



GUIDING DOCUMENT 2025-2028

Chief Of Police
Rafael Gutierrez



General Information

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Louisville Police Department (LOPD)

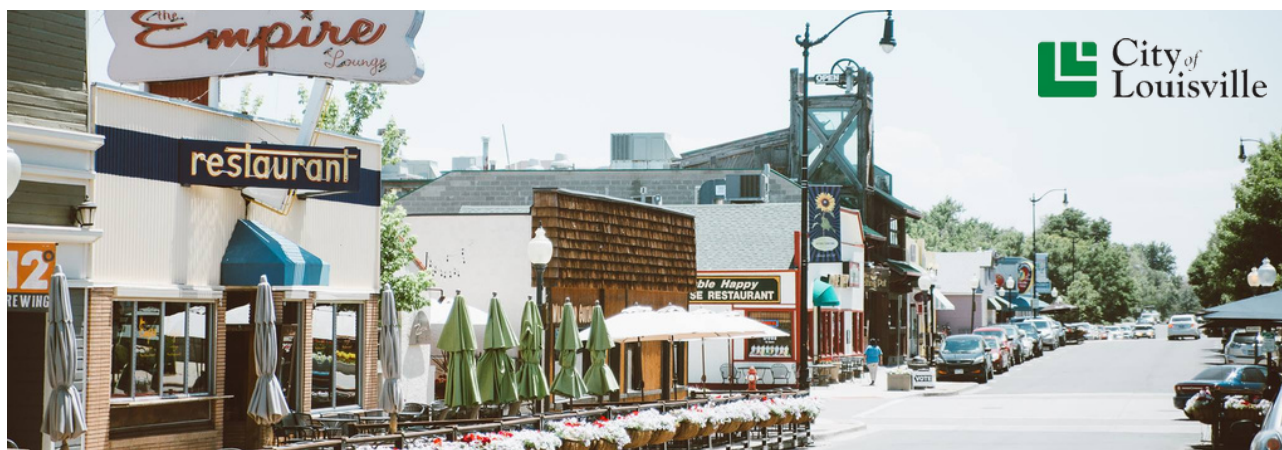
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Guiding Document Summary

The Louisville Police Department's Guiding Document is intended to provide direction and guidance to help determine our agency's future direction and help establish measurable objectives. With this document, the Leadership Team at the department aims to establish a foundation for what we aspire to become. This document will outline ways in which we believe we can most effectively deliver police services now and in the future. The plan builds upon elements currently found within our organization's Mission Statement, Essence, and Values. It is through these guiding principles that we best serve our community.



The Louisville Police Department (LOPD) provides public safety services to preserve a safe and secure quality of life for our community. This can only be done in partnership with those who live in, work in, and visit our city. We prioritize and embody true community policing in what we do and how we interact with others. The officers and professional staff at the police department take pride in providing high value police services to all we encounter. We strive to be a proactive police department and do not simply respond reactively to calls for service. We continuously work to build and maintain positive relationships within our own department and with community stakeholders.

Our 2025 personnel, consisting of 35 sworn officers and 10 professional staff members, provide a broad spectrum of law enforcement services. This includes responding to emergency and non-emergency calls for service, crime prevention assessments and programs, criminal investigations, traffic enforcement, animal control and code enforcement, and records and evidence management. We serve a diverse community of approximately 21,000 members with pride. We value all of our excellent working relationships with our regional public safety partner organizations and will continue to pursue that worthwhile endeavor. We will continue to work in a manner that meets the contemporary standards of professional policing while constantly evaluating trends within our profession, so as to seek more efficient and purposeful ways of operating. The elements in this document will help move our agency toward our vision of being a forward-thinking police department with well-trained staff and modern equipment. These qualities will allow us to continue providing the best possible police service to the community. We will strive to be a law enforcement agency where people want to come work, and more importantly, where they want to stay. As we set our path forward, we are always seeking exceptional people to join us as we work to achieve great things in Louisville.

This document was created through, and after, an examination of current operational needs while simultaneously attempting to anticipate the future needs of the department in the coming years. This document is not intended to be an all-inclusive list of actions to be taken. Nor should other ideas or strategies, not contained herein, be delayed pending the creation of a new plan. This document should be reviewed annually to determine if modifications or updates are necessary to meet changing circumstances. As such, it should be considered a living document subject to change when appropriate.

The document is also intended to reflect our understanding of current and emerging policing trends. Most notably anticipating changes in regional population and demographics, a change in the types of calls for service, changing community dynamics and expectations, advances in technology and communication, the increased use of technology to investigate crimes and support public safety, and evolutions in digital evidence and records management practices.



The document's intent is to help guide the Louisville Police Department serve as a mechanism to aid in establishing operational goals for police service that best meet the high standards our community, the City of Louisville organization, and the Louisville City Council both demand and deserve. It also reflects the department's desire to continuously improve public safety services, which will ultimately benefit everyone who lives in, works in, and visits Louisville, CO.

In 2018 the Louisville Police Department received a 5-year accreditation by the Colorado Association of Chiefs of Police (CACAP) and adopted the practices defined by the CACP Professional Standards Committee. We were recognized as being a professional agency that adhered to police industry best practices. In 2024, we received our re-accreditation and again demonstrated our professionalism and commitment to maintaining a high standard of operation.



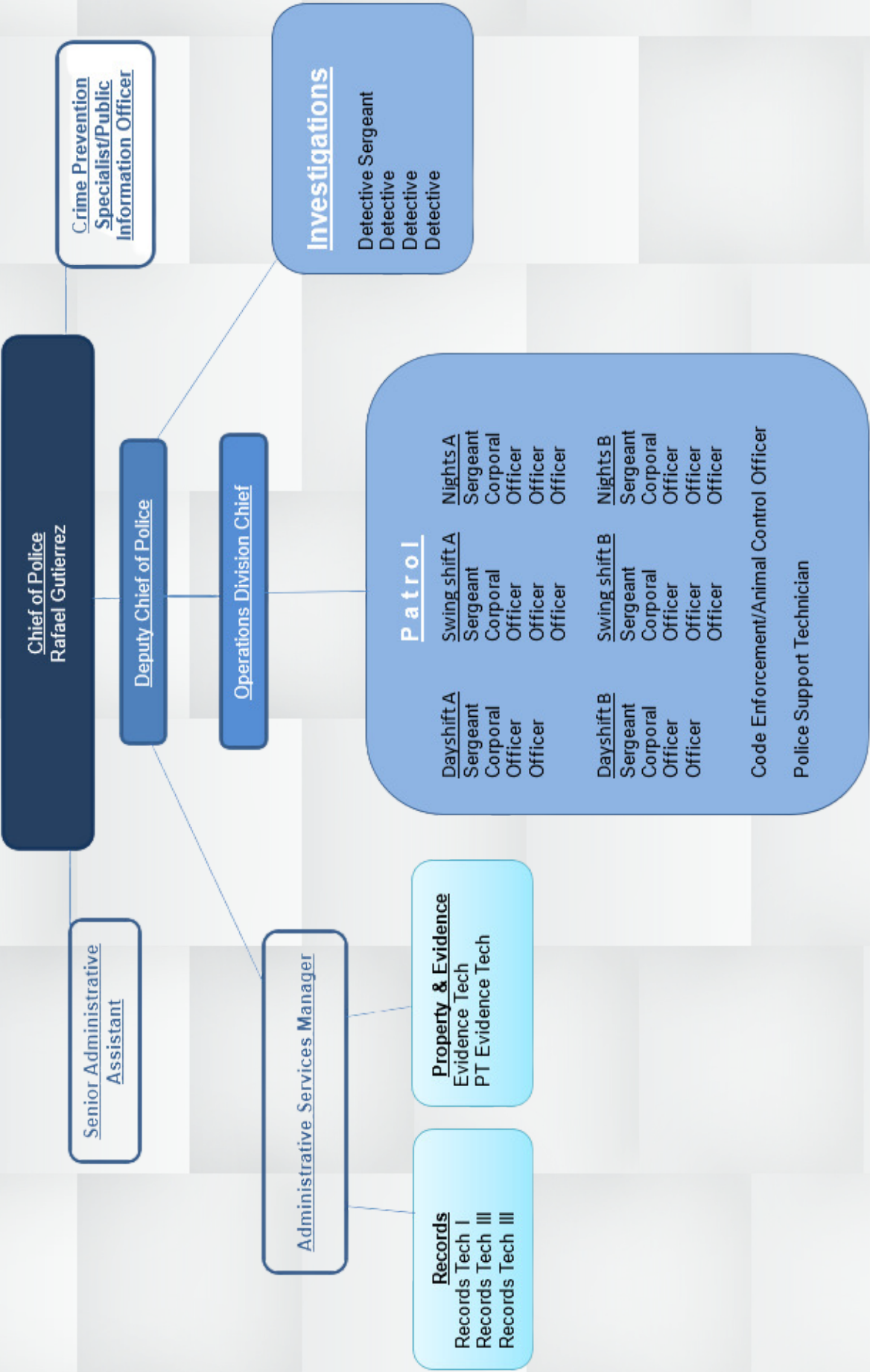
We will continue to utilize information related to public safety industry best practices and follow accreditation standards to help guide our planning and to set priorities for implementation of this plan. Fiscally responsible planning and prioritization based on evolving needs will be factored into every step of the decision-making process to determine what may or may not be feasible to implement, and when.

Thank you for your interest in and continued support of the Louisville Police Department.

*Rafael Gutierrez, Louisville, CO
Chief of Police*

Transparency is also highly important to our organization, and as such, this strategic plan should be made available to anyone who has an interest in our department's outlook. This plan, our policies and procedures, and other information related to our department is available on our agency's website at www.louisvilleco.gov/police.





Trends and Community Needs

As part of the development of this document, the Louisville Police Department Leadership Team identified key emerging trends in law enforcement, examined crime statistics, and considered community expectations to look at specific measures that we believe will help guide the service we provide as a Department now, and into the future.

TRENDS:

Prioritizing Emerging Technologies for Enhanced Policing: A Vision for the Louisville Police Department's Success

In an era where technological innovation drives societal progress, the Louisville Police Department recognizes the importance of integrating emerging technologies into our operational framework. The creation of this updated document is an opportune moment to prioritize and leverage cutting-edge solutions that not only enhance law enforcement capabilities, but also strengthen the bond between the police and the community we serve. Select initiatives, including a Patrol-Based Drone Program, an update to our contemporary Records Management System, and the use of Automated License Plate Recognition camera systems are all integral components of this forward-thinking strategy. We are committed to embracing technological advances as a means to enhance operations.



1. Patrol-Based Drone Program:

The introduction of a Patrol-Based Drone Program is paramount to advancing the Louisville Police Department's operational efficiency and effectiveness. There are numerous benefits to this program:

- **Enhanced Situational Awareness:** Drones equipped with advanced cameras and sensors provide real-time, aerial perspectives, empowering officers with enhanced situational awareness that is crucial for making informed decisions.
- **Improved Officer Safety:** By deploying drones to assess and assist with potentially hazardous situations, the risk to our officers is significantly reduced. This proactive approach ensures we prioritize the safety of our personnel while optimizing response strategies.
- **Efficient Resource Allocation:** Drones are instrumental in optimizing resource deployment, particularly in large-scale events or emergencies, ensuring a swift and well-coordinated response.
- **Search and Rescue Operations:** In cases of missing persons or natural disasters, drones equipped with thermal imaging and other specialized tools can aid in search and rescue efforts, increasing the chances of a successful outcome..

2. Updated, Contemporary Records Management System:

A modern Records Management System is the backbone of effective law enforcement, enabling seamless data management and analysis. Updating the current system offers numerous advantages:

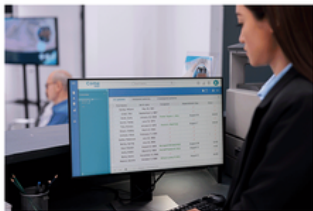
- **Real-time Information Retrieval:** Facilitates quick and accurate access to critical information, empowering officers with real-time data during investigations and operations. Dashboard analytics also assists with identifying trends and developing strategies for resource deployment.
- **Interdepartmental Collaboration:** Integration of various data sources promotes collaboration between different units within the department, fostering a cohesive and coordinated approach to law enforcement.
- **Data-Driven Decision Making:** Advanced analytics tools in a modern system assist the department's command staff with identifying trends, strategically allocating resources, and making informed decisions based on comprehensive data analysis.
- **Data Integration:** Integrating various data sources into a centralized system enhances collaboration and information-sharing among different department units, leading to more effective and coordinated law enforcement efforts.
- **Unified Data:** We commit to integrating various technologies, including body-worn cameras (BWC), neighborhood video sharing platforms, in-car camera systems, and data collection software, into a unified and interoperable ecosystem. This integration will streamline information flow, enhance collaboration, and provide a comprehensive view of incidents for more effective decision-making and investigations



3. Commitment to Embrace Technological Advances: Expanding the License Plate Recognition Camera System:

In line with our commitment to technological innovation, the Louisville Police Department seeks to expand the use of its License Plate Recognition (LPR) camera system, recognizing its pivotal role in crime prevention and detection:

- **Deterrence and Public Safety:** LPR cameras serve as visible deterrents, dissuade criminal activity, and enhance public safety. The expanded deployment of these systems will further fortify our efforts in creating secure environments throughout our community.
- **Community Engagement:** Transparent communication about the purpose and functionality of LPR cameras fosters community trust. We are dedicated to actively involving residents in the deployment process, addressing concerns as they arise, and encouraging collaboration in our shared responsibility for enhanced public safety. We are also cognizant of the tremendous need to safeguard data while protecting citizen's privacy rights.



4. Administrative Records Management Software Integration for Streamlined Operations:

- **Centralized Information Management:** The adoption of an Administrative Records Management software provides a central location for critical departmental functions, including training files, professional standards investigations, Field Training program documents, and equipment inventory. This centralization enhances efficiency by streamlining access to essential information and reducing the time required for manual data retrieval.
- **Comprehensive Training Management:** These systems facilitate a robust training management process, ensuring that officers have easy access to training materials while allowing the department to monitor and track training progress in real-time. Ensuring that our personnel are well-equipped with the latest skills and knowledge to perform their duties. These records are also more easily reported to the state for certification compliance and accessible for records requests and court proceeding.
- **Performance-Related Triggers:** This software introduces early alerting triggers for performance-related issues or potentially concerning patterns of behavior; enabling proactive identification and intervention when necessary. This not only ensures accountability, but also allows for timely support and corrective measures to maintain the highest standards of professionalism.

As we outline our vision, the Louisville Police Department is committed to embracing emerging technologies that elevate our operational capabilities while strengthening our relationship with the community. Through the implementation of our Patrol-Based Drone Program, updated Records Management Systems, and the expanded use of the LPR camera system, we are poised to pioneer a new era of effective community-oriented policing. This ongoing commitment underscores our dedication to ensuring the safety and well-being of every resident in Louisville.



Initiatives

The department leadership team developed the following list of initiatives based on previously discussed trends, while acknowledging and anticipating current and future community needs. We believe these initiatives are significant measurements in providing contemporary police services. Through these initiatives, we can enhance the agency's capabilities and capacity to provide the high level of service our community deserves. Recognizing there are budget and resource limitations, the scope of the initiatives may be modified and changed as necessary. Department leadership will continuously research and assess each initiative to make the most informed decision on the matter. We also recognize any changes in operations or new processes may need to be implemented in a strategic manner so as to not overwhelm staff and to increase the likelihood of success. The initiatives are grouped into several categories for ease of reference:



Staffing/Programs:

- Comprehensive response to mental health calls for service
- Re-establish a Co-Response program
- Partner with regional groups to enhance mental health services for those experiencing a mental health crisis or needing additional support services
- Conduct staffing analysis at regular intervals to determine agency needs and the effectiveness of current staffing levels
- Work with City Management and the City's Finance and Human Resources departments to develop a plan to adjust staffing levels appropriately to meet organizational and community needs
- Explore Sworn and Non-Sworn Professional Staff career development opportunities
 - Expansion of Investigations Unit personnel and capabilities
 - LPD investigations unit growth
 - Boulder County Drug Task Force
 - Regional Auto Theft Task Force Group
 - Crime Analyst
 - Creation of specialized units
 - Traffic Safety Team
 - Community Outreach/Crime Prevention Unit
- Professional staff career progression and development opportunities
- Officer and Employee Health and Wellness Initiatives
 - Provide access to psychological support services, encourage participation in mental health check-ins and promote the use of the Employee Assistance Program
 - Create a department Peer Support Team
 - Promote the use of the department's Police Chaplain program
- Train agency members on Active Bystandership and Intervention techniques.

- Seek ways to embrace recruitment and retention efforts of qualified staff
 - Marketing and Outreach efforts
 - Supporting diversity in the workplace
 - 30x30 Initiative efforts
 - Promote outreach with diverse communities and people
- Focused marketing campaigns
- Collaboration with Human Resources Department to continuously evaluate benefits and develop other recruitment and retention strategies and processes
- Develop a mentorship program for newly hired sworn and non-sworn employees
- Develop strategies that better support LOPD cadets while they are attending the police academy
- Enhance our mentorship/training program for newly promoted sworn and non-sworn supervisors
- Evaluate employee onboarding practices and identify areas of improvement
- Annually assess organizational structure and adjust as appropriate, to ensure efficiency and appropriate alignment with our operations and current needs.



Equipment

- Support enhanced public safety response capabilities (locally and regionally)
 - Unmanned Aerial Systems (Drones) and related equipment
 - License Plate Recognition technology and equipment
- Fleet Improvement
 - Create Patrol and Administrative Services vehicle replacement process to support the possibility of an assigned take-home car program for all sworn officers.
 - Support City sustainability projects related to the electrification of our fleet
 - E-bike patrol program
 - Police motorcycles for enhanced traffic safety enforcement/education/specialized unit
- Training aids and support
 - Virtual Reality training simulators
 - Enhance de-escalation and scenario-based training capabilities and equipment options
- Less lethal equipment for patrol operations
- Updated Conducted Energy Devices
- Less Lethal launcher options for patrol
 - Safety Related Equipment
 - Crowd control, ballistic protection, and other safety equipment for uniformed officers
- Enhance access control within our building and implement measures to improve employee safety organization wide

Community Engagement

- Seek ways to continue supporting Louisville neighborhoods, residents, and businesses through increased community engagement
 - Consider alternative modes of transportation, such as foot and bicycle patrols, in downtown areas and throughout public open spaces and parks pathways
 - Actively seek to participate in community events throughout the year, both city and community sponsored
 - Citizen's Police Academy
- Continue to coordinate with stakeholders and help guide the planning and operation of city sponsored/hosted special events.
- Bolster community crime prevention efforts through continued education, enforcement, and investigation.
- Work with the Boulder Valley School District as well as other local schools to enhance safety/security planning and to build positive relationships
- Support and encourage officers and employees to create innovative programs and events that foster excellent community relationships
- Continue to support Marshall Fire impacted neighborhoods, residents, and city efforts to rebuild our community
- Development and publishing of a department annual report



Technology

- Evaluate current Records and Evidence Management systems to ensure workflow and case management meet current needs
- Implement on-line citizen reporting module
- Evaluate and implement computerized system to better manage FOIA, CCJRA, and CORA requests more efficiently
- Assess and select Body Worn Camera and Vehicle Dash Camera system ahead of current contract expiration in 2027
- Update current paper-based processes by implementing a digital or web-based Records Management Systems for Administrative Reviews and Training Records Management
- Create Operations Management hub location within the police department building to coordinate and manage emergency events.
- Work with City Information Technology Department to enhance computer networking/conferencing capabilities and incorporate additional information sharing capabilities into our operations.

Collaboration

- Increase our representation and participation in regional law enforcement groups such as the Boulder County SWAT/Crisis Negotiations, Boulder County Drug Task Force, and Regional Auto Theft Task Force Groups.
- Seek opportunities to support and participate in state and federal law enforcement operations and programs.
- Arrange for sworn command and executive staff to attend Police Executive training at the Federal Bureau of Justice's National Academy Executive Leadership Development program, Senior Management Institute for Police, Northwestern School of Police Staff and Command, Southern Police Institute Command Officers Development Course, or similar programs.
- Collaborate with City of Louisville Departments to address community or organizational concerns and develop operational strategies. Provide appropriate resources as necessary and when appropriate.
- Continue to support the Boulder County District Attorney's Restorative Justice Program, Critical Incident Response Team, Domestic Violence Prevention groups, and other initiatives.



Essence, Mission, Values, Vision, Goals

To help guide the Louisville Police Department, the leadership and staff developed the following agency Essence, Mission, Values, and Vision statements. The leadership team also created specific goals that help guide our actions toward success.

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 that are shared with the City of Louisville organization, I CARE:

- **Innovation** - Leading and embracing change and transformation through creative thinking, supporting diverse perspectives, seeking learning opportunities, and continuously striving to improve. We invest in our organization's success and focus on providing professional development opportunities and remaining current with trends in our industry.
- **Collaboration** – Proactively engaging colleagues and stakeholders to develop solutions through meaningful and transparent communication. We will foster a culture where every employee feels valued and supported to achieve common and individual goals.
- **Accountability** - Fulfilling our responsibilities and conducting ourselves ethically and honestly to enhance trust within our organization and community.
- **Respect** – Treating people, processes, roles and property with care and consideration. Celebrating and appreciating diversity and valuing the rights of all people.
- **Excellence** - Inspiring, motivating, empowering, guiding, and modeling accountability and are courageous.



Vision

We are committed to providing service excellence with state-of-the-art technology, well-trained officers and staff, and up-to-date equipment to deliver the best service possible to the community.

Goals

To guide our employees toward individual and organizational success, we establish the following goals for our agency:

- Prioritize Proactive Policing throughout the community by employing prevention practices, visible patrol, and seeking ways to address community concerns through established community policing models.
- Seek to increase arrests for auto theft related crime by 5% from the prior year
- Actively participate in community engagement opportunities and City sponsored events
- Focus on enhancement of traffic, pedestrian, and bicycle safety by increasing overall contacts by 5% from the previous year
- Work with partner organizations to support regional public safety operations, mental health services, and criminal investigations/prosecutions
- Deliver high value customer service and seek to achieve a citizen survey satisfaction rating of 90% or higher
- Focus resources toward mental health wellness for community members and employees
- Enhance recruitment processes and marketing to hire high quality candidates to fill staff vacancies with a goal of achieving and maintaining full staffing levels across the department
- Seek innovative ways to increase the use of technology in our operations to provide enhanced response capabilities and data analysis



The goals mentioned here will be evaluated on an annual basis and adjusted accordingly. Community needs, trends, and other factors require that we remain cognizant of contemporary policing practices and always strive to align our agency with industry best practices.

Agency Philosophy and Priorities

Philosophy

Public safety and crime prevention are two of the department's top priorities and many of the objectives and initiatives put forth in this plan rise from our overall philosophy about our role in the community. The police services we provide are designed to protect the public through education, prevention, response, enforcement, and investigative services. The department focuses on providing high value police services and doing what we can to enhance the feeling of safety throughout the community. We have adopted a philosophical shift from a traditional 911-driven, purely reactive, approach to an emphasis on community-based, prevention-oriented police services. The LOPD believes in building partnerships and enhancing relationships with our community and other partner agencies. The guiding philosophy is to collaborate with and support other public safety, mental health, and human services stakeholders to find the best way to mitigate concerns and to try and enhance the quality of life for the Louisville community. We strongly believe that relationship building and having a well-trained and educated staff are key components of ensuring our service meets the needs of our community.



Relationship Building

The Louisville Police Department fosters community relationships in many different ways, such as:

- Serving as liaisons to groups and organizations such as, Adult Protection, Child Advocacy Centers, Child Protection, Domestic Violence Prevention and Support, and a variety of Neighborhood Groups.
- Actively meeting with community groups to discuss topics of importance and supporting public safety strategy development
- Collaborating with public safety partners at the local, regional, state, and federal levels to support crime prevention and community safety concerns that often extend beyond our city limits. We recognize the importance of enhancing our own capabilities through these partnerships.
- Partnering with other City of Louisville departments to address internal and external stakeholder needs
- Working with the Boulder Valley School District and other schools within our city to promote safety and cultivate relationships with students, parents, and administrators.
- Provide liaisons for the City of Louisville Liquor Authority and engage with the City's Equity, Diversity, and Inclusion group.

The goal of building these relationships is to reduce crime and disorder by understanding the characteristics of problems in neighborhoods and then working with stakeholders to develop appropriate problem-solving remedies. To be successful in this effort, we understand it is vitally important to engage with as many different groups as possible. These groups include neighborhood alliances, local schools, human service agencies, church groups and members of the business community.

Well Trained Staff

To maintain proficiency in a wide variety of police services, the department conducts and supports a broad range of training that exceeds the minimum standards set by Colorado's Peace Officer Standards and Training Board (POST). Mandatory courses include Anti-Bias Training, Community Policing, Community Partnership training, De-Escalation training, Use of Force training that includes proper utilization considerations, a firearms program encompassing qualifications and tactical use training, less lethal options, and both mandatory and voluntary skills development sessions. Officers also participate in on-line training programs, when available, and are First-Aid and CPR certified, including training on the use of Automatic External Defibrillator (AED).

In addition to our broad in-service and agency-led training program, we also support our employees seeking external training opportunities offered outside the agency through various reputable training organizations. We recognize the networking and diverse perspectives offered through these external training sessions will help enable our employees to become better prepared in how they approach their jobs and develop a better understanding of industry best practices.



Summary of Current Louisville Police Department (LOPD) Responsibilities

LOPD defines its fundamental responsibilities as:

- Enforcing laws and preserving public safety and order
- Reducing crime and disorder through prevention and intervention
- Enhancing the overall feeling of safety in the community
- Responding to community needs through partnerships and joint problem-solving
- Investigating and reporting of crimes for prosecution
- Providing information and service referrals for those in need of additional services
- Managing and administering departmental operations
- Supporting the City of Louisville Organization and City Council Initiatives

This document builds upon the previously created Louisville Police Department 2017-2021 Master Plan and is a continuation of the forward-thinking approach department leadership took at that time. It is important to acknowledge and highlight the successes achieved as a result of that plan.

Major Accomplishments from previous 2017-2021 Master Plan

- Achieved CACP accreditation 2018-2023
- Hired a Crime Prevention Specialist and created community centric programs such as Monthly Community Conversations, Crime Prevention through Environmental Design, Community Watch (Art of Neighboring), and other prevention and preparedness programs.
- Maintained contemporary and professionally recommended training standards
- Significant outreach and partnership with those impacted by the devastating Marshall Fire
- Hired a Police Support Technician
- Improved Intra and Inter-agency coordination across the City organization and throughout the Boulder County area
- Enhanced Public Information Officer position and bolstered communication and information sharing through social media and other channels
- Developed good working relationships with hospitals and social service organizations
- Implemented Body Worn Cameras and Dash Cameras to enhance police transparency
- Enhanced community safety and increased operational awareness for our officers through the use of license plate reading technology in parts of our city.

Improved efforts focused on Emergency Management and coordination with regional public safety partners.

Conclusion

The City of Louisville, CO Police Department is committed to being a professional organization and will remain cognizant of the needs of our stakeholders. We will strive to remain a forward-thinking police department, always looking toward our future. We will work to develop our staff and support them in achieving both their professional and personal goals. The continuous training and development of our staff, will help ensure we have the most competent and capable people possible serving our community.

The members of the Louisville Police Department are committed to the principles of ethical policing. We will have the courage to hold ourselves and others accountable and seek to maintain the highest standards in everything we do. We will uphold the values of our community and this agency.

On behalf of the dedicated people at the Louisville Police Department, who work hard every day to ensure a safe and secure Louisville, we want to thank the community and our partner organizations for the continued support as we look ahead to the next several years.

- The Men & Women of the Louisville Police Department