

POSITION PROFILE
Police Chief
Louisville Metropolitan Police Department

The Louisville/Jefferson County Metro Government is seeking a reform-minded police chief at a time of national upheaval in policing, the COVID-19 crisis, increasing gun violence, and other challenges. There has never been a greater need for a police leader to be responsive in addressing calls for accountability, transparency, and professionalism in the Louisville Metro Police Department (LMPD).

Louisville Metro Mayor Greg Fischer has taken an active role in pursuing public safety reform and racial justice. Changes he has made include banning no-knock warrants, mandating the use of body-worn cameras by officers serving search warrants, and strengthening the rules governing an officers' duty to intervene if they witness misconduct by fellow officers. Mayor Fischer has hired the firm of Hillard Heintze to conduct a top-to-bottom review of LMPD to understand strengths, identify weaknesses, and make recommendations to improve public safety. The review is expected to be completed before the end of 2020. The mayor is also working to create an Independent Civilian Police Review Board with subpoena power, along with an Office of Inspector General to bring greater accountability and transparency to police investigations. He is seeking independent investigations for all officer-involved shootings and is increasing transparency with the public regarding those investigations. The city is also planning to work with the FOP through the collective bargaining process to create greater balance between due process and transparency, which is essential to police legitimacy and public safety.

As the search for a new police chief continues, the City is awaiting results of the investigation of the Breonna Taylor shooting by Attorney General Daniel Cameron and another investigation being conducted by the U.S. Department of Justice and the FBI.

The City

Louisville Metro is the largest city in the Commonwealth of Kentucky and the 29th largest city in the United States. In 2003, the City of Louisville and Jefferson County merged to create Louisville/Jefferson County Metro Government with a population of approximately 770,000 in a region of 400 square miles. Louisville Metro is governed by Mayor Fischer and a Metro Council consisting of 26 representatives, elected by district, throughout the city and county. Half of the representatives come up for reelection every two years. The chief of police is appointed by and accountable to the mayor. Mayor Fischer's term will end in January 2023.

Louisville has three Fortune 500 companies: Humana, Kindred Healthcare, and Yum! Brands. The city is served by Muhammad Ali International Airport, which is home to UPS's worldwide headquarters hub. Central to Louisville's economy is its shipping and cargo industries, which have contributed to its standing as a significant center of manufacturing with companies such as Ford Motor Company and GE Appliances. The city is also the center of the American whiskey industry, with about one-third of all bourbon whiskey produced in Louisville. There are six universities in Louisville, including the University of Louisville, Bellarmine University, Boyce College, Spalding University, Sullivan University and Simmons College of Kentucky, and Louisville Bible College. Best

known of the many major events and festivals in Louisville is the Kentucky Derby, which is preceded by a two-week festival.

The Police Department

The Louisville Metro Police Department (LMPD) was formed in 2003 with the merger of the Jefferson County Police Department and the Louisville Division of Police. LMPD has an FY21 operating budget of \$191 million that includes an authorized staff of 1,167 sworn officers and 348 non-sworn professionals. The department is divided into three Bureaus: the Patrol Bureau, the Support Bureau, and the Administrative Bureau. Each Bureau is led by an Assistant Chief/Lieutenant Colonel. The Patrol Bureau is divided into 8 geographic Patrol Divisions, each led by a Major. Part I Crimes in 2019 totaled 31,000, including 92 homicides with a 48% clearance rate. LMPD was one of the first departments in the country to embrace the [Integrating Communications, Assessment, and Tactics](#) training (ICAT), an innovative program that teaches officers how to safely and successfully de-escalate critical incidents. LMPD trained its entire department in ICAT in 2019. Outcomes of the LMPD training are currently being evaluated by researchers at the University of Cincinnati. LMPD's 2019 annual report can be found [HERE](#).

The Position

Louisville Metro Government has been gathering information from community members and employees, including members of the Louisville Metro Police Department (LMPD), regarding the qualities they would like to see in the next police chief and suggestions for improving police services. Online surveys were open to residents and employees from June 10 through July 17, 2020. Survey responses were received from 10,102 community members and 185 LMPD employees.

In addition to the survey, Public Safety Chief Amy Hess hosted 21 listening sessions with various focus groups throughout the community between June 29 and July 16, 2020. Invitations were sent to 265 people, with 126 attending. These meetings, which were held both in person and virtually, included a variety of constituencies, such as Metro Council members and other elected officials, the business community, faith leaders, the international community, activist groups, and LMPD employees.

RESULTS FROM SURVEYS AND LISTENING SESSIONS

Both the survey and listening sessions focused on the same key questions, which asked about the qualities the next police chief should have, what the chief's priorities should be, and any changes that respondents would like to see in the police department.

Community Feedback from Surveys and Listening Sessions

Feedback from the community survey included these frequently used phrases and descriptions for the qualities and priorities for the new police chief:

Common Themes	
Accountable	Humble
Collaborative	Innovative
Community oriented	Integrity

Compassionate	Open
Courageous	Proven leader
Empathetic	Reform minded
Fair	Respectful
Forward thinking	Training
Good communicator	Transparent
Honest	Understanding

Figure 2 shows some of the top themes identified in the community survey by the number of responses. Respondents were not prevented from taking the survey more than once, which may have skewed some results.

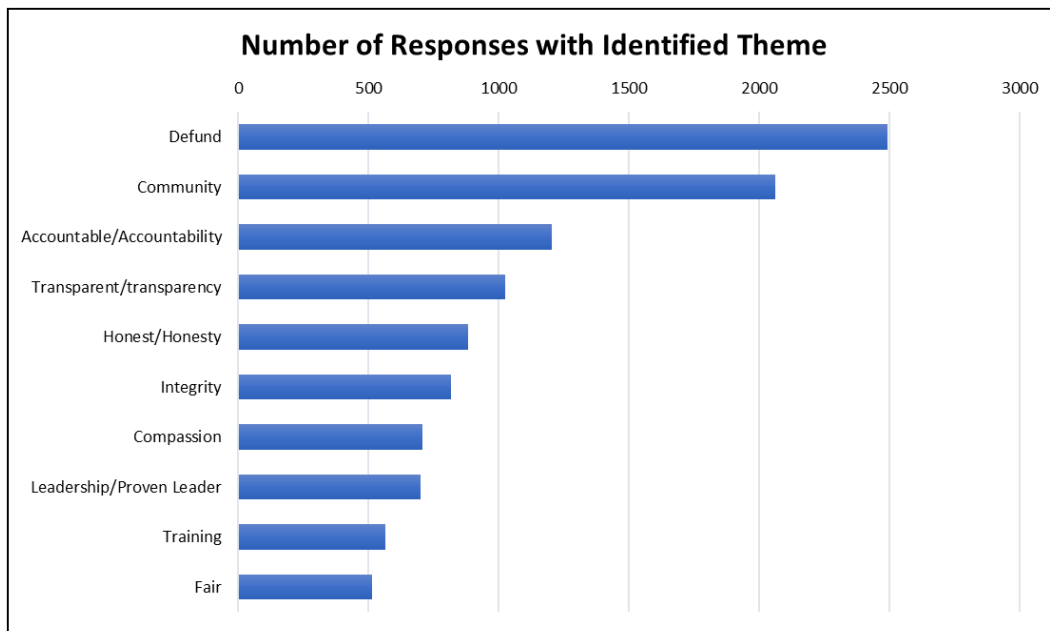


Figure 1 Themes by Number of Responses – Top Ten

Other common themes that emerged from the community survey included:

- The new chief should focus on de-escalation strategies;
- The chief should revamp the union contract;
- “Demilitarizing” the police;
- The chief should have greater autonomy in running the police department;
- Some felt an effort should be made to have social workers and mental health workers responding to critical incidents;
- Many survey responses referenced “defunding” or abolishing the police;
- Justice for Breonna Taylor;
- Support for Black Lives Matter;
- Some expressed interest in having a chief from the Louisville area, while others would prefer a chief who has no ties to the city or LMPD.

Feedback from listening sessions with elected leaders and the community included the following themes:

- The next police chief should be someone who is accountable, compassionate, empathetic, adaptable, courageous and a good communicator/listener who has demonstrated transparency, honesty, integrity and consistency.
- The police chief should focus on bridging the gap between the community and police department, developing trust, and improving dialogue.
- The police chief should be knowledgeable of best practices in the profession, and should have a willingness to try new approaches and restore the department's reputation as a model agency.
- The police chief should have successful experience in a multi-racial community and the ability to lead in an environment that is focusing on race relations.
- The police chief should be highly visible and connected in the community and should have the ability to develop collaborative relationships with community organizations, in order to leverage resources that support improving police-community relations.
- The police chief should prioritize changes to police procedures, rules and standards that will reflect the concerns of the community.

In addition to these themes, some specific responses from the Listening Sessions with Community Members and Elected Leaders follow:

Qualities desired in the next police chief

- Knowledge of urban and suburban policing
- Political independence, loyalty to the community, an independent thinker
- A leader who develops leadership skills in others
- Politically savvy
- A skilled and principled negotiator
- Must exhibit culture consciousness
- Instills confidence
- Creative, having the ability to come up with new solutions and willingness to try new approaches
- Fosters a team approach to working with the community
- Strong self-awareness of one's strengths, weaknesses, and core beliefs
- A deep understanding of white privilege
- Intellectual curiosity and mental agility
- A balance of humility and confidence that helps to instill trust
- A track record of successful community-oriented policing
- Sensitivity to different cultural groups, including American Descendants of Slavery
- A willingness to listen to experts in the community and the police department
- Accepts criticism without being defensive
- Emotional intelligence

Suggested changes to police services made by community member or elected leaders

- More accountability throughout the department
- More focus on de-escalation
- Integrate the police department into the fabric of the community
- Improve communications within the department to improve morale
- More emphasis on effective recruiting, with improved hiring standards and screening
- Improve training, especially implicit bias and de-escalation training
- More competitive salaries to recruit better-qualified officers
- Better definition of what the role of the police should be in the community
- More focus on wellness support for officers
- Establish credibility in the role of police chief
- Focus on juvenile justice and involving officers in the solution to the school to prison pipeline
- Implement cultural competency training
- More visibility in the community and the department, because dialogue leads to trust
- Better quality control, independent review with ongoing audits to improve outcomes
- Establish more trust with youths and immigrant communities
- Create incentives for officers to live where they work
- Consider untraditional police responses
- Address FOP contract terms to increase accountability and transparency
- Implement 21st Century Policing values
- Embrace a civilian review board
- Eliminate bias in the department
- Helping the community to understand how the police work
- More mental health workers in partnerships with the police, and a willingness to shift funding and resources toward this goal
- Demilitarize the police
- Shift the mindset of officers to value the humanity of those they serve, over the value of property
- More engagement with youths that will bring young voices into the department, helping to build a pipeline for careers in the department
- Create different ways to measure police productivity and make this known to the public
- Give officers a means, other than enforcement, to redirect social issues such as homelessness, mental health, and drug addiction to improve outcomes
- Empower officers to follow up with victims of crimes
- Look for a means to measure trust by developing metrics
- A commitment to the same quality of policing in every neighborhood
- Adopt a “How can we help you?” attitude in police services
- Create a culture where officers encourage each other to be their best selves
- Implement trauma-informed practices to serve victims
- Decentralize the department to connect better with the community
- Review tactics through a racial equity lens
- Maintain a commitment not to support federal ICE/CBP operations

Accomplishments for the new police chief to achieve

- Improved transparency in how the department operates
- Better communications and establishing an ongoing dialogue with the community to address critical incidents and issues of race relations
- Address sources of officer discontent to improve retention
- Increase diversity in the department
- Promote officers based on merit
- Give employees opportunities to express themselves
- Better coordination with other law enforcement agencies in the region
- Finalize the union contract
- Redefine the culture of the LMPD
- Regain the department's reputation as a premier agency
- Decrease the amount of time it takes to investigate police officer misconduct and be transparent by sharing the results
- Negotiate an FOP contract that reflects community concerns
- Support community-based solutions and improve relationships and collaboration with existing community-based organizations that leverage existing resources
- Reduce disparities/disproportionality in police responses and actions
- Terminate poorly performing employees
- Consider alternate approaches such as restorative justice practices
- Improve relations between LMPD and Metro Council
- Expand screening of new recruits
- Stricter and more consistent discipline
- Develop a strategic plan
- Reduce violent crime
- Strive for a community that values the police and police who value the community
- Create a safer downtown
- Establish zero tolerance for discriminatory or biased policing
- Build a strong executive team
- Establish a diverse advisory group that allows the chief to see the community through different lenses
- Expand use-of-force reporting processes

Police Employees' Feedback from Surveys and Listening Sessions

Feedback from LMPD employees included these frequently used phrases and descriptions for the qualities and priorities for the new police chief:

- Bridge the gap between the community and the department by establishing trust and legitimacy, both internally (within the department) and externally (in the community).
- Establish a culture of leadership, accountability, and transparency throughout the department.

- Have integrity, be forward-thinking, and reinforce professionalism and best practices.
- Be highly visible in the community and in the department; be a good communicator; approachable; a good listener; and charismatic in delivering a message.
- Gain trust in the community by being more transparent and responsive to situations as they occur, and have the courage to stand up for what is right.
- Have a strong track record as a leader who leads from the front, rather than an administrator/manager.
- Be knowledgeable of all aspects of policing, and have experience working as a patrol officer.

Many officers expressed concern over low morale within the department. Causes for the low morale included a sense that the department's leadership was unsupportive; that pay and benefits have not kept up with other jurisdictions, with many officers leaving the department, causing staffing shortages; that the FOP contract has not been resolved for the past several years; a lack of appreciation from Metro government; a current environment that has caused criticism and distrust from the community; and working under difficult conditions due to the COVID-19 pandemic.

In addition, some of the common themes that LMPD employees would like to see a new chief address are:

- Increase accountability throughout the organization and at all levels of the department.
- Establish independence in decision-making regarding police operations.
- Increase pay/benefits and eliminate the tiers that have caused pay/benefit discrepancies throughout the department.
- Hire more officers, while raising hiring standards to improve the quality of new recruits.
- Improve and increase training and place more emphasis on recruit training and in-service training.
- Include training on systemic racism and better implicit bias training.
- Streamline and simplify departmental Standard Operating Procedures.
- Increase communication up and down the chain of command as well as across the various divisions and units.
- Improve communications with the public concerning police procedures.
- Build a strong executive team.
- Shorten the length of time to complete internal investigations through the Professional Standards Unit.
- Revamp the promotional process from simply passing a test to include assessing leadership skills.
- Return the department to the status of being a model agency with a national reputation for professional excellence.
- Increase fairness in discipline.
- Provide more flexibility in officer schedules to allow more time for community engagement.
- More standardization for uniforms (fewer options).
- Decentralize to allow more decision-making at the lower ranks.
- Improve equipment.

Many LMPD employees felt the department does well in the following areas:

- Despite many challenges, most officers truly care about the community by providing a high level of service; being responsive to community concerns, engaging the community in ways that make a positive difference; and working cohesively as a team.
- The department has kept up with the latest technology and best practices in the profession.
- Employees have adapted well to the frequent changes in policies to keep up with changing times.
- LMPD members embrace accountability within the department and support weeding out employees who negatively impact the department's reputation.
- The department has been transparent in how it operates, specifically releasing information after critical incidents, but transparency can be increased.
- Department employees support each other when tragedy occurs, such as a death of an employee or an illness in an employee's family.