

Strategic Plan Update

January

2015



Louisville Metro Police Department

Our Mission is 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.





Message from the Mayor...



Mayor Greg Fischer

Dear citizens:

As we enter the third year of our strategic plan, citizens can see considerable progress toward our five objectives and 21 goals. From increasing the number of services available online to creating an even safer city to growing jobs and wages, my team is focused on our common dream for Louisville -- to create a clean, green, safe and inclusive city where people love to live and work. The Six-Year Strategic Plan is a roadmap for getting us there -- and you will see that some of our goals have been updated and revised to better reflect the work we've already accomplished -- and the work ahead. We have achieved our goal to plant 10,000 trees but have committed to continuing our green and sustainability efforts in working to reduce our carbon footprint. We have also adopted a goal to foster a culture of life-long learning, creativity and innovation to ensure all of our citizens have opportunities to succeed.

When viewing the strategic plan, take a look using the three lenses through which we view our work here in Metro Government:

- *Daily work* -- the day-to-day items that keep city government running efficiently and effectively;
- *Continuous Improvement* -- improving on that daily work;
- *Innovation and Breakthrough* -- creating and implementing those big ideas that propel us forward as a government and as a city.

I encourage citizens to review the goals and objectives -- along with the data and metrics behind them -- to learn more about how their city government is working for the betterment of Louisville, every single day.

I welcome your feedback. My contact information is below, please to let us know your overall thoughts and which goals you feel strongly about so we can continue to work together to make Louisville a great place.

Thank you for allowing me to serve as your Mayor.



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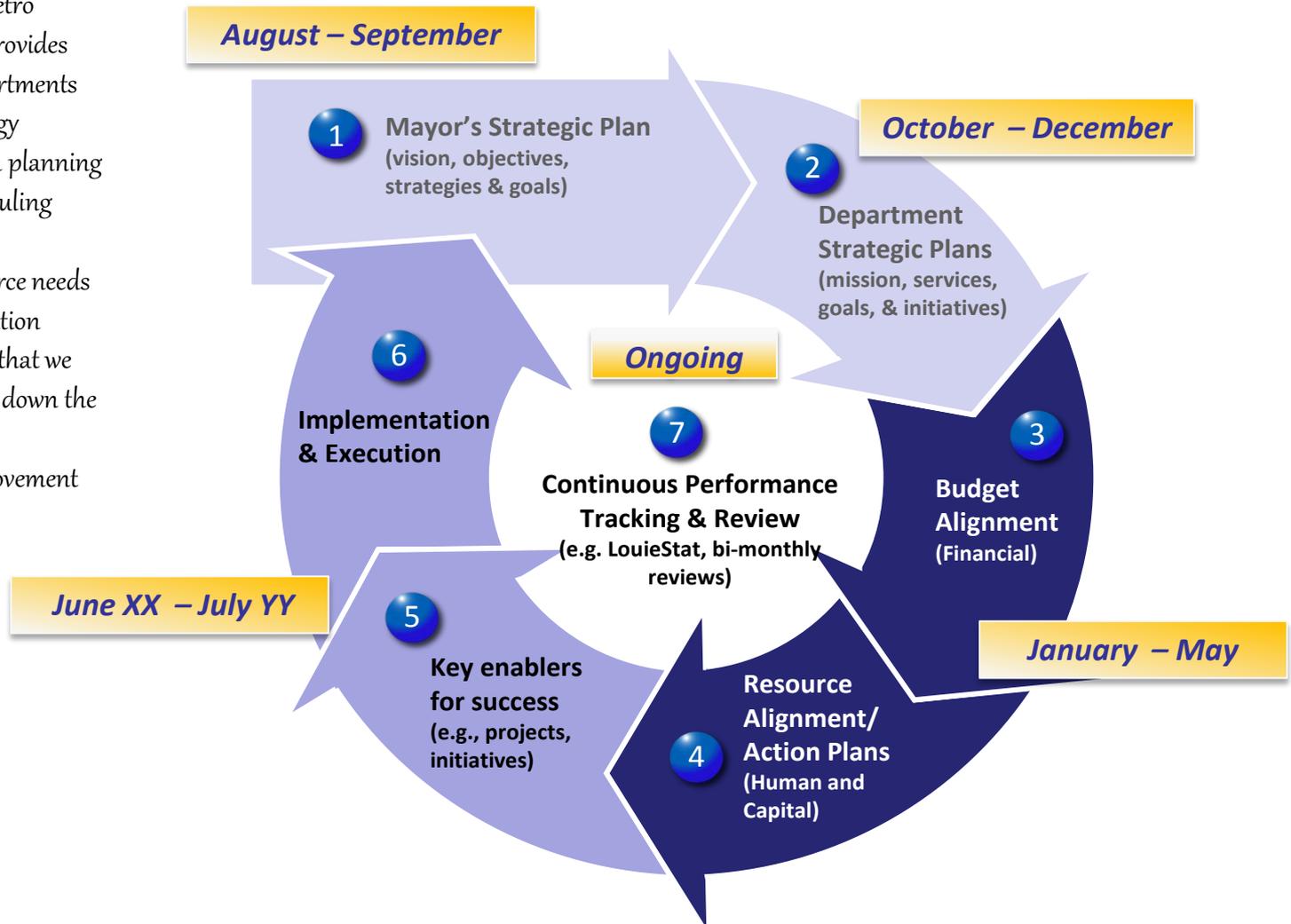
- METRO PLANNING CYCLE
- METRO PLANNING CALENDAR



2015

Louisville Metro Planning Cycle

The Louisville Metro Planning Cycle provides guidance to departments on syncing strategy development with planning milestones, scheduling project timelines, forecasting resource needs and setting execution dates. It ensures that we continue to move down the road of the city's continuous improvement journey.



2015

Louisville Metro Planning Calendar

The Louisville Metro Planning Calendar provides a monthly reference point for tracking planning deliverables throughout the year. It also affords Metro leadership both an enterprise and departmental overview of strategic planning responsibilities and reporting milestones.

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 (Progress toward goals)			Louisville Metro Senior Leadership Planning Retreat	Refine Louisville Strategic Plan	Share Updated Plan with 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)					Refine Department 6 Year Strategic Plans			Departments Finalize Strategic Plans & Develop 1 year Budgetary and Action Plans		Departments finalize 1 year Budgetary and Action Plans	
	Departments report Strategic Plan progress to Directors	Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor	Departments conduct their own internal and external assessments		Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor	Mayor reports Strategic Plan progress to Citizens	Departments report Strategic Plan progress to Directors	Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor
Implementation, Tracking and Execution of Strategic Plans (ongoing)											

Mayor's Office

Departments

Mayor's Office & Dept. Directors



2015

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2015



Our Purpose and Vision...

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"

Mayor Greg Fischer

The City's 5 Strategic Objectives: 6-Year Plan

1. Deliver Excellent City Services

We strive to be the best city government in America and will use a robust measurement system to drive employee performance and track our results.

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.

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.

4. Invest In Our People And Neighborhoods

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.



2015

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





Reflections from the Chief of Staff...

Mayor's Office



Ellen Heslen

Implementing a Strategic Planning process within Louisville Metro has added value to our agencies and to the administration. It has provided a real process so that the Mayor's vision for Louisville is strategically planned in order to drive policy decisions which, in turn, drives the budget - rather than the reverse. It also ensures that when we execute the Mayor's vision and goals, we are doing so in an efficient, transparent and compassionate manner.



The Department's Strategic Objectives

The following functional objectives are high-level accomplishments that the department is focused on achieving over the next six years. ✓

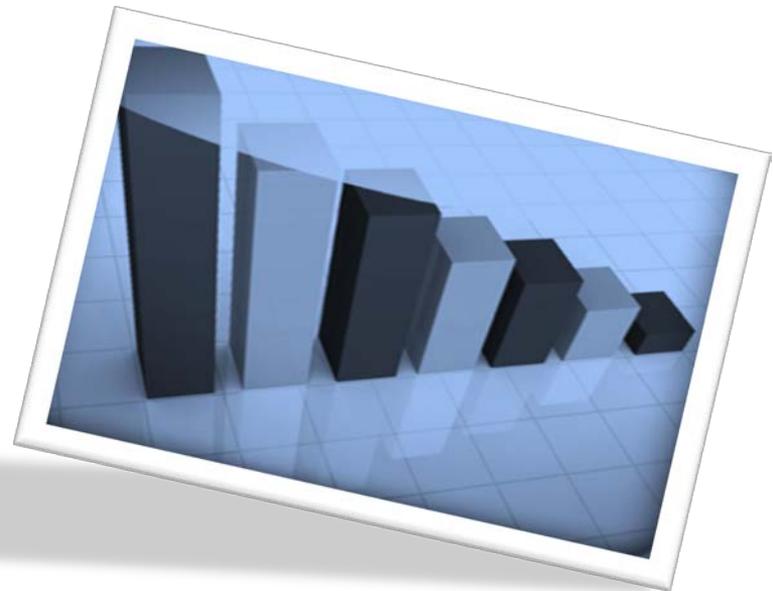
	Title	Description
1.	Enhancing Community Trust and Support	We strive to increase the community's trust, support and involvement, at all levels of the LMPD, by providing superior service and by acting with transparency throughout the police department. We embrace honesty and openness with the community as being vital to a safer city. This is demonstrated through the fair and equitable treatment of our citizens.
2.	Enhancing our Ability to Achieve our Mission	We continually examine and adjust our processes and procedures to deliver world-class service, in a fair and ethical manner, in order to prevent crime, control crime and enhance the overall quality of life for the citizens and visitors of our community.
3.	Enhancing Employee Trust and Support	We strive to create a professional, fair and ethical workplace which promotes a high level of employee performance and satisfaction.
4.	Enhancing Officer Safety	We constantly strive to maintain and enhance an environment that maximizes safety without compromising officer performance through the use of technology, equipment and training.
5.	Enhancing Collaboration within the Criminal Justice System	We have created and constantly work to maintain close working relationships with our partners in the criminal justice system. Through the sharing of information, we work to collectively address issues that threaten the community's safety and security.
6.	Enhancing Crime Prevention and Crime Control Efforts	We strive to provide efficient and effective police services to the community we serve through the use of identified best practices, community engagement, and crime analysis.



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2015



Maturing: A Journey Of Change

Wow, it's been an amazing year!

I can hardly believe that it's only been three years since Louisville Metro's Strategic Planning process became an enterprise-wide reality--taking our city's governance process to an unparalleled position amongst our peer cities.

Over the past three years we have collaboratively planned and executed on our strategic plans; including both citizens and community stakeholders in the planning process. In 2012, we took community feedback, along with our internal benchmarking research, and created the inaugural version of the City's 6-year strategic plan. That same year, each of our departments in turn aligned their work against the City's plan and created their own 6-year strategic plans. It was Metro's first attempt at developing both a comprehensive and inclusive roadmap for the City's future. We published those plans in January 2013. During 2013, as with any pursuit toward excellence, we challenged ourselves to implement *authentic* change---the kind of change that is proactive, far-reaching, influential and enduring. We took time to become "enterprise aware"; we standardize our planning cycle, benchmarked strategic planning methodologies, initiated a quality assessment of our data and data sources and started evaluating our performance management capabilities. This past year, we've been more engaged and diligent than ever: thinking critically about how to truly capitalize upon the invaluable experience, knowledge and skill sets of our Community Partners; while conducting sober assessments about how to improve upon last year's progress. In fact, our planning theme for 2014 was "Let's GO to the Next Level!"

In 2014, we consciously took aggressive steps to improve the overall quality of the City's strategic planning work. First, we responded by enhancing our technology based tracking and recording process to not only accurately and confidently provide real-time strategic plan updates, on both our progress and performance, but to do so for any team member, at any time and across the entire enterprise. Second, we trained and certified 20 of our Strategic Planning Liaisons (SPLs) on

the Balanced Scorecard Institute's methodology for establishing an integrated strategic planning and management system. The Mayor's executive team viewed this training as a critical step in the evolution of our enterprise capacity building effort. We now have department based resources that are not only prepared to manage their department's strategic planning work and coordinate that work with OPI; but are capable of being deployed as *Enterprise* strategic planning assets ---focused on cross-functional strategic planning projects and enterprise level initiatives, both internally and externally. Third, we established a weekly *Strategic Monitoring & Diagnosis Forum*; consisting of an executive level cross-functional team -- including the Mayor! The team was tasked with applying their respective subject matter expertise to rigorously evaluating plan progress, problem solving for resource allocation misalignment and recommending resolutions for Risk. In doing so, they provided our departmental leadership with a comprehensive performance evaluation of plan progress from an enterprise perspective. Finally, we took a *Collective Impact* perspective regarding collaborative engagement. We invited engagement at every tier -- whether Citizen, Community Partner, City-Enterprise, Department or Team--and revisited our planning process and plan collectively. We re-evaluated our strategic purpose: amending language and clarifying intent; reassessed how we measured success: refining our ideas about outcomes versus outputs; and co-created across-the-board resolutions: resolving systemic issues and mitigating the various risks we encountered respectively. Collectively, the City engaged continuous improvement. The progress report that follows covers strategic efforts from January 1, 2012 to December 31, 2014; and stands as the department's historical record of our City's respective and collective *Journey of Change*.

Strategy!

DeVon M. Hankins
Deputy Director of Strategic Planning





Progress Report



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Health				Progress				Reported in LouieStat	
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Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
01(A).2015 Reduce Part I Offenses: Reduce Federal Bureau of Investigation (FBI) Uniform Crime Report (UCR) Part I Offenses by 3% each calendar year and consistently rank in the top quartile of safest large cities in the United States. Part 1 offenses include: Murder, Rape, Robbery, Aggravated Assault, Burglary, Larceny, Motor Vehicle Theft and Arson.			<p>MAYORS GOAL #3A</p> <p>Baseline #1: 32,595 Part 1 Offenses (2012)</p> <p>Baseline #2: 7th out of 17 cities (2011)</p> <p>Target #1: 3% Reduction in Part 1 Offenses from CY14</p> <p>Target #2: Top Quartile</p> <p>Current #1: +6% increase or 4,795 Part 1 UCR Offenses through Feb 2015</p> <p>Current #2: 4th out of 17 cities</p> <p>Data Source(s): FBI UCR Report</p> <p>Goal Owner: Assistant Chief Kim Kraeszle</p>	Process		<p>CompStat Data: Use CompStat data to measure progress on goal of reducing Part 1 crime by 3% for the calendar year.</p> <p>Reintegration from Corrections: The Louisville Metro Department of Corrections (LMDC) provides programs based on an offender's risk and need through a validated risk/need assessment to assist the offender's transition and reintegration into society to enhance public safety by reducing offender recidivism.</p>	<p>Meetings are conducted every Thursday at LMPD headquarters. Division commanders discuss current crime trends and the methods they are employing to address problems.</p> <p>LMDC currently offers and operates a multitude of programs to assist offenders with their transition and reintegration into the community. The following four (4) programs are highlighted:</p> <ol style="list-style-type: none"> 1. LMDC Goal #3: Increased enrollment in JCPS Adult Basic Education (GED) classes by FY15. 2. Enough is Enough Substance Abuse Program/Detox Monitoring: Developed out of the need to provide additional assistance to the increasing population of those with substance abuse problems. Enough is Enough program participants have been engaged to assist with monitoring newly admitted offenders while detoxing from drugs/alcohol and has become a national model for best practices. 3. Home Incarceration Program: A sentencing option for eligible offenders for home incarceration with supervision level based on a validated risk/need assessment. 4. Day Reporting Center: Community-based, structured sentencing option for eligible offenders based on a validated risk/need assessment. 		
			<p>January YTD UCR All Part I Crime Comparison</p> <p>2013 UCR Part 1 Crime Rate Per 100,000</p>						



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01(A).2015 Reduce Part I Offenses: Reduce Federal Bureau of Investigation (FBI) Uniform Crime Report (UCR) Part I Offenses by 3% each calendar year and consistently rank in the top quartile of safest large cities in the United States. Part 1 offenses include: Murder, Rape, Robbery, Aggravated Assault, Burglary, Larceny, Motor Vehicle Theft and Arson.						Private Camera Registration: Initiate a program that would allow private citizens and business owners to voluntarily register their video security cameras with LMPD.	This initiative is still in the early planning stages. We are planning to actively reach out to businesses and residents beginning in March of 2015.		
						Convenience Store Robbery Reduction: Implement a business robbery reduction program targeting metro area convenience stores.	This initiative began in January of 2015. The Robbery Unit has started to connect to corporate offices for select convenience stores in Metro Louisville. They are working to improve relationships, increase training for employees and enhance the compliance with metro ordinances.		
						Monthly Public Service Announcements : Conduct a monthly public service announcement (PSA) to address a specific crime issue occurring in Metro Louisville.	This initiative started in January of 2015. Our goal is to complete one PSA every month to highlight one crime problem in Metro Louisville.		
						Hot Spot Initiative: On a quarterly basis, the Crime Information Center will define and identify "Hot Spots" within each of the eight (8) patrol divisions. Violent crime shall be tracked within each hot spot and division commanders shall be responsible for developing strategies to address crime within each hot spot.	The Crime Information Center is in the process of defining and identifying hot spots within each of the eight divisions. We hope to go live with this initiative by May 1st, 2015.		
						Predictive Policing: Before the end of CY15, incorporate predictive policing technology into the daily operations of the LMPD crime reduction effort.	We are currently in the process of researching the various predictive policing technology that is available and being used by other police departments.		



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01(B). Community Wide Plan: Create and implement a community wide plan for achieving sustainable reductions in violence by focusing on prevention, intervention, enforcement and offender re-entry.			MAYORS GOAL #3B Baseline: TBD Target: TBD Current: TBD Data Source: TBD Goal Owner: Anthony Smith (Safe and Healthy Neighborhoods)	Process		Safe and Healthy Neighborhoods: In a collaborative effort with Safe and Healthy Neighborhoods, create a community-wide plan focusing on prevention, intervention, enforcement and offender re-entry, that builds off the findings of the Violence Prevention Work Group, to achieve sustainable long-term reductions in violence.	Released the plan for "One Love Louisville" in January of 2015. LMPD is directly responsible for goal #12 and is actively working with Safe and Healthy Neighborhoods to successfully complete the various initiatives which include: <ul style="list-style-type: none"> Increased marketing and attendance at various community events. Creating social opportunities between older and younger citizens. Training to address cultural differences, bias in policing and interpersonal skills. Legal training Data analysis Enhancing Transparency JCPS Bridges Program to allow officers to develop a relationship with incoming freshman. 		



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03. Assess Community's Perception of LMPD: During CY15, partner with the University of Louisville to assess the communities perception about crime, measure their level of satisfaction with the Louisville Metro Police Department and analyze vehicle stop trends.			SHORT TERM GOAL Baseline: N/A Target: Completion of the Assessment and Study Current: 25% Complete Data Source(s): University of Louisville SPI Goal Owner: Major Rob Schroeder 	Project		Community Satisfaction Survey: Contract with U of L to perform an annual community satisfaction survey with U of L providing a detailed analysis of the results to the Executive Staff. Analyze Traffic Stop Data: LMPD will conduct an annual study of all vehicle stops for any trends that may indicate racial profiling and create a comprehensive report.	<ul style="list-style-type: none"> The results of the 2013 have been posted to the LMPD website. The 2014 survey is now completed and analysis is underway. 		
12. Staffing Study: During FY14, and before the end of FY15, conduct a comprehensive assessment of staffing and division boundaries to ensure an adequate number of officers, detectives and non-sworn personnel are employed to meet the current workload.			SHORT TERM GOAL Baseline: N/A Target: Completion of the Assessment Current: 25% Data Source(s): LMPD Research and Development Unit Goal Owner: Major Rob Schroeder	Project		Staffing Assessment: During FY14 and before the end of FY15, conduct a comprehensive assessment of staffing and division boundaries to ensure an adequate number of officers, detectives and non-sworn personnel are employed to meet the current work load.	<ul style="list-style-type: none"> Alexander Weiss Consulting was selected to complete the study. LMPD has been working closely with Weiss Consulting to provide them all of the necessary data they need to complete the study. 		
13. Deploy On-Officer Cameras: Before the end of FY15, deploy on-officer cameras in the Fifth Division, as part of a pilot program.			SHORT TERM GOAL Baseline: N/A Target: Deploy to the 5th Patrol Division Current: 50% Data Source(s): LMPD Research and Development Unit. Goal Owner: Major Rob Schroeder	Project		Deploy On-Officer Camera Systems: Before the end of FY 2015, deploy on-officer cameras to patrol officers in the Fifth (5th) Division.	<ul style="list-style-type: none"> Initial research and field testing completed in CY 13. Deployment delayed, new requests for proposals (RFP's) were sent out in the fall of 2014. New field testing began in February and March of 2015. Recommendations for a system expected by April of 2015. We are continuing to research the best option for storing and managing the data for the camera systems. 		



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19. Develop Interfaces to Share Crime Data: During FY14 and before the end of FY15, develop interfaces with local and regional agencies to share crime information.			SHORT TERM GOAL Baseline: N/A Target: The Implementation of Crime View and a system to allow sharing of RMS with KYOPS. Current: 75% Data Source(s): The LMPD Research and Development Unit	Project		Increase Online Services: Increase availability of online services.	We have increased our subscriber use of GovDelivery by over 12,000 users during 2013. We now have nearly 30,000 total users. We have greatly expanded the use of our Open Portal system to make records and data available to the public.		
						Interface between I/Leads RMS and KYOPS: Develop an interface between KYOPS and I/Leads RMS to allow access to I/Leads RMS data.	Due to concerns about data sharing vulnerability, we are re-starting this process to find a vendor that can meet all of our operational needs.		
						Crime View: By beginning of FY16, implement Crime View.	The new Crime View platform is now operational. Training was conducted during the month of August. We are currently in Phase two (2) of seven (7) and on track to meet the target end date of 7/1/2015.		
22. Enhance Victim Support: Before the end of FY18, develop and implement a program to enhance our levels of assistance and support to victims of crime.			LONG TERM GOAL Baseline: N/A Target: The Creation of a New Victims Assistance Unit Current: 50% Data Source(s): The LMPD Major Crimes Division Goal Owner: Major David Ray	Project		Identify gaps in service: Before the end of CY14, develop a plan to address identified gaps in service. The survey completed by the University of Louisville in 2013 will be a guiding tool in this process.	The survey has been completed and analysis is now underway.		



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22. Enhance Victim Support: Before the end of FY18, develop and implement a program to enhance our levels of assistance and support to victims of crime.						Sex Crimes advocate: Before the end of CY14, hire a Sex Crimes Victim Service Advocate.	•A sex crimes advocate was hired on 12/29/2014.		
						Domestic Violence Survey: Before the end of CY14, conduct a survey of domestic violence victims and analyze results.	•The survey has been completed		
						VSU Site Visits: Before the end of CY14, conduct site visits to Indianapolis and Nashville. These cities have a highly regarded Victim Services Unit (VSU).	•Site visit to Indianapolis is scheduled for March 1st. •Site visit to Nashville scheduled for last week of February.		
						Create a Victim Assistance Unit: Before the end of FY17, create a Victim's Assistance Unit.	We are researching victim assistance programs around the country.		
23. Analyze Training Needs: During FY14 and continuing through FY15 and FY16, 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.			LONG TERM GOAL Baseline: N/A Target: The completion of a survey to evaluate training needs. Current: 50% Data Source(s): The LMPD Training Division Goal Owner: Major Tandeta Hettich	Project		Training Survey: Beginning in CY14 and continuing into CY15, create and administer a survey for each officer to take during their mandated training class. This survey will be designed to assess the training needs and wants of the department moving forward.	•The survey was completed and was used to formulate in-service training for CY 2015. •The 2015 survey is now underway.		
25. Establish a Camera System: During CY14 and by the end of CY15, establish a camera system that will provide video surveillance capabilities for portions of downtown and the waterfront area.			LONG TERM GOAL Baseline: N/A Target: The completion of a camera system Current: 50% Data Source(s): Technical Services Goal Owner: Major Rob Schroeder	Project		Waterfront Camera Systems: Phase 1 of this project is to increase the surveillance capabilities on, and around, the Big 4 Bridge and the immediate Waterfront Park area.	There are currently 27 cameras that have been strategically placed along The Waterfront and Big 4 Bridge area. These camera are now being monitored by the Real Time Crime Center which went live on November 2nd.		



Progress Report



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25. Establish a Camera System: During CY14 and by the end of CY15, establish a camera system that will provide video surveillance capabilities for portions of downtown and the waterfront area.						Downtown Business Camera Systems: Phase 2 of the project is to utilize the camera systems of local businesses and/or the Louisville Downtown Management District (LDMD) to aid LMPD in crime prevention efforts in the downtown business area. This would involve an agreement between LMPD and the individual businesses or LDMD to allow for a live feed to be sent directly to our Real Time Crime Center. It will also involve upgrading current cameras that are outdated or incompatible with new technologies. It will further replace current infrastructure systems with fiber technology that will reduce on-going cost to the LMPD.	This initiative is still in the planning stages. We are working closely with MTS to ensure the project is successful.		
27. Monitor Wanted Suspects: Before the end of CY16, develop the capacity within the Crime Information Center to monitor suspects that become wanted, and develop a system that allows for us to quickly take them into custody.			LONG TERM GOAL Baseline: N/A Target: TBD Current: TBD Data Source(s): LMPD Crime Information Center Goal Owner: Major Rob Schroeder	Process		Disseminate Information: Develop a protocol for gathering and disseminating timely information on wanted suspects through the Crime Information Center to all area law enforcement agencies. Develop Relationships: 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. Visit Divisions: Crime Information Center staff will make routine visits to divisions and units.	This initiative is in the early planning stages. Due to start on 7/1/2015 Due to start on 7/1/2015	 	



Progress Report



Status Legend									
Health				Progress				Reported in LouieStat	
	<i>Not Started</i> : Not started but is expected to start on time				25%	- some action steps, required for the initiative, are completed			yes
	<i>Off-track</i> : Not started, overdue or in progress, but behind schedule and with issue that affects completion date				50%	- about half the action steps, required for the initiative, are completed			no
	<i>Slightly Off-track</i> : In progress, but behind schedule and with issue that may affect completion date				75%	- most action steps, required for the initiative, are completed			not applicable
	<i>On-track</i> : In progress, on schedule, and expected to be completed on time				100%	- all action steps, required for the initiative, are completed			
	<i>Accomplished</i> : Is completed								
Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
28. Increase Information about Crime: By FY16, develop and implement a plan to increase the amount of information gathered about crime in neighborhoods from both victims and suspects.			LONG TERM GOAL Baseline: N/A Target: Increased information about crime Current: Researching Data Source(s): Crime Information Center Goal Owner: Major Rob Schroeder	Process		Best Practices Research: Conduct best practice research on debriefing procedures.	Research was conducted.		
			Debriefing Form: Design an electronic and paper debriefing form for gathering information.			This initiative is in the early planning stages.			
			Information Gathering Policy: Create a policy and procedures for gathering and analyzing information from victims, suspects and other citizen contacts.			This initiative is in the early planning stages.			
			Neighborhood Canvas: Develop a policy and procedures that requires a neighborhood canvas when completing a burglary report.			This initiative is in the early planning stages.			
29. Volunteers : Before the end of FY16, evaluate the skill sets of our volunteers, including retired officers, and increase their role in crime control efforts.			LONG TERM GOAL Baseline: N/A Target: Increased participation from volunteers Current: Researching Data Source(s): LMPD Community	Process		Evaluate Volunteers: Create a method for evaluating the skill set of volunteers.	We are discussing new methods to evaluate volunteers.		
			Best Practices Research: Conduct best practices research in the use of volunteers to supplement paid police employees efforts.			A list of retirees has been obtained and we are in the process of contacting those members to gauge their interest.			
			Volunteer Program: Should the research support, create a program of LMPD volunteer services to supplement paid employees efforts.			Research on this goal is still underway.			
30. Physical Fitness Program: Before the end of FY19, develop and implement an incentive-based physical fitness standards program for all personnel.			Long Term Goal Baseline: N/A Target: Creation of a Fitness Incentive Program Current: Researching Data Source(s): LMPD Training Division Goal Owner: Major Tandeta Hettich	Project		Best Practices Research: Conduct best practices research on incentive based physical fitness programs.	Best practice research in currently underway. We have reached out to Greenville NC, Cincinnati OH, and Madisonville KY to review their programs. Fitness Coordinator Daniel Barnette will have an official proposal ready by August of 2015.		
			FOP: Work with labor unions to design and implement an incentive based physical fitness program.			Due to start on 8/10/2015			



Progress Report



Status Legend									
Health				Progress				Reported in LouieStat	
	Not Started: Not started but is expected to start on time				25%	- some action steps, required for the initiative, are completed			yes
	Off-track: Not started, overdue or in progress, but behind schedule and with issue that affects completion date				50%	- about half the action steps, required for the initiative, are completed			no
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	On-track: In progress, on schedule, and expected to be completed on time				100%	- all action steps, required for the initiative, are completed			
	Accomplished: Is completed								
Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
31. Police Museum: Before the end of FY18, create a Police Museum to preserve the history of the Louisville Metro Police Department, Jefferson County Police Department and the Louisville Police Department.			LONG TERM GOAL Baseline: N/A Target: The creation of a Police Museum Current: In progress Data Source(s): LMPD Training Division Goal Owner: Major Tandeta Hettich	Project		Identify Stakeholders: Identify and recruit stakeholders to assist in the creation of a police museum.	Retired Captain Morton Childress has been contacted and a meeting has been scheduled.		
						Historical Items: Locate historical items for inclusion in a police museum.	We are working with local archivist Tom Owen to locate potential items for the museum.		
						Museum Funding: Locate potential funding sources for a police museum.	We are in the process of researching the funding needs for a police museum and potential sources for that funding.		
						Museum Location: Locate potential sites for a police museum.	<ul style="list-style-type: none"> We have met with the Frazier Arms Museum and they have expressed interest in a temporary show at their facility. We have also reached out to the Convention Center downtown to see if space could be made available at or near the current Downtown Area Patrol offices. 		
32. Employee Services Unit: Before the end of FY18, develop and implement a plan to create an Employee Services Unit.			LONG TERM GOAL Baseline: N/A Target: The Creation of an Employee Services Unit Current: In planning stages Data Source(s): Police Human Resources Goal Owner: Cheryl Triplett	Project		TBD: TBD	TBD		



Progress Report



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Health				Progress				Reported in LouieStat		
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	Off-track: Not started, overdue or in progress, but behind schedule and with issue that affects completion date				50%	- about half the action steps, required for the initiative, are completed				no
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	On-track: In progress, on schedule, and expected to be completed on time				100%	- all action steps, required for the initiative, are completed				
	Accomplished: Is completed									
Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health	
33. Facilities Assessment: Beginning in FY14 and continuing through FY19, in cooperation with Public Works, conduct a comprehensive assessment of all LMPD facilities.			LONG TERM GOAL Baseline: N/A Target: TBD Current: In planning stages Data Source(s): TBD Goal Owner: Major Rob Schroeder	Project		Assess LMPD Facilities: Assess all of the LMPD facilities and their location.	We are in the process of identifying all of the current properties LMPD is using. Meetings have been held to prepare for upcoming inspections of those facilities.			
						Coordinate with Public Works: Coordinate work through Public Works to repair and improve areas that are identified through inspections.	Not due to start until 7/1/2015			
34. Immigrant Outreach: Before the end of FY18, identify and implement one new outreach effort for the immigrants in our community.			LONG TERM GOAL Baseline: N/A Target: TBD Current: In planning stages Data Source(s): TBD Goal Owner: Major Kelly Jones	Project		Best Practices Research: Conduct best practice research to identify programs of outreach to immigrant populations.	Not due to start until 7/1/2015			
35. Mentor Program: Before the end of FY18, create a Mentor Program to provide resources and guidance for new employees and for employees seeking promotional opportunities.			LONG TERM GOAL Baseline: N/A Target: The creation of a Mentor Program Current: TBD Data Source(s): LMPD Training Goal Owner: Major Tandeta Hettich	Project		Socialization Process: Create a formalized socialization process for all new employees.	Not due to start until 1/1/2016			
						Promotion Preparation: Create classes designed to prepare interested employees for the promotional process.	Not due to start until 7/1/2015			
						Shadow Command Staff: Create opportunities for middle managers interested in career advancement to shadow command staff members.	Not due to start until 1/1/2016			
						Point of Contact: Assignment of a point of contact outside of the LMPD Training Division for new police recruits.	Not due to start until 1/1/2016			



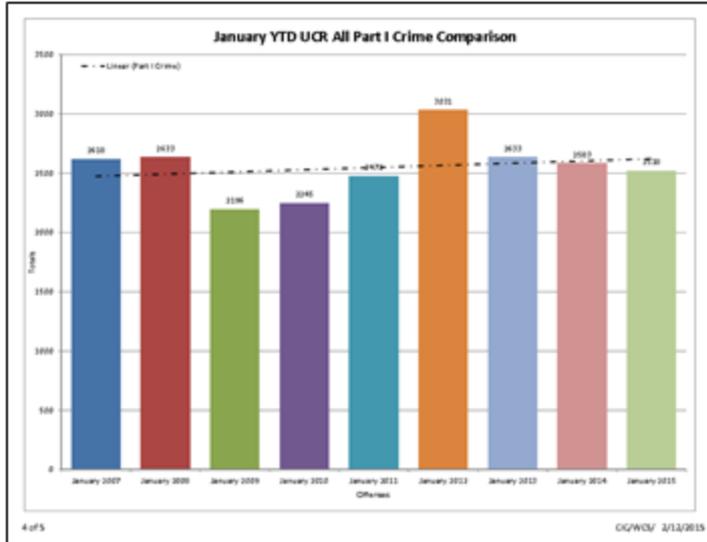
Progress Report



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	<i>Accomplished</i> : Is completed								
Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
36. Promotional Opportunities: Before the end of FY18, 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.			LONG TERM GOAL Baseline: N/A Target: An Improved Promotional Process Current: TBD Data Source(s): Police Merit Board Goal Owner: Major Tandeta Hettich	Project		Job Task Analysis: Conduct new job task analysis to identify changes in the knowledge, skills and abilities required for each job.	Meetings and research are being conducted with the Police Merit Board, Police HR and LMPD Training Division to evaluate current position descriptions.		
						Promotional Prerequisites: Create promotional prerequisites to enhance the skill sets of candidates while avoiding any unintended adverse impacts on the applicant pool.	Meetings and research are underway to ensure compliance with all regulations and to identify areas of improvement in the process.		
37. Reduce Traffic Related Fatalities : Reduce the number of traffic related fatalities by 3%.			SHORT TERM GOAL Baseline: 52 (CY 2012) Target: 3% Reduction from CY14 Current: 9 Fatalities (Through Feb 23, 2015) Data Source(s): LMPD Traffic Unit Goal Owner: Major Kelly Jones	Process		Traffic Engineering: •LMPD will do an in-depth analysis of every fatal traffic collision in Metro Louisville. •LMPD will meet regularly with local, state and federal partners to discuss identified engineering concerns and possible solutions.	We currently have a team of specially trained investigators that respond to and investigate every fatal accident scene. We are also meeting with are local, state and federal partners on a regular basis to discuss traffic related issues.		
						Traffic Enforcement: LMPD will do an in-depth analysis to regularly identify where traffic related issues exist. The results of that analysis will be used to guide our weekly enforcement efforts throughout Metro Louisville.	The LMPD Traffic Unit is performing analysis on a daily basis and directing it's resources to identified problem areas in an effort to reduce traffic related fatalities.		
						Traffic Education: •LMPD will partner with JCPS, colleges and business partners to educate the public on safe driving. Included in the partnership will be two (2) mock crash scenes. •REEL partnership with 7 Counties and JCPS to discourage underage drinking. •LMPD will conduct site visits and perform training for the worst five (5) companies identified in the Metro area. •Attend three (3) "Bike Nights" and hand out safety pamphlets.	Planning is now underway to complete the education events scheduled for calendar year 2015.		



Key Performance Indicators



MAYORS GOAL #3A

Baseline #1: 32,595 Part 1 Offenses (2012)

Baseline #2: 7th out of 17 cities (2011)

Target #1: 3% Reduction in Part 1 Offenses from CY14

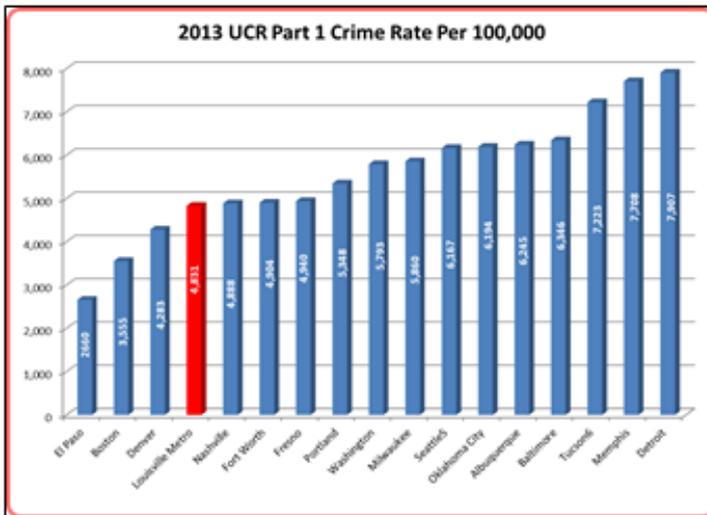
Target #2: Top Quartile

Current #1: +6% increase or 4,795 Part 1 UCR Offenses through Feb 2015

Current #2: 4th out of 17 cities

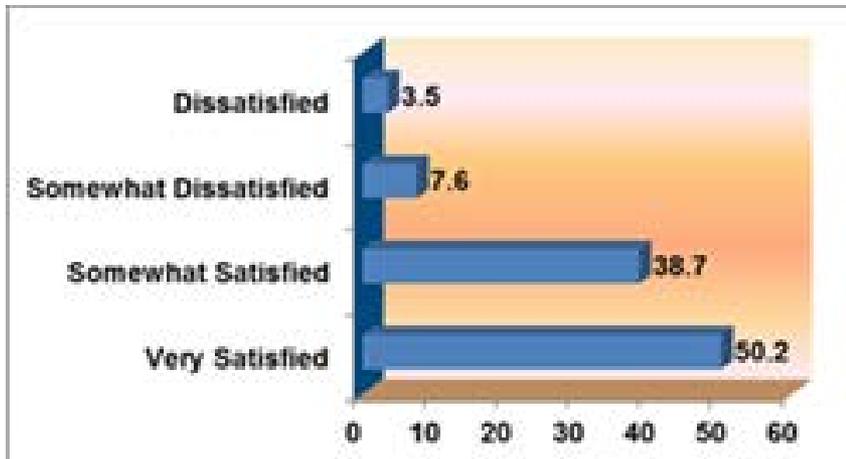
Data Source(s): FBI UCR Report

Goal Owner: Assistant Chief Kim Kraeszig





2013 Survey Results



SHORT TERM GOAL

Baseline: N/A

Target: Completion of the Assessment and Study

Current: 25% Complete

Data Source(s): University of Louisville SPI

Goal Owner: Major Rob Schroeder



STRATEGIC PLAN CHANGES

Catalogs changes to a department's strategic plan as it relates to amended goal and/or initiative language.

Old Goal Description	New Goal Description	Reason the goal was edited	Date the goal was edited
1: Reduce FBI Uniform Crime Part 1 offenses by 3% each year and consistently rank among the top quartile of safest large cities throughout the United States.	1A: Reduce FBI Uniform Crime Report Part 1 offenses by 3% each calendar year. 1B: Consistently rank among the top quartile of safest large cities throughout the United States.	This goal had one (1) initiative that didn't accurately describe how LMPD efforts would reduce crime 3%. As the goal was written it was geared towards the work being done by Anthony Smith and "Safe Neighborhoods". The new smarter goal was divided into two (2) parts. Part 1A will explain the internal efforts of LMPD to reduce crime by 3%. This new part 1B will more accurately describe the efforts of Anthony Smith and "Safe Neighborhoods".	October 2013
3: Beginning calendar year 2013 and continuing every calendar year thereafter, conduct a survey to assess the 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. 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.	3: Beginning calendar year 2013 and continuing every calendar year thereafter, conduct a survey to assess the 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.	This goal, along with goal # 5 were both measuring public perception about police. The main initiative for each goal was a survey conducted by U of L. We decided to combine them into one smarter goal for efficiency. This goal, along with goal # 3 were both measuring public perception about police. The main initiative for each goal was a survey conducted by U of L. We decided to combine them into one smarter goal for efficiency. This new goal is a smarter more efficient combination of old goal 3 and 5.	October 2013
6: By FY 2014, develop a media-based, community outreach program that would provide information about the Louisville Metro Police Department, its mission, activities and programs, including information on what the police can and cannot do.	6: By the end of FY 2014, develop four (4) media-based, community outreach programs that would provide information about the Louisville Metro Police Department, its mission, activities and programs, including information on what the police can and cannot do.	This goal cannot be truly measured for success or failure and has no specific timeline. This new goal is smarter with a specific date and a clear measurable goal.	October 2013
11: During FY 2014, review and update the LMPD Emergency Response Plan.	N/A	This goal was deleted because it was something that LMPD was already accomplishing every year to stay accredited. This was also not something that could be measured.	October 2013
12: During FY 2014 and FY 2015, conduct a comprehensive assessment of staffing to ensure an adequate number of officers, detectives and non-sworn personnel are employed to meet the current workload.	12: During FY 2014, and by the end of FY 2015, conduct a comprehensive assessment of staffing and division boundaries to ensure an adequate number of officers, detectives and non-sworn personnel are employed to meet the current workload.	After follow up meetings with goal owners, it was decided we also needed to look at division boundaries to fully understand the manpower staffing challenges. This new goal has been smartened by giving a more specific timeline and also modified to include division boundaries in addition to	October 2013
13: Deploy on-officer cameras to officers in patrol assignments.	13: By the end of FY 2014, deploy on-officer cameras to 25% of officers in patrol assignments.	This goal had no timeline and offered no intelligent means of measuring success or failure. This smartened goal offers a specific timeline and a measurable % to analyze success or failure.	October 2013



STRATEGIC PLAN CHANGES

Catalogs changes to a department's strategic plan as it relates to amended goal and/or initiative language.

Old Goal Description	New Goal Description	Reason the goal was edited	Date the goal was edited
5: Within six years, develop and implement a program to enhance our levels of assistance and support to victims of crime.	22: By the end of FY 18, develop and implement a program to enhance our levels of assistance and support to victims of crime.	This goal was moved from our long term list to the short term list because work on this goal is now underway. It will also be given a specific time frame to be completed by. The new short term goal is now one of our active goals.	February 2014
9: During FY 2014 and continuing through FY 15 and 16, 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	23: During FY 2014 and continuing through FY 15 and 16, 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	This long term goal is now active and work is underway to complete the required action steps attached to it. The new short term goal is now one of our active goals.	February 2014
1: By FY 2016, evaluate the way we receive, assign and investigate drug complaints and develop/implement recommendations for improvements to the current process.	24: By FY 2016, evaluate the way we receive, assign and investigate drug complaints and develop/implement recommendations for improvements to the current process.	This long term goal was re-numbered to short term goal #24 because it was actively being worked and has not been completed. The new short term goal is re-numbered to #24 on the short term list and is now listed as accomplished.	February 2014
9: During FY 2014 and by the end of FY 2015, identify immediate maintenance issues at all departmental facilities and develop a prioritized maintenance schedule in cooperation with Public Works to address these issues.	N/A	The Chief's staff decided to remove this as a goal. Inspecting facilities and addressing issues is an ongoing process that occurs on a regular basis.	March 2014
2: By CY 2016, develop the capacity within the Crime Information Center to monitor suspects that become wanted, and develop a system that allows for us to quickly take them into custody.	27: Monitor Wanted Suspects: By CY16, develop the capacity within the Crime Information Center to monitor suspects that become wanted, and develop a system that allows for us to quickly take them into custody.	This long term goal was re-numbered to #27 on the new Strategic Planning document. Work is now underway	Sept. 2014



Transfers & Deletions



TRANSFERRED AND DELETED STRATEGIC GOALS

Contains a list of the goal and/or initiatives that have been removed from a strategic plan due to changes in a department's current programmatic, operational, or fiscal state or transferred due to reorganization of a department's structure.

Transferred or Deleted	Description of Dept. Goal	Reason the goal was transferred or deleted	Date the goal was transferred or deleted
Deleted	09. Address Maintenance Issues: During FY 2014 and by the end of FY 2015, identify immediate maintenance issues at all departmental facilities and in cooperation with Public Works, develop a prioritized maintenance schedule to address these issues.	This is an activity that falls under the scope of what Public Works and Assets is responsible for doing.	8/1/2013



Accomplished Goals



Status Legend									
Health				Progress				Reported in LouieStat	
Not Started: Not started but is expected to start on time				25% - some action steps, required for the initiative, are completed				yes	
Off-track: Not started, overdue or in progress, but behind schedule and with issue that affects completion date				50% - about half the action steps, required for the initiative, are completed				no	
Slightly Off-track: In progress, but behind schedule and with issue that may affect completion date				75% - most action steps, required for the initiative, are completed				not applicable	
On-track: In progress, on schedule, and expected to be completed on time				100% - all action steps, required for the initiative, are completed					
Accomplished: Is completed									
Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
01(A).2014 Reduce Part I Offenses: Reduce Federal Bureau of Investigation (FBI) Uniform Crime Report (UCR) Part I Offenses by 3% each calendar year and consistently rank in the top quartile of safest large cities in the United States. Part I offenses include: Murder, Rape, Robbery, Aggravated Assault,				Process		Project Safe Neighborhood: Partner with the University of Louisville for "Project Safe Neighborhood" (PSN). The PSN is a multi-faceted approach including law enforcement, intervention, and prevention strategies. The PSN is paid for by a grant and is focused on the Parkland neighborhood in the 2nd Division. Hot Spot Directed Patrol: The Hot Spot Directed Patrol Initiative will take concepts from the Project Safe Neighborhood (PSN) and expand them to the other seven (7) patrol divisions. The University of Louisville is partnering with LMPD for this initiative which has a start date of June 1, 2014. The long term goal would be for the LMPD Crime Information Center (CIC) to eventually take over management of this project.	•The program officially ended on August 30th •A summary report has been submitted for staff review.		
02. Reduce the Number of Traffic Related Fatalities: During CY15 reduce the number of traffic related fatalities by 3%.				Process		Traffic Enforcement Initiatives: Based on the results of the analysis, develop traffic enforcement initiatives targeting violations identified as contributing factors in fatalities.	Enforcement initiatives are conducted based on the discussions that occur at regular meetings and also through the use of Kentucky Open Portal System (KY OPS).		



Accomplished Goals



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Not Started: Not started but is expected to start on time				25% - some action steps, required for the initiative, are completed				yes	
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Accomplished: Is completed									
Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
02. Reduce the Number of Traffic Related Fatalities: During CY15 reduce the number of traffic related fatalities by 3%.						Public Awareness Campaign: Develop a public awareness campaign on driver safety.	A number of public service announcements have been done for CY14 to include: REEL Action, Facebook-Pedestrian Safety and Motorcycle Safety, Ghost Out with JCPS (mock crash scene), Drive Sober or Get Pulled Over, Click it or Ticket, and various local Bike Nights. More announcements will be considered as the need or opportunity presents itself.		
						Analysis of Traffic Fatalities: Conduct written analysis of traffic fatalities from previous year on county roads and state and federal highways in cooperation with appropriate traffic engineers.	The Louisville Metro Police Traffic Unit does an in-depth analysis of every fatal accident. They meet regularly with state and federal officials to discuss the analysis of all traffic issues. The results of 2013 analysis are now posted on the LMPD website.		
						Traffic Education: LMPD will partner with JCPS, colleges and businesses to educate the public on safe driving. Mock crash scenes will be conducted at two (2) JCP schools during the calendar year. We will continue the "REEL" program to discourage underage drinking. Site visits will be conducted at the worst five (5) commercial vehicles companies to provide education assistance. We are planning to attend three (3) "Bike Nights" during warm weather months to hand out rider safety pamphlets.	We are in the planning stages to accomplish all of our education goals for CY15.		



Accomplished Goals



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<i>Accomplished:</i> Is completed										
Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health	
02. Reduce the Number of Traffic Related Fatalities: During CY15 reduce the number of traffic related fatalities by 3%						<p>Improve Traffic Engineering: LMPD will conduct an in-depth analysis of every traffic related fatality.</p> <p>We will meet regularly with local, state and federal partners to discuss identified traffic related issues.</p>	We are meeting regularly with our local, state and federal partners to discuss identified traffic issues.			
						<p>Targeted Traffic Enforcement: LMPD will regularly analyze traffic related issues and conduct enforcement efforts designed to address those problems.</p> <p>In CY15 we will partner with two (2) LMPD Divisions and conduct safety checkpoints.</p>	Analysis and enforcement are being conducted on an on-going daily basis.			



Accomplished Goals



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<i>Accomplished:</i> Is completed									
Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
04. Enhance Transparency in Internal Investigations: By the end of FY14, develop and implement a plan to enhance transparency in internal investigations.				Project		Summary Report of Complaints: On a quarterly basis, create and make available for public review a summary report on internal and external complaints.	The report has been created and is currently posted on the website for the public to review.		
						Education Campaign on Complaint Process: Create a public education campaign to explain the complaint investigation and commendation processes and the mechanism for appealing decisions.	The LMPD hired a new Community Advocate to assist the public with understanding the complaint process and helping them file complaints.		
						Training on Common Complaint Issues: Develop training for employees to address common problems identified through the annual complaint trend analysis process.	Complaints are being analyzed and a monthly report is submitted for staff review. Training is conducted at the training academy for new recruits and training bulletins are sent out for sworn members.		
						Community Advocate: Work with the Human Relations Commission (HRC) to recreate the Community Advocate position.	This position has been created and filled by Ms. Stella Dorsey.		



Accomplished Goals



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Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
06. Develop Community Outreach Program: By the end of FY 2014, develop four (4) media-based, community outreach programs that would provide information about the Louisville Metro Police Department, its mission, activities and programs, including information on what the police can and cannot do.				Project		TV Version of Citizens Police Academy: Create a Greater Louisville TV version of our Citizens Police Academy.	Media and Public Relations Office has worked with Metro TV on the creation of a program called "Justice for All". The program is a basic tour of services and resources the Louisville Metro Police Department has available to citizens.		
						Increase Use of Social Networks: Increase the use of social network postings to share information about the department by 10%.	The Media and Public Relations Office is posting Public Awareness Videos, Press Conference and PSAs on YouTube, Facebook and Twitter.		
						Quarterly Safety Bulletins: Community Relations Unit to create quarterly safety bulletin for the LMPD website.	The first bulletin was posted on January of 2014. This is expected to be continued on a quarterly basis.		
						Crime Data on Website: Expand crime data on website from 90 days to 1 year - 2 years of data displayed.	There is currently 2 years (24months) of data on the website.		
						Increase Positive News Stories: Increase positive news stories by 10%.	The Media and Public Relations Office is constantly marketing positive news via mainstream media and social networking venues.		
						Share Strategic Plan: Share LMPD's Strategic Plan with Louisville Metro citizens, especially the Citizen Advisory Boards.	Strategic plan highlights have been shared with Chief's Citizen Advisory Committee. It has been posted on the website, at GovDelivery, and division commanders are sharing at their individual meetings.		



Accomplished Goals



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Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
07. Develop Youth-Oriented Community Outreach Programs: By the end of FY 2014, develop and implement at least two (2) youth-oriented community outreach programs.				Project		Law Enforcement Classes at JCPS: Offer the opportunity for law enforcement classes for JCPS and private schools.	Classes have been conducted at PRF, Moore and Valley High School. The feedback from the three (3) schools was very good. We anticipate expanding this program for school year 2014/2015.		
						Expand Police Explorer Program: Expand the Police Explorer Program in an effort to increase diversity.	We have met our goal of conducting at least 20 presentations on the Explorer Program by 7/1/14.		
						POTC Program: Explore the opportunity to create a Police Officer Training Core (POTC), intended to target the recruitment of 18 to 21 year olds with an interest in law enforcement.	Lieutenant Higgs and Lieutenant Gregory have developed a model for a new recruitment program. This program will operate as a partnership with the University of Louisville and be called the Police Officer Training Core (POTC). They have formed a working group to discuss the logistics of this project and are now meeting on a regular basis.		
						Youth Forums or Summits: Host quarterly Youth Forums or Summits in different neighborhoods throughout the community.	Forums have been conducted quarterly in 2014 at various neighborhoods throughout Metro Louisville, which include the Youth Performing Arts Center, southwest and west end neighborhood locations.		



Accomplished Goals



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07. Develop Youth-Oriented Community Outreach Programs: By the end of FY 2014, develop and implement at least two (2) youth-oriented community outreach programs.						Additional Citizen Youth Academy: By FY 2015, offer one (1) additional Citizen Youth Academy and provide it in a neighborhood where we are experiencing challenges.	We completed two (2) additional academies in CY14. One at the South Louisville Center on June 23rd through 27th and the other at the East Louisville Center on July 28th through August 1st.		
						Retired Members/Volunteers: To the extent possible, involve retired members and volunteers in all of these outreach efforts.	A current list of retired members has been obtained and we are in the process of reaching out to each member to gauge their interest in volunteering. We are also searching for potential areas where volunteer efforts would be most effective.		
						Provide Law Enforcement Information in Schools: Work with School Resource Officers (SROs) and the schools where they are assigned to develop more opportunities to provide law enforcement information to students.	This is an ongoing process. All arrests are reviewed and information is handed out as needed based on the analyzed information. Bi-monthly reports are submitted. Officers speak at assembly meetings.		
						School Resource Officers: Expand the current School Resource Officer (SRO) program.	A new COPS grant has added five (5) additional officers to bring our total to 17. For the first time ever, we will have two (2) officers placed at elementary schools (Portland and Atkinson). SROs are now undergoing a formalized training which is tailored to the job of being a SRO.		



Accomplished Goals



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08. Training on Interactions with the Community: By the end of FY 2014, develop and provide training for all personnel to improve interactions with the community.				Project		Analyze Courtesy Complaints: Analyze courtesy complaints for trends and develop follow-up training.	Work is already started on this goal and it is ahead of schedule. Complaints are already being analyzed and a monthly report is being submitted for staff review.		
						Voluntary Mediation Process: Develop a voluntary mediation process for certain types of citizen complaints.	Still researching this idea. On track to meet goal.		
10. Vehicle Replacement Plan: By the end of FY 2014, work with OMB to develop a comprehensive vehicle replacement plan.				Project		Options for New Vehicles: Identify procurement options for new vehicles, to include the option of leasing.	OMB has already decided that LMPD will lease vehicles.		
						Alternative Funding Options for Vehicles: Investigate alternative funding opportunities should vehicle funding become a long-term challenge.	We are looking for available grants that can be used for vehicle funding and also researching what other similar sized police departments are doing. This is an ongoing process.		
14. Modify Debriefing Procedures: During FY 2014 and FY 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				Project		Debriefing Procedures: Evaluate existing debriefing procedures of personnel involved in critical incidents to ensure they represent best practices.	We have evaluated current practices and made minor changes to ensure they represent the best national practice.		
						Review Military Model: Review the military model of debriefing as a possible resource and/or for possible adaptation for LMPD use.	The Research and Development Unit has conducted research and submitted their report for review. LMPD executive staff are currently reviewing the report.		



Accomplished Goals



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15. Increase Training Opportunities: During FY 2014 and by the end of CY 2015, create additional training opportunities for commanding officers and non-sworn supervisors and managers to enhance their leadership skills.				Project		Funding for Additional Training for Supervisors: Identify possible funding sources to increase the opportunities for supervisors and managers to attend leadership training provided by recognized institutions.	"Arranged for the Louisville Metro Police Foundation to sponsor 5 slots in the SPI-AOC annually. Arranged for \$16,000 worth of training at SPI in their continuing education series." The Blue Coats organization has established a scholarship opportunity to fund up to \$30,000 per year for public safety employees. Bethel University has also agreed to sponsor \$10,000 of scholarships for police employees annually.		
						Internal Leadership Training: Develop and implement leadership training for LMPD personnel at the Training Academy.	The Louisville Metro Police Training Unit developed and conducted "First Line Supervisors" training for sergeants and "Leading from the Middle" training for lieutenants.		



Accomplished Goals



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16. Increase the Wearing of Body Armor: By the end of FY14, develop and implement a program to increase the use of body armor among personnel who routinely work in non-				Project		Survey of Body Armor Wear: Conduct a survey to find out why some officers don't wear their vests.	Survey conducted and final report has been submitted for review.		
						Alternative Vest Options: Evaluate alternative vest options to include the use of external vest carriers.	Research has been done and a report has been submitted.		
						Reward for Vest Use: Consider developing some informal reward system for vest use.	Considered options and no workable ideas at present time.		
						Compliance with Body Armor Wear: Ensure compliance with SOPs that require body armor to be worn.	This is being accomplished through compliance checks by the Health and Safety Officer. It is an ongoing process.		
						Follow Up Survey on Vest Usage: Conduct a follow-up survey at the end of FY14 to determine if vest usage improved.	The survey is complete. The results showed the new policy didn't have a significant impact on whether or not officers wore their vests.		



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17. Annual Hazmat Training: During FY 2014 and by the end of CY 2015, implement annual training class on hazardous material response and oversee the inspection of all personal				Project		Annual HazMat Training: Integrate Incident Command System/Haz Mat training into the 2014 Inservice.	A two hour block of training has been planned for mandated 2014 Inservice.		
						Outside NIMS Training: Identify outside NIMS training opportunities.	The Joint ESU will conduct their annual accreditation technician level training. The Joint ESU is made up of representatives from 22 different local, state and federal agencies.		
						Inspect PPE: Inspect all personnel protective gear.	This is something that is already taking place through monthly division inspections. For the purpose of this plan, Lt. Schue will be removed and the Health and Safety Officer will most likely take over this initiative.		
						NIMS Instructor Training: The LMPD will send two instructors to the "Train the Trainer" course sponsored by Emergency Management Agency".	Two LMPD Instructors have attended the class.		



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18. Cross-Functional Judiciary Teams: By the end of FY 2014, establish cross-functional teams to liaison more closely with local, regional, state and federal judiciaries.				Project		Identify POCs in Court System: Identify points of contact (POCs) in the County Attorney and Commonwealth Attorney's Office for regular meetings.	Points of contact have been established and meetings occur on a regular or as needed basis.		
						Meet with POCs in Court System: Schedule meetings with County Attorney and Commonwealth Attorney's Office POCs and other agencies, as needed, to coordinate prosecution efforts.	Points of contact have been established and meetings occur on a regular or as needed basis.		
						Meet with District Court Judges: Host bi-annual meeting with District Court judges to discuss community crime issues.	Meeting with CJC monthly to accomplish this goal.		
						Meet with Circuit Court Judges: Host bi-annual meeting with Circuit Court judges to discuss community crime issues.	Meeting monthly with CJC.		
						Meet with Neighboring Law Enforcement Agencies: 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.	Meetings have been established and are on going.		



Accomplished Goals



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20. Program to Increase Awareness of Crime and Crime Prevention Techniques: By FY 2015, develop a program to increase community awareness of crime and ways to prevent victimization.				Project		Public Service Announcements: Develop a program to promote community awareness of crime trends and crime prevention measures that include public service announcements.	Major Crimes has developed and provided numerous public presentations and their efforts are ongoing. The Domestic Violence Unit has developed training to address sexual assaults and dating violence which is specifically targeted toward high school and college audiences. The DVU has also integrated a lethality assessment into the standard operating procedures, with the goal of reducing future victimization in domestic situations.		
						Business Partnerships: Develop a program to promote community awareness of crime trends and crime prevention measure that includes business partnerships.	-Coffee with a Cop Initiative -Visit 3 businesses per day on your beat -PDR Initiative		
						Crime Notifications and Targeted Crime Prevention Forums: Develop a program to promote community awareness of crime trends and crime prevention measures that includes crime notifications and targeted crime prevention forums.	We are working to engage more youths in Youth Police Advisory Council, we're increasing the use of GovDelivery, we're planning to utilize NextDoor.com and we are reaching out to deaf and hard of hearing people by planning a citizens police academy specifically for their needs.		



Accomplished Goals



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21. Threat Response Team: By the end of FY14, create a part-time Threat Response Team to address threats involving public officials and potential workplace violence situations.				Process		Research on Threats to Public Officials and Workplace Violence: Conduct best practices research on law enforcement procedures and response to threats to public officials and incidents of workplace violence.	Research was conducted with other departments throughout the country to establish best practice policy for LMPD.		
						Policy on Threats to Public Officials and Workplace Violence: Draft a policy on LMPD's response to threats against public officials and incidents of workplace violence.	Policy has written and implemented.		
						Threat Response Team: Create a part-time Threat Response Team to respond to threats involving public officials and incidents of workplace violence.	The team has been created and work is underway.		
26. Real Time Crime Center: By the end of CY14 Create a Real Time Crime Center (RTCC) for the LMPD.				Project		Best Practices Research: Conduct research and do site visits to cities that already have established Real Time Crime Centers in operation.	We have conducted best practices research from around the country and site visits have been conducted in Memphis and in Cincinnati.		
						Create a Proposal: Based on research conducted and the needs of Louisville Metro, create a proposal for the creation and implementation for a Real Time Crime Center.	A proposal has been written and received approval from the Mayor's office. A presentation was conducted at LMPD LouieStat Forum #5 which outlined the plan for the RTCC and the LLT voted to approve the plan.		

Strategic Planning Terms...

Enterprise: Includes all departments, agencies and offices under the jurisdiction of Louisville Metro Government.

SMART: Stands for **S**pecific **M**easurable **A**ctionable **R**ealistic and **T**ime-bound.

SMART Goal: A specific outcome that a department desires to achieve. We strive to make our goals *SMART* so that we can easily, accurately and confidently report our progress against them.

Initiative: Describes the course(s) of action that the department will take in an effort to achieve a specific goal. An initiative may often run parallel to or work interdependently with other initiatives that are aligned against the same goal.

Initiative Progress: Describes the outcome of the courses of action taken and outlines what resources and/or programs the department utilized, implemented, or created to ensure the success of the actual initiative itself.

Action Steps "Tasks": These are the discrete steps that it will take to accomplish an initiative; they are analogous to the items that would be on a "to do list".

Key Performance Indicator (KPI): It is a measurement, preferably numerical, that reflects the level of performance that is critical to success. KPI's should be validated by their *Source* and chosen method of analysis and calculation.

Benchmark: The agreed upon value or measure recognized by industry participants as being the "best practice" in the industry or field (i.e., best in class or world). Benchmarks may be set by statute, regulation or professional standards.

Baseline: A standard against which present or future performance can be compared. It is essentially the measurement that provides a basis for comparison from where you use to be to where you currently are or desire to be. A well defined *SMART* Goal should clearly define how to calculate the value of your Baseline.

Source: The data, statistics and information that is collated either internally (department and/or Metro) or externally (federal or state government agencies, or non-governmental entities such as non-profits/advocacy organizations, or private companies). The Source should inform as to where the data originated, how it was collected, who collected it and who owns it; it validates the KPI.

Target Start Date: This is the date that the goal or initiative is "planned" or intended to be started.

Actual Start Date: This is the date that the goal or initiative is actually started.

Target End Date: This is the date that the goal or initiative is "planned" or intended to be completed.

Actual End Date: This is the date that the goal or initiative is actually completed.



2015

Strategic Planning Terms...

Health: Describes whether or not the goal or initiative is on schedule based upon the *Target Start Date* and *Actual Start Date* and the *Target End Date* and *Actual End Date*. Health is indicated by using a color-coded index; the index colors are purple, red, yellow, green and blue.

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 Accomplished: Goal/Initiative is completed.

Progress (% Complete): An approximate percentage of completion for a given Initiative.

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Progress Report: report on progress for current and active goals/initiatives.

Change Report: catalogs changes to a department's strategic plan as it relates to amended goal and/or initiative language.

Transfers & Deletions Report: contains a list of the goal and/or initiatives that have been removed from a strategic plan due to changes in a department's current programmatic, operational, or fiscal state or transferred due to reorganization of a department's structure.

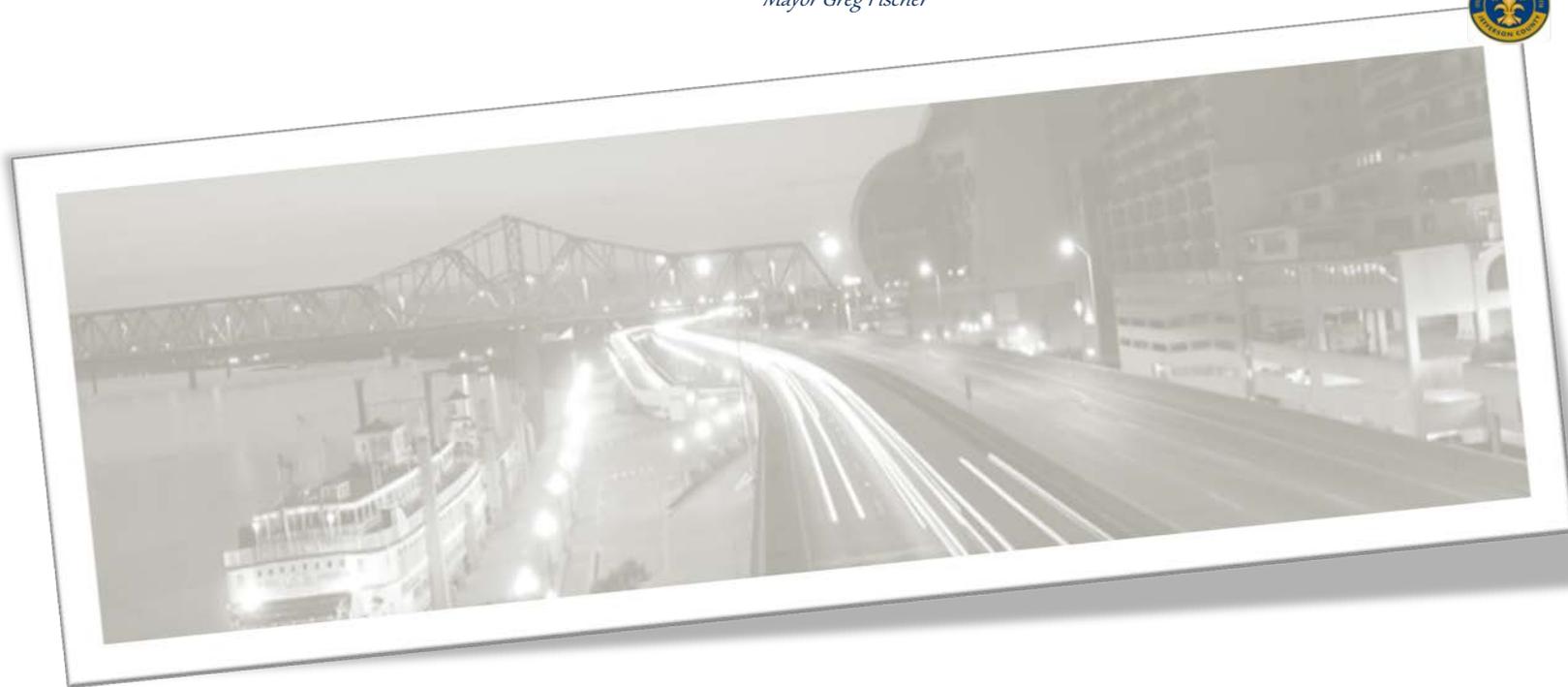
Accomplished Goals Report: contains a list of all the goals that have been accomplished by the department during the timeframe of the strategic plan.



2015

“My dream for Louisville is to create a clean, green, safe and inclusive city where people love to live and work...”

Mayor Greg Fischer



Our Journey of Change...



2015