Jeff Niiya, along with CAO Jodi McCrosky and Communications Senior Manager Haley Williams. Their engagement and direction were vital to bringing this vision to life.

The department also extends appreciation to Mayor Lauren McLean and Deputy Chief of Staff Kristine Miller for their continued partnership and support of this important work.

A sincere thank you is extended to all Boise Police Department employees, internal and external partners, community members, and elected officials who shared their voices, ideas, and feedback throughout this process. Your perspectives shaped every goal, objective, and recommendation within this plan; without your input, this strategic plan would not have been possible.

The strategic planning process was facilitated and documented by Kelsie Carnosso, CAO, in partnership with Boise Police Department leadership and the City of Boise administration.