



Strategic Plan for Louisville Metro Department of Corrections

The overall goal of LMDC’s Strategic Plan is to maintain and elevate accreditation through the American Correctional Association (ACA), National Commission on Correctional Health Care (NCCHC), and the Prison Rape Elimination Act (PREA). LMDC strives to develop, adopt or implement national industry best practices.

Mission: The Louisville Metro Department of Corrections (LMDC) enhances public safety by controlling and managing offenders in a safe, humane, and cost-efficient manner consistent with sound correctional principles and constitutional standards. LMDC is committed to excellence, emphasizing accountability, diversity, integrity and professionalism. We shall assess an offender’s needs and provide services that assist the offender in the transition and reintegration back into the community.

Vision: The Louisville Metro Department of Corrections (LMDC) is an innovative leader within the Corrections profession and is an integral component of the criminal justice system. The Louisville Metro community is a safer place to live and work because LMDC provides services and programs that allow for the appropriate management and supervision of offenders. We recognize Corrections as our chosen career. The employees of LMDC are the cornerstones of the agency. They share a common purpose and a commitment to the highest professional standards and excellence in public service. LMDC is committed to our employees and continually strives to promote professional staff development.

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

Themes:

Theme	Definitions
Care	Provide for the well-being of the whole person.
Custody	Maintain an orderly environment of individuals lawfully committed to custody with clear expectations of behavior and systems of accountability. Treat inmates fairly and respect their legal rights. Help inmates successfully return to the community and reduce the negative effects of confinement.
Control	Administer and manage the facilities and behavior of inmates in a professional and responsible manner, consistent with constitutional standards.
Safety	Provide a safe environment for the staff, volunteers, contractors, inmates and community.
Sanitation	Development of standards and measures that promote health and wellness of the agency and community.
Security	Maintain safe, secure, and mechanically sound structures, promote modern use of force training, and utilize classification systems designed to provide protection and reduce the risk of adverse or harmful events.
Employee Engagement	LMDC is committed to our employees and continually strives to promote professional staff development and growth.



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Mayoral Goals:

- Public Safety Goal 1.3: Consistently rank among the top quartile of safest large cities throughout the United States.
 - Action Steps 14 and 23

Department Goals by Theme:

- Goal #1- Care: Provide the opportunity to improve physical, mental and spiritual well-being of individuals so they can reach their full human potential.
- Goal #2- Custody: Create equitable conditions of confinement that take into account basic human needs with recognized civil liberties.
- Goal #3- Control: Provide a safe environment and mitigate risks by training staff in innovative or evidence-based best practices for managing inmate behavior.
- Goal #4- Safety: Integrate technology and training that enhances the ability to provide a safe environment.
- Goal #5- Sanitation: Elevate the levels of sanitation, hygiene, and cleanliness to promote the safety and well-being of individuals.
- Goal #6- Security: Engage and educate the community and criminal justice stakeholders about the need for a master capacity plan.
- Goal #7- Employee Engagement: Increase the percentage of LMDC employees with an engagement score of 3.5 or higher from 35% in 2017 to 45% by 2022.



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Mayor’s Goal #1.3: Consistently rank among the top quartile of safest cities throughout the United States.

Goal Owner: LMPD, LMDC, OSHN, CJC, YDS, etc.

What	Who	Why	When	Check-Step	Resources Needed
Jail Policy Committee	Kim Allen and Mark Bolton	Work with cross-agency stakeholders to manage the jail population.	Ongoing	Average Daily Population	
Enough is Enough Substance Abuse Treatment and Detox	LMDC- Substance Abuse Program Coordinator	Through the Enough is Enough Program, offenders receive necessary tools needed and are provided with the resources that will aid in their successful re-entry. Enough is Enough incorporated a peer detox model with community detox protocols developed in conjunction with the contracted medical provider and The Healing Place.	Ongoing	# of treated individuals	

Department Goal #1: Care: Provide the opportunity to improve physical, mental and spiritual well-being of individuals so they can reach their full human potential.

Goal Owner: {Insert Name}

What	Who	Why	When	Check-Step	Resources Needed
Expand use of technology in NCCHC Suicide Prevention program					



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New medical contract, increase recruitment and retention of employees, trauma-informed care

Expand connections with external service providers to meet the needs of individuals being released from custody

Strengthen partnerships and health equity planning with PHW to systemize/embed protocol for outbreaks

Expand technology for continued connection to community

FACT/PACT

Affordable healthcare

Department Goal #2: Custody: Create equitable conditions of confinement that take into account basic human needs with recognized civil liberties.

Goal Owner: {Insert Name}

What	Who	Why	When	Check-Step	Resources Needed
Lack of housing for HIP participants					



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Reduce crowding- permanent loss of 1265 beds above LMPD HQ
Establish a population cap of 1,667
Continued reduction of administrative segregation
Unit management

Department Goal #3: Control: Provide a safe environment and mitigate risks by training staff in innovative or evidence-based best practices for managing inmate behavior.

Goal Owner: {Insert Name}

What	Who	Why	When	Check-Step	Resources Needed
Reduction in inmate grievances					
Deployment of best practice principles					
Innovative training techniques- trauma- informed care					
Inmate incentive program for behavior					



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Department Goal #4: Safety: Integrate technology and training that enhances the ability to provide a safe environment.

Goal Owner: {Insert Name}

What	Who	Why	When	Check-Step	Resources Needed
Expand use of body cameras					
Staff training- SORT, CIT					
Expand cameras in housing units					

Department Goal #5: Sanitation: Elevate the levels of sanitation, hygiene, and cleanliness to promote the safety and well-being of individuals.

Goal Owner: {Insert Name}

What	Who	Why	When	Check-Step	Resources Needed
Incentivized, structured sanitation program for inmates					
Inventory control and distribution					



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Department Goal #6: Security: Engage and educate the community and criminal justice stakeholders about the need for a master capacity plan.

Goal Owner: {Insert Name}

What	Who	Why	When	Check-Step	Resources Needed
Doors, locks and sensors					
Facility upgrades-master capacity plan, decaying facilities					
Dedicated, fully-funded, proactive facility maintenance program					



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Department Goal #7: Employee Engagement: Increase the percentage of LMDC employees with an engagement score of 3.5 or higher from 35% in 2017 to 45% by 2022.

Goal Owner: {Insert Name}

What	Who	Why	When	Check-Step	Resources Needed
Mental fatigue/Corrections fatigue					
Recognition programs					
Opportunities for growth and development					
Feelings about physical environment					
Collaboration with Bellarmine	Ronna Martin				