

# **Louisville Metro Police Department 6 Year Strategic Plan**



**FY13-FY19**

To All Police Personnel:

Our challenge is to make Louisville a safe city where criminal activity is unacceptable, where offenders are held accountable for their misdeeds and where citizens work with the police to prevent and report crime. Our vision is to make Louisville the safest large city in America. LMPD is committed to working with the community to achieve this vision by delivering 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 encourage community involvement on all levels to achieve these ends. As we work on our mission, our core values must guide our actions and our decisions. We will make the community our primary focus in all we do. We will do all we do ethically, and we will be accountable to the community by remaining consistently transparent and trustworthy. We will always be fair and objective and show respect to all people.

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## Overview of Sections

### **Vision for Louisville**

The future state Louisville Metro Government envisions for our city, for the residents of Louisville, and for all who visit.

### **Mission**

Why the department exists within Metro and for the community.

### **Core Services/Programs**

What a department provides to residents to fulfill its mission and meet the 5 strategic objectives of Louisville Metro Government: *Deliver excellent city services; Solve systemic budget issues; Take job creation to the next level; Invest in Our People and Neighborhoods, Advance “Quality of Place”; and Create plans for a vibrant future.*

### **Objectives**

Louisville Metro Government objectives are the five strategic outcomes the Fischer Administration is driving towards. While every department strives to achieve the 5 objectives for Louisville Metro Government, each has its own functional objectives or high-level accomplishments it strives to achieve to fulfill its mission.

### **Goals**

Departments should include applicable Louisville Metro Government strategic goals as their own, as well as develop department specific short (1-2yr), mid (2-4yr) and long (4-6yr) term strategic goals.

Short term goals (and midterm, if feasible), should be Specific, Measureable, Attainable, Realistic, and Time-Framed (SMART) statements about what the department will accomplish within the next 1-2 years to meet its mission, achieve its objectives and support the strategic objectives of the city to help realize the vision for Louisville Metro Government. Mid- and long term goals may be more broad and less “SMART”.

The numbers to the right of each goal indicate which of the five Louisville Metro Government strategic objectives the goal supports. The “Lead” column refers to who has ownership over the goal, however various individuals may lead supporting initiatives to the goal. The “Why” column describes why the goal is important to the department and the residents of Louisville.

The “Initiatives” column lists at a high-level, the specific projects a department will undertake (initiate and/or execute) over the next 1-2 years to help achieve their short and, as appropriate, mid-term goals; individual initiatives are not required, unless clearly known, for mid- and long term goals.

The “How” column under mid- and long term goals, explains initial ways in which the department envisions making progress towards the goal.

### **Louisville Metro Planning Cycle & Calendar**

The new fiscal year planning cycle for Louisville Metro Government puts all Departments on the same strategic planning cycle, sequenced to guide budget and operational planning.

### Purpose and Vision of Louisville Metro Government

Louisville Metro Government is the catalyst for creating a world-class city that provides its citizens with safe and vibrant neighborhoods, great jobs, a strong system of education and innovation, and a high quality of life.

*“Louisville is a city of lifelong learning and great jobs, wellness, and compassion”*

### Louisville Metro Government Objectives

*These five objectives are the ultimate outcomes the Fischer Administration is working hard to achieve.*

- 1. Deliver Excellent City Services.** *We strive to be the best city government in America and will use a robust measurement system to track our results.*
- 2. Solve Systemic Budget Issues.** *We will resolve the structural budget imbalance that limits our city and its growth. Our expenses cannot continue to outpace revenue growth.*
- 3. Take Job Creation To The Next Level.** *We will create a culture of innovation that fosters the growth of 21st Century jobs, focusing on our strategic economic development strengths—lifelong wellness and aging care, value-added logistics, advanced manufacturing, and the food and beverage industry. We will champion a business-friendly entrepreneurial environment that recognizes education is the foundation for job creation. We will work with our schools, colleges and universities to deliver a 21st Century workforce.*
- 4. Invest In Our People And Neighborhoods, Advance “Quality Of Place”.** *We will build on Louisville’s unique and creative people and history, embracing all citizens and our growing international population, by improving public transportation, the arts, and our parks. We will ensure a safe, inclusive, clean and green city -- a city that looks toward the future by capitalizing on our diverse population, our geography, and the Ohio River.*
- 5. Create Plans For A Vibrant Future.** *We will develop and begin implementation of a 25-year vision for the city, including targeted neighborhood revitalization. The vision will detail how the city will look, feel and flow in the short, mid, and long term.*

**Department Vision**

LMPD is committed to working with the community to make Louisville the safest city in America.

**Department Mission Statement**

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 all citizens and visitors. We will encourage and promote community involvement on all levels to achieve these ends.

**Core Services/Programs**

*What the department provides to residents to fulfill its mission and help meet Louisville Metro Government's 5 strategic objectives.*

❖ **Patrol Services:**

- The Patrol Bureau is directly responsible for crime prevention, crime control, enforcement of statutes and ordinances, reporting and investigation of criminal incidents, routine and directed patrol activities and most importantly violent crime prevention and control.

❖ **Major Crimes Division:**

- The Major Crimes Division is primarily responsible for the investigation and prosecution of homicides, business robberies, and financial crimes. Collection and preservation of forensic evidence, including electronic evidence is also a core function of Major Crimes Division.

❖ **Police Training:**

- The Training Academy provides entry level training to all newly hired police recruits. The Academy also oversees the on-the-job training of all newly sworn officers. Finally, the Academy provides professional development and skills training to all officers in compliance with state and federal requirements.

❖ **Special Operations:**

- The Special Operations Division is responsible for planning major events as well as oversight of the departments' specialty teams, including the Traffic Unit, SWAT Team and Community Relations Unit.

❖ **Narcotics:**

- The Narcotics Division investigates and assists in the prosecution of major narcotics traffickers. The Narcotics Division also serves as the departments' liaison with Federal Law Enforcement Agencies, including the Drug Enforcement Agency (DEA), United States Marshals and Alcohol, Tobacco and Firearms (ATF).

❖ **Special Investigations:**

- The Special Investigations Division investigates all allegations of wrong doing by department employees, including incidents involving both administrative misconduct as well as criminal conduct.

❖ **Media and Public Relations:**

- The Media and Public Relations Office provides department spokespersons at the scene of incidents of interest, coordinates press conferences, and handles open records requests for the department.

❖ **Property and Vehicle Management:**

- The Property Room and Vehicle Impound Unit are responsible for evidence, property and vehicle storage and disposals. The Fleet Coordinator handles procurement and repair of department vehicles.

❖ **Administrative Services:**

- Administrative Services handles the business of the department, including Customer Service, Budget and Finance, Human Resources, Technical Services, Planning/Research and Development, Records, and Crime Information Center. The Inspections and Compliance Unit is responsible for inventory of department property as well as the departments' compliance with state and national accreditation.

**Department Objectives**

*The functional objectives/ high-level accomplishments the department strives to achieve through its efforts or work.*

- 1. Enhancing Community Trust and Support**
- 2. Enhancing our Ability to Achieve our Mission**
- 3. Enhancing Employee Trust and Support**
- 4. Enhancing Officer Safety**
- 5. Enhancing Collaboration within the Criminal Justice System**
- 6. Enhancing Crime Prevention and Crime Control Efforts**



### **Department Values**

#### **1. 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.

#### **2. Ethical Behavior and Accountability**

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

#### **3. 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.

#### **4. 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.

#### **5. 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.

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**Short Term Goals (1-2yr)**

*The goals listed below detail what the department will accomplish over the next 1-2 years to meet its mission, achieve its objectives and help realize the vision for Louisville Metro Government.*

	Goal	Department Objective	Mayor's Objective	Lead	Why	Initiatives
1	Reduce FBI Uniform Crime Part I Offenses by 3% each year, and consistently rank among the top quartile of safest large cities throughout the United States.	1,2,3,4,5,6	1,2,3,4,5	Patrol, Support  Admin Bureau	In order to achieve our vision of making Louisville the safest city in America, a specific goal of reducing crime each year is necessary. A reduction in crime results in far reaching positive effects for all Metro Louisville citizens.	<ul style="list-style-type: none"> <li>LMPD utilizes the Comp Stat model to measure and analyze crime patterns in Metro Louisville. Division Commanders and their staffs are held accountable for reducing crime in their areas of responsibility. LMPD also enlists the help of the community and collaborates with regional state and federal agencies to reduce crime. In particular, LMPD has partnered with the Violence Prevention Work Group to achieve sustainable long-term reductions in violence. As a partner of the Violence Prevention Work Group, LMPD is participating in the creation and implementation of a community-wide plan focusing on prevention, intervention, enforcement and reentry.</li> </ul>
2	During FY 2014, in cooperation with appropriate traffic engineers, perform analysis of fatal traffic accidents and develop a plan to reduce traffic fatalities through increased education and enforcement efforts.	1,2	1,4	LMPD Traffic Unit Jefferson County, Kentucky and Federal Traffic Engineers	In order to make Louisville the safest city in America we must ensure that our roads and highways are safe.	<ul style="list-style-type: none"> <li>During FY 2014, in cooperation with the appropriate engineers, conduct an analysis of traffic fatalities on county roads and state and federal highways.</li> <li>Based on the results of the analysis, develop traffic enforcement initiatives targeting violations identified as contributing factors in fatalities.</li> </ul>
3	Beginning calendar year 2013 and continuing every calendar year thereafter, conduct a survey to assess the	1, 4, 5	1	Admin Bureau  Exec	We need to ensure we are meeting the needs and expectations of the citizens we serve in order to build trust and	<ul style="list-style-type: none"> <li>The University of Louisville is contracted to perform an annual community satisfaction survey and will provide a detailed analysis of the results to the Executive Staff.</li> </ul>

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	community's perception about crime, personal safety, fear of crime and satisfaction with the LMPD. Utilize the results of these surveys to guide policy and goal formation.			Staff	partnership. A closer working relationship with the citizens LMPD serves will assist in making Louisville a safer city by reducing crime.	<ul style="list-style-type: none"> <li>Results will be analyzed and used to inform decisions on goals, policies, procedures and training.</li> </ul>
4	By FY 2014, develop and implement a plan to enhance transparency in internal investigations.	1, 5	1	Special Invest Division  Training Division	In order to increase the trust and support of the community we serve we must be completely transparent in all internal investigations.	<p>By FY 2014:</p> <ul style="list-style-type: none"> <li>Create and make available for public review quarterly and annual summary reports on internal and external complaints to include information on the types and outcomes of complaints in aggregate form, an analysis of any possible trends, and recommendations to address the complaint trends in the future.</li> <li>Create a public education campaign to explain the complaint investigation and the commendation process, and the mechanism for appealing decisions.</li> <li>Develop training for employees to address common problems identified through the annual complaint trend analysis process.</li> <li>Work with the Human Relations Commission to recreate the Community Advocate position.</li> </ul>
5	Beginning calendar year 2013 and continuing each calendar year thereafter collect information from every traffic stop to allay community concerns regarding possible racial profiling. Each calendar year, prepare and make readily available an analysis of the traffic stop data.	1	1	Admin Bureau  Patrol Bureau	In order to enhance the trust and support of the community we serve we must allay concerns of racial profiling.	<ul style="list-style-type: none"> <li>The University of Louisville is currently contracted to conduct an annual study of all LMPD vehicle stops to analyze the data gathered for any trends that may indicate racial profiling and create a comprehensive report.</li> <li>Results will be analyzed and used to inform decisions on goals, policy, procedures and training.</li> </ul>
6	By FY 2014, develop a media-based, community outreach program that would provide	1,2	1	Admin Bureau	We need to utilize available technology to facilitate communication with the	<ul style="list-style-type: none"> <li>By FY 2014:</li> <li>Create a Greater Louisville TV version of our Citizens Police Academy.</li> </ul>

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	information about the Louisville Metro Police Department, its mission, activities and programs, including information on what the police can and cannot do.			Media & PR Office  Metro Tech Services	community to meet our objective of enhancing the trust and support of the community.	<ul style="list-style-type: none"> <li>• Increase the use of You Tube to share information about the department.</li> <li>• Increase and enhance the content of our website regarding our efforts to address crime and how the community can assist with our efforts.</li> <li>• Simplify and ease citizen access to crime data through our website.</li> <li>• Increase efforts to make the community aware of positive news stories about the department, its efforts and its personnel.</li> <li>• Share LMPD's Strategic Plan with Metro Louisville citizens, in particular with LMPD Citizen Advisory Boards.</li> </ul>
7	By FY 2015, develop and implement at least two youth-oriented, community outreach programs.	1,2,6	1,5	Patrol and Support Bureaus  JCPS	We must build strong relationships with the young members of our community in order to build a strong foundation of trust with our youth which serves to help create a more vibrant future for our city.	<p>By FY 2015:</p> <ul style="list-style-type: none"> <li>• Offer the opportunity for law enforcement classes for JCPS and private schools.</li> <li>• Expand the Police Explorer Program in an effort to increase diversity.</li> <li>• Explore the opportunity to create a Cadet Program, intended to target 18 to 21 year olds with an interest in law enforcement.</li> <li>• Host quarterly Youth Forums or Summits in different neighborhoods throughout the community.</li> <li>• Create a Police Youth League.</li> <li>• Increase the number of Citizen Youth Academies offered each year, and provide them in neighborhoods where we are experiencing challenges.</li> <li>• To the extent possible, involve retired members and volunteers in all of these outreach efforts.</li> <li>• Work with the School Resource Officers and the schools where they are assigned to develop more opportunities for them to provide law enforcement information to students.</li> </ul>
8	By FY 2015, develop and	1,4	1,2,4,6	Training	Positive interactions with the	By FY 2015:

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	provide training for all personnel to improve interactions with the community.			Division Legal Advisor Special Invest Division	citizens we serve enhance the trust and support of the community. A closer working relationship with our citizens enhances our ability to make Louisville a safer city by reducing crime.	<ul style="list-style-type: none"> <li>Analyze courtesy complaints for trends and develop follow-up training.</li> <li>Work with the FOP to develop a voluntary mediation process for certain types of citizen complaints.</li> </ul>
9	During FY 2014 and FY 2015, identify immediate maintenance issues at all departmental facilities and work with Public Works to address these issues.	1,2,4,5	2,3	Admin Bureau Exec Staff Public Works	It is important to maintain facilities in good working condition in order to perform the department's mission, objectives and goals. Improving the appearance and functionality of our facilities will advance the quality of the neighborhoods in which they are located.	<ul style="list-style-type: none"> <li>Division commanders will inspect their respective divisions and prepare a list of immediate maintenance issues.</li> <li>The Inspections and Compliance Unit is currently performing semi-annual inspections of all LMPD facilities.</li> <li>Representatives of LMPD currently meet regularly with representatives of Public Works.</li> <li>Within the next year, develop a prioritized maintenance schedule for all LMPD Facilities.</li> </ul>
10	During FY 2014, work with OMB to develop a comprehensive vehicle replacement plan.	1,2,5	2,3,4,6	Admin Bureau OMB	Timely replacement of LMPD patrol vehicles enhances the Department's ability to perform its mission of crime control and prevention by ensuring reliable vehicles for patrol and response to calls for service. Vehicles must also be replaced in a timely manner for optimal officer safety.	<p>During FY 2014:</p> <ul style="list-style-type: none"> <li>Identify procurement options for new vehicles, to include the option of leasing.</li> <li>Investigate alternative funding opportunities should vehicle funding become a long-term challenge.</li> </ul>
11	By FY 2014, review and update the LMPD Emergency Response Plan.	1,2,4,5	1,2,3,4,5,6	Admin Patrol Support Bureaus Exec Staff	An up-to-date Emergency Response Plan is crucial to the mission of LMPD and serves to enhance the trust and support of both the community and the employees of LMPD.	<ul style="list-style-type: none"> <li>The LMPD Emergency Response plan is currently under revision.</li> <li>Work with the Emergency Management Agency to develop and implement training on the LMPD Emergency Response Plan.</li> <li>Participate in emergency response tabletop exercises with other area agencies.</li> </ul>
12	During FY 2014 and FY 2015, conduct a comprehensive assessment of staffing to	1,2,3,4,5	1,2,3,4,5,6	Admin Bureau	Human Resources are the most vital capital of any agency. It is paramount that an adequate	During FY 2014 and FY 2015 conduct or contract a consultant to conduct a manpower staffing including, but not limited to:

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	ensure an adequate number of officers, detectives and non-sworn personnel are employed to meet the current workload.			Training Division  Exec Staff  LMPD and Metro HR	number of personnel are available to serve the citizens of Metro Louisville and to reach the Mayor's goal of reducing Part I crimes by 3% each year. A comprehensive analysis of the current workload of LMPD employees will ensure that the community will continue to receive essential public safety services and that LMPD personnel will be safe while performing their duties.	<ul style="list-style-type: none"> <li>• A review of best practices of police personnel deployment from around the country.</li> <li>• The development of a patrol staffing distribution formula based on appropriate factors, such as calls for service, self-initiated activity, crime, geography, population, etc.</li> <li>• The redistribution of patrol staff based on need as identified by the formula on at least an annual basis.</li> <li>• A study of shift assignments and shift schemes to ensure adequate staffing consistent with calls for service.</li> <li>• The development of guidelines for the distribution of investigative and civilian support personnel based on best practices, case loads, etc.</li> </ul>
13	Upgrade 10 % of the in-car video recording systems in department patrol vehicles in FY 2014 and each subsequent fiscal year.	1,2,4,5		Admin Bureau Metro-Safe Metro Tech Services	The first generation of in-car video recording systems are aging and reaching end of life. Many systems are outdated and in need of costly repairs that are not economical. In-car videos are crucial for accountability, evidence gathering and training purposes; all of which are crucial activities in the reduction of crime.	<p>During FY 2014:</p> <ul style="list-style-type: none"> <li>• Test and evaluate options for upgrading in-car video systems with a group of users from patrol and investigative positions. Gather their input and choose an effective and efficient replacement for existing in-car camera systems.</li> <li>• Budget for continuing replacement of in-car video recording systems for the next several fiscal years.</li> </ul>
14	During FY 2014 and 2015, evaluate and modify the current debriefing procedures for members involved in critical incidents to ensure a timely evaluation of their mental state and a return to duty as quickly as they are deemed ready.	1	2,3,4,5	Special Invest Division  Legal Advisor	Timely return to duty of personnel involved in critical incidents enhances the ability of the department to provide essential services to the community and the trust of employees.	<p>During FY 2014 and 2015:</p> <ul style="list-style-type: none"> <li>• Evaluate existing debriefing procedures of personnel involved in critical incidents to ensure they represent best practices.</li> <li>• Review the military model of debriefing as a possible resource and/or for possible adaption for LMPD use.</li> </ul>
15	During FY 2014 and 2015,	1,3,5	2,3	Training	Leadership training is crucial for	During FY 2014 and 2015:

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	create increased training opportunities for commanding officers and non-sworn supervisors and managers to enhance their leadership skills.			Division	both employee satisfaction and career advancement. Effective leadership of LMPD also contributes to the provision of excellent services by LMPD to the community.	<ul style="list-style-type: none"> <li>Identify possible funding sources to increase the opportunities for supervisors and managers to attend leadership training provided by recognized institutions.</li> <li>Develop and implement leadership training courses for LMPD personnel at the LMPD Training Academy.</li> </ul>
16	During FY 2014, develop and implement a program to increase the use of body armor among personnel who routinely work in non-administrative assignments.	1,5	2,3,4	Training Division	Officer safety is consistently of primary concern. The use of body armor has the potential to save the lives of LMPD officers. Encouraging the use of body armor will enhance the department's ability to serve the community effectively as well as increasing officer safety.	<p>During FY 2014 :</p> <ul style="list-style-type: none"> <li>Conduct a survey to find out why some officers don't wear their vests.</li> <li>Evaluate alternative vest options, to include the use of external vest carriers.</li> <li>Consider developing some informal reward system for vest use.</li> </ul>
17	During FY 2014 and 2015, implement annual training on hazmat response to increase officer awareness and preparation, to include an inspection of all personal protective gear.	1,4,5	1,2,3,4,5	Training Division Admin Bureau LM Fire Dept LM EMA	Hazardous Material Incidents create high risks for both the community and first responders. It is critical that LMPD be prepared to respond effectively to these incidents in order to ensure the safety of both the public and LMPD personnel.	<p>During FY 2014 and 2015 :</p> <ul style="list-style-type: none"> <li>Partner with the Emergency Management Agency and other local first responders on training exercises.</li> <li>Develop National Incident Management System (NIMS) trainers within LMPD.</li> <li>Identify outside NIMS training opportunities.</li> </ul>
18	During FY 2014, establish cross-functional teams to liaison more closely with local, regional, state and federal judiciaries.	1	2,5,6	Patrol Bureau  Major Crimes Division	Closer cooperation with the County, Commonwealth, and U.S. Attorney's Offices would enhance the effectiveness and efficiency of LMPD investigations and prosecutions of criminal cases, resulting in a reduction in Part I crime, in support of the Mayor's goal of a 3% reduction.	<p>During FY 2014 :</p> <ul style="list-style-type: none"> <li>Reach out to the County Attorney and Commonwealth Attorney's Offices to identify points of contacts for regular meetings to coordinate the efforts of their offices and LMPD.</li> <li>Attend regular meetings with the County Attorney and Commonwealth Attorney points of contact to coordinate prosecution efforts.</li> <li>Encourage both Offices to regularly attend and participate in the department's weekly Comp Stat meetings.</li> <li>Reach out to District and Circuit Court judges to coordinate regular meetings to</li> </ul>

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						<p>discuss community crime issues on at least a bi-annual basis.</p> <ul style="list-style-type: none"> <li>Establish regular meetings of police chiefs and key staff members from neighboring law enforcement agencies, including Southern Indiana, to share information on criminal activity and to collaborate on matters of mutual interest.</li> </ul>
19	During FY 2014 and FY 2015, develop an interface between I-Leads and KYOPS (or find reasonable alternatives to such an interface – access to I-Leads, COP Link, etc.) to provide neighboring agencies with access to I-Leads data, to allow crime mapping throughout Jefferson County and to increase the availability the of on-line services relating to crime data and trends to the public.	1,5	2,5,6	Admin Bureau  Metro Tech Services	The creation of a program for sharing crime data between regional law enforcement agencies will enhance the information exchange between these agencies and result in more effective and efficient crime prevention and control in furtherance of the Mayor’s goal of reducing Part I UCR crime by 3% each year. Increasing the availability of crime data to the public is consistent with the Mayor’s goal of leveraging technology usage by our citizens.	<p>During FY 2014 and FY 2015 :</p> <ul style="list-style-type: none"> <li>Identify the most advantageous and economical method of interfacing ILEADS and KYOPS.</li> <li>Reach out to other stakeholders and cooperate in the linking of agencies databases.</li> <li>Identify and attain the most advantageous and economical crime mapping system to enhance crime mapping capabilities throughout the region.</li> <li>Identify and implement on-line crime reporting options.</li> <li>Increase the availability of crime data on the LMPD website, including the ability of citizens to access crime maps, data and trends on-line.</li> </ul>
20	By FY 2015, develop a program to increase community awareness of crimes and ways to prevent victimization.	1,2,5	1,2,5,6	Admin Bureau  Media & PR Office	Increased community awareness of current crime issues and crime prevention tactics enhances LMPD’s partnership with the community they serve and results in more efficient and effective crime control and prevention, which serves to further the Mayor’s goal of reducing UCR Part I crime by 3%.	<p>By 2015, develop a program to promote community awareness of crime trends and crime prevention measures that include but are not limited to the following tactics:</p> <ul style="list-style-type: none"> <li>Public Service Announcements</li> <li>Business Partnerships</li> <li>Crime Notifications</li> <li>Targeted Crime Prevention Forums</li> </ul>
21	During FY 2014, create a part-time Threat Response Team to address threats involving	1	1,2,3,4,5,6	Support Bureau	The protection of public officials and response to incidents of workplace violence are critical	<p>During FY 2014 :</p> <ul style="list-style-type: none"> <li>Conduct best practice research on law enforcement procedures and responses to</li> </ul>



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	public officials and potential work place violence situations.			Patrol Bureau	functions of law enforcement. LMPD should proactively plan to protect local leaders and respond to workplace violence situations to enhance public trust and safety.	<p>threats to public officials and incidents of workplace violence.</p> <ul style="list-style-type: none"> <li>• Draft a policy on LMPD's response to threats against public officials and incidents of workplace violence.</li> <li>• Create a part-time Threat Response Team to respond to threats involving public officials and incidents of workplace violence.</li> </ul>
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**Mid-Long Term Goals (2-6yr)**

*The goals listed below detail broad goals the department plans to achieve over the next 2-6 years to meet its mission, achieve its objectives and help realize the vision for Louisville Metro Government.*

	Goal	Department Objective	Mayors Objective	Lead	Why	How
1	By FY 2016, evaluate the way we receive, assign and investigate drug complaints and develop/implement recommendations for improvements to the current process.	1	2,6	Support Bureau  Admin Bureau	More effective accounting of narcotics complaints and crime tips would enhance LMPD's ability to control and prevent narcotics trafficking.	By FY 2016: <ul style="list-style-type: none"> <li>Analyze current practices for receiving, assigning and tracking narcotics complaints and narcotics related crime tips.</li> <li>Based on a review of best practices, develop a protocol for effective and efficient receipt, assignment, and tracking of narcotics complaints and narcotics related crime tips.</li> </ul>
2	By 2016, develop the capacity within the Crime Information Center to monitor suspects that become wanted, and develop a system that allow for us to quickly take them into custody.	1	1,2,4,5,6	Admin Bureau  Patrol Bureau  Support Bureau	Timely identification, monitoring, and apprehension of wanted suspects would increase officer safety and LMPD's effectiveness in controlling and preventing crime, enhancing our ability to reduce Part I UCR crimes and make Louisville a safer city.	By FY2016: <ul style="list-style-type: none"> <li>Develop a protocol for gathering and disseminating timely information on wanted suspects through the Crime Information Center to all area law enforcement agencies.</li> <li>Develop a close working relationship between crime analysts in the Crime Information Center and law enforcement personnel on the street to ensure critical information on wanted suspects is sent and received in as close to real time as possible.</li> </ul>
3	By FY 2016, develop and implement a plan to increase the amount of information gathered about crime in neighborhoods from both victims and suspects.	1	1,2,6	Admin Bureau  Patrol Bureau  Support Bureau	Gathering information at every available opportunity would enhance LMPD's ability to control and prevent crime, while developing a greater partnership with the community. Accurate and timely information promotes a reduction in all crime, including Part I UCR, in furtherance of the Mayor's goal of a 3% reduction.	By FY 2016: <ul style="list-style-type: none"> <li>Conduct best practice research on debriefing procedures.</li> <li>Design an electronic and paper debriefing form for gathering information.</li> <li>Create a policy and procedure for gathering and analyzing information from victims, suspects and other citizen contacts.</li> <li>Develop a policy and procedure that requires a neighborhood canvas when completing a burglary report.</li> </ul>
4	By FY 2016, evaluate the skill	1,2	2,6	Admin	Utilization of the services of	By FY 2016:

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	sets of our volunteers, including retired officers, and increase their role in crime control efforts.			Bureau	volunteers, particularly skilled volunteers, would enhance LMPD's crime control efforts in a cost effective manner.	<ul style="list-style-type: none"> <li>• Conduct best practice research in the use of volunteers to supplement paid police employee's efforts.</li> <li>• Create a method for evaluating the skill set of volunteers.</li> <li>• Should the analysis show a benefit, create a program of LMPD volunteer services to supplement paid employee's efforts.</li> </ul>
5	Within six years, develop and implement a program to enhance our levels of assistance and support to victims of crime.	1	1,2,5	Major Crimes Division  Patrol Bureau  Admin Bureau	We must be committed to providing a high level of service to victims of crime in order to ensure their continued trust and support of LMPD.	<ul style="list-style-type: none"> <li>• The University of Louisville is contracted to conduct a victim survey in the summer of 2013. The survey will gather information about victim perceptions of services provided to them. U of L will analyze the data and create a report for LMPD.</li> <li>• Within one year, develop a plan to address identified gaps in service.</li> <li>• Should the survey study results indicate a need:</li> <li>• A Victims Assistance Unit will be created within the next six years.</li> <li>• A Victim Rights Coordinator position, (preferably a Master of Social Work holder) will be created to supervise the Victims Assistance Unit within the next six years.</li> <li>• A team of Victim Assistance Case Workers, (preferably Master of Social Work holders) to provide crime-specific assistance for crime victims will be created within the next six years.</li> </ul>
6	Within six years, develop and implement an incentive-based, physical fitness standards program for all personnel.	1,5	1,2,3,4,5	Training Division Admin Bureau Exec Staff	Physical fitness enhances productivity while lowering absenteeism and health care costs.	<ul style="list-style-type: none"> <li>• Conduct best practices research on incentive based physical fitness programs.</li> <li>• Work with labor unions to design and implement an incentive based physical fitness program.</li> </ul>
7	Within six years, support the creation of a Police Museum to preserve the history of LMPD, JCPD and LPD.	1	1,3	Training Division  Admin Bureau Exec Staff	It is important to honor the proud tradition of law enforcement in Jefferson County, including the former Jefferson County Police and Louisville Police Departments as well as Louisville Metro	<ul style="list-style-type: none"> <li>• Identify and recruit stakeholders to assist in the creation of a police museum.</li> <li>• Locate historical items for inclusion in a police museum.</li> <li>• Locate potential sites for a police museum.</li> <li>• Locate potential funding sources for a police museum.</li> </ul>

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					Police Department.	
8	Within six years, develop and implement a plan to create an Employee Services Unit.	1,4,5	1,2,3,4,6	Admin Bureau  Exec Staff	Employees are every agency's most valuable assets and deserve the highest standard of care. Unifying the command of all units involved in all aspects of employee care will enhance the care of LMPD employees by ensuring all services are provided effectively and efficiently.	<ul style="list-style-type: none"> <li>• Such a unit would be responsible for the development, use and maintenance of systems and programs intended to address the department in the emotional, mental, physical and spiritual needs of employees.</li> <li>• The unit would provide the opportunity to combine a number of current resources under unified leadership and one organizational component, including, but not limited to: <ul style="list-style-type: none"> <li>o Police Surgeon (Dr. Smock)</li> <li>o Peer Support – Led by a Certified Counselor (requiring a new position, preferably a MSW), to provide more training for Peer Support Team on employee issues such as Post Traumatic Stress, depression, other emotional and mental issues, returning Military Vets and enhanced response to critical incidents.</li> <li>o Military Services Support – Led by a Certified Counselor ( requiring a new position, preferably a MSW) to provide more training for Peer Support Team on employee issues such as Post Traumatic Stress, depression, other emotional and mental issues, returning Military Vets and enhanced response to critical incidents.</li> <li>o Support for Officers/Employees who are off work for work-related injuries and/or sick and oversight of Light- Duty Assignment opportunities (Sgt. Bland).</li> <li>o Contract Clinical Psychologist for employee support (not for fit for duty exams)</li> <li>o Health and Safety Officers – at least one needs to be full time, and we need to create additional part-time officers.</li> <li>o Police Chaplains – Consider full time coordinator – focus on recruitment of volunteers from more religions and on training for all chaplains.</li> </ul> </li> </ul>
9	Beginning in FY 2014 and	1,2,3,4,5	1,2,3	Admin	Adequate LMPD facilities are	Beginning in FY 2014 and continuing through FY

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	continuing through FY 2019 in cooperation with Public Works, conduct a comprehensive assessment of all LMPD facilities.			Bureau Exec Staff	vital to the image and operation of the department.	2019 work with Public Works and Metro Technology Services to assess all LMPD facilities for: <ul style="list-style-type: none"> <li>• Functionality</li> <li>• Capacity: office space, lockers, parking</li> <li>• Expansion opportunities</li> <li>• Location and alternative locations</li> <li>• Consolidation considerations and opportunities</li> <li>• Leasing and private sector partnership opportunities</li> <li>• Maintenance concerns: short, medium and long term needs</li> <li>• Furnishing and technology concerns: phones, AV and generators</li> <li>• Within the next three fiscal years develop a capital budget plan to address the needs identified by the assessment in a phased fashion.</li> </ul>
<b>10</b>	During FY 2014 and continuing through FY2015 and 2016, conduct an analysis to identify training needs within the department, with the intent of using the results to steer the development of future in-service training classes.	1	1,2,3,4,5,6	Training Division	Effective professional development of LMPD personnel ensures the provision of quality services to the community and increases the job satisfaction of LMPD employees.	During FY 2014 and continuing through FY 2015 and FY 2016: <ul style="list-style-type: none"> <li>• Design and implement a survey instrument to gather input from command staff and line personnel on current training needs.</li> <li>• Evaluate the results of the survey to identify training needs and develop training course to meet those needs.</li> </ul> Throughout FY 2015 and 2016: <ul style="list-style-type: none"> <li>• Provide a list of professional development courses for personnel to attend over the next three years based on the survey results.</li> <li>• Enhance both officer safety and relationships with the community by developing course in conflict management and de-escalation skills.</li> <li>• Ensure emphasis on both personal and professional development of employees by developing training courses in health and well- being.</li> </ul>
<b>11</b>	Within 6 years, identify and implement one new outreach effort for the immigrants in our community.	1,4,5	1,2,3	Patrol Bureau  Support Bureau	We must reach out to and connect with all citizens in their neighborhoods in order to build trust and partnerships with our diverse community.	Within 6 years: <ul style="list-style-type: none"> <li>• Conduct best practice research to identify programs of outreach to immigrant populations.</li> <li>• Implement identified program of outreach for</li> </ul>

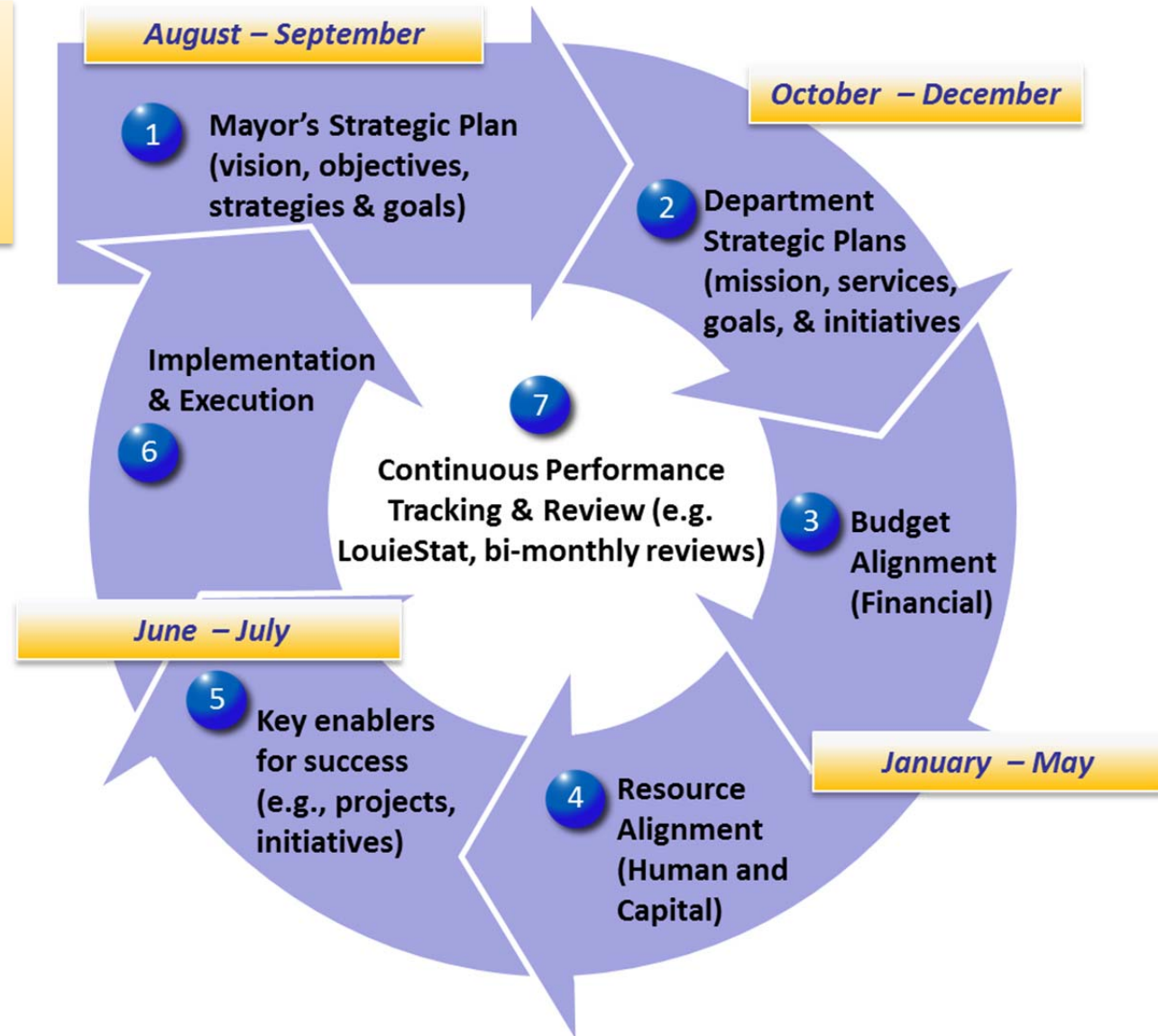
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						immigrant populations within Metro Louisville.
<b>12</b>	Within 6 years, create a Mentor Program to provide resources and guidance for new employees and for employees seeking promotional opportunities.	1,3,5	2,3,	Training Division	Effective mentoring of both new employees and those seeking promotion serves to build trust and support among LMPD personnel. Mentoring of LMPD employees also ensures that a high level of service will be provided to the community.	<p>Within 6 years, develop and implement a mentoring program that includes but is not limited to:</p> <ul style="list-style-type: none"> <li>• Creation of a formalized socialization process for all new employees.</li> <li>• Assignment of a point of contact outside of the LMPD Training Academy for new police recruits.</li> <li>• Creation of classes on preparation for the promotion process for those interested in career advancement.</li> <li>• Creation of opportunities for middle managers interested in career advancement to shadow command staff members.</li> </ul>
<b>13</b>	Within 6 years, work with the Police Merit Board staff to identify and implement changes within the promotional process to ensure the most qualified personnel are identified for promotional opportunities.	1,5	1,2,3,6	Training Division  Admin Bureau	Promotion of the most qualified candidates increases the trust and support of both the community LMPD serves as well as LMPD employees.	<p>Within 6 years:</p> <ul style="list-style-type: none"> <li>• Conduct new job task analyses to identify changes in the knowledge, skills and abilities required for each job.</li> <li>• Create promotional pre-requisites to enhance the skill sets of candidates, while avoiding any unintended adverse impacts on the applicant pool.</li> </ul>

## Louisville Metro Government (LMG) Planning Cycle

### Louisville Metro Planning Cycle

The new fiscal year planning cycle for Louisville Metro Government puts all Departments on the same strategic planning cycle, sequenced to guide budget and operational planning.



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**Louisville Metro Government Planning Calendar**

May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan	Feb	March	April
	Final Budget Released	Start of New Fiscal Year						Mayor Releases Strategic Plan			
Louisville Metro Current State Internal Assessment			Louisville Metro Senior Leadership Visioning retreat	Refine Louisville Metro Goals & Tactics	Provide Draft Louisville Metro 6 Year Strategic Plan to Departments			Mayor and Senior Staff review and reconcile with Mayor's priorities and work with Departments and OMB to finalize budget proposal by May 1			
Louisville Metro External Assessment (e.g., Macro Trends, Benchmarks, Best practice)					Develop Department 6 Year Strategic Plans		Departments Finalize Strategic Plans & Develop 1 year Budgetary and Operational Plans		Departments finalize 1 year Budgetary and Operational Plans		
				Departments conduct their own internal and external assessments							