To strengthen relationships between police and residents to increase collaboration grounded in trust and legitimacy.
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The *Synergy Project* is a year-long effort undertaken by the City of Louisville, its residents and the Louisville Metropolitan Police Department. Its purpose is to provide an inclusive process to achieve an overarching purpose designed to: **Further strengthen relationships between residents and police by respecting two important societal values: Public Safety and Public Trust.**

The purpose of this progress report is to detail the key activities and milestones reached as of February, 2020. The project is proceeding according to original designs developed by the Project Management Team, a diverse group of stakeholders charged with leading the planning and delivery of the Synergy Project.

Great progress has been made with the project since it was formally launched in June, 2019. Differing voices are being heard in the Action Sessions already held with many more Sessions in the planning stages to be held through June 2020. According to the overall project design, the Implementation Plan created from ideas generated at these Action Sessions is also beginning to be developed. Detailed descriptions of accomplishments to date are included in the remainder of this report.
Project Against Plan

The Synergy Project Plan and Timeline (see Appendix A) outlines the work of each phase. The first two phases have been successfully completed. The flow of ideas from Community Members and Police to implementation are captured in the graphic in Appendix B. The project is currently in the midst of Phase 3: Community Engagement. Detailed updates for that portion of the initiative are described below.

- Phase 1: Project Planning & Development (JANUARY – JUNE): Completed
- Phase 2: Steering Group Development (JUNE - OCTOBER); Completed
- Phase 3: Community Engagement (OCTOBER – JUNE); in process

Key Milestones Completed as of February 15

- Hosted team from the Charleston Illumination Project on January 16 and 17 to help launch public Action Session portion of project. (see Appendix C for details on Charleston Team visit)

- Third facilitator training session February 5, 2020 to prepare 12 people to lead small group discussions at Action Sessions.

- Third Community Influencer Orientation session held November 7 where 28 members of the community joined the project in a formal role as ambassadors of the work, reaching out to their collective networks and promoting the Synergy Project.

Community Action Sessions Held

<table>
<thead>
<tr>
<th>Dates</th>
<th>Number of Attendees</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 12</td>
<td>17</td>
</tr>
<tr>
<td>December 3</td>
<td>14</td>
</tr>
<tr>
<td>December 17</td>
<td>21</td>
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<tr>
<td>December 20</td>
<td>33</td>
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<td>January 14</td>
<td>15</td>
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<td>January 21</td>
<td>20</td>
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<td>January 25</td>
<td>25</td>
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<tr>
<td>January 28</td>
<td>35</td>
</tr>
<tr>
<td>January 30</td>
<td>51</td>
</tr>
<tr>
<td>February 11</td>
<td>74</td>
</tr>
</tbody>
</table>

306 Participants To Date
Community Action Sessions Planned

2/18  Metro Housing Authority -- Avenue Plaza
2/18  House of Ruth
2/20  South Louisville Community Center
2/24  New Directions
2/25  Metro Housing Authority -- Liberty Green
3/3   Greater New Hope Community Church
3/5   Joshua Tabernacle
3/12  Housing Authority -- Sheppard Square
3/14  Elim Baptist Church
3/17  Shawnee Neighborhood Association
3/18  Shively Community Building
3/21  Magazine Street SDA Church (YOUTH)
3/24  First Baptist of Anchorage
3/25  University of Louisville
3/26  Family Scholar House – River Port campus
3/31  Lees Lane Baptist Church
4/1   University of Louisville
4/4   STEPS (YOUTH)
4/14  Southwest Library
4/16  Springdale Presbyterian Church
5/11  Douglass Community Center
5/16  Council District 7
5/18  League of Women Voters

We are currently working with more than 20 other community partners to get sessions scheduled. We intend to have sessions in each of the eight police divisions, representing the diversity of our neighborhoods and residents.

We have formed a committee of people who are working to engage with our residents who are not native English speakers. We intend to alter our session format to allow for communication in various languages, including Spanish, Swahili, Arabic and perhaps others. We have committed to providing translators for these sessions and are working on a format for those meetings.
We also are in the process of developing a shorter version of the Action Session more accessible to youth, particularly middle and high school-age young people. We are meeting with Jefferson County Public Schools personnel, church youth leaders and others to schedule sessions specifically aimed at youth.

Because of the high interest in hosting sessions, we have decided to extend our Action Session window into June. We will take a two-week break from sessions in the last two weeks of April due to the high volume of Kentucky Derby Festival events, which requires high workload for Louisville Metro Police officers. Sessions will resume following the Kentucky Derby on May 2.

Additional PR and Marketing

- Flyers have been distributed throughout the community at a variety of gathering places (e.g., churches, schools, neighborhood meetings, etc.) See Appendix D for example flyer.
- Have done radio promotion for the project with iHeartRadio and WLOU, appearing on two different shows on WLOU.
- Appeared on WAVE3 Noon show with Dawne Gee to promote the Charleston visit.
- WLKY covered the session held at the Salvation Army involving the Homeless population.
- The Healing Place did social media promoting the sessions held there.
- Have had regular social media updates via LMPD and Mayor’s platforms.
- As part of a public education initiative, a page has been included on the Lean Into Louisville website.
- The visit from leaders of the Charleston Illumination Project (the model for our Synergy Project) was covered by a number of local media outlets. The Courier-Journal supported this broader awareness campaign with a Synergy article early in the year. Local radio stations have also supported these efforts on their respective web sites (WAVE; WHAS; WLKY; WDRB).

Outreach to Clergy

- Clergy play a critical role in supporting Synergy in recruiting congregation members to attend Action Sessions.
- Individual meetings held with members of various churches and religious organizations to gather interest.
- Faith Community work group further expanded to include Community Influencers.
December 20 Action Session held exclusively for clergy.

See Appendix C for the flyer distributed to community clergy announcing the December 20 Clergy Police Academy.

First Clergy expanded work group meeting held on January 31. Discussed how to get the clergy more involved and how to get more people attending sessions. Next group meeting set for Feb. 28.

Action Ideas

- High level themes below
- Detailed voting results in Appendix E

<table>
<thead>
<tr>
<th>Top Voted Ideas – Community / Residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build better relationships with youth</td>
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<tr>
<td>Host community/police relationship events</td>
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<tr>
<td>Develop community education programs</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Top Voted Ideas – Police/Law Enforcement</th>
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<tbody>
<tr>
<td>Engagement</td>
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<tr>
<td>Training</td>
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<tr>
<td>Education</td>
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<tr>
<td>Resources for Officers</td>
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</tbody>
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**Appendix A: Synergy Project Plan and Timeline**

<table>
<thead>
<tr>
<th>Phase 1: Project Planning and Development</th>
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</thead>
<tbody>
<tr>
<td>Project Management Team (PMT) describes project purpose, scope of work, initial project structure and engagement strategies</td>
</tr>
<tr>
<td>PMT reviews draft Polarity Map</td>
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<tr>
<td>PMT identifies Steering Group Committees</td>
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<tr>
<td>Weekly Project Management Team Meetings</td>
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</table>

<table>
<thead>
<tr>
<th>Phase 2: Steering Group Development</th>
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<tbody>
<tr>
<td>Launch Meeting</td>
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<tr>
<td>Relationship Building Session</td>
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<tr>
<td>Launch of Steering Group Committees</td>
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<tr>
<td>Monthly Steering Group Management Meetings</td>
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</table>

<table>
<thead>
<tr>
<th>Phase 3: Community Engagement</th>
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</thead>
<tbody>
<tr>
<td>Creation of Community Influencers Group</td>
</tr>
<tr>
<td>Public Relations and Community Education</td>
</tr>
<tr>
<td>Selection and Training of Facilitators</td>
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<tr>
<td>Community Input and Action Sessions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Phase 4: Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop Evaluation Plan and Strategies</td>
</tr>
<tr>
<td>Data Gathering</td>
</tr>
<tr>
<td>Data Analysis</td>
</tr>
<tr>
<td>Developing Strategic Plan</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Phase 5: Sustainment</th>
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</thead>
<tbody>
<tr>
<td>Implementation of Synergy Project Plans</td>
</tr>
<tr>
<td>Ongoing Specialty Identified Action Sessions</td>
</tr>
</tbody>
</table>
Appendix B: Synergy Project Process Flow Map of Information

Synergy Project IDEA Process Map
How good ideas turn into actions for change

Police and Residence generate and share ideas

Research Team

Project Management Team

Strategic Implementation Team

Steering Committee

Police Department and Metro Gov.

Final Report

Community (i.e. faith communities, neighborhoods, non-profits)

Each week Research Team analyzes ideas to discern themes and ideas with most votes.

Project Management Team and Strategic Implementation Team review data and make specific recommendations in the form of police, procedures, programs, initiatives to Police Department and Community

Steering Committee receives information from Research Team and makes recommendations to Police Department/Metro Government and Community

Research Team presents final report to Steering Committee and Strategic Implementation Team.

Actions

GREATER PURPOSE
Strengthened Relationships Between Police and Citizens
Appendix C: Charleston Illumination Project Team Visit

Four members of the Charleston team came to Louisville on a Sharing of Best Practices visit January 16 and 17:

- Chief Greg Mullen (Charleston’s Police Chief that conceived of and led the Charleston effort)
- Margaret Seidler (the primary consulting resource who supported the Charleston work)
- Bob Seidler (the lead for all logistics and marketing efforts in Charleston)
- Poppa Smurf (an informal leader and Charleston resident who championed the project in the community, eventually serving as a Community Influencer and Session Facilitator)

Agenda Thursday, January 16, 2020

- Lunch with Louisville Synergy Project Steering Committee
- Meet with Project Management Team
- Press Conference launching Action Sessions
- Public Event at Central High School (panel w/Q&A)
- Dinner with Project Management Team

Agenda Friday, January 17, 2020

- Breakfast with Chief Conrad and Steering Group members
- Chief Mullen meeting with LMPD Command Staff
- Meetings with Community Influencers
- Debrief with Project Management Team

Lessons Learned from Charleston Visit

- Generated a list of additional marketing and promotional strategies
- Discussed options for recruiting community sponsors and donors for events
- Created a strategy for moving ahead with the Steering Group and the development of the Strategic Plan
- Received several suggestions from Chief Mullen about how to engage police officers in the process, including hosting sessions for just officers.
- Shared information about how non-English speaking populations were engaged in Charleston
- Discussed and brainstormed some tag lines for the project “This work saves lives.”
- Brainstormed strategies for how to keep people engaged in the work over a long process: setting clear expectations, regular communication, transparency in the process, specific task assignments.
- Reinforced the need to continue to “meet people where they are” and find ways to get into places in the community where police and residents typically don’t have dialogue like this.
- Identified a need to create a way for better regular updates for the community.
Appendix D: Clergy Policy Academy Flyer

The Louisville Metro Police Department invites local clergy officials to join us for discussion and insight into the daily operations of LMPD. Participants will receive a catered lunch, Clergy Academy t-shirt, a framed certificate, and an opportunity to partake in a future ride-along with officers.

December 20, 2019
9:00 a.m. – 5:00 p.m.
LMPD Firearms Training Center
4201 Algonquin Parkway

Topics to Include:

- Use of Force and De-escalation
- Firearms Simulation
- Critical Incident Investigations
- Complaint Process
- Mental Illness Response
- Homicide Investigations
- Community Outreach
- Recruiting Efforts

To register, contact Officer Johnny Burgraff @ 502-574-8868
or Johnny.Burgraff@Louisvilleky.gov
You must pre-register and receive a confirmation email to attend!
Appendix E: Example Action Session PR and Marketing Flyer

Please join us for a Synergy Action Session to build trust between police and residents

February 11, from 7 to 8:30 p.m.,
The Salvation Army, 911 S. Brook Street

February 18, from 6 to 7:30 p.m.,
House of Ruth, 607 E. St. Catherine Street

February 20, from 6 to 7:30 p.m.,
South Louisville Community Center, 2911 Taylor Blvd.

February 24, from 6 to 7:30 p.m.,
New Directions, 1617 Maple Street

Reservations not required but come early to ensure seating and pizza.

For more information visit: www.leanintolouisville.org/synergyproject/
Appendix F: 11/25/2019-1/28/20 Synergy Action Session Write up

Top voted ideas

Resident/Community Ideas

Build better relationships with youth

1. Eliminate the “snitch” culture. Don’t teach kids police are bad
2. Positive communications from community to children that police are “bad”
3. Foster respect for authority; teach respect for yourself to the youth in the homes. Respectfully discipline in home
4. Expose children to authority figures
5. Don’t teach kids police “will get you”
6. Engage 4th grades in the John Hunter method to create solutions
7. Include stories about police and what they do in schools

Host community/police relationship events

1. Tour of neighborhoods for police- intro to businesses and community centers, churches, etc.- guided
2. Participate and attend events where police have been invited (neighborhood association)
3. Community invite and host police programs in their spaces host synergy
4. Neighborhood leaders help facilitate meeting between police and residents who are anti-police
5. Do community projects that include police, Center for Safe and Healthy Neighborhoods, and metro council
6. Neighborhoods have community retreats or events to know each other
7. Host conversation to imagine a different system
8. Non-profits, grassroots efforts include/invite police into activities, planning, discussions sororities dance troops
9. Adopt a cop- community organizations, churches invite police to community events

Develop community education programs

1. Educate the community on the how/why of law. Help them understand
2. Help residents understand and when they’ve broken the law and the consequences-
3. Conversations to help residents understand policing responses /decisions
4. Educate ourselves and family about policing, policies, positive interactions
5. Community education on police, EMS, Fire, community centers, DRO’s, Community police, Civilian Police Academy, Procedure, Expectations, Ambassador Institute, OSHN
6. Community train/education on how to interact with police i.e. what to do when stopped by police, community/resident led on citizens’ rights
7. Know rights as a citizen when encounter police, in schools teach civics

Help spread a positive narrative of law enforcement
1. Media can show positive examples, change the negative narrative. Balance the images and stories/demand balance from media-
2. Recognize good work being done by police- awards, thank yous

Community/Resident themes

1. Education about law enforcement
2. Develop positive relationships with officers
3. Positive law enforcement exposure for youth
4. Implement law enforcement recognition opportunities
5. Address the role of media and perception of police
6. Community/Police program collaboration
7. Relationship building opportunities between community members

Police/Law Enforcement ideas

Engagement

1. Get out of car and interacting with public
2. Need to do more activities PD is involved in (feeding community kids event
3. Be part of the community. Out of the car. Encourage and support. Create policy that encourages and support
4. Getting out of vehicles and walk more to help foster relationships
5. Invite community to police events
6. Communication- learn to talk to each other/make positive contact
7. Get out of cars interact with community
8. Police officers “adopt” an organization to ensure know and are connected to
9. People have more communication with police walk around, be accessible within neighborhoods
10. Police officers know residents in assigned areas; attend neighborhood events
11. Social media presence, Facebook, coffee with a cop, Facebook event to share. Make it easy-what is going on with division that they can share
12. Safe place and process to share crimes that are witnessed (snitch). Protecting those who share. That I will be protected.
13. Better communication on what media doesn’t show about positive side of police
14. Police leadership and others participate in personal events like festivals
15. Want amicable relationships- leadership-self-aware/emotional intelligence
16. Real talk-safe sessions for youth/others to talk about issues with police with no retribution
17. Engagement with residents don’t just park and talk to each other go in and visit with residents/churches/businesses
18. Get out of cars interact with community

Training

1. Cultural competency training
2. Communication- learn to talk to each other/make positive contact
3. Increase training for trauma-informed interactions/care, cultural humility
4. Learn about different cultures, overcoming language barriers, engage with various cultures
5. Trauma resilient training for LMPD in how to enforce
6. Mindfulness training/emotional intelligence
7. Recruit. Retain, promote, hire, train police officers that can interact and build relationships with residents

**Education**

1. Understand why police take the actions they do—Educate the public or process
2. More training for community on what police officers do
3. Education—what do police do? What happens in community? Walk in shoes both ways

**Resources for Officers**

1. Pay the police more. Look at benefits. Compare pay/benefits to other cities
2. Diversity of police force and live in Jefferson county
3. Addressing “officer mentality”—need for control and authority—impact of job on mental health and personality
4. Department provide for well-being of officers more resources for better personal; family life; better pay more at peace in personal life better interaction with residents

**Police/Law Enforcement themes**

1. Increase positive interactions with community members that involve direct contact
2. Cultural competency training
3. Education about police role and function
4. Increase positive contact by getting out of cars
5. Provide better financial incentives and benefits to police
6. Incorporate law enforcement into the community grieving process
7. Facilitate encounters with law enforcement out of non-policing role
8. Communication
9. Focused training
10. Transparency
11. Involvement with youth
12. Diversify police department
13. Provide spaces to have community conversations with youth about police issues
14. Provide more resources for mental well-being and financial security for law enforcement officers