
Louisville Police Department

2017 – 2021 MASTER PLAN



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Executive Summary

One of the foundations of a community's ability to go about its daily life is the basic feeling of safety. Governments at all levels share this responsibility. The core mission of the Louisville Police Department (LPD) is to work with the Louisville community to provide a safe and secure city through education, enforcement, and investigative services. Sworn officers and non-commissioned members of the police department take pride in their commitment to uphold the law and maintain peace. LPD defines Community Policing as a philosophy and commitment to working in partnership with the community. This involves more than just responding to calls for service. It requires time for officers to spend developing relationships with community members, and to work together to identify and find solutions to community problems.

With a 2016 budget of \$4,957,360, 34 sworn officers, and seven civilian employees (includes fulltime, part-time, and temporary fixed-term [seasonal] employees), LPD provides a broad spectrum of law enforcement services. This includes responding to both emergency and non-emergency calls for service, crime prevention, investigations, traffic enforcement, animal control and code enforcement. The Police Master Plan is the City of Louisville's five-to-seven year plan to guide the business operations of police service delivery in a manner that meets the contemporary standards of professional policing. In addition, the Police Master Plan is designed to better reflect current and emerging trends, which include an increasing population and some change in demographics and additional multi-family housing units; more complicated calls for service requiring more staff time; changing community expectations; advances in technology and communication and the use of technology to investigate crimes; and requirements for court evidence. The Police Master Plan moves LPD toward the vision of being a leading edge police department, having well-trained officers and staff and contemporary equipment to provide the best service possible to the community.

LPD is also interested in pursuing State Accreditation for the Department. This would entail the Department working to achieve a "Professional" status from the Colorado Association of Chiefs of Police (CACP), with the adoption of the standards as defined by the CACP Professional Standards Committee, utilizing professionally proven best

business practices for accreditation. These Professional Standards are approved and adopted by the respective Boards of the CACP and the County Sheriffs of Colorado. The accreditation process includes the department ensuring all policies and procedures meet these standards; as well as assessors asking questions of agency personnel about the implementation of particular standards; and verification made through viewing a facility, condition, activity, or objective required by a standard.

Recommendations: Strategies and Initiatives

LPD developed a number of strategies to address the provision of emergency and non-emergency services which include:

- ⇒ Adjust service delivery to meet new community expectations, which include:
 - Increase in Mental Health and Substance Abuse Issues
 - Investigating Beyond the Obvious
 - Increase in the Use of Technology

This shall all occur while maintaining basic public safety. Sample initiatives include evaluations of additional options to handle requests for service; and phasing-in additional sworn officers and civilian staff over five years to provide more time for community policing activities and proactive enforcement.

- ⇒ Provide additional weaponry to assist officers in staying safe. Weapons are to include: shotguns, less lethal shotguns, and rifles. These weapons are the contemporary standard for many law enforcement agencies.
- ⇒ Refine a “Community Policing” approach and develop future strategies to further support neighborhoods and businesses; increase the use of alternative modes of transportation, such as foot and bicycle patrols, as a community policing strategy to monitor traffic, identify safety issues, and improve enforcement capabilities.
- ⇒ Continue to plan and develop safe procedures for the increasing number of special events, and maintain commercial crime prevention efforts through education, enforcement, and investigation.

- ⇒ Use resources more efficiently and effectively to provide professional police services to the community. Sample initiatives include developing a strategic approach to better meet the changing demands of technology in the areas of forensics, criminal investigation, communication, and data collection.
- ⇒ Continue to work with the Boulder County District Attorney's Office and the Louisville Municipal Court with cases appropriate for Restorative Justice.

Performance Measures

- ⇒ Performance measures are used to monitor service and progress toward the Master Plan strategies. Historically, police effectiveness was measured by crime statistics, response times, and guidelines balancing the number of officers with the residential population. LPD also includes victim feedback, District Attorney's Office feedback, and results from our community survey. Overall, LPD is doing well in the areas of solving crimes, training, and holding employees accountable to a set of high standards. Nationally, Louisville has a lower crime rate compared to other similar sized cities.

Crime Comparison with Other Similar Size Cities

	Lafayette	Erie	Louisville	Firestone	Frederick	Dacono
Crimes Against Persons						
Population	27,081	22,500	20,112	12,618	11,105	4,469
2014	252	60	34	24	16	13
2015	185	87	62	23	26	20
Jan-Jun 2016	136	44	29	12	7	4
Crimes Against Property						
2014	890	289	314	168	65	4
2015	844	279	214	167	113	7
Jan-Jun 2016	508	128	113	109	79	7
Crimes Against Society						
2014	164	71	21	24	29	7
2015	75	58	28	29	40	5
Jan-Jun 2016	77	35	20	26	12	7

- Audited-final 2016 stats are not available from the Colorado Bureau of Investigation until July 1, 2017.

Crimes Against Persons Include:	Crimes Against Property Include:	Crimes Against Society Include:
Murder/Non-negligent Manslaughter	Arson	Drug Equipment Violations
Kidnapping/Abduction	Bribery	Gambling Equipment Violations
Rape	Burglary/Breaking & Entering	Pornography/Obscene Material
Sodomy	Counterfeiting/Forgery	Prostitution
Sexual Assault With An Object	Destruction/Damage/ Vandalism of Property	Assisting or Promoting Prostitution
Fondling	Embezzlement	Weapon Law Violations
Incest	Extortion/Blackmail	Kidnapping/Abduction
Aggravated Assault	False Pretenses/ Swindle/ Confidence Game	Rape
Statutory Rape	Credit Card/ Automatic Teller Fraud	Sodomy
Aggravated Assault	Impersonation	Sexual Assault With An Object
Simple Assault	Wire Fraud	Fondling
Intimidation	Robbery	Incest
	Pocket-picking	Aggravated Assault
	Purse-snatching	Simple Assault
	Shoplifting	Intimidation
	Theft From Building	
	Theft From Coin Operated Machine or Device	
	Theft From Motor Vehicle	
	Theft of Motor Vehicle Parts/ Accessories	
	All Other Larceny	
	Motor Vehicle Theft	
	Stolen Property Offenses	

Implementation and Next Steps

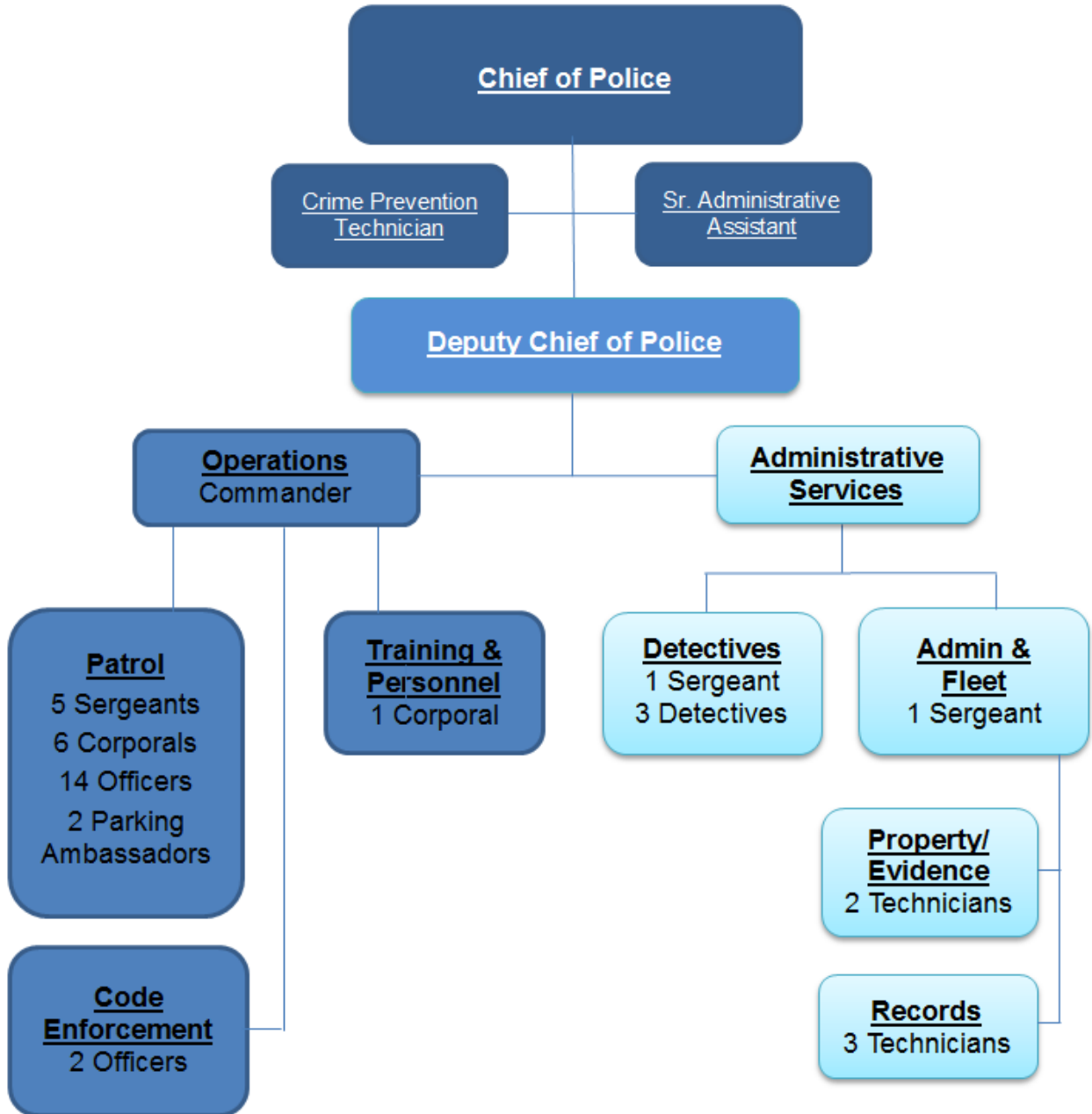
With the adoption of this Master Plan, LPD commits to the initiatives outlined. Some action steps will require additional funding. As a result, full implementation of the Police Master Plan is contingent on City Council approving the funding needed and will take place over a number of years to spread out budgetary and other related impacts. LPD is already moving ahead with many of the recommendations in the Master Plan that do not require additional funding or staff. Progress will be reviewed, and accomplishments reflected as part of the annual budget process. LPD's efforts will complement City Council Goals.

2016 Council Goals for Public Safety and Justice

“Police and other City staff working with the community to help ensure safety; satisfy residents’ expectations that individuals observe the City’s Municipal Code and State Law; and the justice system is fair, effective and efficient.”



Louisville Police Department Proposed Restructuring 2017 Organizational Chart



The Louisville Police Department Badge

In 2015, Police and Community representatives met and collaborated on creating a new police breast badge that is more indicative of the ties to the Louisville community. The new badge is to be introduced and issued to officers in the late summer of 2016, to be proudly worn by all Officers of the Louisville Police Department.



Its Meaning

The oval shape of the shield, although a contemporary style for law enforcement badges, dates back to medieval times. The first “police badges” were the coat of arms worn by knights. These coats of arms identified the knight and his allegiance to justice, chivalry and his royal leaders by being displayed on his shield. Much like the police of today who swear to protect and serve, knights from the medieval era were often sworn in and asked to “Protect the weak, defenseless, helpless, and fight for the general welfare of all.”

The laurel leaf wreath border design has captivated attention with its distinction for centuries. The circular shape of interlocking branches is a historic crowning emblem that resonates victory, power and glory. Tied historically to classical ancient Greek, Roman and Biblical times, the laurel leaf has held its esteem for centuries.

In the background sits a starburst with 14 distinctive rays. The lower five serve as pillars pivotal to the Law Enforcement profession, to: Protect, Defend, Serve, Honor, and Courage. The nine rays shining out to the world represent the essence and values of the Louisville Police Department: Safety, Quality of Life, Community, Collaborative, Communicative, Integrity, Leadership, Preparedness, and Respect

The top banner proudly denotes the Officer's rank. The next banner boldly announces "Louisville, Colorado", not to be mistaken with cities of a similar name throughout the country. The third banner displays the official classification of "Police" Officers. The last banner personalizes each badge. The first number denotes the year in which the Officer was hired by the Louisville Police Department. The second number is that number assigned to the Officer. It is a unique number in the 400 series that becomes as much of an identity as the Officer's name itself.

The simple six-point Marshal's star is inlaid with the date of 1878. That date being the recognized year that Louisville incorporated into a city. Until the mid 1900's, Louisville was protected and served by Marshals wearing a simple six-pointed star. It was during that period Louisville suffered its first law enforcement line of duty death with the killing of Marshal Victor Helburg in 1915.

The center piece of the badge is a collection symbols that are both uniquely Louisville and act as a reminder of the Police Officer's duty. Affectionately known as "Joe the Miner", stands the iconic statue of a miner founded in Louisville's heritage of coal mining. At his feet wraps railroad tracks, which was the driving force behind the coal mining industry. To the left sits the state seal of Colorado, while the American Flag flies in the background. Combined, it reminds the Officer of their duty to uphold the Constitution of the United States, the laws of the State of Colorado and the ordinances of the City of Louisville.

Introduction

What is the Louisville Police Master Plan?

The Police Master Plan takes the goals and policies of the City and provides specific guidance for delivering police services. The Master Plan establishes detailed policies, priorities, service standards, facility, capital and system needs and budgeting for the delivery of services. It also recommends strategies for protecting the public's safety, while responding to growth and identifies areas where the department intends to comply with recognized best practices.

The departmental Master Plan is the City of Louisville's five to seven year plan to support public safety services by building on the Louisville Police Department's (LPD's) strengths, and addressing existing deficiencies. Deficiencies include: lack of contemporary crime prevention programs; the need for additional Detectives; and insufficient unencumbered patrol time to provide community policing activities and proactive enforcement. The additional proposed staffing in this plan also takes into account the stress and complexity of shift work (24/7 operations) and ensuring adequate time off. The Master Plan defines a future course that ensures continued high-quality and cost-effective law enforcement services.

Rather than hire just additional police personnel, the City could hire fewer additional officers, and hire 1-2 Civilian Report Specialists. Pros for this option include the overall cost for employing civilians is less than officers, and fewer work hours would be used for required training. Cons include less flexibility for deployment when officer skills and authority are needed (e.g., shift coverage), and less community contact and balance for officers.

The Police Master Plan is also a plan for the future intended to reflect current and emerging trends, which include an increasing population and changing demographics; a change in the types of calls for service; changing community expectations; advances in technology and communication; the use of technology to investigate crimes; and requirements for court evidence.

The Master Plan is intended to guide the LPD for the next five to seven years in addressing the business operations of police service delivery in a manner that meets the standards of the community and the City Council.

How does the Master Plan affect daily life in Louisville?

The Master Plan defines a course for providing high-quality and cost-effective public safety services through education, enforcement and investigative services. It also reflects the department's intent to continue to improve public safety services, which will benefit everyone who lives, works, and plays in Louisville.

Major Accomplishments in 2015

- ✓ Creation of the department Mission Statement and Values;
- ✓ Revamping of the Hiring and Promotion Processes to more formalized processes, with increased emphasis on advanced education for both entry level hiring and promotion, and more transparent processes;



- ✓ Temporary assignment of detectives to Boulder County District Attorney's Office;
- ✓ Started on-going succession planning;
- ✓ Creation of the Corporal rank (as the result of this new rank and Sergeant openings, 15 promotions were made in 2015, including the promotion of three department members twice - Officer to Corporal, and then Corporal to Sergeant. These promotions allow us to provide 24/7 supervisor coverage;
- ✓ Improved relationships with the Louisville and Rocky Mountain Fire Districts;
- ✓ Dedication of the Louisville Law Enforcement Memorial at Helburg Park;
- ✓ Implementation of a Taser Program;
- ✓ Increased radio interoperability, including additional VHF frequencies, and 700-800 radios/talk groups to enhance our radio communication, both within Boulder County, as well as our surrounding public safety partners;
- ✓ Established a new car design to provide secure storage and ready access of rifles, shotguns and less lethal weapons; and
- ✓ Began needed changes in our department culture, these changes included:
 - Adoption of Performance Expectations
 - Additional documentation in reports

- A system to document and reward good service delivery
- Additional needed accountability
- Complete and timely investigations
- Timely response to Community Issues
- Complete audit and inventory of the department's Property and Evidence Room
- Adoption of contemporary standards regarding the investigation and documentation of allegations of misconduct.

The Louisville Police Department is well on its way to becoming a more progressive law enforcement agency, knowing there is always room for continuous improvement.

Essence, Mission, Values and Vision

To help guide LPD, Department leadership and staff in 2015 developed the following Essence, Mission, Values and Vision statement.

Essence

Safety ■ *Quality of Life* ■ *Community*

Mission

Ensuring public safety and improving quality of life in partnership with our community

Values

We commit our talent and energy to the Mission of the Louisville Police Department by consistently demonstrating the following Core Values:

Collaborative – We embrace teamwork by coordinating efforts and ideas, being flexible, accessible and open to change and input. We achieve better outcomes as partners.

Communicative – We are conduits for meaningful communication. We actively listen and share information, are transparent and follow through.

Integrity – We conduct ourselves ethically and honestly to enhance trust within our organization and the community.

Leadership – We inspire, motivate, empower, guide, model accountability and are courageous.

Preparedness – We invest in our organization’s success and are focused on continuous improvement. We provide professional development and training opportunities, stay current on industry trends and technology, strive for innovation and serve as proactive problem solvers.

Respect – We are open-minded, appreciate diversity and value the rights of all people.

Vision

To provide service excellence with state-of-the-art technology, well-trained officers and staff, and up-to-date equipment to provide the best service possible to the community.

Overview of Current Operations

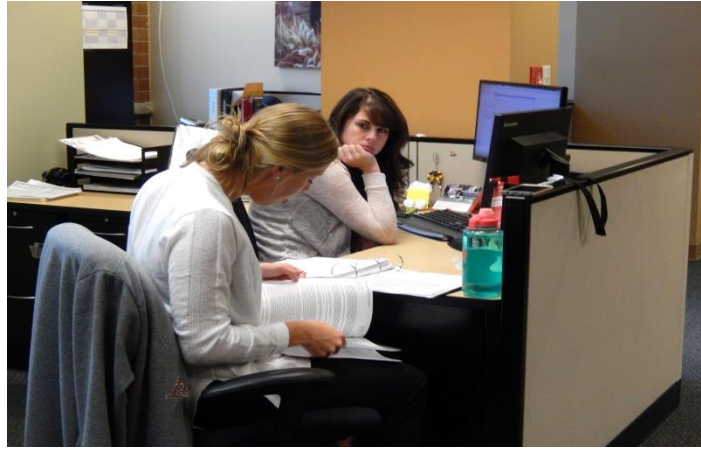
LPD provides safety, education, enforcement and investigative services to the City of Louisville. The Police Department employs 34 commissioned Officers, including the Chief and two Commanders; and seven civilian employees, including three Police Records Technicians, one Property and Evidence Technician, two Code Enforcement Officers and one Senior Administrative Assistant. With a 2016 budget of \$4,957,360 million, LPD responds to emergency and non-emergency calls for service, including natural disasters, and provides the following services:

- ⇒ Enforcing state criminal statutes and city ordinances as well as protecting United States and Colorado constitutional rights;
- ⇒ Conducting criminal investigations;
- ⇒ Partnering with the community to address crime;
- ⇒ Providing public safety and crime prevention education for the community;
- ⇒ Managing public safety at special events like the Taste of Louisville, Street Faire, 4th of July, and Labor Day and Christmas Parades;
- ⇒ Conducting traffic and driving while under the influence (DUI) enforcement, as well as investigating traffic accidents; and
- ⇒ Providing code enforcement.

Organizationally, the Police Department is structured into two main divisions: the Operations Division and the Administrative Services Division. The Operations Division is responsible for enforcement functions through the Patrol and Code Enforcement Sections.



The Support and Staff Services Division provides the Investigative (Detective) function, as well as support to the Operations Division, maintaining the internal operations of the department (Records, Property and Evidence, Training, Finance and Personnel).



Relationship Building

LPD fosters community relationships in many different ways, such as:

- ⇒ Providing School Resource Officers in schools to promote safety and cultivate relationships with students and administrators and offer threat mitigation training;
- ⇒ Liaison with the City of Louisville Liquor Authority; and
- ⇒ Serving as liaisons to groups and organizations, such as: Adult Protection, Blue Sky Bridge Child Advocacy Center, Child Protection, Domestic Violence Prevention, and Neighborhood Groups.

Specialized Training

To maintain proficiency in a wide variety of police services, the department conducts a broad range of training to officers that exceed the standards set by Colorado's Peace Officer Standards and Training Board (POST). Mandatory courses include: Proper Holds and Restraints, Anti-Bias Training, Community Policing / Community Partnership training, De-Escalation training, Use of Force training, an extensive firearms program encompassing qualifications and tactical training, Taser, and mandatory and voluntary skills development sessions. Officers also participate in on-line training programs as well as First-Aid, CPR, and use of Automatic External Defibrillator (AED).

Philosophy

Public safety and crime prevention are the department's top priorities. City-provided police service is designed to protect the public through education, prevention, response, enforcement, and investigative services. LPD provides both service and safety, and has adopted a philosophical shift from a traditional 911-driven purely reactive approach, to an emphasis on community-based, prevention-oriented (Investigating Beyond the Obvious) police services. Often referred to as community-oriented policing, the LPD believes in building partnerships with the community to work on solving crime and crime-related problems. One primary goal of this approach is to reduce crime and disorder by carefully examining the characteristics of problems in neighborhoods, and then applying appropriate problem-solving remedies. To be successful, this effort should engage many different groups within the city including neighborhood alliances, local schools, human service agencies, church groups and members of the business community.

Summary of LPD Programs

LPD defines its fundamental responsibilities as the following:

- ⇒ Enforcing laws and preserving public safety and order;
- ⇒ Reducing crime and disorder through prevention and intervention;
- ⇒ Responding to community needs through partnerships and joint problem-solving;
- ⇒ Investigating and reporting serious and non-serious crimes for prosecution;
- ⇒ Providing information and service referrals; and
- ⇒ Managing and administering departmental operations.

Trends and Community Needs

As part of the Master Plan development, the LPD identified key emerging demographic trends, crime statistics, and community demands that have implications for the Department.

TRENDS: Factors Driving the Need for Change

Based on the key demographic trends, crime statistics, and changing conditions in the community, LPD considers the following factors as having important implications for the future of police response:

⇒ Increase in Population and Changes in Commissioned Officer Staffing

Time Period	Population	# of Commissioned Officers
July 2006	18,070	33
July 2010	18,408	33
July 2011	18,570	31 (staff reduction)
July 2012	18,966	29 (further reduction)
July 2013	19,986	32
July 2014	20,047	34
July 2015	20,100	34

Survey of Similar Size Cities						
	Lafayette	Erie	Louisville	Frederick	Firestone	Dacono
Population	27,081	23,000	20,112	11,105	12,618	4,583
2016 Police Budget	\$6,427,313	\$3,221,000	\$4,957,360	\$2,911,255	\$2,532,449	\$1,547,700
2015 Calls for Service (including Officer Initiated Activity)	21,119	6,693	14,930	9,222	447	
2016 Calls for Service through June	10,107	4,881	2016 Actual 17,493	4,245	<i>No information available</i>	
Total Commissioned Staff	42	26	34	18 FT 1 PT	21	11
Total Civilian Staff	8.5	3 FT 2 PT	7	3 FT 1 PT	4	4
FTEs/1,000 Population	1.86	1.30	2.04	1.98	1.98	3.27
FTEs/1,000 Calls for Service	2.39	4.48	2.34	2.39	NA	NA

While LPD currently has sufficient staffing to meet average standards for calls per officer and response time, it is as important to provide officers with the time to meet and talk with members of the community, further affirming the police – community connection that exists within the Louisville Community. The International Association of City and County Managers suggests that providing officers with 35% unencumbered patrol time for Community Policing efforts is optimum.

The Colorado Department of Local Affairs estimates the City’s population at 20,100, with projections indicating small increases over the next few years. Boulder County’s population of age 60 and over is expected to nearly double by 2020, which will mean some increase in Louisville’s senior population. As a result, calls for service from our senior population may increase, as they may be more likely to become victims of crime.

⇒ **Increase in the Complexity of Calls for Service** – The department responds regularly to calls related to medical needs, mental health needs and related issues, substance abuse issues, and family and domestic problems. The Police Department is one of the few government entities accessible 24 hours/seven days per week. There has been a long-term upward trend in the complexity of calls for service and LPD expects this trend to continue for the next six years. These type of calls include:

- Medical Assists, Domestic Violence, and Mental Health Holds

Type of Calls	2014	2015	2016 (estimate)	Change
Medical Assists	768	825	776	-6%
Domestic Violence	73	83	110	+33%
Mental Health Holds	33	68	72	+6%

Calls to Medical Facilities

Location of Calls	2014	2015		
Calls at Avista Hospital	259	271	239	-12%
Calls at Centennial Peaks	237	278	271	-3%

- Identity Theft and related crimes

- ⇒ **New Issues and Changing Community Expectations** – LPD is starting to shift from a traditional 911-driven, purely reactive approach, to one that emphasizes community engagement, crime prevention, and maintaining Louisville’s high quality of life. Police departments are increasingly drawn into difficult social and community problems that do not align with traditional perspectives of law enforcement.
- ⇒ **Advances in Technology and Changes in Communication** - Law Enforcement agencies around the county are dealing with rapidly evolving technologies designed to improve the efficiency of police work and the ability to solve crimes. Many of these technologies are now integral to standard operating practices, and are expected by both the community and the criminal justice system. The cost of staying current with this technology has increased over time as improvements are made and new technology emerges. In addition, the Police Department must address the different ways people communicate, including cell phones, computers, texting and various types of social media. This includes the community demand for greater access and availability of more information, quickly, and in various ways.
- ⇒ **Use of Technology in Crimes and Requirements for Court Evidence** – Police departments must plan for new technologies being used in the commission of crimes such as fraud, cybercrime, internet child pornography, and identity theft. With the rapid advances in forensic science, police departments and prosecutors are under greater scrutiny when presenting evidence in Court. Juries increasingly demand better evidence, better reporting and more thorough investigations. Police departments must be prepared to handle these greater demands with more specialized services to support the complexity of the analysis.

Recommendations

Strategies and Initiatives

LPD strives toward service excellence by working with the community. As part of the Master Plan update, LPD developed the following strategies to address the future of police services:

- ⇒ **By working in partnership with the community**, LPD can increase its effectiveness in solving community problems, reducing crime and making neighborhoods safer and more attractive. LPD may need to adjust service delivery in order to meet the needs of the community. Through efficiencies and differential response strategies, LPD anticipates increasing the time for officers to engage in proactive problem solving. Key initiatives in this area include:
- Evaluate additional options to handle requests for service. Having multiple options for addressing requests for police response allows the department to provide tailored service to members of the community while potentially delivering cost savings to the City. As an example, LPD could develop an education campaign to inform the community of options for service including online reporting, and filing non-emergency police reports at the front counter of the Police Department, while maintaining that LPD will respond in person if a caller wants to see an officer. LPD will continue to evaluate additional options to handle requests for service such as developing online reporting capabilities and adjusting, as appropriate, the prioritization of calls for service.
 - Implement a change in LPD's policy to reduce the amount of time spent responding to false alarms. LPD intends to ask City Council to consider an intrusion alarm ordinance that is focused on registering alarms with the City, charging for alarm response, and directing an attempt to verify alarms, prior to calling police. In 2015, LPD responded to 501 alarms (all false), using approximately 500 hours, or the equivalent of 12 and one-half weeks of staff time. As of June 30, 2016, the Department has responded to 292 alarms (all false). The effect of the current policy is that the Police Department supports private alarm companies, by providing the response to alarms on which private businesses earn a profit. LPD receives

no funding for providing this service. For these reasons, many cities have adopted code changes to require some type of verification of a break-in prior to calling police. This eliminates or greatly reduces responses to false alarms, and has been proven successful in other communities. This change would only apply to burglar (property protecting) alarms, and would not change LPD's response to hold-up (people protecting) alarms from banks, or personal help alarms that are triggered by individuals.

⇒ **Phasing in additional sworn officers/civilian report specialists over five years** to provide more time for community policing activities and proactive enforcement. Currently, LPD has enough staffing to meet average standards for calls per officer and response times. However, this does not necessarily take into account the type of policing provided by LPD. Officers need more time to be able to interact with the community in various ways and venues, including all schools, the Recreation and Senior Center, at community events through special presentations, with neighborhood crime watch representatives and others. The Department needs additional staffing to do this. Therefore, LPD proposes phasing in an additional eight sworn officers, or a combination of officers and civilian report specialists, over the next five years. Appropriate staffing of LPD will continue to be evaluated within the context of meeting current and future needs of the community. With the additional staffing, the Department could implement the following key initiatives:

- Hire a Crime Prevention Technician to conduct and maintain a variety of community and business based crime prevention programs and community relations programs for the benefit of the department and citizens. These programs may include: Neighborhood Watch, Elder Watch, Operation ID, Business Watch, Shoplift Prevention, Bad Check Prevention, and Residential Security Surveys.
- Explore the option of hiring Civilian Report Specialists, allowing officers spend more time on preventative and investigative responsibilities.

Survey of Similar Size Cities

	Lafayette	Erie	Louisville	Frederick	Firestone	Dacono
Population	27,081	23,000	20,112	11,105	12,618	4,583
Use of Civilian Report Takers/Accident Investigators	No	No	No	Yes	No	No
Neighborhood/Business Watch Programs	Both	Both	No	Both	No Information Available	
School Resource Officers	1 SRO and 6 SLOs <i>(School Liaison Officers)</i>	1 FT SRO <i>(1/2 paid by school district)</i>	3 PT SROs	2 FT SROs	1	No
Other than SROs, ongoing drug/alcohol education provided	No	No	No	No	No	No

- ⇒ Promote, conduct and maintain a variety of school based crime prevention programs and community relations programs for the benefit of the community, schools and students. These programs include, School Crime Stoppers, Police tours, Citizens Police Academy, and presentations for students.
- ⇒ Expand public speaking and presentations to present information to various groups; interact with the public in a variety of settings, coordinate a wide variety of community events.
- ⇒ Improve intra and inter agency coordination by more effectively sharing information concerning crime trends, crime analysis, specific incidents and crime prevention practices.
- ⇒ Collect and analyze data and information to identify crime trends. Formulate responses/solutions to these trends and assist department members in implementing.
- ⇒ Implement more effective media communications for the Department.

- ⇒ **Continue to build partnerships with hospitals and social service agencies.** LPD is increasingly called upon for non-emergency matters; the need for these responses is often related to quality of life issues or social problems that rarely rise to a criminal level. While the types of social problems vary, it typically includes mental health, domestic/family intervention and juvenile delinquency. LPD Officers also routinely respond to the two hospitals, on calls related to residents or to patients at either facility. As a result, many opportunities exist for collaboration between police officers, social service agencies, hospitals and social workers. LPD will continue to build on these partnerships as well as strengthen the relationships with other community groups. Key initiatives in this area include:
- **Strengthen partnerships with social service providers** to meet critical human service needs. Due to the nature of the work, police often encounter individuals who need assistance beyond public safety services. Police frequently refer individuals to social service programs for additional support. LPD will build upon the existing partnerships with the social service programs provided in the community.
 - **Continue to coordinate community outreach projects for disenfranchised community members and underprivileged**, such as Sister Carmen and our Christmas Program to help children and families in need during the holidays. These efforts are designed to strengthen services for those in need which ultimately supports the well-being of the community.
- ⇒ **Refine our “Community Policing” approach** and develop future strategies to further support livable neighborhoods and vibrant business districts. “Community Policing” is a philosophy and commitment to working in partnership with the community. This involves more than just responding to calls for service. It requires time for officers to spend developing relationships with community members to work together to find solutions to community problems. LPD has long practiced the philosophy of “community policing.” Focus groups comprised of community representatives (faith, business, seniors, students, and persons of

color) and department members will be formed in 2017 to discuss the “community policing” philosophy and what it means in Louisville. Information from the focus group discussions will be used as a guide in developing future strategies for 2017 and beyond. These efforts are designed to focus and clearly articulate the direction for LPD in terms of community policing.

In 2016 and to date in 2017, LPD Staff have worked and attended meetings with members of the Senior Community via the recreation Center, Lydia Morgan Senior Housing and Balfour to help ensure our understanding of the needs of the senior community. Staff has also planned and participated in meetings with members of our community who are persons of color, the American Civil Liberties Union (ACLU) regarding safety and immigration issues, and met with individual members of the community and neighborhood groups regarding traffic and safety issues, as well as continued our work in the schools regarding safety issues.

In many of these meetings and discussions, members of the LPD Staff have discussed our commitment to continue to be an organization that is guided by our Essence, Mission, Values and Vision. We have also provided a draft of our Master Plan to many of these organizations and individuals inviting comments and suggestions as we plan for our future. These meetings have also included informal discussions about the term “Community Policing”-with participants offering that they would define the term for Louisville as wanting the Police Department to sit down with members of the community and collectively work on issues and concerns.

This proposed Master Plan has been distributed to all members of the Department, discussed at supervisor meetings and is discussed as part of the orientation provided to all new Department Members.

We continue to emphasize the need for interaction between Department members and the community, helping to ensure a more solid foundation and support with and from the Community with this Plan.

The Department also continues to work on preventative measures with the Community and well as our Public Safety Partners. These measures include: use of our decoy cars; use of sign board to alert citizens of need to lock cars and residences; gun safety training; active shooter training at Avista Hospital; and active-shooter/harmful event training at our places of worship, private businesses and government buildings.

- ⇒ **Continue to build better relationships with community groups that are often disengaged.** LPD works to build relationships with the community, focusing efforts on those who sometimes feel disengaged from the Police Department, including the Latino, elderly and other minority populations. LPD actively encourages victims to report crime, and treats everyone with the same respect and customer service regardless of their citizenship status. Engaging every group is important in creating a safe environment for all members of the community.
- ⇒ **Adapt approaches to new development patterns.** New developments and redeveloping areas sometimes have non-traditional and/or more compact development, which can have impacts on the approach to providing public safety services. For instance, in areas with more multi-family housing or multi-tenant business complexes, it is harder for police to locate the exact address when someone calls for service. In both residential and commercial buildings with many tenants and a secure entrance, it can be difficult for police to enter the building to respond to a community complaint or request for assistance. These are some of the challenges that LPD needs to address when responding to calls in such developments. Key initiatives in this area include:

- **Adapt patrolling to increase visibility and connection.** As staffing and resources allow, smaller geographical areas will be covered on bike and foot patrols, which will allow more visibility and connection with the community.
- **Support collaboration on Small Area Plans and development review projects.** As areas of the community undergo redevelopment that increases density, improves connections and creates livable public spaces, LPD will partner with other City departments during pre-planning, engineering, design and end of projects to ensure that redeveloped areas become quality places with adequate infrastructure and access by emergency responders.
- **Maintain a high-quality urban environment through code enforcement.** The City's Code Enforcement Officers focus on nuisance-oriented problems and quality-of-life issues, including scattered trash, weeds and overgrown landscaping, and snow that has not been removed within the 24-hour time limit. By improving proactive enforcement and through communications and education programs, Code Enforcement staff can help maintain the high quality of both residential and commercial areas.
- **Leverage technology to monitor traffic, identify safety issues, and improve enforcement capabilities.** LPD is committed to preserving and enhancing the safe and balanced transportation system that the community expects. Maintaining safety will require continued traffic enforcement, educational efforts for drivers, pedestrians, and cyclists, and support for transportation planning and engineering efforts to make all modes of travel safe in the community. As part of the traffic safety program, LPD and Public Works have added a Radar Reader as a way of monitoring streets that may have vehicles consistently traveling more than the established speed limit. Using the Radar Reader helps the LPD identify where speeding actually occurs, take action to reduce speeding, and then confirm the effectiveness of those actions. LPD will continue to coordinate with Public Works to share data on traffic intersections and to evaluate current and future technological options, including speed indicators, to further improve safety.

⇒ **Improve Emergency Management preparedness for natural disasters**, such as floods, wildfires and tornados, and other emergencies, such as train derailments or other mass casualty events. In Boulder County, we are fortunate to have the infrastructure and working relationship that allows both an immediate response to these events, as well as the capacity to staff additional operational periods as needed. Natural disasters and community-wide emergencies can cause specific damage and chaos. A strong police presence in these situations can help ease victims' fears and help prevent others from taking advantage of the disaster situation. When a natural disaster or community emergency occurs, police are involved in incident management, crowd control, ensuring public safety, directing traffic, providing public information, organizing search teams and other activities. Preventing and mitigating threats to the community involves planning, preparation, equipment, and training, all of which require adequate staffing. Key initiatives in this area include:

- **LPD continues effective collaboration and coordination with other City departments, Boulder Office of Emergency Management, the Boulder County Sheriff's Office and other service providers in preparing for threats to the community;**
- **Continuing to train with other first responders; and**
- **Continuing to plan and develop safe procedures for the increasing number of special events.** A special event is an activity or event held on or in City of Louisville property and/or facilities where there is a concern for the protection of participants, users and/or property. The City of Louisville provides for a variety of special events that contribute to the individual, social, economic and environmental health and well-being of the community. Since Louisville is considered a popular place to live and work, it is not surprising that the number of special events has grown over the years. Each event is unique, which means that each event requires a different approach to manage safety. LPD will continue to develop plans to manage the events in a safe manner,

- which often includes coordinating traffic, crowd control, escape routes, and other appropriate measures.
 - **Continuing efforts with local schools on “threat mitigation” education to improve safety.** “Threat mitigation” refers to educating school personnel on how to make the school safer by practicing lock-down drills, assessing threats, identifying at-risk students, and supporting anti-bullying programs. Supporting a safe environment in the schools contributes to students’ learning and growing, as well as providing a sense of security which helps to attract people and businesses to the community. LPD has three part-time School Resource Officers (SRO’s) who are assigned to our seven Public and Private elementary, junior high and high schools, most of which are part of the Boulder Valley School District. LPD will continue efforts to support the local schools and improve safety in the community.
- ⇒ **Balance the community needs with the proper use of resources to gain efficiencies.** Enforce the laws and preserve public safety and order in a highly effective and efficient manner. This is done through strategic assignment of personnel, effective use of technology and advances in communication, and partnerships with other agencies such as the Boulder County Sheriff’s Department, Lafayette, Erie, and the University of Colorado Police Departments and the Colorado Bureau of Investigation. Maintaining adequate staffing, state-of-the-art equipment, contemporary policies and procedures, and sufficient training are all crucial toward keeping the community as safe as possible.
- ⇒ **Facilitate cooperation and partnerships with other jurisdictions and agencies (both law enforcement and fire)** to share resources and improve efficiencies. LPD has established partnerships that help increase resource availability, save money, and/or increase efficiencies. Examples of recent partnerships include:
- Assisting the Boulder Sheriff’s Office and the Lafayette Police Department with calls for service when these agencies have not had officers available. In turn, these same agencies provide this same coverage for the City of Louisville;

- Having the availability of officers from the Boulder Sheriff's Office and the University of Colorado Police Department to work special events in Louisville;
 - Participation in an "active shooter scenario" at Avista Hospital with the Louisville Fire Protection District;
 - Assignment of two officers to the Boulder Sheriff's SWAT Team;
 - Assignment of Detectives to the Boulder County Critical Incident Team, which investigates Use of Force by Officers and other county-wide critical incidents; and
 - Agreement with the Boulder County Sheriff's Office to provide dispatching services for the Boulder Sheriff's Office, and Louisville, Lafayette, and Erie Police Departments, all on the same radio channels, enabling officers to provide and received immediate assistance to each community.
- ⇒ **Develop a strategic approach to better meet the changing demands of technology** in the areas of forensics, criminal investigation, communication, and data collection. As improvements in technology and forensics continue to advance in the fight against crime, LPD must keep current in the use of technology and forensic techniques available to law enforcement to protect the community. This includes a new Records Management System (RMS) and communication capabilities through such means as upgrading the radio infrastructure and individual and vehicle radios, providing cell phones to personnel, and enhancing the mobile report writing capabilities. Fully using appropriate technology is a significant "force-multiplier" in that it simplifies operations and enhances service delivery. The department should remain current with contemporary standards.
- ⇒ **Continue to adapt policies and procedures to reflect best practices to enhance operations and management of the Police Department.** In order to further professional development, it is important to remain current on new standards and practices in the policing community. LPD accomplishes this through continued education programs, including attending training. LPD also subscribes to

- ⇒ monthly police publications through the International Association of Chiefs of Police and the Police Executive Research Forum. Starting in 2014, the cities and towns of Louisville, Lafayette, Erie, Dacono, Frederick and Firestone (cities/towns of similar size and demographics) formalized a Best Practices Group, which value sharing information, and using that information to improve services and efficiencies. Learning from these cities/towns as well as participating in professional development and keeping abreast of current policing developments through relevant publications, all contribute to implementing best practices to enhance operations and management of the LPD.

- ⇒ **Maintain contemporary and professionally recommended training standards.** As is the case with many police departments, a significant portion of the budget is dedicated to personnel. Continuing to invest in the primary asset of the Police department -- the staff -- through appropriate training is critical. LPD training instructors are certified in areas of expertise and sent to refresher or advanced training as needed. Each Louisville police officer receives continuing education / training every year to ensure peak performance for the community. At a minimum, LPD will follow the training hours mandated by Colorado P.O.S.T (Peace Officer Standards and Training).

Next Steps

- ⇒ Develop a strategic approach to better meet the changing demands of technology in the areas of forensics, criminal investigation, communication, and data collection.
- ⇒ Phase-in additional sworn officers over five years to provide more time for community policing activities and proactive enforcement.
- ⇒ Consider hiring civilian report specialists to take minor police/accident reports.
- ⇒ Upgrade an existing Officer position to Corporal, which will allow the Department to provide 24/7 supervisory coverage and provide a Detective Corporal to supervise Detectives.
- ⇒ Hire a Crime Prevention Technician.
- ⇒ Refine “community policing” approach and develop future strategies to further support livable neighborhoods and a vibrant business district.
- ⇒ Leverage technology to monitor traffic, identify safety issues, and improve enforcement capabilities.
- ⇒ Evaluate additional options to handle requests for service.
- ⇒ Prepare for City Council consideration of an Ordinance to reduce the amount of time spent responding to false alarms.
- ⇒ Support collaborative reviews on small area and neighborhood plans and development proposals.
- ⇒ Protect and ensure a quality urban environment through code enforcement.
- ⇒ Continue to plan and develop safe procedures for the increasing number of special events.

- ⇒ Strengthen partnerships with social service providers to meet critical human service needs.
- ⇒ Continue to build better relationships with community groups which are often disengaged.
- ⇒ Address traffic safety through education and enforcement.
- ⇒ Maintain commercial crime prevention efforts through education.
- ⇒ Continue efforts with local schools on “threat mitigation” education to improve safety.
- ⇒ Maintain contemporary and professionally recommended training standards.
- ⇒ Continue to collaborate and coordinate with other City departments, Office of Emergency Management, Boulder County Sheriff’s Office, and other service providers in preparing for threats to the community.
- ⇒ Facilitate cooperation and partnerships with other jurisdictions and agencies to share resources and improve efficiencies.
- ⇒ Adapt to changing needs and requirements in enforcing alcohol and marijuana.
- ⇒ Continue to adapt policies and procedures to reflect best practices to enhance operations and management of the Police Department.



Performance Measures

Summary of Activities and Responsibilities

The Police Department is responsible for Public Safety, which includes Police Services (response to both emergency and non-emergency calls for service, event management, traffic enforcement and follow-up investigations), and Code Enforcement.

Overall Goals and Performance Measures for Patrol, Investigations, and Code Enforcement

Overall Goals

Police working with the community to help ensure safety; satisfy residents' expectations; ensure that individuals observe the City's Municipal Code and State Law; and that the justice system is fair, effective and efficient.

2016 Patrol Performance Measures & Statistical Information

Description	2014 Actual	2015 Actual	2016 Estimated
Traffic:			
Radar Summons	621		
Traffic Summons	895	672	1,000
School Zone Summons	31		
Parking Tickets	316	288	288
Radar Warnings	1,022		
Traffic Warnings	2,309	1,389	1,500
School Zone Warnings	436	193	193
Parking Warnings	167	129	129
Traffic Accidents	338	345	345
Arrests & Holds:			
Felony Arrests	47	43	43
Misdemeanor Arrests	133	98	98
DUI Arrests	59	28	28
Alcohol Center Holds	40	26	26
Mental Holds	39	55	55
Reports & Activities:			
Crime Reports	1,501	1,689	1,689
Incident Reports	338	42	42
Traffic Accidents	338	345	345
Code Enforcement Reports	537	89	89
F.I. Cards	88	178	178
Bar Checks	1,992	1,423	1,423
House Checks	1,694	1,023	1,023

Description	2014 Actual	2015 Actual	2016 Estimated
Activity by Hours:		0	0
Foot Patrol	1,220	892	892
Criminal	2,791	3,985	3,985
Non Criminal	5,746	5,512	5,512
Traffic	4,262	2,940	2,940
School Zones	696	359	359
Crime Prevention	595	713	713
Training	1,892	531	531
Administration	5,803	5,199	5,199
Court	38	42	42
Maintenance	2,498	495	495
General Patrol	18,416	20,668	30,768**
Watch Total	43,955	34,944*	43,955**

*34,944 available hours-21 officers working patrol in 2015 @1664 hours per officer.

**Assumes fully staff and 30% unencumbered patrol time.

Performance Measures and Contributing Projects

Patrol and Investigations

2017

- ⇒ Increase time spent in school zones (before and after school) and on alternate patrol (on foot and on bicycles)
- ⇒ Start Colorado Association of Chiefs of Police (CACCP) Accreditation Process
- ⇒ Increase DUI Enforcement
- ⇒ Provide Crisis Intervention Training (CIT) to department staff
- ⇒ Survey requests for assistance to help ensure that we are providing good customer service
- ⇒ Begin implementation of the Police Department Master Plan
- ⇒ Improve upon previous years' case clearance rates
- ⇒ Provide Procedural Justice Training to all department staff
- ⇒ Establish Neighborhood Watch type programs with initial implementation in three neighborhoods
- ⇒ Develop a proposed Ordinance to address false alarms
- ⇒ Select and begin implementing a new Police Records Management System.

2018

- ⇒ Continue to improve clearance rates from 2017
- ⇒ Provide Crisis Intervention Training (CIT) to staff

- ⇒ Continue implementation of Neighborhood Watch type programs in three additional neighborhoods
- ⇒ Finish the transition to a new Records Management System

Code Enforcement

2017

- ⇒ Adopt and follow standards for Code Enforcement Officers' initiated activity to ensure that Code Enforcement is balancing proactive and reactive services
- ⇒ Measure and address repeat violators
- ⇒ Provide outreach to neighborhood and civic groups on the Municipal Code
- ⇒ Continue coordination with Open Space and Parks Ranger
- ⇒ Help coordinate a Spring Cleanup event
- ⇒ Continue actions to increase collaboration between staff in the Court and Police Departments
- ⇒ Coordinate selection of new Court software with a new Police Records Management System

2018

- ⇒ Develop informational brochures/handouts for citizens on how to comply with Municipal Codes
- ⇒ Work with the Director of Planning and Building Safety to assess the need for additional Code Enforcement staff for shared responsibilities
- ⇒ Continue outreach with neighborhood and civic groups
- ⇒ Assess any needed Code changes
- ⇒ Continue coordination with Open Space & Parks Ranger
- ⇒ Complete the transition to a coordinated Court and Police Records Management System

Implementation

CHAPTER SEVEN

Budgetary Impact

With the adoption of this Master Plan, LPD commits to the initiatives outlined in the plan and within the existing budget; and to actively pursue the funding needed to implement the plan in future years. As a result, implementation of the Police Master Plan will take place over a number of years, to spread out budgetary and other impacts, with costs outlined in budget requests for each bi-annual budget cycle.

In the future, LPD will incorporate new initiatives into the planning and budget processes as City resources allow. This includes phasing in additional sworn officers and one additional Corporal (submitted for consideration as part of the 2017-2018 budget process), as well as the hiring of a Crime Prevention Technician in 2017.

With this Master Plan as a guide, LPD will use the City's bi-annual Budget Process to develop annual budget requests. Progress will be reviewed and accomplishments reflected as part of the bi-annual budget process. Performance measures will be used to monitor service and progress toward the Master Plan objectives and ensure LPD's efforts align with City Council and Community Goals.

Succession Planning

To facilitate effective succession planning the Department is moving from two Commanders to one Commander and a Deputy Chief, and changing a Corporal's position into a Sergeant's position assigned to Detectives. Many of the calls we now respond to are more complicated than ever before. In this environment, ensuring staff has the training, talent and experience to fill future openings in the Department is important to ensure continuity and the ability of the Department to maintain great police service at all times. Succession planning also facilitates recruitment because it provides Department members opportunities to continue/advance their careers.

To date, we have been able to offer some succession planning by adding the Corporal rank, which provides the Department with 24/7 supervisory coverage - a contemporary and necessary standard in policing. The Corporal position provides officers their first opportunity to become first line supervisors, allowing them to take on more responsibility and to be more competitive for a Sergeant position and beyond. Four of the Department's current Sergeants started their supervisory careers as Louisville Police Corporals. In addition, Police Corporals have the opportunity to serve in an administrative capacity in the Operations Division, again, allowing them to gain new skills that make them better supervisors, and more competitive in future promotional processes.

We have also provided opportunities for Sergeants, and now Detectives, to serve in an administrative capacity in the Administrative Services Division by supervising the Property and Evidence and Records Staff, allowing them to gain new skills/insight to other areas of the Department, and make them more well-rounded/experienced supervisors. Additionally, a Sergeant in charge of Detectives puts Louisville's Detective Supervisor on a more level playing field with Detective Supervisors from other Boulder County Law Enforcement Agencies.

Among the responsibilities of the Deputy Chief will be budget and policy development. Assigning these responsibilities to the position is consistent with other jurisdictions and puts the Department on a more level playing field when working on county and statewide issues with other jurisdictions, not only those from Boulder County, but law enforcement agencies throughout the Metro Area.

Increase in Number of Patrol & Detective Positions over Five (5) Years

Commissioned Positions	Current	2017	2018	2019	2020	2021
Chief / Cmd Staff	3	3	3	3	3	3
Administrative	2	2	2	2	2	2
Patrol Staff	25	25	25	25 + 2 = 27	27 + 2 = 29	29 + 2 = 31
Detectives	4	4	4	4 + 1 = 5	5	5 + 1 = 6
Total	34	34	34	37	39	42

Deployment of Patrol Officers and Detectives—2016, 2017 and 2018

Shifts	Sun	Mon	Tues	Wed	Thur	Fri	Sat
Days	5	5	5	9	4	4	4
Swings	4	4	4	8	4	4	4
Graves	4	4	4	8	4	4	4
Detectives		2	4	4	4	2	29

Patrol Officers and Detectives work four ten-hour days. There are three shifts (Days/Swings/Graves). There are two Patrol teams per shift: Team A works Wed-Sat; Team B works Sun-Wed. Wednesday is an overlap day to allow for required training or discretionary time off. Swings/Graves Team A shifts are generally the busiest. Day Shift Team B is staffed with one additional officer, which enables us to provide three part-time School Resource Officers. Absolute minimum staffing for each Patrol shift is three, (one Supervisor (Sergeant or Corporal) and two Officers).

Deployment of Additional Positions – 2019 + 3 (1 Detective & 2 Patrol Officers)

Shifts	Sun	Mon	Tues	Wed	Thur	Fri	Sat
Days	5	5	5	9	4	4	4
Swings	5	5	5	10	5	5	5
Graves	4	4	4	8	4	4	4
Detectives		3	5	5	5	2	32

Deployment of Additional Positions – 2020 + 2 (2 Patrol Officers)

Shifts	Sun	Mon	Tues	Wed	Thur	Fri	Sat
Days	5	5	5	10	5	5	5
Swings	5	5	5	10	5	5	5
Graves	5	5	5	9	4	4	4
Detectives		3	5	5	5	2	34

Deployment of Additional Positions – 2021 + 3 (1 Detective & 2 Patrol Officers)

Shifts	Sun	Mon	Tues	Wed	Thur	Fri	Sat
Days	5	5	5	10	5	5	5
Swings	5	5	5	11	6	6	6
Graves	5	5	5	10	5	5	5
Detectives		3	6	6	6	3	37

Staffing / Assignments for Patrol & Detective Positions by Rank Increase in the Number of Positions Over Five (5) Years

S – Sergeant
C – Corporal
O – Officer
DC – Detective Corporal
D – Detective

Current Staffing / Assignments by Rank – 2016
 (Three Officers on Days are also School Resource Officers.)

Shifts	Sun	Mon	Tues	Wed	Thur	Fri	Sat
Days	C - 2 O - 3	C - 2 O - 3	C - 2 O - 3	S - 1 C - 3 O - 5	S - 1 C - 1 O - 2	S - 1 C - 1 O - 2	S - 1 C - 1 O - 2
Swings	S - 1 C - 1 O - 2	S - 1 C - 1 O - 2	S - 1 C - 1 O - 2	S - 2 C - 2 O - 4	S - 1 C - 1 O - 2	S - 1 C - 1 O - 2	S - 1 C - 1 O - 2
Graves	C - 2 O - 2	C - 2 O - 2	C - 2 O - 2	S - 1 C - 2 O - 5	S - 1 O - 3	S - 1 O - 3	S - 1 O - 3
Detectives		DC - 1 D - 1	DC - 1 D - 3	DC - 1 D - 3	DC - 1 D - 3	DC - 0 D - 2	29

Additional Staffing / Assignments by Rank – 2019 + 3 (1 Detective & 2 Patrol Officers)

Shifts	Sun	Mon	Tues	Wed	Thur	Fri	Sat
Days	C - 2 O - 3	C - 2 O - 3	C - 2 O - 3	S - 1 C - 3 O - 5	S - 1 C - 1 O - 2	S - 1 C - 1 O - 2	S - 1 C - 1 O - 2
Swings	S - 1 C - 1 O - 3	S - 1 C - 1 O - 3	S - 1 C - 1 O - 3	S - 2 C - 2 O - 6	S - 1 C - 1 O - 3	S - 1 C - 1 O - 3	S - 1 C - 1 O - 3
Graves	C - 2 O - 2	C - 2 O - 2	C - 2 O - 2	S - 1 C - 2 O - 5	S - 1 O - 3	S - 1 O - 3	S - 1 O - 3
Detectives		DS - 1 D - 2	DS - 1 D - 4	DS - 1 D - 4	DS - 1 D - 4	D - 2	32

Additional Staffing / Assignments by Rank – 2020 + 2 (2 Patrol Officers)

Shifts	Sun	Mon	Tues	Wed	Thur	Fri	Sat
Days	C - 2 O - 3	C - 2 O - 3	C - 2 O - 3	S - 1 C - 3 O - 6	S - 1 C - 1 O - 3	S - 1 C - 1 O - 3	S - 1 C - 1 O - 3
Swings	S - 1 C - 1 O - 3	S - 1 C - 1 O - 3	S - 1 C - 1 O - 3	S - 2 C - 2 O - 6	S - 1 C - 1 O - 3	S - 1 C - 1 O - 3	S - 1 C - 1 O - 3
Graves	C - 2 O - 3	C - 2 O - 3	C - 2 O - 3	S - 1 C - 2 O - 6	S - 1 O - 3	S - 1 O - 3	S - 1 O - 3
Detectives		DS - 1 D - 2	DS - 1 D - 4	DS - 1 D - 4	DS - 1 D - 4	D - 2	34

Additional Staffing / Assignments by Rank – 2021 +3 (1 Detective & 2 Patrol Officer)

Shifts	Sun	Mon	Tues	Wed	Thur	Fri	Sat
Days	C - 2 O - 3	C - 2 O - 3	C - 2 O - 3	S - 1 C - 3 O - 6	S - 1 C - 1 O - 3	S - 1 C - 1 O - 3	S - 1 C - 1 O - 3
Swings	S - 1 C - 1 O - 3	S - 1 C - 1 O - 3	S - 1 C - 1 O - 3	S - 2 C - 2 O - 7	S - 1 C - 1 O - 4	S - 1 C - 1 O - 4	S - 1 C - 1 O - 4
Graves	C - 2 O - 3	C - 2 O - 3	C - 2 O - 3	S - 1 C - 2 O - 7	S - 1 O - 4	S - 1 O - 4	S - 1 O - 4
Detectives		DS - 1 D - 2	DS - 1 D - 5	DS - 1 D - 5	DS - 1 D - 5	D - 3	37