

City Council

Study Session

Agenda

Tuesday, February 25, 2025
Library Meeting Room
951 Spruce Street
6:00 PM

Members of the public are welcome to attend remotely; however, the in-person meeting may continue even if technology issues prevent remote attendance.

- You can call in to **+1 719 359 4580 or 877 853 5247 (toll free)**
Webinar ID **#876 9127 0986**.
- You can log in via your computer. Please visit the City's website here to link to the meeting: www.louisvilleco.gov/council

Council will NOT take public comments at the study session; however, anyone may email comments to the Council at Council@LouisvilleCO.gov.

- 1. Call to Order & Roll Call**
- 2. Police Department Operational Overview**
- 3. Cybersecurity In Louisville – Protecting Our City**
- 4. Adjourn**

Citizen Information

If you wish to speak at the City Council meeting in person, please fill out a sign-up card and present it to the City Clerk at the meeting; if you are attending remotely, please use the "raise hand" icon to show you wish to speak in public comments.

Persons planning to attend the meeting who need sign language interpretation, translation services, assisted listening systems, Braille, taped material, or special transportation, should contact the City Clerk's Office (303.335.4536 or 303.335.4574) or ClerksOffice@LouisvilleCO.gov. A forty-eight-hour notice is requested.

Si requiere una copia en español de esta publicación o necesita un intérprete durante la reunión del Consejo, por favor llame a la Ciudad al 303.335.4536 o 303.335.4574 o email ClerksOffice@LouisvilleCO.gov.

SUBJECT: POLICE DEPARTMENT OPERATIONAL OVERVIEW

DATE: FEBRUARY 25, 2025

PRESENTED BY: RAFAEL GUTIERREZ, CHIEF OF POLICE
JEFF FISHER, DEPUTY CHIEF OF POLICE
MICHAEL MILLER, OPERATIONS DIVISION CHIEF

SUMMARY:

Presentation to City Council about the Police Department's structure, operations, initiatives, 2024 achievements, and department's three-year outlook.

FISCAL IMPACT:

N/A

PROGRAM/SUB-PROGRAM IMPACT:

Public Safety and Justice-Patrol and Investigation: provide continuous police and public safety services for the City of Louisville.

RECOMMENDATION:

No recommendation, informational presentation only.

ATTACHMENT(S):

1. Presentation
2. Police Department Guiding Document 2025-2028

STRATEGIC PLAN IMPACT:

☐		Financial Stewardship & Asset Management	☒		Reliable Core Services
☐		Vibrant Economic Climate	☐		Quality Programs & Amenities
☐		Engaged Community	☐		Healthy Workforce
☐		Supportive Technology	☐		Collaborative Regional Partner

Louisville Police Department Overview- 2025



Presented by:
Chief of Police Rafael Gutierrez
Deputy Chief Jeff Fisher
Division Chief Mike Miller



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Mission-Values-Vision



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

Values: (I CARE) Innovation, Collaboration, Accountability, Respect, Excellence

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.

We were formally recognized as a professional organization when we received initial accreditation from the Colorado Association of Chiefs of Police in 2018 and later earned our re-accreditation in early 2024.



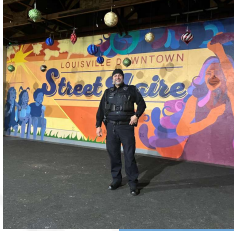
Colorado Association of
Chiefs of Police



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2024 Achievements



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- Hired 12 new police department employees getting us to full staffing* across all our work groups, to include converting a part time records position to full time. *December 2024
- Implemented a Mental Health Co-Responder program in partnership with Boulder County
- Implemented a web-based Administrative and Training Records management system (Frontline)
- Started our E-bike patrol program with the purchase of 3 E-bikes and the training of 3 officers and 2 Open Space Rangers
- Developed a marketing and recruitment campaign to address staffing challenges, to include creating 3 recruitment videos

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2024 Achievements

- Received over \$320,000 in Federal and State grant funds to support co-responder services, in-service training, high visibility traffic and DUI enforcement, and the purchase of various items of equipment
- Successfully moved patrol scheduling to platoon model-enhance team dynamics and increase internal training opportunities
- Conducted 23 formal community presentations and attended an additional 39 community events
- Archived/Digitized microfiche records
- Created our agency's Guiding Document for 2025-2028 to replace our previous 2017-2021 Master Plan and align with our Vision



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2025 Goals

Prioritize proactive policing- crime prevention, increase visibility, and support community policing principles

- Focus resources on traffic, pedestrian, and bicycle safety by increasing overall contacts by 5% from previous year
- Increase participation in community events, City sponsored activities, and increase engagement by 5% from previous year
 - SHIELD initiative
- Dedicate resources to auto theft related crimes and increase arrests for these events by 5% from the previous year.

Develop and Enhance partnerships with public safety and community focused organizations

- Continue to work with partner organizations to support regional public safety operations, emergency preparedness, criminal investigations, and mental health support services.
- Target goal of implementing one new initiative this year.



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2025 Goals



Deliver High Value Services

- Seek to achieve 90% satisfaction rating in our Overall Performance from City community surveys
 - most recent survey we rated at 87% overall

Enhance Recruitment and Retention practices

- Target goal is to achieve and maintain full staffing across all work groups in the department

Seek innovative ways to increase the use of technology and data analysis to enhance response capabilities and service delivery

- Implement at least 1 new technology initiative in 2025

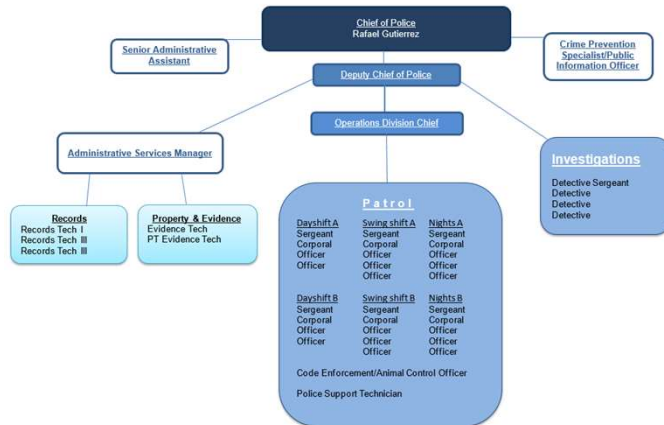


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Department Structure

Louisville Police Department Organizational Chart 2025 Authorized Staffing



35 total Sworn/Certified Officers

- 28 assigned to patrol
- 4 assigned to detectives
- 1 Division Chief
- 1 Deputy Chief of Police
- 1 Police Chief

5.5 FTE -support staff

1 Administrative Services Manager, 3 Records staff, and 1.5 FTE Evidence Custodian

2 non-certified uniformed staff- Code & PST

1 Crime Prevention Specialist/PIO

1 Senior Administrative Assistant to the Chief



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Services Division

The Back of the House



If the Police Department were a restaurant, Operations would be the front of the house and Services would be the back of the house. In essence, Operations fields and generates police work and then the Services Division processes it. The Services Division includes Property and Evidence, Records, Detectives and Professional Standards.



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Services Division Work Groups

Supervision & Leadership

The Deputy Chief of Police provides overall direction for the Services Division. The Administrative Services Manager provides day-to-day leadership of Records and Property and Evidence. The Detective Sergeant supervises the Detective Bureau.



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Property & Evidence Unit

P&E Team

P&E is staffed by 1 full time technician and 1 part time technician. This unit manages all property and evidence seized, or turned over to, the Police Department. In 2024, P&E collected, booked and catalogued 1,177 items, disposed of 1,370 items and returned 252 items to owners. P&E managed a total of 17,245 items in 2024 alone. This staff also conducts regular internal audits of our evidence management system.



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Records Unit

The Records Unit is comprised of 3 Records Technicians. They manage and process all police reports, public records requests, and case filings for the Boulder County District Attorney's Office and Municipal Prosecutor. They also handle inquiries at the front desk of the PD.



In 2024, Records facilitated

- 573 public records requests
 - Body Camera footage, records searches, report requests
- 169 background check requests
- Processed \$5,987.98 in records request payments
- handled 2,116 police generated reports.
 - This does not include all the cases they prepared for the prosecutors' offices.



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Detective Bureau



The Detective Bureau is the major crimes unit of the Police Department. It is comprised of 1 Sergeant and 3 Detectives. They handle primarily felony level crimes against persons and property investigations. On average, detectives are each assigned approx. 15 cases per month. In January 2025, Detectives took on 21 total new cases – 14 property crimes and 7 persons crimes, 1 of which is an attempted homicide case which is still under investigation.



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Professional Standards



The Administrative Services Manager serves as the accreditation manager for the Police Department. We are very proud to have been accredited by the C.A.C.P. in 2018 and we received re-accreditation in 2024.

The Deputy Chief oversees all internal affairs investigations and ensures all complaints involving the Police Department are investigated in a timely manner.

In 2024, we conducted two Class 1 professional standards investigations and two Class 2 professional standards investigations.



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Patrol Operations



Patrol operations is comprised of 32 personnel

6 Patrol Sergeants

6 Patrol Corporals

17 Police Officers

1 Police Support Technician

1 Code Enforcement Officer

2- Boulder County Co-Responders



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Patrol Operations



24 Hour operations over three 10-hour shifts

Day Shift – 6:00AM - 4:00PM	4 Uniformed Police Officers
Swing Shift – 2:00PM – 12:00AM	4 Uniformed Police Officers
Night Shift – 8:00PM – 6:00AM	4 Uniformed Police Officers

A- Platoon: Sunday – Wednesday

B- Platoon: Wednesday – Saturday

Overlap Wednesday for Training



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Patrol Operations

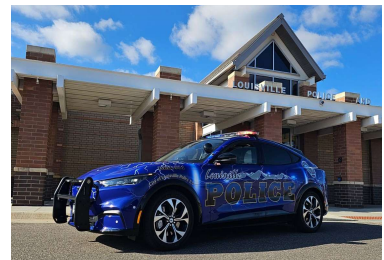


Patrol Fleet



26 Marked patrol units
1 Marked EV patrol unit
9 Unmarked / Administrative units

Approximately 240,000 miles
driven per year



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Patrol Operations

2024

Over 19,000 incident responses
15,606 Dispatched calls for service
166 – Crimes Against Persons
607 – Crimes Against Property
68 – Crimes Against Society
321 - Arrests



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Patrol Operations

"Patrolling the Numbers"

January 2025

1185 – Dispatched Calls for Service
162 – Reports taken
98 – Arrests/Summons issued
221 – Traffic contacts



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Looking Ahead- Department Initiatives

- Alignment with Council's plan and vision
- Seek to be innovative while remaining abreast of contemporary policing initiatives and using industry best practices as our guide
- Uphold Accreditation Standards and seek renewal in 2029
- Department's 2025-2028 Guiding Document
 - Recently published to Police page on City's website and is also included in the packet.
- Agency's 2024 annual report- in progress



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Thank you

**Staff is available to answer
questions**



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GUIDING DOCUMENT 2025-2028

Chief Of Police
Rafael Gutierrez



General Information

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Contact Us

Louisville Police Department (LOPD)

Louisville, Colorado

Main Office: 303.666.8634

<http://LouisvilleCo.Gov/Local-Government/Government/Departments/Police>

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.

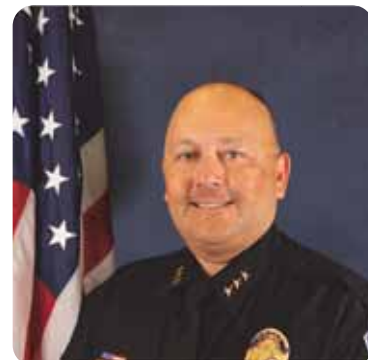
We will continue to utilize information related to public safety industry best practices and follow accreditation standards to help guide our planning and to set priorities for implementation of this plan. Fiscally responsible planning and prioritization based on evolving needs will be factored into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

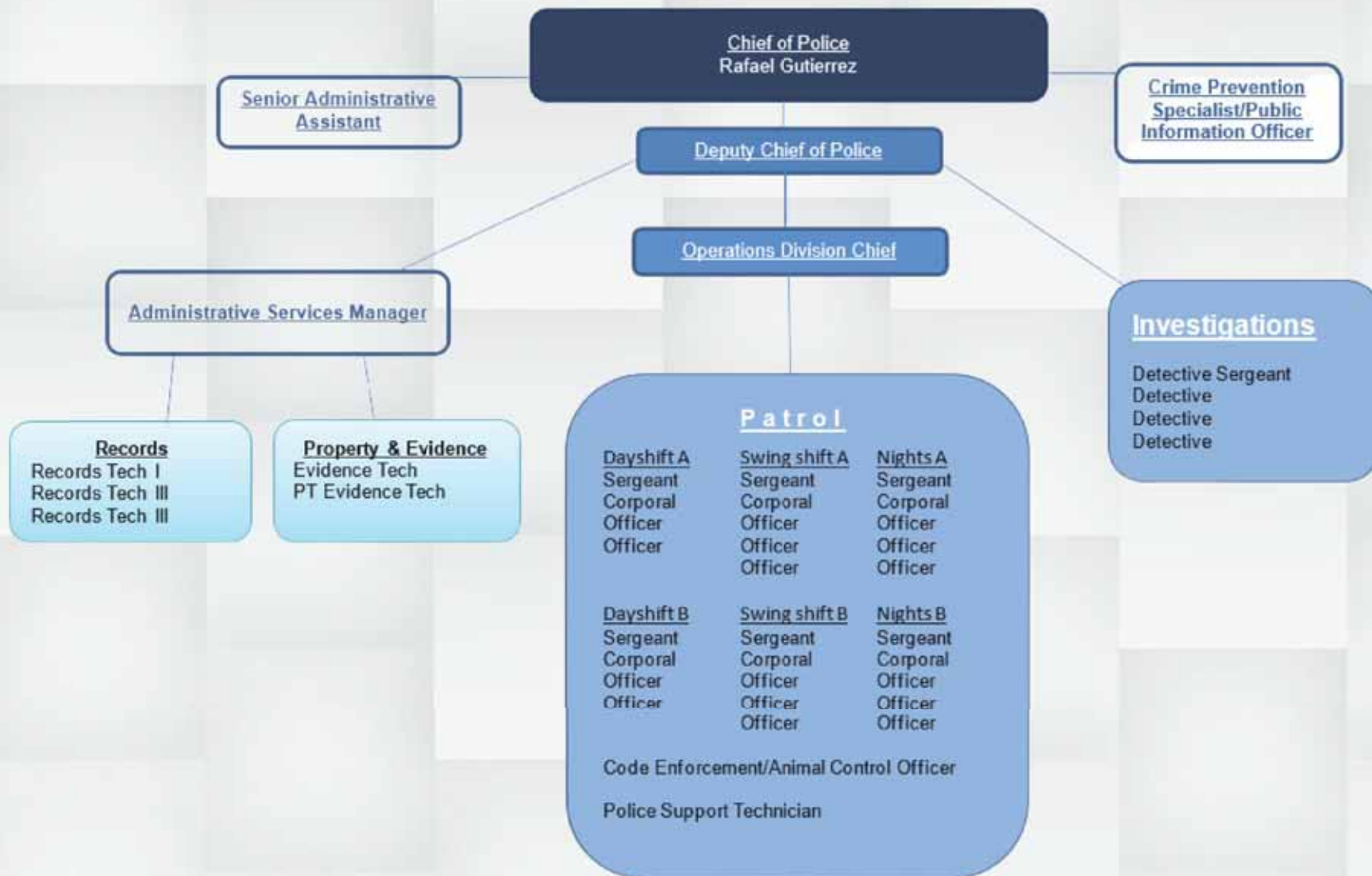
Transparency is also highly important to our organization, and as such, this strategic plan should be made available to anyone who has an interest in our department's outlook. This plan, our policies and procedures, and other information related to our department is available on our agency's website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



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

*Rafael Gutierrez, Louisville, CO
Chief of 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

SUBJECT: CYBERSECURITY IN LOUISVILLE – PROTECTING OUR CITY

DATE: FEBRUARY 25, 2025

**PRESENTED BY: PAULINA BENNETT, DIRECTOR OF IT
DANIEL WOOLDRIDGE, SENIOR NETWORK ENGINEER**

SUMMARY:

The City of Louisville is committed to strengthening its cybersecurity posture to protect critical systems, sensitive data, and community services from evolving cyber threats. This study session will provide an overview of the city's current cybersecurity efforts, the major threats facing municipalities, and Louisville's strategic initiatives to mitigate risks. Key topics will include the city's security framework, ongoing projects, and future roadmap to enhance resilience against cyberattacks.

Staff will be available to answer questions related to this topic at the conclusion of the presentation

FISCAL IMPACT:

N/A

PROGRAM/SUB-PROGRAM IMPACT:

Ensuring proper cybersecurity supports the Information Technology Subprogram's goal of maintaining a secure and connected network ensuring all users have appropriate technological resources to effectively perform their jobs.

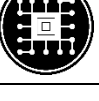
RECOMMENDATION:

No recommendation, informational presentation only.

ATTACHMENT(S):

1. Presentation

STRATEGIC PLAN IMPACT:

☐		Financial Stewardship & Asset Management	☒		Reliable Core Services
☐		Vibrant Economic Climate	☐		Quality Programs & Amenities
☒		Engaged Community	☐		Healthy Workforce
☒		Supportive Technology	☐		Collaborative Regional Partner



Cybersecurity in Louisville

Protecting Our City

February 25, 2024

Paulina Bennett Director of IT



1

Purpose

- What is cybersecurity and why is it important to the City of Louisville?
- Cybersecurity trends and threats for local government
- Current and future cybersecurity initiatives for the City of Louisville



2

What is Cybersecurity?

Network Security

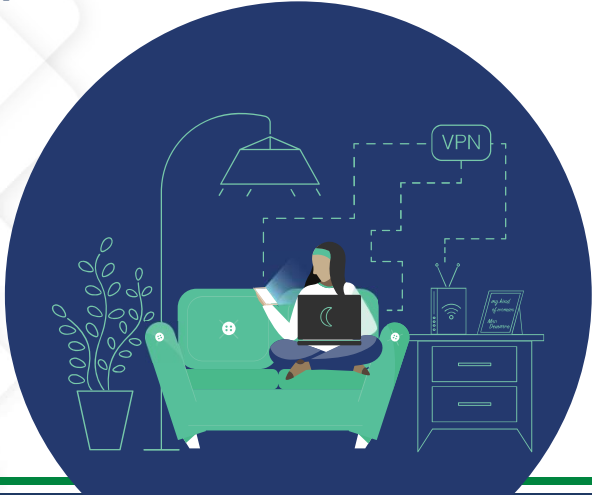
Prevent & reduce Unauthorized Access

Endpoints

Phones, Computers, Servers, IOT devices

Protect Data

SSN, Resident Data, Water & Wastewater, police data



Incident Response

Develop a plan for responding

Policy

Develop policy to safeguard

Training

Educate employees to recognize and prevent cyber threats



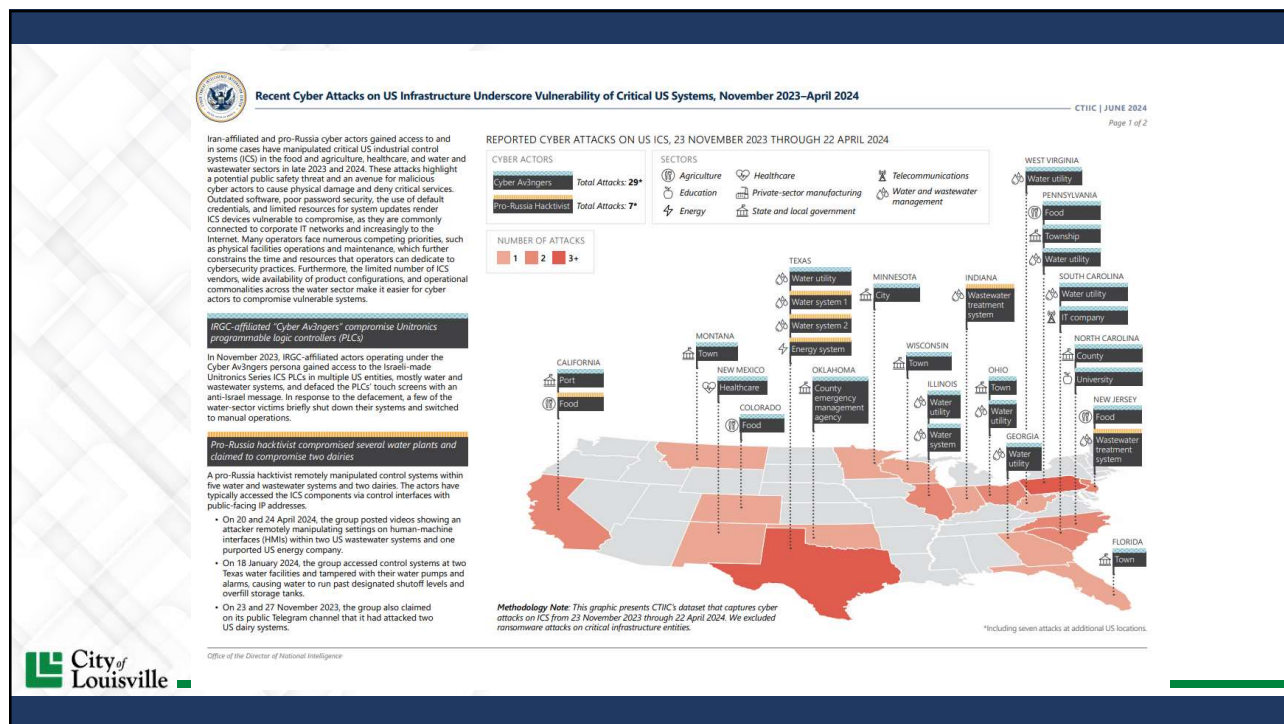
3

Why is Cybersecurity Important?

Protect	Protect resident and employee data including financial records, addresses, SSN
Continuity of Essential Services	Cyber events can disrupt emergency services and water systems
Defend Against Ransomware	Local governments are prime targets for ransomware attacks, where hackers demand payment to unlock city systems
Securing Critical Infrastructure	The City's water utility systems and emergency services rely on technology to ensure smooth operations
Public Trust	Residents expect The City of Louisville to keep their data safe and core services working



4



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Colorado Cyber Attacks

- CDOT (2018)
- City of Lafayette (2020)
- City of Wheat Ridge (2022)
- Colorado Public Defender's Office (2024)
- Aurora Public Schools (2025)

From a previous employee of The City of Lafayette "I was unable to do the bulk of my tasks from July through November. Residents called about their water usage, their bills, emails they had previously sent about various issues, tap fee info, statuses on development reviews and construction projects and most employees had access to NOTHING. All software was gone (Lucity, MS products, MyGov, Tyler, Laserfiche, etc.) as well as emails and access to all drives and files.

6

Cyber Facts



- **End-users are the biggest risk**
 - Ninjio training is required by all employees and can reduce our risk of an incident by 70%
- **Phishing is the most common attack vector**
- **80% of people reuse passwords (recipe for disaster!)**
- **Wherever possible: use multi-factor-authentication (MFA)**



7

Cyber Facts for City of Louisville

- **Firewall past 30 days**
 - 250,000 attempts to connect to VPN – less than 5,000 of these are from staff
 - Blocked over 2 million attempts to infect, compromise city systems
 - Evaluated and acted on 8.3 million potentially malicious connections
 - Evaluated 5.1 Terabytes of network traffic
- **City of Louisville Email Last 30 Days**
 - ~100k email sent to 303 city mailboxes/recipients
 - 82,000 allowed
 - 17,230 blocked, 117 flagged for advanced protection, 1,312 quarantined



8

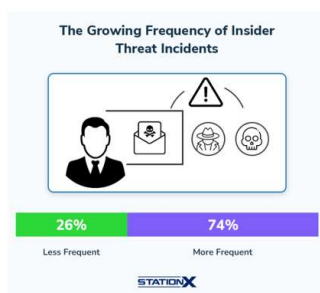
Cyber Facts for City of Louisville

- **Artic Wolf 30 Day Review** – 24/7 365 monitoring is a cybersecurity company that provides security monitoring to detect and respond to cyber threats on behalf of The City of Louisville
 - 284 million observations network wide
 - 4 million events analyzed
 - 158 alerts triggered by Artic Wolf
 - 9 alerts issued to Louisville IT staff for resolution
 - 4,310 vulnerabilities, risk, or other concerns raised
 - 1,875 mitigated
 - 81 accepted
 - 10 confirmed false positive
 - Remaining ~2200 items are medium low risk or informational



9

Insider Threats



Non-Malicious Insider Threats

13. 88% of all data breach incidents are caused by or significantly worsened by **employees'** mistakes.

14. The negligent insider is the root cause of most insider threat incidents. According to 2023 research by Ponemon, the majority of insider threat incidents (**55%**) are caused by **careless or negligent employees**.

Malicious Insider Threats

34. 25% of insider threat incidents are caused by **criminal or malicious insiders**—i.e., employees or authorized individuals who misuse access for harmful, unethical, or illegal activities.

35. In 2024, around **74% of cyber security professionals** are most concerned with malicious insiders within their organization, representing an increase of nearly 25% compared to 2019.



<https://www.stationx.net/insider-threat-statistics/>

10

Recent Events in the News

Author: Chris Beeble
Published: 4:57 PM EDT June 17, 2024
Updated: 10:57 PM EDT June 17, 2024



CLEVELAND — Cleveland City Hall will remain closed on Tuesday, June 18 due to the ongoing investigation involving last week's "cyber attacks" that targeted the city.

June 10, 2024

Last week, the attacks were confirmed to be a ransomware attack. 3News investigates obtained the following email sent to employees addressing the attacks:

"After a thorough investigation by our IT Department, led by Commissioner Kim Roy Wilson and external cybersecurity experts such as the FBI and the Ohio National Guard's Cyber Reserve Unit, we can confirm that the cyber incident that disrupted the City of Cleveland's IT systems is a ransomware attack. The nature of the attack is still under investigation while we work to restore and recover our systems. At this time, we cannot disclose anything further, as this is a sensitive investigation."



<https://www.wkyc.com/article/news/local/cleveland/cleveland-city-hall-to-remain-closed-tuesday-cyber-attack/95-12c32369-679c-4cc5-ae2-664f758afb7c>

11

What is Louisville Doing to Improve Cybersecurity Posture?

- NIST & CIS+ Framework
- Partnerships
- Recently Completed Projects
- Current & Future Projects



12

NIST & CIS Frameworks



NIST

<https://www.nist.gov/cyberframework/quick-start-guides#resourceOverview>

<https://www.cisecurity.org/about-us>



13

Partnerships



14

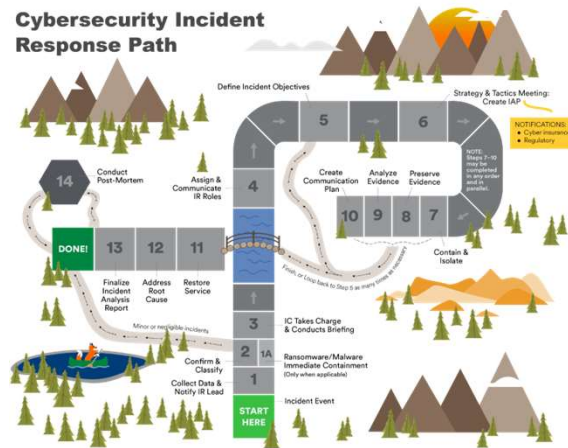
Recent Cybersecurity Efforts

- Multi-factor MFA redo
- SCADA Isolation and Server Upgrades
- .US --> .GOV
- Rule 4 – Incident Response Plan & Exercise
- Security Issues Risk Review
- Barracuda/Spam Filter
- CrowdStrike
- Artic Wolf
- Varonis
- Additional Investments in Backup
- Communication System Refresh
- Network Monitoring Tool
- Salamander Badging
- Server Refresh & Switch Replacement
- PC Replacement
- Enhanced Firewall Licensing
- VM Upgrades



SFO

Cybersecurity Incident Response Path



15

Future Cybersecurity Efforts

- VPN Consolidation - Zscaler
- Managed Print
- Vendor Expectations – Contracts
- Cybersecurity Culture
- Access Control
- Police Mobile Device Improvements
- Password Keeper – grant pending
- Penetration Test – grant pending



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Questions

