



# Strategic Plan for Louisville Metro Police Department

## **Mission:**

It is the mission of the Louisville Metro Police Department to deliver professional effective services, fairly and ethically, at all times, to all people, in order to prevent crime, control crime, and enhance the overall quality of life for citizens and visitors. We will encourage and promote community involvement on all levels to achieve these ends.

## **Vision:**

### **Making the Community our Primary Focus**

We are committed to a police-community partnership in providing the delivery of police services. We shall accept a leadership role in developing relationships with the citizens of our community that foster mutual trust and open communications.

### **Ethical Behavior and Accountability**

We shall perform our duties with an unwavering commitment to integrity, professionalism, and dependability. We will be accountable for our decisions and actions to those we serve.

### **Trustworthy**

We embrace honesty and openness with the community as vital to securing the public's trust. Without reservation, we will adhere to a code of conduct that promotes truthfulness and straightforwardness.

### **Respect for All People**

We manifest commitment to justice, equal treatment of individuals, tolerance for, and acceptance of, diversity by demonstrating respect for human dignity and rights.

### **Objectivity**

We are committed to the fair and impartial enforcement of all laws. We value treating all persons equitably and without bias, with the highest regard for individual and constitutional rights.

**City Values:** Life-Long Learning, Compassion and Health

**Fischer Team Values:** Integrity and Transparency, Trust and Respect for All, Teamwork and Partnerships, Improvement and Innovation, Positive People Living to Full Potential in a Healthy and Resilient Community, Sense of Urgency



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## Themes:

<i>Theme</i>	<i>Definitions</i>
Crime Reduction	LMPD works to make Louisville Metro a safer, healthier community by reducing both violent and property crime.
Traffic Safety	Through traffic enforcement and education, LMPD strives to make our roadways safer for drivers, passengers, bicyclists, and pedestrians.
Community Interaction and Legitimacy	Community interaction is one of the LMPD’s top priorities as we work towards our goal to make Louisville a safer community through community outreach, transparency, legitimacy, and the fair and ethical treatment of all people. Priority is given to ensuring quality of service through a rigorous inspection process. LMPD also seeks to improve services and support to victims of crime.
Technology	The use of the most up-to-date technology that practically assists the officers of LMPD in the deterrence and detection of criminal activity will be utilized. The best use of technology is also applied to public safety during major events and traffic enforcement.
Facilities	Refers to the LMPD’s need to have buildings and infrastructure sufficient to meet operational needs of patrol, administration, special operations and investigations.
Employee Wellness and Safety	LMPD’s sworn and non-sworn employees are its most valuable resource. Ensuring their physical, mental, and emotional wellness is a top priority so that they can successfully complete the work of keeping the community safe. LMPD emphasizes safe practices and tools which ensure the wellbeing of officers and civilians.
Training	In order to fulfill LMPD’s Mission, Vision, and Department Goals regular training is employed to keep our officers informed and to maintain their skill level. Regular training takes the form of basic recruit training, annual in-service classroom and tactical training, field training, and required readings.

## Mayoral Goals:

Public Safety: 1.1 – Reduce violent and property crime offenses each calendar year.

1.2 – Reduce homicides and shootings involving youth (ages 14-25) each calendar year.

1.3 – Consistently rank among the top quartile of safest communities compared to our “peer cities” as identified by the Greater Louisville Project.

1.4 – Communicate Louisville Metro’s comprehensive violence reduction plan using a best-in-class approach.



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## Department Goals:

- #1** Reduce violent and property crime each calendar year. (Mayoral Goal 1.1)
  - A. Reduce homicides and shootings involving youth (ages 14-25) each calendar year. (Mayoral Goal 1.2)
  - B. Consistently rank among the top quartile of safest communities compared to our “peer cities” as identified by the Greater Louisville Project. (Mayoral Goal 1.3)
- #2** Make Louisville’s roads safer for travel for citizens and visitors.
  - A. Reduce traffic fatalities each calendar year.
  - B. Reduce pedestrian fatalities each calendar year.
- #3** Embrace every opportunity to enhance transparency, legitimacy, and accountability to strengthen community outreach and ensure the ethical and equitable treatment of all. Priority is given to ensuring quality of service through a rigorous inspection process. LMPD also seeks to improve services and support to victims of crime.
- #4** Create a Victim Services Unit to support crime victims and witnesses by helping them navigate the criminal justice system and by responding to their emotional, physical, and financial needs.
- #5** Communicate Louisville Metro’s comprehensive violence reduction plan using a best-in-class approach. (Mayoral Goal 1.4)
- #6** Improve recruitment so the best candidates are chosen to be police officers who will justly and effectively carry out the duties of law enforcement. Also, ensure that the department accurately reflects the community in Louisville Metro.
- #7** Use relevant and up-to-date technology along with the technical expertise of LMPD employees to serve the citizens and visitors of Louisville Metro.
- #8** Ensure the department has appropriate facilities required to operate and there is sufficient planning for future needs.
- #9** Offer employees the tools they need to stay physically, intellectually, mentally, and emotionally healthy to enhance their professional and personal lives.
- #10** Strengthen officer safety practices through training, policy and procedures, and proper equipment.
- #11** Continue to make LMPD’s training relevant, comprehensive, and state-of-the-art utilizing best practices from across the country.



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## Strategic Work Table (How the goal is accomplished)

**Goal #1:** Reduce violent and property crime each calendar year. (Mayoral Goal 1.1)

- A. Reduce homicides and shootings involving youth (ages 14-25) each calendar year. (Mayoral Goal 1.2)
- B. Consistently rank among the top quartile of safest communities compared to our “peer cities” as identified by the Greater Louisville Project. (Mayoral Goal 1.3)

*Goal Owner: Chief Steve Conrad*

What	Who	Why	When	Check-Step	Resources Needed
Use an individualized approach to focus enforcement efforts on known violent offenders, who have continually committed acts of violence in our community.	Assistant Chief Shara Parks	A small number of <b>PEOPLE</b> are causing most of the violent crime in Louisville Metro.	Weekly	Monitor UCR Part 1 Crime Rate.	Patrol Divisions and 9 <sup>th</sup> Mobile Division Effective partnerships with law enforcement agencies in the Metro
Continue to use a data-driven approach to determine where crime occurs the most and deploy resources to the areas of Louisville-Jefferson County with the highest crime rates.	Assistant Chief Shara Parks	Disproportionally high rates of violent crime occur in <b>PLACES</b> that require extra police services to deter crime.	Weekly	Monitor UCR Part 1 Crime Rate.	Patrol Divisions and 9 <sup>th</sup> Mobile Division
Work with local, state and federal partners to address individuals and organizations trafficking in narcotics.	Major Loyd Baker	<b>NARCOTICS</b> are the root cause that connects much of our violent and property crime together.	Weekly	Monitor UCR Part 1 Crime Rate.	Narcotics Division, Patrol Divisions, and 9 <sup>th</sup> Mobile Division
<b>LMINTEL Task Force.</b> Partner with the DEA, ATF, US Marshal, FBI and others to arrest and prosecute violent individuals.	Major Billy Hibbs	The direct relationships with the federal law enforcement partners allow for increased resources and options in the adjudication process.	Ongoing	Monitor UCR Part 1 Crime Rate.	Patrol Divisions and 9 <sup>th</sup> Mobile Division



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**Goal #2:** Make Louisville’s roads safer for travel for citizens and visitors.

- A. Reduce traffic fatalities each calendar year.
- B. Reduce pedestrian fatalities each calendar year.

*Goal Owner: Assistant Chief LaVita Chavous*

What	Who	Why	When	Check-Step	Resources Needed
Gain compliance of traffic laws by enforcing moving and equipment violations, and jaywalking. Special attention is paid to areas that regularly experience fatalities and serious injuries.	Major Andrea Brown	Safe driving practices by all motorists will reduce the risk of traffic fatalities.	Weekly	Monitor traffic fatality reports.	Traffic Unit with the assistance of the Patrol Divisions
Educate the public on the use of seatbelts and helmets and how they save lives. Educate the public on pedestrian safety, especially how to safely cross the street.	Major Andrea Brown	Reduce the number of traffic and pedestrian fatalities in Louisville Metro.	Ongoing	Number of attendees at events. Monitor traffic fatality reports.	Community Policing Unit with the assistance of Patrol Divisions at community meetings



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**Goal #3:** Embrace every opportunity to enhance transparency, legitimacy, and accountability to strengthen community outreach and ensure the ethical and equitable treatment of all. Priority is given to ensuring quality of service through a rigorous inspection process. LMPD also seeks to improve services and support to victims of crime.

*Goal Owner: Chief Steve Conrad*

What	Who	Why	When	Check-Step	Resources Needed
Provide open crime data, policy and procedures, research reports, and other types of information on LMPD's website.	Major Dave Allen	The community has a right to the information being shared. The transparency of releasing information ensures equity.	Weekly	Continue to publish all relevant information.	Administrative Services Division, LMPD website
Thoroughly investigate allegations of criminal actions and policy violations against LMPD members.	Major Frank Hardison	To keep sworn and civilian members accountable and sustain public trust.	Ongoing	Monitor trends and review all PSU/PIU cases.	Special Investigations Division
Focus on LMPD's ongoing commitment to improving the relationship between the police and the community by establishing a series of facilitated community conversations.	Chief Steve Conrad	Strong personal relationships support transparency, legitimacy, and accountability. These conversations will allow citizens to express concerns, ask questions, and show support for LMPD.	CY2020	Community events to be scheduled over the next year to allow for facilitated conversations between the police and the community.	Chief Conrad, Community Policing Unit, Patrol Divisions
Patrol Division Majors and their staff are available and responsive to community leaders and citizens, holding community conversations as needed.	Assistant Chief Shara Parks	Further strengthens the relationships with the community and accountability of all LMPD members.	Ongoing	Monitor and Diagnose.	Patrol Divisions



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What	Who	Why	When	Check-Step	Resources Needed
Expand the <b>Inspection and Compliance Unit (ICU)</b> to have the capacity to monitor and measure the effectiveness of training.	Assistant Chief Robert Schroeder	Ensure the quality and effectiveness of training which emphasizes de-escalation and safe practices to strengthen the community's trust and legitimacy of LMPD.	CY2019	Evaluate current Inspections and Compliance Unit for staffing needs.	4 additional civilian personnel positions to ICU
Utilize <b>Integrating Communications, Assessment, and Tactics (ICAT)</b> training. Review use of force policies and practices.	Assistant Chief Robert Schroeder	ICAT emphasizes de-escalation techniques thereby increasing the safety of officers and the public.	CY2019	Review of use of force incidents by division commanders and PSU. Independent study of the efficacy of Police Executive Research Forum (PERF) ICAT training, to be completed by the Center for Police Research and Policy at the University of Cincinnati funded by The International Association of Chiefs of Police (IACP). Ongoing review of use of force incidents by division commanders and PSU.	Training Division, Division Majors, PSU



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What	Who	Why	When	Check-Step	Resources Needed
Establish a <b>Project Management Office (PMO)</b> within the LMPD that will become a repository for all projects, a resource to those that are leading projects or would like to improve processes, and an assessor for best practices from across the country.	Lieutenant Ted Eidem	A central location for all projects is key to communication and best practice utilization within the department.	CY2019	Operating procedures established	Training, additional civilian personnel
Assemble an inventory on all projects in process in the LMPD.	Lieutenant Ted Eidem	Once an inventory of all projects in process in the LMPD is established, the results may be used to reduce duplication of efforts within the department and lend itself to a lessons learned bank and a “what works” list.	CY2019	List of projects occurring in the department	Database to house the list of projects and related materials



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**Goal #4:** Create a Victim Services Unit to support crime victims and witnesses by helping them navigate the criminal justice system and by responding to their emotional, physical, and financial needs.

*Goal Owner: Assistant Chief LaVita Chavous*

What	Who	Why	When	Check-Step	Resources Needed
Establish a <b>Victim Services Unit</b> staffed with victim services specialists who will work with sworn criminal investigators to provide crime victims with the support they need.	Assistant Chief LaVita Chavous	Victim services specialists support crime victims and witnesses by helping them navigate the criminal justice system and by responding to their emotional, physical, and financial needs. Providing a high level of service to crime victims strengthens the community's trust and legitimacy of LMPD.	CY2019	Approved policies in place to run the VSU and appropriate personnel needed to carry out the work.	4 civilian personnel added each year for the next 4 years for a total of 16 new victim advocates.



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**Goal #5:** Communicate Louisville Metro’s comprehensive violence reduction plan using a best-in-class approach. (Mayoral Goal 1.4)

*Goal Owner: Jessie Halladay*

What	Who	Why	When	Check-Step	Resources Needed
Through cooperation with our agency partners, formulate and communicate the message that LMPD reduces crime by concentrating on People, Places, and Narcotics.	Jessie Halladay	Community understanding and involvement with LMPD’s approach will ensure success in crime reduction and helps to legitimize the process.	Ongoing	Social media analytics, Citizen Attitude Survey, regular public safety communicator meetings, attendance at community meetings.	Public Information Office, Community Policing Unit, Patrol Divisions



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**Goal #6:** Improve recruitment so the best candidates are chosen to be police officers who will justly and effectively carry out the duties of law enforcement. Also, ensure that the department accurately reflects the community in Louisville Metro.

*Goal Owner: Assistant Chief Robert Schroeder*

What	Who	Why	When	Check-Step	Resources Needed
Emphasize community outreach, especially with the youth of our community.	Assistant Chief Shara Parks and Major Andrea Brown	Strong relationships with the youth in our community increases the pool of future of candidates that will make great officers, reflective of the people of Louisville Metro.	Ongoing	# of outreach programs	Community Policing Unit, Patrol Divisions
Recruit potential future officers with diverse backgrounds and encourage them to join LMPD.	Major Bridget Thomerson	It takes a strong recruitment effort with so many other departments competing for the best candidates.	Ongoing	Demographic breakdown of applicants and recruits	Recruitment and Selection Unit, Community Policing Unit
Emphasize the importance of LMPD's public perception.	Jessie Halladay	To improve recruitment requires LMPD's strong standing in the community.	Ongoing	Citizen Attitude Survey results, Social media analytics	Positive stories, transparency, community conversations, community outreach



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**Goal #7:** Use relevant and up-to-date technology along with the technical expertise of LMPD employees to serve the citizens and visitors of Louisville Metro.

*Goal Owner: Assistant Chief Robert Schroeder*

What	Who	Why	When	Check-Step	Resources Needed
<b>Real Time Crime Center.</b> Continue to monitor Metro Watch cameras and provide real time tactical information to officers in the field.	Jennifer Corum	The RTCC can report criminal activity in real time and review past activity for follow-up investigation. They also provide real time tactical information during critical incidents and special events.	Ongoing	# of times the RTCC is contacted for assistance. # of reports provided.	RTCC, MetroWatch Cameras
<b>Camera Federation.</b> A program that allows the RTCC access to privately owned security cameras to broaden the coverage area for investigative information.	Jennifer Corum	Provides the RTCC with additional viewpoints when necessary.	CY2019	Memorandums of Agreement in place.	RTCC, MOU, Legal
<b>ShotSpotter.</b> Continue to utilize the automated gunfire detection system. Expand the ShotSpotter system by 9.01 square miles as determined by data analysis.	Lieutenant Jim Cirillo	ShotSpotter gives patrol officers immediate notification and exact areas of gunfire in the areas that are equipped with the ShotSpotter sensors. This allows for rapid response.	Ongoing	# of gunshots detected. # of active criminal cases linked.	ShotSpotter hardware and software, MetroWatch Cameras
Integrate ShotSpotter with the Metro Watch camera system.	Lieutenant Jim Cirillo and Jennifer Corum	This integration would allow for possible video surveillance of the shooting scene to be flagged.	CY2019	# of MetroWatch cameras integrated	ShotSpotter hardware and software, MetroWatch Cameras, DoIT support



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What	Who	Why	When	Check-Step	Resources Needed
<b>Online Citizen Reporting.</b> Monitor the newly created process that allows citizens to easily report crime via the website.	Robin Oates	Improve the convenience of citizens who are reporting crimes.	CY2019	# of reports submitted through the online portal	Central Records Unit
<b>Records Management System.</b> Procure and implement a system that best maintains all crime data, enforcement, contact information, and police activity.	Major Dave Allen	Make sure LMPD has the best program available for tracking, analyzing, and sharing all LMPD data.	CY2022	Research and Plan	Administrative Services Division
<b>License Plate Reader (LPR).</b>	Jennifer Corum	Provide increased leads and suspect identification. Can alert officers to stolen/wanted vehicles. Used in conjunction with ShotSpotter and cameras to assist with shooting investigations.	CY2020	Report out on research findings	LPR equipment, training



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**Goal #8:** Ensure the department has appropriate facilities required to operate and there is sufficient planning for future needs.

*Goal Owner: Assistant Chief Robert Schroeder*

What	Who	Why	When	Check-Step	Resources Needed
Assess the suitability of all LMPD facilities for current and future use.	Assistant Chief Robert Schroeder	Proper facilities are needed to house the various LMPD divisions and operational units which fits the unique needs of law enforcement (security, accessibility, and multi-functioning)	Ongoing	Evaluate and Plan	Facilities Management, budgetary needs TBD



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**Goal #9:** Offer employees the tools they need to stay physically, intellectually, mentally, and emotionally healthy to enhance their professional and personal lives.

*Goal Owner: Assistant Chief Robert Schroeder*

What	Who	Why	When	Check-Step	Resources Needed
Offer employees the tools to stay physically healthy. Seek opportunities to improve exercise equipment.	Major Bridget Thomerson	Physically healthy officers live happier lives and are better employees.	Ongoing	Monitor gym facilities and fitness resources for suitability and effectiveness	MADE Fitness contract for fitness and nutrition guidance, LMPD gyms
Offer employees the tools to stay intellectually healthy.	Major Bridget Thomerson	Keeping officers intellectually strong enhances their lives and careers.	Ongoing	Monitor and Diagnose	Training Division, Tuition Assistance, Southern Police Institute, Kentucky Department of Criminal Justice Training, other regular training opportunities
Offer employees the tools to stay mentally and emotionally healthy.	Assistant Chief Robert Schroeder	Law enforcement is a difficult profession and can cause strain on officers' emotional wellness and personal relationships.	Ongoing	Monitor the offered programs for suitability and effectiveness	LMPD psychologist, Employee Assistance Program, Peer Support



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**Goal #10:** Strengthen officer safety practices through training, policy and procedures, and proper equipment.

*Goal Owner: Assistant Chief Robert Schroeder*

What	Who	Why	When	Check-Step	Resources Needed
Further improve defensive tactics (DT) training to help keep officers and citizens safe. Include DT refresher training yearly during in-service classes.	Major Bridget Thomerson	Effective DT techniques gives officers additional tools to de-escalate situations and control volatile incidents in ways that are safe for officers and citizens. Yearly refresher training is needed as DT is a diminishing skill.	CY2019	Revamp the DT curriculum for basic training and start regular refresher training in 2019.	Training Division
Policy and procedures which prioritizes employee safety and the safety of those in the community. Keep up-to-date on best practices across the country.	Assistant Chief Robert Schroeder	Safe practices outlined by policy and procedure contributes to safe police/citizen interactions.	Ongoing	Monitor and Diagnose	Training Division and Research and Development
Safe vehicles, body armor, properly working lethal, less lethal, and non-lethal force options, and other equipment which keeps officers and citizens safe.	Assistant Chief Robert Schroeder	Officers need the proper tools to maintain officer safety.	Ongoing	Monitor and Diagnose	Training Division, Fleet Services, Evidence and Property Unit



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**Goal #11:** Continue to make LMPD’s training relevant, comprehensive, and state-of-the-art utilizing best practices from across the country.

*Goal Owner: Major Bridget Thomerson*

What	Who	Why	When	Check-Step	Resources Needed
Provide officers with the best training available which covers tactical, operational, legal, investigative, leadership and several other training areas which is required to form well rounded officers prepared for the many situations they encounter.	Major Bridget Thomerson	Providing the best training possible based on experience and best practices enhances accountability, safety, effectiveness, and community relations.	Ongoing	Yearly review of best practices and provide training catalog based on the review. Assess Major Cities Chiefs Association, International Association of Chiefs of Police, and Police Executive Research Forum for best practices	Training Division