

“Public safety has always been Metro Government’s single greatest responsibility. Every agency, not just Louisville Metro Police Department, plays a role in meeting that responsibility. Together, your city government, your police department and you, our residents, are making needed progress.” – Mayor Greg Fischer

	Reform	Description	Pathway	Status
1	Whole-of-Government	\$8.5 million in American Rescue Plan dollars have been allocated to the Office for Youth to create a data-driven youth development system for 10- 24-year-olds.	FY22-23 budget	<u>Implemented</u>
2	Whole-of-Government	\$412,000 was allocated in the FY22-23 budget to expand hours and programming at community centers.	FY22-23 budget	<u>Implemented</u>
3	Whole-of-Government	Expanded OSHN's Trauma Resilient Communities initiative to offer 100 sessions of free therapy in response to the rise in suicides among men 25-34, particularly men of color.	American Rescue Plan	<u>Implemented</u>
4	Whole-of-Government	Began the Deflection pilot project to deflect some 911 calls to an alternative response.	Taylor settlement	<u>Implemented</u>
5	Whole-of-Government	Created housing and homeless coalitions to address individuals in need.		<u>Implemented</u>
6	Whole-of-Government	Dedicated \$20 million toward affordable housing over the past two budget cycles.	Budget allocations	<u>Implemented</u>
7	Whole-of-Government	Fully funded the Office for Safe and Healthy Neighborhoods	FY22-23 budget	<u>Implemented</u>
8	Whole-of-Government	Expanded OSHN's Ambassador Institute with funding for The Ace Project, Prominent Youth of America, Reviving Urban Neighborhoods, Inc., and Buttafly Center	Budget allocations	<u>Implemented</u>
9	Whole-of-Government	Allocated \$59 million in American Rescue Plan funds for public safety reforms: Violence Deterrence and Prevention programs, expansion of the Trauma Resilient Communities initiative, Everytown for Gun Safety data fellow, Youth Transfer Processing Center, Deflection, Family Recovery Court, LMPD Technology investments, Public Safety hiring incentives.	American Rescue Plan	<u>Implemented</u>
10	Whole-of-Government	Invested \$3 million to Evolve502 in the FY21-22 budget	Budget allocations	<u>Implemented</u>

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11	Whole-of-Government	SummerWorks: Over its 12 seasons, SummerWorks has directly placed more than 8,000 young adults 16-21 in quality jobs and more than 40,000 have been hired by the program's Champion Employers.	Budget allocations	<u>Implemented</u>
12	Whole-of-Government	Opened The Spot: Young Adult Opportunity Campus, a collaboration between KentuckianaWorks and Goodwill Industries of Kentucky that offers a variety of career and education services to those age 18-24.	Multiple funding sources	<u>Implemented</u>
13	Whole-of-Government	Started the Clean Collaborative initiative to coordinate, maximize, and assess cleaning efforts across the city.	Budget allocations	<u>Implemented</u>
14	Whole-of-Government	Expanded Pivot to Peace, a hospital-based program providing the opportunity for victims of stabbings and gunshot injuries, by awarding grants to three sites serving the California, Russell and Shawnee neighborhoods.	Budget allocations	<u>Implemented</u>
15	Tactical/Procedural changes	Update guidelines and instructions for supervisors when they review probable cause affidavits to ensure they take adequate time to verify if facts and circumstances are sufficiently articulated to seek a warrant from a judge.	Hillard Heintze	<u>Implemented</u>
16	Tactical/Procedural changes	Schedule regular use-of-force policy reviews to more effectively monitor policy relevance and adherence to best practices and training.	Hillard Heintze	In Process
17	Tactical/Procedural changes	Revised search warrant policies and required the use of body cameras in the execution of search warrants.	Breonna's Law	<u>Implemented</u>
18	Tactical/Procedural changes	Discuss with Metro and community leaders, in tandem with City and County attorneys, whether to incorporate language for use-of-force standards in policy that adheres to Graham v. Conner or requires standards that exceed those case standards, although it may increase liability concerns.	Hillard Heintze	In Process

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19	Tactical/Procedural changes	Amend the LMPD's use-of-force policy to state that officers should avoid using deadly force to stop individuals who are only a threat to themselves unless the individual poses an imminent risk to the officer or others in proximity.	Hillard Heintze	In Process
20	Tactical/Procedural changes	Banned the use of No Knock warrants. The Mayor suspended No Knock warrants and then signed Breonna's Law in 2020 to formally ban their use.	Breonna's Law	<u>Implemented</u>
21	Tactical/Procedural changes	Reformed the policy allowing use of tear gas. LMPD policy now requires Chief or designee to sign off on the use of tear gas.	LMPD Leadership	<u>Implemented</u>
22	Tactical/Procedural changes	Consider establishing a use-of-force review panel to meet periodically to identify use-of-force trends to help identify needed policy changes and training updates. Panel members could include command personnel, legal counsel, Fraternal Order of Police (FOP) leaders, training staff and community stakeholders. Consider scheduling regular meetings of the use-of-force review panel with supervisors, command personnel and training unit staff to review significant use-of-force incidents for policy compliance and training needs.	Hillard Heintze	<u>Implemented</u>
23	Tactical/Procedural changes	Created new safety measures for currency seizures.	LMPD Leadership	<u>In Process</u>
24	Tactical/Procedural changes	Banned the use of chokeholds.	LMPD Leadership	<u>Implemented</u>
25	Tactical/Procedural changes	Evaluate the use-of-force training program's needs and commit to investing in the necessary resources to make training delivery changes.	Hillard Heintze	In Process
26	Tactical/Procedural changes	Created an ordinance requiring de-escalation and prohibiting firing at moving vehicles.	Metro Council	<u>Implemented</u>
27	Tactical/Procedural changes	Create a department-wide formal mission and values statement in accordance with the ICAT model and other nationally recommended practices.	Hillard Heintze	Planning & Development
28	Tactical/Procedural changes	Created a duty to intervene ordinance.	LMPD Leadership	<u>Implemented</u>

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29	Tactical/Procedural changes	Apply a multidisciplinary approach to use-of-force training and create joint lesson plans between the various use-of-force disciplines by cross-training use of force instructors so they can address training and evaluations.	Hillard Heintze	In Process
30	Tactical/Procedural changes	Design and implement firearms training that builds in time for scenario-based training that includes real-life, decision-making scenarios.	Hillard Heintze	In Process
31	Tactical/Procedural changes	Review risk policies, such as use of force, annually – or at least every two years – and/or when legal changes occur. Support changes to risk policies with training.	Hillard Heintze	<u>Implemented</u>
32	Tactical/Procedural changes	Explore establishing an outdoor, long-range shooting facility where officers can use on-duty ammunition during firearms training.	Hillard Heintze	In Process
33	Tactical/Procedural changes	Prioritize defensive tactics training to close the training gap. Increase the frequency and time allotted for this training and conduct a robust assessment of officers' defensive tactics skills.	Hillard Heintze	In Process
34	Tactical/Procedural changes	Undertake an in-depth workload assessment of the Training Division to determine an appropriate trainer-to-trainee ratio and conduct a needs assessment to determine the appropriate time and resources necessary to train FTU staff to support the Department's use-of-force policy expectations.	Hillard Heintze	Planning & Development
35	Tactical/Procedural changes	Revise the LMPD de-escalation SOP to include procedural guidance on components such as cultural differences and developing and applying cultural competency, communications methods, and proactive approaches to any interaction.	Hillard Heintze	In Process
36	Tactical/Procedural changes	Ensure de-escalation is interwoven into all aspects of the LMPD's use of force approach and communications policies. Champion de-escalation as something for everyday interactions, not just crises.	Hillard Heintze	<u>Implemented</u>

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37	Tactical/Procedural changes	Provide more training on the procedural components involved in de-escalation in addition to the need to address cultural awareness when assessing a situation. Procedural components involve communication methods, such as verbal judo and empathetic communication, instead of simply physical tactics such as increasing space and distance or retreating.	Hillard Heintze	In Process
38	Tactical/Procedural changes	Develop and promulgate protocols that require commanders to conduct regular debriefing reviews or after-action assessments of their unit's plans or operations involving search warrants. The commander should report their review's findings to Department leaders or another designated authority, along with a plan of action for correcting any deficiencies, if identified.	Hillard Heintze	In Process
39	Tactical/Procedural changes	Make scenario-based use-of-force training that emphasizes de-escalation a regular part of annual in-service training for all officers. Although the larger officer training block should be taught at least once each year, consider using a roll-call type model for more frequent refreshers throughout the year. Require that officers complete the verbal de-escalation training incorporated into the CIT training at regular intervals as a refresher course.	Hillard Heintze	In Process
40	Tactical/Procedural changes	Make de-escalation part of firearms, defensive tactics and any other use-of-force training.	Hillard Heintze	<u>Implemented</u>
41	Tactical/Procedural changes	Cultivate relationships with community groups and individuals, and leverage these relationships to develop programs that emphasize de-escalation in tandem with community members. This program should include education regarding trauma associated with police-community interactions, especially for younger community members and people of color.	Hillard Heintze	<u>Implemented</u>

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42	Tactical/Procedural changes	Require officers serving search warrants to develop a written operational plan that describes the steps taken to ensure the safety of searching officers, occupants of the location to be searched and those who reside near the search location and are not the subjects of the investigation.	Hillard Heintze	In Process
43	Tactical/Procedural changes	Include instructions for commanding officers to consult the SWAT team commander or designee before applying for and executing any warrant involving premises, buildings, and other locations where an officer may encounter an individual, regardless of the risk factors. Include these instructions in the guidelines (see Rec. 2.2.2).	Hillard Heintze	<u>Implemented</u>
44	Tactical/Procedural changes	Revise the crowd management policies, emergency response plans and incident action plans developed for protest responses to provide a greater emphasis on the protection of the First Amendment rights to freedom of speech, assembly and to petition the government.	Hillard Heintze	In Process
45	Tactical/Procedural changes	Develop formal, overall after-action reports regarding the response to the large protests and civil unrest during summer and fall 2020.	Hillard Heintze	Planning & Development
46	Tactical/Procedural changes	Ensure that a significant portion of training is dedicated to the social, emotional and communicative interactions with individuals, not solely or predominantly those interactions wherein physical de-escalation tactics are necessary.	Hillard Heintze	In Process
47	Tactical/Procedural changes	Consider eliminating the execution of nighttime search warrants unless the court determines that a nighttime search is necessary to prevent the loss, destruction or removal of the objects of the search or to protect the searchers or the public. Nighttime searches should also be permitted if a daytime search warrant would seriously jeopardize a serious criminal investigation.	Hillard Heintze	Under Review

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48	Tactical/Procedural changes	Revise the Search Warrant Major Case Investigation Manual and any academy training materials related to search warrants to reflect the revisions the Metro Council promulgated.	Hillard Heintze	In Process
49	Technology	Develop a more robust automated data-collection program in partnership with external partners to improve the LMPD's CIT policies, procedures and training curriculum.	Hillard Heintze	In Process
50	Technology	Standardize data collection efforts so the categories are the same across all platforms.	Hillard Heintze	In Process
51	Technology	Provided additional technology to officers, including more cameras, Shotspotter, and license plate readers.	LMPD Leadership	<u>Implemented</u>
52	Technology	Fast-tracked purchases of Motorola Computer-aided dispatch and Mark 43 accountability measures.	LMPD/EMA Leadership	<u>Implemented</u>
53	Technology	Continue to implement the online complaint affidavit form, which provides relatively easy access for citizens with internet access, until an electronic IA database is developed. Continue to make paper forms available at convenient locations in the Metro area to accommodate those without internet access.	Hillard Heintze	<u>Implemented</u>
54	Technology	Eliminate the use of the 'unknown' or 'missing' in data entry.	Hillard Heintze	In Process
55	Technology	Ensure every field contact that meets the policy definition results in a field contact record.	Hillard Heintze	In Process
56	Technology	Adopt a traffic stop information collection instrument that creates a comprehensive overview of race and traffic stops.	Hillard Heintze	<u>Implemented</u>
57	Training	The Training Division has been restructured: added a civilian legal instructor, civilian curriculum development coordinators, and a civilian academic director. A course material review has been instituted to ensure all course content is reviewed by multiple sets of eyes for both instructional quality and appropriateness.	LMPD Leadership	<u>Implemented</u>

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58	Training	Review training provided to newly assigned detectives to ensure that search warrants are a priority for detectives, SWAT team personnel and any others performing search warrant-related services.	Hillard Heintze	In Process
59	Training	Conduct regular tabletop exercises to improve the implementation of ICS principles in response to protests and other events.	Hillard Heintze	In Process
60	Training	Early Intervention System: Train the commanding officers and supervisors responsible for counseling officers on effective techniques, which is critical for the EIS to succeed in its intended purpose to prevent misconduct and ensure personnel view the system positively.	Hillard Heintze	<u>Implemented</u>
61	Training	Encourage officers to collaborate with reformed individuals with past legal challenges and include a program through which they can teach recruits in the basic academy.	Hillard Heintze	Under Review
62	Training	Train personnel on reconciliation approaches so they can recognize and understand systemic and cultural fractures in the Department and the community. Use the training to inform future community policing strategy and engagement.	Hillard Heintze	In Process
63	Training	Early Intervention System: Increase education and training to help employees understand the critical benefits that come to them through the effective use of an EIS, such as helping them to avoid misconduct in the first place.	Hillard Heintze	<u>Implemented</u>
64	Training	Develop, require and implement ongoing formal training for supervisor and management staff to further their development and contribution to the Department.	Hillard Heintze	<u>Implemented</u>

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65	Training	Offer STRIPES as a voluntary course officers can take on their own time in intervals over several weeks while preparing to take the sergeant promotion exam. Consider providing extra promotional points to those who took and passed the voluntary STRIPES course.	Hillard Heintze	<u>Implemented</u>
66	Training	Ensure every newly promoted sergeant completes the STRIPES 80-hour supervisor training course as soon as possible after a promotion. STRIPES class was reviewed and refreshed per HH recommendations. The class is now offered to eligible candidates for the position of sergeant prior to promotion.	Hillard Heintze	<u>Implemented</u>
67	Training	Implement an introduction for newly promoted sergeants like the PTO program for new officers. It should have a similar structure, though it can be shorter and should introduce new sergeants to their job responsibilities. Additionally, an experienced sergeant should help train, mentor and guide each new sergeant on a one-on-one basis.	Hillard Heintze	In Process
68	Training	Work with community partners to create training for LMPD personnel to improve their understanding of the historical, social and equity issues that contribute to concerns about public safety.	Hillard Heintze	In Process
69	Training	Task LMPD personnel who have a history of success in these areas with teaching community engagement and community-oriented policing in the police academy.	Hillard Heintze	Under Review
70	Training	Continue efforts to provide CIT training in the basic recruit academy and offer in-service training on the topic on a regular basis.	Hillard Heintze	In Process
71	Training	Provide officers refresher CIT training as the new course becomes available.	Hillard Heintze	In Process
72	Training	Leadership Development Institute is providing executive leadership seminars to all lieutenants and above.	LMPD Leadership	<u>Implemented</u>

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73	Training	Develop training and outreach programs that provide officers with the opportunity to have personal interactions with community members who feel disconnected from the Department. The programs should start with recruits in the academy and be presented in collaboration with community-based organizations to build trust, understanding and relationships with Louisville's diverse communities.	Hillard Heintze	In Process
74	Training	Create pre- and post-assessments for bias training to evaluate if and how the training changes perceptions and behaviors. Ensure key performance indicators (KPIs) derived from the training are integrated into personnel evaluations to ensure training goals are measured, rewarded and used for accountability.	Hillard Heintze	Planning & Development
75	Training	Determine the LMPD's bias training's overall effectiveness in improving the Department's overall operations, the perceptions of the officers and their understanding of the material, and the quality of the interactions police personnel have in the community following the training by analyzing data every year that could show indicators of bias (e.g., stops, arrests). Determine if training and accountability measures are impacting the trends.	Hillard Heintze	In Process
76	Training	Enhance annual in-service instruction in all areas that reinforce the need to operate in a procedurally just manner. Ensure training scenarios include requirements to demonstrate procedurally just treatment to successfully complete the scenario.	Hillard Heintze	<u>Implemented</u>
77	Training	Ensure instructors in the academy have been trained in procedural justice, regardless of their primary area of instruction and integrate procedural justice principles across the curriculum. Develop a mechanism through which to rate the instructors on these elements.	Hillard Heintze	In Process

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78	Transparency	Make the Department's quarterly review and analysis of disciplinary decisions more accessible to the public.	Hillard Heintze	In Process
79	Transparency	Required use of body cameras in all divisions.	Breonna's Law	<u>Implemented</u>
80	Transparency	Purchased technology that activates body-worn cameras automatically.	LMPD Leadership	<u>Implemented</u>
81	Transparency	Created a Hillard Heintze dashboard that is updated quarterly.	Hillard Heintze	<u>Implemented</u>
82	Transparency	LMPD created a transparency website to publish DOJ progress reports and officer discipline reports.	Administration	<u>Implemented</u>
83	Transparency	LMPD requires public disclosure of PIU and PSU files.	LMPD Leadership	<u>Implemented</u>
84	Transparency	When in LMPD control, LMPD releases video footage of critical incidents within days of the incident.	LMPD Leadership	Ongoing
85	Transparency	LMPD command staff regularly briefs Louisville Metro Council on Hillard Heintze reform efforts.	LMPD Leadership	<u>Implemented</u>
86	Accountability	Called for an independent top-to-bottom review of LMPD by Hillard Heintze.	Administration	<u>Implemented</u>
87	Accountability	Have LMPD leadership review and commit to establishing and maintaining timelines for completing each stage of the investigative process to ensure investigations are Implemented within 180 days.	Hillard Heintze	<u>Implemented</u>
88	Accountability	Updated the process when a police officer is being investigated by PSU and leaves LMPD before the completion of that investigation.	Taylor settlement	<u>Implemented</u>
89	Accountability	Created a Citizens Review and Accountability Board and established the Office of Inspector General. And appointed Ed Harness as the city's first Inspector General.	Metro Council /Administration	<u>Implemented</u>
90	Accountability	Created a Performance Review Board to handle critical incidents.	LMPD Leadership	<u>Implemented</u>

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91	Accountability	Commit to using case management software more effectively to enhance case tracking and assist in analyzing data needed to make intelligence-led decisions regarding officer and organizational behavior.	Hillard Heintze	In Process
92	Accountability	In the IA investigation policy, task the PSU commander officer with routinely reviewing complaint investigations to determine patterns of conduct by officers or units that appear to be detrimental to the Department or the community per its SOP.	Hillard Heintze	In Process
93	Accountability	Modify the definition of the “Unfounded” complaint category from “the allegation was baseless or false” to “the misconduct did not occur or did not occur as alleged.”	Hillard Heintze	<u>Implemented</u>
94	Accountability	Assign command-level personnel the task of completing the findings, making any appropriate discipline recommendations for IA investigations, and then forwarding those findings in written form for review up the chain of command. The Chief should ultimately review and provide final adjudication. Such a change would speed up the review and adjudication process.	Hillard Heintze	<u>Implemented</u>
95	Accountability	Consider using a disciplinary matrix and a disciplinary review committee or panel to assist in examining the merits of an investigation and recommend corrective action where violations are sustained.	Hillard Heintze	In Process
96	Accountability	Consider conducting a demographic analysis of personnel who have been the subject of IA investigations and discipline, which would be insightful given the level of mistrust of the system and the belief of bias toward officers of color.	Hillard Heintze	In Process

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97	Accountability	Early Intervention System: Develop the EIS in a manner that builds stronger relationships with the community. To that end, ensure it demonstrates how the Department proactively identifies officers who may not meet Department standards before misconduct occurs and that officers receive the needed counseling and treatment.	Hillard Heintze	<u>Implemented</u>
98	Accountability	Required drug testing post critical incident.	FOP Contract	<u>Implemented</u>
99	Accountability	Ensure the goal of recognizing and preventing biased law enforcement practices is interwoven into all aspects of recruit training so it becomes a natural part of their situational evaluation process. Make the annual in-service training on bias mandatory pursuant to the new State law.	Hillard Heintze	<u>Implemented</u>
100	Accountability	Consider how to change the IA policies and practices to ensure the community believes that the processes are legitimate and that employees expect the system to be thorough, fair and objective.	Hillard Heintze	In Process
101	Accountability	Consider expanding first-line supervisors' responsibility to conduct lower-level misconduct investigations as a means of reducing the number and types of cases investigated by the PSU staff.	Hillard Heintze	<u>Implemented</u>
102	Accountability	Create a formal written SOP and policies that address procedural justice within LMPD's internal and external operations. The SOP should include the expectations that personnel operate in a procedurally just manner and provide examples. The SOP should also identify the benefits that come from operating in a procedurally just manner for the community and the Department.	Hillard Heintze	In Process
103	Accountability	Revise the definition language for biased law enforcement practices in SOP 8.8.2.	Hillard Heintze	<u>Implemented</u>
104	Accountability	Early Intervention System: Ensure the working group continues to consult with – if not involve directly – union leadership.	Hillard Heintze	In Process

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105	Accountability	Early Intervention System: Have the working group continue its efforts to identify EIS best practices.	Hillard Heintze	<u>Implemented</u>
106	Accountability	Early Intervention System: Ensure the working group includes the LMPD's PST in the process of developing the new SOP. Task the PST with playing a supportive role in early intervention engagements with officers due to its experience and the relationships it has developed in interacting with personnel who need assistance.	Hillard Heintze	<u>Implemented</u>
107	Accountability	Revise the wording in SOP 8.8.3 about officer responsibility.	Hillard Heintze	<u>Implemented</u>
108	Accountability	Created complaint and misconduct file and retention schedules.	FOP Contract	<u>Implemented</u>
109	Accountability	Made efficiencies in the disciplinary process.	LMPD Leadership	<u>Implemented</u>
110	Accountability	Ensure procedural justice is at the core of every policy and procedure within the Department and incorporate procedural justice principals into appropriate policies.	Hillard Heintze	In Process
111	Accountability	Ensure performance measures at all levels of the Department integrate the principles of procedural justice and give equal weight to other key performance indicators (KPIs) on which officers are rated.	Hillard Heintze	Planning & Development
112	Accountability	Early Intervention System: Prioritize ongoing after-care efforts and develop comprehensive strategies to support officers' overall healing process, which not only helps officers but demonstrates the Department truly is concerned for their wellbeing (see section 2.12 Procedural Justice).	Hillard Heintze	<u>Implemented</u>
113	Accountability	Create an accountability and transparency campaign that focuses on procedural justice principles to educate Department personnel on what it means to display procedurally just actions internally and within the community.	Hillard Heintze	<u>Implemented</u>

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114	Accountability	As recommended in section 2.4 of this report, prioritize addressing the backlog of complaint investigations and conducting an in- depth analysis of the LMPD's processes for receiving, investigating and adjudicating complaints against LMPD personnel, which is one way to model internal procedural justice.	Hillard Heintze	<u>Implemented</u>
115	Improving Officer Working Conditions	Early Intervention System: Develop a comprehensive officer wellness program that demonstrates to employees that the LMPD values them. Empower officers to engage one another – and community members – with mutual respect, concern and support.	Hillard Heintze	In Process
116	Improving Officer Working Conditions	Give officers who have already participated successfully in community engagement efforts more ability to continue using their experience to develop effective programs and strategies. Provide opportunities for these officers to present to command staff their ideas for projects and gain the necessary approval and support for their efforts.	Hillard Heintze	<u>Implemented</u>
117	Improving Officer Working Conditions	Recognize and reward community-oriented policing and community engagement efforts in a manner similar to the CIT awards.	Hillard Heintze	<u>Implemented</u>
118	Improving Officer Working Conditions	Provide incentives for Department positions that involve community engagement to make them attractive and highly valued within the organization.	Hillard Heintze	<u>Implemented</u>
119	Improving Officer Working Conditions	Increased officer pay by 21% from FY21-FY23.	FOP contract	<u>Implemented</u>
120	Improving Officer Working Conditions	A Facilities Improvement Plan was launched with the purchase of the AT&T building and allocated \$6 million in the FY22-23 budget for the first phase of a new LMPD training facility.	Budget allocations	<u>Implemented</u>
121	Improving Officer Working Conditions	Funding was allocated in the FY22-23 budget for three LMPD recruit classes as part of a three-year plan to get to 1,200 officers by the end of FY25.	Budget allocations	<u>Implemented</u>

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122	Improving Officer Working Conditions	Clarified the promotional process for officers.	LMPD Leadership	In-Process
123	Improving Officer Working Conditions	Engage LMPD leadership and all other personnel in a formal and strategic internal healing and recovery process quickly to address the Department's morale and its impact on recruiting and hiring personnel.	Hillard Heintze	<u>Implemented</u>
124	Community Engagement	Exercise transparency and share training outcomes and expectations for behavioral change with the community. Develop mechanisms for reporting concerns or commendations to the department related to bias.	Hillard Heintze	Planning & Development
125	Community Engagement	Develop a written community engagement strategy that includes goals, measurable objectives and performance measures for all Department personnel, regardless of assignment. The strategy should identify key community influencers and provide for regular gathering and analysis of community feedback.	Hillard Heintze	In Process
126	Community Engagement	Offered a \$5,000 incentive for officers to live in qualified census tracts.	Taylor settlement	Ongoing
127	Community Engagement	Created the Police Activities League to bring together kids, cops and communities through a variety of out-of-school-time activities, camps, clubs and sports.	Administration	<u>Implemented</u>
128	Community Engagement	Creation of the Youth Advisory Council. The goal of the council is to empower local youth with positive interaction with officers and give them a platform to voice issues impacting youth in the community.	Administration	<u>Implemented</u>
129	Community Engagement	Ensure supervisors and commanders take a more proactive role in assisting an individual to file a complaint, such as taking the complainant's contact information and facilitating a follow-up call with a representative from the LMPD's IA functions.	Hillard Heintze	<u>Implemented</u>

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130	Community Engagement	Consider conducting community engagement efforts and initiating other feedback requests, including a survey of those who filed complaints over the last three years, to obtain data on the community's perspective of the IA investigation process.	Hillard Heintze	Under Review
131	Community Engagement	Created the Truth and Transformation initiative.	Administration	<u>Implemented</u>
132	Community Engagement	Ensure residents have an active voice in creating and amending the policies, procedures, training and other aspects of the Department that could directly impact the community.	Hillard Heintze	In Process
133	Community Engagement	Created the Clergy De-escalation Team to respond to scenes of community trauma and to serve as a resource for those impacted by tragedy.	LMPD Leadership	<u>Implemented</u>
134	Community Engagement	Expand the role of the community to include a civilian review process or independent monitoring program in the IA and disciplinary process. The community should have a truly independent voice and codified role.	Hillard Heintze	Under Review
135	Community Engagement	Create a community-based mediation program to address allegations of police misconduct. Consider partnering with an existing community mediation program or another organization that trains, mediates and promotes collaborative problem-solving through alternative dispute resolution.	Hillard Heintze	Under Review
136	Community Engagement	Incorporated volunteerism into the Collective Bargaining Agreement	FOP contract	<u>Implemented</u>
137	Community Engagement	Develop mechanisms to measure community outreach and engagement and interactions that build trust. Showcase and reward those achievements annually in addition to awards regarding heroism or tactical skills. Provide similar awards for community members.	Hillard Heintze	<u>Implemented</u>

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138	Community Engagement	Consider creating and implementing community perception surveys every year or, at a minimum, every two years to measure the community's trust and feelings of officer legitimacy.	Hillard Heintze	Planning & Development
139	Community Engagement	Integrate the community into a process that allows them to regularly provide feedback to inform the LMPD of positive behavioral changes of officers trained in procedural justice.	Hillard Heintze	In Process
140	Community Engagement	Develop performance measures that reflect the principles of community engagement, procedural justice, collaboration, problem-solving and trust-building. Community-oriented policing principles apply to all police work, not just patrol.	Hillard Heintze	Planning & Development
141	Organizational Change	Establish a formal process whereby LMPD personnel may identify, mentor and assist those who choose to pursue a specialized assignment or promotion. This program should include test preparation guidance.	Hillard Heintze	In Process
142	Organizational Change	Following a national search for a new LMPD Chief, reform-minded Erika Shields was hired in Jan. 2021 as the new LMPD Chief.	Administration	<u>Implemented</u>
143	Organizational Change	Created and promoted a new Deputy Chief of Accountability and Improvement Bureau, Paul Humphrey, to drive all change at LMPD.	LMPD Leadership/ Administration	<u>Implemented</u>
144	Organizational Change	Assess whether the current operations align with the role the community expects from the Department's personnel. If the Department is about to change its fundamental policing philosophy and priorities, this evaluation needs to happen first so the LMPD can accurately assess the characteristics, knowledge, skills and abilities (KSAs) it wants in its officers.	Hillard Heintze	Planning & Development
145	Organizational Change	Created a new Accountability and Improvement Bureau with LMPD, which has divisions including civilianized training, audit teams, accountability, Performance Review Panels, and legal team changes.	Administration	<u>Implemented</u>

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146	Organizational Change	Continue to incorporate the hiring strategy included in “LMPD 2020: Targeting Recruitment, Hiring, Retention and Promotion of Minorities and Women.” However, this strategy should also focus on building trust within the community to gain the community’s support and involvement in recruiting efforts.	Hillard Heintze	<u>Implemented</u>
147	Organizational Change	Meet with the Civil Service to assess its recruitment and hiring practices. Although the LMPD is primarily responsible for its recruitment efforts, these efforts should align with how it sells itself to prospective employees and the selection process, including candidates’ initial training experiences.	Hillard Heintze	In Process
148	Organizational Change	Clarify the LMPD’s formal mission and values statement that hiring and promoting a diverse work force is a priority. Take steps to help ensure officers are part of the solution to recruiting and retention issues, as the LMPD 2020 Report recommends that every officer be part of the recruiting process. This could be accomplished in part by providing incentives to personnel who recruit someone who becomes a full-time officer. The LMPD also needs to go beyond talking about inclusion issues to address inclusion issues. It must clearly demonstrate that it seeks a diverse representation of officers of color and female officers in special assignments and supervisory positions. The Department should take the necessary steps to ensure its policies and procedures require those making selections for specialized assignments to take diversity into account when filling open positions in their units and ensure mentoring opportunities are offered to all personnel seeking promotion.	Hillard Heintze	Planning & Development

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149	Organizational Change	Implement the “LMPD Recruit Internship Program” proposal, which is intended to work with eligible police candidates to help candidates understand and prepare for a hiring process that on its face seems daunting. This could assist in the efforts to recruit candidates of color.	Hillard Heintze	In Process
150	Organizational Change	Appoint an individual to serve as an Organizational Diversity Officer in the Chief’s command staff. This individual should possess significant organizational authority and line-level credibility. Their sole responsibility would be to focus on the Department’s issues concerning equal access to career opportunities, equity and inclusion as they relate to hiring, special assignment opportunities, promotion, and retention. This effort would help to promote greater diversity across the entire organization.	Hillard Heintze	<u>Implemented</u>
151	Organizational Change	Design and implement an effort to train community members and other organizations to support the LMPD’s recruiting work by identifying and recruiting young people from the community to apply for positions at the LMPD. Such an effort would also help in the effort to diversify the Department’s personnel.	Hillard Heintze	In Process
152	Organizational Change	Establish meaningful career development programs for all personnel, including mentorship and training for those preparing to apply for a position at the LMPD. Provide mentorship for those who have recently joined and assistance for those preparing to apply for a specialized position and those preparing for a promotional testing process.	Hillard Heintze	In Process
153	Organizational Change	Implement the recommendations for enhancing the current promotion process, as detailed on pages six and seven of “LMPD 2020: Targeting Recruitment, Hiring, Retention, and Promotion of Minorities and Women.”	Hillard Heintze	In Process

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154	Organizational Change	Create formal policies and written protocols to ensure each phase of the promotional testing process includes testing and assessing a candidate's ability to work collaboratively with the community to address community concerns and social issues that impact crime and recognize and address any racial biases they may observe within the Department's operations.	Hillard Heintze	In Process
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