



REPORT ON THE LOUISVILLE METRO POLICE DEPARTMENT OPERATIONS AND STAFFING STUDY

APRIL 17, 2026

LOUISVILLE, KENTUCKY

MATRIX
CONSULTING GROUP

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INTRODUCTION AND EXECUTIVE SUMMARY

1. INTRODUCTION

The Louisville Metro Police Department (LMPD) retained Matrix Consulting Group to conduct a comprehensive review of its staffing, organization, and deployment. This document provides the analysis and findings of that effort, including recommendations.

Matrix Consulting Group was founded over 24 years ago and has extensive experience conducting similar assessments for more than 400 police departments the United States and Canada, including numerous agencies comparable in size to LMPD. Our firm's work is focused on comprehensive, detailed analysis of workload, management, and operations, as well as assisting agencies attain 21st Century Policing goals.

2. SCOPE OF WORK

The scope of this study included assessing current operations, response capabilities, staffing, and other resources necessary for delivering services to the community. This study focused on the delivery of the emergency services system, which included:

- Patrol workload and ability to be proactive in the field.
- Resource allocation and deployment effectiveness.
- Staffing needs relative to capacity within each unit and functional area of the department.
- Operations and resource management.
- Geographic deployment structures.
- Responsiveness to the public.
- Recruit, retention, and career development programs.

3. APPROACHES UTILIZED IN THE STUDY

Data used in this study was developed based on the work conducted by the project team, including:

- Interviews were conducted with LMPD commanders and personnel at all levels of the organization.
- Ride-alongs in the field with LMPD officers throughout the jurisdiction.
- Collection of workload and service data.
- Review of operational documents and reports, budget data, organizational structure, and key practices.

- Comprehensive analysis of data in each area of the department, including alternative approaches to service delivery.

Periodically, we reviewed findings and issues with Police Department staff.

4. KEY FINDINGS AND RECOMMENDATIONS

While the report should be reviewed to understand the background and factual basis for each recommendation, this executive summary lists the recommendations and provides overall context for the study.

4.1 STRATEGIC PRIORITIES

The demands and expectations placed on policing today are greater than ever. The need for transparency and accountability around resources has long existed, but it has now become a core expectation from both the community and the profession. This has placed additional demands on staff, which need to be recognized.

There are several key themes that have emerged in this assessment – the theme that permeates most functions is the need to utilize data to staff and deploy personnel appropriately. There are several consequences of this issue, ranging from varying levels of proactivity in patrol to case overload in some investigative units (e.g., major crimes) but not others. Developing an approach to accomplish this is the focus of the next phase of this project.

There are other major issues that were the focus of this study on a functional basis, including:

- Insufficient levels of supervision in selected functional areas (e.g., Canine, River Patrol, and selected detective units).
- Lack of staffing and, as a result, programmatic focus on key operational support areas such as training, recruitment, and retention efforts.
- This also affects the single biggest issue identified: strategic and crime analytical support to the Department. The LMPD service area continues to grow and change. As a result, the Department needs to proactively plan for this.

Despite these issues, the LMPD excels at many things, most notably:

- The strong dedication and support to community policing in patrol and throughout the Department.
- Overall, patrol services provide excellent service, as measured by response times for all call priorities and by proactive time allocation.
- A strong mix of generalized and specialized units and resources to flexibly address problems in the community.

These strengths provide a foundation for the future.

4.2 SUMMARY OF RECOMMENDATIONS

This assessment of police services is designed to develop an action-oriented, data-driven plan for policing in Louisville. Data provide a vital foundation for determining staffing requirements; however, input gained through our extensive, iterative process is central to our analysis and findings. These recommendations are all current or short-term (i.e., in the next 3 years). Staffing recommendations reflect needs based on workloads and availability, and while overtime is sometimes necessary for special circumstances, it is not used.

The table on the following page lists all recommendations in this report. The report itself should be reviewed for the factual basis for these recommendations.

COMPREHENSIVE LIST OF RECOMMENDATIONS MADE IN THE REPORT

OFFICE OF THE CHIEF

- 1 Reduce staffing in the Public Integrity Unit by 5 detective positions, for a total of 1 lieutenant and 9 sergeants.
- 2 Reduce staffing in the Professional Standards Division by 3 sergeant positions, for a total of 1 major, 3 lieutenants, 6 sergeants, 5 detectives, and 1 administrative clerk.

PATROL BUREAU

- 3 Ensure that each division has a minimum of the following patrol officers authorized in order to meet or exceed proactive time targets. In aggregate, the 460 beat officer positions needed to reach these levels is below the current authorized level, and no change is recommended. Additional positions beyond this level will result additional proactive time capabilities.
 - 1st Division: 58 Beat Officers
 - 2nd Division: 60 Beat Officers
 - 3rd Division: 58 Beat Officers
 - 4th Division: 65 Beat Officers
 - 5th Division: 38 Beat Officers
 - 6th Division: 54 Beat Officers
 - 7th Division: 55 Beat Officers
 - 8th Division: 42 Beat Officers
- 4 On an annual basis, rebalance patrol beat officer staffing levels among the 8 patrol divisions proportionally to workload in order to maintain equalize service levels.
- 5 After a period of review and revisions, adopt the alternative 41-beat structure, reallocating staff based on the number of beats in each division.
- 6 Create 2 Problem-Oriented Policing Team units in 5th Division and 8th Division to provide for a dedicated discretionary proactive unit in the absence of an Impact Team. Each Problem-Oriented Policing Team should be staffed with at least 1 sergeant and 4 officers, for a total of 2 sergeants and 8 officers above current staffing levels.
- 7 Add 2 division detectives – 1 to Second Division and 1 detective to Sixth Division.

ADMINISTRATIVE BUREAU

- 8 Increase Data Integrity Unit staffing by 1 Information Processing Technician II, for a total of 9 authorized.
- 9 Increase the Open Records Unit staffing by 1 Video Specialist position, for a total of 3 authorized. This additional position should be dedicated to Video/BWC-related request processing.
- 10 Current staffing in the Evidence and Property Unit are adequate for coverage and for workload demands.
- 11 Civilianize the 4 officer positions within the Digital Forensics Unit. Transfer the sworn positions to other vital roles within the organization. Evaluate the feasibility of civilianizing the supervision of the unit.
- 12 Increase the staffing RTCC Tactical Criminal Intelligence Analyst staffing by 1 position, for a total of 19 positions authorized.
- 13 Increase the RTCC staffing by 5 supervisor positions, for a total of 6 positions authorized.
- 14 Maintain the staffing of 1 lieutenant within the Strategic Planning Unit. This position will oversee the Recruitment and Retention Unit and the Strategic Planning Unit.
- 15 Decrease the staffing of Officers in the Recruitment and Retention Unit by 2 positions for a total of 5.
- 16 Maintain the staffing of 1 Performance Analyst within the Recruitment and Retention Unit.
- 17 Maintain the staffing of 1 Personnel Specialist within the Recruitment and Retention Unit
- 18 Increase the staffing of Civilian Investigators within the Recruitment and Retention Unit by 1 FTE for a total of 3 FTE.
- 19 Staff the reorganized Strategic Planning Unit with 1 Strategic Planning Manager and 1 Procurement Specialist.

ACCOUNTABILITY AND IMPROVEMENT BUREAU

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| 20 | Increase the Training Division's Administrative Section by 2 professional staff members, such as administrative assistants, and transfer 1 sergeant and 4 police officers to roles focused on police training, utilizing their primary skill set, where law enforcement responsibilities and first-line supervision are necessary. |
| 21 | Ensure all department training curriculum, lesson plans, and teaching materials used are reviewed and approved by the Academic Section before course instruction. |
| 22 | Establish a structured internal tracking system to monitor workload completion times assigned to the Force Investigations Unit. |
| 23 | Increase staffing in Research and Development by 1 Criminal Justice Specialist position to handle priority analytical support for the Department, for a total of 4 authorized. |
| 24 | Increase the staffing of Performance Review Board by 1 sergeant position, for a total of 2 sergeants authorized. |
| 25 | Increase the staffing of the Audit Unit by 1 auditor, for a total of 9 positions authorized. |

SUPPORT BUREAU

Special Operations Division

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| 26 | Current approaches to staffing special events are appropriate. |
| 27 | Increase the Special Operations Division by 1 Administrative Assistant position and transfer the Administrative Sergeant position to a role where police training is the primary skill set and law enforcement responsibilities and first-line supervision are required. |
| 28 | Increase staffing within the Traffic Unit by 8 officers, for a total of 1 lieutenant, 4 sergeants, and 23 officers. Of these 8 new officers, 2 should be assigned to full-time impaired driving enforcement and education, 2 should be assigned to full-time commercial vehicle enforcement and education, and 4 should be designated as full-time fatal/serious vehicle collision investigators. |
| 29 | Establish a structured internal tracking system to monitor qualitative performance measures and workload completion times assigned to the Community Engagement Unit. |

- 30 Staffing is adequate in SWAT. However, if part-time members can only attend some annual training and callouts due to workload and staffing constraints related to full-time duties, then full-time positions should be increased to fulfill mission requirements and training mandates.
- 31 Adjust the Canine Unit's work schedule to ensure adequate supervisory coverage within the unit.
- 32 Adjust the River Patrol Unit's work schedule to ensure adequate supervisory coverage within the unit.
- 33 Increase staffing in the Bomb Squad by adding 1 officer, for a total of 1 authorized officer position.

Major Crimes

- 34 10 additional detectives should be added to the Homicide Unit, for a total of 34 detectives authorized.
- 35 2 additional sergeants should be added to the Homicide Unit, for a total of 7 sergeants authorized.
- 36 Reduce staffing in the Robbery Squad by 6 detectives, for a total of 4 detectives authorized.
- 37 Add 2 detectives to the Financial Crimes Squad, for a total of 6 detective positions authorized.
- 38 An additional 2 detectives are recommended in the Office of Sexual and Physical Investigations, for a total of 15 detectives authorized.
- 39 Increase staffing in the Domestic Violence Squad by 2 detective positions, for a total of 7 detectives authorized.
- 40 Add 1 additional sergeant position to the Domestic Violence Squad, for a total of 2 sergeants authorized.
- 41 Increase staffing in the Crime Scene Unit by 2 sergeants, for a total of 3 sergeant positions authorized.
- 42 Convert the sergeant position in Animal Cruelty Enforcement to a detective position.

- 43 Increase staffing by 1 sergeant in Non-Fatal Shooting Unit for a total of 4 sergeants assigned (1 for each team).

Criminal Interdiction Unit

- 44 Current staffing is adequate in the Criminal Interdiction Unit.

Homeland Security Unit

- 45 While workloads in the Homeland Security Unit vary year-to-year, staffing is generally adequate to handle them. Workloads should be monitored for more consistent trends.

RECRUITMENT AND SELECTION

- 46 Develop a strategic recruitment and hiring plan in collaboration with community and department stakeholders.
- 47 Increase the early intervention program's proactive data and indirect indicators (listed in the report) to better integrate the system into the department's wellness program.
- 48 Implement a structured post-in-service training field observation program where supervisors utilize a standardized evaluation checklist to document whether officers consistently apply their learned skills during actual calls for service.
- 49 Create a career development program for both sworn and professional staff employees.
- 50 Create career advancement pathways, including development opportunities, and set ongoing education requirements for professional staff employees.

SUMMARY OF POSITION CHANGE RECOMMENDATIONS

The following table summarizes the position changes resulting from these recommendations:

	Lt.	Sgt.	Officer	Prof. Staff	Prof. Supv.
Office of the Chief		(6)	(5)	–	–
Patrol Bureau		2	10	–	–
Administrative Bureau		–	(6)	6	4
Accountability and Improvement Bureau		1	–	5	–
Support Bureau	(1)	4	20	1	1
Net Total	(1)	+1	+19	+12	+5

The overall net totals associated with the recommendations in this report are – 19 additional sworn and 17 additional professional positions, 36 in total. These positions would be in addition to the complements already authorized for the Department. In the descriptive profile developed for the LMPD earlier in the study, and confirmed by staff in June of 2025, there were 1,117 sworn positions and 380 professional positions in the budget (1,497 in total).

OFFICE OF THE CHIEF

The Office of the Chief include several functional areas, including the Special Investigations Division and the Media and Public Relations Unit.

1. SPECIAL INVESTIGATIONS DIVISION

The Special Investigations Division is led by a major and comprises the Public Integrity Unit. The major works Monday through Friday, from 8:00 AM to 4:00 PM.

1.1 PUBLIC INTEGRITY UNIT

The Public Integrity Unit (PIU) is led by a lieutenant and staffed with 9 sergeants and 5 detectives. 1 sergeant is assigned to various administrative tasks, while 2 sergeants are assigned to the Federal Bureau of Investigation (FBI) as task force officers on a public-corruption task force. 6 sergeants and 5 detectives investigate criminal cases and allegations of criminal misconduct. The unit works Monday through Friday, with hours ranging from 8:00 AM to 6:00 PM.

The Public Integrity Unit is tasked with investigating criminal cases and allegations of criminal misconduct involving all Louisville Metro employees, as well as those outside the jurisdiction involving employees, and reviewing critical incidents involving department employees.

PUBLIC INTEGRITY UNIT WORKLOAD

The Public Integrity Unit's workload is divided into 2 categories: PIU cases and Preliminary Investigation Forms (PIFs). PIU cases are criminal investigations, whereas PIFs are preliminary investigations initiated when allegations of misconduct are made. The following tables illustrate the investigative workload in 2024.

PUBLIC INTEGRITY UNIT INVESTIGATIVE WORKLOAD 2024

Investigation Type	#
Officer Involved Shooting (OIS)	7
Narcotics Offense	1
Fatal Motor Vehicle Accident	2
Sexual Assault	4
Theft	13
In-Custody Death	7
Official Misconduct	6
Assault	6

Investigation Type	#
Child Endangerment	1
Domestic Violence	4
Missing Person/Death Investigation	2
Suicide	7
Sexual Misconduct	2
Sexual Harassment	1
Reckless Driving	1
Burglary	1
Election Interference	1
Hit and Run	1
DUI	1
Wanton Endangerment	1
Total - Investigative	69

+ Preliminary Investigation Forms	7
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As illustrated above, in 2024, the Public Integrity Unit completed 69 criminal investigations and 7 preliminary investigations. To conduct the workload analysis, net available work hours for detectives, caseloads, and average hours per investigation type are utilized.

CALCULATION OF INVESTIGATOR NET AVAILABILITY

Before determining availability and staffing needs, it is essential to review the number of net hours investigators are available to conduct investigations. To perform this analysis, it is critical to understand the time investigators are on leave—including vacation, sick leave, injury, military leave, or any other type of leave—the hours dedicated to on-duty court or training, and the time spent on administrative tasks.

The impact of these factors is determined by combining calculations from police department data with estimates based on the project team's experience. These estimates are then subtracted from the annual base number of work hours per position. The result indicates the total **net available hours** for investigators and other positions when they are on duty and can fulfill workloads and other activities in the field.

Net availability for investigators differs from that of patrol officers due to court and administrative responsibilities. Workloads such as case plans, executing search warrants, and other tasks that do not fit directly into case investigative hours are included in an estimated administrative time figure. The table below details this process, specifying how each contributing factor is calculated.

FACTORS USED TO CALCULATE INVESTIGATOR NET AVAILABILITY

Work Hours Per Year

The total number of scheduled work hours for investigators, without factoring in leave, training, or anything else that takes investigators away from every day on-duty work. This factor forms the base number from which other availability factors are subtracted to calculate the total net available hours.

Base number: 2,080 scheduled work hours per year.

Total Leave Hours (subtracted from total work hours per year)

Includes all types of leave, including injuries, military leave, and FMLA—anything that would cause investigators who are normally scheduled to work on a specific day to not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

From LMPD Data: 276 hours of leave per year.

On-Duty Training Time (subtracted from total work hours per year)

The average number of hours spent per year in training completed while on duty and not on overtime.

From LMPD Data: 55.5 hours of training per year.

On-Duty Court Time (subtracted from total work hours per year)

The total number of hours each investigator spends per year attending court while on duty, including transit time. Court attendance while on overtime is not included in the figure.

Without any data recording on-duty court time specifically for investigators, the number of hours is estimated based on the project team's experience. This equals approximately one 10-hour workday per month.

Estimated: 120 hours of on-duty court time per year.

Administrative Time (subtracted from net available hours after leave, court, and training hours deducted).

The total number of hours per year spent completing administrative tasks while on duty, including staff meetings, returning phone calls and emails, search warrant preparation and planning, and various other activities, including some operations, that may not be directly captured in the case hours calculations.

The number is estimated at 20% of the net work hours after other deductions.

Estimated: 326 hours of administrative time per year.

Total Net Available Hours

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total *net available hours* for investigators, the time they are available to work after accounting for all leave, on-duty training, court, and administrative time. Net availability can also be expressed as a percentage of the base number of work hours per year.

Calculated by subtracting the previously listed factors from the base number:
1,302.5 net available hours per investigator.

The following table summarizes the calculation process, illustrating how each net availability factor contributes to the overall net availability of investigators:

CALCULATION OF INVESTIGATOR NET AVAILABILITY

<i>Base Annual Work Hours</i>		<i>2,080</i>
Total Leave Hours	–	276
On-Duty Training Hours	–	55.5
On-Duty Court Time Hours	–	120
Administrative Hours	–	326
Net Available Hours Per Investigator	=	1,302.5

Investigators have approximately **1,302.5 net available hours per year**, representing the total time they can dedicate to conducting investigations. The following sections will analyze detective caseloads using these hours.

CRIMINAL CASELOAD HOURS

Not all investigative cases require the same amount of time; for example, an officer-involved shooting investigation requires more time (and resources) than a property crime investigation. Matrix Consulting Group developed several case-type investigative caseload work hours to account for this. The average

case hours were developed through dozens of studies and interviews with investigators working on each case type. The following case-type caseload workload hours were used to calculate staff resource needs.

1.2 OFFICER INVOLVED SHOOTING/DEATH INVESTIGATION

Officer-involved shooting and death investigation cases are among the most complex and time-consuming investigations conducted by the Public Integrity Unit. These cases are scrutinized; therefore, nearly all investigative techniques are employed. Additionally, due to their complexity, a team of investigators typically handles them, and additional resources are often used. The following table displays a breakdown of approximate caseload hours for an officer-involved shooting or death investigation:

Task	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	4 hours	100%
Crime Scene Material	Evidence to Property / Evidence	4 hours	100%
Cell Phones	Cell Phone Downloads, with some taking longer than others.	30 hours	100%
Video	Review of video recovered from scene and BWC	60 hours	100%
Social media/Electronic Records/Physical location	Warrants/Subpoenas/Review of Evidence Obtained.	40 hours	100%
Location Data	Warrants/Subpoenas/Review of Evidence Obtained.	40 hours	100%
Surveillance	Surveillance, including locating suspects and writing reports.	10 hours	100%
Postmortem Exam	Autopsy performed by ME (Detectives observe and consult)	6 hours	100%
Victim / Witness Interview(s)	Interview(s), including report writing.	40 hours	100%
Suspect Interview(s)	Interview(s), including report writing.	12 hours	50%
Jail Call Monitoring	Listen to calls and write reports.	20 Hours	100%
Consult with DA	Conduct follow-up and write additional reports.	10 hours	100%
Total	<i>If all tasks are completed</i> On Average	276 hours- 276 hours	

This list is not comprehensive and does not cover all elements. Not every officer involved in a shooting case will have the same amount of evidence or go through the same number of interviews. These hours assume that detectives will perform RMS searches, conduct social media investigations, review

association files, receive informant information, and use other investigative techniques (such as trackers and cell tower data), if available.

It also assumes that investigators work as a team and that not all investigative hours will be handled by a single investigator (these hours are for lead investigators only). Many cases will not require the listed number of hours, but some may require significantly more.

Estimating the case time and the percentage of completion for each subtask results in approximately **276 hours allocated** to the primary investigator per case.

Additionally, on average, most departments assign a team of investigators to assist in the early stages of an officer-involved shooting investigation, with each assigned **investigator spending approximately 40 hours**, as detailed under OIS investigation assistance.

1.3 OFFICER INVOLVED SHOOTING INVESTIGATION ASSIST

When an officer-involved shooting occurs, it typically necessitates the response of multiple investigators to aid in the investigation, including support with warrants, interviews, crime scene canvassing, and the identification of additional witnesses. The team approach may involve overtime and regular shifts, with the first 72 hours demanding substantial resources.

To accommodate a team-based strategy, it is assumed that at least 4 investigators will participate in the investigation, contributing 40 hours per workweek (excluding overtime). The calculation is 40 hours multiplied by 4 investigators, totaling 160 hours.

1.4 PERSON CRIMES

Crimes against individuals are treated more seriously by the judicial system and typically involve more witnesses and evidence, necessitating more time for interviews and the recovery and processing of evidence than property crimes.

Approximate case hours were compiled through extensive interviews with investigators and are summarized in the following table:

Task	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to the crime lab includes submission and report.	3 hours	10%
Crime Scene Material	Evidence to property, inspection, and report writing.	4 hours	30%
Cell Phones	Cell phone downloads, with some taking longer than others.	10 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	10 hours	50%

Task	Processes Involved	Approximate Time	% of Time Completed
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	10 hours	20%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	20%
Surveillance	Surveillance, including locating suspects and report writing.	10 hours	10%
Victim / Witness Interview(s)	Interview(s), including report writing.	2 hours	100%
Suspect Interview(s)	Interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listening to calls and report writing.	10 hours	10%
Consult with DA	Conduct follow-up and write additional reports.	1 hour	20%
Total	<i>If all tasks are completed:</i>	82.0 hours	
	On average:	22.6 hours	

This list is not exhaustive and does not encompass all the elements of an investigation. Not every case will have the same level of evidence or the same number of interviews. These hours assume that investigators will use RMS searches, review association files, receive informant information, and employ other investigative techniques (such as trackers and cell tower data), if available. Many cases will not require the listed number of hours, but some may require significantly more.

Based on the completion percentage for each subtask, **each solvable case averages approximately 22.6 hours.**

1.5 SEX ASSAULT / ABUSE

Sexual assault and crimes against children are particularly complex cases that the judicial system treats more seriously. These cases typically have fewer witnesses, requiring more time for interviews and for the recovery and processing of evidence than other types of crimes involving persons. The following chart outlines approximate investigative times for sex crimes:

Task	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to the crime lab includes submission and report.	2 hours	50%

Task	Processes Involved	Approximate Time	% of Time Completed
Crime Scene Material	Evidence to property, inspection, and report writing.	2 hours	50%
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	40%
Video	Review of video recovered from scene and BWC, report writing.	4 hours	50%
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	10 hours	20%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	40%
Surveillance	Surveillance, including locating suspects and report writing.	10 hours	20%
Sex Assault Kit	Sex Assault Exam, including report writing.	6 Hours	90%
Victim / Witness Interviews	Interview(s), including report writing.	2 hours	100%
Suspect	Interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls and report writing.	2 hours	40%
Consult with DA	Review cases and perform follow-up, including report writing.	1 hour	20%
Total	<i>If all tasks are completed:</i>	65.0 hours	
	On average:	26.6 hours	

This list is not comprehensive and does not cover every investigation element. Not every case will involve the same amount of evidence or require the same number of interviews. The estimated hours assume that detectives will perform RMS searches, review association files, gather informant information, and use other investigative techniques (such as trackers and cell tower data) when available. Many cases will require fewer hours, while others may need significantly more.

Using the above work hour estimates and the percentage of each subtask's completion time, approximately **26.6 hours per solvable case** are available.

1.6 BURGLARY / PROPERTY CRIMES

Burglary and other property crimes are generally less complex investigative cases than personal crimes, requiring less investigative time and resources. The judicial system treats these cases with less seriousness, and they tend to have fewer witnesses. The following chart outlines the approximate investigative times for burglary and property crimes:

Task	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to the crime lab includes submission and report.	2 hours	20%
Crime Scene Material	Evidence to Property / Evidence, inspection, and report writing.	2 hours	20%
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	2 hours	50%
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	6 hours	30%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	40%
Surveillance	Surveillance, including locating suspects and report writing.	10 hours	20%
Victim / Witness Interviews	Interview(s), including report writing.	1 hour	50%
Suspect Interview	Interview(s), including report writing.	1 hour	50%
Jail Call Monitoring	Listen to calls and report writing.	2 hours	10%
Consult with DA	Review cases and perform follow-up, including report writing.	1 hour	10%
Total	<i>If all tasks are completed:</i>	51.0 hours	
	On average:	16.9 hours	

This list is not comprehensive and does not cover every element from all investigations. Not every case will have the same amount of evidence or require the same number of interviews. The listed hours assume that detectives will conduct RMS searches, review association files, gather informant information, and use other investigative methods (such as trackers and cell tower data) when available. Many cases will need fewer hours, while others may require considerably more.

Using the estimated work hours above and the percentage of each subtask as completion time, this amounts to approximately **16.9 hours per solvable case**.

1.7 FINANCIAL CRIMES / FRAUD

Financial crimes are exceedingly challenging to investigate and often take longer because much of the evidence must be subpoenaed or obtained through a search warrant. In addition, a significant portion of the evidence is from financial institutions. Investigators must wait for these institutions to comply with legal requests for information before proceeding, a process that can take weeks to months, depending on the type and volume of data requested.

Moreover, financial crimes tend to have much lower solvability rates (approximately 50% lower than for person crimes). These cases typically do not require an investigator to respond to a scene and are often handled as follow-ups, a day or more after the incidents. The following chart details the processes and times associated with financial crimes:

Task	Processes Involved	Approximate Time	% of Time Completed
Document / Digital Evidence Review	Review/ recover financial data, and files, and write reports.	12 hours	100%
Video	Review of video recovered from scene and BWC, report writing.	4 hours	10%
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	8 hours	10%
Cell Phone/computer evidence	Warrants/subpoenas, including submission and report.	8 hours	50%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	50%
Victim / Witness Interview(s)	Interview(s), including report writing.	2 hours	100%
Suspect Interview(s)	Interview(s), including report writing.	2 hours	20%
Total	<i>If all tasks are completed:</i>	56.0 hours	
	On average:	29.7 hours	

This list is not comprehensive and does not include every element of all investigations. Not every case will have the same level of evidence or number of interviews. These hours assume investigators will perform RMS searches, check association files, receive informant information, and use other investigative methods (trackers, cell tower data, etc.), if available. Many cases will require fewer hours, but some may need significantly more.

Using the above work-hour estimates and the percentage of each subtask as the completion time, approximately **29.7 hours are required per solvable case.**

1.8 DOMESTIC ASSAULT

Domestic assault cases generally require less investigative time since the victim and suspect are typically known; however, some investigation is necessary for successful prosecution. The following chart outlines the approximate investigative times for these cases:

Task	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to the crime lab includes submission and report.	2 hours	20%
Crime Scene Material	Evidence to Property / Evidence, inspection, and report writing.	2 hours	10%
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	2 hours	100%
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	4 hours	20%
Surveillance	Surveillance, including locating suspects and report writing.	2 hours	20%
Victim / Witness Interviews	Interview(s), including report writing.	2 hours	100%
Suspect Interview	Interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listening to calls and report writing.	2 hours	10%
Consult with DA	Review cases, and perform follow-up, including report writing.	1 hour	10%
Total	<i>If all tasks are completed:</i>	21.0 hours	
	On average:	8.7 hours	

This list is not comprehensive and does not cover every element from all investigations. Not every case will have the same level of evidence or the same number of interviews. The hours mentioned assume that detectives will perform RMS searches, review association files, obtain informant information, and utilize other investigative techniques (such as trackers and cell tower data) when available. Many cases will not require the specified hours, while some may need considerably more.

Using the estimated work hours and the percentage for each subtask as the completion time yields about **8.7 hours per solvable case**.

1.9 GENERAL CRIMES

General crimes vary widely depending on the offense type. These cases typically involve minor offenses that require some follow-up. This support might include cell phone downloads, social media inquiries, open-source searches, warrant preparation, or other investigative methods. Based on crime and investigative needs, these cases typically take 2 to 6 hours, with an average duration of **4 hours**.

1.10 NARCOTICS CRIMES

Drug crimes can vary greatly depending on the specific type of support needed. These cases are typically considered lower-level offenses that require further investigation. This can include tasks such as cell phone downloads, social media analysis, open-source research, warrant preparation, and other investigative techniques. The case duration typically ranges from 4 to 8 hours, averaging **6 hours**.

1.11 FATAL/CRITICAL INJURY TRAFFIC CRASH

Investigations of fatal and critical injury traffic crashes are among the most complex and time-consuming. These cases typically involve multiple investigative techniques and considerable evidence to process. Moreover, due to their complexity, a team of investigators usually manages them, and additional resources are often utilized. The table below shows the approximate caseload hours for investigating fatal or critical-injury crashes. The following chart outlines the approximate investigative times for these cases:

Task	Processes Involved	Approximate Time	% of Time Completed
Crash Scene	Respond to crash scene and contain crash scene	2 hours	100%
Document Crash Scene	Conduct laser scan, and or measure and photograph crash location.	4 hours	100%
Evidence	Secure and take to property/evidence to property room.	2 hours	100%
Blood Evidence	Write warrant for blood draw or other chemical analysis and obtain sample.	4 hours	100%
Warrants/ Subpoenas	Write warrants and/or subpoenas for vehicle(s), cell phones, medical records and other electronic evidence or physical locations.	16 hours	100%
Video	Review of video recovered from scene and BWC	8 hours	100%

Task	Processes Involved	Approximate Time	% of Time Completed
Cell Phones	Cell Phone Downloads (after warrant), with some taking longer than others.	4 hours	100%
Vehicle Search and Data Recovery	Search of vehicle and recover of evidence once warrant is secured.	12 hours	100%
Accident Reconstruction	Conduct analysis, complete diagrams and documents and report writing.	10 hours	100%
Postmortem Exam or medical records review	Review medical records or medical examiner report (after warrant or subpoena)	6 hours	100%
Victim / Witness Interview(s)	Interview(s), including report writing.	4 hours	100%
Suspect Interview(s)	Interview(s), including report writing.	4 hours	50%
Jail Call Monitoring	Listen to calls, write reports.	4 Hours	25%
Consult with DA	Conduct follow up, write additional reports.	4 hours	100%
Total	<i>If all tasks are completed:</i>	84 hours	
	On average:	79 hours	

This list is not comprehensive and does not include all elements. Not every fatal crash will require the same level of evidence or the same number of interviews. These hours assume that investigators will conduct RMS and social media searches, review association files, gather informant information, and use other investigative techniques such as trackers and cell tower data, where available. It also assumes that investigators work as a team and that not all investigative hours will be completed by a single investigator, as these hours are intended for a lead investigator. While many cases may not require the listed number of hours, some could need significantly more.

Using the case time estimates and the completion percentages of each subtask, this amounts to roughly 79 hours allocated per case.

Additionally, on average, most departments assign a team of investigators to assist in the early stages of a fatal crash investigation, with each investigator typically spending about 20 hours.

1.12 CRIMINAL CASELOAD WORKLOAD HOURS ANALYSIS

To determine the total investigative caseload time in 2024, the project team assigned investigative times to each case. The following table illustrates this process:

PUBLIC INTEGRITY UNIT INVESTIGATIVE WORKLOAD TIME 2024

Investigative Type	#	Investigative Hours Per	Total Hours
Officer Involved Shooting	7	276	1,932
Officer Involved Shooting Assist	7	160	1,120
Narcotics Offense	1	6	6
Fatal Motor Vehicle Accident	2	79	158
Sexual Assault	4	26.6	106.4
Theft	13	16.9	219.7
In-Custody Death	7	276	1,932
Official Misconduct	6	4	24
Assault	6	22.6	135.6
Child Endangerment	1	4	4
Domestic Violence	4	8.7	34.8
Missing Person/Death Investigation	2	276	552
Suicide	7	4	28
Sexual Misconduct	2	22.6	45.2
Sexual Harassment	1	22.6	22.6
Reckless Driving	1	4	4
Burglary	1	16.9	16.9
Election Interference	1	4	4
Hit and Run	1	4	4
DUI	1	4	4
Wanton Endangerment	1	4	4
Total	76		6,357.2

As illustrated above, the assigned investigative caseload represents approximately 6,358 hours.

1.13 EMPLOYEE MISCONDUCT PRELIMINARY INVESTIGATIONS

As previously mentioned, the Public Integrity Unit also completes preliminary investigations into allegations of employee misconduct. In 2024, 7 were completed. The following case-type caseload workload hours were used to calculate staff resource needs.

Task	Processes Involved	Approximate Time	% of Time Completed
Complaint Review	Determine if allegation is a policy violation. Time figure includes reviewing complaint.	2 hours	100%
Find relevant CAD entry, police report, video, or other documentation relevant to the complaint	Determine subject(s) of allegation. Time figure includes CAD enquiry and report(s) review.	4 hours	100%
Review Body Worn Camera or other Video / Audio Evidence	Document evidence to sustain or exonerate department member.	8 hours	100%
Interview Complainant	Determine all complaint allegations (including writing summary / notes)	3 hours	100%
Document Finding	Includes report writing.	2 hours	100%
Total	<i>If all tasks are completed:</i>	19 hours	
	On average:	19 hours	

This list is not comprehensive and does not cover all possible steps. Some cases may involve multiple witnesses. Each preliminary investigation is unique; some cases are complex and require significantly more hours. Conversely, certain cases are relatively straightforward and can be investigated and documented in just a few hours. Average hours are used as a performance metric to estimate an employee's typical work hours during a preliminary investigation into misconduct.

Using the case time estimates and the completion percentages of each subtask, this amounts to roughly 19 hours allocated per case.

EMPLOYEE MISCONDUCT PRELIMINARY INVESTIGATIONS WORKLOAD ANALYSIS

To determine the total investigative caseload time in 2024, the project team assigned investigative times to each case. The following table illustrates this process:

PRELIMINARY INVESTIGATIONS WORKLOAD TIME 2024

Investigative Type	#	Investigative Hours Per	Total Hours
Preliminary Investigation	7	19	133

As illustrated above, the assigned investigative caseload represents approximately 133 hours.

PUBLIC INTEGRITY UNIT STAFFING ANALYSIS

Combined, the assigned Public Integrity Unit caseload represents approximately 6,491 hours of work. Using the previous calculation of net available caseload hours and the total 2024 caseload, we can determine the number of investigators required to handle this caseload.

CALCULATION OF INVESTIGATOR STAFFING NEEDS

Total Caseload Hours		6,491
<i>Divided by Total Net Available Hours for 1 Investigator</i>	÷	1,302.5
Total Number of Investigators Needed	=	4.98

As the table indicates, approximately 5 investigators are recommended to handle the assigned workload hours. Currently, the unit has 6 sergeants and 5 detectives investigating cases. Given current workload demands, a reduction of 5 detective positions is recommended.

RECOMMENDATION:

Reduce staffing in the Public Integrity Unit by 5 investigative positions, for a total of 1 lieutenant and 9 sergeants.

2. MEDIA AND PUBLIC RELATIONS UNIT

The Media and Public Relations Unit is staffed with 1 communications director, 1 sergeant, 1 sworn public information officer, 1 non-sworn public information officer, and 2 non-sworn videographers. The unit operates Monday through Friday from 7:00 AM to 3:00 PM or from 9:00 AM to 5:00 PM.

1. MEDIA AND PUBLIC RELATIONS UNIT WORKLOAD

The Media and Public Relations Unit serves as the link between news organizations and the public, providing timely, cooperative information on matters of public interest. The unit handles media requests for articles or programs related to the department. It is also responsible for managing the department's social media accounts to distribute current information. The following table presents various workload and performance measures tracked by the unit in 2024:

MEDIA AND PUBLIC RELATIONS UNIT WORKLOAD 2024

Type	#
Callout	13
Media Request	3,029
Citation Redaction	20

As mentioned above, the Media and Public Relations Unit manages the Department's various social media accounts. Responsibilities include attending community and department events to capture videos

and photographs. They also handle video and photo editing, write and edit content, and post the finished materials.

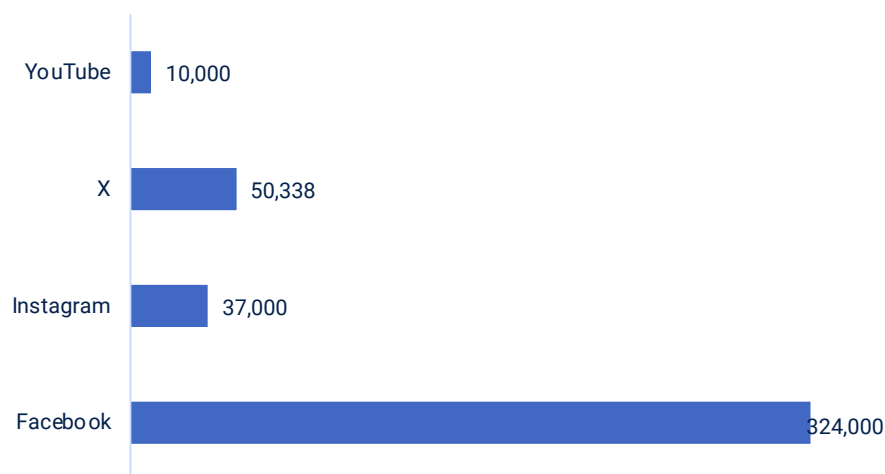
The following table illustrates the department’s total number of followers and page reach:

SOCIAL MEDIA FOLLOWERS AND PAGE REACH

Social Media Site	# Followers
Facebook	324,000
Instagram	37,000
X	50,338
YouTube	10,000

The following chart visually demonstrates this same information:

SOCIAL MEDIA FOLLOWERS AND PAGE REACH



In 2024, the unit created 1,600 social media posts. The table below shows various averages for 2024:

MEDIA AND PUBLIC RELATIONS UNIT WORKLOAD AVERAGES 2024

	2024	Monthly Avg.	Weekly Avg.
Callout	13	1	.3
Media Request	3,029	252	58
Citation Redaction	20	2	.6
Social Media Post	1,600	133	31

As shown above, on average, the Media and Public Relations Unit completed approximately 1 callout, 252 media requests (58 per week), 2 citation redactions, and 133 social media posts (31 per week) each month during 2024.

2. MEDIA AND PUBLIC RELATIONS UNIT WORKLOAD ANALYSIS

Conducting a workload-based staffing analysis for a police media and public relations unit presents unique challenges due to the highly variable, unpredictable nature of the work. Unlike patrol or investigative functions, where calls for service or case files can be quantified, the Media and Public Relations Unit's workload is event-driven, mainly. Many high-profile events occur without warning, instantly increasing the demand for around-the-clock coverage, press briefings, media requests, and social media management.

While completion times for tasks assigned to the Media and Public Relations Unit vary with several factors and task complexity, the average workload figures below provide a baseline for staffing analysis. Using these averages, the table below shows specific work hour estimates:

MEDIA AND PUBLIC RELATIONS UNIT WORKLOAD 2024

	#	Workload Time Per	Min. – Max. Total Hours
Media Request	3,029	15 – 60 Minutes	757 – 3,039 Hours
Citation Redaction	20	30 – 60 Minutes	10 – 20 Hours
Social Media Post	1,600	5 – 15 Minutes	133 – 400 Hours
Total			900 – 3,459 Hours

As shown above, workload completion times range from 900 to 3,459 hours, depending on task complexity. This does not account for workload times associated with videography and editing when attached to a social media post.

A key component of community policing is the requirement for police organizations to be transparent in their dealings with the public. Transparency requires effective and timely communication. As access to news continues to shift increasingly online, opportunities for police organizations to exert more control over their own stories, engage citizens in preventing crime, and educate people about public safety issues and police work. The Media and Public Relations Unit is adequately staffed to do so.

3. PROFESSIONAL STANDARDS DIVISION

The professional standards division is responsible for receiving and reviewing external complaints, conducting internal investigations, coordinating administrative reviews, and tracking all administrative incident reports including but not limited to use of force reports, injured civilians and officers, and pursuits. The professional standards division consists of a major, 3 lieutenants (1 serves as an adjutant), 9 sergeants (1 serves as an administrative sergeant), and 5 detectives (rehired officers, 1 administers the drug testing program).

The Major provides overall leadership, management, and administration of the Division and is responsible for coordinating resources, assigning tasks, and monitoring investigations. The major has 3 direct reports, which is a reasonable span of control given the seriousness of the investigations conducted and the number of tasks and responsibilities for the position.

The adjutant (lieutenant) is an administrator for the IAPro and BlueTeam software. The adjutant utilizes these programs to track and review all administrative incident reports for the department including but not limited to pursuits, uses of force, injuries, and property damage. The adjutant also conducts special assignments assigned by the major and prepares reports to track performance metrics. The Adjutant Lieutenant has to review 1400 to 1600 administrative reports annually. The adjutant is also assigned other tasks in support of the division. There are no reported backlogs for this position. The position is adequately staffed with the lieutenant.

There are 2 lieutenants assigned to the Professional Standards Unit, which is responsible for tracking and investigating formal and informal complaints, receiving complaints from the community, and the department's drug testing program. The lieutenants lead the Professional Standards Unit. They assign cases, monitor investigations, and coordinate the unit's day-to-day activities. They will also conduct complex internal affairs investigations. The lieutenants also conduct case reviews of all completed internal affairs investigations. Case reviews typically take 8 to 16 hours depending on the complexity of the investigation. This includes reviews with the investigator and suggesting revisions. The table below indicates the workload for case reviews alone:

2024 CASE REVIEW WORKLOAD HOURS

	#	Review Hours	Total Hours
Internal Affairs Investigations	85	16	1,360
Total			1,360

As the table indicates, the workload for case reviews alone is approximately 1,360 hours. This represents approximately 50% of scheduled work time for each lieutenant. This is only a portion of the work associated with the position. The lieutenants supervise 9 sergeants and 5 detectives. This creates a span of control of 2 to 14 direct reports, or approximately 1 to 7. The span of control is larger than typically recommended for mid-level executives, but it is adequate in this instance because the unit is self-contained. 2 lieutenants can perform their roles and responsibilities effectively.

The administrative sergeant is responsible for answering phones and emails, entering data, preparing cases, handling open records requests, managing and ordering unit supplies, and serving as an IA Pro administrator. There are no performance measures for this position due to the variety of assigned tasks, and there are no reported backlogs.

3.1 WORKLOAD-BASED STAFFING ANALYSIS

A workload-based approach establishes the appropriate investigative staffing levels for professional standards and internal affairs units. To conduct this analysis, the project team uses workload data, including time spent on each task and activity, as well as the total number of tasks and activities. The firm's strategy was developed through numerous studies conducted by investigators handling these cases across the United States. Based on interviews, the average hours required to perform various

tasks were determined, and the frequency of these tasks was also assessed. The following sections provide detailed case time estimates for internal affairs cases.

3.2 ADMINISTRATIVE IA INVESTIGATIONS

An average investigative case hour is utilized to examine the Internal Affairs investigative units. This process involves interviewing unit personnel, developing task-hour metrics, and leveraging the project team's experience with similar agencies. It is essential to recognize that every case is unique; some cases are very complex, involve multiple subjects and require significantly more hours of investigation. Conversely, certain cases are relatively straightforward and can be investigated and documented in several hours. The average hours serve as a performance metric to estimate the typical work hours for an internal affairs case.

CASE TIME ESTIMATES FOR ADMINISTRATIVE IA INVESTIGATIONS

This list is not exhaustive and does not include all possible steps that may be taken.

Common Tasks	Processes Involved	Approximate Time	% of Time Completed
Complaint Review	Determine if allegation is a policy violation. Time figure includes reviewing complaint.	4 hours	100%
Find relevant CAD entry, police report, video, or other relevant documentation to the complaint	Determine subject(s) of allegation. Time figure includes CAD enquiry and report(s) review.	4 hours	100%
Review Body Worn Camera or other Video / Audio Evidence	Document evidence to sustain or exonerate department member.	8 hours	100%
Interview Complainant	Determine all complaint allegations (including writing summary / notes)	4 hours	100%
Write Complaint and Allegation(s)	Determine which policy or policies could have been violated. Includes review and report writing time.	4 hours	100%
Schedule subject officer Interview	Includes sending written notice within proper timelines.	2 hours	100%
Write Interview Questions	N/A	4 hours	100%
Conduct witness interviews	(Includes Scheduling) - Some cases only have officer or complainant as witnesses	6 hours	100%
Conduct subject interviews	Interviews are recorded, and the time, includes report writing.	4 hours	100%
Write Investigative Finding	Includes report writing.	16 hours	100%
Peer Review Prior to Submitting to Command	Includes revisions	4 hours	100%
Lieutenant Review	Includes revisions	4 hours	100%
Total	On Average	64 Hours	

3.3 CITIZEN COMPLAINT REVIEW

Similar to administrative IA investigations, each citizen complaint review varies. Some may require significantly more time to review, while others are relatively straightforward and can be assessed and documented in a few hours. Average hours is a performance metric used to estimate typical work hours for a citizen complaint review.

CASE TIME ESTIMATES FOR CITIZEN COMPLAINT REVIEW

Common Tasks	Processes Involved	Approximate Time	% of Time Completed
Complaint Review	Determine if allegation is a policy violation. Time figure includes reviewing complaint.	2 hours	100%
Find relevant CAD entry, police report, video, or other documentation relevant to the complaint	Determine subject(s) of allegation. Time figure includes CAD enquiry and report(s) review.	4 hours	100%
Review Body Worn Camera or other Video / Audio Evidence	Document evidence to sustain or exonerate department member.	8 hours	100%
Interview Complainant	Determine all complaint allegations (including writing summary / notes)	3 hours	100%
Document Finding	Includes report writing.	2 hours	100%
Total	On Average	19 Hours	

This list is not exhaustive and does not include all possible steps. Some cases may involve several witnesses.

3.4 SUMMARY OF WORKLOAD HOURS

In 2024, the department received 31 citizen complaints and 54 internal complaints. The lieutenant conducted or managed 85 internal affairs investigations. By using the estimated time for these cases, the total hours for the caseload can be calculated. The following table outlines the associated work hours:

2024 WORKLOAD HOURS

	#	Investigative Hours	Total Hours
Complaint Inquiry Only (Estimated)	575	4	2,300
Complaint Review	85	19	1,615
Internal Affairs Investigation	85	64	5,440
Total			9,355

As shown above, the total workload hours for 2024 are 9,355. The base number of hours in an employee's work year is 2,080. After accounting for vacation, sick leave, training, and other absences,

1,302 hours is generally more appropriate. Using the workload hours and employee work hours, the number of investigators can be determined. The following table illustrates this calculation process:

CALCULATION OF INVESTIGATOR STAFFING NEEDS

Total Caseload Hours		9,355
Divided by Total Workload Hours	÷	1,302
Total Number of Investigators Needed	=	7.18

As the table indicates, the caseload for investigations represents slightly over 7 positions, and 12 investigators are assigned to these cases. The staffing exceeds the unit's workload. Note that this represents only part of the work assigned to these positions. They also address inquiries about potential policy violations and perform other administrative tasks, but performance measures for those responsibilities are not tracked. Internal affairs investigations have a 180-day completion timeline, and the unit generally meets those timelines unless there are extenuating circumstances.

Recommendation:

Reduce staffing in the Professional Standards Division by 3 sergeant positions, for a total of 1 major, 3 lieutenants, 6 sergeants, 5 detectives, and 1 administrative clerk.

PATROL BUREAU

1. PATROL WORKLOAD ANALYSIS

The following sections analyze patrol workload and other factors affecting the effectiveness of field services.

The analysis will first focus on regular patrol units at the overall level, then examine patrol at division and beat levels, and conclude with specialized units.

1.1 CAD ANALYSIS METHODOLOGY

Our project team has calculated the community-generated workload of the department by analyzing incident records in the computer-aided dispatch (CAD) database, covering the entirety of calendar year 2024.

For incidents to be identified as community-generated calls for service and included in our analysis of patrol, each of the following conditions must be met:

- The incident must have been unique.
- The incident must have been first created in calendar year 2024.
- The incident must have involved at least 1 officer assigned to patrol, as identified by the individual unit codes of each response to the call.
- The source or origin of the call must have been a community-generated source, unless the incident type corresponded to a community member flagging down an officer or other similar interaction.
- The incident type of the event must have sufficiently corresponded to a community-generated event. Incident types that are identified with a high level of certainty as being self-initiated (e.g., traffic stops) or administrative in nature (e.g., meal breaks) are not counted as community-generated calls for service.
- There must have been no major irregularities or issues with the data recorded for the incident that would prevent sufficient analysis, such as having no unit code or lack of any time stamps.

After filtering through the data using the methodology outlined above, the remaining incidents represent the community-generated calls for service handled by LMPD patrol units.

1.2 CALLS FOR SERVICE BY HOUR AND WEEKDAY

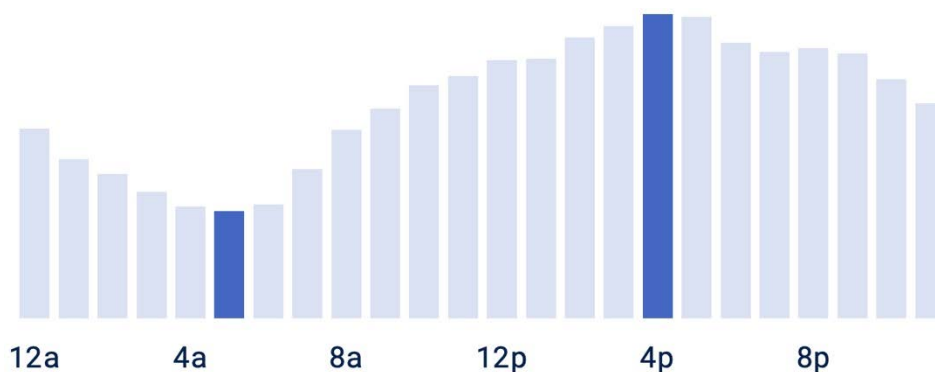
The following table displays the total number of calls for service handled by patrol units by each hour and day of the week:

CALLS FOR SERVICE BY HOUR AND WEEKDAY

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	1,649	1,244	1,142	1,199	1,216	1,309	1,523	9,282
1 AM	1,474	985	1,040	954	993	1,060	1,290	7,796
2 AM	1,303	907	962	877	897	928	1,196	7,070
3 AM	1,218	759	778	737	810	832	1,052	6,186
4 AM	1,038	700	691	681	684	718	966	5,478
5 AM	780	713	766	729	758	727	788	5,261
6 AM	745	785	794	841	821	852	729	5,567
7 AM	765	1,176	1,163	1,129	1,113	1,093	863	7,302
8 AM	999	1,464	1,519	1,408	1,396	1,336	1,100	9,222
9 AM	1,230	1,543	1,610	1,571	1,544	1,513	1,262	10,273
10 AM	1,388	1,802	1,727	1,630	1,670	1,648	1,549	11,414
11 AM	1,477	1,755	1,766	1,788	1,657	1,696	1,741	11,880
12 PM	1,600	1,999	1,891	1,793	1,770	1,830	1,758	12,641
1 PM	1,702	1,931	1,853	1,826	1,824	1,834	1,763	12,733
2 PM	1,723	2,029	2,045	2,036	2,008	1,994	1,922	13,757
3 PM	1,762	2,224	2,130	2,191	2,052	2,182	1,793	14,334
4 PM	1,787	2,308	2,246	2,238	2,219	2,277	1,836	14,911
5 PM	1,781	2,277	2,237	2,248	2,180	2,143	1,903	14,769
6 PM	1,779	2,064	1,935	1,968	1,923	2,017	1,818	13,504
7 PM	1,756	1,897	1,879	1,888	1,830	1,934	1,862	13,046
8 PM	1,851	1,825	1,846	1,901	1,884	1,949	1,976	13,232
9 PM	1,808	1,832	1,830	1,751	1,818	1,965	1,989	12,993
10 PM	1,683	1,574	1,585	1,571	1,606	1,781	1,906	11,706
11 PM	1,433	1,413	1,410	1,307	1,457	1,701	1,827	10,548
Total	34,731	37,206	36,845	36,262	36,130	37,319	36,412	254,905

Call activity is highest on weekdays from around 2:00 PM through 6:00 PM, while on weekends it is notably lower during these periods. However, Friday and Saturday in particular feature much higher evening and nighttime call volumes.

CALL FOR SERVICE ACTIVITY BY HOUR



Call activity levels follow a gradual pattern of rising and falling throughout the day, peaking in the late afternoon and early evening, with a minimum from around 4:00 AM to 7:00 AM.

1.3 CALLS FOR SERVICE BY MONTH

The following table displays calls for service totals by month, showing seasonal variation as a percentage difference from the quarterly average on the left, and on the right, a chart displaying the daily variation in call activity underlaid beneath monthly call totals on the right:

CALLS FOR SERVICE BY MONTH



Daily variation is relatively mild, apart from sharp upticks in late April and especially in late October. May is by far the most active month. Otherwise, call activity follows typical seasonal patterns.

¹ Seasonal +/- % represents the percentage variation that each quarterly total differs from the average.

The following table provides the same analysis for total workload hours (Note: The methodology for calculating workload is described in the next major section):

PATROL WORKLOAD HOURS² BY MONTH

Month	Workload Hours	Seasonal +/- ³
Jan	28,229	
Feb	25,818	-4.6%
Mar	28,929	
Apr	29,260	
May	31,962	+4.4%
Jun	29,615	
Jul	30,208	
Aug	30,496	+2.7%
Sep	28,623	
Oct	29,545	
Nov	28,135	-2.4%
Dec	27,245	
Total	348,066	



Note: Workload hours are calculated using the full decimal values, with the results displayed in the table as rounded integers.

The monthly variation in workload hours is slightly less pronounced than that for calls for service. On a weekly rolling average, the magnitude is largely the same, but more frequent shifts from positive to negative indicate more outlier days with much higher or lower workload than adjacent days.

1.4 MOST COMMON TYPES OF CALLS FOR SERVICE

The following table provides the 10 most common incident categories of calls for service handled by patrol units over the last year, as well as the average call handling time (HT) for each:

² As explained later in this chapter, workload hours are inclusive of all time spent by units on the call, including primary unit handling time, backup rate, backup unit handling time, report writing rate, and report writing time.

³ Seasonal +/-% represents the percentage variation that each quarterly total differs from the average.

MOST COMMON CALL FOR SERVICE CATEGORIES

Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
TRouble	43,775	31.5						
DOMESTIC TROUBLE	25,105	49.3						
INVESTIGATION	24,146	31.9						
NON INJ ACCI	20,453	55.5						
BURGLAR ALARM	19,647	16.6						
MENTAL HEALTH	16,757	34.3						
REPORT	16,654	46.2						
SUSPICIOUS	12,222	25.4						
DISORDERLY PERSON	11,015	22.5						
SHOT SPOTTER	6,354	21.2						
All Other Types	58,777	38.8						
Total	254,905	36.0						

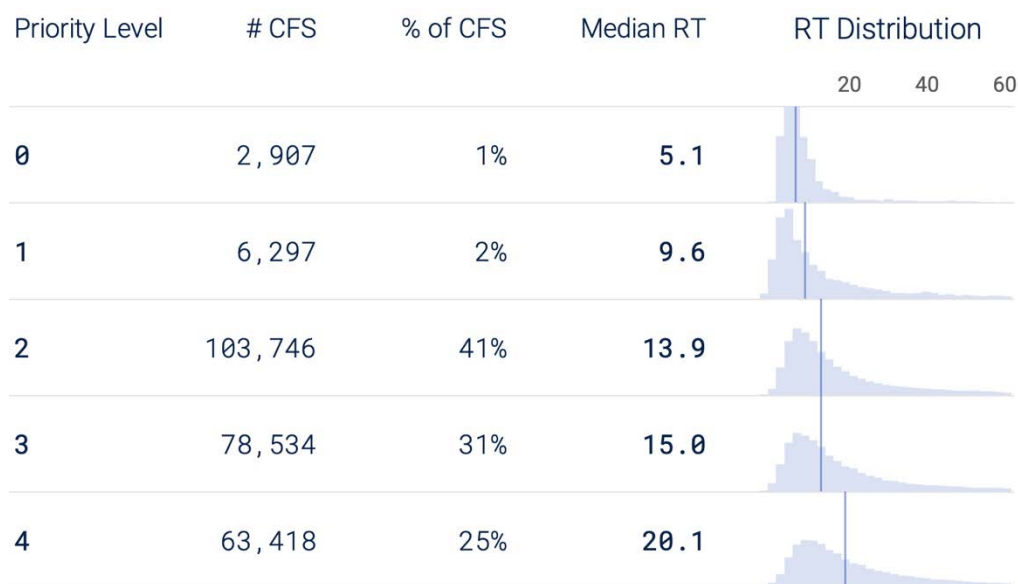
Note: Total handling time represents the average handling time for all calls for service.

Active time periods for many of the most common incident types are broadly distributed across the daytime and evening hours. For a few, however, such as SUSPICIOUS and SHOT SPOTTER, activity is narrowly concentrated during the nighttime hours. And, as is usually the case, burglar alarms have a significant uptick in the early morning hours.

1.5 CALL FOR SERVICE RESPONSE TIME BY PRIORITY LEVEL

The following table displays call for service statistics priority level, showing the distribution of calls by response time for each category, with the median (middle value) response time indicated as a semitransparent blue line:

CALL FOR SERVICE RESPONSE TIME BY PRIORITY LEVEL



Call for service response times to emergency incidents are excellent, with the highest priority level (0, representing 1% of calls) displaying a median response time of just 5.1 minutes. The next-highest priority level (1, representing 2% of calls) is also quick, at a median of 9.6 minutes.

However, the categories do not effectively distinguish between emergency and non-emergency incidents. With the top 2 categories representing only around 3% of all calls for service, and the third-highest priority level accounting for nearly half of all calls, it can be assumed that many code 3 (emergency) responses occur within the latter category (Priority 2). This limits the ability to analyze response times to emergency incidents. Nonetheless, even Priority 2 calls for service have excellent response times, with a median of 13.9 minutes, despite accounting for 41% of all calls handled by the department.

Response times for lower-priority incidents can strongly indicate resource shortages. When incidents occur, and no officers are available to respond, the calls will sit in the queue until they can be handled, resulting in extended response times. For some agencies, this can drive median response times for the lowest-priority levels to as high as an hour or more. That does not appear to be the case here. The lowest priority level (4, comprising 25% of all calls) has a median response time of 20.1 minutes, which is not strongly indicative of calls frequently holding in the queue for hours.

2. ANALYSIS OF PATROL RESOURCE NEEDS

Analysis of community-generated workload handled by patrol units is central to assessing field staffing needs. Developing an understanding of where, when, and what types of calls are received provides a detailed account of the community's service needs. By measuring the time spent responding to and handling these calls, the staffing requirements to meet those needs can be determined.

To provide a high level of service, patrol units must do more than respond to calls. Instead, officers must have sufficient time outside of community-driven workload to proactively address public safety issues,

conduct problem-oriented policing, and perform other self-directed engagement activities within the service environment. As a result, patrol staffing needs are calculated not only from the standpoint of current resources' capacity to handle workloads, but also from their ability to provide a certain level of service beyond responding to calls.

With this focus in mind, the following sections examine the project team's process for determining the patrol resource needs of the Louisville Metro Police Department based on current workloads, staff availability, and service-level objectives.

2.1 OVERVIEW OF THE RESOURCE NEEDS ANALYSIS

An objective and accurate assessment of patrol staffing requires analysis of the following 2 factors:

- i. The number of community-generated workload hours handled by patrol.
- ii. The total number of hours that patrol is on-duty and able to handle those workloads, based on current staffing numbers and net availability factors (e.g., leave, administrative time, etc.).
- iii. The remaining amount of time that patrol retains to be proactive, which can also be referred to as "uncommitted" time.

This study defines the result of this process as patrol proactivity, or the percentage of patrol officers' time in which they are available and on-duty that is not spent responding to community-generated calls for service. This calculation can also be expressed visually as an equation:

$$\frac{\text{Total Net Available Hours} - \text{Total CFS Workload Hours}}{\text{Total Net Available Hours}} = \% \text{ Proactive Time}$$

The result of this equation is the overall level of proactivity in patrol, which in turn provides a model for the ability of patrol units to be proactive given current resources and community-generated workloads. There are some qualifications to this, which include the following:

- Optimal proactivity levels are a general target, and a single percentage should be applied across all agencies. The actual needs of an individual department vary based on a number of factors, including:
 - Other resources the department can use to proactively engage with the community and address issues include a dedicated unit.
 - Community expectations and the ability to support a certain level of service.
 - Whether fluctuations in the workload levels throughout the day require additional or fewer resources to be staffed to provide adequate coverage.
- Sufficient proactivity at an overall level does not guarantee, based on workload patterns and deployment schedules, that resources are sufficient throughout all times of the day and week.

Overall, given the ability of specialized proactive units to augment proactive time, LMPD should generally target an overall proactivity level of at least 40% as an effective benchmark of patrol coverage. Any

community engagement, proactive policing, and downtime between calls would occur within the target range of proactive time. Should proactive time be less than those levels, however, it would come at the expense of each of these activities.

2.2 PATROL UNIT STAFFING AND NET AVAILABILITY

Louisville Metro Police Department officers work 12-hour shifts, with each shift staffed as a platoon and each subdivided into a pair of squads (4 total) that work opposite sides of the week on a 2-week rotation of 2 days working, 2 days off, 3 days working, 2 days off, 2 days working, and 3 days off.

For instance, 2 of 4 squads would work Monday and Tuesday, off Wednesday and Thursday, then work Friday, Saturday, and Sunday, be off Monday and Tuesday, then work Wednesday and Thursday before being off Friday, Saturday, and Sunday. The cycle then repeats every 2 weeks. The other squads work the opposite days.

With this schedule, only 4 squads are needed. Shift hours are also staggered, with about half of each squad starting and finishing their shifts one hour earlier than the other half.

The following diagram provides an overview of how this schedule is configured, with darker-shaded cells indicating workdays and lighter-shaded cells indicating off days:

PATROL SHIFT CONFIGURATION (CURRENT STAFFING LEVELS)

Shift	Team	Hrs.	Start	End	S	M	T	W	T	F	S	S	M	T	W	T	F	S
1st Platoon	Squad 1	12	0700	1900														
	Squad 1	12	0800	2000														
	Squad 2	12	0700	1900														
	Squad 2	12	0800	2000														
2nd Platoon	Squad 3	12	1900	0700														
	Squad 3	12	2000	0800														
	Squad 4	12	1900	0700														
	Squad 4	12	2000	0800														

The following summarizes the staffing levels of the patrol platoons, using filled (current) positions (inclusive of leave and injury), and not including any probationary/trainee officers:

PATROL STAFFING BY DIVISION AND PLATOON

		Lt.	Sgt.	Ofc.
1st Division	1st Platoon	1	4	27
	2nd Platoon	1	4	24
2nd Division	1st Platoon	1	4	28
	2nd Platoon	1	4	29
3rd Division	1st Platoon	1	4	24
	2nd Platoon	1	4	27
4th Division	1st Platoon	1	4	31
	2nd Platoon	1	4	28
5th Division	1st Platoon	1	4	18
	2nd Platoon	1	4	21
6th Division	1st Platoon	1	4	21
	2nd Platoon	1	4	20
7th Division	1st Platoon	1	4	25
	2nd Platoon	1	4	24
8th Division	1st Platoon	1	4	22
	2nd Platoon	1	4	24

Figures listed do not include the impact of overtime.

While the table shows scheduled staffing levels, it does not reflect the actual on-duty and available-to-work personnel at any given time. Within the scheduled hours per year that each officer is scheduled to work in a year (excluding overtime), a large percentage is not actually spent on-duty and available in the field.

As a result, it is critical to understand the amount of time that officers are on leave – including vacation, sick, injury, military, or any other type of leave – as well as any hours dedicated to on-duty court or training time, and all time spent on administrative tasks such as attending shift briefings. The impact of each factor is determined by combining calculations from LMPD data with project team estimates, which are then subtracted from the base annual work hours per position. The result represents the total net available hours of patrol officers, or the time in which they are on duty and available to complete workloads and other activities in the field.

The table below outlines the calculation process in detail, outlining how each contributing factor is calculated:

Factors Used to Calculate Patrol Net Available Hours

Annual Work Hours

The total number of scheduled work hours for patrol officers, without factoring in leave, training, or anything else that takes officers away from normal on-duty work. This factor forms the base number from which other availability factors are subtracted from.

Base number: **2,080 scheduled work hours per year**

– Leave and Injury Time

Includes all types of time spent on leave, including military time, FMLA, injuries, etc. – anything that would cause officers that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

The leave data received by the project team included training time, which was calculated separately and deducted from the leave total. Data was filtered to only officers assigned to patrol.

Calculated from LMPD data: **271.5 hours of leave per year**

– Court Time (On Regular Work Hours)

The total number of hours that each officer spends per year attending court while on duty, including transit time. Court attendance while on overtime is not included in the figure.

Estimated: **20 hours of on-duty court time per year**

– Training Time (On Regular Work Hours)

The total number of hours spent per year in training that are completed while on-duty and not on overtime. Data was received at the individual officer and course level, with an average for officers assigned to patrol of approximately 69.8 hours per officer. This figure excludes basic academy and FTO trainee time.

Estimated: **69.8 hours of training per year.**

-

Administrative Time

The total number of hours per year spent completing administrative tasks while on-duty, including briefing, meal breaks, and various other activities.

The number is calculated as an estimate by multiplying 90 minutes of time per shift times the number of shifts worked by officers in a year after factoring out the shifts that are not worked because of leave being taken.

Estimated: 226 hours of administrative time per year

=

Total Net Available Hours

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total net available hours for officers – the time in which they are available to work after accounting for all leave, on-duty training, court, and administrative time. Net availability can also be expressed as a percentage of the base number of work hours per year.

Calculated by subtracting the previously listed factors from the base number:

1,493 net available hours per officer

The following table summarizes this calculation process, displaying how each net availability factor contributes to the overall net availability of patrol officers:

CALCULATION OF PATROL UNIT NET AVAILABILITY

Base Annual Work Hours		2,080
Total Leave Hours	-	271.5
On-Duty Training Hours	-	69.8
On-Duty Court Time Hours	-	20
Administrative Hours	-	226
Net Available Hours Per Officer	=	1,493
<i>Number of Officer Positions</i>	<i>×</i>	<i>393</i>
Total Net Available Hours	=	586,594

As with other numerical figures throughout this report, net available hours per officer and total are calculated with and represent real numbers with decimal figures, but are shown in the table as rounded integers for clarity.

Overall, the filled 393 officer positions total 586,594 net available hours per year, representing the time they are on duty and able to respond to community-generated incidents and be proactive.

2.3 OVERVIEW OF CALL FOR SERVICE WORKLOAD FACTORS

The previous chapter of the report examined trends in patrol workload, including variations by time of day and day of the week, common incident types, and other factors. This section advances the analysis by detailing the full extent of the resource demands these incidents create for responding patrol personnel.

Each call for service represents a certain amount of workload, much of which is not captured in the primary unit's handling time. Some of these factors can be calculated directly from the department's data, while others must be estimated due to limitations in their measurement.

The following table outlines the factors that must be considered to capture the full scope of community-generated workload, and provides an explanation of the process used to calculate each factor:

Factors Used to Calculate Patrol Net Available Hours

Number of Community-Generated Calls for Service

Data obtained from an export of CAD data covering a period of an entire year that has been analyzed and filtered in order to determine the number and characteristics of all community-generated activity handled by patrol officers.

The calculation process used to develop this number has been summarized in previous sections.

At 254,905 community-generated calls for service in 2024, this equates to approximately 0.40 calls for service per capita.

Calculated from LMPD data: **254,905 community-generated calls for service**

× Primary Unit Handling Time

The time used by the primary unit to handle a community-generated call for service, including time spent traveling to the scene of the incident and the duration of on-scene time. For each incident, this number is calculated as the difference between 'call cleared' time stamp and the 'unit dispatched' time stamp.

In the experience of the project team, the average handling time is typically between 30 and 42 minutes. At 36 minutes on average, LMPD primary unit handling time is right within the middle of that range.

Calculated from LMPD data: **36 minutes of handling time per call for service**

Number of Backup Responses

The total number of backup unit responses to community-generated calls for service. This number often varies based on the severity of the call, as well as the geographical density of the area being served.

This number can also be expressed as the rate of backup unit responses to calls for service and is inclusive of any additional backup units beyond the first.

Calculated from LMPD data: **1.21 backup units per call for service**

× Backup Unit Handling Time

The handling time for backup units responding to calls for service is calculated using the same process that was used for primary units, representing the time from the unit being dispatched to the unit clearing the call.

Calculated from LMPD data: **29.2 minutes of handling time per backup unit**

Number of Reports Written

The total number of reports and other assignments relating to calls for service that have been completed by patrol units, estimated at 1 report written for every 2 calls for service. This includes any supporting work completed by backup units.

In this case, the number has been calculated from LMPD data. 59,757 reports were completed by patrol officers in 2024, at a rate of 0.23 per call for service.

Calculated from LMPD data: **0.23 reports written per call for service**

× Report Writing Time

The average amount of time it takes to complete a report or other assignment in relation to a call for service. Without any data detailing this specifically, report writing time must be estimated based on the experience of the project team.

It is assumed that 45 minutes are spent per written report, including the time spent by backup units on supporting work assignments, such as **Show of Force BlueTeam**.

Estimated: **45 minutes per report**

= Total Patrol Workload Hours

The total time involved in handling a community-generated call for service, adding together:

- Primary unit handling time
- Backup unit rate and handling time
- Time spent writing reports

The product of multiplying this value by the calls for service total at each hour and day of the week is the number of hours of community-generated workload handled by patrol units – equating to approximately 348,066 total hours in 2024.

Calculated from previously listed factors: **81.9 total minutes of workload per call for service**

Each of the factors summarized in this section contributes to the overall picture of patrol workload – the total number of hours required for patrol units to handle community-generated calls for service, including primary and backup unit handling times, report writing time, and jail transport time.

These factors are summarized in the following table:

SUMMARY OF CFS WORKLOAD FACTORS

Total Calls for Service	254,905	] 44%
Avg. Primary Unit Handling Time	36.0 min.	
Backup Units Per CFS	1.21	] 43%
Avg. Backup Unit Handling Time	29.2 min.	
Reports Written Per CFS	0.23	] 13%
Time Per Report	45.0 min.	
Avg. Workload Per Call	81.9 min.	
Total Workload	348,066 hrs.	

Overall, each call averages 81.9 minutes, including all time spent by the primary unit handling the call, any backup units assigned to it, and any reports or other assignments completed in relation to the incident.

2.4 CALCULATION OF OVERALL PATROL PROACTIVITY

Using the results of the analysis of both patrol workloads and staff availability, it is now possible to determine the remaining time in which patrol units can function proactively. The result can then serve as

a barometer to gauge the capacity of current resources to handle call volume, given objectives for meeting a specified service level.

The following table shows the calculation process used by the project team to determine overall proactivity levels, representing the percentage of time that patrol officers have available outside of handling community-generated workloads:

CALCULATION OF OVERALL PATROL PROACTIVITY

Total Patrol Net Available Hours		586,594
Total Patrol Workload Hours	–	348,066
Resulting # of Uncommitted Hours	=	238,528
Divided by Total Net Available Hours	÷	586,594
Overall Proactive Time Level	=	40.7%

At an overall level, LMPD patrol proactivity is 40.7% of their total time on duty, within the targeted threshold level of 40-45% for an effective level of patrol service.

However, even when proactive time is sufficient overall, gaps or inefficiencies in staff deployment relative to workload distribution can result in much lower proactive time on certain days or during specific hours.

To examine this further, the following chart shows this analysis at a more detailed level, providing proactivity levels in 4-hour blocks throughout the week:

PROACTIVITY BY HOUR AND WEEKDAY

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	51%	65%	66%	67%	66%	65%	58%	62%
6am–10am	64%	54%	52%	54%	54%	58%	61%	57%
10am–2pm	41%	29%	30%	35%	33%	32%	34%	34%
2pm–6pm	29%	17%	14%	13%	20%	24%	30%	21%
6pm–10pm	25%	32%	30%	32%	32%	29%	28%	30%
10pm–2am	34%	43%	44%	46%	44%	41%	35%	41%
Overall	41%	40%	40%	41%	41%	42%	41%	41%

Note: Cell shading is designed to reflect 2 thresholds/scenarios: (1) 40% or above represents the target level and is shaded solid green. (2) 10% or below, proactive time levels are at a severe level that results in calls frequently queuing and is shaded solid red. (3) Between these 2 values are transition zones, reflecting a scenario where proactive time does not meet the target, but is not at severely low levels.

While overall proactive time is sufficient, it drops to relatively low levels during the afternoon and early evening on weekdays. The staffing issue will be examined at a high level before potential fixes are considered.

2.5 ADDITIONAL CONCLUSIONS REGARDING PATROL PROACTIVE TIME

The overall patrol proactivity level should serve as a barometer of potential resource capacity to handle workloads and remain proactive, and different levels carry varying implications for an agency's effectiveness in addressing public safety issues and engaging with the community. These considerations can be summarized as follows:

- As proactive time reaches severely low levels (**20% and below**), calls frequently queue, and response times are becoming much higher, particularly for lower-priority calls for service. At these levels, proactive time is more a measure of how diminished the service level becomes than of the quality of proactive efforts.
- In severely understaffed agencies with very little proactive time (**under 35% overall**), calls will frequently be placed on hold in queues because resources cannot handle the incoming workload. Proactivity also lags, as officers in such agencies have little to no time to be proactive. When gaps do occur, the high rate of workload relative to available time can be a limiting factor on self-initiated generation, as officers avoid being tied up on a proactive activity, such as a traffic stop, in case priority calls for service occur.

- As proactivity increases (**around 35-45% overall**), self-initiated activity rapidly rises, as officers can address identified opportunities to proactively address community issues, including prioritized, project-oriented engagements.
- Beyond those levels (**at least 45-50% overall**), depending on scheduling and deployment efficiency, the time available for proactive policing increases further, and opportunities for self-initiated activity expand. However, the number of priority needs for self-initiated activity (e.g., addressing narcotics activity) also decreases. Despite this, there are no limits on the time that can be spent on activities such as saturation/directed patrols and community engagement.

The findings from this analysis are particularly notable: as proactivity level increases, the number of officers required to raise it further grows exponentially. Whereas adding several more officers would significantly increase overall proactivity at low proactivity levels (< 60%), doing so at high proactivity levels (>60%) would have very little effect.

2.6 TURNOVER AND STAFFING CALCULATIONS

To determine staffing needs, it is also important to consider the number of vacancies and the turnover rate. An agency will never be fully staffed, as vacancies will arise due to retirements, terminations, and other factors. When these events occur, it takes a significant amount of time to recruit a new position, complete the hiring process, run an academy, and complete the FTO program before the individual becomes an on-duty officer. Given this, agencies must always hire above the number needed to maintain a targeted level of service.

The amount of 'buffer' that an agency requires should be based on the historical rate of attrition within patrol. Attrition can take many forms – if it is assumed that most vacancies are carried in patrol staffing, a vacancy at the officer level in any other area of the organization would consequently remove 1 officer from regular patrol duties. Likewise, promotions would have the same effect: they create an open position in patrol. Not included, however, are positions that become vacant while the individual is still in the academy or FTO program; they are not counted in our analysis as part of 'actual' patrol staffing.

The following table compares recent attrition, whether due to retirements, resignations, terminations, or any reason, against filled sworn staffing levels for the past 2 years:

	# Sworn Resignations/ Retirements/etc.	% of Total Sworn
2024	62	5.9%
2023	73	7.0%
2022	82	7.9%
Average	72	6.9%

Given these considerations, **an additional 6.9% *authorized* (budgeted) positions should be added on top of the actual number of currently filled (actual) positions in order to account for turnover** while maintaining the ability to meet the targeted proactivity level. The resulting figure can then be rounded to the nearest whole number, assuming that positions cannot be added fractionally. It is worth noting that the number of officers required without turnover is fractional, as it is an intermediate step in the calculation.

3. PATROL WORKLOAD, STAFFING, AND DEPLOYMENT BY DIVISION

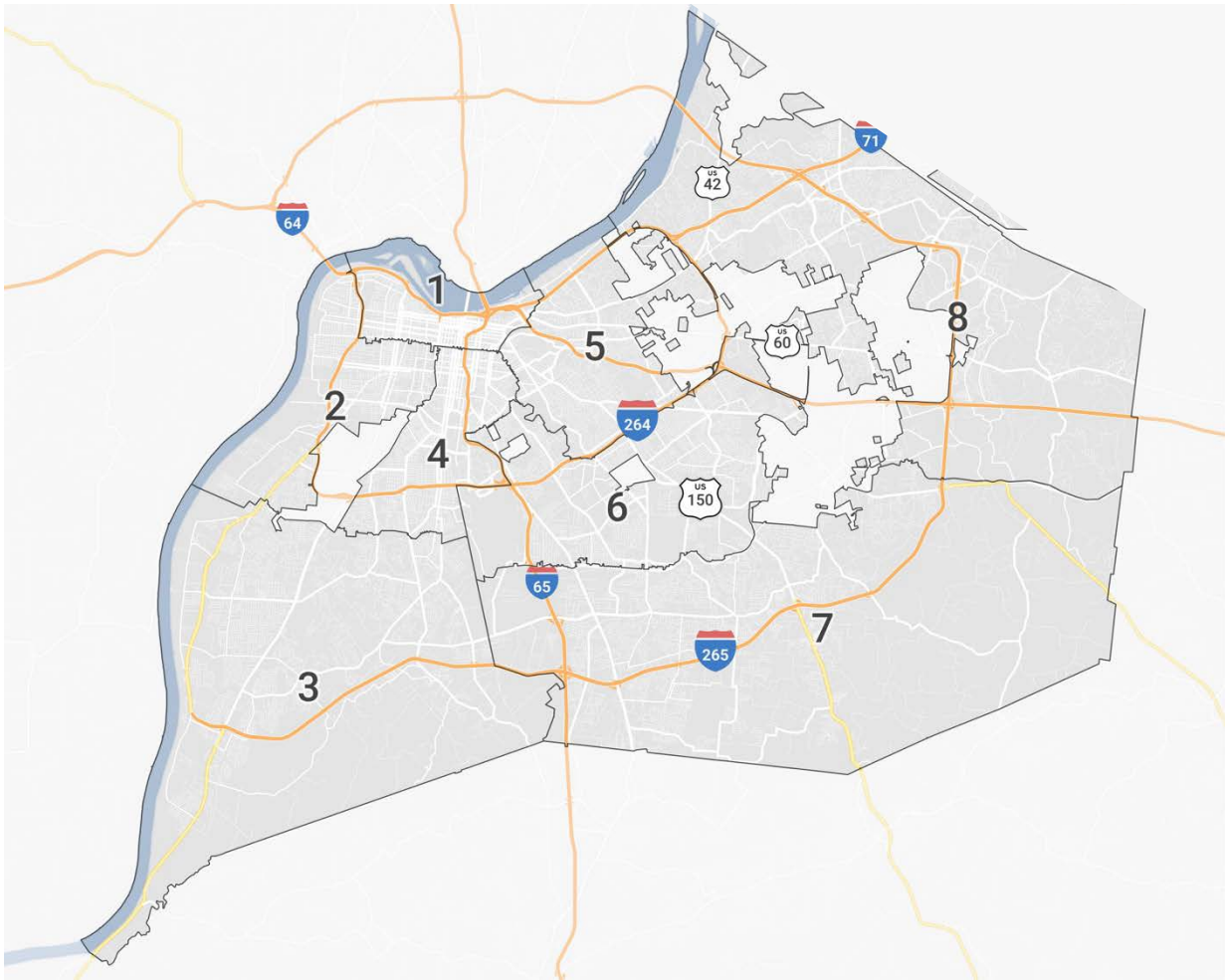
The following section examines service levels and staffing resource allocation by division, and assesses the performance of the current beat system.

3.1 CALLS FOR SERVICE BY DIVISION

The Louisville Metro Police Department's jurisdiction is divided into 8 divisions, each with its own command structure and patrol contingent.

The following map displays this structure:

PATROL DIVISION MAP



Lighter-shaded areas not within the LMPD jurisdiction.

Overall, the project team analyzed CAD/RMS data at the project and division levels to assess whether resources are allocated effectively to maintain consistent service levels.

It is important to note that workload variation by division is not, in itself, an issue, provided staffing is allocated proportionally to workload. Consequently, this section will examine whether workload is distributed evenly across the 8 divisions, then assess staffing variation and compare proactive time levels between divisions.

The analysis demonstrates that workload does vary considerably by division, as does the average workload per call for service:

CALLS FOR SERVICE BY DIVISION

	# CFS	Avg. Workload Per CFS	Total Workload ⁴
1st Division	41,155	75.9 min.	52,047
2nd Division	32,227	92.4 min.	49,603
3rd Division	36,656	84.9 min.	51,868
4th Division	45,644	76.0 min.	57,783
5th Division	17,777	77.5 min.	22,973
6th Division	30,268	96.4 min.	48,618
7th Division	30,947	77.6 min.	40,042
8th Division	20,030	75.3 min.	25,133

See footnotes for explanation of the methodology used to calculate workload hours.

The degree to which workload varies is considerable: 2 divisions have less than half the workload of certain other divisions.

3.2 PROACTIVE TIME BY DIVISION

The staffing resources assigned to each division also vary. In some cases, these differences align in proportion with workload, while not in others:

⁴ **Total workload** is expressed in *hours* and is inclusive of all handling time spent by both primary and backup units, as well as time spent writing reports and other related administrative workloads. Call for service and total workload figures at the division level will differ somewhat from the per-beat analysis and the overall workload figures:

- The differences compared to the beat-level analysis using geolocation of points within beat polygons using GIS software, as this is the most precise way of determining the location of a call for service. However, at the division level, it is counted using the listed division in CAD/RMS data, which better corresponds with which division handled the call.
- Additionally, any calls with a CAD/RMS designation for the division in which the call occurred that do not correspond with a division (mainly calls occurring outside of the LMPD jurisdiction) are proportionally allocated among the divisions based on workload.

PATROL STAFFING HOURS BY DIVISION

Division	# Officers	NA ⁵ Hours Per Officer	Total NA Hours
1st Division	51	1,493	76,123
2nd Division	57	1,493	85,079
3rd Division	51	1,493	76,123
4th Division	59	1,493	88,064
5th Division	39	1,493	58,212
6th Division	41	1,493	61,197
7th Division	49	1,493	73,138
8th Division	46	1,493	68,660

Clearly, staffing (measured by net available hours on duty) also varies across divisions. Some of the same divisions with higher workload also have higher staffing levels. However, this is not uniformly the case. Even though the 8th Division has about half the workload of the 5 other divisions, it does not have half the staffing. These differences in the proportion of officers assigned to each division relative to workload directly result in uneven levels of proactive time:

PROACTIVE TIME BY DIVISION

Division	Total NA Hours	Total Workload	% Proactive Time
1st Division	76,123	52,047	32%
2nd Division	85,079	49,603	42%
3rd Division	76,123	51,868	32%
4th Division	88,064	57,783	34%
5th Division	58,212	22,973	61%
6th Division	61,197	48,618	21%
7th Division	73,138	40,042	45%
8th Division	68,660	25,133	63%

⁵ Net Available hours, referring to staffing hours after deducting for leave, training, court time, etc.

3.3 SAMPLE STAFFING CALCULATIONS

Staffing is determined as described in previous sections by calculating the number of hours that must be staffed so that, after deducting workload from net available hours (staffed on-duty time), proactive time is 40% overall. The resulting headcount is then increased by 5% to mitigate turnover-related losses.

These calculations are demonstrated in the following table as an illustrative example:

ILLUSTRATIVE EXAMPLE: CALCULATION OF PATROL UNIT STAFFING NEEDS

Total Workload Hours		60,000
Proactivity Target		40%
Staffed Hours Needed	=	100,000
Net Available Hours Per Officer	÷	1,500
Turnover Factor	+	5%
Patrol Officer FTEs Needed	=	70

Figures are illustrative – the table does *not* reflect LMPD's staffing needs.

In this example, 60,000 workload hours can be deducted from 100,000 net available hours, leaving 40,000 uncommitted (proactive) hours, or 40% of total time. At 1,500 hours per officer, 66.67 officers are needed to staff 100,000 hours. This figure is then increased by 5% to account for turnover, resulting in 70 officer positions (authorized/budgeted) required.

For LMPD's staffing calculations, the net available hours per officer are slightly different: *1,493 hours*, as described in the previous sections. Turnover is also slightly higher than the illustrative figure, with LMPD averaging 6.9% of total sworn officers over a 2-year period.

Vacancies represent another key consideration. It is important to note that the effect of cumulative vacancies cannot be addressed solely by authorized staffing. The turnover factor is designed to balance the rate of attrition, assuming that new recruits can complete the academy and FTO program each year. If unfilled positions are lost at a rate that exceeds their replacement over a several-year period, then adding more authorized positions is unlikely to solve that problem.

3.4 STAFFING CALCULATIONS BY DIVISION

To address the deficiencies in proactive time levels by division, staffing needs are considered individually by division.

A process for rebalancing is also important; however, reallocation from existing levels once wide gaps have emerged presents implementation feasibility issues, as divisions with much higher proactive time levels would lose significant resources.

Consideration must also be given to the different service environments within the LMPD jurisdiction. The divisions in the downtown core and its surrounding are much more geographically compact than the areas further out. Whereas 40% proactive time is sufficient to maintain effective response times in divisions 1, 2, 4, 5, and 6, it may be insufficient for the relatively larger areas of divisions 3, 7, and 8. As a result, a higher proactive time level of 45% should be targeted for these 3 divisions.

The following table follows the calculation process outlined in the previous section:

PATROL STAFFING DEFICITS BASED ON PROACTIVE TIME TARGETS
(FILLED POSITIONS/PRE-TURNOVER ADJUSTMENT)

Division	Workload Hours	Proactive Time Target	Staffed Hours Needed	Curr. # Officers	Min. Officers Needed	Deficit
1st Division	52,047	40%	86,745	51	58	+7
2nd Division	49,603	40%	82,672	60	55	-
3rd Division	51,868	45%	86,447	51	58	+7
4th Division	57,783	40%	96,305	61	65	+4
5th Division	22,973	40%	38,288	38	26	-
6th Division	48,618	40%	81,030	45	54	+9
7th Division	40,042	45%	66,737	55	45	-
8th Division	25,133	45%	41,888	42	28	-

- “Min. Officers Needed” reflects the number of filled positions needed to reach the division’s proactive time target.
 - The “Deficit” column shows the difference between the minimum required and current numbers, where deficits exist (i.e., assuming that reallocation and reductions in staffing are not made from other divisions).
 - Neither column yet includes an adjustment for turnover rates.
- Adding the current number of officers in divisions with sufficient staffing to the minimum number of officers needed in divisions with a deficit (i.e., the cells shaded light blue) yields a minimum total of 430 filled officer positions to meet proactive time targets, 37 above current filled staffing.
- The 6.9% turnover factor is then applied to the total figure (430) to represent the total number of positions that must be budgeted (authorized) to consistently meet proactive time targets.
 - However, as noted earlier, this does not account for the cumulative effect of multiple years of vacancies occurring at a rate greater than the rate at which vacancies are filled. Increasing staffing levels alone does not address this issue.
- Adding the 6.9% turnover factor to the 430 filled positions required yields a net total of **460 authorized (budgeted) beat officer positions, at a minimum, to meet proactive time targets in each division.**

- This should **not** be considered as a recommendation that authorized staffing levels should be reduced to these levels. Additional proactive time above the 40-45% minimum targets results in better patrol services, more time for community engagement, proactive policing, and likely quicker response times to lower-priority incidents.

After the deficits are addressed, a process for rebalancing patrol officer staffing proportionally to workload should be established to ensure consistent service levels across the LMPD jurisdiction.

Recommendation:

Ensure that each division has a minimum number of patrol officers authorized to meet or exceed proactive time targets. In aggregate, the beat officer positions needed to reach these levels is below the current authorized level, and no change is recommended. Filling positions beyond this level will increase proactive time capacity.

- 1st Division: 58 Beat Officers
- 2nd Division: 60 Beat Officers
- 3rd Division: 58 Beat Officers
- 4th Division: 65 Beat Officers
- 5th Division: 38 Beat Officers
- 6th Division: 54 Beat Officers
- 7th Division: 55 Beat Officers
- 8th Division: 42 Beat Officers

On an annual basis, rebalance patrol beat officer staffing levels among the 8 patrol divisions proportionally to workload in order to maintain equal service levels.

3.5 PATROL FIRST-LINE SUPERVISION

Ensuring adequate supervision of patrol is critical to the effectiveness of patrol operations in the field.

Staffing needs for patrol sergeants can be measured using span of control ratios, defined as the average number of officers assigned to each sergeant. Many of the key drivers of sergeant workloads include report review, use of force and pursuit review, and performance evaluations, which scale directly with the number of officers that are assigned to a sergeant.

TARGET SPAN OF CONTROL

Ideal spans of control should not be viewed uniformly throughout an agency. An administrative, non-field function with a supervisor is not required to review cases or reports; it can have a much higher span of control than a field sergeant, who requires greater direct field supervision in a high-visibility role. Supervision needs, report/case-review workloads, risk, field versus station, and other factors all influence the span of control required for a supervisor to be effective.

Consequently, the more officers assigned per sergeant, the less time sergeants can spend in the field directly supervising them. Any targets should be adjusted based on the administrative duties that sergeants are required to handle. If sergeants handle more responsibilities with significant workloads than is typically the case, then the span of control that an agency should target should be lower than normal, ensuring that sergeants supervise fewer officers.

Among supervisory roles, patrol sergeants have among the highest workloads in terms of direct supervision on-scene, time spent reviewing reports, and time spent in the field to be effective. Consequently, their targeted spans of control should be among the lowest within an agency, perhaps second only to units in the field that are entirely proactive in an enforcement or crime-suppression role.

- A [study](#) conducted by the Police Executive Research Forum (PERF) found an average span of control of approximately 1:7 across agencies, with an ideal ratio of 1:6.
- As an industry benchmark, in our experience conducting studies for large metropolitan police departments, we typically recommend overall spans of control of no greater than 1:9, targeting within 1:6 to 1:9 range depending on agency factors.

The nuance within this range is important to consider. In patrol, a span of control exceeding 9 can lead to limitations on field supervision time and increased administrative workloads. Spans of control below 1:7 do not pose issues; while there may be diminishing returns at some point, from a supervision standpoint, an agency with a lower span of control than the target is a positive finding.

As an upper limit, no patrol sergeant should supervise more than 9 officers. Above this ratio, immediate action should be taken to reallocate staff or add sergeant positions to meet this threshold.

However, as targets for patrol supervision, areas with a span of control ratio of 1:6 to 1:8 should be considered **optimal**. Within this range, recommendations will not be made to reallocate staff.

An additional consideration involves **meeting the requirements of the deployment schedule structure**. In the case of LMPD, there are 2 platoons and 4 squads in total across each of the 8 patrol divisions. Each squad requires 2 sergeants, given that 1 squad starts an hour before the other and accounting for relief needs. As a result, 64 sergeants are required across the 8 patrol divisions in order to maintain the basic supervision structure.

Both the *requirements* for the deployment structure, as well as the target range of 1:6 to 1:8 – and a *maximum* upper limit of 1:9 – are factored into this analysis.

EVALUATION OF CURRENT SPANS OF CONTROL

The following table provides the current span of control ratios of officers to sergeants on each platoon and for each division:

SUPERVISORY SPAN OF CONTROL RATIOS

		Sgt.	Ofc.	Span of Control
1st Division	1st Platoon	4	27	6.8
	2nd Platoon	4	24	6.0
2nd Division	1st Platoon	4	28	7.0
	2nd Platoon	4	29	7.3
3rd Division	1st Platoon	4	24	6.0
	2nd Platoon	4	27	6.8
4th Division	1st Platoon	4	31	7.8
	2nd Platoon	4	28	7.0
5th Division	1st Platoon	4	18	4.5
	2nd Platoon	4	21	5.3
6th Division	1st Platoon	4	21	5.3
	2nd Platoon	4	20	5.0
7th Division	1st Platoon	4	25	6.3
	2nd Platoon	4	24	6.0
8th Division	1st Platoon	4	22	5.5
	2nd Platoon	4	24	6.0
Overall		64	393	6.1

Span of control ratios are excellent, with not a single platoon in any division exceeding a ratio of 7.5 officers per sergeant. Most teams are well below this level, with the average span of control ratio being just 6.1 officers per sergeant – falling at the lower end of the optimal range between 1:6 and 1:8. Furthermore, the 64 sergeants currently staffed exactly meet the minimum requirements for the deployment structure.

Relative to patrol officer staffing levels, sergeant staffing appears sufficient to provide a high level of supervision.

4. PATROL SELF-INITIATED ACTIVITY

The analysis to this point has focused exclusively on the reactive portion of patrol workload, consisting of community-generated calls for service and related work. In the remaining available time, which is referred to in this report as proactive time, officers can proactively address public safety issues through targeted enforcement, saturation patrol, community engagement, problem-oriented policing projects, and

other activities. Equally critical to the question of how much proactive time is available is how and whether it is used in this manner.

There are, however, limitations to how the use of proactive time is measured. Not all proactive policing efforts are tracked in CAD data, including informal area checks, saturation patrols, miscellaneous field contacts, and other activities. However, many categories of officer-initiated activity are nonetheless recorded, such as traffic stops, predictive policing efforts, and follow-up investigations. Nonetheless, CAD data enable analysis of a significant portion of officer-initiated activity to examine how uncommitted time is utilized for proactive policing.

4.1 SELF-INITIATED ACTIVITY BY HOUR AND WEEKDAY

Self-initiated activity displays different hourly trends compared to community-generated calls for service, as illustrated in the following table:

SELF-INITIATED ACTIVITY BY HOUR AND WEEKDAY

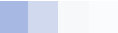
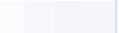
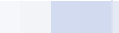
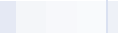
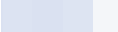
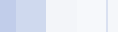
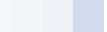
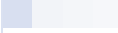
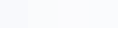
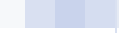
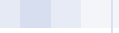
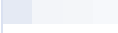
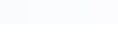
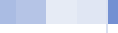
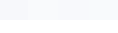
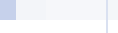
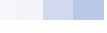
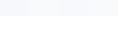
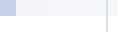
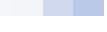
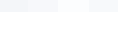
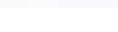
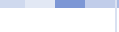
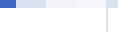
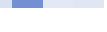
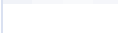
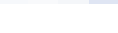
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	388	404	426	473	408	468	449	3,016
1 AM	407	402	440	449	378	427	464	2,967
2 AM	392	367	378	372	434	422	459	2,824
3 AM	333	344	341	372	357	339	370	2,456
4 AM	249	278	311	326	295	279	292	2,030
5 AM	212	206	248	221	271	221	206	1,585
6 AM	132	134	167	169	177	140	145	1,064
7 AM	97	180	157	148	159	128	86	955
8 AM	138	206	219	220	221	147	135	1,286
9 AM	290	373	462	452	455	350	296	2,678
10 AM	342	478	564	531	617	413	362	3,307
11 AM	273	438	489	465	481	425	275	2,846
12 PM	201	452	492	473	487	416	199	2,720
1 PM	258	562	577	502	553	456	279	3,187
2 PM	261	505	564	563	564	453	342	3,252
3 PM	295	431	490	453	506	376	287	2,838
4 PM	280	378	412	396	396	327	255	2,444
5 PM	295	448	455	413	377	334	258	2,580
6 PM	276	374	369	346	301	297	269	2,232
7 PM	280	291	289	257	240	269	227	1,853
8 PM	347	379	432	340	340	365	384	2,587
9 PM	510	544	617	464	506	541	500	3,682
10 PM	498	552	569	534	490	587	499	3,729
11 PM	479	567	517	482	519	538	480	3,582
Total	7,233	9,293	9,985	9,421	9,532	8,718	7,518	61,700

Self-initiated activity increases in 2 distinct periods: from late morning to early afternoon and from 9:00 PM until around midnight. Interestingly, the late-morning and early-afternoon uptick is largely limited to weekdays, with significantly lower activity on weekends. The same is not true for the nighttime uptick, although the most active days are during the week.

4.2 SELF-INITIATED ACTIVITY BY CATEGORY

Unlike community-generated calls for service, self-initiated activity is typically more concentrated over a few call types:

MOST COMMON CATEGORIES OF SELF-INITIATED ACTIVITY

Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
STOP	25,191	23.9						
INVESTIGATION	23,899	44.2						
DIRECTED ACTIVITY	10,296	24.1						
WANTED PERSON	428	55.0						
FIELD INTERROGATION	268	37.3						
PERSON DOWN	166	19.4						
MENTAL HEALTH	161	48.8						
INJURY ACCIDENT	144	80.7						
TROUBLE	137	32.2						
DOMESTIC TROUBLE	123	47.8						
All Other Types	887	36.8						
Total	61,700	32.5						

Given the origin of the call as radio-generated and a response time of zero, it is assumed that incidents such as 'TROUBLE' or 'DOMESTIC TROUBLE' involved stops/other activity that was later updated from an initial call type that was different, or possibly involved on-view incidents. In either case, at 137 and 123 incidents, respectively, over the course of the year, whether these incidents are recoded as calls for service or remain as self-initiated is not significant enough to affect the findings or results of the analysis.

Note: Total Avg. HT represents the average for all self-initiated incidents – it is *not* an 'average of averages' for the categories displayed.

'STOP' events account for over one-third of all self-initiated incidents, with the top 2 categories (stop, investigation, directed activity – each of which is relatively broad) accounting for 96% of the total.

4.3 TOTAL UTILIZATION

The usage of proactive time can be examined through total utilization – the percentage of officers' net available time that is spent handling both community-generated calls for service and self-initiated activity.

Below approximately 70% utilization, there is ample time not spent responding to calls or being proactive. The goal is not necessarily to reach 100%. At night, there are fewer opportunities to use proactive time. Furthermore, a utilization percentage of 90% at a given time, for instance, would still indicate that officers routinely move from call to call without substantive time for proactive policing.

The following chart shows the results of this analysis:

% OF AVAILABLE TIME UTILIZED ON EITHER CALLS FOR SERVICE OR SELF-INITIATED ACTIVITY

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	57%	41%	42%	38%	41%	42%	51%	44%
6am–10am	42%	52%	55%	52%	51%	47%	43%	49%
10am–2pm	65%	85%	85%	82%	83%	81%	71%	79%
2pm–6pm	75%	94%	100%	99%	93%	86%	77%	89%
6pm–10pm	80%	76%	78%	74%	75%	77%	78%	77%
10pm–2am	75%	72%	74%	70%	75%	85%	82%	68%
Overall	65%	69%	71%	68%	68%	67%	66%	68%

Throughout much of the day, when opportunities to use proactive time are abundant, officers have little to no room for expanding the usage expand its use. This high rate of utilization demonstrates that for self-initiated to activity to increase, staffing resources would have to increase as well.

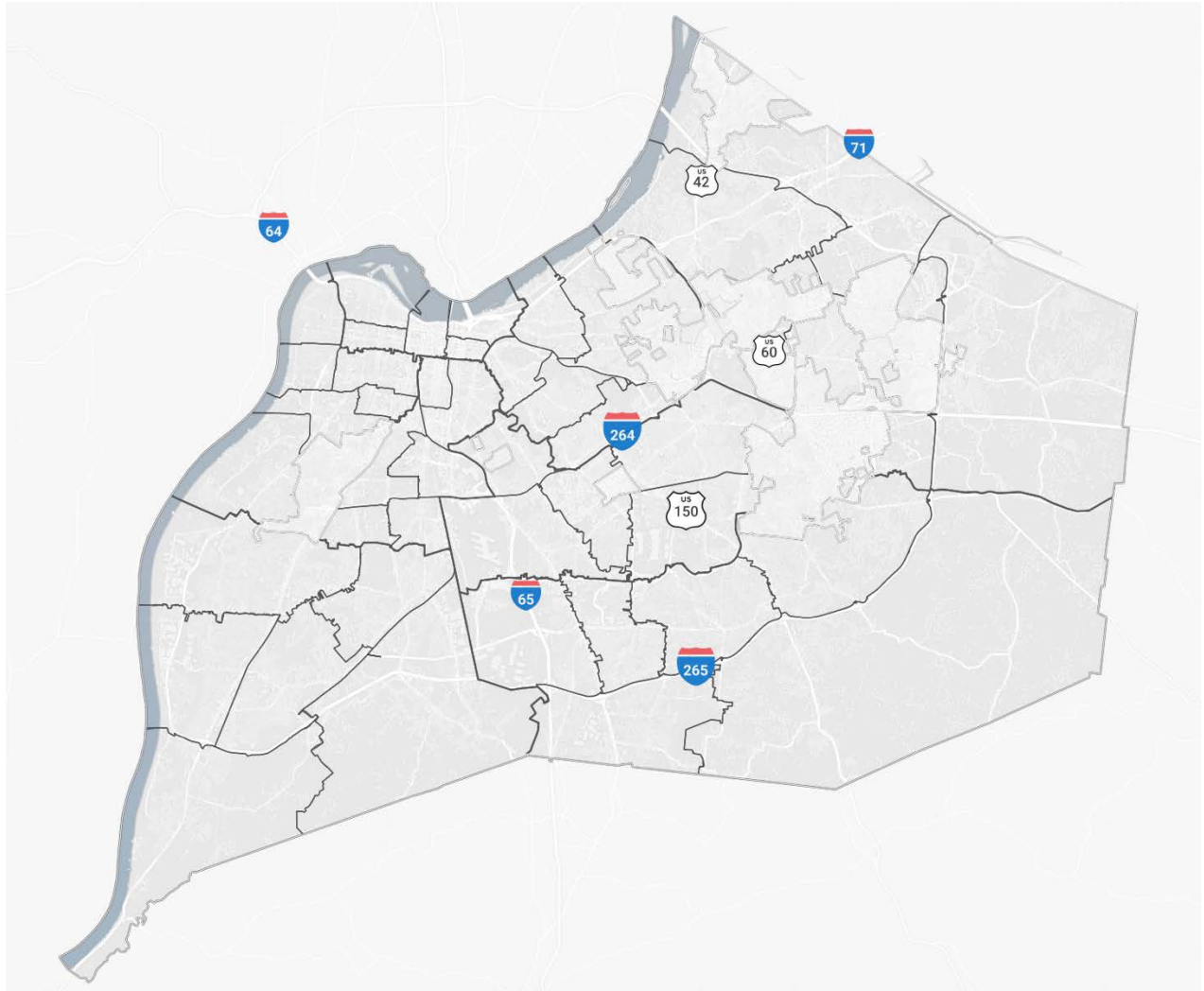
5. PATROL GEOGRAPHIC DEPLOYMENT

The following sections examine the performance of the current geographic deployment structure of patrol, as well as opportunities to address issues through realignment of beat and division boundaries to more equally distribute workloads and align zones with communities. This analysis builds upon the overall staffing analysis, assessing the degree to which there are issues with the current structure. The findings of the current geographic deployment analysis serve as the foundation of the beat realignment analysis, which develops a new alignment of beats.

5.1 OVERVIEW OF THE CURRENT STRUCTURE

The 8 patrol divisions are subdivided into 44 beats, which form the individual areas of responsibility for officers. The following map provides a quick overview of the structure:

CURRENT PATROL BEAT STRUCTURE



Faintly shaded areas are not within LMPD jurisdiction.

Divisions and beats vary significantly in size and the workload that they handle. As the jagged lines of the map indicate, many boundaries are not drawn down the centerline of a street, but rather, along parcel boundaries, as the jagged lines of the example below indicate:



This approach allows for both sides of a street to be joined within the same area, thereby including many areas the community may view as one in a single beat and facilitating community policing. However, using parcels as the dividing lines creates other challenges. Some major arterial streets do essentially act as geographic barriers by virtue of being six-plus lanes, elevated causeways, or happen to be reasonable boundaries between neighborhoods. Furthermore, many effective dividing lines are not parcels, such as railroads (which serve as LMPD boundaries in certain areas) and other geographic barriers.

Nonetheless, officers are assigned directly to beats and are primarily responsible for responding to calls for service within their beats, underlying the importance of effective boundaries in service delivery and community policing.

5.2 CALLS FOR SERVICE BY BEAT

Given the role of the beat in determining an officer's workload and, thus, their ability to be proactive, it is critical that workload be relatively evenly distributed across beats. Otherwise, when some beats carry significantly more workload than others, even if staffing is sufficient overall, the actual experience for many officers on the ground would be markedly different.

The following table provides the number of calls for service by beat, as well as the percentage that each beat's total differs from the overall average. This provides a measure of workload inequality, with $\pm 20\%$ relative to the average indicating moderate inequality and $\pm 40\%$ indicating severe inequality.

VARIATION IN CALLS FOR SERVICE BY PATROL BEAT

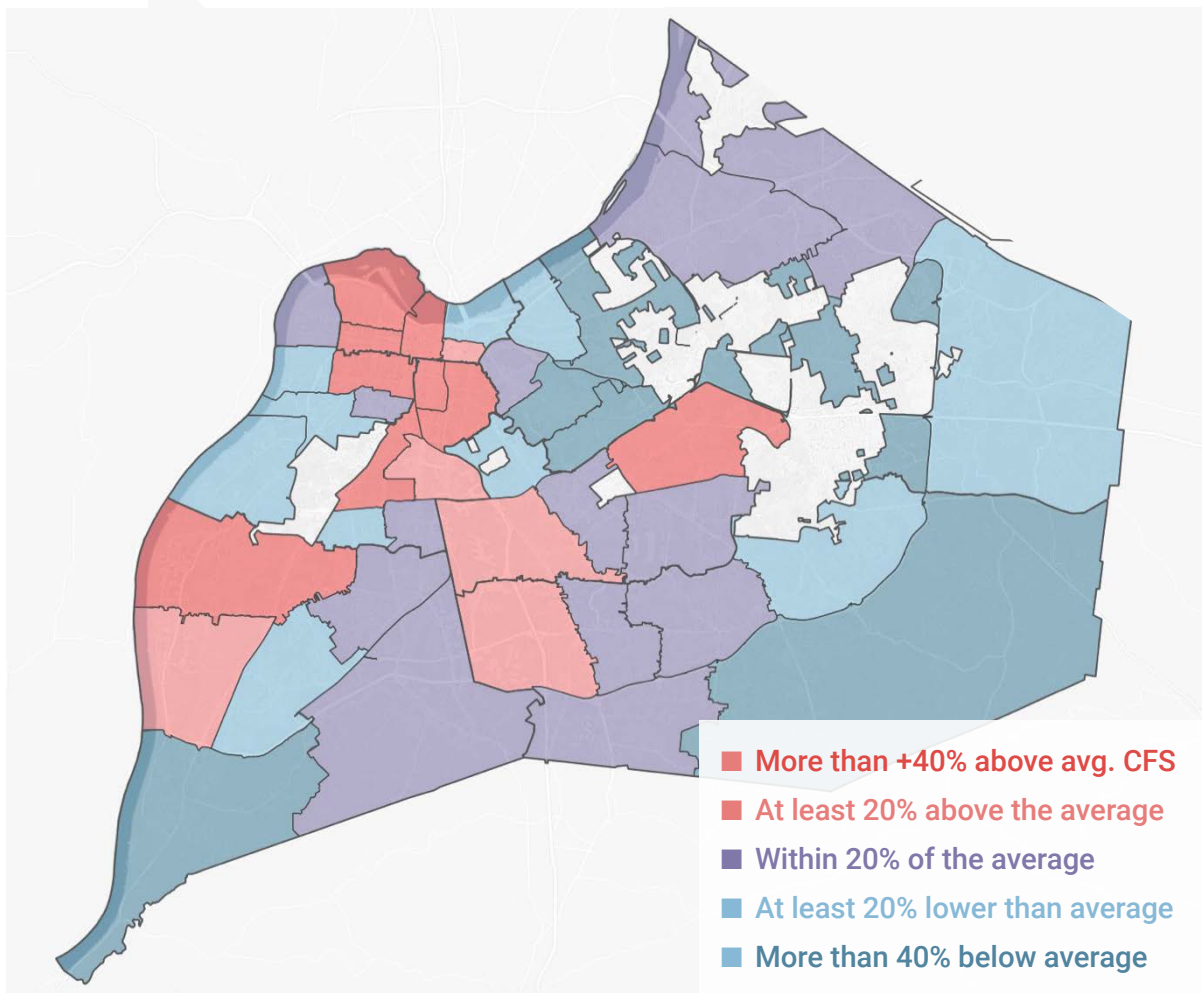
	Beat	# CFS	+/-% from Avg.	Div.	Beat	# CFS	+/-% from Avg.
1st	111	9,737	+69%	2nd	211	6,340	+10%
	112	8,518	+48%		212	3,848	-33%
	123	11,167	+93%		223	8,603	+49%
	134	4,190	-27%		225	4,816	-17%
	135	7,541	+31%		234	4,474	-22%
3rd	315	7,087	+23%		236	4,083	-29%
	316	3,402	-41%	4th	411	8,501	+47%
	322	5,921	+3%		412	9,725	+68%
	323	5,861	+2%		423	10,504	+82%
	331	10,606	+84%		424	7,837	+36%
	334	3,697	-36%		435	3,561	-38%
5th	512	5,188	-10%	6th	436	5,538	-4%
	513	3,352	-42%		611	3,775	-35%
	514	2,317	-60%		612	7,177	+24%
	521	4,434	-23%		613	5,171	-10%
	525	2,448	-58%		624	5,127	-11%
7th	711	4,477	-22%	8th	625	8,856	+53%
	712	3,263	-43%		811	5,373	-7%
	723	5,199	-10%		812	5,368	-7%
	724	5,432	-6%		815	1,862	-68%
	735	5,081	-12%		823	4,238	-27%
	736	7,335	+27%		824	2,937	-49%

The analysis reveals significant issues with the performance of the current beat structure, providing for consistent levels of service:

- 70% of beats have call for service totals that are more than $\pm 20\%$ from the average, indicating severe inequality in workload among beats.
- 36% of beats have call totals that deviate by more than $\pm 40\%$ from the average, indicating *extreme* inequality in over one-third of all beats.

The following map provides a visualization of call for service inequality between the current and realigned beat structure, with **purple shading indicating beats with call for service totals that are within $\pm 20\%$ of the average** (i.e., sufficiently equalized workload), **red shading corresponding to above-normal call for service totals**, and **blue shading indicating below-normal calls for service**.

CALL FOR SERVICE INEQUALITY BY BEAT



Almost all divisions have several beats with pronounced workload inequality. It is also concerning how they are grouped together – certain divisions, such as 1st Division, are comprised almost entirely of beats with extraordinarily high workload, while in others (e.g., 5th Division), the opposite is true.

Later in this section, an alternative beat structure will be developed to address these issues, provide more consistent service levels, align patrol areas with communities, and ensure that current staffing can consistently fill each beat on every shift.

5.3 OBJECTIVES OF AN EFFECTIVE BEAT AND DIVISION STRUCTURE

For a beat or division structure to function, it must be able to be reliably staffed. Beyond that, three characteristics determine whether or not the deployment structure is effective:

- Its ability to equalize workload and service levels.
- Whether neighborhoods and business districts are kept together within the same areas.
- Alignment to geographic barriers and transportation routes.

The following subsections examine each of these aspects.

EQUALIZING WORKLOAD

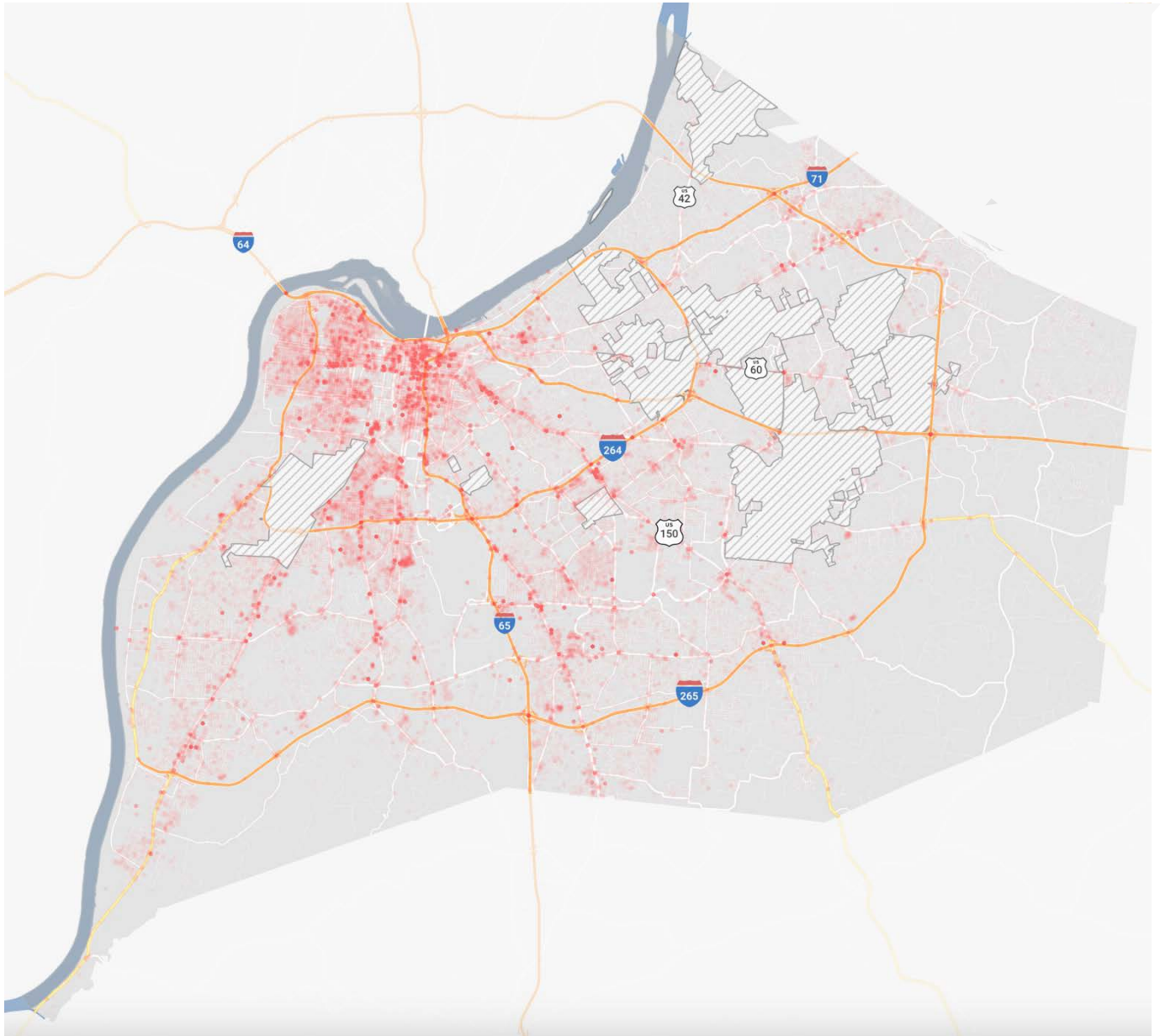
Workload should be equalized across all beats in order to maintain proactive capabilities and meet service level mandates.

At the beat level, if boundaries are purely designed based on factors such as area or population, then oftentimes the busiest areas – often where proactive time would be more valuable – are left with the least amount of time available for proactivity

Workload equalization is among the most important categories for assessing beat and division areas, and is evaluated principally by measuring calls for service: The total number of unique, community-generated calls for service that patrol units responded.

Calls for service, viewed graphically using GIS applications, provides critical insight into how workload is concentrated:

CALL FOR SERVICE CONCENTRATIONS



1 call for service = 1 dot at 1% opacity. Consequently, a fully opaque dot represents 100 calls for service at the same location.

This analysis can be performed at the beat and division level; however, at the division level, proactive time is more relevant, because variations can exist as long as staffing is assigned proportionally. In other words, if a division has twice the workload as another, it is not necessarily an issue as long as it has twice the number of officers assigned.

In examining individual beats, the analysis provides call and workload alongside the percentage difference of each beat from the overall average. If a beat is within +/-20% of the average, it is considered to be equalized.

KEEPING NEIGHBORHOODS TOGETHER

Neighborhoods and business districts should be kept together as much as possible. Effective beat structures maintain the integrity of different neighborhoods and business areas in order to facilitate community policing.

Keeping these areas within the same beat ensures that there is a single point of contact for the business or community group representing the area, rather than having separate points of contact depending on the side of the street.

While aligning the borders of a beat to a major arterial street is often logical, in many cases, both sides of the street are realistically part of the same area in terms of police service delivery, as well as from the perspective of the community. Both sides of a street likely feature similar themes and recurring call types, and officers likely interact with the same individuals multiple times in these areas.

Several different types of areas are considered in analyzing neighborhood integrity using GIS (geographic information systems) applications, including Census/ACS data, neighborhood data, and imagery in order to provide greater context.

TRANSPORTATION AND LOGICAL BARRIERS

The road and transportation network within a beat structure should be an essential part of its design, enabling response time mandates to be met.

The geography of Louisville's road network is defined by its many freeways, neighborhoods, and transition from urban to rural environments.

The boundaries of a beat or division should be logical and reflect transportation networks, allowing for is critical to ensure that personnel are distributed across the service area in a manner that provides for adequate response times to high-priority incidents.

Logical barriers and networks for transportation also tie into neighborhood integrity, as roads contribute to how community boundaries are perceived. From a standpoint of responses to calls for service, it is critical to consider impediments to officer transportation in the design of geographic boundaries, particularly in relation to backup unit availability.

5.4 DETERMINING THE OPTIMAL NUMBER OF DIVISIONS AND BEATS

LMPD currently has eight patrol divisions, with each containing its own administrative staff, support, specialized units, and patrol platoons. The divisions are then subdivided into a total of 44 beats, with the number of beats varying by division. Comparative context can be helpful in gauging whether either of these frameworks is optimal given the staffing and geography of the LMPD service environment.

NUMBER OF DIVISIONS

In terms of strictly area per patrol division, LMPD is around the middle of the pack:

COMPARATIVE SURVEY: AREA PER DIVISION

Agency	Area (mi ²)	# Divisions	Area Per Div.
Charlotte, NC	309 . 2	13	23 . 8
Cincinnati, OH	77 . 8	5	15 . 6
Fort Worth, TX	348 . 6	6	58 . 1
Indianapolis, IN	361 . 6	6	60 . 3
Kansas City, MO	314 . 7	6	52 . 5
Memphis, TN	296 . 2	9	32 . 9
Milwaukee, WI	96 . 2	7	13 . 7
Portland, OR	133 . 5	3	44 . 5
Sacramento, CA	98 . 6	4	24 . 7
Louisville Metro, KY	341 . 4	8	42 . 7

However, this is not necessarily a direct comparison. Louisville Metro includes large rural areas that would result in more area being covered per division than in most of the other jurisdictions, which are (with the exception of Charlotte) incorporated, non-consolidated cities.

Moreover, the central function of divisions is the level at which patrol resources are organized – a station, commander or equivalent, and platoons of patrol lieutenants, sergeants, and officers, in addition to administrative staff and specialized resources. Consequently, the *staffing* per division is perhaps a more important indicator than area per division. If staffing per division is too low, efficiency is lost due to duplicative administrative and support structures as team sizes decrease.

The following table presents this comparison:

COMPARATIVE SURVEY: PATROL OFFICERS PER DIVISION

Agency	# of Divisions	# Patrol Officers	Patrol Officers Per Division
Charlotte, NC	13	1,121	86.2
Cincinnati, OH	5	468	93.6
Fort Worth, TX	6	536	89.3
Indianapolis, IN	6	980	163.3
Kansas City, MO	6	472	78.7
Milwaukee, WI	7	601	85.9
Portland, OR	3	318	106.0
Louisville Metro, KY	8	393	49.1

LMPD is a clear outlier in this regard. There are far fewer patrol officers per division than in other jurisdictions. Even at full staffing, this finding would remain true.

The findings of both comparisons suggest that:

- Based on geography alone, LMPD divisions are reasonably sized (middle of the pack) compared to its peers.
- LMPD divisions are already very small in terms of the staff assigned, and having even smaller divisions would create inefficiencies and redundancies that outweigh any potential service benefits.

In summary, LMPD has a sufficient number of patrol divisions. If additional divisions were created, the negative organizational effects of having division-level groups with too few staff would outweigh any potential benefits. However, should financial constraints at some point in the future require consolidation of divisions (i.e., reducing the number of divisions), doing so may be feasible.

NUMBER OF BEATS PER DIVISION

The number of beats per division represents another area of focus in the beat realignment process, which is particularly relevant given the extensive variation in service environment geography throughout the LMPD jurisdiction.

While it is critical that patrol workload among beats be equalized as much as possible to ensure that the officers assigned have roughly the same level of workload as another (irrespective of large geographical environments), it is not necessary for divisions to have the same number of beats and total workload hours, as long as the number of officers is proportional to the workload they handle. For instance, if one division has twice the number of beats and twice the amount of total workload as the next; if it also has twice the number of officers assigned, then the patrol service level is the same in both divisions (irrespective of factors such as geography, etc.).

NUMBER OF BEATS

Because beats function as the level of geography that officers are directly assigned to, determining the optimal number of beats is inherently tied to an agency's deployed staffing.

The number of beats should be set such that, on a typical day, each beat can be consistently staffed. If there are too many beats relative to typical staffing, then officers will frequently cover multiple beats and thus will have double the typical workload, resulting in an uneven structure and service level disparities. If there are too few beats, some beats will have half the workload (because more officers cover them), while others will be busier. Both examples result in inefficient deployment of resources, and ultimately, patrol proactivity.

As stated before, LMPD currently has 44 beats. Typical on-duty staffing, after accounting for leave and other net availability factors (other than administrative time, which does not affect the number of officers on duty at a given time), hovers around 75 to 79 officers on duty. This results in there being approximately 1.73 officers per beat. In other words, this would mean that around 32 beats could be staffed with 2 officers, and the remaining 12 would be staffed with only one.

Ideally, the number of beats should track fairly closely with the number of on-duty officers, or alternatively, half the number of officers in order to ensure that two officers can be assigned per beat.

To ensure that beats can be consistently staffed at a rate of two officers per beat, after accounting for leave and training factors, this would require around 38 beats to be established – 6 fewer than the current. However, beat structures are designed for the long term and should also not be overly reactive to short-term spikes in vacancies – or an unusually low number of vacancies, either.

The patrol analysis recommended at least 460 authorized positions in patrol to meet proactive time targets by division, which equates to around 430 full-time positions. Using the same calculations for leave and scheduling to determine the typical number of officers on duty, 430 filled positions reflect a more 'typical' number of vacancies, resulting in approximately 82.32 officers on duty at any given time. This results in there being almost exactly the number of officers needed to cover each of the 44 current beats with two officers each. Consequently, any changes to the number of beats should be minimal – at more normal vacancy levels, LMPD has the optimal number of beats for consistent on-duty staffing ratios.

In summary, the target number of beats for LMPD, based on typical per-shift staffing and an intention to staff each beat with two officers, the optimal number of beats is between 38 (current number of vacancies) and 41 (typical number of vacancies to achieve target proactive levels). This finding helps to lay the foundation for beat realignment planning.

5.5 OBJECTIVES OF THE REDISTRICTING PROCESS

Principally, five characteristics determine the effectiveness of a patrol deployment structure:

- **Equalization of workload and service levels.**
 - To assess a beat structure, inequality in call for service totals from one beat to another are an effective measure, as significant differences can impact the ability of officers to consistently be proactive, resulting in 'busy beats and 'quiet beats.'
- **Resilience against future anticipated development and growth.**
 - Beat structures should be designed with consideration regarding how growth will affect the LMPD jurisdiction. Boundaries are not updated often, and so flexibility must be built in so that anticipated changes will not diminish the effectiveness of the structure within the next decade.
- **Ability to consistently and reliably cover each beat with available staffing.**
 - The number of beats should be set such that, on a typical day, each beat can be staffed. If there are too many beats relative to typical staffing, then officers covering multiple beats will have double the typical workload, resulting in an uneven structure and service level disparities.
 - Net availability statistics can be used to determine what 'typical staffing' represents, which in turn can inform decisions regarding the number of beats that is adequate.
 - The number of beats within the current LMPD structure, as well as typical deployed staffing levels after accounting for net availability factors, results in most hours of the day having two officers for every one beat.
- **Keeping individual neighborhoods and business beats together within the same beat.**
 - Effective beat structures maintain the integrity of different neighborhoods and business areas to facilitate community policing. This helps officers to develop a sense of accountability for an area and familiarity/expertise in working with the community.
- **Alignment to geographic barriers and transportation routes.**
 - The road and transportation network within a beat structure should be an essential part of its design, facilitating the ability for response time objectives to be met in each area of the LMPD jurisdiction.

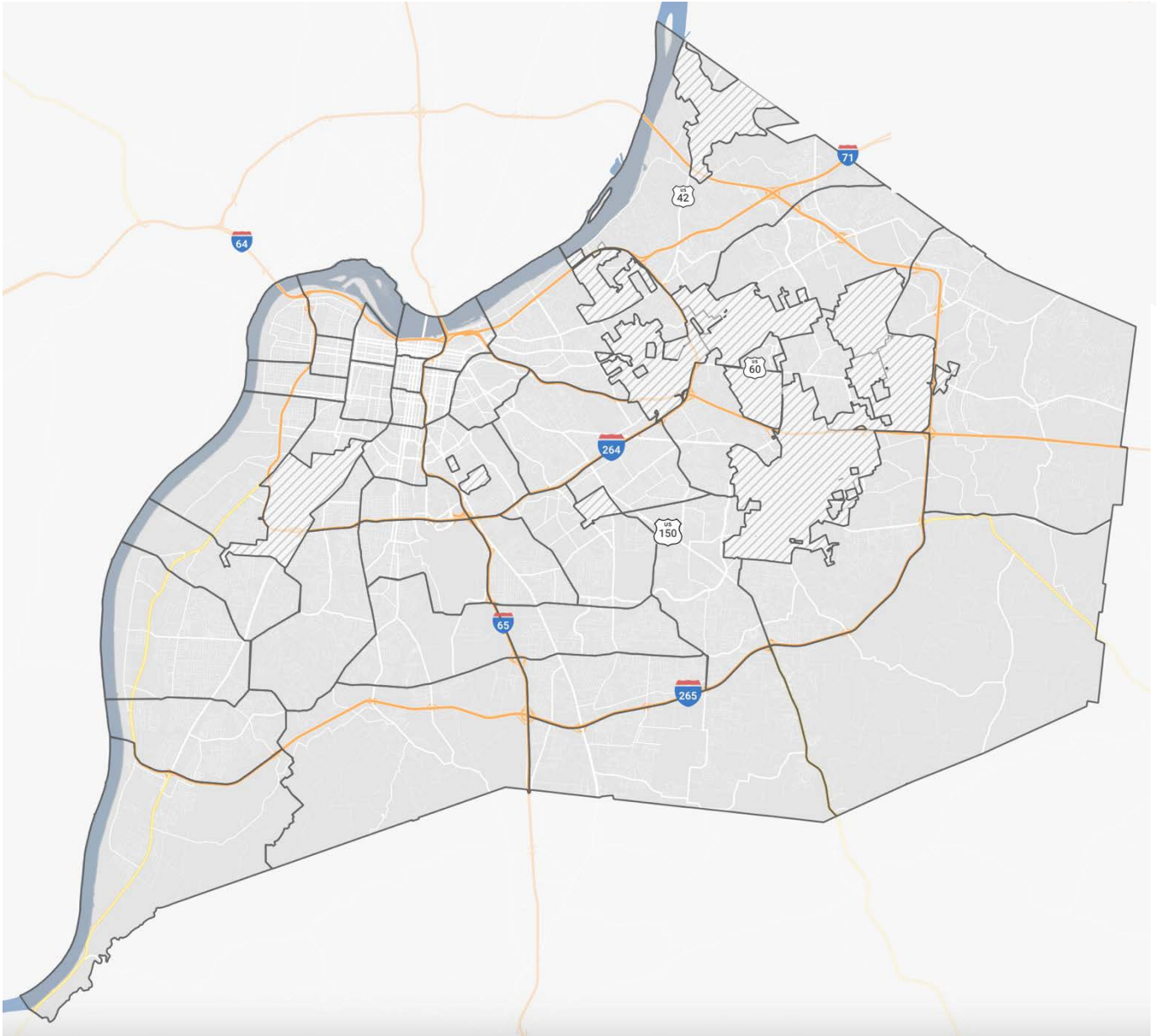
These principles serve as the core aims of the beat realignment process, which the project team utilized to conduct the analysis.

5.6 ALTERNATIVE STRUCTURE

Through this process, the project team developed a realigned beat and division structure that better equalizes call for service totals among each beat, while still maintaining neighborhoods and business corridors together as best as possible, keeping in mind transportation routes, while reducing the number of beats slightly, by three, in order to better match consistent on-duty staffing.

To this point, the alternative beat system was designed with the **assumption that on each shift, two officers will be assigned to each beat**. And given the equalization of workload (the consideration in the next paragraph aside), this ensures that proactive capabilities are consistent. The following map provides the results of the beat realignment effort, a 44-beat alternative structure:

ALTERNATIVE BEAT STRUCTURE: OVERVIEW



The alternative beat structure can be viewed interactively within the Google Maps environment at the following link, with accompanying labels shown by clicking on each beat:

<https://www.google.com/maps/d/u/0/edit?mid=1eOgbMSAxCs3d8-eHlvnKbPJEkMclh3M&usp=sharing>

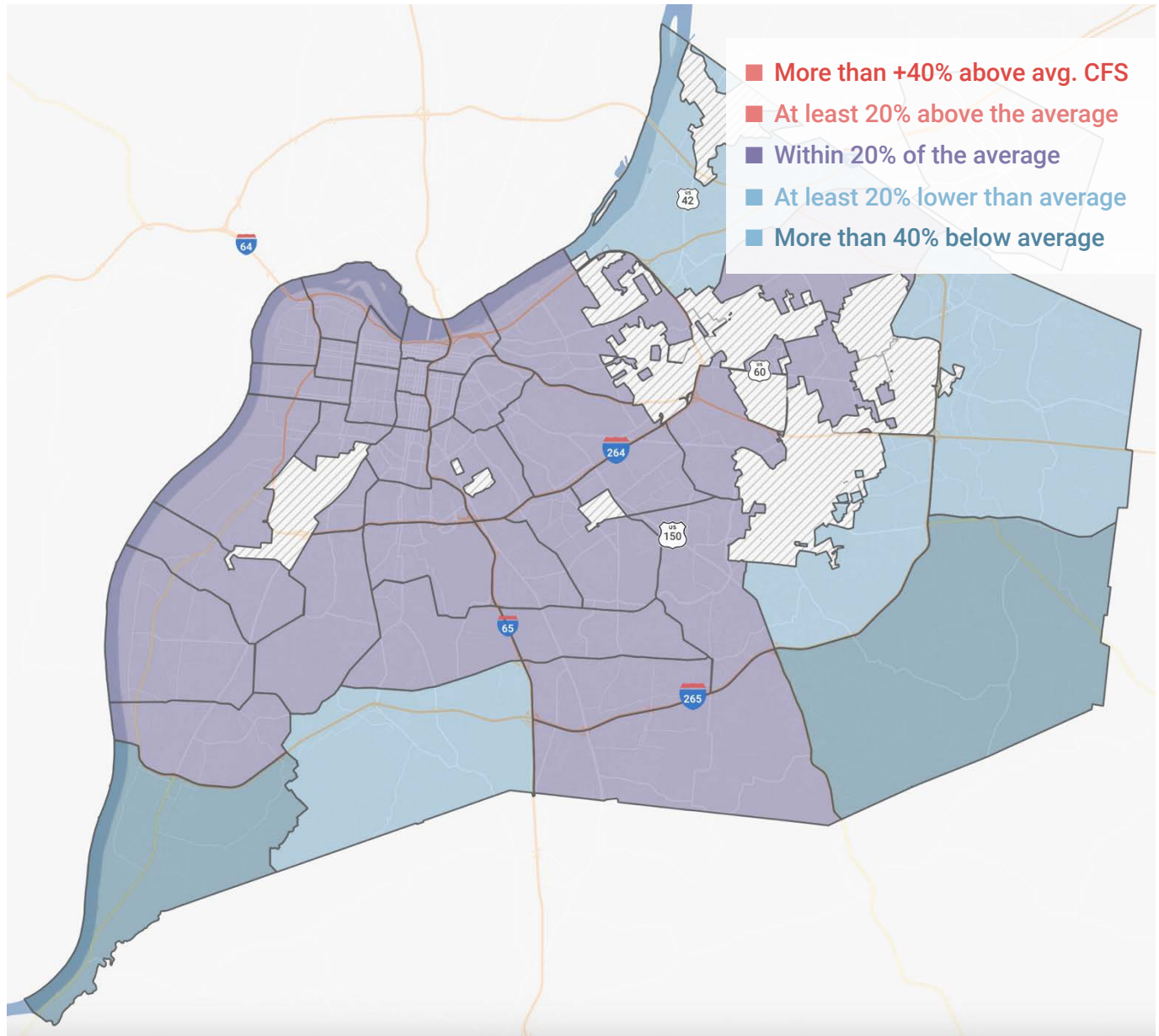
The full shapefile for the alternative beat structure can be downloaded from the following link:

https://drive.google.com/file/d/1u9fS8_gkamFmfdJSRRVtLoXHWfzcYM3/view?usp=sharing

PERFORMANCE

The following map provides a visualization of call for service inequality between the current and realigned beat structure, with **purple shading indicating beats with call for service totals that are within +/-20% of the average** (i.e., sufficiently equalized workload), **red shading corresponding to above-normal call for service totals**, and **blue shading indicating below-normal calls for service**.

ALTERNATIVE BEAT STRUCTURE: CALL FOR SERVICE INEQUALITY



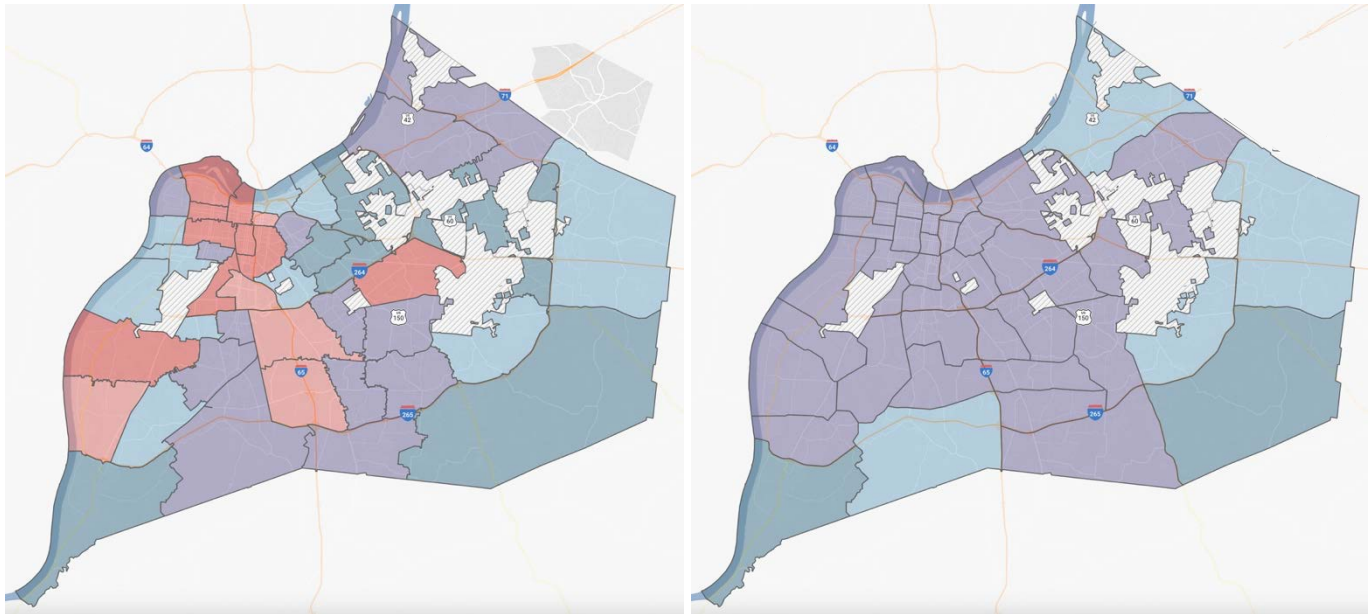
The performance of the alternative beat structure in addressing call for service inequality is substantial. **All beats have call for service totals within +/-20% of the average**, with the exception of six beats along the outermost edge of the LMPD jurisdiction. This is purposeful, as these beats have significantly greater response time factors due to their expansive geographies and lack of street network interconnectivity. As

a result, it is critical for these beats to be designed with deliberately lower call for service totals to ensure that proactive time is higher and thus allowing for officers to be more consistently available to respond. Backup is also generally further away, and there are no additional beats surrounding them on all sides.

The differences are significant when compared directly with the current structure, again **using the same call for service inequality scale from the previous page on both maps:**

CURRENT 44-BEAT STRUCTURE

ALTERNATIVE 41-BEAT STRUCTURE



- More than +40% above avg. CFS
- At least 20% above the average
- Within 20% of the average
- At least 20% lower than average
- More than 40% below average

Moreover, many of the beats are aligned much further than +/-20%, with most falling within +/-10% of the average, which provides for durability as call workloads shift over time.

The following provides the number of calls for service by beat in the alternative system, and the difference between each beat's call for service total and the average for all beats. The table uses exactly the same shading criteria as the earlier chart, with beats that have more workload than average being shaded an increasingly solid red hue, and beats with less workload than average having an increasingly blue hue:

ALTERNATIVE BEAT STRUCTURE: CALL FOR SERVICE INEQUALITY BY BEAT

Div.	Beat	# CFS	+/-% from Avg.	Div.	Beat	# CFS	+/-% from Avg.
1st	1	6,767	+9%	2nd	1	6,597	+6%
	2	6,695	+8%		2	6,886	+11%
	3	6,349	+2%		3	6,697	+8%
	4	6,871	+11%		4	6,671	+8%
	5	6,749	+9%				
	6	6,619	+7%				
	7	6,135	-1%				
3rd	1	6,750	+9%	4th	1	6,763	+9%
	2	6,088	-2%		2	6,078	-2%
	3	6,677	+8%		3	7,000	+13%
	4	4,876	-21%		4	6,574	+6%
	5	3,639	-41%		5	6,208	+0%
					6	6,564	+6%
5th	1	6,582	+6%	6th	1	6,027	-3%
	2	6,296	+2%		2	7,245	+17%
	3	5,727	-8%		3	7,043	+14%
	4	6,309	+2%		4	6,731	+9%
	5	6,741	+9%		5	7,115	+15%
					6	6,768	+9%
					7	6,418	+4%
7th	1	4,713	-24%	8th	1	6,267	+1%
	2	4,418	-29%		2	6,802	+10%
	3	1,366	-78%		3	6,567	+6%
					4	4,626	-25%

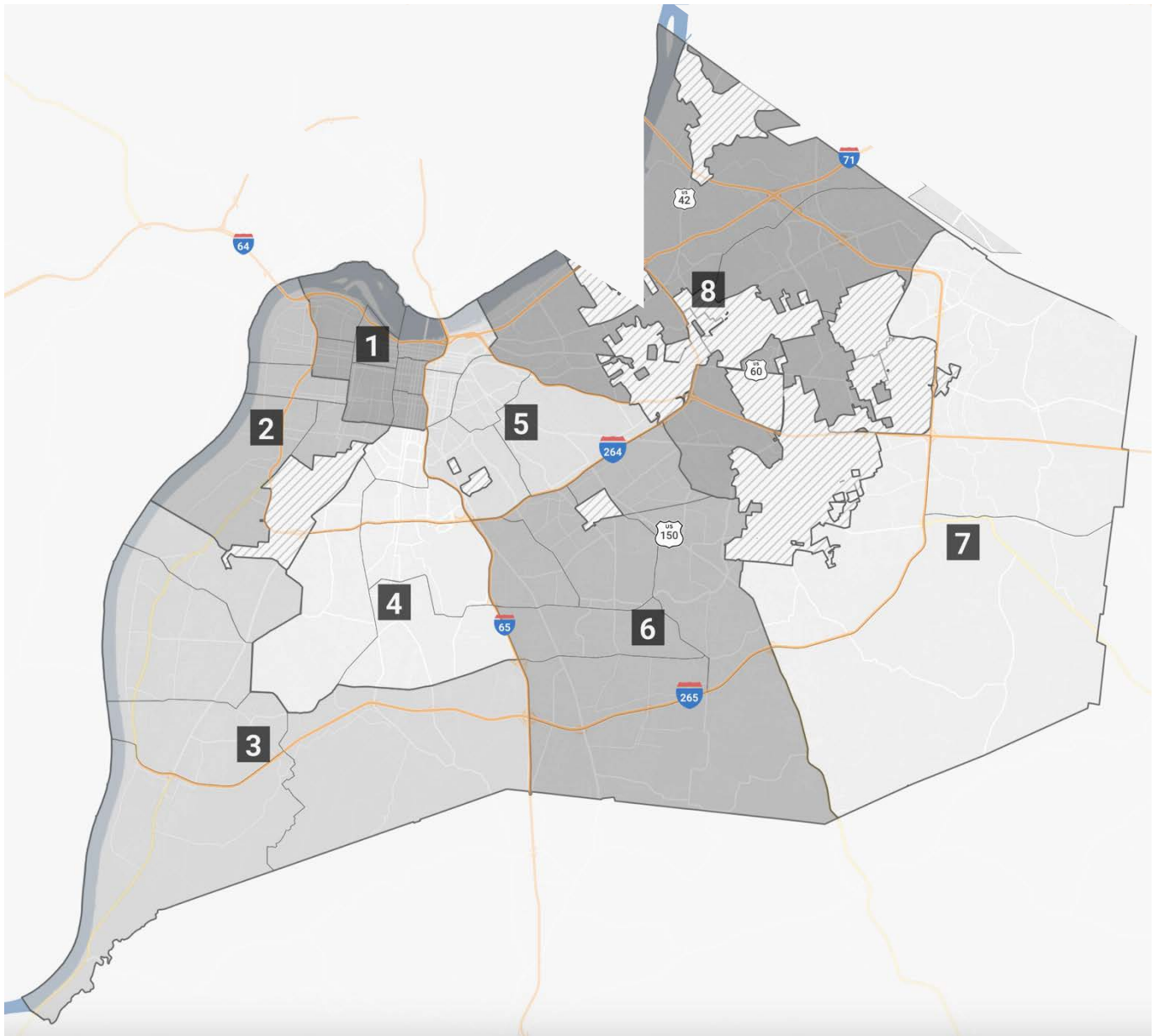
Beat numbering is illustrative only and does not match the current structure's numbering system, partly due to there being fewer beats overall and different group sizes.

It should be noted that in both the current and alternative beat call for service calculations, around 1,000 total fewer calls are counted compared to the overall analysis – less than 1 out of 250 calls. This primarily reflects calls that occurred slightly outside of LMPD jurisdiction boundaries. Given the number of municipalities that are enclaves within Louisville, this difference does not fully fall on the outer-edge beats. Given how few calls this represents, as well as the likelihood of this not falling all on a single beat, this difference has a negligible impact on the analysis and no impact on its findings.

DIVISION ALIGNMENT

Proposed division groupings are as follows:

ALTERNATIVE BEAT STRUCTURE: PRELIMINARY DIVISION GROUPINGS



The following provides a summary of the alternative beat structure's grouping of beats by division:

BEATS PER DIVISION IN THE ALTERNATIVE STRUCTURE

Division	# of Beats	# of CFS	% of CFS	% of Area
1	7	46,185	18%	3%
2	4	26,851	11%	5%
3	5	28,030	11%	20%
4	6	39,187	15%	9%
5	5	31,655	12%	5%
6	7	47,347	19%	17%
7	3	10,497	4%	26%
8	4	24,262	10%	15%

A few notes on the preliminary division groupings:

- Division 1 represents Downtown, and there are clear advantages to keeping it within a single division, as opposed to splitting it between multiple divisions. As a result, a higher number of beats is tolerated, which should be matched proportionally with additional officers.
- Similarly, Division 7 is bounded by freeways and unincorporated areas, and it would not have been feasible to either divide it in half or transfer its beats to another division, given the area's interconnected transportation network.
- Division 7 would have only 3 beats and by far the fewest calls for service, but would be by far the largest division by total area.

Given the equalized workload among beats, staffing resources can be assigned directly proportional to the number of beats in each division, as follows:

ALLOCATION OF OFFICERS PROPORTIONAL TO # OF BEATS

Division	# of Beats	# of Officers
1	7	67
2	4	38
3	5	48
4	6	58
5	5	48
6	7	67
7	3	29
8	4	38

Over the long term, as patrol workload distribution shifts, the number of calls for service can be used instead as a means of allocating staffing resources by division.

5.7 CONCLUSIONS

The current patrol geographic deployment structure is hampered by the extensive inequality in workload from one beat to another, with more than one in three beats having +/-40% the average number of calls for service, and three-quarters of all beats having +/-20%. This, combined with a beat structure with slightly too many beats for current staffing levels to consistently fill each one, compounds existing challenges with the distribution of patrol officers by division, resulting in significant variation in proactive time by division.

To address this, the project team redesigned the patrol beat and division structure, creating an alternative deployment map that equalizes calls for service, with all beats having call for service totals within +/-20% of the average, excluding the five beats where call totals were designed much lower to adjust for their larger service area geography. The alternative structure also has three fewer beats, marginally mitigating the consistent staffing issue. Preliminary division groupings were also constructed.

The department should examine the alternative and revise as needed before implementation.

RECOMMENDATION:

After a period of review and revisions, adopt the alternative 41-beat structure, reallocating staff based on the number of beats in each division.

5. DIVISION-LEVEL SPECIALIZED UNITS

In addition to patrol and administrative support, each division contains several specialized units. In addition to district resource officers (DROs), which all divisions have, no other type of unit is universally

staffed across divisions. As a result, these units constitute a semi-discretionary resource for addressing issues within each division, operating largely proactively in the field.

5.1 DISTRICT RESOURCE OFFICERS

Largely proactive community policing resource, intended to function as the face of the division to the public. DROs are not assigned to specific areas – nor are there enough officers for 1 to be assigned to each beat – and instead have division-wide operational responsibility.

The assigned officers conduct community engagement, attend community meetings, and address quality-of-life issues, such as illegally parked vehicles. Additionally, they conduct nuisance abatement activities, including on abandoned buildings, coordinating with other city departments as needed to address identified issues. In a traffic abatement capacity, they may deploy vehicle speed-tracking devices to deter speeding in certain divisions, often through a complaint-driven approach.

The following provides a breakdown of the most common incident types that DROs responded to, whether to a community-generated call for service or self-initiated activity, as well as whether in a primary or backup unit response capacity:

DISTRICT RESOURCE OFFICER RESPONSES BY INCIDENT TYPE

Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
INVESTIGATION	2,797	49.2						
STOP	2,031	22.4						
NON INJ ACCIDENT	601	61.2						
TROUBLE	476	27.4						
DIRECTED ACTIVITY	314	33.3						
DOMESTIC TROUBLE	278	36.5						
INJURY ACCIDENT	152	61.2						
MENTAL HEALTH	120	34.2						
BURGLAR ALARM	115	10.4						
SHOT SPOTTER	112	40.7						
All Other Types	1,075	32.2						
Total	8,071	38.1						

Investigations and stops account for well over half of DROs' total activities, and 2 of the top 4 incident types align with those of Impact Unit activity. However, these stops are generally very different in nature from those conducted by the Impact Unit, despite the shared incident types.

DRO activity is almost exclusively Monday through Friday, which reflects their assigned hours:

DISTRICT RESOURCE OFFICER RESPONSES BY HOUR AND WEEKDAY

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	9	3	2	8	1	30	16	69
1 AM	5	1	1	0	4	19	11	41
2 AM	4	0	3	2	0	12	8	29
3 AM	1	0	2	1	4	8	2	18
4 AM	4	4	9	3	7	7	4	38
5 AM	1	6	9	5	7	8	1	37
6 AM	2	21	17	15	15	11	3	84
7 AM	2	51	34	23	32	56	10	208
8 AM	11	51	63	29	66	36	8	264
9 AM	8	98	122	104	84	67	27	510
10 AM	9	128	127	93	118	116	15	606
11 AM	15	135	130	123	144	110	12	669
12 PM	16	186	144	169	145	104	22	786
1 PM	8	160	157	135	167	124	16	767
2 PM	16	153	154	166	200	129	30	848
3 PM	10	130	127	134	161	100	19	681
4 PM	13	114	160	122	104	87	13	613
5 PM	24	106	146	111	110	74	17	588
6 PM	16	60	75	55	87	43	17	353
7 PM	7	32	47	23	56	50	26	241
8 PM	15	8	38	34	49	43	21	208
9 PM	12	19	32	30	36	31	16	176
10 PM	9	14	22	29	27	26	13	140
11 PM	6	11	18	4	23	21	14	97
Total	223	1,491	1,639	1,418	1,647	1,312	341	8,071

The figures are based on matching unit codes and, as a result, do not distinguish between units working regular hours and those working overtime. As a result, the incident activity displayed in the chart extends beyond the regular working hours of DROs.

Nonetheless, given the distribution of activity by event type, it can be assumed that the responses in CAD/RMS data do not provide a comprehensive picture of DRO workload, as many community-focused activities are not entered into CAD.

Importantly, all LMPD divisions have DROs, with each staffed by at least 2 officers, and often (but not always) a sergeant. Only 1 division has an additional officer. This is an effective approach and does not distinguish between service environments to determine whether DRO staffing is needed and instead standardizes the strategy throughout the LMPD jurisdiction. Most DRO positions are filled; however, filling the remaining positions should be prioritized.

5.2 IMPACT UNITS AND DISCRETIONARY STAFFING

An Impact Unit functions as the major's discretionary resource to proactively address issues and conduct crime suppression operations. The unit's sergeant reports to a patrol lieutenant. The personnel assigned to the work flexible hours and days based on identified needs; however, in practice, they primarily work weekday daytime hours. The units predominantly work in plainclothes but may deploy in marked vehicles depending on fleet availability. Additionally, they serve warrants as needed and in accordance with risk criteria. They also proactively act on leads generated through narcotic tips and conduct long-term investigations.

The following table provides a visualization of the activity by hour and weekday, showing total responses (including both primary and backup units) to both community-generated calls for service and self-initiated incidents:

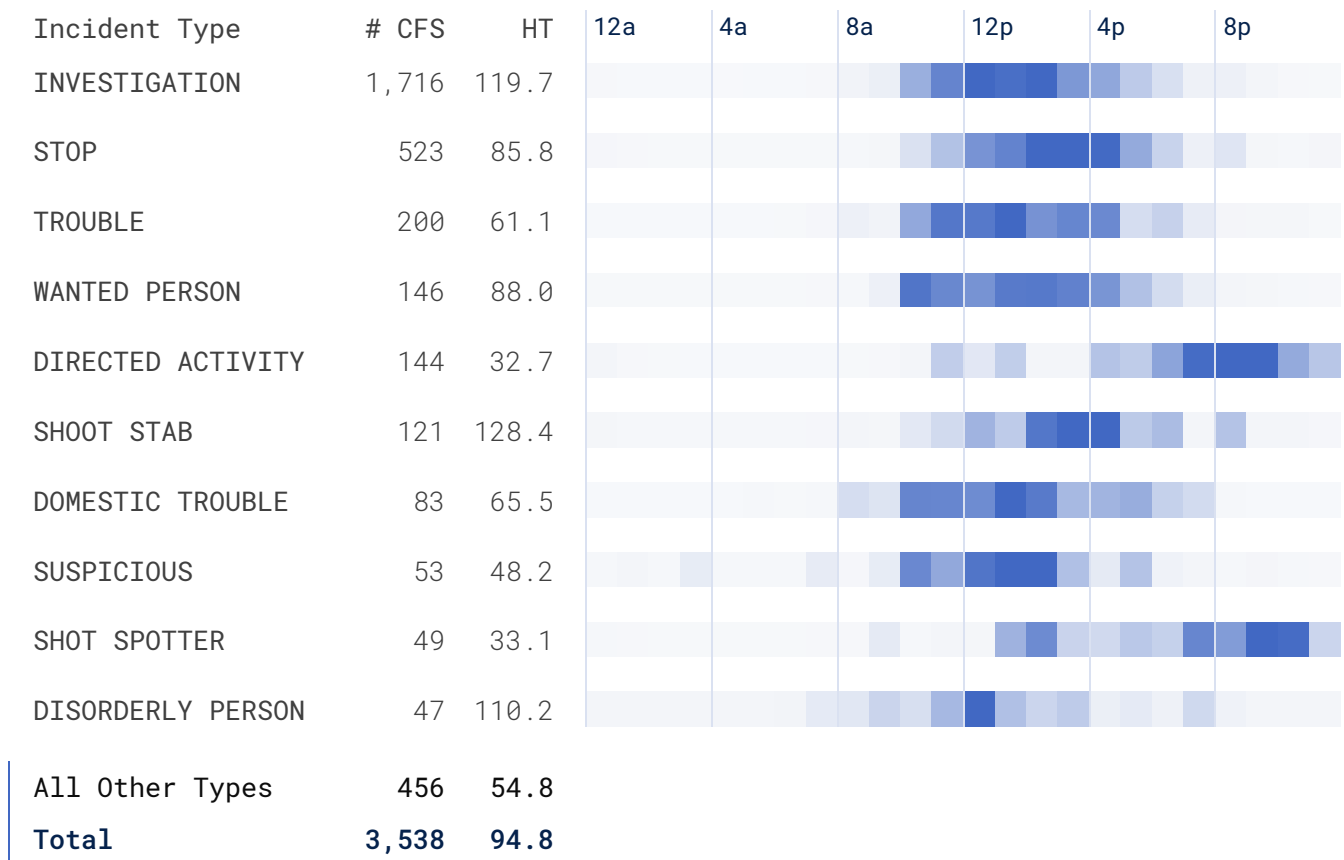
IMPACT UNIT TOTAL INCIDENT RESPONSES BY HOUR AND WEEKDAY

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	4	0	5	1	4	2	3	19
1 AM	1	0	0	1	2	2	0	6
2 AM	0	0	0	0	0	1	0	1
3 AM	0	0	1	4	0	0	0	5
4 AM	0	1	0	0	0	0	0	1
5 AM	0	0	1	1	0	1	0	3
6 AM	0	0	1	0	3	0	1	5
7 AM	2	2	1	0	2	10	2	19
8 AM	14	4	5	35	3	7	6	74
9 AM	10	8	23	9	13	13	14	90
10 AM	18	45	33	45	46	48	15	250
11 AM	21	39	69	64	58	56	25	332
12 PM	23	52	86	68	79	101	27	436
1 PM	12	111	81	71	46	70	25	416
2 PM	20	83	63	76	74	97	21	434
3 PM	17	77	98	47	79	22	23	363
4 PM	16	38	71	64	87	44	7	327
5 PM	21	44	35	33	61	9	7	210
6 PM	12	24	19	23	64	14	4	160
7 PM	2	8	28	31	26	7	3	105
8 PM	2	28	12	22	40	16	4	124
9 PM	0	19	9	13	29	16	4	90
10 PM	2	3	4	12	6	11	2	40
11 PM	0	8	6	1	9	2	2	28
Total	197	594	651	621	731	549	195	3,538

The activity patterns indicate that the units operate primarily during day shifts and predominantly Monday through Friday, with nighttime activity after 10:00 PM occurring exceptionally rarely.

This is also reflected by the following chart, which shows their activity by incident type and hourly frequency:

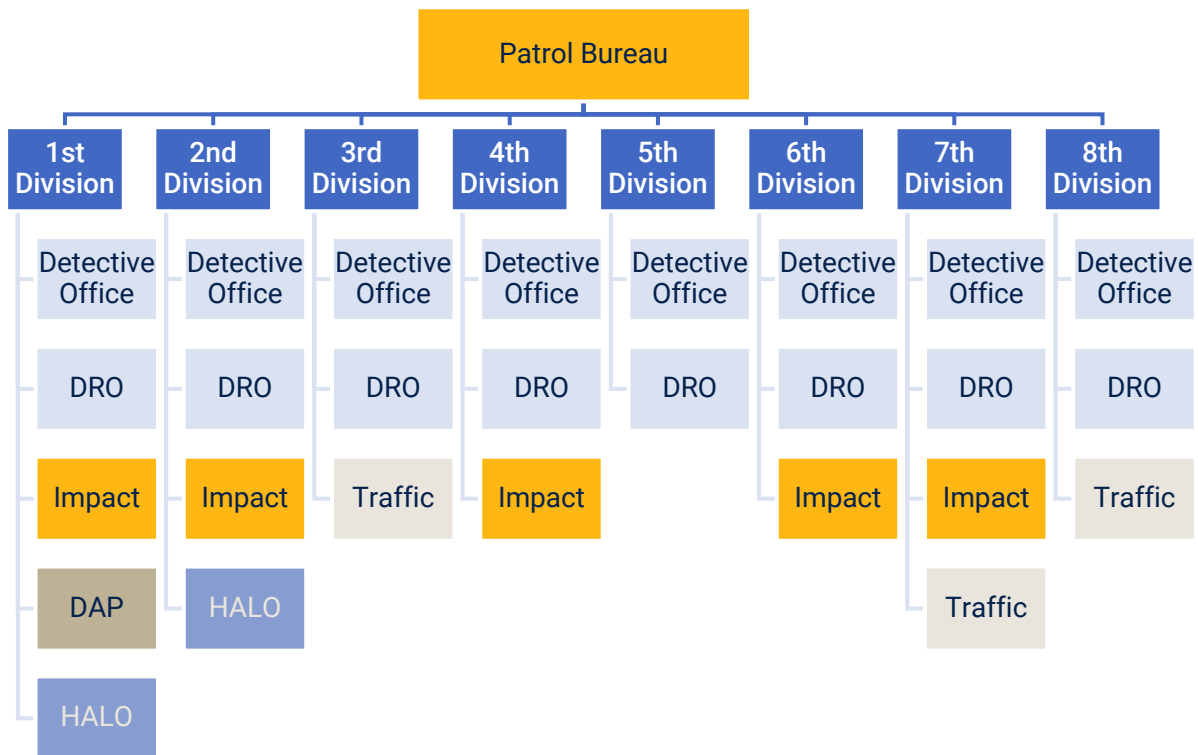
IMPACT UNIT TOTAL RESPONSES BY INCIDENT CATEGORY



Interestingly, only directed activity and ShotSpotter responses occur most commonly during the evening hours. However, it is also clear that a portion of their activity is not necessarily recorded in CAD/RMS data, and thus CAD/RMS data are an incomplete measure of Impact Unit workload.

As noted earlier in this section, not all divisions include an Impact Unit. In 2 of the 3 divisions that do not, a Traffic Unit exists in its place:

SPECIALIZED UNITS WITHIN PATROL DIVISIONS



Note: The Traffic Units are in addition to the centralized traffic enforcement unit, and are largely complaint-driven, deploying in cars.

Other than the district resource officers (DROs), 5th Division has no discretionary resources. The following table provides a breakdown of Impact Unit and Traffic Unit staffing by division:

	Impact		Traffic	Total
Div.	Sgt.	Det.	Ofc.	
1st	1	4	-	5
2nd	1	7	-	8
3rd	-	-	3	3
4th	1	4	-	5
5th	-	-	-	-
6th	1	3	-	4
7th	1	2	1	4
8th	-	-	1	1

As demonstrated by the patrol analysis, 5th and 8th divisions have the greatest proactive time levels, at 59% and 60% respectively – far above the 42% overall level for the LMPD jurisdiction as a whole and

representing an extraordinarily proactive, high level of service. In these 2 divisions, patrol officers have significant time to proactively address community problems, conduct traffic enforcement, and perform other duties as needed.

While the need for crime suppression units, including plainclothes units, is clearly much higher in divisions with higher crime levels, the need for adequate patrol staffing is universal. Consequently, an earlier recommendation in this chapter was to rebalance patrol staffing by division and to equalize service levels.

However, a side effect of this change is that 5th Division and 8th Division would have less abundant proactive time than they currently enjoy, while still sufficient and above the targeted level of 40%. The other divisions would have the same proactive time, but they would also retain the 4-8 sworn personnel they have in other specialized discretionary functions, such as Impact Unit deployments. As a result, this creates a different kind of imbalance, even though regular patrol's proactive time has been equalized.

To counter this issue and ensure that the 5th and 8th divisions continue to have the dedicated proactive focus they have currently, and retain discretionary resources similar to the other districts, additional staffing should be added in a 'Problem-Oriented Policing Unit' capacity. This distinguishes their focus from plainclothes activity typical of an Impact Unit, while providing greater flexibility than a more narrowly defined Traffic Unit.

For relative parity with Impact Unit staffing, these new units should be staffed with at least 1 sergeant and 4 officers. If the number of patrol vacancies is reduced, and regular patrol staffing exceeds the beat officer level required to meet the 40-45% proactive time targets by division, staff above this level can be reallocated to Problem-Oriented Policing Team deployments.

Other resource commitments to Impact are appropriate, including line and supervisory staff.

RECOMMENDATION:

Create 2 Problem-Oriented Policing units in 5th Division and 8th Division to provide for a dedicated discretionary proactive unit in the absence of an Impact Team. Each Problem-Oriented Policing Unit should be staffed with at least 1 sergeant and 4 officers, for a total of 2 sergeants and 8 officers above current staffing levels.

(5.3) DIVISION DETECTIVES

Division based detectives are responsible for investigating solvable crimes that are not handled by centralized investigative units. This includes property crimes, strongarms, assaults (excluding shootings, felony domestic violence). There were caseloads reported for division detective, but the 2024 Annual report provided some performance measures.

The First Division Detective's Office handled a total of 5,480 cases, clearing 926 and achieving a clearance rate of 16.9%. This marks a notable improvement from 2023, when the division managed 4,607 cases and cleared 606, with a clearance rate of 13.2%. Despite operating with one (1) fewer detective,

each investigator managed an average of 783 cases, an increase of 207 cases per detective compared to the previous year.

The detectives of the Second Division cleared 361 cases with arrests, warrants issued, or by exception and 30 of those arrests involved cases of aggravated assault. Five (5) arrests were made for their involvement in multiple strong-arm robberies that were initiated on social media.

Detectives in the Third Division focused on property crimes and were able to recover approximately \$1 million of stolen property. A majority of these cases were cleared and related to violent crimes.

Detectives in the Fourth Division were assigned 6,473 other cases, with a clearance rate of 24%. On average, each detective was assigned 735 cases.

The Fifth Division experienced an overall 1.4% decrease in crime with a decrease in several crime categories: homicide (50%); auto theft (12.6%); and burglary (3.4%).

The Sixth Division experienced a 12% decrease in overall crime. Major decreases were in the following categories: shootings (39%); auto thefts (11%); and thefts from autos (22%).

The Sixth Division experienced a 12% decrease in overall crime. Major decreases were in the following categories: shootings (39%); auto thefts (11%); and thefts from autos (22%).

The Eighth Division added two (2) new detectives to focus on property crime and retail theft. The Eighth Division had a reduction in homicides, non-fatal shootings, robberies, and stolen vehicles.

Each of the division detective units is staffed at different levels. Detective-to-Patrol Officer Ratio by Division. The table below compares recommended and authorized patrol officer counts alongside detective staffing for each of the eight Patrol Bureau divisions. The Det. : Patrol ratio expresses how many patrol officers correspond to each detective. Impact detectives are excluded.

Detective-to-Patrol Officer Ratio by Division

Division	Rec. Officers	Auth. Officers	Detectives	Det. : Patrol (Rec.)	Det. : Patrol (Auth.)
1st Division	58	64	7	1 : 8.3	1 : 9.1
2nd Division	60	60	6	1 : 10.0	1 : 10.0
3rd Division	58	76	9	1 : 6.4	1 : 8.4
4th Division	65	81	9	1 : 7.2	1 : 9.0
5th Division	38	47	6	1 : 6.3	1 : 7.8
6th Division	54	47	6	1 : 9.0	1 : 7.8
7th Division	55	58	8	1 : 6.9	1 : 7.3
8th Division	42	58	6	1 : 7.0	1 : 9.7
Bureau Total	430	491	57	1 : 7.5	1 : 8.6

Source: LMPD Patrol Bureau staffing data, April 2026. Rec. = project team recommended positions; Auth. = authorized budgeted positions. Patrol figures include beat officers only (excludes lieutenants and sergeants). Impact detectives are not included in detective counts.

As the table indicates the ratio of detectives to recommended patrol officers averages approximately one detective to 7.5 officers. Considering the types of crimes handled by detectives this ratio appears to be affective. It is noted that the Second and Sixth Division detectives significantly exceeds the ratio. Adding one detective to each division will reduce the ratio of detectives to patrol officers to more closely reflect the other divisions.

Spans of control for detective sergeants is adequate at current and recommended levels.

Recommendations:

Add 1 detective to Second Division for a total of seven detectives; add 1 detective to Sixth Division for a total of seven detectives.

(5.4) DOWNTOWN AREA PATROL

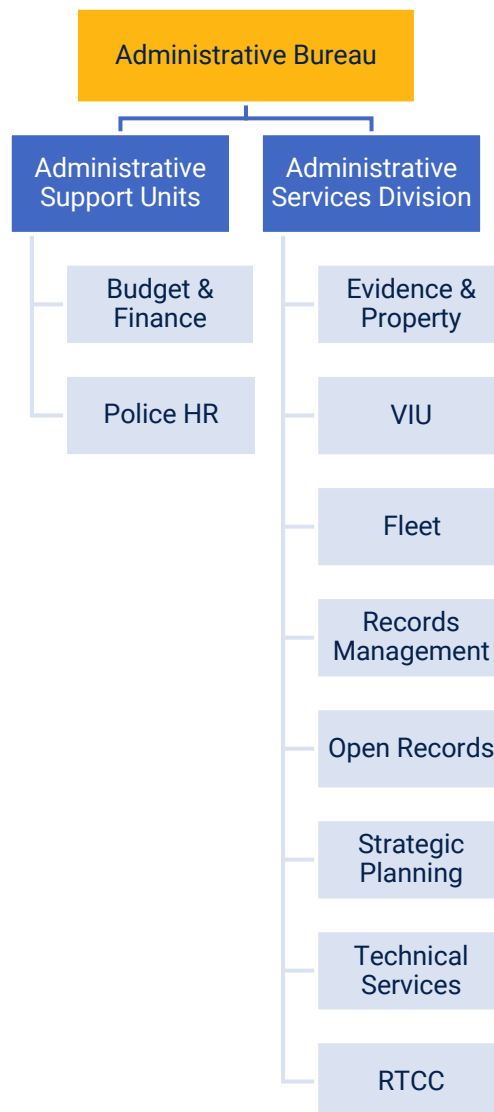
Downtown Area Patrol (DAP) proactively patrols the central business district area, NuLu (East Market District), Broadway, Medical District, and other adjacent areas within the division. They operate under two squads, with each headed by a sergeant. DAP works a rotating 10-hour shift to maximize coverage across all seven days of the week. For their assigned area, hours, and scope of responsibility, DAP is adequately staffed.

ADMINISTRATIVE BUREAU

1. INTRODUCTION

The Administrative Bureau is led by an Assistant Chief of Police who manages all operations. This position is directly supported by one Major, one Adjutant Lieutenant, and two Executive Administrators. The Major is responsible for the Administrative Services Division, while the two Executive Administrators oversee the Human Resources and Budget and Finance units, respectively. The Administrative Services Division includes the Property and Evidence Unit, Vehicle Impoundment Unit, Records Management, Open Records, Strategic Planning, Technical Services, and the Real-Time Crime Center (RTCC).

The following chart outlines the organization of the Administrative Bureau in the LMPD:



The following sections analyze the Bureau's workload and organization and provide staffing recommendations by unit.

2. COMMAND STAFF

The Administrative Bureau is overseen by an Assistant Chief of Police, who directs the bureau's activities and reports directly to the Deputy Chief in the chain of command. Supporting this leadership is an Adjunct Lieutenant who serves in an administrative support capacity to the Assistant Chief, ensuring coordination, documentation, and follow-through of bureau initiatives. Together, these roles form the core of the bureau's administrative leadership, providing the high-level direction and operational continuity necessary to sustain accountability, compliance, and organizational improvement efforts. Maintaining these positions into the future is integral to the bureau's ability to deliver consistent oversight, drive reform efforts, and ensure that agency objectives are met efficiently.

3. BUDGET AND FINANCE

The Finance and Budget Unit at the Louisville Metro Police Department (LMPD) plays a critical role in managing the department's fiscal operations and ensuring alignment with broader government priorities. Staffed by two Executive Administrators and one Grant Writer, this unit functions as the department's direct link to the Louisville Metro Government's Office of Management and Budget (OMB). Because LMPD is the largest department within the metro government, the Finance and Budget Unit serves as an essential liaison, translating citywide financial policies into department-level budget planning, execution, and reporting.

This team is responsible for developing, monitoring, and overseeing LMPD's operating and capital budgets, processing expenditures, conducting financial forecasting, and ensuring compliance with fiscal controls and policies. Their work supports executive leadership by providing timely, accurate financial data to guide decision-making, track resource allocation, and evaluate the financial impact of strategic initiatives, including reform mandates and consent decree requirements.

Given the size, complexity, and high visibility of LMPD's budget, the Finance and Budget Unit is integral to maintaining financial stewardship and transparency. Their continued presence ensures that the department's fiscal resources are used efficiently, its obligations to the public are met, and that LMPD remains a responsible and accountable steward of public funds.

4. EVIDENCE AND PROPERTY

The Evidence and Property Unit at the Louisville Metro Police Department is responsible for the secure intake, processing, storage, and release of all evidence and property collected by the department. The unit will be overseen by a professional staff member, who will provide overall leadership and ensure compliance with departmental policies and accreditation standards. Direct first-line supervision is currently provided by a sergeant and a civilian Supervisor, who manage day-to-day operations and coordinate the work of both sworn and civilian personnel assigned to the unit.

Sworn officers assigned to the unit are responsible for conducting specialized processes that require law enforcement authority, such as the handling of firearms, narcotics, and other sensitive evidence types. Civilian clerks provide essential support by processing, cataloging, and tracking property and evidence in accordance with chain-of-custody requirements. These clerks work across 2 shifts to ensure 24-hour coverage, allowing for the timely processing of evidence collected during any shift across the city.

4.1 EVIDENCE AND PROPERTY WORKLOAD

The following table summarizes the workload associated with the evidence and property function at LMPD. Time estimates are assigned per work process, and calculated to the total amount of annual workload hours for each process, and then aggregated for the unit as a whole.

EVIDENCE AND PROPERTY UNIT WORKLOAD – 2023 AND 2024

Workload	2023	2024	Wkld (min.)	Wkld (Hrs.)
Safekeeping	289,000		1	4,816.7
Firearms Disposal (KSP)	914	1,560	60	1,560.0
Property Destruction	22,557	25,368	30	12,684.0
Total Unit Workload (Hrs.):				19,060.7

In total, the Evidence and Property Unit is responsible for 19,060.7 hours of workload according to 2024 workload statistics.

4.2 STAFFING CALCULATION

These figures are then compared to net availability figures to calculate necessary staffing levels, as shown below:

EVIDENCE AND PROPERTY UNIT STAFFING CALCULATION

Total Unit Wkld (Hrs.)	19,060.7
Net Available Work Hours	1,780
Positions Needed	11

In total, 11 Clerks are needed to staff the Evidence and Property Unit. This calculation matches the current staffing of Clerks within the Unit, indicating that staffing should be maintained.

5. VEHICLE IMPOUNDMENT UNIT

The Vehicle Impoundment Unit at the Louisville Metro Police Department manages, stores, and processes vehicles impounded by the department. The unit will be led by a professional staff manager to provide overall direction and ensure that operations follow department policies and city regulations. An Administrative Coordinator offers administrative support by assisting with documentation, scheduling,

and logistical coordination for the professional manager and supervisory staff. Supervisors oversee operators' shifts, providing direct supervision and ensuring logistical and personnel needs are met throughout daily operations. Light-duty, sworn officers are assigned to assist with situations requiring law enforcement authority, such as handling vehicles related to criminal cases or other sensitive circumstances.

The operators, who make up the unit's core workforce, serve as tow operators both in the field and in the impound yard. They work across day, mid, and late shifts to provide continuous, 24/7 coverage of impound operations. This staffing model ensures that vehicles are recovered, stored, and released promptly and securely, supporting public service needs and LMPD's investigative functions.

5.1 VIU WORKLOAD

The following table summarizes the VIU workload from 2020 to 2024:

VIU WORKLOAD – 2020 TO 2024

Workload	2020	2021	2022	2023	2024
Calls for Service	23,587	21,691	10,572	14,763	18,953
Auctioned Vehicles	3,759	-	994	997	1,238

The workload data for the Vehicle Impoundment Unit shows a clear trend of fluctuation over the past several years. Calls for service peaked early in this period, followed by a noticeable decline that reached its lowest point in 2022. In recent years, the number of calls for service has rebounded, reflecting a return to a higher, more consistent operational tempo.

Similarly, the number of vehicles processed for auction dropped significantly after the first year of the reporting period but has steadily increased each year since, demonstrating a recovery and a growing ability to clear unclaimed vehicles from the impound facility.

Overall, the data reflect that the Vehicle Impoundment Unit experienced a temporary dip in workload before stabilizing at a level that supports ongoing operations and maintains impound yard capacity.

The table below takes 2024 workload statistics and compares it to time estimates for each process, totaling annual workload for each process and for the unit as a whole.

Workload	2024	Wkld (min.)	Wkld (Hrs.)
Calls for Service	18,953	105	33,167.8
Auctioned Vehicles	1,238	60	1,238.0
Total Workload (Hrs.):			34,405.8

In total, the VIU handled 34,405.9 workload hours in calendar year 2024. This workload is then paired with net availability statistics to calculate necessary staffing in the following section.

5.2 VIU STAFFING CALCULATIONS

In total, the Vehicle Impoundment Unit is responsible for over 34,405 hours of work, according to 2024 workload statistics. These figures are then compared to net availability figures to calculate necessary staffing levels, as shown below:

VEHICLE IMPOUNDMENT UNIT STAFFING CALCULATION

Total Unit Wkld (Hrs.)	34,405.8
Net Available Work Hours	1,780
Positions Needed	20

Staffing calculations indicate a need for 20 operators to handle the VIU workload. As such, the staffing within the VIU should be maintained into the future.

6. CENTRAL RECORDS UNIT

The Central Records Unit at the Louisville Metro Police Department is responsible for managing the department's records management system, maintaining data integrity, and ensuring compliance with reporting standards such as NIBRS. The unit is led by a Director, who provides overall oversight and strategic direction, supported by a Management Assistant who handles administrative coordination.

2 Managers oversee segmented areas of responsibility, 1 managing the service center and the central records unit, while the other focuses on data resolution, data integrity, and the false alarm unit. 4 Supervisors provide first-line leadership, managing daily operations and coordinating staffing coverage for both the service center and central records, which operate extended hours to meet department needs.

The core workload is handled by Information Processing Technicians (IPT I and IPT II), who staff the service center, process records, resolve data issues, and maintain compliance with state and federal reporting standards. Additionally, staff assigned to the False Alarm Administration function manage the processing and resolution of false alarm incidents for the department.

6.1 CENTRAL RECORDS WORKLOADS

Information Processing Technicians I are responsible for staffing the central records function and the service center, focusing on processing requests, managing records, and supporting frontline operations. In contrast, Information Processing Technicians II are assigned specifically to the data integrity function, where they ensure that all records meet NIBRS reporting standards and are accurate for state and federal compliance.

Because these 2 groups perform distinct functions (i.e., 1 focused on operational service delivery and the other on data quality and compliance) it is important to analyze their workloads separately. Doing so allows for more accurate staffing assessments, ensures that neither function is over- or under-resourced,

and supports timely record processing and the maintenance of reporting accuracy required for compliance and performance measurement.

The following table outlines the administrative (non-service center) workload of the Central Records Unit:

CENTRAL RECORDS UNIT – ADMINISTRATIVE FUNCTIONS WORKLOAD

Workload	2021	2022	2023	Wkld (min.)	Wkld (Hrs.)
Reports Distributed	15,520	15,665	14,732	20	4,910.7
Background Checks		3,711	3,276	30	1,638.0
JC-3 Reports		-	13,589	20	4,529.7
Arrest Review		-	42,295	20	14,098.3
Court Expungements	11,671	8,611	-	60	0
Total Workload (Hrs.):					25,176.7

In total, the administrative functions within the Central Records Unit accounted for 25,176.7 workload hours in 2024. However, the service center functions must also be incorporated into this analysis, as shown below:

CENTRAL RECORDS UNIT – SERVICE CENTER FUNCTION WORKLOAD

Workload	2020	2021	2022	2023
Number of Calls Received	121,506	121,065	109,560	104,796
Number of Reports Taken	26,347	29,778	26,482	29,135
Number of Supplement Reports Taken	4,633	4,728	4,576	3,996
Number of Private Tows/Repossessions	11,300	14,723	17,214	17,385
Number of Crime Tips	9,591	6,223	10,440	6,865

Although measurable workload parameters exist for the service center within the Central Records Unit, its operations must ultimately be staffed using a fixed-post methodology. The service center functions as a critical, public-facing access point for records, requiring continuous coverage during designated service hours regardless of fluctuations in daily request volume. Unlike workload that can be batched or deferred, service center staffing must guarantee immediate response to walk-in requests, phone calls, and time-sensitive document processing to support both internal needs and public inquiries.

6.2 CENTRAL RECORDS STAFFING ANALYSIS

Due to this operational requirement, staffing levels must be based on the number of posts to be filled across all shifts, rather than on average workload calculations. A fixed-post approach ensures that the

service center remains open and responsive throughout its published hours, maintains compliance with customer service standards, and prevents service interruptions.

The following table uses a fixed-post methodology to calculate staffing needs for the service center function. This calculation assumes 2 fixed posts per day for the service center.

SERVICE CENTER FIXED-POST HOURS CALCULATION

Service Center Fixed Posts / Day	2
Service Center Fixed Hours / Day	16
Service Center Fixed Hours / Year	4,176

In total, the service centers need to be staffed for 4,176 hours, assuming 2 8-hour fixed posts per day for 261 days (corresponding to weekdays in the calendar year). Using the net available work hours, the necessary FTEs to staff this function are shown below:

SERVICE CENTER STAFFING NEEDS

Total Staffed Hours Needed	4,176
Net Available Hours per Position	1,780
Recommended Positions	3

It is recommended that 2 additional full-time equivalents (FTEs) be added to the Central Records Unit to cover 2 fixed posts at the service center. These additional personnel will allow for consistent coverage during all hours of operation, reduce reliance on overtime, and enhance the unit's ability to provide timely and reliable service to both the public and internal stakeholders.

Staffing calculations for IPT Is are shown in the table below:

STAFFING CALCULATIONS – IPT I

Total Unit Wkld (Hrs.)	25,176.7
Net Available Work Hours	1,780
Administrative Positions Needed	15
Service Center Positions	3
Total Positions Needed	18

In total, combining the calculations from above for administrative positions and service center positions, the Central Records Unit should maintain the current authorized strength of 18 Information Processing Technicians I to handle its administrative and service center workloads.

6.3 DATA INTEGRITY WORKLOADS

As mentioned previously, IPT IIs within the Central Records staff are in the Data Integrity Unit. This unit specifically handles the workload associated with the integrity and validity of data pertaining to NIBRS reporting procedures. As a result, this workload is analyzed separately.

The table below summarizes the workload associated with the Data Integrity Unit:

DATA INTEGRITY UNIT WORKLOAD – 2022 TO 2024

Workload	2022	2023	2024
Report Approval	85,126	129,509	126,641
Report Error Corrections	79,791	137,815	18,712
Returned Reports	5,737	7,105	1,539

These workload totals are then cross-referenced with workload estimates per type, then aggregated into a calculation of the total workload for the Data Integrity Unit based upon 2024 workload parameters:

DATA INTEGRITY UNIT WORKLOAD – 2024

Workload	2024	Wkld (min.)	Wkld (Hrs.)
Report Approval	126,641	5	10,553.4
Report Error Corrections	18,712	15	4,678.0
Returned Reports	1,539	5	128.3
Total Workload (Hrs.):			15,359.7

In calendar year 2024, the Data Integrity Unit handled 15,359.7 workload hours.

6.4 DATA INTEGRITY STAFFING

The table below then calculates the necessary staffing of IPT IIs based upon this workload:

DATA INTEGRITY UNIT STAFFING NEEDS

Total Unit Workload Hours	15,359.7
Net Available Work Hours	1,780
Positions Needed	9

To handle the workload associated with NIBRS reporting and validation, LMPD needs 9 Information Processing Technicians authorized to staff the Data Integrity Unit.

RECOMMENDATION:

Increase Data Integrity Unit staffing by 1 Information Processing Technician II, for a total of 9 positions authorized.

6.5 FALSE ALARM WORKLOADS

The Central Records Unit also staffs 2 False Alarm Administrators to handle the workload associated with false alarms throughout the jurisdiction. The table below summarizes the false alarm workload from 2022 to 2024:

FALSE ALARM WORKLOAD – 2022 TO 2024

Workload	2022	2023	2024
False Alarms Processed	35,332	32,848	24,516

As before, these workload totals are then cross-referenced with workload estimates per type, then aggregated into a calculation of the total false alarm workload based upon 2024 workload parameters:

FALSE ALARM WORKLOAD – 2024

Workload	2024	Wkld (min.)	Wkld (Hrs.)
False Alarms Processed	24,516	5	2,043

In total, the false alarm administrators handled 2,043 hours of workload in 2024 associated with false alarms throughout Louisville.

6.6 FALSE ALARM STAFFING

When compared to net availability statistics, the calculations justify the deployment of 2 False Alarm Administrators to handle this workload, as shown below:

FALSE ALARM ADMINISTRATION STAFFING NEEDS

Total Unit Wkld (Hrs.)	2,043.0
Net Available Work Hours	1,780
Positions Needed	2

As a result, the staffing of 2 False Alarm Administrators should be maintained.

6.7 CENTRAL RECORDS MANAGEMENT AND SUPERVISION

The recommended staffing configuration (i.e., 18 IPT I positions, 9 IPT II positions, and 2 False Alarm Administrators) can be effectively managed under the current supervisory framework of 1 Director

(supported by 1 Management Assistant), 2 Managers, and 4 Supervisors. This structure ensures a balanced span of control and allows for clear lines of accountability across the division.

The Director, with administrative support, provides strategic oversight, sets priorities, and liaises with executive leadership to align the division's activities with organizational goals. The 2 Managers divide operational responsibilities to maintain focus on both day-to-day service delivery and longer-term process improvements, while also ensuring consistent application of policy and procedure. The 4 Supervisors maintain direct relationships with frontline IPT I and IPT II staff, enabling real-time quality control, coaching, and performance monitoring.

7. OPEN RECORDS UNIT

The Open Records Unit at the Louisville Metro Police Department is responsible for managing and processing all open records requests, including video records, in compliance with state and local transparency requirements. The unit is led by an Executive Administrator who oversees overall operations and ensures timely and accurate responses to public records inquiries.

Direct supervision is provided by 2 Supervisors, who serve as first-line supervisors, coordinate staff schedules, assist with training, and support the administrative workload. The workload is divided among supervisors: 1 oversees general request processing, and the other oversees video/BWC request processing.

The bulk of the unit's work is carried out by Open Records and Video Specialists, who handle the day-to-day processing of requests. These specialists work closely with internal divisions, external stakeholders, and members of the public to ensure that requests are fulfilled promptly, consistently, and in compliance with legal obligations.

This unit plays a vital role in supporting transparency, accountability, and public trust by ensuring that records are processed efficiently and released in accordance with applicable laws and policies.

7.1 OPEN RECORDS MANAGEMENT AND SUPERVISION

The Executive Administrator and Supervisors are essential to the effective operation of the Open Records Unit. The Executive Administrator provides overall direction and ensures compliance with legal and transparency requirements, while the Supervisors manage day-to-day operations, oversee personnel, and support training.

This leadership structure ensures accountability, timely responses, and consistent quality of work. The span of control for the Supervisors aligns with industry best practices, providing proper oversight without overextension. Maintaining both roles is crucial to sustaining compliance, transparency, and public trust in LMPD's open records processes.

7.2 OPEN RECORDS WORKLOAD AND STAFFING

The Open Records Unit's workload consists of requests from internal and external entities. These figures are tracked by the agency and presented in the table below:

OPEN RECORDS UNIT WORKLOAD – 2022 TO 2025

Year	# Video/BWC Requests	# Other/General Received	# Total Requests Received
2021	79	7,422	7,501
2022	2,908	9,741	12,649
2023	3,367	10,365	13,732
2024	3,648	12,765	16,413
2025 (<i>annualized</i>)	3,444	13,523	16,967
Weighted Average⁶	3,499	12,744	16,243

To best capture staffing recommendations, project staff are utilizing the weighted average number of open records requests since 2023. Using a weighted average over the past 2 years appropriately accounts for the unit's recent growth by placing greater emphasis on the most recent workload levels, which more accurately reflect current operational demands. This approach minimizes the distorting effect of lower historical volumes while still incorporating trend stability, resulting in a more realistic and defensible representation of average workload for staffing and resource planning purposes.

The following table takes this weighted average and calculates the total workload when compared to the average time per process:

OPEN RECORDS UNIT WORKLOAD HOURS

Workload	# Video/BWC Requests	# Other/General Received	# Total Requests Received
Weighted Average	3,499	12,744	16,243
Time per Process (Min.)	75	75	75
Total Workload (Hrs)	4,374	15,930	20,304

The workload total of 20,304 hours can then be utilized for staffing calculations made below, organized by the 2 major functionalities within the Open Records Unit:

⁶ The weighted average was conducted from years 2023 to 2025 to most accurately capture the current workload of the unit.

OPEN RECORDS UNIT STAFFING CALCULATION

	Video/BWC Requests	Other/General Received	Total Requests Received
Total Unit Wkld (Hrs.)	4,374	15,930	20,304
Net Available Work Hours	1,780	1,780	1,780
Positions Needed	3	9	12

In total, the Open Records Unit should be staffed with 12 Clerks to handle the workload associated with Open Records requests. 9 positions should be dedicated to general requests, with the remaining 3 to Video/BWC-related requests.

RECOMMENDATION:

Increase the Open Records Unit staffing by 1 Video Specialist position, bringing the total to 3 authorized. This additional position should be dedicated to processing Video/BWC-related requests.

8. TECHNICAL SERVICES UNIT

The Technical Services Unit (TSU) at LMPD is responsible for managing the department's technology, data systems, and specialized investigative support functions. The unit is overseen by a lieutenant who provides leadership across 3 primary areas: Technical Investigations, Digital Forensics, and Technical Services.

Technical Investigations focuses on supporting investigative efforts through technology, managing specialized equipment, and ensuring that investigators have the tools required to conduct efficient casework. Digital Forensics provides expert assistance in identifying, extracting, and analyzing digital evidence, playing a crucial role in criminal investigations and evidence management.

The Technical Services Unit itself manages all department-wide technologies and systems. This includes maintenance, repair, and replacement of critical technology infrastructure, acquisition of new equipment, and implementation of upgrades to support operational effectiveness. The TSU is led by a Manager and supported by a Senior IT Manager and a Supervisor, with additional assistance from Systems Analysts, Statistical Research Assistants, and Police Data Analysts. These roles ensure that technology remains operational, that data is accurate and actionable, and that the department stays aligned with best practices in law enforcement technology.

8.1 TECHNICAL SERVICES UNIT ADMINISTRATION

Assigning 1 lieutenant is sufficient to supervise the Technical Services Unit at LMPD, as the span of control and the complexity of operations remain within best-practice limits. The unit consists primarily of specialized civilian positions whose daily functions are relatively predictable, procedural, and guided by established policies. The lieutenant provides overall leadership, ensures adherence to departmental

standards, and acts as the liaison with command staff for resource allocation, budgeting, and policy decisions.

Due to the Technical Services Unit's work being heavily process-driven (including records management, open records processing, evidence management, and technical support), the need for constant tactical decision-making is limited. A single lieutenant can effectively oversee performance metrics, coordinate with supervisors of each functional area, and implement process improvements without being overextended.

8.2 TECHNICAL INVESTIGATIONS

The Technical Investigations Unit (TIU) supports the department's investigative divisions by using advanced technology to enhance criminal investigations. This unit is typically responsible for deploying and maintaining specialized surveillance equipment, conducting forensic examinations of electronic devices, managing covert or overt video surveillance systems, and assisting detectives with the lawful collection of digital evidence such as communications data, location information, or network activity. TIU personnel often work closely with local, state, and federal partners to ensure that complex technology-related cases (e.g., cybercrime, organized crime, fraud, or major violent offenses) are investigated effectively and that all evidence is collected in compliance with constitutional and statutory requirements.

In 2023, the Technical Investigations Unit fulfilled 2,500 video requests and 500 investigative camera requests. While the time required to fulfill these requests varies, deploying 2 officers to do so is feasible.

8.3 DIGITAL FORENSICS

The Digital Forensics Unit (DFU) at LMPD was formally established in 2022 to meet the growing demand for the extraction, analysis, and preservation of evidence from digital devices. As a relatively new unit, it is still developing standardized processes for tracking key workload metrics, such as case volume, turnaround times, and the complexity of forensic examinations.

The unit supports investigative divisions across the department by conducting data extractions from mobile devices, computers, and other digital media, ensuring that evidence is collected, preserved, and presented in accordance with evidentiary standards. Over the coming years, DFU's focus will be on refining its data collection processes, establishing performance benchmarks, and aligning outputs with industry best practices for transparency and efficiency.

CIVILIANIZING THE DIGITAL FORENSICS UNIT

Given the highly technical nature of digital forensics work, DFU staffing should shift from sworn officers to trained civilian forensic examiners. Civilianization offers several benefits by enabling the department to hire personnel with specialized skills in digital evidence, computer science, and cybersecurity, ensuring the unit stays at the forefront of new technology. It is also more cost-effective, as civilian salaries are typically lower than sworn salaries, generating savings that can be reinvested into tools, software, and training to enhance investigative capacity. Civilian staffing also encourages better retention and

continuity, since these employees are less likely to be reassigned or rotated into other roles, reducing the need for repeated training.

Transitioning sworn staff out of DFU also allows officers to return to patrol or investigative roles that require law enforcement authority, increasing sworn staffing availability across the department. Importantly, for now, keeping a sergeant to supervise the unit ensures that the transition, operational, chain-of-command, or sworn-related staffing needs are managed properly while still allowing highly skilled civilian personnel to handle the technical work. Long-term, evaluate the feasibility of civilianizing the sergeant as well. While state law and other factors may be impediments, maintaining sworn supervision blocks promotional opportunities for staff assigned to the unit.

RECOMMENDATION:

Civilianize the officer positions within the Digital Forensics Unit. Transfer these sworn positions to other vital roles within the organization. Evaluate the feasibility of civilianizing the unit's supervision.

8.4 TECHNICAL SERVICES

The LMPD Technical Services Unit manages all technology, equipment, and data systems supporting operations and administration. Led by a Manager with support from a Senior IT Manager handling security and new tech, and a Supervisor overseeing staff, the team includes 4 Systems Analysts who maintain systems and troubleshoot issues. 2 Statistical Research Assistants collect and analyze data for reports, while 2 Police Data Analysts focus on crime and operational data for investigations and planning. This structure ensures technical expertise, supervision, and analytics to support LMPD's infrastructure and data-driven efforts.

The Technical Services Unit's workload is difficult to measure using traditional metrics, as responsibilities range from unexpected equipment failures to ongoing system maintenance, technology integration, and complex data analysis. These demands are often unpredictable, making standardized tracking impractical.

Despite this, the unit's positions are essential to departmental functionality. The Manager, Senior IT Manager, and Supervisor ensure that core systems remain operational and secure, while Systems Analysts, Statistical Research Assistants, and Police Data Analysts provide the technical and analytical support needed for effective operations and strategic decision-making. According to IACP best practices, law enforcement agencies must maintain sufficient IT and analytical capacity to manage technology infrastructure and leverage data for resource deployment and accountability.

Although the workload cannot be easily quantified, these roles form the backbone of LMPD's technological and data-driven operations. Without them, the department would risk diminished system reliability, reduced analytical capacity, and slower adaptation to evolving policing demands.

9. REAL TIME CRIME CENTER

The Real Time Crime Center (RTCC) at LMPD is staffed with a mix of leadership, supervisory, and analytical positions to provide 24/7 intelligence-led policing support. The unit is overseen by an Executive Administrator, who is responsible for the center's overall direction and operational performance. 2 managers coordinate the tactical and strategic crime analysis operations, ensuring alignment with departmental priorities and investigative needs. A supervisor provides day-to-day oversight and ensures consistent workflows and quality assurance.

The core of the RTCC consists of 18 Tactical Criminal Intelligence Analysts, who operate around the clock to deliver real-time intelligence and direct support to sworn personnel responding to incidents in the field. These analysts are responsible for live monitoring, situational awareness, and investigative follow-up to aid officers during active events. In addition, 12 (15 authorized) Strategic Crime Analysts focus on longer-term research and special projects, conducting trend analysis, crime mapping, and data-driven recommendations to inform deployment strategies and crime-reduction initiatives. These Strategic Crime Analysts can be deployed across other areas of the organization (e.g., patrol, investigations, fugitive apprehension units).

Together, this staffing model enables the RTCC to serve as a critical hub for information sharing, proactive crime prevention, and investigative support, ensuring that LMPD has both immediate tactical intelligence and strategic insights for long-term decision-making.

9.1 RTCC MANAGEMENT

The Real Time Crime Center (RTCC) is effectively managed by a single Executive Administrator and 2 Managers, who collectively provide comprehensive oversight of the unit's operations. The Executive Administrator ensures the overall strategic direction of the RTCC, sets priorities, and maintains alignment with departmental goals and command staff expectations. The 2 Managers divide operational oversight between tactical and strategic functions, allowing for focused attention on both real-time crime monitoring and long-term analytical projects.

This structure is sufficient because it establishes a clear chain of command, ensures balanced attention to both immediate field support and broader analytical initiatives, and allows each Manager to specialize in their respective area without being overextended. The Executive Administrator provides top-level coordination and policy guidance, while the Managers translate those directives into actionable workflows for their teams. This management model supports efficient decision-making, maintains quality control, and ensures that the RTCC remains responsive to the needs of both patrol operations and investigative units.

9.2 RTCC 24/7 OPERATIONS – TECHNICAL CRIME ANALYSTS

The purpose of this section is to calculate the staffing needs of the Real Time Crime Center's tactical criminal intelligence function, which operates 24 hours per day, 7 days per week. This calculation ensures that the RTCC maintains adequate coverage across all shifts, supports continuous situational awareness, and provides real-time information to officers in the field. Determining appropriate staffing

levels is essential to maintain minimum operational capacity on each shift, to balance workloads across personnel, and to allow for scheduled leave, training, and other unavailable time without impacting service delivery.

The Real Time Crime Center (RTCC) requires a fixed-post staffing approach rather than a workload-based calculation because it is a 24/7 operation that must maintain continuous coverage regardless of fluctuating call volume. Unlike units that can flex staffing to meet demand peaks and troughs, the RTCC functions as a critical infrastructure support unit, providing real-time monitoring, intelligence dissemination, and officer safety information at all hours. The nature of this work requires that minimum staffing levels be maintained to ensure uninterrupted situational awareness, timely alerts, and investigative support.

Workload-based models assume that tasks can be queued or delayed until resources are available, but the RTCC's mission is inherently time-sensitive. Analysts must be present and actively monitoring in real time to respond to developing incidents, coordinate with field units, and provide actionable intelligence that supports officer and public safety. Any coverage shortfall could result in missed opportunities to prevent or resolve incidents quickly.

Using fixed-post staffing calculations allows LMPD to determine the exact number of positions required to staff each post on each shift, accounting for leave, training, and other non-productive time, and to build a staffing plan that guarantees 24/7 operational readiness. This approach aligns with best practices for mission-critical operations such as communications centers, emergency operations centers, and other public safety support units where continuous presence is required.

FIXED POST STAFFING CALCULATION

For the following analysis, project staff is referring to best practices for the minimum staff for a real-time crime center. The RTCC currently deploys 3 8-hour shifts. The table below summarizes the minimum staffing needs by shift at LMPD's RTCC:

RTCC MINIMUM STAFFING BY SHIFT

Shift	Minimum Staffing			
	Start Time	End Time	Analysts	Supervisor
Day	0800	1600	4	1
Mid	1600	0000	4	1
Late	0000	0800	3	1
Total Posts per Day (PPD):			11	3

In total, to deploy these minimum staffing levels, staffing must be sufficient to deploy 11 technical analyst posts per day, and 2 supervisor posts per day. These posts can now be utilized to calculate the staff needed to fill them, as shown below:

RTCC WORKLOAD HOURS BY POSITION

	Analysts	Supervisor
Technician Posts / Day	11	3
Technician Hours / Day	88	24
Technician Hours / Year	32,120	8,760

To properly deploy an RTCC with adequate minimum staffing levels, staff must be available to staff 32,120 hours for analysts, and 8,760 hours for shift supervisors. Compared with net availability factors, as shown below, there is a need for 19 authorized tactical criminal intelligence analysts and 5 shift supervisors.

RTCC STAFFING NEEDS BY POSITION

	Analysts	Supervisor
Total Staffed Hours Needed	32,120	8,760
Net Available Hours per Position	1,780	1,780
Recommended Positions	19	5

At a minimum, LMPD needs to authorize 19 Tactical Criminal Intelligence Analysts and 5 shift supervisors to adequately staff the RTCC. While the deployment of 19 Analysts is feasible to handle the RTCC's line-level workload, the use of 5 Supervisor positions leaves a gap in supervision under a 24/7 deployment model. To alleviate these strains, a 6th position is needed. In turn, 2 can be assigned to each shift on a staggered basis to ensure supervisory coverage throughout the shift.

RECOMMENDATIONS:

Increase the staffing of RTCC Tactical Criminal Intelligence Analysts by 1 position, bringing the total to 19 authorized positions.

Increase the RTCC staffing by 5 supervisor positions, for a total of 6 authorized.

9.3 SPECIAL PROJECTS – STRATEGIC CRIME ANALYSTS

Strategic crime analysts within LMPD are spread across various organizational units, including patrol, fugitive apprehension, investigations, and other specialized divisions. Due to this broad distribution and the specific responsibilities assigned to each unit, it is challenging to track and measure their workload using traditional call-for-service or case-based frameworks. The analysts often work on project-specific or specialized tasks (e.g., supporting major investigations, providing tactical or strategic analysis for fugitive operations, or identifying emerging crime trends) that do not easily fit into standard workload metrics. As a result, their value is not easily reflected in conventional staffing models.

At the same time, the flexible deployment of these analysts is a crucial asset to the department. Their ability to switch between units and support shifting priorities ensures that analytical capacity is used where it is most needed, whether that is proactive patrol operations, high-priority investigations, or time-sensitive enforcement projects. This adaptability allows LMPD to respond quickly to changing crime patterns and operational demands. For these reasons, it is essential to maintain these positions moving forward. Their unique placement across the organization and their ability to provide specialized, data-driven insight are vital for maintaining effective policing strategies and supporting both tactical and strategic goals.

10. STRATEGIC PLANNING

The Strategic Planning Unit at the Louisville Metro Police Department is staffed with a mix of sworn and professional personnel to support department-wide recruitment, retention, and workforce planning efforts. The unit is led by a lieutenant, who provides overall oversight of strategic planning activities, with 2 Sergeants overseeing Recruitment and Selection efforts, supplemented by a third sergeant within Strategic Planning.

The unit also includes 1 Performance Analyst and 1 Personnel Specialist, who support data analysis, applicant processing, and onboarding activities. Day-to-day recruitment and background investigation work is carried out by 7 Officers and 2 Civilian Investigators, who conduct background checks, attend recruiting events, and assist with retention-related initiatives. This blended staffing model allows the unit to balance supervisory oversight, analytical support, and operational capacity in support of LMPD's recruitment and retention goals.

10.1 REORGANIZATION OF THE STRATEGIC PLANNING UNIT

At present, the Strategic Planning Unit is responsible for both long-range organizational planning functions (such as facilities planning, capital procurement, and strategic initiatives) and operational recruitment and background investigation activities. These 2 functions do not have meaningful operational overlap. Strategic planning is a forward-looking, policy-driven function focused on infrastructure, resource allocation, and long-term organizational needs, while recruitment is a continuous, operationally intensive process centered on applicant screening, background investigations, and workforce onboarding. Each function requires distinct expertise, timelines, performance metrics, and management approaches. Housing both responsibilities within a single command structure creates competing priorities and dilutes leadership focus. Separating strategic planning and recruitment into 2 distinct command structures would improve mission clarity, enable specialized supervision, and enhance accountability and effectiveness across both long-range planning and day-to-day recruitment operations.

10.2 RECRUITMENT MANAGEMENT AND OVERSIGHT

Maintaining a dedicated lieutenant position to oversee recruitment efforts at LMPD is critical to ensuring the effectiveness, consistency, and accountability of the department's hiring and onboarding process. Recruitment is a complex, high-risk function that involves background investigations, compliance with

legal and regulatory standards, coordination across multiple internal units, and sustained engagement with external stakeholders.

A lieutenant-level commander provides the necessary authority to set priorities, resolve issues, and align recruitment strategies with department-wide staffing needs and executive direction. This level of oversight ensures supervisory consistency across sergeants and staff, maintains quality control in applicant screening, and supports data-driven decision-making. Given the scale and operational importance of recruitment to overall departmental readiness, the lieutenant position is essential and should be maintained.

10.3 RECRUITMENT STAFFING

The recruitment and retention function is a critical, department-wide support operation that directly impacts LMPD's ability to maintain authorized strength, sustain operational readiness, and meet long-term workforce goals. As LMPD continues to face competitive labor markets, increasing background and vetting requirements, and expanded community expectations, the staffing of the Recruitment and Retention Section must be structured to provide continuous, specialized, and scalable support. Based on workload demands, functional separation of duties, and best practices observed in comparable agencies, this analysis recommends a total staffing complement of 12 positions: 2 Sergeants, 5 Officers, 1 Performance Analyst, 1 Personnel Specialist, and 3 Civilian Investigators dedicated to applicant background investigations.

This staffing model balances the need for sworn personnel in externally facing and evaluative roles with the efficiency and continuity provided by civilian professionals performing technical, administrative, and investigative functions.

SUPERVISORY STAFFING

The 2 Sergeants provide supervisory oversight and strategic coordination for all recruitment and retention activities. These positions ensure alignment with departmental policies, legal standards, and command priorities while providing direct supervision to sworn and civilian staff.

Primary responsibilities include:

- Oversight of recruitment strategy, outreach initiatives, and applicant pipeline management
- Supervision of sworn recruiters, civilian investigators, and professional staff
- Coordination with Training, Human Resources, Legal, and Command Staff
- Quality control of applicant evaluations, background investigations, and selection processes
- Monitoring recruitment outcomes, attrition trends, and performance metrics

Maintaining 2 supervisory positions ensures continuity of operations, appropriate span of control, and coverage across recruitment, retention, and background functions.

LINE-LEVEL STAFFING

The 5 sworn officers assigned to recruitment serve as LMPD's primary representatives to prospective applicants and the community. Their sworn status provides credibility, operational insight, and peer-to-peer engagement essential for effective recruitment.

Primary responsibilities include:

- Conducting recruitment outreach at job fairs, colleges, military installations, and community events
- Serving as mentors and points of contact for applicants throughout the hiring process
- Assisting with applicant evaluations, interviews, and suitability assessments
- Supporting retention initiatives through engagement with new hires and lateral transfers
- Providing an operational perspective on job expectations and departmental culture

Staffing sworn officers as recruiters ensures candidates receive accurate, experience-based information while reinforcing professional standards and organizational expectations.

PERFORMANCE ANALYST

The Performance Analyst provides data-driven support to the recruitment and retention function, ensuring leadership has timely and accurate information to guide strategic decision-making.

Primary responsibilities include:

- Tracking applicant flow, hiring timelines, and attrition rates
- Analyzing recruitment outcomes by source, demographic, and stage of the hiring process
- Developing performance dashboards and reporting for the command staff
- Identifying trends, bottlenecks, and opportunities for process improvement
- Supporting evidence-based recruitment and retention strategies

This position ensures LMPD's recruitment efforts are measurable, transparent, and adaptable to changing workforce conditions.

PERSONNEL SPECIALIST

The Personnel Specialist provides administrative and technical support essential to maintaining compliance, efficiency, and consistency throughout the hiring and retention process.

Primary responsibilities include:

- Coordinating applicant documentation, testing schedules, and hiring milestones
- Serving as liaison with Human Resources and external vendors
- Ensuring compliance with civil service rules, collective bargaining agreements, and legal requirements

- Managing records related to recruitment, hiring, and retention activities
- Supporting communication with applicants and internal stakeholders

This role allows sworn personnel to remain focused on evaluative and outreach duties while ensuring administrative continuity.

CIVILIAN INVESTIGATORS

The 2 Civilian Investigators are dedicated exclusively to conducting background investigations for prospective recruits. Utilizing civilian investigators for this function reflects best practices and allows for consistency, specialization, and cost-effective use of sworn resources.

Primary responsibilities include:

- Conducting comprehensive background investigations, including employment, criminal, financial, and reference checks
- Preparing investigative summaries and documentation for command review
- Coordinating follow-up inquiries and clarifications as needed
- Ensuring investigations comply with legal, ethical, and policy standards
- Maintaining investigative continuity throughout the hiring process

Civilianizing background investigations allows sworn staff to focus on operational and evaluative roles while maintaining investigative rigor and accountability.

SUMMARY OF STAFFING RATIONALE

The recommended staffing model for the Recruitment and Retention Section provides LMPD with a balanced, scalable, and sustainable structure capable of meeting current and future workforce demands. By clearly defining supervisory, sworn, analytical, administrative, and investigative roles, this model ensures efficient use of resources, improved applicant experience, and stronger long-term retention outcomes. Maintaining this staffing configuration positions LMPD to compete effectively in the labor market while preserving the integrity and quality of the hiring process.

10.4 STRATEGIC PLANNING STAFFING

The Strategic Planning Unit performs highly specialized administrative and technical functions that are fundamentally distinct from law enforcement operations and do not require sworn authority, enforcement powers, or police-specific training. The core responsibilities of this unit center on long-range planning, regulatory compliance, facilities coordination, and procurement management, all of which necessitate personnel with professional backgrounds in municipal planning, codes compliance, permitting, and public-sector procurement rather than sworn law enforcement experience.

Effective execution of these responsibilities requires subject-matter expertise in building codes, zoning regulations, permitting processes, and government procurement frameworks, as well as sustained

coordination with Louisville Metro Government departments and external regulatory bodies. These functions are administrative in nature, involve no operational policing duties, and do not benefit from sworn status. As such, assigning sworn personnel to these roles would not enhance outcomes and would instead divert limited sworn resources from core public safety functions.

Establishing dedicated civilian positions within the Strategic Planning Unit ensures that these complex, technical processes are managed by professionals with the appropriate education, certifications, and experience. This approach improves efficiency, reduces regulatory and procurement risk, strengthens intergovernmental coordination, and aligns LMPD's staffing model with best practices that prioritize sworn personnel for enforcement, supervision, and operational command roles.

STRATEGIC PLANNING MANAGER

The Strategic Planning Manager serves as the unit's subject-matter expert for regulatory compliance and long-range planning, with a particular emphasis on municipal codes, zoning requirements, permitting processes, and building standards. This position provides the technical knowledge necessary to navigate complex regulatory environments and ensure that planning initiatives progress without unnecessary delays.

Primary responsibilities include:

- Serving as the lead authority on building codes, zoning regulations, permitting, and inspection requirements
- Coordinating facility planning and capital projects to ensure compliance with local, state, and federal regulations
- Managing timelines and approvals associated with permits, inspections, and regulatory reviews
- Acting as the primary point of contact with planning, zoning, and inspection agencies
- Identifying risks, constraints, and compliance issues early in the planning process
- Providing strategic guidance to the command staff on the feasibility, sequencing, and regulatory impacts of proposed projects

Establishing this position ensures continuity, institutional knowledge, and technical expertise within the Strategic Planning Unit, reducing reliance on ad hoc consultations and minimizing project delays caused by regulatory missteps.

PROCUREMENT SPECIALIST

The Procurement Specialist functions as a line-level professional responsible for day-to-day procurement activities and interdepartmental coordination. This position supports the Strategic Planning Manager while serving as the operational link between LMPD and Louisville Metro Government procurement personnel.

Primary responsibilities include:

- Managing procurement workflows related to facilities, equipment, and strategic initiatives
- Preparing and tracking requisitions, contracts, and purchase orders
- Liaising with Louisville Metro Government procurement, finance, and legal staff
- Ensuring procurement actions comply with municipal policies and timelines
- Monitoring vendor coordination, documentation, and approvals
- Providing direct administrative and technical support to the Strategic Planning Manager as needed

By assigning procurement responsibilities to a dedicated civilian specialist, LMPD improves efficiency, accountability, and compliance while reducing the administrative burden placed on command and sworn staff.

SUMMARY OF STAFFING RATIONALE

The addition of a civilian Strategic Planning Manager and Procurement Specialist establishes a structured, professional framework for managing complex planning and procurement functions within LMPD. These positions address distinct but complementary roles: 1 focused on technical expertise and regulatory compliance, and the other on execution and coordination. Together, they create a streamlined process that accelerates project delivery, reduces risk, and improves coordination with the Louisville Metro Government.

Civilianizing these functions aligns with best practices by placing highly specialized, non-enforcement responsibilities in the hands of professional staff while preserving sworn resources for operational and supervisory roles. This staffing enhancement positions the Strategic Planning Unit to support LMPD's long-term infrastructure and operational needs in a more efficient, compliant, and sustainable manner.

RECOMMENDATIONS:

Maintain the staffing of 1 lieutenant within the Strategic Planning Unit. This position will oversee the Recruitment and Retention Unit and the Strategic Planning Unit.

Decrease the staffing of Officers in the Recruitment and Retention Unit by 2 positions for a total of 5.

Maintain the staffing of 1 Performance Analyst within the Recruitment and Retention Unit.

Maintain the staffing of 1 Personnel Specialist within the Recruitment and Retention Unit.

Increase the staffing of Civilian Investigators within the Recruitment and Retention Unit by 1 FTE for a total of 3 FTE.

Staff the reorganized Strategic Planning Unit with 1 Strategic Planning Manager and 1 Procurement Specialist.

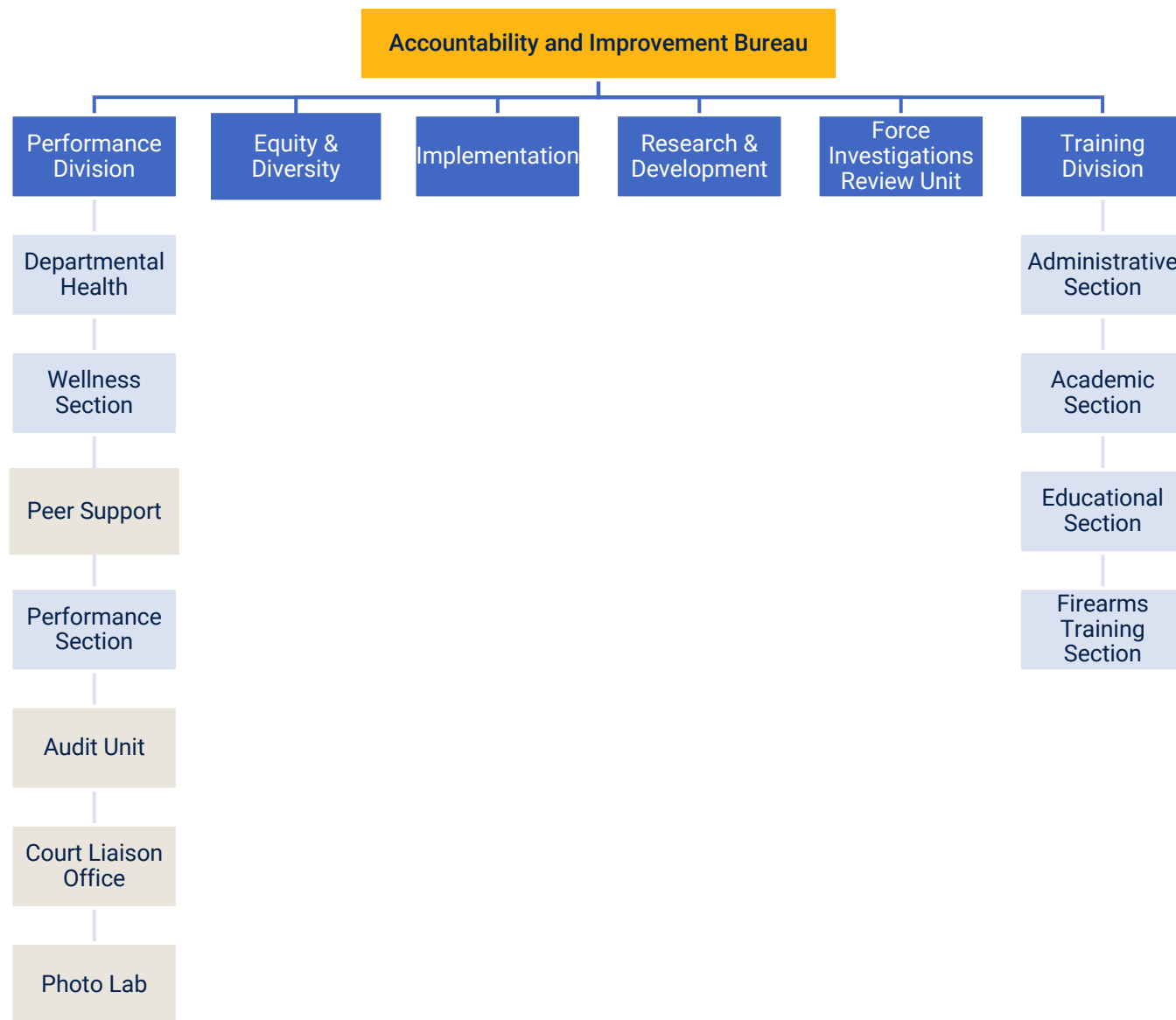
ACCOUNTABILITY AND IMPROVEMENT BUREAU

The Louisville Metro Police Department's Accountability and Improvement Bureau (AIB) is led by an Assistant Chief of Police, who serves on the department's executive command staff. This position is responsible for the executive and operational functions of accountability and reform efforts across LMPD, overseeing all staffing, budget management, and compliance requirements within the bureau.

Within AIB, the Performance Division is managed by a Performance Major, who provides high-level direction and oversight for all division functions. The Performance Major supervises critical areas, including the Departmental Health and Wellness Program—encompassing LMPD's physician and psychologist—along with Inspections and Compliance, Audits, the Performance Review Board, the Early Intervention System, Health and Safety programs, Retention initiatives, Peer Support, and the Court Liaison Office. The Performance Major is responsible for ensuring that all of these activities align with organizational goals and contribute to optimizing agency performance.

Executive administrative support is also provided to the Performance Major to ensure smooth coordination of division activities. This includes direct administrative assistance, facilitating communication across sections, and supporting scheduling, documentation, and performance initiative tracking. Together, the Assistant Chief of Police, Performance Major, and the executive administrative assistant ensure that the bureau operates efficiently and maintains a strong focus on accountability, reform, and organizational improvement.

The following organizational chart outlines the reporting relationships and overall structure of the bureau:



The following sections provide overviews, workload analyses, and subsequent staffing recommendations for all personnel within the bureau.

1. TRAINING DIVISION

The Training Division is led by a major and comprises the Administrative Section, Academic Section, Education Section, and Firearms Training Section.

1.1 ADMINISTRATIVE SECTION

The Administrative Section is led by a lieutenant and staffed with 2 sergeants and 4 police officers. The lieutenant manages the division's budget and handles most purchasing activities. They are responsible

for tracking and maintaining all equipment, supplies, vehicles, trailers, and uniforms issued to newly hired officers. Additionally, the lieutenant coordinates training and travel requests.

All personnel in the Administrative Section work Monday through Friday, either from 7:00 AM to 3:00 PM or from 8:00 AM to 4:00 PM

ADMINISTRATIVE SERGEANT POSITIONS

2 sergeants are assigned to the division's administration. 1 sergeant manages daily operations and ensures compliance with state mandates and licensing requirements for department employees and trainers. The other sergeant oversees daily activities focused on improving employee knowledge, training, techniques, skills, and performance within the department.

INFORMATION PROCESS TECHNICIANS (OFFICERS)

2 officers perform various administrative support functions, including recording, monitoring, compliance, and reporting of state-mandated and licensing requirements for department members and trainers.

CAREER DEVELOPMENT OFFICERS

The 2 career development officers support police officer growth by identifying relevant training courses aligned with each employee's interests and professional goals. They manage VA education benefits, including the Montgomery GI Bill and the Post-9/11 GI Bill, and ensure eligible recruits receive monthly stipends during training. The officers also track and update certifications and oversee career development courses throughout the department.

OPPORTUNITY FOR CIVILIANIZATION

Professional staff employees often have specialized skills in administrative roles within police organizations. This makes them better suited for positions that require this expertise rather than direct law enforcement experience. Usually, professional staff employees are not subject to rotational assignments, which helps promote greater continuity and stability. The advantages of staffing administrative roles with professional staff include the following:

- Allocate time for sworn police officers to focus on crime prevention and reduction tasks, including community policing.
- Non-sworn employees possess skills better suited to immediate tasks.
- The expense associated with non-sworn personnel is lower than that of sworn personnel.
- Promote better community relations and support police legitimacy.

While much public discussion focuses on practical strategies to increase the supply of police officers to meet demand for police services, it is also essential to consider alternative methods to manage that demand. Many, if not most, police organizations struggle to find qualified candidates to fill sworn police officer vacancies. As sworn vacancies increase, numerous organizations continue to expand the roles of professional staff employees.

POTENTIAL PROFESSIONAL STAFF TASKS

As mentioned earlier, the Administrative Section is staffed with sworn police officers only. While some tasks are better suited for sworn employees, most assigned tasks can be completed by professional staff members. The following list outlines many of these tasks.

- Recording and documenting compliance activities.
- Monitoring state-mandated training and licensing requirements.
- Preparing and submitting compliance and licensing reports.
- Identifying and scheduling employee training courses.
- Managing VA education benefits (Montgomery and Post-911 GI bill).
- Processing monthly stipends for eligible recruits.
- Tracking and updating employee training certifications.
- Administering and coordinating career development courses.
- Tracking and maintaining equipment, supplies, vehicles, trailers, and uniforms.
- Processing and scheduling travel and training requests.
- Managing purchasing paperwork and procurement processes.

Hiring 2 professional staff members for the Administrative Section will enable 1 sergeant and 4 officers to be reassigned to roles where police training is the primary skill, with a focus on law enforcement duties. This will result in the Administrative Section being staffed by 1 lieutenant, 1 sergeant, and 2 professional staff members.

RECOMMENDATION:

Increase the Training Division's Administrative Section by 2 professional staff members, such as administrative assistants, and transfer 1 sergeant and 4 police officers to roles focused on police training, leveraging their primary skill sets and where law enforcement responsibilities and first-line supervision are necessary.

1.2 ACADEMIC SECTION

The Academic Section is led by an academic director and staffed with 2 curriculum development coordinators. The section works Monday through Friday, 8:00 AM to 4:00 PM.

The section is responsible for overseeing the design, implementation, and evaluation of the department's training programs. Tasks include mapping curricula to learning goals, facilitating instructor development, assessing the effectiveness of the division's structure and roles, and ensuring compliance with regulatory training standards and requirements.

CURRICULUM DEVELOPMENT COORDINATORS

The curriculum development coordinators create and deliver learner-centered instructional materials aligned with community-oriented policing. They work with subject matter experts to develop and submit curriculum, lesson plans, and teaching resources for approval by the Kentucky Law Enforcement Council (KLEC). The coordinators work closely with instructors to enhance training effectiveness by applying adult learning principles, ensuring courses have measurable, practical learning objectives, and staying up to date on instructional research to improve understanding and retention.

RECOMMENDATION:

Ensure all department training curriculum, lesson plans, and teaching materials used are reviewed and approved by the Academic Section before course instruction.

1.3 EDUCATION SECTION

A lieutenant leads the Education Section, which includes basic training, advanced training, strategic initiatives, and performance improvement. The section is staffed with 4 sergeants overseeing each area, 6 officers (instructors), 2 non-sworn instructors, and 1 officer who serves as the performance improvement research coordinator.

BASIC TRAINING

Basic training is overseen by a sergeant who supervises training officers and academy recruits, handles daily operations of the police academy, and coordinates the curriculum and class schedules.

ADVANCED TRAINING

Advanced training is overseen by a sergeant responsible for the department's ongoing education, developing certification curricula, managing the advanced training schedule, and coordinating instructor assignments.

STRATEGIC INITIATIVES

Strategic initiative is overseen by a sergeant responsible for managing the training division's budget, tracking strategic goals, and advising on adjustments to priorities and implementation.

PERFORMANCE IMPROVEMENT

Performance improvement is overseen by a sergeant and supported by a performance improvement research coordinator (officer). The sergeant and officer work with department staff to develop and implement training strategies grounded in best practices. They organize instructional materials and analyze officer performance.

1.4 FIREARMS TRAINING SECTION

The Firearms Training Section is led by a lieutenant and staffed with 1 sergeant, 5 sworn instructors, 1 non-sworn instructor, 1 armorer (vacant), and 1 information processing technician. The section works Monday through Friday, with various work hours ranging from 6 AM to 4 PM

1.5 WORKLOAD-BASED STAFFING ANALYSIS

To complete a workload-based staffing analysis for the training division, it is necessary to review the number and duration of courses taught by trainers, hours spent on course development, recruit-to-academy staff ratios, and other administrative tasks. The following sections analyze these factors.

COURSE INSTRUCTION

The following table shows the number of courses taught by the training division, the number of times these courses were taught, and the total number of instructional hours in 2024:

TRAINING DIVISION COURSES 2024

	# Courses	# Course Hours	# Courses Taught	Total Instructional Hours
Basic Academy	226	527.5	678	1,582.5
Lateral Academy	60	149.5	60	149.5
In-Service	25	350.5	418	2,052.5
Firearms	4	64	257	1,340
Total	315	1,091.5	1,413	5,124.5

As shown, in 2024, the training division conducted 315 courses totaling 1,091.5 hours. These courses were taught 1,413 times, totaling 5,124.5 instructional hours. The total number of instructional hours was derived by multiplying the individual course length by the number of times each course was taught (this calculation is not depicted in the table, due to the sheer number of courses instructed).

CURRICULUM DEVELOPMENT

Police training curriculum should be continually updated to reflect changes in case law and statutes, new policies and guidance, evolving tactics and technology, and community expectations. Research on instructional design consistently shows that developing quality training takes far more time than classroom delivery alone. A common benchmark in workplace learning practice is that 1 hour of instructor-led training typically requires on the order of 40-50 hours of design and development to create lesson plans, materials, assessments, and appropriate support for learners.

It is assumed that not all courses in 2024 were new and required the full curriculum development time. To account for this, a 20-hour figure for curriculum development is used. Using this 20-hour figure, a total of 21,830 hours was required. The following table outlines this calculation:

CURRICULUM DEVELOPMENT HOURS 2024

Course Hours		1,091.5
<i>Multiplied by development time per each hour</i>	x	20
Total Curriculum Development Hours	=	21,830

In total, 26,955 hours were required for curriculum development and course instruction in 2024. The following table outlines this calculation:

CURRICULUM DEVELOPMENT + INSTRUCTIONAL HOURS 2024

Curriculum Development		21,830
Instructional Hours	+	5,125
Total Workload Hours	=	26,955

TRAINING DIVISION STAFFING NEEDS

As shown above, the total workload hours allocated to curriculum development and course instruction totaled 26,955 hours. The standard work year for an employee is 2,080 hours. After accounting for vacation, sick leave, training, administrative time, and other absences, the net available hours per Louisville Metro Police officer are 1,493 hours. Using this 1,493-hour figure, 18 trainers are required. The table below outlines this calculation:

CALCULATION OF TRAINING DIVISION STAFFING NEEDS

Total Workload Hours		26,955
<i>Divided by Total Net Available Hours for 1 Employee</i>	÷	1,493
Total Number of Trainers Needed	=	18.05

Currently, the Academic Section is staffed with an academic director and 2 curriculum development coordinators; the Education Section is staffed with 4 sergeants, 6 officers (instructors), 2 non-sworn instructors, and 1 officer serving as the performance improvement research coordinator; and the Firearms Training Section is staffed with 1 sergeant, 5 sworn instructors, 1 non-sworn instructor, and 1 armorer (vacant).

The department uses a hybrid staffing model, utilizing both full-time and part-time trainers. This method strikes a balance between stability and flexibility, maximizing resources while maintaining high-quality instruction. Using this staffing methodology, the Training Division is appropriately staffed.

2. FORCE INVESTIGATIONS UNIT

The Force Investigations Unit is led by a lieutenant and staffed with 1 sergeant, 1 officer, and 1 legal advisor (attorney's office employee). The unit works Monday through Friday, either 7:00 AM to 3:00 PM or 8:00 AM to 4:00 PM.

The Force Investigations Unit reviews levels two and 2 uses of force, pursuits, and exigent circumstances force entries to ensure thorough and accurate supervisory investigations, maintain consistency with standard operating procedures, identify potential policy violations, and uncover training gaps. The unit is also responsible for developing and delivering training for department supervisors and conducting roll-call training to keep department members informed and up to date on use-of-force standards. Additional duties include managing facilities and technology resources, and compiling data and statistical reports.

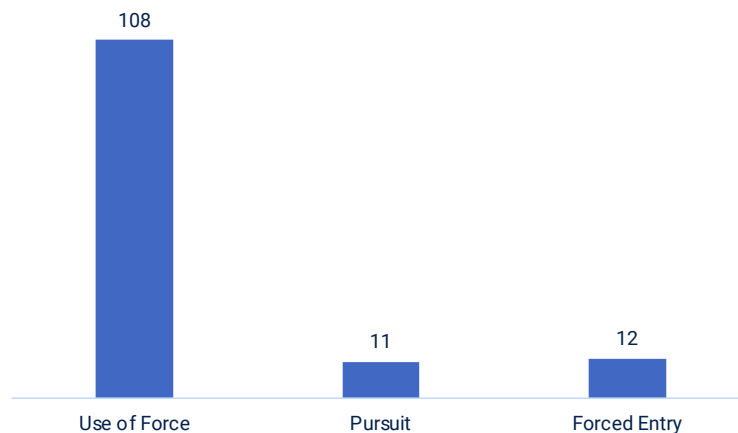
The Force Investigations Unit began reviews on October 1st, 2024. The following table presents reviews completed as of April 17, 2025.

FORCE INVESTIGATIONS UNIT REVIEWS 10/1/24 – 4/17/25

Review	#
Use of Force	108
Pursuit	11
Forced Entry	12
Total Reviews	131

The following chart visually demonstrates this same information:

FORCE INVESTIGATIONS UNIT REVIEWS 10/1/24 – 4/17/25



Currently, the unit does not track workload completion times for reviews. These completion times vary depending on several factors and the lengths of each incident. The figures below provide a baseline for staffing analysis based on workload.

FORCE INVESTIGATIONS UNIT REVIEWS

	#	Workload Time Per	Total Hours
Use of Force	108	2 - 4	216 - 432
Pursuit	11	1 - 2	11 - 22
Forced Entry	12	2 - 4	24 - 48
Total			251 - 502

As shown above, using the lower estimated workload completion times for the workload, 251 hours were needed to finish the reviews. When applying the higher estimated workload completion times, 502 hours were required.

As mentioned earlier, the Force Investigations Unit is relatively new. An internal system should be implemented to track the completion times of workloads. This will provide a comprehensive view of how time and resources are used, enabling an assessment of the number of personnel needed to maintain or expand the unit's mission.

RECOMMENDATION:

Establish a structured internal tracking system to monitor workload completion times assigned to the Force Investigations Unit.

3. RESEARCH AND DEVELOPMENT

Research and Development supports the Department in a wide range of strategic analysis and support responsibilities. Among the prioritized responsibilities are:

- Support and compliance monitoring with the accreditation standards set by the Kentucky Association of Chiefs of Police.
- Reviewing and updating policies and procedures, both generally and specifically for accreditation purposes.
- Creating or responding to surveys to develop a sense of prevailing emerging best practices and to develop support for aspirational strategic goals.
- Maintaining departmental databases on crime and service trends in the City.
- Assists in updating the Department's website.
- Special projects that arise from the command staff or requests from the City.

Research and Development is staffed with a Supervisor and 3 Criminal Justice Specialists. The Supervisor is involved, too, in the analytical roles described above.

There are several impediments to the effective support desired and required for Research and Development. These include:

- The high priority and immediacy of data needs, including accreditation compliance and special projects requested by command staff or the City.
- Turnover in the unit is an issue due to the technical requirements for the position (a relevant master's degree), potential compensation issues, and the time it takes to recruit professional staff.
- The need for the Supervisor to perform work that should be assigned to Criminal Justice Specialists, which can impact the identification of needs and coordination with command staff and operational divisions.
- Growth in requests for official information.

If the human resource issues cannot be resolved, Research and Development requires an additional staff position. This new position would be needed to direct the Supervisor to take on more coordination and planning roles, as well as to address growing workloads in a more responsive manner than is currently possible.

RECOMMENDATION:

Increase staffing in Research and Development by 1 Criminal Justice Specialist position to handle priority analytical support for the Department, bringing the total to 4 authorized.

4. PERFORMANCE DIVISION

The performance division includes key functionalities such as departmental health and wellness, as well as the performance section.

4.1 DEPARTMENTAL HEALTH

LMPD maintains a comprehensive health and wellness framework to ensure its personnel are physically and psychologically prepared. The Departmental Physician plays a vital role in protecting officer health by conducting medical examinations, reviewing records, and assessing the fitness of employees returning from injury or extended illness. The physician also evaluates prospective applicants to ensure they meet the physical standards required for active duty, safeguarding both individual well-being and organizational readiness.

The Departmental Psychologist, a licensed mental health professional, provides psychological evaluations, therapy, consultation, and routine wellness support for employees and their immediate families. In addition to providing crisis intervention when needed, the psychologist serves as a clinical advisor to the Wellness Unit, Peer Support Team (PST), Hostage Negotiation Team (HNT), and Crisis Intervention Team (CIT), ensuring psychological resilience is incorporated into departmental operations. The psychologist is available 24/7, with scheduled office hours Monday through Friday and every third Saturday, as well as evening hours Monday through Thursday from 2:00 PM to 10:00 PM, offering accessible, flexible support to staff across different shift schedules.

Previously, LMPD employed a Departmental Counselor to provide short-term counseling, crisis intervention, and immediate response following officer-involved shootings or other critical incidents.

Although this dedicated position is no longer active, the department continues to utilize internal and external resources to deliver these services as needed, emphasizing the ongoing importance of mental health and critical incident support for staff and their families.

The responsibilities associated with these roles are sensitive; however, they are essential for fostering a healthy police organization. Each of these roles (or related external contracts/agreements) should be preserved going forward.

4.2 WELLNESS SECTION

The Wellness Lieutenant manages key programs like the Early Intervention System (EIS), which detects issues early and provides proactive support, and the Retention Office, which tracks workplace satisfaction and employee engagement. The lieutenant also oversees the Peer Support Program, offering confidential emotional support through peers.

The Wellness Sergeant facilitates and coordinates the EIS by conducting regular evaluations and meetings for flagged officers. This sergeant reviews performance trends, develops intervention plans, and leads peer-support initiatives. They also train supervisors on evaluations and the effective use of the EIS.

The Health and Safety Officer (HSO) ensures OSHA compliance, manages safety equipment and training, and conducts ballistic vest testing every 5 years. They secure safety-related grant funding, maintain medical kits, and coordinate CPR certification. The HSO supervises 20 part-time health and safety officers in the TacMed program, who provide medical response training and assist during major incidents.

Finally, the Retention Officer analyzes data on officer retention rates and trends to support workforce planning and long-term staffing stability.

Together, these roles are vital to LMPD's health and wellness initiatives. By identifying risks early, supporting officers' well-being, maintaining a safe work environment, and enhancing retention, they provide essential resources that strengthen the department's effectiveness and service. Due to their significance, these programs and positions should be preserved and fully supported going forward to ensure the well-being and readiness of all department members.

4.3 PERFORMANCE SECTION

LMPD's Performance Section provides leadership, oversight, and administration of essential programs focused on monitoring and enhancing both individual and organizational performance. This includes managing the Audit Unit, Court Liaison Office (CLO), Inspections and Compliance (IC), Photo Lab, and the Performance Review Board (PRB). These programs work together to identify areas for improvement, ensure compliance with department standards, and support informed decision-making. 1 lieutenant supervises all these functions, with direct support from 2 Sergeants and 1 civilian investigator.

The sergeant (IC) oversees departmental inspections and compliance-related tasks, including tracking inventory, conducting staff and field inspections, and ensuring proper handling of equipment returned from extended leave. This role ensures operational standards are maintained consistently across the department. The sergeant (IC) also manages compliance with juvenile case file expungement protocols, collaborating with the Records Management Unit to ensure compliance with legal requirements.

The sergeant (PRB) acts as the coordinator and lead for analyzing significant departmental incidents, including officer-involved shootings. Through the PRB, this sergeant convenes a multi-disciplinary team of 20–30 advisors from various departments to review major incidents, identify lessons learned, and recommend policy, procedure, equipment, or training changes.

Finally, the Performance Section Investigator conducts proactive inspections, including site visits of case files, safety equipment, and operational facilities, to ensure readiness and policy adherence. Investigators also conduct targeted compliance checks to verify adherence to procedures, monitor officer safety practices, and promote professionalism and accountability.

INSPECTIONS AND COMPLIANCE

The Inspections and Compliance (IC) Sergeant is responsible for ensuring that LMPD maintains consistent adherence to departmental standards and legal requirements. This role oversees inventory tracking, conducts both staff and field inspections, and verifies the proper handling of equipment returned from extended leave. The IC Sergeant also manages compliance with juvenile case file expungement protocols, coordinating closely with the Records Management Unit to meet all statutory deadlines and requirements.

While there may not be clearly defined workload parameters tied to call volume or measurable outputs, this position is integral to the department's accountability and compliance efforts. By proactively identifying deficiencies, ensuring policies are followed, and maintaining legal compliance, the IC Sergeant helps reduce organizational risk, promote operational consistency, and safeguard public trust in LMPD operations.

Because this role is so essential to maintaining compliance and operational integrity, it is recommended that the position be retained and consistently filled regardless of fluctuations in measurable workload. The value of this position lies in its preventive function (ensuring issues are corrected before they become liabilities) and in its contribution to the department's overall professionalism and reliability.

PERFORMANCE REVIEW BOARD

The Performance Review Board (PRB) Sergeant acts as the coordinator and lead for reviewing and analyzing major departmental incidents, including officer-involved shootings and other critical events. The workload for this role primarily involves reviewing large volumes of body-worn camera (BWC) footage and other case documentation to gain a comprehensive understanding of each incident.

In addition to this technical review, the PRB Sergeant facilitates consultation with a diverse team of 20–30 advisors from across the department. This collaborative process includes holding meetings,

presenting findings, and leading discussions to identify lessons learned. The sergeant also works with the advisory team to develop recommendations for policy, procedural, equipment, and training changes that improve officer and public safety.

This combination of detailed video analysis and interdepartmental coordination results in a workload that is both analytical and collaborative, ensuring the department constantly learns from critical incidents and enhances its operational practices.

The workload for this position is summarized in the table below:

PERFORMANCE REVIEW BOARD WORKLOAD – 2023

Workload	2023	2024
BWC Videos Reviewed	4,000	3,700
BWC Video Reports Completed	1,421	1,801

In total, the PRB Sergeant was responsible for 4,000 BWC video reviews and 1,421 reports on those video reviews in 2023. In 2024, the PRB was responsible for 3,700 BWC reviews, resulting in 1,801 reports completed. The following table takes these workload totals and compares them to workload timeframes to calculate the total workload for this function.

PERFORMANCE REVIEW BOARD WORKLOAD HOURS – 2023

Workload	2023	Wkld (Min.)	Wkld (Hrs.)
BWC Videos Reviewed	3,700	30	1,850.0
BWC Video Reports Completed	1,801	45	1,350.8
Total Workload (Hrs.):			3,200.8

This table calculates that the workload associated with the PRB functions for LMPD totals 3,200.8 hours based on the data provided. In turn, this workload total can be compared with the net available work hours of personnel for a staffing recommendation, as shown below:

PERFORMANCE REVIEW BOARD STAFFING NEEDS

Total Workload Hours	3,200.8
Net Available Workload Hours	1,739
Positions Needed	2

In sum, to handle the workload associated with the Performance Review Board functionality, there should be 2 sergeants assigned to this function.

RECOMMENDATION:

Increase the staffing of the Performance Review Board by 1 sergeant, bringing the total to 2 sergeants authorized.

4.4 AUDIT UNIT

The Audit Unit is crucial in ensuring compliance with departmental policies and procedures. Sergeants in this unit manage daily operations, assess employee performance, review work outputs, and regularly report through the chain of command. A primary role involves reviewing body-worn camera (BWC) footage to confirm that officers follow protocols during interactions, such as traffic stops. This includes verifying camera activation, ensuring proper footage capture and storage, and ensuring the completeness and timeliness of reports. Audit results are summarized monthly for each division, highlighting areas for improvement and recommending corrective actions. The unit also oversees policy acknowledgment via PowerDMS, ensuring all staff stay current with policies. These duties, mandated by the federal consent decree, are essential for promoting accountability, transparency, and compliance throughout the department.

Additionally, the Audit Unit enhances risk management by identifying procedural gaps early, preventing issues from becoming departmental liabilities. By emphasizing policy adherence and operational consistency, the unit fosters public trust and reflects LMPD's dedication to accountability, professionalism, and ongoing improvement.

AUDIT UNIT WORKLOAD

As mentioned above, the unit's workload includes several tasks, such as BWC reviews, site inspections, overtime reviews, and others. The table below summarizes the workload of this unit:

AUDIT UNIT WORKLOAD

Workload	2022	2023	2024
Division/Site Inspections	22	-	12
Secondary Employment Verifications	120	118	121
Monthly Division/Unit Personnel & Vehicle Inspections	60	192	198
STOPS Audits	166	10	-
Random BWC Audits	281	19,081	21,734
10%-OT Audits	779	1448	-
Threshold OT Audits	1463	1976	-

The table above shows the variation in workload over the years, depending on the need for evaluation and audits within the department. As a result of this variation, project staff have averaged the 2023 and 2024 workload figures to most accurately capture the unit's workload and compared them with time estimates for workload types. These figures are shown in the table below:

AUDIT UNIT WORKLOAD

Workload	Average	Wkld (min.)	Wkld (Hrs.)
Division/Site Inspections	12.0	60	12.0
Secondary Employment Verifications	119.5	30	59.8
Monthly Division/Unit Personnel & Vehicle Inspections	195.0	30	97.5
STOPS Audits	10.0	60	10.0
Random BWC Audits	20,407.5	40	13,605.0
10%-OT Audits	1,448.0	30	724.0
Threshold OT Audits	1,976.0	30	988.0
Total Workload (Hrs.):			15,484.3

In total, the staffing calculations for the Audit Unit should use a workload metric of 15,484.3 hours to most accurately reflect the unit's workload. The table below compares this value to net availability figures for civilian staff:

AUDIT UNIT STAFFING CALCULATION

Total Workload Hours	15,484.2
Net Available Workload Hours	1,780
Positions Needed	9

The Audit Unit should be staffed with 9 auditors to handle the workload associated with these key functions.

RECOMMENDATION:

Increase the Audit Unit's staffing by 1 auditor, bringing the total to 9 positions authorized.

AUDIT UNIT SUPERVISION

The Audit Unit is currently supervised by 1 sergeant, who oversees daily operations, reviews audit findings, ensures quality control, and provides performance feedback to assigned auditors. With 8 auditors under the current staffing model, the 1:8 supervisory ratio is appropriate, and even if the number increases to 9 auditors, the existing supervisory structure remains adequate.

However, if the staffing expands to 10 auditors in the future, LMPD should strongly consider adding a second sergeant to assist with supervision. A 1:10 ratio risks reducing the sergeant's ability to provide proper oversight, conduct timely reviews of audit findings, and maintain consistent quality control across all work products. Adding a second sergeant would strengthen supervisory capacity, enable a more

manageable span of control, and help ensure that audit integrity and compliance standards are maintained as the workload grows.

4.5 COURT LIAISON OFFICE

The Court Liaison Office oversees coordination between LMPD and the court system to ensure smooth and effective case processing. It handles receiving and entering subpoenas from local, state, and federal courts, as well as private attorneys, and distributes them to departmental members. Staff monitors officer court attendance, verifies proper courtroom attire, and performs daily audits of court appearances, continuances, and dismissals to ensure compliance and minimize case failures.

In addition to handling subpoenas and court appearances, the office includes the Specialty Court Liaison Officer, who attends court proceedings, assists with participant assessments, maintains essential documentation, and updates monitoring logs in both the Records Management System and the Specialty Court Management Information System. The liaison also tracks compliance in drug-related specialty court cases by conducting curfew checks, breathalyzer tests, and home visits, and by coordinating the apprehension of absconders.

The Court Liaison Office also trains officers and recruits on the goals and expectations of the Specialty Court Program and engages in ongoing professional development to stay current with court policies and procedures. Work is mainly conducted Monday through Friday, with flexible hours to accommodate court schedules.

The following table provides workload statistics for the CLO from 2021 to 2024:

COURT LIAISON OFFICE WORKLOAD – 2021 TO 2024

Workload	2021	2022	2023	2024
Court Subpoenas (District)	608	241	241	298
Court Subpoenas (Circuit)	93	167	71	109
Court Subpoenas (Other)	209	320	218	302
Sick/Emergency Court Absence	135	242	133	146
Court Audits Issued	37	19	13	22
Retired Officer Court Pays Processed	-	80	37	34
Felony Case Dismissals	-	259	196	180
Court OTs Entered	-	256	242	253
Expungement Requests	-	-	-	1,867

FIXED POST STAFFING JUSTIFICATION

Although workload statistics are recorded for the Court Liaison Office, such as subpoenas processed and court appearances, its responsibilities are not solely transactional or volume-based. The office acts

as a key link between LMPD, the court, and prosecutors, requiring a constant presence to handle subpoenas, schedule changes, and urgent requests in real time.

A fixed-post staffing model is needed because the function must be staffed during court hours regardless of workload fluctuations. Scaling down during slow periods risks missing subpoenas, delays, or compliance failures, which could result in dismissals or hinder prosecutions.

Additionally, the Specialty Court Liaison involves compliance checks (home visits, curfew checks, testing) scheduled outside court sessions, which are essential and not discretionary, regardless of volume.

CIVILIANIZATION POSSIBILITIES WITHIN THE COURT LIAISON OFFICE

As part of long-term staffing considerations, there is potential to convert 1 of the sergeant positions assigned to the Court Liaison Office (CLO) into a civilian staff member. This conversion would preserve the CLO's operational capacity while aligning sworn resources with higher-priority field and supervisory needs.

A civilian position could perform the majority of the administrative and coordination functions currently handled by a sergeant, including entering and distributing subpoenas, monitoring court attendance, conducting daily case audits, and communicating with prosecutors and defense attorneys. The work is primarily procedural and schedule-driven, requiring consistency and attention to detail rather than sworn authority.

ADVANTAGES OF CONVERTING TO A CIVILIAN ROLE

- **Cost Efficiency:** Civilian salaries and benefits are typically lower than those of sworn personnel, resulting in budgetary savings that can be redirected to critical patrol or investigative operations.
- **Sworn Resource Optimization:** Converting the role frees a sergeant position that can be reassigned to field operations, increasing supervisory capacity for patrol or investigative units where sworn oversight is essential.
- **Position Stability:** Civilian staff often provide greater continuity, as they are less subject to rotation or promotion cycles that can disrupt workflow and institutional knowledge.
- **Specialization and Focus:** A dedicated civilian coordinator can focus on administrative and court-related duties without the competing operational demands that often burden sworn sergeants, thereby improving timeliness and accuracy in court processes.
- **Recruitment Flexibility:** Hiring from the civilian workforce allows LMPD to recruit candidates with strong administrative, legal, or court experience who may not otherwise pursue a sworn career path.

This transition would need to be carefully planned to ensure that any tasks requiring sworn authority (e.g., certain compliance enforcement actions) remain under the purview of a sworn supervisor.

However, shifting 1 position to a civilian role would provide cost-effective staffing while maintaining the CLO's ability to fulfill its mission.

4.6 PHOTO LAB

The Photo Lab handles all film and digital image processing for LMPD and supports nearby law enforcement agencies as needed. Technicians create official photo ID cards for department staff and provide photographic support for events such as press conferences, special operations, and community activities. Besides supporting the police department, the Photo Lab also assists other city departments, such as the Mayor's Office and Metro Council, ensuring that important city events are professionally documented. Its workload includes producing ID cards, processing images, and supporting various Metro Government entities, all of which require services to be available on demand.

Therefore, a fixed-post staffing model is the best approach, as technicians need to be consistently available during business hours to meet deadlines, support press and community events, and respond to urgent requests from city leadership. Gaps in coverage could cause delays, disrupt city operations, or hinder LMPD's credentialing process. Maintaining a fixed staffing level ensures reliable services, supports continuity across departments, and allows the Photo Lab to meet scheduled and urgent needs without sacrificing quality or speed.

5. EQUITY AND DIVERSITY DIVISION

The Manager provides overall leadership, management, and administration of LMPD's Equity and Diversity initiatives, ensuring the department fosters a more inclusive, representative, and community-focused culture. Key responsibilities include coordinating community outreach and internal programs that promote diversity and inclusion. This involves leading the Leadership Academies, which educate residents—especially from underrepresented communities—about police operations and also serve as a recruitment pipeline.

The Manager oversees language access services, ensuring interpreters are available when needed, and facilitates internal affinity groups such as the LGBTQ+ group and Minority Affairs, offering feedback and recommendations to command staff. Additionally, the Manager collects and analyzes diversity-related data on hiring, promotions, retention, and staffing, utilizing these metrics to promote transparency and accountability. The Manager also develops and delivers training programs on important topics such as bias, de-escalation, and domestic violence. Beyond training, this role supports department tours, ride-alongs, and demographic-specific engagement efforts to strengthen trust between LMPD and the community.

PROGRAM AND ENGAGEMENT WORKLOAD

In 2024, the Equity and Diversity Division hosted 2 major programs (the Latino Leadership and Engagement Program, College Citizens' Academy, and International Leadership Program) which collectively educated and engaged over 80 participants from diverse backgrounds. These programs fostered civic participation and built trust with historically underrepresented communities, serving as both educational opportunities and recruitment pipelines.

The division also supported several affinity group initiatives, including bi-monthly meetings of the Minority Affairs Committee, the creation of safe spaces for dialogue and professional development, and department-wide recognition of Pride Month, Black History Month, Women's History Month, and Hispanic Heritage Month through educational events, community partnerships, and outreach campaigns.

Collectively, these efforts ensure that LMPD not only reflects the diversity of the community it serves but also actively builds legitimacy and public confidence. This position is strategically valuable for recruitment and retention efforts, improving organizational culture, and demonstrating the department's commitment to fair, equitable, and community-oriented policing.

6. IMPLEMENTATION DIVISION

The Implementation Division was established in March 2023 with the mission of promoting and supporting a culture of compliance within LMPD and one that upholds constitutional standards and remains responsive to the needs of Louisville Metro residents. Its members are responsible for reviewing, tracking, and measuring departmental activities, while encouraging all employees to conduct their daily work with the highest standards of honesty, integrity, and accountability.

At the core of this division's work are Compliance Coordinators, who track and manage adherence to internal policies and federally mandated requirements, particularly those connected to the federal consent decree issued by the Department of Justice. This includes drafting and revising policies, coordinating training on policy updates, and assessing the effectiveness of implementation. The coordinator also ensures Title VI and Limited English Proficiency (LEP) compliance across all divisions and public-facing facilities, reinforcing accessibility and equity.

2024 ACCOMPLISHMENTS

In 2024, the Implementation Division made significant progress in strengthening LMPD's compliance posture:

- **Policy and Manual Updates:** Reviewed and revised the department's Operations Manual and identified discrepancies requiring immediate change.
- **Engagement and Collaboration:** Maintained open dialogue with commanding officers and subject matter experts (SMEs) to prepare for the consent decree, and communicated with SMEs from other agencies to align LMPD policies with national standards.
- **Title VI and Language Access:** Implemented a Language Access Plan, began translating critical public-facing documents, and ensured compliance with Title VI requirements in every division and public facility.
- **Process Improvements:** Streamlined methods for receiving and reviewing internal and external feedback for policy revisions and citizen suggestions, making the process more efficient and transparent.

- **Consent Decree Preparation:** Conducted continuous review of consent decree language and developed a draft change management framework and implementation plan to guide future compliance efforts.

SPECIAL PROJECTS

The division played a key role in supporting department-wide initiatives, including assisting with the start-up of the SFI Crime Plan, implementing Smartsheets for multi-purpose use across the department, and preparing comprehensive planning documents for the consent decree's implementation.

These activities demonstrate the division's integral role in keeping LMPD aligned with legal mandates, federal oversight requirements, and best practices in organizational accountability. By institutionalizing compliance through policy development, training, and proactive monitoring, the Implementation Division mitigates risk, strengthens transparency, and builds public trust in the department's operations.

STAFFING

Given the Implementation Division's central role in preparing for and managing compliance with the federal consent decree, it is critical that LMPD continue to closely monitor the division's workload over time. As consent decree requirements evolve and additional reporting, auditing, and training mandates are introduced, the division's administrative burden may increase significantly.

Regular workload tracking (e.g., measuring the number of policies reviewed, translated documents completed, training sessions coordinated, and feedback submissions processed) will allow LMPD to identify workload trends and anticipate resource needs before they become critical. If workload rises to a level that risks delaying policy updates, diminishing quality control, or limiting engagement with command staff and subject matter experts, the department should strongly consider increasing staffing within the division.

SUPPORT BUREAU

The Support Bureau is led by an Assistant Chief of Police (Lieutenant Colonel) and oversees the Special Operations Division, the Major Crimes Division, the Criminal Interdiction Division, and the Homeland Security Unit. An Adjunct Lieutenant administratively supports the Assistant Chief.

1. SPECIAL OPERATIONS DIVISION

A major leads the Special Operations Division (SOD), which includes the Special Events Unit, Traffic Unit, Community Engagement Unit, SWAT, Canine Unit, Aviation Unit, Dignitary Protection Team, Special Response Team, Bomb Squad, Dive Team, Hazardous Response Team, Hostage Negotiations Team, and Honor Guard.

1.1 ADMINISTRATIVE SERGEANT

The administrative sergeant works Monday through Friday, from 8:00 AM to 4:00 PM, and provides administrative support for the division.

ADMINISTRATIVE SERGEANT WORKLOAD

The administrative sergeant supports the division major by providing logistical assistance with maintaining documentation, personnel records, finances, and reports related to various units within the division. This position acts as the division's liaison between divisional units, the department, the metro government, and external agencies. The following bullet points summarize the duties of this position:

- Maintain updated inspection and compliance records for the Special Operations Division.
- Extension to the division commander for communication and organizational processes among staff within the division.
- Maintain and audit the division's purchasing cards and expenditures.
- Coordinate and facilitate facilities and maintenance concerns for the division.
- Retain a training requests log for the division, which includes monitoring certifications and renewals.
- Oversee the division budget.
- Assist the division commander with special projects, reports, etc., as assigned.
- Coordinate capital project requests for the division.
- Attend meetings regarding the division.
- Monitor equipment needs and order equipment.
- Oversee department accreditation standards.
- Collect statistical data and prepare reports.

- Collaborate with local, state, and federal agencies to coordinate response and assistance.

ADMINISTRATIVE SERGEANT WORKLOAD ANALYSIS

The completion times for workloads in roles such as administrative sergeant are often undocumented, which makes it more challenging to perform workload-based staffing analysis. Performance metrics, such as completed work, timely task completion, and work backlogs, typically influence staffing decisions. Although there is no national standard for staffing administrative support personnel, caution is necessary to prevent overloading these individuals. Assigning too many tasks can lead to health issues, burnout, and high turnover. While workload completion time is not currently tracked, there are no backlogs related to assigned tasks.

While no national standard exists for staffing administrative support roles in police agencies, a 2016 survey by the International Association of Administrative Professionals found that, on average, there was 1 administrative professional for every 42 employees in participating private organizations. Although staffing should be adjusted based on workloads, function complexity, and regulatory requirements, this ratio provides a helpful guideline for estimating staffing needs.

Based on the project team's experience with past clients, many police organizations staff administrative positions based on the volume and complexity of assigned tasks, as well as available technology. Currently, the Special Operations Division's administrative sergeant-to-employee ratio is 1:209 (at authorized staffing). When counting only division managers and supervisors, the ratio is 1:22. Given the duties assigned, it is more appropriate to focus on the administrative sergeant-to-manager or supervisor ratio of 1:22.

OPPORTUNITY FOR CIVILIANIZATION OF THE POSITION

Professional staff employees often possess specialized skills in areas such as human resources and other administrative roles within police organizations. This makes them more suitable for positions that require this expertise rather than direct law enforcement experience. Typically, professional staff employees are not subject to rotational assignments, which helps ensure greater continuity and stability. The benefits of staffing administrative positions with professional staff include the following:

- Allocate time for sworn police officers to focus on crime prevention and reduction tasks, including community policing.
- Non-sworn employees possess skills better suited to immediate tasks.
- The expense associated with non-sworn personnel is lower than that of sworn personnel.
- Promote better community relations and support police legitimacy.

While much public discussion centers on practical strategies to boost the supply of police officers to meet the demand for police services, it is also crucial to consider alternative approaches for managing that demand. Many, if not most, police organizations struggle to find qualified candidates to fill sworn police officer vacancies. As sworn vacancies increase, numerous organizations continue to expand the roles of professional staff employees.

The primary duties of the administrative sergeant are clerical. Hiring a professional staff member for this role will enable the sergeant to be reassigned to a position where police training is the primary skill, focusing mainly on law enforcement responsibilities and frontline supervision.

RECOMMENDATION:

Increase the Special Operations Division by 1 Administrative Assistant position and transfer the Administrative Sergeant position to a role where police training is the primary skill set and law enforcement responsibilities and first-line supervision are required.

1.2 SPECIAL EVENTS UNIT

2 lieutenants and 1 administrative assistant staff the Special Events Unit. The unit operates from Monday through Friday, 7:00 AM to 3:00 PM.

SPECIAL EVENTS UNIT WORKLOAD

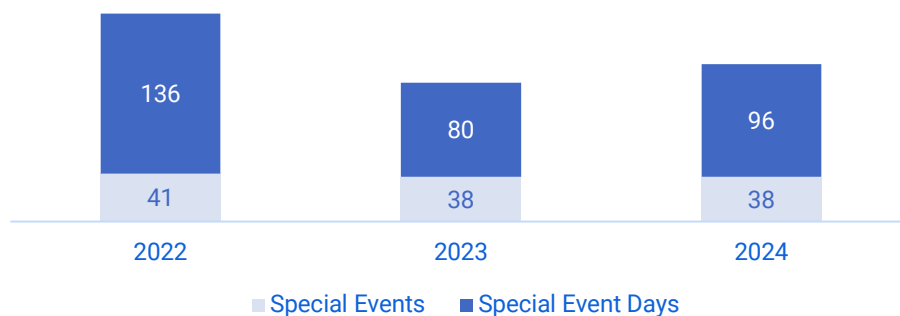
The Special Events Unit lieutenants are responsible for organizing, planning, and managing the department's staffing needs for special events, and they serve as the incident commander during these events. The administrative assistant handles various tasks, including managing special event permits and completing after-action reports. The table below shows the total number of special events and the number of event days from 2022 to 2024.

SPECIAL EVENTS: 2022 – 2024

	2022	2023	2024
Special Events	41	38	38
Special Event Days	136	80	96

As shown above, in 2024, 38 different special events contributed to a total of 96 special event days. The following chart presents this information visually.

SPECIAL EVENTS: 2022 – 2024



The table below shows different averages for 2024.

SPECIAL EVENTS AVERAGES: 2024

	2024	Monthly Avg.	Weekly Avg.	Daily Avg.
Special Events	38	3.2	.7	.1
Special Event Days	96	8	1.8	.3

As shown above, an average of 2 special events, totaling 8 days, occurred each month in 2024.

SPECIAL EVENTS WORKLOAD ANALYSIS

The completion times for workloads in roles, such as those within the Special Events Unit, are often not documented, making it harder to perform workload-based staffing analysis. Performance metrics, including completed work products, timely task completion, and work backlogs, usually influence staffing levels.

The time required to process each special event varies based on several factors, including the event's complexity. Currently, the section does not track completion times. To assess workload, an estimated sixteen hours of processing time is used. Smaller events may require less time, while larger ones might take longer.

As previously mentioned, 38 special events occurred in 2024 over 96 days. Assuming 16 hours to complete each event and an additional 10 hours of workload per event, a total of 28 workload hours were required. The following table illustrates this process.

SPECIAL EVENTS WORKLOAD CALCULATION

Total Special Events		38
<i>Multiplied by 16 Hours</i>	x	16
Total Special Event Planning Hours	=	608
Total Special Event Days		96
<i>Multiplied by 10 Hours</i>	x	10
Total Special Event Work Hours	=	960
Total Special Event Planning Hours		608
Total Special Event Work Hours	+	960
Total Workload Hours	=	1,568

It is important to note that these hours do not include other untracked work, such as attending meetings and handling tasks related to special event planning and management.

SPECIAL EVENTS UNIT STAFFING NEEDS

As mentioned earlier, completion times for workloads in roles such as those in the Special Events Unit are often undocumented, complicating workload-based staffing analysis. Using the estimated workload hours provided above, a staffing needs assessment can be conducted.

The standard number of hours in an employee's work year is 2,080. After accounting for vacation, sick leave, training, and other absences, a figure of 1,720 hours is usually more accurate. Using this figure, only 1 employee is needed. The following table shows this calculation process.

CALCULATION OF STAFFING NEEDS

Total Workload Hours		1,568
<i>Divided by Total Net Available Hours for 1 Employee</i>	÷	1,720
Total Number of Employees Needed	=	0.91

Two lieutenants and an administrative assistant staff the Special Events Unit. As previously noted, this workload analysis does not include other untracked workload time, such as meeting attendance and additional tasks related to planning and managing special events. Lieutenants are also designated as incident commanders for these events, which totaled 96 days in 2024. Therefore, the unit is adequately staffed based on current workload demands.

HYBRID APPROACH TO STAFFING THE SPECIAL EVENTS UNIT

The department currently employs a hybrid approach, combining sworn officers and professional staff to manage the Special Events Unit. Police officers offer crucial insights into tactical planning, crowd control, and security, while professional staff manage logistics, permits, vendor coordination, and communication with event organizers. This cost-effective strategy enables more efficient resource use. Although the lieutenant role provides important insights into tactical planning, crowd control, and security for special event planning, professional staff are specifically qualified to handle the other responsibilities assigned to the section.

1.3 TRAFFIC UNIT

The Traffic Unit is led by a lieutenant and overseen by 4 sergeants. It is staffed by 11 police officers (authorized 15), 1 grant coordinator, 2 traffic control officers (authorized 5), 2 traffic guard supervisors, 15 part-time traffic guards I (authorized twenty), 21 part-time traffic guards II (authorized 45), and 41 full-time traffic guards III (authorized 47).

The Traffic Unit is divided into 2 platoons, as illustrated in the following table:

TRAFFIC UNIT PLATOONS

	# Sgt.	# Off.	# TCO	Workdays	Hours
Days Platoon	1	4	1	Monday - Friday	0600 - 1400
Mid Watch Platoon	1	4	2	Monday - Friday	1100 - 1700
Late Watch Platoon	1	3	0	Monday - Friday	1900 - 0300

Police traffic units should be adequately staffed to address multiple factors, including ensuring public safety, enforcing traffic laws, and addressing community concerns. Staffing levels are usually influenced by factors such as traffic volume and road conditions, crash rates and other traffic-related incidents, community complaints and concerns, department strategies and policies, event-driven requirements, and funding and budget constraints. The following sections analyze various collision data and the Traffic Unit's current workload to identify staffing needs.

TRAFFIC COLLISION DATA

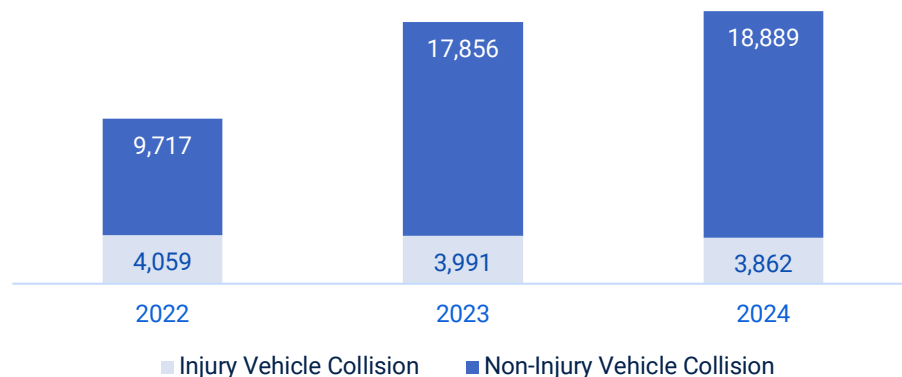
Motor vehicle collisions are among the leading causes of death in the United States, and most can be prevented. The table below displays the total number of collisions in Louisville from 2022 to 2024 (data retrieved from the KYOPS portal).

TRAFFIC COLLISION DATA 2022 - 2024

	2022	2023	2024	+/-%
Injury Vehicle Collision	4,059	3,991	3,862	-4.9%
Non-Injury Vehicle Collision	9,717	17,856	18,889	+94.4%
Total	13,776	21,847	22,751	+65.1%

As shown above, although reported injury vehicle collisions decreased by 5% from 2022 to 2024, reported non-injury collisions rose by 94% during the same period. Total vehicle collisions increased by 65%. The chart below visually presents this information.

TRAFFIC COLLISION DATA 2022 - 2024



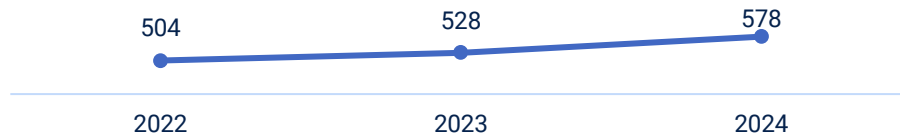
ALCOHOL-INVOLVED COLLISION DATA

While the chart above shows the total number of injury and non-injury vehicle collisions, the table below displays the total number of alcohol-involved vehicle collisions from 2022 through 2024.

ALCOHOL-INVOLVED COLLISION DATA 2022 - 2024

	2022	2023	2024	+/-%
Collision – Alcohol Involved	504	528	578	+14.7%

As shown above, the number of alcohol-related collisions increased by about 15% from 2022 to 2024. The following chart visually displays this information.



The following table illustrates the average rates of alcohol-involved collisions in 2024.

ALCOHOL-INVOLVED COLLISION AVERAGES 2024

	2024	Monthly Avg.	Weekly Avg.	Daily Avg.
Collision – Alcohol Involved	578	48	11	2

As shown above, on average, 2 alcohol-related collisions happen each day in 2024. The department does not have dedicated full-time officers for impaired driving enforcement. This job is assigned to patrol officers on an “as available” basis. Assigning officers will help analyze the local impaired driving issue, enhance the department’s ability to identify impaired drivers, collect crucial evidence, and take appropriate action when necessary.

Full-time officers will also help improve the perception that impaired drivers will be stopped and investigated, as well as boost community outreach and education. Impaired driving investigations are complex and time-consuming, which can keep patrol officers out of service for long periods. Full-time officers can assist with investigations and arrests, allowing patrol officers to remain available for priority calls, community outreach, and problem-solving activities.

COMMERCIAL VEHICLE COLLISION DATA

Although driver error is the primary cause of commercial vehicle crashes, other factors such as vehicle maintenance issues, mechanical failures, and environmental conditions also play a role. The table below displays the number of collisions involving commercial vehicles from 2022 to 2024.

COMMERCIAL VEHICLE COLLISION INVOLVED DATA 2022 – 2024

	2022	2023	2024	+/-%
Collision – Commercial Vehicle	683	963	1,003	+46.9%

As shown above, collisions involving commercial vehicles increased by about 47% from 2022 to 2024. The chart below visually displays this data.



The table below shows the average collision rates for commercial vehicles in 2024.

COMMERCIAL VEHICLE COLLISION AVERAGES 2024

	2024	Monthly Avg.	Weekly Avg.	Daily Avg.
Collision – Commercial Vehicle	1,003	84	19	3

As shown above, on average, 2 commercial vehicle crashes occurred daily in 2024. Enforcement plays a vital role in maintaining road safety, ensuring regulatory compliance, and protecting public health. Commercial vehicles must comply with a broad range of laws governing weight limits, driver hours, vehicle maintenance, and the transportation of hazardous materials. Enforcement helps guarantee these rules are followed, reducing the risk of violations that could lead to crashes or environmental hazards.

Enforcement involving commercial vehicles requires specialized knowledge and skills that patrol officers often lack. National best and emerging commercial vehicle enforcement practices combine efforts to enforce safety laws through extensive communication, education, and community outreach.

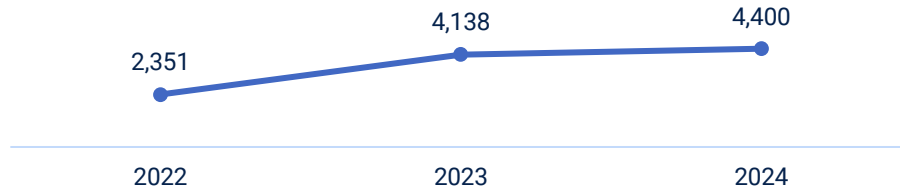
HIT AND RUN COLLISION DATA

The table below shows the total number of hit-and-run collisions from 2022 to 2024.

HIT AND RUN COLLISION DATA 2022 - 2024

	2022	2023	2024	+/-%
Collision – Hit and Run	2,351	4,138	4,400	+87.2%

As shown above, hit-and-run collisions increased by approximately 87% from 2022 to 2024. The following chart displays this information visually.



There is evidence that police traffic enforcement can reduce hit-and-run crashes, especially when it increases the perceived risk of getting caught and is combined with public awareness and targeted initiatives. Traffic enforcement acts as a general deterrent by signaling to drivers that violations will be punished, which discourages risky behaviors and the decision to flee after a crash. A 2015 report by the University of California, Los Angeles, found that enhanced enforcement and improved inter-agency data sharing in Los Angeles led to higher clearance rates and a slight decrease in hit-and-run incidents.

Additionally, a National Highway Traffic Safety Administration (NHTSA) evaluation of traffic safety programs shows that high-visibility enforcement significantly reduces impaired driving and related crashes, which often involve fleeing the scene. While enforcement alone may not eliminate hit-and-run incidents, these studies underscore its vital role in prevention, particularly when combined with comprehensive strategies such as public outreach, investigative follow-up, and policy changes.

TRAFFIC UNIT WORKLOAD ANALYSIS

The Traffic Unit responds to and investigates crashes involving fatalities, serious injuries, and incidents on the interstates. Additionally, the unit conducts traffic enforcement and performs commercial vehicle safety inspections throughout Jefferson County.

The following table displays the total number of calls for service and self-initiated activity handled by traffic officers by each hour and day of the week in 2024.

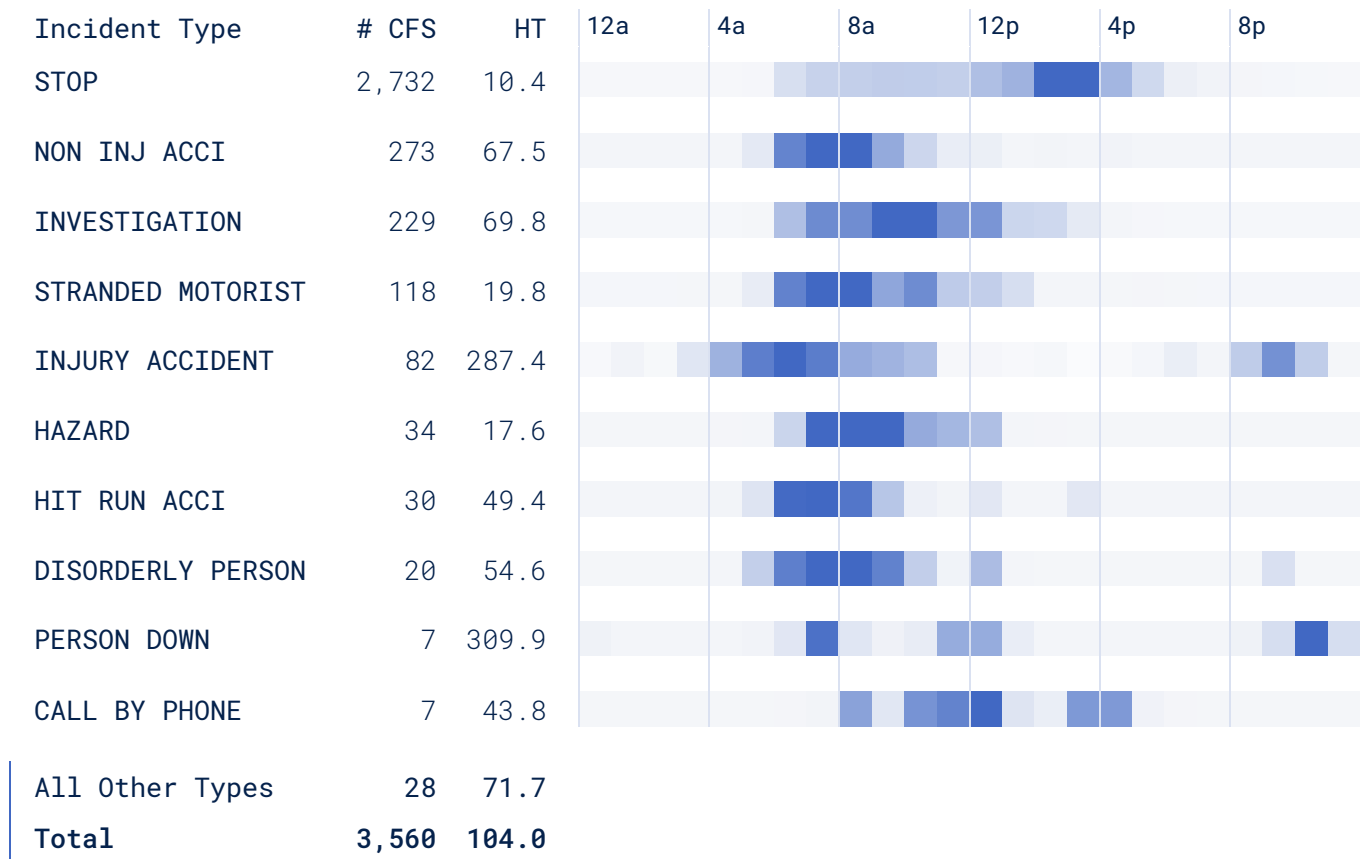
TRAFFIC UNIT INCIDENTS BY HOUR AND WEEKDAY

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	3	0	0	0	0	0	0	3
1 AM	3	1	0	0	0	2	0	6
2 AM	0	0	0	1	0	0	0	1
3 AM	1	0	0	1	2	0	0	4
4 AM	0	0	1	1	1	1	1	5
5 AM	0	4	8	5	6	3	0	26
6 AM	0	47	53	39	40	41	0	220
7 AM	1	63	80	68	55	67	3	337
8 AM	0	50	56	62	59	50	9	286
9 AM	7	30	32	44	45	36	51	245
10 AM	9	26	34	37	47	27	53	233
11 AM	20	17	25	17	24	22	52	177
12 PM	18	27	40	23	44	26	49	227
1 PM	16	15	36	22	30	28	31	178
2 PM	24	156	139	105	111	85	22	642
3 PM	12	96	107	62	67	53	12	409
4 PM	8	37	48	27	40	25	5	190
5 PM	1	30	31	15	29	14	1	121
6 PM	2	13	15	15	15	7	3	70
7 PM	1	22	15	10	16	2	6	72
8 PM	0	16	8	8	8	3	3	46
9 PM	1	11	8	4	8	4	2	38
10 PM	3	4	5	3	1	1	3	20
11 PM	1	0	2	1	0	0	0	4
Total	131	665	743	570	648	497	306	3,560

Overall, traffic officers handled 3,560 calls for service and self-initiated activities in 2024. The activity is clearly focused in the early morning, dips slightly in the late morning, and picks up again in the afternoon. The following table lists the 10 most common incident categories of calls for service and self-initiated activities handled by traffic units over the last year, along with the average call handling time (HT)⁷ for each.

⁷Handling time is defined as the total time a traffic unit was assigned to an incident. It is calculated as the difference between the recorded time stamps for the unit being dispatched and cleared from the incident.

MOST COMMON TRAFFIC UNIT INCIDENT TYPES



Most incident types (77%) are self-initiated traffic stops, each lasting around 10.4 minutes. The majority of traffic stops occur between 6 AM and 5 PM, with the peak between 2 PM and 3 PM. The average handling time for all incidents is 104 minutes each.

PERFORMANCE-RELATED DATA

While CAD data helps evaluate the Traffic Unit's workload, other performance metrics should also be considered. The following chart shows the unit's performance measures from 2022 through 2024.

TRAFFIC UNIT PERFORMANCE MEASURES 2022 - 2024

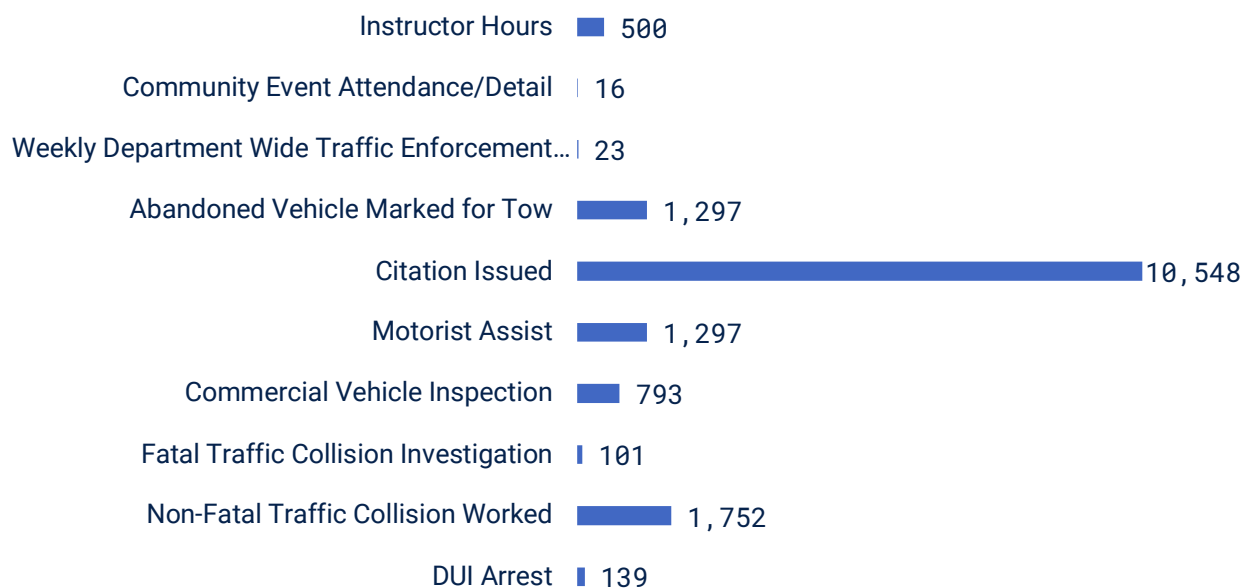
	2022	2023	2024	3 Year Avg.
DUI Arrest	68	110	139	106
Non-Fatal Traffic Collision Worked	621	1,196	1,752	1,190
Fatal Traffic Collision Investigation	113	113	101	109
Commercial Vehicle Inspection	954	683	793	810
Motorist Assist	750	1,035	1,297	1,027
Citation Issued	14,929	14,870	10,548	13,449
Abandoned Vehicle Marked for Tow	324	404	1,297	675

	2022	2023	2024	3 Year Avg.
Weekly Traffic Enforcement Detail	23	23	23	23
Community Event Attendance/Detail	+20	+18	+16	+18
Instructor Hours	500	500	500	500

As shown above, the Traffic Unit averaged 106 DUI arrests, responded to 1,190 non-fatal traffic collisions, investigated 109 fatal crashes, completed 810 commercial vehicle inspections, assisted 1,027 motorists, issued 13,449 citations, marked 675 abandoned vehicles for towing, conducted 23 weekly department-wide traffic enforcement details, and participated in over 18 community events and details each year from 2022 through 2024.

The Traffic Unit also conducts a 40-hour DUI/SFT course, a 24-hour collision investigation course, a 16-hour DUI refresher course, and a 40-hour radar certification course multiple times each year, totaling about 500 hours of instruction annually. The chart below displays 2024 information in a visual format.

TRAFFIC UNIT PERFORMANCE MEASURES 2024



The following table shows the average performance metrics for 2024:

TRAFFIC UNIT PERFORMANCE MEASURE AVERAGES 2024

	2024	Monthly Avg.	Weekly Avg.	Daily Avg.
DUI Arrest	139	11.6	2.7	.4
Non-Fatal Traffic Collision Worked	1,752	146	33.7	4.8
Fatal Traffic Collision Investigation	101	8.4	1.9	.3
Commercial Vehicle Inspection	793	66	15.3	2.2
Motorist Assist	1,297	108	24.9	3.6
Citation Issued	10,548	879	202.8	28.9
Abandoned Vehicle Marked for Tow	1,297	108	24.9	3.6
Weekly Traffic Enforcement Detail	23	1.9	.4	.06
Community Event/Detail	+16	1.3	.3	.04
Instructor Hours	500	41.7	9.6	1.4

As shown above, on average, the Traffic Unit made 3 DUI arrests, responded to 34 non-fatal traffic collisions, investigated 2 fatal traffic collisions, completed 15 commercial vehicle inspections, helped 25 motorists, issued 203 citations, and marked 25 abandoned vehicles for towing each week during 2024.

The Traffic Unit also manages the department's Kentucky Highway Office of Safety grant and the commercial vehicle enforcement grant. The chart below shows traffic enforcement hours under the highway safety grant from 2022 to 2024 (grant cycles run from October 1 to September 30).

TRAFFIC UNIT GRANT ENFORCEMENT HOURS 2022 - 2024

	2021/2022	2022/2023	2023/2024	3 Year Avg.
Grant Enforcement Hours	973.5	965.75	875	938

As shown above, the Traffic Unit averaged 938 hours per year on enforcement grants from 2022 to 2024.

TRAFFIC UNIT FATAL AND SERIOUS INJURY INVESTIGATIVE CASE LOAD

As previously noted, the Traffic Unit investigates crashes involving fatalities and serious injuries. The following table shows fatal and serious injury vehicle crashes, along with other investigations from 2022 through 2024 (included in injury crash totals).

INVESTIGATIVE CASELOAD 2022 - 2024

	2022	2023	2024	3 Year Avg.
Fatal	111	112	101	108
Serious Injury	44	47	31	41
Other	7	3	5	5
Total	162	162	137	154

As shown above, the Traffic Unit conducted an average of 108 fatal investigations, 41 serious injury investigations, and 5 other types of investigations annually from 2022 to 2024.

Investigations into fatal and serious injury traffic crashes are among the most complex and time-consuming cases. These investigations often require multiple techniques and extensive analysis of evidence. Additionally, due to their complexity, a team of investigators typically handles them, and more resources are usually dedicated to their investigation. The following table shows approximate caseload hours for a fatal or serious injury crash investigation.

FATAL/SERIOUS INJURY INVESTIGATIVE CASE TIME ESTIMATES

Task	Processes Involved	Approximate Time	% of Time Completed
Crash Scene	Respond to crash scene and contain crash scene	2 hours	100%
Document Crash Scene	Conduct laser scan, and or measure and photograph crash location.	4 hours	100%
Evidence	Secure and take to property/evidence to property room.	2 hours	100%
Blood Evidence	Write warrant for blood draw or other chemical analysis and obtain sample.	4 hours	100%
Warrants/ Subpoenas	Write warrants and/or subpoenas for vehicle(s), cell phones, medical records and other electronic evidence or physical locations.	16 hours	100%
Video	Review of video recovered from scene and BWC	8 hours	100%
Cell Phones	Cell Phone Downloads (after warrant), with some taking longer than others.	4 hours	100%
Vehicle Search and Data Recovery	Search of vehicle and recover of evidence once warrant is secured.	12 hours	100%

Task	Processes Involved	Approximate Time	% of Time Completed
Accident Reconstruction	Conduct analysis, complete diagrams and documents and report writing.	10 hours	100%
Postmortem Exam or medical records review	Review medical records or medical examiner report (after warrant or subpoena)	6 hours	100%
Victim / Witness Interview(s)	Interview(s), including report writing.	4 hours	100%
Suspect Interview(s)	Interview(s), including report writing.	4 hours	50%
Jail Call Monitoring	Listen to calls, write reports.	4 Hours	25%
Consult with DA	Conduct follow up, write additional reports.	4 hours	100%
Total	<i>If all tasks are completed:</i>	84 hours	
	On average:	79 hours	

This list is not comprehensive and does not include all elements. Not every fatal or serious injury collision will have the same amount of evidence or require the same number of interviews. These hours assume that investigators will perform RMS and social media searches, review association files, receive informant information, and use other investigative techniques (such as trackers and cell tower data) if available.

It also assumes that investigators work as a team and that not all investigative hours will be performed by a single detective (these are hours for a lead investigator only). Many cases will not require the listed number of hours, but some may require significantly more.

Based on the case time estimates and the percentage of time spent on each subtask, this equates to roughly **79 hours** allocated per case. Additionally, most departments typically assign a team of investigators to assist during the early stages of a fatal crash investigation, averaging about **20** hours per investigator.

INVESTIGATIVE CASELOAD ANALYSIS

The project team used the expected caseload, based on prior studies, to estimate the work hours needed for caseload management. The total caseloads per work unit were calculated using the caseload hours by case type. The following table shows the related work hours for 2024.

FATAL/SERIOUS INJURY COLLISION CASELOAD 2024

	#	Investigative Hours Per	Total Hours
Fatal	101	79	7,979
Serious Injury	31	79	2,449
Other	5	79	395
Total	137		10,823

As shown above, a total of 10,823 investigative hours were required to complete fatal and serious collisions and other investigative assists in 2024. The standard number of hours in an employee's work year is 2,080. After accounting for vacation, sick leave, and other absences, a more typical figure is 1,720 hours. Using this number, 7 full-time investigators are required. The following table illustrates this calculation process.

CALCULATION OF STAFFING NEEDS

Total Workload Hours		10,823
<i>Divided by Total Net Available Hours for 1 Employee</i>	÷	1,720
Total Number of Employees Needed	=	6.29

The Traffic Unit is staffed by 11 police officers (authorized fifteen) who investigate fatal and serious injury collisions. The following chart shows the number of unit off-duty callouts to investigate these incidents from 2022 to 2024.

FATAL/SERIOUS INJURY OFF-DUTY INVESTIGATIVE CALLOUTS 2022 - 2024

	2022	2023	2024	3 Year Avg.
Investigative Callout	79	70	74	74

As shown above, the Traffic Unit averaged 74 off-duty investigative callouts annually from 2022 to 2024.

TRAFFIC GUARD PROGRAM

As previously noted, the traffic guard program is managed by the Traffic Unit, which includes 2 supervisors. Traffic guards are responsible for maintaining pedestrian and vehicle safety at schools across the Louisville metro area. They also assist with pedestrian and traffic control during special events.

The traffic guard classification is divided into 2 categories. The following table shows these categories along with their respective daily work hours.

TRAFFIC GUARD PROGRAM STAFFING

	Daily Hours	Auth. Staffing	Curr. Staffing
Supervisor	6	3	3
Traffic Guard I (PT)	4	15	20
Traffic Guard II (PT)	6	21	45
Traffic Guard III (FT)	8	41	47

In 2024, the program employed 76 traffic guards overseeing 319 crossing posts across 119 schools and supported numerous special events in the Metro area throughout the year.

TRAFFIC UNIT SUPERVISORY SPAN OF CONTROL

Ensuring proper supervision within police departments is crucial for effective law enforcement operations. The staffing requirements for middle management and supervisors can be assessed using the span of control ratio or the number of employees assigned to each supervisor. This ratio significantly impacts the performance and effectiveness of middle managers and first-line supervisors. Factors such as job functions, available technology, and the skills of middle managers, supervisors, and staff can all affect this ratio.

A middle manager's recommended supervisory span of control is usually no more than 4 direct reports. A first-line supervisor's recommended span of control in a proactive unit, such as the Traffic Unit, should not exceed 7 employees. The table below shows the current supervisory span of control in the Traffic Unit (based on current staffing).

TRAFFIC UNIT SUPERVISORY SPAN OF CONTROL

	Ratio
Lieutenant	4:1
Sergeant #1	5:1
Sergeant #2	6:1
Sergeant #3	3:1
Sergeant #4	4:1
Traffic Guard Supervisor #1	25:1
Traffic Guard Supervisor #2	26:1
Traffic Guard Supervisor #3	26:1

As shown above, the current supervisory span of control for the lieutenant and sergeants is within the recommended ratio. When operating with authorized staffing levels, the span of control remains within

the recommended ratio. Although the supervisory span of control ratios for traffic guard supervisory positions are significantly higher, most of the employees in those roles are part-time.

TRAFFIC UNIT STAFFING

In reviewing traffic collision data, on average, 2 alcohol-related collisions and 3 commercial-vehicle collisions occurred each day in 2024. To assist in reducing traffic collisions, the department will benefit by adding 2 full-time officers dedicated to impaired driving enforcement and education, and 2 full-time officers dedicated to commercial vehicle enforcement and education. Currently, impaired driving and commercial vehicle enforcement and education are assigned to patrol and traffic officers on an “as available basis.

As discussed in the fatal/serious injury traffic collision investigative section, 10,823 investigative hours were needed to complete fatal, serious collisions, and other investigative assists in 2024. Currently, these investigations are assigned to traffic unit officers. Establishing 4 full-time investigative positions within the Traffic Unit will help keep traffic officers on the street, focusing on enforcement and education tasks. While part-time investigators will still be necessary, creating these positions will enable Traffic Unit officers to devote more hours toward reducing traffic collisions.

RECOMMENDATION:

Increase staffing in the Traffic Unit by 8 officers, bringing the total to 1 lieutenant, 4 sergeants, and 23 officers. Of these 8 new officers, 2 should be assigned to full-time impaired driving enforcement and education, 2 to full-time commercial vehicle enforcement and education, and 4 to full-time fatal/serious vehicle collision investigators.

1.4 COMMUNITY ENGAGEMENT UNIT

A sergeant supervises the Community Engagement Unit, which comprises 2 police officers, 1 executive assistant, and 1 administrative assistant. The unit is available Monday through Friday, from 8:00 AM to 4:00 PM.

The Community Engagement Unit is tasked with strengthening the department’s community policing initiatives by building public trust and addressing crime. The unit works with various community organizations to lower crime through partnerships, problem-solving, and non-enforcement methods.

COMMUNITY ENGAGEMENT UNIT WORKLOAD

The Community Engagement Unit oversees various departmental programs and plans and coordinates numerous community events annually. The following table presents the current department programs.

COMMUNITY ENGAGEMENT UNIT PROGRAMS

Program	Overview	2024 Review
Volunteers in Service (VIPS)	Provide volunteer support to any unit within the department during non-enforcement operations and provide on-site assistance during major events.	124 Volunteers with 4,315.50 hours volunteered.
Citizens Police Academy (CPA)	Provides education to the public, both at the adult and youth levels regarding police-related services. Adult graduates may apply for membership to the CPA Alumni Association.	2 classes of 24 graduates.
Specialty Vehicles	Schedules the department's show vehicles including the static helicopter display, Hummer and other vehicles.	
Neighborhood Watch	Coordinates neighborhood watches around the Louisville Metro area.	302 block watches and 40 meetings attended.
Police Chaplains	Provide crisis intervention and value-based guidance services for departmental members and also respond to requests to provide citizens with similar services in a time of personal tragedy.	17 Chaplains, 2 Reserve Chaplains with 914 hours volunteered.

The Community Engagement Unit hosts and participates in several events each month. The following table shows the total number of events each month in 2024:

Month	Total
January	11
February	15
March	17
April	18
May	19
June	20
July	22
August	13
September	15
October	19
November	16
December	9
Total	194

The Community Engagement Unit coordinated and participated in 194 events during 2024. The following table shows the average number of different events.

COMMUNITY ENGAGEMENT EVENT AVERAGES 2024

	2024	Monthly Avg.	Weekly Avg.
Community Events	194	16	4

On average, the Community Engagement Unit organized and participated in approximately 16 events each month (roughly 4 per week) in 2024. Many of these events spanned several days.

COMMUNITY ENGAGEMENT UNIT WORKLOAD ANALYSIS

Workload in patrol-related roles relies on historical call data, including incident counts, time spent on each incident, travel times, and report writing. This workload analysis is mainly reactive and can be measured using CAD data, peak demand times, and beat or sector analysis. A Community Engagement Unit's workload often isn't driven by 911 calls; it is proactive, less measurable, focusing on relationship-building, trust, outreach, prevention, and problem-solving. The workload tends to be more qualitative, involving the number of community events attended, the number of crime victims assisted, and other assigned tasks.

TRACKING UNIT PERFORMANCE-RELATED MEASURES

As shown above, the Community Engagement Unit coordinated and participated in about sixteen events each month in 2024. This alone is impressive and requires significant effort to organize and manage.

Monitoring workload-related performance measures by units, such as the Community Engagement Unit, requires a nuanced approach, but it is essential for workload-based staffing analysis. While tracking workload through the department's Computer-Aided Dispatch (CAD) system is useful, establishing a structured internal monitoring and reporting system offers even greater advantages. Internal tracking methods may include standardized activity-tracking templates or project/case-tracking databases that enable personnel to log activities such as community contacts, problem-solving efforts, meetings, completion times for workloads, and other relevant details. This also helps track task completion times for managing and organizing the various events and programs assigned to the unit.

Tracking qualitative performance measures ensures that the full scope of the unit's work is accurately captured. Tasks such as relationship-building, problem-solving, and community outreach are often time-consuming but do not produce traditional workload indicators. A structured internal tracking system that includes qualitative tasks will provide a comprehensive view of how time and resources are used, enabling an assessment of the number of personnel needed to maintain or expand the unit's mission. It will also highlight the unit's broader value beyond traditional enforcement activities.

RECOMMENDATION:

Establish a structured internal tracking system to monitor qualitative performance measures and the completion times for assigned workloads within the Community Engagement Unit.

1.5 DIGNITARY PROTECTION UNIT

A lieutenant oversees the Dignitary Protection Unit as a collateral assignment. The unit includes 1 full-time sergeant, 4 full-time officers, 8 part-time sergeants (collateral assignment), and 22 part-time members (collateral assignment) (authorized 31). The part-time personnel provide protection details as needed and during large-scale events.

The full-time members form the Executive Protection Team assigned to the Louisville Mayor's security detail. While schedules are flexible based on team needs, the sergeant works Monday through Friday, 8 AM to 4 PM. The officers are split into 2 teams: 1 works from Wednesday to Saturday, 7 AM to 5 PM, and the other from Sunday to Wednesday, 7 AM to 5 PM.

DIGNITARY PROTECTION UNIT WORKLOAD ANALYSIS

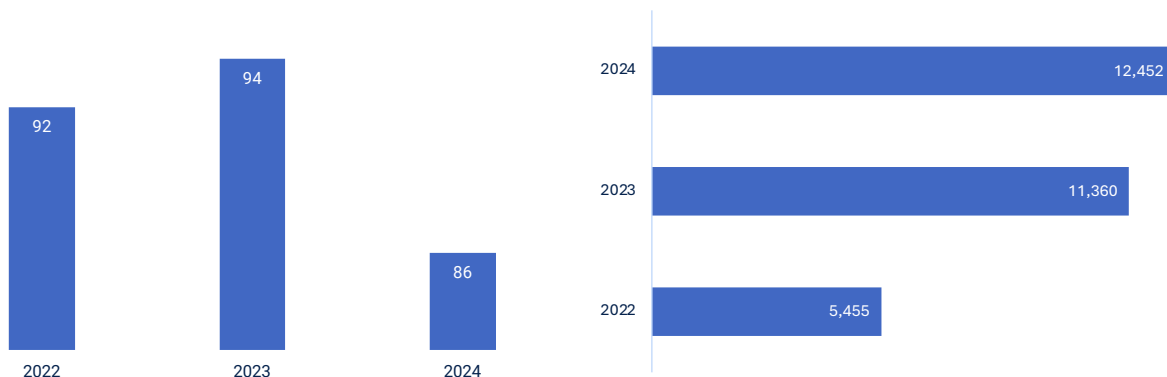
As mentioned, the larger Dignitary Protection Unit is staffed by part-time members assigned to primary units across the department. The following table displays the total number of protection details and total workload hours for 2022 through 2024.

DIGNITARY PROTECTION UNIT DETAILS: 2022 - 2024

	2022	2023	2024	3 Year Avg.
Details	92	94	86	91
Annual Hours	5,455	11,360	12,452	9,756

On average, the Dignitary Protection Unit completed about 91 details, totaling roughly 9,756 hours each year from 2022 to 2024. The following charts visually display the annual totals.

DETAILS & WORKLOAD HOURS 2022 - 2024



As shown above, the total number of details decreased from 2023 to 2024; however, the total annual workload hours increased. The following table illustrates various averages for 2024.

DIGNITARY PROTECTION UNIT AVERAGES 2024

	2024	Monthly Avg.	Weekly Avg.
Details	86	7	2
Annual Hours	12,452	1,038	239

As shown above, on average, the Dignitary Protection Unit completed about 7 details totaling 1,038 hours each month in 2024.

1.6 SWAT

SWAT is led by a full-time lieutenant and staffed with 2 full-time sergeants and sixteen police officers. The team is supplemented with 2 part-time sergeants and 21 part-time police officers. The part-time officers are assigned full-time to various units throughout the department.

SWAT WORKLOAD ANALYSIS

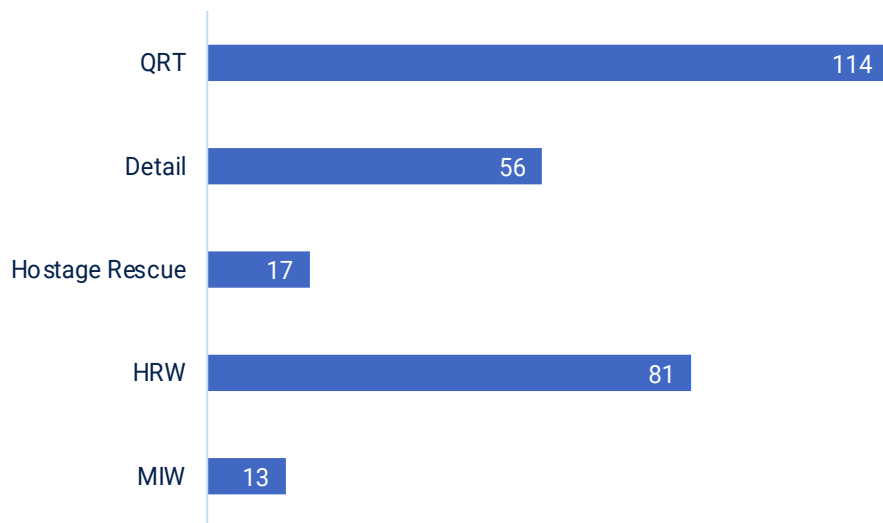
When evaluating the SWAT workload, it is essential to consider both operational demands (utilization) and training demands, as well as other tasks assigned to the team. This provides a comprehensive and accurate view of operational needs. The following table shows SWAT utilization from 2022 through 2024.

SWAT UTILIZATION 2022 - 2024

	2022	2023	2024	3 Year Avg.
Mental Health Petition	15	28	13	19
High Risk Warrant	53	79	81	71
Hostage Rescue	16	16	17	16
Detail	42	48	56	49
Quick Reaction Team	45	105	114	88
Planning	4	65	0	23

As shown above, on average, SWAT completed 19 MIWs, 71 HRWs, 16 hostage rescues, 49 details, 88 QRTs, and 23 planning events annually from 2022 through 2024. The following charts visually display the 2024 totals.

SWAT UTILIZATION 2024



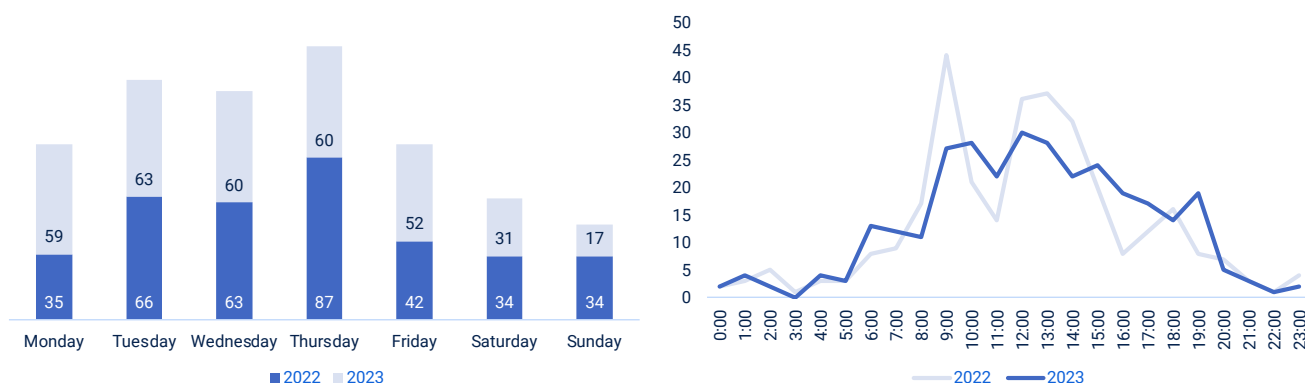
As shown above, in 2024, SWAT completed 114 QRTs, 56 details, 17 hostage rescues, 81 HRWs, and 13 MIWs. The following table displays various averages for 2024.

SWAT UTILIZATION AVERAGES 2024

	2024	Monthly Avg.	Weekly Avg.
MIW	13	1	.25
HRW	81	7	2
Hostage Rescue	17	1	.32
Detail	56	5	1
QRT	114	10	2

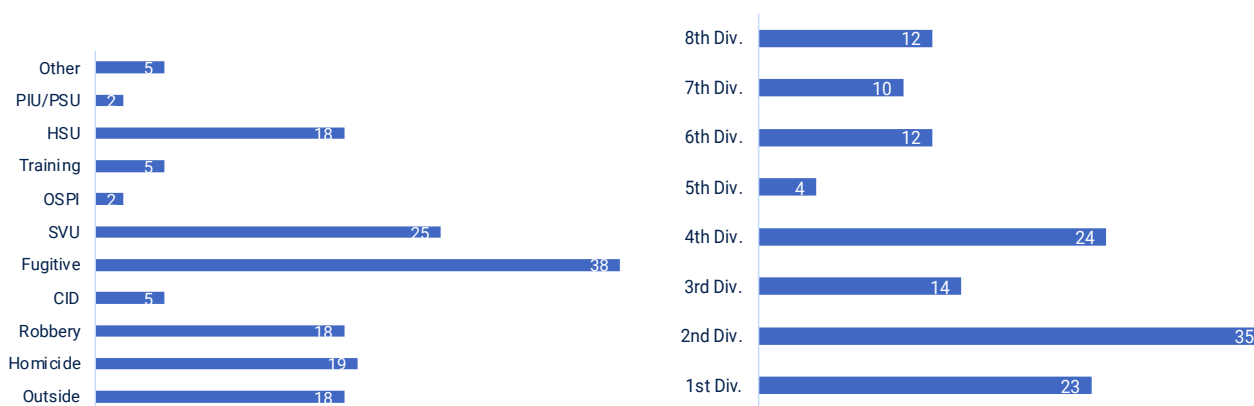
As shown above, on average, SWAT completed 1 MIW, 7 HRWs, 1 hostage rescue, 5 details, and 10 QRTs each month in 2024. The following charts display utilization by day of the week and time of day from 2023 through 2024.

SWAT UTILIZATION BY DAY OF WEEK AND TIME 2022 - 2023



As shown above, usage was most common on Thursdays over the 2 years. In 2023, the highest demand occurred on Tuesdays (63), followed closely by Wednesdays and Thursdays (each with 60). Although the time of day varied, in 2022, most incidents happened at 9 AM, while in 2023, most occurred at 12 PM, with 10 AM ranking second. The following charts display the SWAT demands by division and unit in 2024.

SWAT DEMANDS BY UNIT AND DIVISION 2024



As shown above, most unit requests originated from the Fugitive Unit (38), and the majority of division operational demands occurred in the 2nd Division (35).

SWAT TRAINING

Although there is no national law enforcement training standard, a SWAT team must be prepared for various potential scenarios, each requiring different tactics and resources. Every Wednesday is the team's training day (8-hour session). The following table shows the SWAT training days from 2022 to 2024.

SWAT TRAINING DAYS 2022 - 2024

	2022	2023	2024	3 Year Avg.
Training Days	46	65	32	48

As shown above, SWAT trained an average of 48 days annually from 2022 to 2024. In 2024, they completed 32 training days, totaling 256 hours. The table below illustrates this calculation process.

SWAT TRAINING HOURS 2024

Training Days		32
<i>Multiplied by 8 Hours</i>	x	8
Total Training Hours	=	256

The team plans to have part-time members train with full-time members at least once or twice a month. The following table shows the hours for 1 or 2 training days each month.

PART-TIME MEMBER MINIMUM TRAINING HOURS

Training Days		2
<i>Multiplied by 8 Hours</i>	x	8
Total Training Hours	=	16
<i>Multiplied by 12 Months</i>	x	12
Total Training Hours	=	192

Training Day		1
<i>Multiplied by 8 Hours</i>	x	8
Total Training Hours		8
<i>Multiplied by 12 Months</i>	x	12
Total Training Hours	=	96

Part-time SWAT members will likely be away from their regular duties for at least 96 hours each year if they train once per month, and for 192 hours annually if they train twice per month. Additional hours may be needed if team members have specialized assignments.

TOTAL WORKLOAD

As previously noted, when evaluating SWAT workload, it is important to consider both operational demands (utilization) and training demands, as well as other tasks assigned to the team. This provides a comprehensive and accurate view of operational needs. While the team tracks the total number of utilizations each year, it would also be helpful to track the workload time associated with each utilization, similar to how training hours are recorded.

As mentioned earlier, in 2024, SWAT completed 13 MIWs, 81 HRWs, 17 hostage rescues, 56 details, and 114 QRTs, for a total of 281. The following tables show approximate total workload times based on 4-hour, 6-hour, and 8-hour time frames.

4-HOUR WORKLOAD TIME ASSUMPTION

Utilization		281
<i>Multiplied by 4 Hours</i>	x	4
Total Utilization Hours	=	1,124
<i>Annual Training Hours (2024)</i>	+	256
Total Utilization	=	1,380

6-HOUR WORKLOAD TIME ASSUMPTION

Utilization		281
<i>Multiplied by 6 Hours</i>	x	6
Total Utilization Hours	=	1,686
<i>Annual Training Hours (2024)</i>	+	256
Total Utilization	=	1,942

8-HOUR WORKLOAD TIME ASSUMPTION

Utilization		281
<i>Multiplied by 8 Hours</i>	x	8
Total Utilization Hours	=	2,248
<i>Annual Training Hours (2024)</i>	+	256
Total Utilization	=	2,504

As shown above, assuming a 4-hour workload results in 1,380 hours; a 6-hour assumption results in 1,942 hours; and an 8-hour assumption results in 2,504 hours in 2024.

SWAT STAFFING

Although there is no national law enforcement standard for staffing SWAT or similar units, the team should be adequately staffed to handle situations more complex than those encountered in ordinary police duties. Having enough personnel is essential for managing multiple aspects of an operation simultaneously. If part-time members can only participate in some annual training and callouts due to workload and staffing limitations related to their full-time responsibilities, then full-time positions should be increased to meet mission needs and training requirements.

PERSONNEL ATTRITION

Personnel attrition in units such as SWAT is a key factor in assessing staffing requirements, as it directly impacts the unit's operational ability, continuity, and planning. Specialty units usually depend on officers with advanced training, experience, or certifications, which can be costly and time-consuming to replace. High or unexpected attrition caused by retirements, promotions, transfers, or resignations can result in understaffing, decreased effectiveness, and gaps in critical skills. Monitoring attrition rates helps departments plan for succession, ensure adequate coverage, retain institutional knowledge, and maintain a mission-ready unit over time.

SWAT ATTRITION 2019 - 2025

	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	6 Year Avg.
Attrition	9	1	4	0	6	3	4

On average, SWAT lost 4 members each year from 2019 to 2025, resulting in an approximately 9% attrition rate. The following table illustrates the calculation process.

SWAT ATTRITION RATE

Average Lost Employees		4
<i>Divided by # Personnel</i>	÷	44
	=	.09
	x	100
Attrition Rate	=	9.09%

Although no formal, published attrition rate data specifically for SWAT exist, the Law Enforcement Management and Administration Statistics survey, conducted by the Bureau of Justice Statistics, generally reports an annual attrition rate of 10% to 15% for larger police agencies. Anecdotal evidence suggests that SWAT attrition rates are probably lower, as most members tend to stay long-term and units are typically smaller.

SUPERVISORY SPAN OF CONTROL

Ensuring proper supervision in police departments is crucial for effective operations. The staffing needs of middle management and supervisors can be evaluated using the span of control ratio, which is the number of employees assigned to each supervisor. This ratio significantly impacts the performance of middle managers and first-line supervisors, as well as their ability to carry out their duties effectively. Factors such as job functions, available technology, and the skills of middle managers, supervisors, and staff all influence this ratio.

A middle manager's recommended span of control is usually no more than 4 direct reports. A first-line supervisor's recommended span of control is no more than 7 employees. The table below shows the current supervisory span of control in SWAT.

SWAT UNIT SUPERVISORY SPAN OF CONTROL (FULL-TIME)

	Ratio
Lieutenant	3:1
Sergeant #1	6:1
Sergeant #2	5:1
Sergeant #3	5:1

As shown above, the current supervisory span of control for the lieutenant and sergeants remains within the recommended ratio. Including part-time sergeants and officers, the span of control still stays within the recommended ratio.

RECOMMENDATION:

If part-time members can only attend some annual training and callouts due to workload and staffing constraints related to full-time duties, then full-time positions should be increased to fulfill mission requirements and training mandates.

1.7 CANINE UNIT

A lieutenant leads the Canine Unit, which includes 2 sergeants, 11 police officers, and 1 kennel keeper. The lieutenant, who is a bomb canine handler, works Monday through Friday from 7:00 AM to 3:00 PM. The 2 sergeants, both bomb canine handlers, work Monday through Friday from 9:00 AM to 5:00 PM. The kennel keeper also works Monday through Friday from 7:00 AM to 3:00 PM. The police officers are canine handlers, with 1 specializing in bombs and 10 handling dual patrol and narcotics duties.

CANINE OFFICER SCHEDULE

	# Officers	Workdays	Hours
Day Shift	6	Sunday through Wednesday or Wednesday through Saturday	8:00 AM to 6:00 PM or 10 AM to 8 PM
Mid Watch Platoon	5	Sunday through Wednesday or Wednesday through Saturday	4:00 PM to 2:00 AM

CANINE UNIT WORKLOAD ANALYSIS

When evaluating the Canine Unit's workload, it is important to consider both operational (utilization) and training demands, as well as other tasks assigned to the team. This provides a comprehensive and accurate overview of operational needs.

The following table displays the total number of calls for service and self-initiated activity handled by the Canine Unit by each hour and day of the week in 2024 (Note that Canine officer responses are also included within patrol CFS statistics).

CANINE UNIT RESPONSES BY HOUR AND WEEKDAY

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	22	14	9	10	10	9	16	90
1 AM	9	15	16	7	7	15	15	84
2 AM	5	3	12	0	4	12	6	42
3 AM	1	3	8	2	2	3	1	20
4 AM	1	5	1	2	0	0	0	9
5 AM	2	1	0	2	1	1	3	10
6 AM	0	1	0	1	2	2	0	6
7 AM	0	0	7	2	7	6	2	24
8 AM	1	2	7	10	18	7	1	46
9 AM	12	3	14	12	17	14	7	79
10 AM	3	7	8	11	14	16	4	63
11 AM	12	5	7	13	20	32	8	97
12 PM	9	11	11	30	23	17	17	118
1 PM	24	16	12	18	18	10	17	115
2 PM	11	14	6	22	21	23	22	119
3 PM	15	21	15	9	7	13	16	96
4 PM	12	26	6	7	11	45	12	119
5 PM	11	9	8	8	28	9	17	90
6 PM	3	5	8	1	37	13	24	91
7 PM	12	6	5	3	20	16	13	75
8 PM	26	6	10	11	14	11	22	100
9 PM	18	6	33	6	31	22	21	137
10 PM	16	14	10	8	16	28	18	110
11 PM	12	12	18	6	19	17	24	108
Total	237	205	231	201	347	341	286	1,848

Overall, the Canine Unit responded to 1,848 calls for service and self-initiated activities in 2024. Activity spikes in the afternoon, continues through early evening, and declines during the early morning. The following table shows the 10 most common incident categories for calls and activities handled by the Canine Unit over the past year, along with the average call-handling time (HT) for each.

CANINE UNIT MOST COMMON INCIDENT TYPES

Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
INVESTIGATION	396	81.5						
TROUBLE	201	75.5						
STOP	193	62.6						
BREAKIN IN PROGRESS	183	60.0						
HOLDUP	151	68.4						
BURGLAR ALARM	140	33.7						
SHOOT STAB	104	87.8						
SUSPICIOUS	73	68.4						
NON INJ ACCI	69	74.7						
DOMESTIC TROUBLE	59	49.5						
All Other Types	279	66.4						
Total	1,848	68.3						

Most incident types are investigations, each lasting about 81.5 minutes, followed by ‘Trouble’, which lasts about 75.5 minutes. The average handling time for all incidents is 68.3 minutes each.

PERFORMANCE RELATED DATA AND OPERATIONAL DEMAND

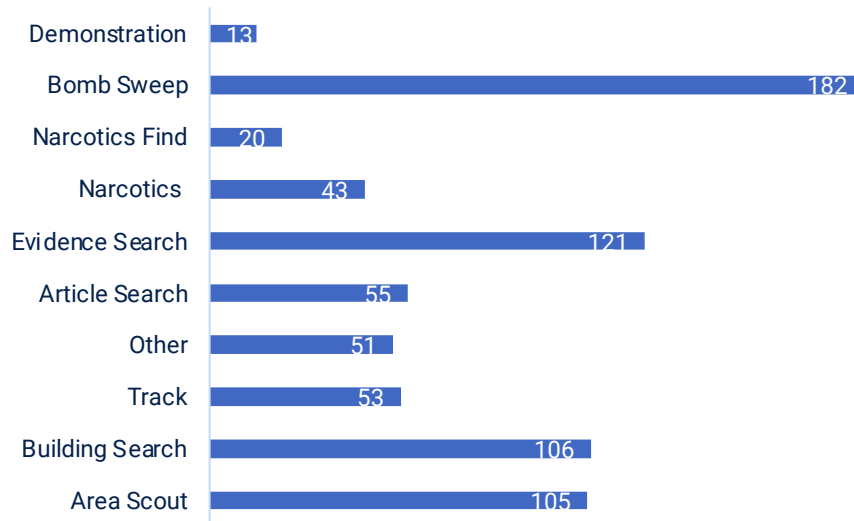
While CAD data helps analyze unit workload, it’s also important to track other performance measures monitored by the unit. The following table displays various performance measures tracked by the Canine Unit from 2022 through 2024.

CANINE UNIT DEPLOYMENTS 2022 - 2024

	2022	2023	2024	3 Year Avg.
Area Scout	36	113	105	85
Building Search	85	42	106	78
Track	33	53	53	46
Other	86	110	51	82
Article Search	39	55	55	50
Evidence Search	28	104	121	84
Narcotics	85	46	43	58
Narcotics Find	48	14	20	27
Bomb Sweep	72	194	182	149
Demonstration	34	12	13	20

As shown above, from 2022 to 2024, the Canine Unit averaged performing 85 area scouts, 78 building searches, 46 tracks, 82 other activities, 50 article searches, 84 evidence searches, 58 narcotics searches, 27 narcotics finds, 149 bomb sweeps, and 20 demonstrations each year. The charts below visually display the totals for 2024.

CANINE UNIT DEPLOYMENTS 2024



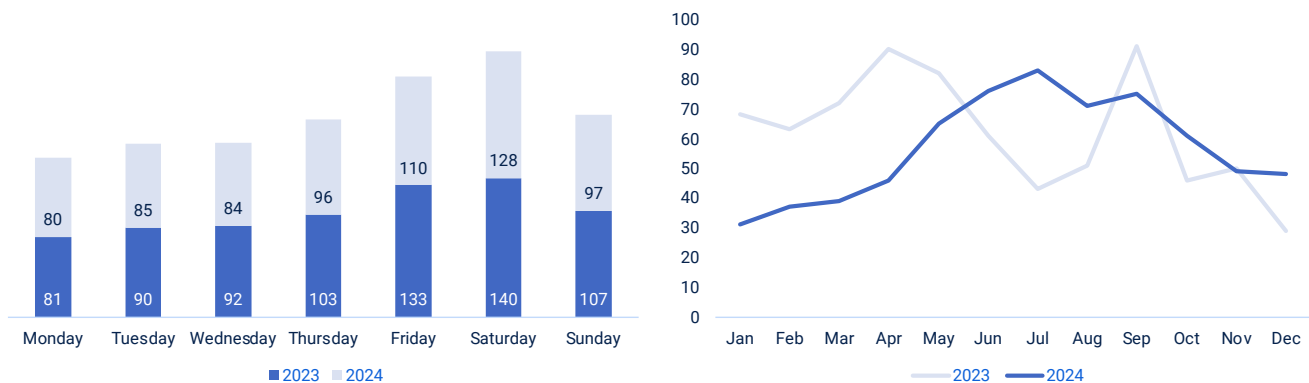
In 2024, the Canine Unit conducted 13 demonstrations, 182 bomb sweeps, 20 narcotics finds, 43 narcotics searches, 121 evidence searches, 55 article searches, 51 other activities, 53 tracks, 106 building searches, and 105 area scouts. The following table shows various averages for 2024.

CANINE UNIT DEPLOYMENT AVERAGES 2024

	2024	Monthly Avg.	Weekly Avg.
Area Scout	105	9	2
Building Search	106	9	2
Track	53	4	1
Other	51	4	1
Article Search	55	5	1
Evidence Search	121	10	2
Narcotics	43	4	1
Narcotics Find	20	2	.38
Bomb Sweep	182	15	4
Demonstration	13	1	.25

As shown above, on average, the Canine Unit completed 2 area searches, 2 building searches, 1 track, 1 other activity, 1 article search, 2 evidence searches, 1 narcotics search, and 4 bomb sweeps each week in 2024. The following charts show Canine Unit deployments by day of the week from 2023 through 2024.

CANINE UNIT DEPLOYMENTS BY DAY OF WEEK AND MONTH 2023 - 2024



As shown above, deployments were most frequent on Fridays and Saturdays over the 2 years. In 2023, July saw the highest demand, while in 2024, September was the peak month.

TRAINING

Police canine operations present unique risk management challenges for police agencies. Canine training is essential for these operations and is one of several key areas of police liability. Therefore, canine training hours should be considered when assessing staffing needs. The table below shows CANINE Unit training hours from 2022 through 2024.

CANINE UNIT TRAINING 2022 - 2024

	2022	2023	2024	3 Year Avg.
Training Days	1,054	2,301.8	1,840.8	1,732.2

As shown above, the Canine Unit trained an average of 1,732.2 hours per year from 2022 to 2024. In 2024, each canine handler averaged about 115.05 hours. The table below demonstrates this calculation process.

CANINE HANDLER AVERAGE TRAINING HOURS 2024

Unit Training Hours		1,840.8
<i>Divided by 16 (Handlers)</i>	÷	16
Average Training Hours Per Handler	=	115.05

SUPERVISORY SPAN OF CONTROL

Ensuring proper supervision in police departments is vital for effective operations. The staffing requirements for middle management and supervisors can be assessed using the span of control ratio or the number of employees assigned to each supervisor. This ratio significantly affects the performance of middle managers and first-line supervisors, as well as their ability to fulfill their duties effectively. Factors such as job responsibilities, available technology, and the skills of middle managers, supervisors, and staff all influence this ratio.

A middle manager's recommended supervisory span of control is usually no more than 4 direct reports. A first-line supervisor's recommended span of control is typically no more than 7 employees. The table below shows the current supervisory span of control in the Canine Unit.

CANINE UNIT SUPERVISORY SPAN OF CONTROL

	Ratio
Lieutenant	2:1
Sergeant #1	6:1
Sergeant #2	6:1

As shown above, the current supervisory span of control for the lieutenants and sergeants is within the recommended ratio. The existing unit schedule creates gaps in supervisory oversight during certain days and hours each week. The schedule should be adjusted to ensure proper supervisory coverage is maintained.

RECOMMENDATION:

Adjust the Canine Unit's work schedule to ensure adequate supervisory coverage within the unit.

1.8 AVIATION UNIT

The Aviation Unit is led by a lieutenant (pilot). It comprises 5 police officers (pilots), 1 rotorcraft pilot (non-sworn), and 15 police officers assigned as tactical flight officers in a collateral duty capacity.

The unit currently has 2 helicopters and follows a 4-day on, 4-day off rotating schedule, with shifts from 8 AM to 6 PM or from 6 PM to 4 AM. This arrangement provides twenty hours of coverage each day, 7 days a week.

AVIATION UNIT WORKLOAD ANALYSIS

The following table displays the total number of calls for service and self-initiated activity handled by the Aviation Unit by each hour and day of the week in 2024.

AVIATION UNIT INCIDENTS BY HOUR AND WEEKDAY

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	10	7	5	2	4	1	5	34
1 AM	5	9	5	2	7	6	9	43
2 AM	3	5	6	6	5	8	5	38
3 AM	1	4	1	1	1	1	2	11
4 AM	2	0	0	0	0	0	0	2
5 AM	0	0	0	0	1	0	1	2
6 AM	0	0	0	0	0	0	0	0
7 AM	0	0	0	1	1	0	1	3
8 AM	2	3	5	1	0	2	1	14
9 AM	3	3	2	3	5	8	2	26
10 AM	9	4	13	6	3	5	8	48
11 AM	11	5	3	4	9	3	9	44
12 PM	10	9	4	7	4	5	7	46
1 PM	12	10	6	7	2	7	9	53
2 PM	17	11	7	8	15	10	16	84
3 PM	13	11	11	9	8	6	15	73
4 PM	11	12	10	6	7	11	6	63
5 PM	13	6	4	3	6	3	7	42
6 PM	5	1	3	2	4	6	4	25
7 PM	7	2	3	2	5	4	6	29
8 PM	11	6	3	3	5	5	7	40
9 PM	14	3	9	2	3	7	14	52
10 PM	3	3	7	4	3	10	12	42
11 PM	11	9	2	6	5	13	9	55
Total	173	123	109	85	103	121	155	869

Overall, the Aviation Unit responded to 869 calls for service and conducted 2024 self-initiated activities, as recorded in the department's Computer-Aided Dispatch (CAD) system.

The following table shows the 10 most common incident categories for calls and activities handled by the Aviation Unit over the past year, along with the average call-handling time (HT) for each.

AVIATION UNIT MOST COMMON INCIDENT TYPES

Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
INVESTIGATION	233	42.7						
STOP	120	43.0						
DIRECTED ACTIVITY	76	21.8						
TROUBLE	75	52.2						
HOLDUP	62	60.1						
MISSING PERSON	56	21.1						
SUSPICIOUS	37	30.6						
SHOOT STAB	35	40.8						
SHOT SPOTTER	21	14.7						
DOMESTIC TROUBLE	19	39.2						
All Other Types	135	36.3						
Total	869	36.6						

Most incident types are investigations, each lasting approximately 42.7 minutes, followed by a stop, which lasts approximately 43 minutes. The average handling time for all incidents is 36.6 minutes each.

PERFORMANCE RELATED DATA AND OPERATIONAL DEMAND

While CAD data is valuable for analyzing unit workload, it's also crucial to track other performance measures monitored by the unit. The following table displays various performance metrics recorded by the Aviation Unit from 2022 to 2024.

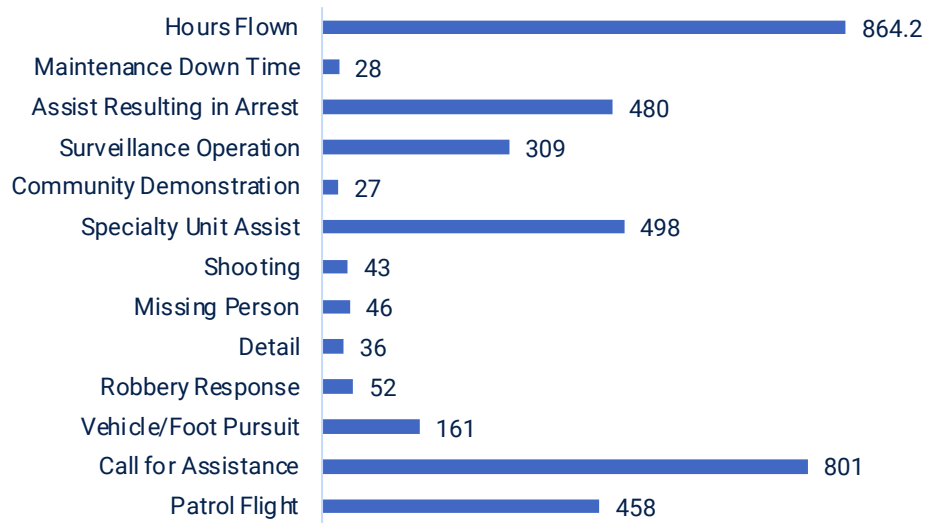
AVIATION UNIT ACTIVITY 2022 - 2024

	2022	2023	2024	3 Year Avg.
Patrol Flight	679	476	458	538
Call for Assistance	651	838	801	763
Vehicle/Foot Pursuit	155	136	161	152
Robbery Response	83	60	52	65
Detail	59	38	36	44
Missing Person	65	69	46	60
Shooting	63	51	43	52
Specialty Unit Assist	426	483	498	469
Community Demonstration	31	29	27	29
Surveillance Operation	373	337	309	340
Rescue Fire Assist	23	5	-	14
Assist Resulting in Arrest	341	445	480	422
Maintenance Down Time	1	4	28	11
Hours Flown	-	1,020.8	864.2	943

As shown above, the Aviation Unit completed an average of 538 patrol flights, responded to 763 calls for assistance, engaged in 152 vehicle or foot pursuits, handled 65 robberies, conducted 44 details, managed 60 missing persons cases, responded to 52 shootings, and assisted with 469 specialty unit calls. In addition, they participated in 29 community demonstrations, conducted 340 surveillance operations, provided 14 fire rescue assists (2-year average), resulting in 422 arrests from assists, accumulated 943 flight hours (2-year average), and experienced 11 days of maintenance downtime each year from 2022 through 2024.

The following charts visually display the 2024 totals:

AVIATION UNIT ACTIVITY 2024



As shown above, the Aviation Unit logged 864.2 flight hours, 480 assists resulting in arrests, 309 surveillance operations, 27 community demonstrations, 498 specialty unit assists, 43 shootings, 46 missing persons, 36 details, 52 robbery responses, 161 vehicle and foot pursuits, 801 calls for help, 458 patrol flights, and 28 days of maintenance downtime in 2024.

The following table shows various averages for 2024.

AVIATION UNIT ACTIVITY AVERAGES 2024

	2024	Monthly Avg.	Weekly Avg.
Patrol Flight	458	38	9
Call for Assistance	801	67	15
Vehicle/Foot Pursuit	161	13	3
Robbery Response	52	4	1
Detail	36	3	.70
Missing Person	46	4	.88
Shooting	43	4	.83
Specialty Unit Assist	498	42	10
Community Demonstration	27	2	.52
Surveillance Operation	309	26	6
Assist Resulting in Arrest	480	40	9
Maintenance Down Time	28	2	.54
Hours Flown	864.2	72	17

As shown above, on average, the Aviation Unit completed about 9 flights, 15 calls for assistance, 2 vehicle or foot pursuits, 1 robbery response, 1 detail, 1 missing person case, 1 shooting, 10 specialty unit assists, 1 community demonstration, 6 surveillance operations, 9 assists leading to arrests, 17 hours flown, and 1 day of maintenance downtime each week during 2024.

As previously noted, in 2024, the Aviation Unit logged 864.2 hours of flight time, averaging about 144 hours per pilot. The following table shows this calculation process.

AVIATION UNIT PILOT AVERAGE FLIGHT HOURS 2024

Aviation Unit Flight Hours		864.2
<i>Divided by 6 (Pilots)</i>	÷	6
Average Flight Hours Per Pilot	=	144

SUPERVISORY SPAN OF CONTROL

Ensuring proper supervision in police departments is crucial for effective law enforcement operations. The staffing needs of middle management and supervisors can be assessed using the span of control ratio, which is the number of employees each supervisor is assigned to. This ratio plays a key role in influencing the performance of middle managers and first-line supervisors, as well as their ability to fulfill their responsibilities efficiently. Factors such as job functions, available technology, and the skills of middle managers, supervisors, and staff can all impact this ratio.

A middle manager's recommended supervisory span of control is usually no more than 4 direct reports. A first-line supervisor's recommended span of control is typically no more than 7 employees. The table below displays the current supervisory span of control in the Aviation Unit.

AVIATION UNIT SUPERVISORY SPAN OF CONTROL

	Ratio
Lieutenant	6:1

The current span of control exceeds the recommended ratio for a lieutenant. Since no sergeant is assigned to the unit, the lieutenant handles both middle management and first-line supervision duties. While it might be appropriate for a lieutenant to oversee officers, given the nature of the unit, it is advised that the span of control not be increased. If more pilots are added in the future, the department should consider adding a sergeant or another lieutenant position.

1.9 MOUNTED PATROL

Mounted Patrol is overseen by a sergeant and staffed with 4 police officers. They work on a rotating schedule with every other weekend off, from 8 AM to 6 PM

MOUNTED PATROL WORKLOAD ANALYSIS

The following table shows the incident categories for calls and activities handled by the Mounted Patrol over the past year, along with the average call-handling time (HT) for each.

MOUNTED PATROL INCIDENTS BY TYPE

Incident Type	#	Avg. HT
DIRECTED ACTIVITY	41	27.2
INVESTIGATION	19	56.4
TROUBLE	1	173.1
DISORDERLY PERSON	1	4.1
Total	62	38.1

Most incident types involve directed activities lasting approximately 27.2 minutes, followed by an investigation lasting approximately 56.4 minutes. The average handling time for all incidents is 38.1 minutes each. The average handling time for all incidents is calculated as the total incident time divided by the number of incidents.

PERFORMANCE RELATED DATA

While CAD data helps analyze unit workload, it is also important to monitor other performance measures recorded by the unit. The following table shows various performance metrics tracked by Mounted Patrol from 2022 to 2024.

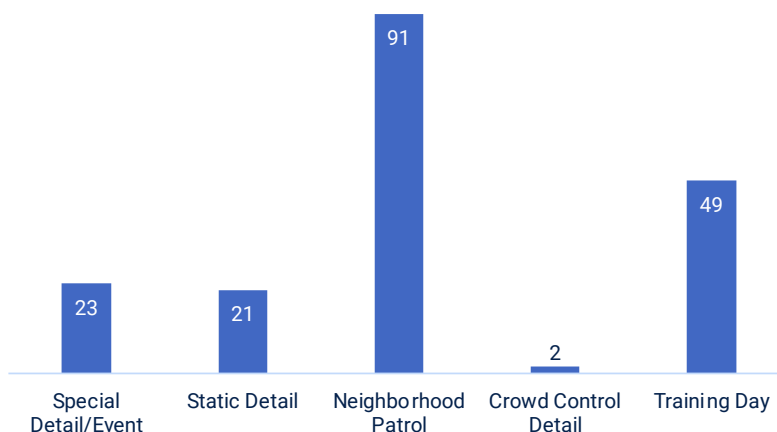
MOUNTED PATROL ACTIVITY 2022 - 2024

	2022	2023	2024	3 Year Avg.
Special Detail/Event	19	23	23	22
Static Detail	20	29	21	23
Neighborhood Patrol	49	82	91	74
Crowd Control Detail	3	3	2	3
Training Day	77	65	49	64

As shown above, on average, the Mounted Patrol handled 22 special events or details, 23 static displays, 74 neighborhood patrols, 3 crowd control details, and 64 training days each year from 2022 through 2024.

The following charts visually depict the 2024 totals.

MOUNTED PATROL ACTIVITY 2024



As shown above, Mounted Patrol conducted 23 special events/details, 21 static details, 91 neighborhood patrols, 2 crowd control details, and 49 training days in 2024.

MOUNTED PATROL ACTIVITY AVERAGES 2024

	2024	Monthly Avg.
Special Detail/Event	23	2
Static Detail	21	2
Neighborhood Patrol	91	8
Crowd Control Detail	2	.2
Training Day	49	4

As shown above, on average, Mounted Patrol completed about 2 special details or events, 2 static details, 8 neighborhood patrols, and 4 training days each month in 2024.

SUPERVISORY SPAN OF CONTROL

Ensuring proper supervision in police departments is essential for effective operations. The staffing needs of middle management and supervisors can be assessed using the span of control ratio, which involves the number of employees assigned to each supervisor. This ratio greatly influences the performance of middle managers and first-line supervisors, as well as their ability to perform their duties efficiently. Factors such as job functions, available technology, and the skills of middle managers, supervisors, and staff can all impact this ratio.

A middle manager's recommended span of control is usually no more than 4 direct reports. A first-line supervisor's suggested span of control is no more than 7 employees. The table below shows the current supervisory span of control in Mounted Patrol.

MOUNTED PATROL SUPERVISORY SPAN OF CONTROL

	Ratio
Sergeant	4:1

As shown above, the sergeant's current span of control meets the recommended ratio.

1.10 RIVER PATROL UNIT

The River Patrol Unit is overseen by a sergeant and staffed with 4 full-time police officers and 6 part-time officers (authorized for 10), who serve in a collateral role. The sergeant works Monday through Friday from 7 AM to 3 PM, while the officers follow a rotating schedule with every other weekend off, from 8 AM to 6 PM.

The River Patrol Unit offers waterborne law enforcement and emergency services along 37 miles of the Ohio River and its tributaries within the Louisville Jefferson County Metropolitan area.

RIVER PATROL UNIT WORKLOAD ANALYSIS

The following table shows the incident categories for calls and activities handled by the River Patrol Unit over the past year, along with the average call-handling time (HT) for each.

RIVER PATROL INCIDENTS BY TYPE

Incident Type	#	Avg. HT
MENTAL HEALTH	8	30.0
MISSING PERSON	1	6.0
PERSON DOWN	2	305.2
TROUBLE	3	58.0
INVESTIGATION	24	116.7
NON INJ ACCI	5	66.1
BURGLAR ALARM	1	5.3
DISORDERLY PERSON	2	237.4
STOP	13	3.6
SEE THE SUBJECT	2	155.0
DOMESTIC TROUBLE	1	5.3
RECKLESS DRIVER	1	12.5
HOLDUP	2	4.0
INTOXICATED PERSON	1	16.1
ASSIST EMS	1	77.0
INJURY ACCIDENT	1	433.3
STRANDED MOTORIST	11	96.7
DIRECTED ACTIVITY	6	32.1
CORPSE	2	109.1
ASSIST FIRE	8	111.5
Total	95	83.4

Most incident types involve investigation, each lasting approximately 116.7 minutes, followed by stops, which last approximately 3.6 minutes. The average handling time for all incidents is 83.4 minutes each. The average handling time for all incidents is calculated as the total incident time divided by the number of incidents.

PERFORMANCE DATA

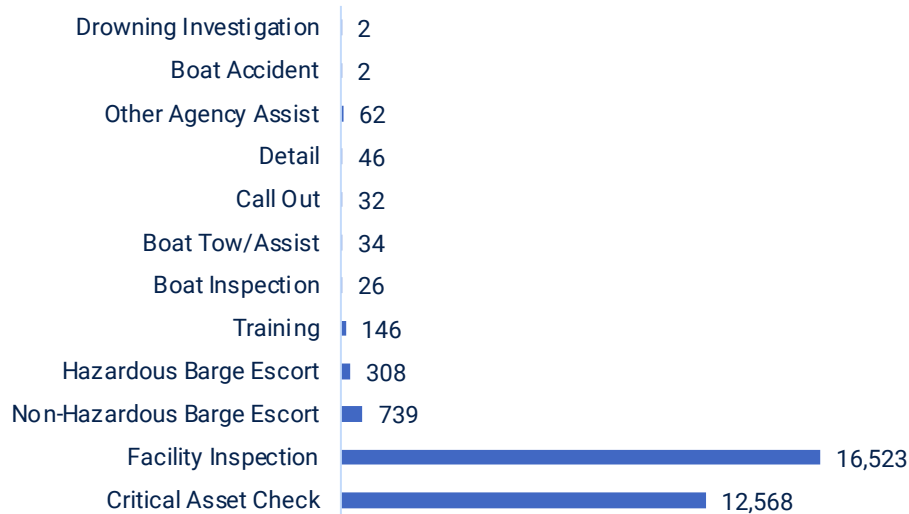
While CAD data helps analyze unit workload, it's also important to monitor other performance measures tracked by the unit. The following table shows various performance measures recorded by the River Patrol Unit from 2022 to 2024.

RIVER PATROL UNIT ACTIVITY 2022 - 2024

	2022	2023	2024	3 Year Avg.
Critical Asset Check	9,031	12,180	12,568	11,260
Facility Inspection	14,527	17,421	16,523	16,157
Non-Hazardous Barge Escort	437	757	739	644
Hazardous Barge Escort	306	396	308	337
Boat Inspection	67	48	26	47
Boat Tow/Assist	31	24	34	30
Call Out	22	21	32	25
Training	127	163	146	145
Detail	27	24	46	32
Other Agency Assist	65	62	62	63
Boat Accident	2	3	2	2
Drowning Investigation	6	4	2	4

As shown above, from 2022 to 2024, the River Patrol Unit completed an average of 11,260 critical asset checks, 16,157 facility inspections, 644 non-hazardous barge escorts, 337 hazardous barge escorts, 47 boat inspections, 30 boat tows or assists, 25 callouts, 145 training sessions, 32 details, 63 other agency assists, 2 boat accidents, and 4 drowning investigations. The following charts visually display the 2024 totals.

RIVER PATROL UNIT ACTIVITY 2024



As shown above, the River Patrol Unit carried out 16,523 facility inspections, 12,568 critical asset checks, 739 non-hazardous barge escorts, 308 hazardous barge escorts, 146 training sessions, 62 other agency

assists, 46 details, 34 boat tows or assists, 32 call outs, 26 boat inspections, 2 boat accidents, and 2 drowning investigations in 2024. The following table displays various averages for 2024.

RIVER PATROL UNIT ACTIVITY AVERAGES 2024

	2024	Monthly Avg.	Weekly Avg.
Critical Asset Check	12,568	1,047	242
Facility Inspection	16,523	1,377	318
Non-Hazardous Barge Escort	739	62	14
Hazardous Barge Escort	308	26	6
Boat Inspection	26	2	1
Boat Tow/Assist	34	3	1
Call Out	32	3	1
Training	146	12	3
Detail	46	4	1
Other Agency Assist	62	5	1
Boat Accident	2	.2	.04
Drowning Investigation	2	.2	.04

As shown above, during 2024, the River Patrol Unit averaged 242 critical asset checks, 318 facility inspections, 14 non-hazardous barge escorts, 6 hazardous barge escorts, 1 boat inspection, 1 tow or assist, 1 call-out, 3 trainings, 1 detail, and 1 other agency assist each week.

SUPERVISORY SPAN OF CONTROL

Ensuring proper supervision within police departments is crucial for effective police operations. The staffing needs of middle management and supervisors can be evaluated using the span of control ratio, which measures the number of employees each supervisor is assigned to. This ratio significantly impacts the performance of middle managers and first-line supervisors, as well as their ability to carry out their duties effectively. Factors like job functions, available technology, and the skills of middle managers, supervisors, and staff all influence this ratio.

A middle manager's recommended supervisory span of control is usually no more than 4 direct reports. A first-line supervisor's recommended span of control is no more than 7 employees. The table below shows the current supervisory span of control in the River Patrol Unit.

RIVER PATROL UNIT SUPERVISORY SPAN OF CONTROL

	Ratio
Sergeant	4:1

As shown above, the sergeant's current supervisory span of control meets the recommended ratio. The current unit scheduling system results in gaps in supervisory oversight on certain days and hours each week. The schedule should be modified to maintain proper supervisory coverage.

RECOMMENDATION:

Adjust the River Patrol Unit's work schedule to ensure adequate supervisory coverage within the unit.

1.11 BOMB SQUAD

The Bomb Squad includes 1 full-time sergeant, 2 part-time (ancillary duty) sergeants, and 13 part-time (ancillary duty) police officers. The full-time sergeant works Monday through Friday from 8:00 AM to 4:00 PM.

BOMB SQUAD WORKLOAD ANALYSIS

When assessing the Bomb Squad's workload, it's essential to factor in operational demands (utilization), training requirements, and other tasks assigned to the team. This provides a comprehensive and accurate view of their operational needs. The following table shows Bomb Squad activity from 2022 to 2024.

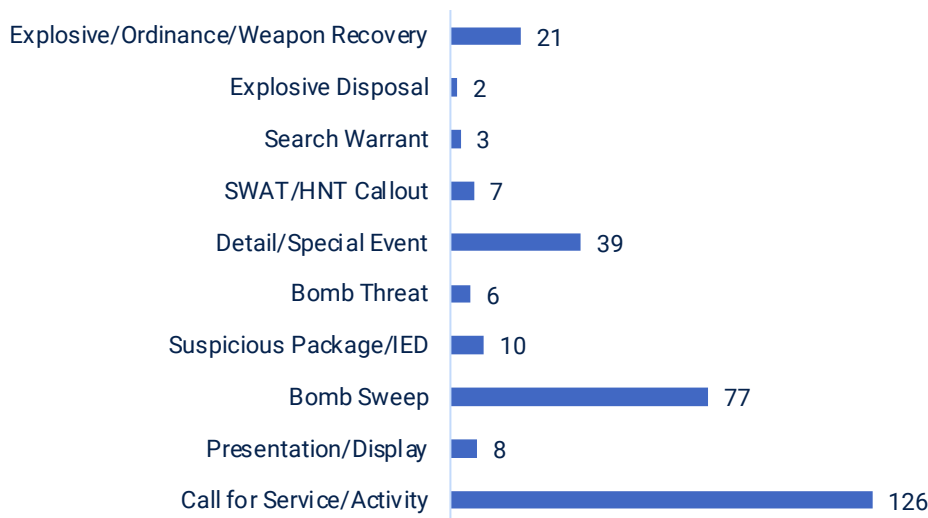
BOMB SQUAD ACTIVITY 2022 - 2024

	2022	2023	2024	3 Year Avg.
Call for Service/Activity	113	135	126	125
Presentation/Display	11	10	8	10
Bomb Sweep	63	72	77	71
Suspicious Package/IED	16	18	10	15
Bomb Threat	4	7	6	6
Detail/Special Event	31	34	39	35
SWAT/HNT Callout	3	3	7	4
Search Warrant	1	5	3	3
Explosive Disposal	1	3	2	2
Explosive/Ordinance/Weapon Recovery	18	25	21	21

As shown above, on average, the Bomb Squad responded to 125 calls for service, 10 presentations or displays, 71 bomb sweeps, 15 suspicious packages or IEDs, 6 bomb threats, 35 details or special events, 4 SWAT or HNT callouts, 2 search warrants, 2 explosive disposals, and 21 explosive, ordinance, or

weapon recoveries annually from 2022 through 2024. During this same period, these activities averaged 566.5 hours each year. The following charts visually display the 2024 totals.

BOMB SQUAD ACTIVITY 2024



As shown above, the Bomb Squad conducted 21 explosive, ordnance, or weapon recoveries; 2 explosive disposals; 3 search warrants; 7 SWAT/HNT callouts; 39 details or special events; 6 bomb threats; 10 suspicious packages or IEDs; 77 bomb sweeps; 8 presentations or displays; and 126 calls for service or activities in 2024. The following table shows various averages for 2024.

BOMB SQUAD ACTIVITY AVERAGES 2024

	2024	Monthly Avg.
Call for Service/Activity	126	11
Presentation/Display	8	1
Bomb Sweep	77	6
Suspicious Package/IED	10	1
Bomb Threat	6	.5
Detail/Special Event	39	3
SWAT/HNT Callout	7	.6
Search Warrant	3	.3
Explosive Disposal	2	.2
Explosive/Ordinance/Weapon Recovery	21	2

As shown above, on average, the Bomb Squad handled about 11 calls for service or activities, 1 presentation or display, 6 bomb sweeps, 1 suspicious package or IED, 3 details or special events, and 2 explosive ordnance or weapons recoveries each week during 2024.

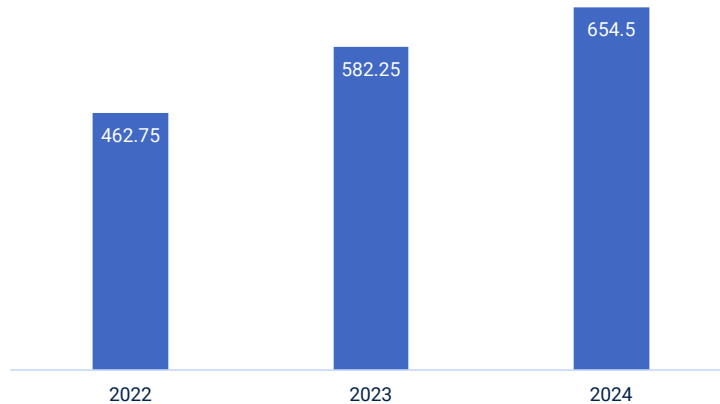
The following table shows the total Bomb Squad workload hours from 2022 to 2024.

BOMB SQUAD WORKLOAD HOURS 2022 - 2024

	2022	2023	2024	3 Year Avg.
Call for Service/Activity	462.75	582.25	654.50	566.5

As shown, the Bomb Squad workload hours averaged 566.5 hours per year from 2022 through 2024. The following chart visually displays each year's workload hours.

BOMB SQUAD WORKLOAD HOURS 2022 - 2024



As shown, the Bomb Squad's workload hours increased each year over the past 2 years, representing approximately a 41% increase from 2022 through 2024.

BOMB SQUAD TRAINING

The Bomb Squad operates in dangerous environments where mistakes can be deadly, so regular training is essential for both technician safety and public protection. Ongoing practice helps bomb technicians stay current with evolving technologies, procedures, and emerging threats. It also enhances coordination with other emergency services, preparing the team for complex, multi-agency responses and high-profile incidents where quick, effective action is critical.

The table below outlines the minimum yearly training hours required to maintain certification.

BOMB SQUAD TECHNICIAN TRAINING HOURS 2024

	Hours
Required Minimum Training	288

BOMB SQUAD TOTAL WORKLOAD

As previously noted, when evaluating a Bomb Squad’s workload, it is essential to consider both operational demands (utilization) and training demands, as well as other tasks assigned to the team. This provides a comprehensive and accurate view of operational needs.

In 2024, the Bomb Squad logged 654.5 hours of related work, and the minimum required training hours per year are 288. Combined, this totals 942.5 hours. The following table illustrates this calculation process.

BOMB SQUAD WORKLOAD 2024

Utilization		654.5
<i>Minimum Annual Training Hours</i>	+	288
Total Utilization	=	942.5

While not every part-time member is utilized for each callout, several will likely be involved during larger events, and at least 1 will be assigned to some callouts. Additionally, it's expected that part-time Bomb Squad members will likely be away from their regular duties for at least 288 hours annually for training.

BOMB SQUAD STAFFING

Although there is no national standard for staffing bomb squads across the United States, it is important to understand how workload is divided between a part-time member’s primary duties and collateral assignments. This includes analyzing the percentage of time spent on each role, how often and for how long collateral tasks are performed, and whether these responsibilities support or interfere with their primary duties. Organizational impacts, such as reduced shift coverage when part-time members are assigned to the squad and the long-term sustainability of relying on collateral duty officers, should also be evaluated, particularly in relation to employee burnout.

The standard number of hours in an employee’s work year is 2,080. After subtracting vacation, sick leave, and other absences, a more typical figure is 1,720 hours. Using this figure, if a part-time member responded to all callouts and other Bomb Squad-related assignments in 2024, the member would have spent approximately 777.5 hours on the primary assignment. The following table illustrates this calculation process.

BOMB SQUAD WORK HOURS CALCULATION

Total Net Available Hours for 1 Employee		1,720
<i>Total Bomb Squad Workload</i>	-	942.5
Total Number of Hours Remaining	=	777.5

If a part-time Bomb Squad member responded to all callouts and related assignments in 2024, this member would have spent about 55% of the work year on Bomb Squad-related duties. As noted earlier,

the squad is staffed with 1 full-time member and 15 part-time (ancillary duty) members. Adding at least 1 full-time bomb technician would be appropriate to support the full-time sergeant.

BOMB SQUAD SUPERVISORY SPAN OF CONTROL

Ensuring proper supervision within police departments is crucial for effective law enforcement. The span of control ratio, which assesses the number of employees supervised by each supervisor, can be used to evaluate middle management and supervisory staffing levels. This ratio significantly impacts the performance of middle managers and frontline supervisors, as well as their ability to perform their duties effectively. Factors such as job responsibilities, available technology, and the skills of middle managers, supervisors, and staff all influence this ratio.

A middle manager's recommended supervisory span of control is usually no more than 4 direct reports. A first-line supervisor's recommended span of control is typically no more than 7 employees. The table below shows the current supervisory span of control in the Bomb Squad.

BOMB SQUAD SUPERVISORY SPAN OF CONTROL

	Ratio
Sergeant (F/T)	5:1
Sergeant(P/T)	4:1
Sergeant (P/T)	4:1

As shown above, the current supervisory span of control aligns with the recommended ratio. Including the part-time sergeants and officers, the span remains within the suggested limits.

RECOMMENDATION:

Increase staffing in the Bomb Squad by adding 1 full-time officer, for a total of 1 authorized officer position.

1.12 SPECIAL RESPONSE TEAM

The Special Response Team includes 1 full-time lieutenant, 1 part-time lieutenant, 8 part-time sergeants, and 42 part-time police officers. The full-time lieutenant works Monday through Friday, from 7:00 AM to 3:00 PM. Part-time members are assigned full-time duties across the department. The team operates as a mobile field force capable of responding to major crowd events, disaster relief efforts, and large-scale search-and-rescue missions.

The full-time lieutenant position is responsible for the following tasks:

- Monitor, plan, and scout protest locations.
- Develop and teach, or bring instructors for monthly training.
- Research policies and after-action reports.

- Develop a civil disturbance response for the City of Louisville.
- Train recruits and rehire officers in response to protests and the use of less-lethal weapons.
- Maintain team inventory of less-lethal weapons, munitions, equipment, and supplies.
- Train officers assigned to certain types of special assignments and details.
- Instruct civil disturbance and 1st Amendment courses department-wide.
- Develop/update the department's emergency response plan and procedures.

SPECIAL RESPONSE TEAM WORKLOAD ANALYSIS

The table below shows the Special Response Team's workload activity from 2022 to 2024.

SPECIAL RESPONSE TEAM ACTIVITY 2022 - 2024

	2022	2023	2024	3 Year Avg.
Planned Detail	15	17	17	16
Unplanned Callout	5	9	19	11
Team Standby	0	6	5	4
Public Relations Event	0	0	3	1
Total	20	32	44	32

As shown above, the Special Response Team was used about 32 times annually from 2022 to 2024.

Typically, special events last between 8 and 12 hours, with some extending over several days. Unplanned callouts usually take 4 to 5 hours, standbys generally last 1 to 2 hours, and public relations events typically run 1 to 4 hours.

The following tables show estimated workload hours based on minimum and maximum durations for 2024.

MINIMUM UTILIZATION TIME ASSUMPTION 2024

Planned Detail		17
<i>Multiplied by 8 Hours</i>	x	8
Total Detail Hours	=	136
Unplanned Callout		19
<i>Multiplied by 4 Hours</i>	x	4
Total Unplanned Callout Hours	=	76
Team Standby		5
<i>Multiplied by 1 Hour</i>	x	1
Total Standby Hours	=	5
Public Relations Event		3
<i>Multiplied by 1 Hour</i>	x	1
Total Public Relations Event Hours	=	3
Total Utilization	=	220

MAXIMUM UTILIZATION TIME ASSUMPTION 2024

Planned Detail		17
<i>Multiplied by 12 Hours</i>	x	12
Total Detail Hours	=	204
Unplanned Callout		19
<i>Multiplied by 5 Hours</i>	x	5
Total Unplanned Callout Hours	=	95
Team Standby		5
<i>Multiplied by 2 Hours</i>	x	2
Total Standby Hours	=	10
Public Relations Event		3
<i>Multiplied by 4 Hour</i>	x	4
Total Public Relations Event Hours	=	12
Total Utilization	=	321

As shown above, the Special Response Team's usage ranged from 220 to 321 hours in 2024, with 5 to 10 hours on standby.

SPECIAL RESPONSE TEAM TRAINING

The Federal Emergency Management Agency (FEMA) recommends that police officers involved in mobile field force operations complete at least 40 hours of initial training, followed by annual refresher

courses. Although there is no national standard for the number of hours for annual refresher training, it should be regular and include scenario-based exercises to maintain skills. Platoon training should occur monthly or quarterly, depending on the department's specific needs and resources. The following table displays Special Response Team training from 2022 to 2024.

SPECIAL RESPONSE TEAM TRAINING 2022 - 2024

	2022	2023	2024
8-Hour Training Day (11 total)	88	88	88
24-Hour Training Block (1 total)	24	24	24
Total Training Hours	112	112	112

In 2024, Special Response Team members were required to complete at least 9 of the 12 training months.

SPECIAL RESPONSE TEAM TOTAL WORKLOAD

When evaluating the Special Response Team's workload, it is essential to consider operational demands (utilization), training requirements, and other tasks assigned to the team. This provides a thorough and accurate understanding of their operational needs.

In 2024, the Special Response Team's workload ranged from 220 to 321 hours. The required training hours for that year ranged from 88 to 112. Using the minimum ranges, the total is 308 hours; using the maximum ranges, it is 433 hours. The following tables illustrate this calculation process.

SPECIAL RESPONSE TEAM MINIMUM WORKLOAD 2024

Utilization		220
Minimum Annual Training Hours	+	88
Total Utilization	=	308

SPECIAL RESPONSE TEAM MAXIMUM WORKLOAD 2024

Utilization		321
Minimum Annual Training Hours	+	112
Total Utilization	=	433

Considering both the minimum and maximum workloads in 2024, using part-time members is a suitable approach.

1.13 DIVE TEAM

A sergeant supervises the Dive Team, which includes 15 police officers (authorized for 22), 2 Metro EMS personnel, and 1 volunteer medical doctor. The team operates as a collateral assignment for members

who have full-time duties elsewhere in the department. All members are SCUBA-certified and perform rescues and evidence collection as needed. Interviews indicate that, given current workload demands, a collateral staffing model remains appropriate.

1.14 HAZARDOUS RESPONSE TEAM

The Hazardous Response Team was formed in 2023 and is staffed with 1 sergeant (authorized for 2) and 8 police officers (authorized for 15). The team operates as a collateral assignment for members who have full-time duties elsewhere in the department. It responds to incidents involving human biological vectors and hazardous materials that require police presence, and it is supported by more than 25 members from various regional agencies.

HAZARDOUS RESPONSE TEAM WORKLOAD

Although workload totals were not provided, in 2024, the Hazardous Response Team responded with the Bomb Squad on callouts when requested and offered support to surrounding municipalities. The team assisted the Special Events Unit at all significant events, participated in several tabletop exercises throughout the year with local and federal partners, and took part in a WMD assessment exercise at the University of Louisville.

HAZARDOUS RESPONSE TEAM TRAINING

Training is crucial for any hazardous response team due to the high-risk and unpredictable environments in which they operate. Besides safety, regular training helps team members maintain their technical skills and decision-making abilities, enabling them to respond effectively under pressure. The following table shows Hazardous Response Team training in 2024.

HAZARDOUS RESPONSE TEAM TRAINING 2024

	2024
8-Hour Training Day (8 total)	64
16-Hour Training Block (3 total)	48
40-Hour Training Block (1 total)	40
Total Training Hours	152

In 2024, Hazardous Response Team members completed 152 hours of training. Although workload completion time was not tracked, utilizing part-time members appears appropriate given the current workload demands.

1.15 HOSTAGE NEGOTIATIONS TEAM

The Hostage Negotiations Team consists of 2 lieutenants, 4 sergeants, and 10 police officers, with a total authorized strength of fourteen. The team functions as a collateral assignment for members who have primary duties elsewhere within the department. It is dispatched to various high-risk incidents to

employ peaceful de-escalation techniques. Interviews indicate that, given current workload demands, a collateral staffing model remains appropriate.

1.16 HONOR GUARD

The Honor Guard includes 4 sergeants and 9 police officers. The team serves as a collateral duty for members with full-time responsibilities elsewhere in the department. The Honor Guard participates in parades and performs honor guard duties as needed.

HONOR GUARD WORKLOAD

The table below details the annual Honor Guard activities for 2024.

ANNUAL HONOR GUARD ACTIVITY

	2024
Memorial	6
Parade	3
Total	9

The Honor Guard participates in 9 events each year and attends multiple funeral services.

HONOR GUARD TRAINING

The table below outlines Honor Guard training schedules for 2024.

HONOR GUARD TRAINING 2024

	2024
8-Hour Training Day (11 total)	88
24-Hour Training Block (1 total)	24
Total Training Hours	112

In 2024, Honor Guard members completed 112 hours of training. Using part-time members is appropriate given the current workload.

2. MAJOR CRIMES DIVISION

The following sections examine the workload and staffing needs of the Major Crimes Division, which is responsible for many investigative functions.

2.1 ADMINISTRATION

The Major Crimes Division is led by a major who has 6 direct reports (5 lieutenants and a director). The span of control is at the maximum level due to the number of direct reports, the complexity of the division, and the number of line staff in the division.

2.2 INVESTIGATIVE WORKLOAD ANALYSIS

To conduct the workload analysis, net available work hours for detectives, caseloads, and average hours per investigation type are utilized.

CASELOAD DATA

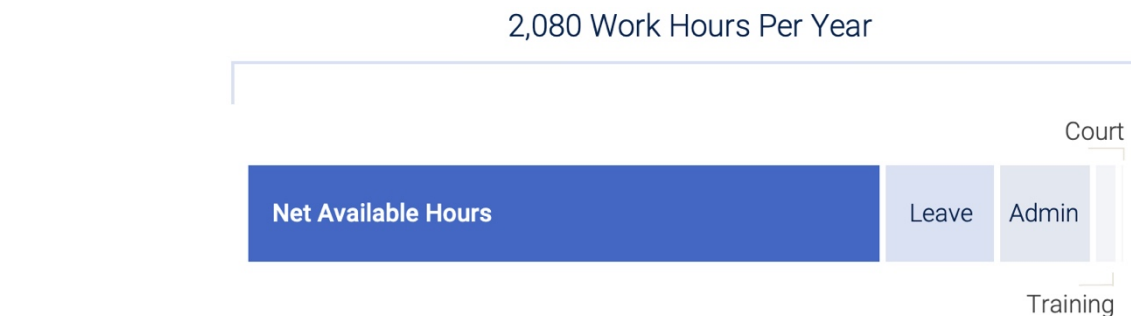
LMPD provided the project team with 2024 year-end caseloads by investigative unit. The analysis was conducted as a single caseload per unit.

CALCULATION OF DETECTIVE NET AVAILABILITY

Before determining availability and staffing needs, it is important to review the number of net hours detectives are available to conduct investigations. To conduct this analysis, it is critical to understand the time detectives are on leave – vacation, sick leave, injury, military leave, or any other type of leave—and the hours dedicated to on-duty court or training, as well as the time spent on administrative tasks.

The impact of these factors is determined by combining LMPD data calculations with estimates based on the project team's experience. These estimates are then subtracted from the annual base number of work hours per position. The result indicates the total **net available hours** for detectives and other positions when they are on duty and can fulfill workloads and other activities in the field.

Detectives' net availability differs from that of patrol officers due to court and administrative responsibilities. Workloads such as case plans, executing search warrants, and other tasks that do not fit directly into case investigative hours are included in an estimated administrative time figure. The table below details this process, specifying how each contributing factor is calculated:



The table below outlines the calculation process in detail, outlining how each contributing factor is calculated:

Factors Used to Calculate Detectives Net Available Hours

Annual Work Hours

The total number of scheduled work hours for patrol detectives, without factoring in leave, training, or anything else that takes detectives away from normal on-duty work. This factor forms the base number from which other availability factors are subtracted from.

Base number: **2,080 scheduled work hours per year**

- Leave and Injury Time

Includes all types of time spent on leave, including military time, FMLA, injuries, etc. – anything that would cause detectives that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time..

Estimated: **271 hours of leave per year**

- Court Time (On Regular Work Hours)

The total number of hours that each detective spends per year attending court while on duty, including transit time. Court attendance while on overtime is not included in the figure.

Without any data recording on-duty court time specifically for patrol detectives, the number of hours is estimated based on the experience of the project team.

Estimated: **120 hours of on-duty court time per year**

- Training Time (On Regular Work Hours)

The total number of hours spent per year in training that are completed while on-duty and not on overtime.

Calculated from LMPD data: **70 hours of on-duty training time per year**

- Administrative Time

The total number of hours per year spent completing administrative tasks while on-duty, including briefing, meal breaks, responding to email and phone messages and various other activities.

The number is calculated as an estimate by multiplying net available hours times 20%.

Estimated: **323 hours of administrative time per year**

= Total Net Available Hours

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total net available hours for detectives – the time in which they are available to work

after accounting for all leave, on-duty training, court, and administrative time. Net availability can also be expressed as a percentage of the base number of work hours per year.

Calculated by subtracting each factor from 2,080 base work hours: **1,296 net available hours per detective**

The following table summarizes this calculation process, displaying how each net availability factor contributes to the overall net availability of detectives:

CALCULATION OF DETECTIVES UNIT NET AVAILABILITY

Base Annual Work Hours		2,080
Total Leave Hours	-	271
On-Duty Training Hours	-	70
On-Duty Court Time Hours	-	120
Administrative Hours	-	323
Net Available Hours Per Detective	=	1,296

Overall, detectives have approximately 1,296 hours per year to focus on investigations. Multiplied by the number of detectives in each unit, this forms the capacity from which the workload can be handled.

The following sections will analyze detective caseloads to estimate total investigative workloads, which will then be compared against staffing capacity (net available hours) to determine staffing needs.

SPAN OF CONTROL METHODOLOGY

The span-of-control methodology used in this section was developed using guidance from the International Association of Chiefs of Police (IACP)—including the October 2006 *Police Chief* article on span of control—and the Police Executive Research Forum’s (PERF) 2018 report, *Promoting Excellence in First-Line Supervision*. Both organizations have published research and survey findings on supervisory span in law enforcement, emphasizing that appropriate spans vary depending on operational conditions and organizational expectations.

Key considerations reflected in the methodology include:

Task Complexity: More complex assignments require narrower spans of control.

Nature of Work: Routine or standardized work can support wider spans, while proactive, high-risk, or specialized policing generally requires narrower spans.

Officer Competence and Training: Well-trained and experienced personnel typically require less direct oversight, enabling wider spans of control.

Supervisory Requirements and Capability: IACP guidance emphasizes that supervisors must be able to respond to incidents involving their personnel and have sufficient capacity to provide coaching, training, and performance evaluation.

While the literature does not establish a single “correct” span of control, a range of **5 to 10 direct reports per supervisor** is generally considered reasonable, with **approximately 1 supervisor per 7 direct reports** often cited as a best-practice target. Consistent with available research, extensive interviews, and the expanded responsibilities placed on first-line supervisors in recent years, Matrix Consulting Group applies a maximum span of control of **no more than 9 direct reports per supervisor**, though it can be less.

CASELOAD HOURS

Not all investigative cases require the same number of hours; for example, a homicide investigation requires more time (and resources) than a burglary. Matrix Consulting Group developed several case-type investigative caseload work hours to account for this. The average case hours were developed through dozens of studies and interviews with detectives working on each case type. The following case-type caseload workload hours were used to calculate staff resource needs:

2.2.1 HOMICIDE

Homicide cases are among the most complex and time-consuming investigations conducted. These cases are scrutinized; therefore, nearly all investigative techniques are employed. Additionally, due to their complexity, a group of detectives typically handles them, and extra resources are often utilized. The following table displays a breakdown of approximate caseload hours for a homicide case or officer-involved shooting:

Task	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	4 hours	100%
Crime Scene Material	Evidence to Property / Evidence	4 hours	100%
Cell Phones	Cell Phone Downloads, with some taking longer than others.	30 hours	100%
Video	Review of video recovered from scene and BWC	60 hours	100%
Social media/Electronic Records/Physical location	Warrants/Subpoenas/Review of Evidence Obtained.	40 hours	100%
Location Data	Warrants/Subpoenas/Review of Evidence Obtained.	40 hours	100%
Surveillance	Surveillance, including locating suspects and writing reports.	10 hours	100%
Postmortem Exam	Autopsy performed by ME (Detectives observe and consult)	6 hours	100%
Victim / Witness Interview(s)	Interview(s), including report writing.	40 hours	100%
Suspect Interview(s)	Interview(s), including report writing.	12 hours	50%
Jail Call Monitoring	Listen to calls and write reports.	20 Hours	100%
Consult with DA	Conduct follow-up and write additional reports.	10 hours	100%
Total	<i>If all tasks are completed</i>	276 hours	
	On Average	276 hours	

This list is not exhaustive and does not encompass all elements. Not every homicide will have the same amount of evidence or the same number of interviews. These hours assume that detectives will perform RMS searches, conduct social media investigations, check association files, receive informant information, and utilize other investigative techniques (trackers, cell tower data, etc.), if available.

It also assumes that detectives work as a team and that not all investigative hours will be handled by a single detective (these are hours for the lead detective only). Many cases will not require the listed number of hours, but some may require significantly more.

Some of the work hours associated with homicide cases are conducted on overtime and not part of scheduled work due to call-outs and initial investigative efforts. LMPD reported 6,625 hours attributed to call-outs, and there were 151 homicide related cases in 2024. This represents approximately 43 overtime hours per homicide case. To account for this, an estimated average of 43 hours per case is subtracted from the total hours. Estimating the case time and the percentage of completion for each subtask yields about **233 hours per case for the primary detective**.

Additionally, on average, most departments assign a team of other detectives to assist during the early stages of a homicide investigation, representing approximately **40 hours per detective assigned**, as detailed under homicide investigation assist.

2.2.2 HOMICIDE INVESTIGATION ASSIST

When a homicide occurs, it typically requires multiple detectives to assist with the investigation, including support with warrants, interviews, crime scene canvassing, and identifying additional witnesses. The team approach may involve overtime and regular shifts, with the first 72 hours demanding substantial resources. To accommodate a team-based strategy, it is assumed that at least 4 detectives will participate in the investigation, contributing 40 hours of work week (excluding overtime).

2.2.3 NON-FATAL SHOOTING UNIT

Non-fatal shootings investigations are typically more complex than person crimes and require more investigative effort because victims and witnesses are often reluctant to assist in the investigation. Additionally, these cases require a response to the scene and investigative steps that are more closely aligned with those in a homicide case.

Approximate case hours were compiled through extensive interviews with investigators throughout the country who work similar cases and are summarized in the following table:

Task	Processes Involved	Approximate Time	% of Time Completed
Crime Scene Canvass	Respond to crime scene, locate evidence, identify potential witnesses and victims.	8 hours	100%
Victim / Witness Interview(s)	Interview(s), including report writing. Could include additional attempts to conduct interviews or re-interviews.	8 hours	100%
Crime Scene Processing	Assist, Monitor or Direct Crime Scene Processing.	6 hours	50%
Warrants / Subpoenas	Write Warrants / Subpoenas and Review of Evidence Obtained	30 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	12 hours	50%

Task	Processes Involved	Approximate Time	% of Time Completed
Surveillance / Locating Witnesses	Surveillance, including locating suspects / Witnesses and report writing.	8 hours	50%
Suspect Interview(s)	Interview(s), including report writing.	4 hours	50%
Jail Call Monitoring	Listen to calls and report writing.	2 hours	100%
Consult with State's Attorney	Conduct follow-up and write additional reports.	2 hour	100%
Total	If all tasks are completed:	80.0 hours	
	On average:	50.0 hours	

This list is not exhaustive and does not encompass all the elements of an investigation. Not every case will have the same amount of evidence or the same number of interviews. These hours assume that investigators will use RMS searches, check association files, receive informant information, and employ other investigative techniques (trackers, cell tower data, etc.) if available. Many cases will not necessitate the number of hours listed, but some may require significantly more.

These cases are worked as a team initially, and therefore, another 24 hours per case is added for callout and initial investigation.

Based on the completion percentage for each subtask, each solvable case averages approximately **74 hours**.

2.2.4 PERSON CRIMES

Crimes against individuals are treated more seriously by the judicial system and typically have more witnesses and evidence, necessitating more time for interviews and recovering and processing evidence than property crimes.

Approximate case hours were compiled through extensive interviews with detectives and are summarized in the following table:

Task	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to the crime lab includes submission and report.	3 hours	10%
Crime Scene Material	Evidence to property, inspection, and report writing.	4 hours	30%
Cell Phones	Cell phone downloads, with some taking longer than others.	10 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	10 hours	50%
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	10 hours	20%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	20%
Surveillance	Surveillance, including locating suspects and report writing.	10 hours	10%
Victim / Witness Interview(s)	Interview(s), including report writing.	2 hours	100%
Suspect Interview(s)	Interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls and report writing.	10 hours	10%
Consult with DA	Conduct follow-up and write additional reports.	1 hour	20%
Total	<i>If all tasks are completed:</i>	<i>82.0 hours</i>	
	On average:	22.6 hours	

This list is not exhaustive and does not encompass all the elements of an investigation. Not every case will have the same amount of evidence or the same number of interviews. These hours assume that detectives will use RMS searches, check association files, receive informant information, and employ other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not necessitate the number of hours listed, but some may require significantly more.

Based on the completion percentage for each subtask, each solvable case averages approximately **22.6 hours**.

2.2.4 SEX ASSAULT / ABUSE

Sexual assault and crimes against children are particularly complex cases that the judicial system treats more seriously. These cases typically have fewer witnesses, requiring more time for interviews and the recovery and processing of evidence than other person crimes. The following chart outlines approximate investigative times for sex crimes:

Task	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to the crime lab includes submission and report.	2 hours	50%
Crime Scene Material	Evidence to property, inspection, and report writing.	2 hours	50%
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	40%
Video	Review of video recovered from scene and BWC, report writing.	4 hours	50%
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	10 hours	20%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	40%
Surveillance	Surveillance, including locating suspects and report writing.	10 hours	20%
Sex Assault Kit	Sex Assault Exam, including report writing.	6 Hours	90%
Victim / Witness Interviews	Interview(s), including report writing.	2 hours	100%
Suspect	Interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls and report writing.	2 hours	40%
Consult with DA	Review cases and perform follow-up, including report writing.	1 hour	20%
Total	<i>If all tasks are completed:</i>	<i>65.0 hours</i>	
	On average:	26.6 hours	

This list is not exhaustive and does not encompass every investigation element. Not every case will involve the same amount of evidence or interviews conducted. The stated hours assume that detectives will perform RMS searches, check association files, obtain informant information, and utilize other investigative techniques (such as trackers, cell tower data, etc.) when available. Many cases will not require the specified number of hours, while some may necessitate significantly more.

Using the above work hour estimates and the percentage of each subtask's completion time, approximately **26.6 hours** per solvable case are available.

2.2.5 INTERNET CRIMES AGAINST CHILDREN (ICAC)

Internet Crimes Against Children are complex investigative cases that rely heavily on digital forensic evidence and require unique processes. The judicial system treats these cases more seriously; they tend to have fewer witnesses, thus requiring more time for interviews, writing search warrants, and recovering

and processing evidence than other crimes. The chart below shows the approximate investigative time for ICAC investigations:

Task	Processes Involved	Approximate Time	% of Time Completed
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	30%
Video	Review of video recovered from scene and BWC, report writing.	4 hours	30%
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	6 hours	20%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	30%
Surveillance	Surveillance, including locating suspects and report writing.	10 hours	20%
Document / Digital Evidence Review	Review/ recover images, and files, and write reports.	30 Hours	100%
Victim / Witness Interviews	Interview(s), including report writing.	2 hours	50%
Suspect	Suspect interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls and report writing.	4 hours	10%
Consult with DA	Review cases and perform follow-up, including report writing.	4 hours	10%
Total	If all tasks are completed:	86.0 hours	
	On average:	44.4 hours	

This list is not exhaustive and does not include all elements. Not every case will have the same amount of evidence or the same number of interviews. The hours listed assume that detectives will conduct RMS searches, check association files, receive informant information, and use other investigative techniques (such as trackers and cell tower data), if available. Many cases may not require the listed hours, while some may need significantly more.

Using the work hour estimates above and the percentage of completion time for each subtask, approximately **44.4 hours** are required per solvable case.

2.2.5 BURGLARY / PROPERTY CRIMES

Burglary and other property crimes are generally less complex investigative cases than personal crimes, requiring less investigative time and resources. The judicial system treats these cases with less seriousness, and they tend to have fewer witnesses. The following chart outlines the approximate investigative times for burglary and property crimes:

Task	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to the crime lab includes submission and report.	2 hours	20%
Crime Scene Material	Evidence to Property / Evidence, inspection, and report writing.	2 hours	20%
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	2 hours	50%
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	6 hours	30%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	40%
Surveillance	Surveillance, including locating suspects and report writing.	10 hours	20%
Victim / Witness Interviews	Interview(s), including report writing.	1 hour	50%
Suspect Interview	Interview(s), including report writing.	1 hour	50%
Jail Call Monitoring	Listen to calls and report writing.	2 hours	10%
Consult with DA	Review cases and perform follow-up, including report writing.	1 hour	10%
Total	<i>If all tasks are completed:</i>	<i>51.0 hours</i>	
	On average:	16.9 hours	

This list is not exhaustive and does not include every element from all investigations. Not every case will involve the same amount of evidence or the same number of interviews. The hours mentioned assume that detectives will perform RMS searches, check association files, obtain informant information, and utilize other investigative techniques (such as trackers, cell tower data, etc.) when available. Many cases will not need the specified hours, while some may require significantly more.

Using the estimated work hours above and the percentage of each subtask as completion time, this amounts to approximately **16.9 hours** per solvable case.

2.2.6 FINANCIAL CRIMES / FRAUD

Financial crimes are exceedingly challenging to investigate and typically take longer because much of the evidence must be subpoenaed or obtained through a search warrant. In addition, a significant amount of the evidence belongs to financial institutions. Detectives must wait for these institutions to comply with legal requests for information before proceeding, which can take weeks to months,

depending on the type and amount of data requested. Moreover, financial crimes tend to have much lower solvability rates (approximately 50% lower than for personal crimes). These cases typically do not require a detective to respond to a scene and are often handled as follow-ups, a day or more after the incidents. The following chart details the processes and times associated with financial crimes:

Task	Processes Involved	Approximate Time	% of Time Completed
Document / Digital Evidence Review	Review/ recover financial data, and files, and write reports.	12 hours	100%
Video	Review of video recovered from scene and BWC, report writing.	4 hours	10%
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	8 hours	10%
Cell Phone/computer evidence	Warrants/subpoenas, including submission and report.	8 hours	50%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	50%
Victim / Witness Interview(s)	Interview(s), including report writing.	2 hours	100%
Suspect Interview(s)	Interview(s), including report writing.	2 hours	20%
Total	<i>If all tasks are completed:</i>	<i>56.0 hours</i>	
	On average:	29.7 hours	

This list is not all-inclusive and does not contain all elements of all investigations. Not every case will have the same amount of evidence or the same number of interviews. These hours assume that detectives will conduct RMS searches, check association files, receive informant information, and use other investigative techniques (trackers, cell tower data, etc.) if available. Many cases will not require the number of hours listed, but some may require significantly more.

Using the above work hour estimates and the percentage of each subtask as completion time, approximately **29.7 hours** per solvable case are used.

2.2.7 DOMESTIC ASSAULT

Domestic assault cases generally require less investigative time since the victim and suspect are typically known; however, some investigation is necessary for successful prosecution. The following chart outlines the approximate investigative times for these cases:

Task	Processes Involved	Approximate Time	% of Time Completed
Crime Scene Material	Evidence to Property / Evidence, inspection, and report writing.	2 hours	10%
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	2 hours	100%
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	4 hours	20%
Surveillance	Surveillance, including locating suspects and report writing.	2 hours	20%
Victim / Witness Interviews	Interview(s), including report writing.	2 hours	100%
Suspect Interview	Interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls and report writing.	2 hours	10%
Consult with DA	Review cases, and perform follow-up, including report writing.	1 hour	10%
Total	<i>If all tasks are completed:</i>	<i>21.0 hours</i>	
	On average:	8.7 hours	

This list is not exhaustive and does not include every element from all investigations. Not every case will involve the same amount of evidence or the same number of interviews. The mentioned hours assume that detectives will perform RMS searches, check association files, obtain informant information, and utilize other investigative techniques (such as trackers, cell tower data, etc.) when available. Many cases will not need the specified hours, while some may require significantly more.

Using the estimated work hours and the percentage of each subtask as completion time amounts to about **8.7 hours** for each solvable case.

2.2.8 MISSING / RUNAWAY

Missing or runaway cases typically involve interviewing the reporting party, the last person to have seen the individual, checking the last known locations, talking to close friends and relatives, and entering information into a teletype. Depending on the leads and investigation required by law or agency policy, these cases can take anywhere from 2 to 4 hours, with an average of about **3 hours**.

2.2.9 GENERAL CRIMES / OFFICER ASSIST

General crimes and officer assistance can vary significantly based on the type of crime or the assistance required. These cases typically involve lower-level offenses that require some follow-up or instances

where an officer needs help with a case they are investigating. This assistance may include cell phone downloads, social media inquiries, open-source searches, warrant preparation, or other investigative techniques. Depending on the crime type and investigative requirements, these cases generally take 2 to 6 hours, with an average of **4 hours**.

2.2.10 DRUG CRIMES

Drug crimes and officer assistance can vary significantly depending on the specific type of support required. These cases are generally considered lower-level offenses that may require follow-up or an officer's help with an ongoing investigation. This can involve support with tasks such as cell phone downloads, social media analysis, open-source research, warrant preparation, or other investigative methods. The duration of these cases typically ranges from 4 to 8 hours, with an average of around **6 hours**.

2.2.11 INACTIVE /SUSPENDED CASE / INFORMATION OR REFERRAL

Detectives are assigned cases that become inactive or suspended due to a lack of additional leads, victim cooperation, or evidence. Although a case may not result in prosecution, it still requires the detective to review it and attempt to contact the victim(s) or witnesses. Some cases are for information only or may result in a referral to another agency. Depending on the type of crime and the investigative needs, these cases take 1 to 3 hours, with an average of **2 hours**.

3. INVESTIGATIVE STAFFING ANALYSIS

2.3.1 HOMICIDE

The Homicide Unit investigates all criminal homicides, suicides, suspicious deaths, and aggravated assaults when the victim is likely to die. The unit consists of 1 lieutenant, 1 administrative sergeant, 4 sergeants, and 24 detectives. To determine the workload, the project team reviewed the total number of assigned cases and sorted them by case type. Similar case types were combined for analysis.

The cases assigned to the unit in 2024 are as follows:

2024 CASELOAD

Case Type	#	Hours Per	Total Hours
Homicide	142	233	33,086
Non-Criminal Homicide	9	233	2,097
Homicide Assist Investigation*	151	40	6,040
Critical Assault	48	22.6	1,084.8
Death Investigation	87	22.6	1,966.2
Suicide	96	22.6	2,169.6
Total	382		46,443.6

*Not included in caseload total

As the table above indicates, the assigned caseload represents approximately 46,443 hours. As mentioned, there are 24 authorized detective positions. By using the previous calculation of net available caseload hours alongside the total 2024 caseload, we can determine the number of detectives needed to investigate this caseload:

CALCULATION OF DETECTIVE STAFFING NEEDS

Total Caseload Hours	46,443
<i>Divided by total net available hours for 1 detective (1,296)</i>	<i>÷ 1,296</i>
Number of Detectives Needed	= 35.8

As the table indicates, approximately 36 detectives are recommended to handle the assigned workload hours, and 24 detective positions are currently authorized. The caseload exceeds the number of detectives assigned to it. Though the 2025 homicide caseloads are down approximately 20% from 2024, the 5-year average for homicides (not including non-criminal cases) is 146 which is above the 2025 reported homicide count.

The calculation of detective staffing needs indicates that an additional 12 detectives are needed to account for the workload associated with cases assigned. Another performance metric that can also be utilized is homicide cases assigned per detective.

A 2008 FBI study published in the Law Enforcement Bulletin found that homicide detectives handling fewer than 5 primary cases annually had a statistically significant **5.4% higher clearance rate** (arrest rate) than those with higher caseloads, suggesting that fewer cases allow for more thorough investigations and better results. This finding highlighted the challenge of balancing limited detective resources and caseloads, emphasizing that lower workloads improve clearance rates.

Key Details from the FBI Study (February 2008):

- **Average Caseload:** The study indicated that a typical homicide detective serves as the primary investigator on about 5 cases annually.
- **Clearance Rate Impact:** Agencies where detectives managed fewer than 5 cases as primary investigators saw higher clearance rates.
- **Resource Allocation:** The study underscores the difficulty supervisors face in justifying more detectives without such benchmarks, as more detectives could lead to better investigation quality.

Implications:

- **Focus on Quality:** Lower caseloads enable detectives to dedicate more time and resources to each case, improving the chances of solving it.
- **Resource Management:** The findings provide data for departments to advocate for more staffing, showing that insufficient resources can directly impact case clearance. A 2008 FBI study of homicide clearance rates indicates that

As noted in the FBI study, higher homicide clearance rates are achieved when lead detectives are assigned fewer than 5 cases. The chart below indicates the current LMPD ratio of homicide cases to a detective, Matrix recommendations based on caseload analysis and the number of detectives needed to meet the FBI performance metric of no more than 5 homicide cases assigned per detective:

2024 CASELOAD			
Staffing	Number of Homicide cases	Detectives	Cases per Detective
Current LMPD Staffing	151	24	6.29
Recommended from the Matrix workload model.	151	36	4.19
FBI recommendation of no more than 5 cases assigned per lead detective	151	30.2	5

As the chart indicates, there are approximately 6.29 homicide cases currently assigned per detective. Using the FBI recommendation, approximately 6 more detectives are needed, which does not account for additional non-homicide cases assigned.

The following table shows the national 2024 homicide clearance rate and the LMPD-reported 2024 homicide clearance rate:

2024 HOMICIDE CLEARANCE RATES

Entity	Reported 2024 Homicide Clearance Rate
LMPD	53.3 %
FBI (National Average)	61.4 %
Difference	8.1%

As the chart indicates, LMPD clears about 8% less homicides than the reported national average. It is important to note that there is a range of clearance rates depending on geography, size of population served, and other factors. However, this supports the initial analysis that the homicide unit is understaffed.

Considering the number of homicide cases assigned per detective, the clearance rates, other cases assigned, workload hours calculated, the FBI recommendation of no more than 5 homicide cases assigned per detective, and the reported 20% drop in homicide cases in 2025, it is recommended that 34 detectives be assigned to the homicide unit. This is an increase of 10 positions over the current assignment. This keeps the homicide case ratio under 5 and accounts for additional cases assigned.

There are currently 5 sergeants assigned to the homicide unit. Adding 10 detectives, for a total of 34, creates a span of control of 6.8 direct reports per sergeant. This is within the recommended span of control.

RECOMMENDATION:

10 additional detectives should be added to the Homicide Unit, for a total of 34 detectives authorized.

2.3.2 COLD CASE

The Cold Case Unit reviews homicide cases that are over 2 years old using a matrix to determine which cases are most solvable with modern investigative technology. The unit consists of 2 detectives and 1 civilian investigator. The unit solved 2 cold cases in 2024, and there are over 800 cold cases to be solved. The unit aims to solve at least 1 cold case per year with current resources. Current staffing allows it to triage and focus on the most solvable cases.

2.3.3 MISSING PERSONS

The Missing Persons Unit reviews all missing person cases and submits green, amber, and silver alerts to KSP for activation when warranted and conducts missing persons investigations. The unit consists of 2 detectives and 2 civilian investigators. 2 detectives focus on new cases, and 1 detective focuses on cases that are over 2 years old. 1 civilian investigator completes case workups and assists the detectives with investigative tasks, while the other civilian investigator responds to open records requests and completes case archiving. The cases assigned to the unit in 2024 are as follows:

2024 CASELOAD

Case Type	Number	Hours Per	Total Hours
Missing Person Cases	1,900	3	5,700

As indicated in the table above, the assigned caseload totals approximately 5,700 hours. As mentioned, there are 2 authorized detectives and 2 civilian investigator positions. By using the previous calculation of net available caseload hours alongside the total 2024 caseload, we can determine the number of detectives needed to investigate this caseload:

CALCULATION OF DETECTIVE STAFFING NEEDS

Total Caseload Hours	5,700
<i>Divided by total net available hours for 1 detective (1,296)</i>	<i>÷ 1,296</i>
Number of Detectives Needed	= 4.39

As the table indicates, approximately 4.39 detectives are recommended to handle the assigned workload hours, and 2 detectives and 2 civilian investigator positions are currently authorized. The unit's staffing approximately equals its workload. There are no reported backlogs for the unit as currently staffed.

2.3.4 ROBBERY/FINANCIAL CRIMES UNIT

The Robbery/Financial Crimes Unit is comprised of the Robbery and Crimes Squads and is supervised by a lieutenant who has overall responsibility. The lieutenant has 2 direct reports, which is a manageable span of control for assigned tasks. There are no reported backlogs associated with the position.

2.3.5 ROBBERY SQUAD

The Robbery Squad provides investigative follow-up for business robberies, bank robberies, carjackings, and robbery strings. The unit is comprised of 2 sergeants, 10 detectives (1 current vacancy) and 1 civilian investigator. To determine the workload, the project team reviewed the total number of assigned cases and sorted them by case type. Similar case types were combined for analysis. The cases assigned to the unit in 2024 are as follows:

2024 CASELOAD

Case Type	Number	Hours Per	Total Hours
Business Robberies	65	22.6	1,469.0
Bank Robbery	2	22.6	45.2
Carjackings	89	22.6	2,011.4
Total	156		3,525.6

As the table above indicates, the assigned caseload represents approximately 3,525 hours. As mentioned, there are 10 authorized detectives and 1 civilian investigator positions. By using the previous calculation of net available caseload hours alongside the total 2024 caseload, we can determine the number of detectives needed to investigate this caseload:

CALCULATION OF DETECTIVE STAFFING NEEDS

Total Caseload Hours	3,525
<i>Divided by total net available hours for 1 detective (1,296)</i>	<i>÷ 1,296</i>
Number of Detectives Needed	= 2.72

As the table indicates, approximately 3 detectives are recommended to handle the assigned workload hours, and 10 detective positions are currently authorized. The staffing of the Robbery Squad greatly exceeds the current caseload. With current staffing, each investigator is assigned an average of 1.2 cases per month. The staffing of the Robbery Squad should be reduced by 6 detectives for a total staffing level in of 4 detectives and 1 civilian investigator.

RECOMMENDATION:

Reduce staffing in the Robbery Squad by 6 detectives, for a total of 4 detectives authorized.

2.3.6 FINANCIAL CRIMES SQUAD

The Financial Crimes Squad provides investigative follow-up on felony-level fraud, identity theft, credit card, and crypto fraud, and embezzlement. The unit is comprised of 1 sergeant, 4 detectives and 2 civilian investigators. To determine the workload, the project team reviewed the total number of assigned cases and sorted them by case type. Similar case types were combined for analysis. The cases assigned to the unit in 2024 are as follows:

2024 CASELOAD – FINANCIAL CRIMES SQUAD

Case Type	Number	Hours Per	Total Hours
Identity Theft	368	16.9	6,219.2
Fraudulent Use of Credit Card	407	4	1,628
Criminal Possession of a Forged Instrument	223	4	892
Forgery	13	29.7	386.1
Misuse Electronic Info	289	4	1,156
Misc. Fraud	13	29.7	386.1
Total	1,314		10,677.4

As indicated in the table above, the assigned caseload totals approximately 10,677 hours. As mentioned, there are 4 detective and 2 civilian positions authorized. By using the previous calculation of net available caseload hours alongside the total 2024 caseload, we can determine the number of detectives needed to investigate this caseload:

CALCULATION OF FINANCIAL CRIMES SQUAD DETECTIVE STAFFING NEEDS

Total Caseload Hours	10,677
<i>Divided by total net available hours for 1 detective (1,296)</i>	<i>÷ 1,296</i>
Number of Detectives Needed	= 8.2

As the table indicates, approximately 8 detectives are recommended to handle the assigned workload hours, and 4 detectives and 2 civilian investigator positions are currently authorized. The caseload exceeds the number of detectives assigned to it. An additional 2 detectives are needed.

RECOMMENDATION:

Add 2 detectives to the Financial Crimes Squad, bringing the total to 6 authorized detective positions.

2.3.7 SPECIAL VICTIMS UNIT

The unit is supervised by a lieutenant who also supervises the Office of Sexual and Physical Investigations, the Domestic Violence Squad, and the Animal Cruelty Enforcement Sergeant. The lieutenant is supported by an administrative sergeant. The lieutenant has 5 direct reports, which is within the recommended span of control with assigned responsibilities.

The Office of Sexual and Physical Investigations (OSPI) provides investigative follow-up for sexual assaults and physical abuse. OSPI also conducts Internet Crimes Against Children (ICAC) investigations. OSPI is comprised of 2 sergeants, 13 detectives (2 current vacancies) and 4 civilian investigators. To determine the workload, the project team reviewed the total number of assigned cases and sorted them

by case type. Similar case types were combined for analysis. The cases assigned to the unit in 2024 are as follows:

2024 CASELOAD			
Case Type	Number	Hours Per	Total Hours
Sex Assault / Abuse	938	26.6	24,950

As indicated in the table above, the assigned caseload totals approximately 24,950 hours. As mentioned, there are 13 detective and 4 civilian positions authorized. By using the previous calculation of net available caseload hours alongside the total 2024 caseload, we can determine the number of detectives needed to investigate this caseload:

CALCULATION OF DETECTIVE STAFFING NEEDS

Total Caseload Hours	24,950
<i>Divided by total net available hours for 1 detective (1,296)</i>	<i>÷ 1,296</i>
Number of Detectives Needed	= 19.25

As the table indicates, approximately 19 investigators are recommended to handle the assigned workload hours, with 13 detective and 4 civilian investigator positions currently authorized. The caseload exceeds the number of detectives assigned to it. 2 additional detectives should be added.

RECOMMENDATION:

An additional 2 detectives are recommended in the Office of Sexual and Physical Investigations, for a total of 15 detectives authorized.

2.3.8 DOMESTIC VIOLENCE SQUAD

The Domestic Violence Squad conducts investigative follow-up for domestic violence cases. The unit is comprised of 1 sergeant, 5 detectives, and 5 civilian investigators. To determine the workload, the project team reviewed the total number of assigned cases and sorted them by case type. Similar case types were combined for analysis. The cases assigned to the Squad in 2024 are as follows:

2024 CASELOAD

Case Type	Number	Hours Per	Total Hours
Domestic Violence	1,356	8.7	11,797.2
Closed-Lack of Victim	3,861	1	3,861
Unfounded	9	1	9
Total	5,226		15,667.2

As indicated in the table above, the assigned caseload totals approximately 15,667 hours. As mentioned, there are 4 detectives and 2 civilian positions authorized. By using the previous calculation of net available caseload hours alongside the total 2024 caseload, we can determine the number of detectives needed to investigate this caseload:

CALCULATION OF DETECTIVE STAFFING NEEDS

Total Caseload Hours	15,667
<i>Divided by total net available hours for 1 detective (1,296)</i>	<i>÷ 1,296</i>
Number of Detectives Needed	= 12.08

As the table indicates, approximately 12 detectives are recommended to handle the assigned workload hours, and 5 detective and 5 civilian investigator positions are currently authorized. The caseload exceeds the number of detectives assigned to it. An additional 2 detectives are recommended. This would exceed the recommended limit of 9 direct reports per supervisor. An additional sergeant should be added to mitigate this issue.

RECOMMENDATIONS:

Increase staffing on the Domestic Violence Squad by 2 detective positions, bringing the total to 7 detectives authorized.

Add 1 additional sergeant position to the Domestic Violence Squad, for a total of 2 sergeants authorized.

2.3.9 ANIMAL CRUELTY ENFORCEMENT

Animal Cruelty Enforcement was started in December 2022 to investigate animal cruelty cases. Animal Cruelty Enforcement consists of 1 sergeant who collaborates with the Special Victims Unit and Louisville Metro Animal Services (LMAS) on cases. The sergeant reviews all animal cruelty cases and conducts investigations. The Animal Cruelty Enforcement reported the following performance measures for 2024:

2024 ACTIVITY

Activity	Number
Search Warrants	3
Charges Filed	14
Dogs Confiscated	33
Total	50

A task time analysis was not conducted for each activity, but the activity indicates a sufficient need for the position. The position is currently staffed by 1 sergeant, but the cases and duties assigned to this position can be handled by 1 detective. The department should make this a detective position and transfer the sergeant position within the agency where an additional supervisor is needed.

RECOMMENDATION:

Convert the sergeant position in Animal Cruelty Enforcement to a detective position.

2.3.10 FORENSIC INVESTIGATIONS

Forensic Investigations is comprised of the Crime Scenes Unit and the Support Unit. Forensic Investigations is supervised by a lieutenant. The lieutenant has 2 direct reports, which is within the recommended span of control with assigned tasks.

CRIME SCENE UNIT

The Crime Scene Unit responds to crime scenes, processes them, and collects evidence. The unit consists of 1 sergeant and 22 crime scene technicians. The unit reported the following performance measures for 2024:

2024 ACTIVITY

Activity	Number
Calls for service	5,077
Reports Written	3,859
Evidence Collected	25,393
Vehicles Processed	570
Postmortems Attended	344

The Crime Scene Unit shows a very high level of service. They responded to an average of 13.9 crime scenes a day. The unit is able to respond to the most critical crimes scenes while performing other tasks with current staffing. The span of control is 1 sergeant to 22 direct reports which exceeds the

recommended span of control of no more than 9 direct reports per supervisor. 2 additional sergeants should be added to provide more coverage hours and to reduce the span of control.

RECOMMENDATION:

Increase staffing in the Crime Scene Unit by 2 sergeants, for a total of 3 sergeant positions authorized.

SUPPORT UNIT

The Support Unit conducts follow-up processing of recovered evidence. The unit consists of 1 sergeant, 3 NIBIN techs, 2 latent techs, 2 video techs, 5 polygraphers, and 2 administrative clerks. The unit reported the following performance measures for 2024:

2024 ACTIVITY

Activity	Number
Latent Cases	366
Polygraph Examinations	722
NIBIN Casings	13,206
NIBIN Casings Examined	3,644
NIBIN Casings Entered	1,371
Video Scenes	188

The support unit has performed a high number of activities for the number of personnel assigned. There are no reported backlogs in the unit.

2.3.11 NON-FATAL SHOOTING UNIT

The Non-Fatal Shooting Unit responds to non-fatal shootings and begins on-scene investigations. The non-fatal shooting consists of a lieutenant, 3 sergeants, and 16 detectives. The unit is divided into 4 detective teams, each with a sergeant, to respond to callouts and conduct investigations. 1 of the 4 detective teams lacks a sergeant. The unit responded to 310 incidents in 2024 and cleared 86 of those cases by arrest or determined self-defense.

The cases assigned to the unit in 2024 are as follows:

2024 CASELOAD

Case Type	Number	Hours Per	Total Hours
Non-Fatal Shootings	285	74	21,090

As indicated in the table above, the assigned caseload totals approximately 21,090 hours. As mentioned, there are 10 authorized detective and 1 civilian investigator positions. By using the previous calculation

of net available caseload hours alongside the total 2024 caseload, we can determine the number of detectives needed to investigate this caseload:

CALCULATION OF DETECTIVE STAFFING NEEDS

Total Caseload Hours	21,090
<i>Divided by total net available hours for 1 detective (1,296)</i>	<i>÷ 1,296</i>
Number of Detectives Needed	= 16.27

As the table indicates, approximately 16 detectives are recommended to handle the assigned workload hours, and 16 detective positions are currently authorized. The staffing of the Non-Fatal Shooting Unit closely matches the workload. The issue with the Non-Fatal Shooting Unit is that there are only 3 sergeants for 4 teams. Adding an additional sergeant would give each team its own, providing better supervision. The unit can effectively investigate the assigned cases with current detective staffing.

RECOMMENDATION:

Increase staffing by 1 sergeant in the Non-Fatal Shooting Unit for a total of 4 sergeants assigned (1 for each team).

2.3.12 VICTIM SERVICES

Victim Services provides support to victims and witnesses to crime and coordinates additional services when needed or requested. The unit consists of 1 director, 3 supervisors, 13 victim services specialists and 1 paid intern.

The unit reported the following performance measures for 2024:

2024 ACTIVITY

Activity	Number
Total Victim Contacts	23,638
In Person Contacts	397
Transports	81
Court Accompaniment	224
New Victims Served	3,235
Call outs	77

Victim Services shows a high level of activity, with 23,638 victim contacts for the year. This equates to about 1,477 victim contacts per person, or approximately 6 per workday. Victim Services is able to provide a high level of victim contact with current staffing.

3. CRIMINAL INTERDICTION DIVISION

The division is focused on proactive investigations. Analysis of proactive units is conducted differently from reactive investigative units, given that they generally create their own investigations and do not investigate cases where there is a victim. To conduct this analysis, the project team used a 2-part method: is there an issue or crime that investigative resources can address, and is there reportable activity towards addressing the identified crime or issue? Additionally, some investigations or activities can be accomplished in a day, and some investigations may take many months.

The Criminal Interdiction Division reported the following performance measures for all units in 2024:

2024 DIVISION SEIZURES /ACTIVITY

Seizure /Activity	Number
Amount of currency seized	\$1,601,115.00
Firearms	304
Amount of marijuana (lbs.)	17,591.3011
Amount of cocaine (lbs.)	920.32
Amount of meth (lbs.)	1,758.097
Amount of heroin (lbs.)	2.6271
Number of pills	367,759
Amount of fentanyl	232.7983
Marijuana plants	3
THC vapes	42,369
Drug disposals	20
Drug disposal weight	1,670.97

The criminal interdiction division shows a high level of proactive activity and seizures for the number of personnel assigned to the division. Individual unit performance measures are shown in the following sections.

ADMINISTRATION

The Criminal Interdiction Division administration consists of a major. The major has 5 direct reports, which are manageable with assigned tasks.

SUPPORT UNIT

The unit consists of Asset Forfeiture, Prescription Diversion, and Canine squads. The unit is led by a lieutenant who is supported by a sergeant.

ASSET FORFEITURE

Asset Forfeiture tracks investigative seizures and determines if they are eligible for asset forfeiture. Asset Forfeiture files asset forfeiture paperwork. The unit consists of 2 sergeants.

The Asset Forfeiture reported the following performance measures for 2024:

2024 ACTIVITY

Activity	Number
New Requests for Forfeiture	189
Forfeitures Processed for Payment	344
Vehicles Processed	7
Total of Seizures	\$2,366,206.68

Asset Forfeiture shows a high level of activity, with over \$2 million in forfeitures processed and 189 new requests. There are no reported backlogs. Current staffing is adequate to process current forfeitures.

PRESCRIPTION DRUG DIVERSION UNIT

The Prescription Drug Diversion Unit investigates potential diversions of legal medications into illegal sales. The unit also assists/coordinates drug take-backs and assists to other units. The unit consists of 1 sergeant and 2 detectives.

The unit reported the following performance measures for 2024:

2024 ACTIVITY

Activity	Number
Cases Assigned	45
Arrests	20
Drugs collected through drug take back program.	1,670 lbs.

As the table indicates, the unit was assigned 45 cases, just less than 1 a week, and made 20 arrests as a result of investigations. The unit shows a high level of activity, with additional coordinating drug takebacks that resulted in the recovery of 1,670 lbs. of drugs. The unit is at capacity to perform any additional cases or work with current staffing.

CANINE SQUAD

The Canine Squad works on narcotic interdiction, using specifically trained canines. The Squad consists of 1 sergeant and 4 officers. The Squad assists other units with searches. The Squad works generally day shift hours but adjusts to assist other units. Performance measures for performance measures are embedded in other squads' activities. With 1 sergeant and 4 canine handlers, the Squad can effectively assist other units with interdiction activities.

MAJOR CASE UNIT

The Major Case Unit investigates large quantity narcotics cases and organized drug trafficking organizations. These individuals or organizations are frequently involved in the importation, production, and distribution of massive quantities of drugs, such as fentanyl, cocaine, or methamphetamine, often tied to international cartels. The unit consists of 1 lieutenant, 3 sergeants, and 11 detectives. Due to the nature of the work performed by the unit, a time-task analysis or caseload work hours was not performed. Many of the cases they investigate are longer-term and complex.

The unit reported the following performance measures for 2024:

2024 ACTIVITY

Activity	Number
Arrests - Misdemeanor / Felony	50
Arrest Warrants - Misdemeanor / Felony	19
Search warrants	15
Search warrants (electronic devices)	20
Consent searches	1
Total	105

As the table indicates, the unit reported 105 activities for the year. This indicates the unit is very active with the personnel assigned, considering the cases they work are typically major narcotic trafficking cases that require multiple search warrants, surveillance, and coordination. The unit is effective with the number of personnel assigned.

INTERDICTION SQUAD

The Interdiction Squad investigates parcel shipments containing narcotics or currency. The unit consists of 1 sergeant and 2 detectives.

The Squad reported the following performance measures for 2024:

2024 ACTIVITY

Activity	Number
Search Warrants	2,910

The Squad shows an impressively high level of activity, with 2,910 search warrants written by just two personnel.

FOCUSED INTELLIGENCE UNIT

The Focused Intelligence Unit consists of a lieutenant and 1 analyst. The unit was recently organized and renamed. It now includes Louisville Metro Intelligence (LMINTEL) and Group Violence Intervention. The lieutenant is over both units, creating a span of control of 2 direct reports, which is reasonable considering the tasks and roles of the unit.

LOUISVILLE METRO INTELLIGENCE (LMINTEL)

LMINTEL investigates violent street gangs, armed career criminals as well as criminal enterprises involving gang members while working collectively with federal partners including the Federal Bureau of Investigation (FBI), the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF), the Drug Enforcement Administration (DEA) and the Internal Revenue Service (IRS) when developing intelligence which will ultimately lead to successful prosecutions at the state or federal level. LMINTEL consists of a sergeant and 6 detectives (when fully staffed).

There are no reported backlogs for LMINTEL, but with the current staffing, there are fewer case leads and connections that can be made. When fully staffed, LMINTEL is able to adequately handle the workload assigned.

GROUP VIOLENCE INTERVENTION (GVI) LIAISON

GVI is a violence reduction strategy that connects individuals at high risk of violence with law enforcement, social service providers, and community members. LMPD maintains a dedicated GVI liaison team that participates in meetings, conducts, and coordinates, as outlined in the 2025 Crime Reduction Strategic Plan. GVI consists of a detective and 2 professional staff. There are no reported backlogs for GVI, and staffing is adequate for the tasks and responsibilities assigned.

FIREARMS INTELLIGENCE UNIT

The Firearms Intelligence Unit was recently created and consists of the Firearms Intelligence Squad and the Prohibited Firearms Possessor Project. A lieutenant oversees both the Firearms Intelligence Squad and the Prohibited Firearms Possessor Project, which are led by sergeants. This creates a span of control of 2 direct reports, which is reasonable given the assigned tasks and roles.

FIREARMS INTELLIGENCE SQUAD

The Firearms Intelligence Squad follows up on NBIN leads related to firearm violence. The Squad consists of 1 sergeant and 5 detectives (with 1 current vacancy).

The Squad reported the following performance measures for 2024:

2024 ACTIVITY

Activity	Number
Arrests - Misdemeanor / Felony	60
Citations	42
Arrest Warrants - Misdemeanor / Felony	39
Search warrants	28
Search warrants (electronic devices)	17
Consent searches	3
Total	189

As the table indicates, the Squad reported 189 activities for the year, including 60 arrests and 39 arrest warrants for firearms-related charges. This equates to almost 2 arrests or warrants a week with 4 detectives assigned. The Squad is effective with the number of personnel assigned.

PROHIBITED FIREARMS POSSESSOR PROJECT (PFPP)

The Prohibited Firearms Possessor Project (PFPP) is a specialized, multi-agency initiative launched in January 2024 to identify, investigate, and prosecute repeat offenders who illegally possess firearms, particularly convicted felons and those with a history of violence. The initiative specifically targets "repeat gun offenders"—individuals with violent histories and prior felony convictions who are legally barred from owning firearms but continue to possess or use them. PFPP consists of a sergeant and 2 detectives. There are no reported backlogs for the unit. PFPP is adequately staffed for its role within the division.

VIOLENT CRIME AND FUGITIVE UNIT ADMINISTRATION

The Violent Crimes and Fugitive Units are led by a lieutenant who supervises the 2 assigned sergeants. The span of control is 1 supervisor to 2 direct reports, which is manageable with assigned tasks.

VIOLENT CRIME UNIT

The Violent Crime Unit focuses on violent crime hot spots, identifying and arresting the violent criminal offenders, and addressing gang activity. The unit consists of 2 sergeants, 16 detectives (2 current vacancies) and 1 analyst.

The unit reported the following performance measures for 2024:

2024 ACTIVITY

Activity	Number
Arrests - Misdemeanor / Felony	267
Citations	217
Arrest Warrants - Misdemeanor / Felony	202
Search warrants	21
Search warrants (electronic devices)	3
Consent searches	2
Total	712

The unit shows a high level of activity, with 712 arrests and warrants for the year. This equates to about 2 arrests or warrants per day. The span of control is 1 sergeant to 8 detectives which is within the recommended span of control. The unit is effective with current staffing.

FUGITIVE UNIT

The Fugitive Unit locates and apprehends wanted subjects, focusing on the most dangerous offenders. The unit consists of 1 sergeant and 7 detectives.

The unit reported the following performance measures for 2024:

2024 ACTIVITY

Activity	Number
Arrests - Misdemeanor / Felony	233
Arrest Warrants - Misdemeanor / Felony	314
Search warrants (electronic devices)	1
Total	548

As the table indicates, the unit made 233 arrests and 314 arrest warrants in 2024. This shows a high level of activity, especially considering the unit focuses on violent fugitives. The unit is effective with current staffing.

4. HOMELAND SECURITY UNIT

The Homeland Security Unit is led by 1 lieutenant and staffed with 1 sergeant and 2 detectives (authorized for 5). The unit operates Monday through Friday, 8:00 AM to 4:00 PM. Detectives are also members of various federal task forces.

4.1 HOMELAND SECURITY UNIT WORKLOAD

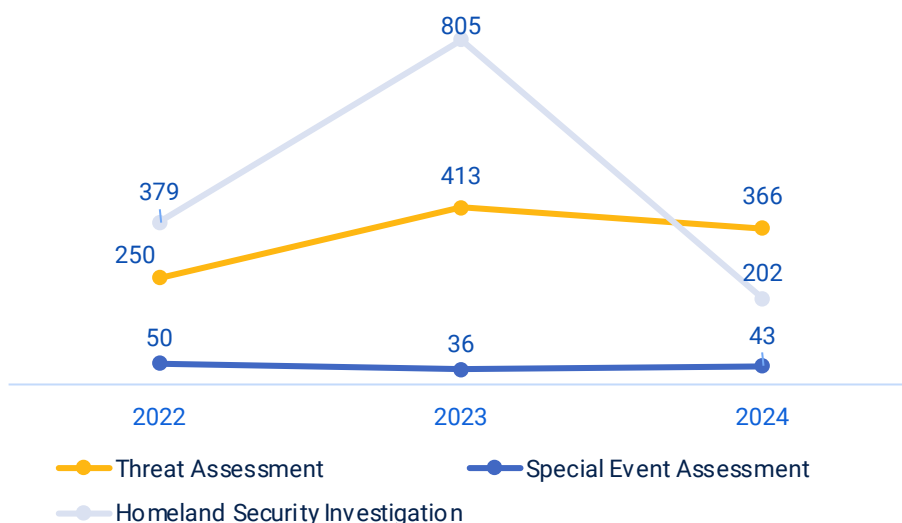
The Homeland Security Unit is responsible for conducting threat assessments and homeland security-related investigations. The following table displays threat assessments, special event assessments, and homeland security investigations completed by the Homeland Security Unit from 2022 to 2024.

THREAT ASSESSMENTS AND INVESTIGATIONS 2022 - 2024

	2022	2023	2024
Threat Assessment	250	413	366
Special Event Assessment	50	36	43
Homeland Security Investigation	379	805	202
Total	679	1,254	611

As shown above, the Homeland Security Unit's workload varies greatly from year to year. The total workload in 2023 was about twice that of 2022 and 2024. The following chart visually demonstrates these workload variations.

THREAT ASSESSMENTS AND INVESTIGATIONS 2022 - 2024



As shown above, while threat assessments and special event assessments were at one level in 2022 and 2024 with a spike in 2023. Focusing on 2024, the following table presents various averages for these workload elements.

HOMELAND SECURITY AVERAGE WORKLOAD (2024)

	2024	Monthly Avg.	Weekly Avg.
Threat Assessment	366	31	7
Special Event Assessment	43	4	.8
Homeland Security Investigation	202	17	4
Total	611	51	12

As shown above, on average, the Homeland Security Unit conducted about 31 threat assessments, 4 special event assessments, and 17 homeland security investigations each month during 2024.

4.2 HOMELAND SECURITY UNIT WORKLOAD ANALYSIS

The time needed to complete threat assessments and homeland security investigations can vary significantly based on the type and severity of the threat, the nature of the inquiry, and the specific event. Some cases may be finished in a few hours, while others might take weeks or months. Ultimately, the duration of a threat assessment depends on the urgency of the threat, the available resources, and the complexity of the individual or situation involved.

The Homeland Security Unit does not track the duration of each investigative task. While the investigation time for each case varies depending on several factors and complexity, the average workload figures serve as a baseline for staffing analysis. Using these averages, the following table presents the work hours estimates for 2024.

HOMELAND SECURITY UNIT WORKLOAD 2024

	#	Investigative Hours Per	Total Hours
Threat Assessment	366	8	2,928
Special Event Assessment	43	12	516
Homeland Security Investigation	202	12	2,424
Total			5,868

As shown above, 5,868 investigative hours were needed in 2024.

4.3 HOMELAND SECURITY UNIT STAFFING ANALYSIS

Conducting a workload-based staffing analysis is challenging for units like the Homeland Security Unit, as their work focuses on prevention and intelligence, making it difficult to measure using traditional workload methods. Unlike patrol or investigative units, which can be staffed based on calls for service,

case volume, or arrest counts, homeland security and threat assessment tasks often involve complex, behind-the-scenes efforts that don't produce easily measurable results. The unit's workload is hard to quantify, highly variable, and usually driven more by potential risk than by specific activities.

The standard number of hours in an employee's work year is 2,080. After accounting for vacation, sick leave, and other absences, a more typical figure is 1,720 hours. Using this number, 4 detectives are required. The following table illustrates this calculation process.

CALCULATION OF STAFFING NEEDS

Total Workload Hours		5,868
<i>Divided by Total Net Available Hours for 1 Employee</i>	÷	1,720
Total Number of Employees Needed	=	3.4

Based solely on average investigative workload times, 4 detectives are needed. The unit currently has 2 detectives and is authorized for a total of 5. These estimates do not include other activities such as preparatory work, tasks at special event sites, or additional duties assigned. Additionally, detectives serve as liaisons to fusion centers, federal task forces, and regional emergency preparedness groups. These collaborations require time, coordination, and specialized knowledge; however, the effort involved in relationship-building and intelligence sharing is often hard to quantify and is frequently overlooked in staffing estimates.

While staffing should focus on workload, other factors must also be considered, such as the operational and risk environment, which includes critical infrastructure like airports, government buildings, and utility systems, as well as the potential for domestic or international threats. It should also account for the number of large events regularly hosted and the number of completed threat assessments. Including this information along with average investigative workload times for 2024, the authorized staffing of 5 detectives is appropriate.

Workloads handled by Homeland Security vary greatly year-to-year. However, in the most recent year under review (2024, but also 2022), staffing is sufficient to handle these assigned tasks..

RECOMMENDATION:

While workloads in the Homeland Security Unit vary year-to-year, staffing is generally adequate to handle them. Workloads should be monitored for more consistent trends.

RECRUITMENT AND SELECTION

Recruitment, training, and career development are essential to the effectiveness and integrity of a police department. Recruitment attracts qualified and diverse individuals who reflect the community and embody the agency's values. By attracting the right candidates, departments can ensure they have the staffing and skills necessary to meet operational demands while also building public trust.

Once hired, both sworn and non-sworn staff need comprehensive and ongoing training to perform their duties safely, ethically, and effectively. Training prepares them for the evolving nature of police work, including handling complex social issues and using emerging technologies. Career development further supports the organization by promoting retention, boosting morale, and preparing future leaders through opportunities for advancement and specialization. Together, these components create a professional and adaptable workforce that enhances accountability and public confidence.

Regular evaluation of these programs helps identify areas for improvement. It ensures they align with the needs and values of both the community and the department, which is crucial for building public trust and legitimacy, especially among diverse or historically marginalized groups. This evaluation reviews current practices, highlights strengths and challenges, and provides recommendations for improvement where necessary.

1. RECRUITMENT AND HIRING

Several factors, such as the COVID-19 pandemic, changing demographics, and generational preferences, are frequently recognized as contributing to shortages in police department personnel. Many departments are facing challenges, including a decline in applicants, an increase in early or mid-career departures to other fields, and a significant number of employees nearing retirement age. While workload demand and performance objectives should also be prioritized, the following 2 sections assess the department's recruitment and hiring programs.

A well-structured recruitment system is critical to ensuring the department attracts, selects, and retains qualified, diverse, and community-oriented personnel. Aligning hiring strategies with organizational goals and community expectations strengthens public trust, enhances workforce capabilities, and enables the department to better respond to evolving public safety needs.

1.1 CURRENT APPROACH

The department's pre-employment background investigators serve as recruiters. The current recruitment approach uses the following avenues:

- Outreach and community engagement activities include attending community events, career fairs, and university classes.

- Digital Media, including an online presence through social media and a user-friendly website detailing the hiring process.

Between 2013 and 2016, the department received between 1,081 and 1,867 police officer applications each year. However, in the following years, the number of applications dropped to between 300 and 500 annually, though it increased after the department eliminated the 60-credit-hour requirement. The department now receives approximately 1,500 applications per fiscal year. Recently, the age requirement for entering the police academy was changed from 21 to 20, provided the recruit turns 21 before completing their training.

Based on historical processing rates, law enforcement positions typically receive about fifty applications to fill 2 to 7 vacancies. Many applicants fail the pre-employment background checks. Using a total of 1,500 applications, it is estimated that approximately 30 police officer positions can be filled. The table below shows this calculation process.

CALCULATION OF APPLICATION PROCESSING RATE

Total Number of Applications	1,500
<i>Divided by 50 Applications</i>	÷ 50
Expected Number of Potential Positions Filled	= 30

1.2 OPPORTUNITIES FOR IMPROVEMENT

Most of a police department's staffing needs are driven by retirements, resignations, extended leaves, and changing community expectations. Departments must have clear recruitment and hiring strategies to maintain operational readiness and service quality. Without an intentional plan, vacancies can lead to staffing shortages, increased overtime costs, and reduced public safety services.

STRATEGIC RECRUITMENT AND HIRING PLAN

A recruitment and hiring plan is crucial for establishing a skilled, diverse, and resilient police organization that can effectively meet the community's needs and maintain public safety and trust.

Before launching a new recruitment and hiring approach, the department should first engage community members to understand their expectations, evaluate the necessary skill sets to meet those expectations, and identify existing gaps. This community engagement should involve individuals from diverse age groups, socioeconomic backgrounds, and ethnicities. Refining a police officer's job description will help the profession progress in an informed way as it implements new recruitment, hiring, and retention strategies.

Creating a strategic plan will serve as a guide for attracting, selecting, and hiring qualified employees while fostering diversity, professionalism, and effectiveness within the organization. The plan should be developed with the following goals:

- Engage department stakeholders to ensure the department's organizational culture is guided by community policing, procedural justice, and cultural inclusivity.
- Engage community stakeholders to ensure the department's workforce reflects the characteristics of Louisville's community members.
- Evaluate employment criteria, standards, and benchmarks to ensure that they are tailored to the skills needed to perform job functions, and consequently attract, select, and retain the most qualified and desirable employees.

The strategic recruitment and hiring plan should include the following:

- Modify department recruitment efforts to increase the diversity and volume of young adults who view a career in the department as a viable option.
- Proactive and targeted community outreach efforts to encourage applicants from diverse populations to consider all careers within the department.
- Enhance the use of recruitment channels, including online job boards, social media platforms, career fairs, and community outreach programs, to increase the effectiveness of recruitment efforts.
- Ensure recruitment efforts highlight the service-oriented nature of policing, foster a sense of community, and develop messaging and marketing strategies that address the concerns of families and friends.
- Recruit and train collateral-duty commissioned and professional staff to serve as recruiters in the department.
- Establish a college or university internship program.
- Evaluate the current selection processes used to reduce the time and burden traditional approaches place on applicants and the expense these efforts create for the department.
- Establish hiring committees comprised of department and community members to collectively review applications, conduct interviews, and make hiring decisions.
- Evaluate the current hiring process to ensure testing requirements correspond with job-related functions.
- Evaluate the pre-employment background process to adopt a holistic view of the skills and strengths applicants bring to the department.
- Cultivate awareness among current employees that they play a key role in recruiting future employees as they perform their duties within their communities.
- Consider how the orientation and structure used to train new employees might work against efforts to recruit a sufficient number of diverse personnel.
- Hire new police officer recruits as temporary professional staff employees while waiting for the next academy class to begin.

RECOMMENDATION:

Develop a strategic recruitment and hiring plan in collaboration with community and department stakeholders.

2. EMPLOYEE WELLNESS

Employee wellness is a core element of a healthy, resilient, and high-performing police department. By supporting the physical, mental, and emotional well-being of its personnel, the department can reduce burnout, boost job satisfaction, and improve service delivery.

2.1 CURRENT APPROACH

The department offers a comprehensive wellness program for employees, retirees, and their families. It is one of the strongest wellness programs the project team has encountered. This program is based on a holistic, 5-pillar model: mental, physical, spiritual, social, and financial wellness. The department is praised for this robust program and serves as a model for police departments nationwide. Below are the programs offered within each pillar.

- **Mental Wellness:** On-site mental health counselors, crisis response services, meditation spaces, and an app for quick access to mental health support.
- **Physical Wellness:** A fully equipped gym, physical therapy studio, strength & conditioning coach, healthy food and drink options, and sports facilities like a basketball and pickleball court.
- **Spiritual Wellness:** A full-time chaplain dedicated to supporting officers' sense of purpose and emotional well-being.
- **Social Wellness:** Programs and spaces designed to foster connection among employees and families, including community-hosted events.
- **Financial Wellness:** Workshops and guidance on budgeting, retirement planning, home ownership, and navigating multiple retirement plan options.

The department's wellness program led to the creation of the Summit Wellness Center, a facility dedicated to promoting resilience and health among employees. Opened in October 2023, this 30,000-square-foot center was developed through a public-private partnership involving the department, the Louisville Metro Police Foundation, local philanthropic groups, and city officials. In its first year, the center recorded over 21,000 visits. Other department wellness support programs include the following:

- **Peer Support Team:** Responds to critical incidents and provides ongoing emotional support after the event.
- **Psychological Services:** A licensed clinical counselor offers free, confidential counseling to officers and their families, providing continued emotional support after the event.
- **Health and Safety Officers:** A team of officers who oversee occupational exposures, CPR, first aid, TacMed training, respiratory protection, and overall safety policy compliance.

2.2 OPPORTUNITIES FOR IMPROVEMENT

As mentioned earlier, the department is recognized for its robust wellness program and serves as a model for police departments across the nation. The following section outlines the steps for the department to integrate its current early intervention program into its overall wellness efforts.

EARLY INTERVENTION PROGRAM

Many police departments across the United States rely on data-driven management tools to detect and address potentially problematic employee behavior before it escalates into serious misconduct or citizen complaints. Several states have also acknowledged the advantages of early intervention programs and have started requiring their implementation and use.

The department has established a standard operating procedure for its Early Intervention Program (EIP). The purpose of the EIP is to proactively provide guidance and support to members who may be experiencing personal issues or displaying at-risk or potentially problematic behavior. The EIP is a non-disciplinary, non-punitive program designed solely to assist employee well-being.

The department uses tracking software to review specific employee data. This tool allows supervisors to spot potential behavioral or performance trends by providing real-time insights and peer group review analysis. Currently, the department monitors the following incidents:

- Use of force incidents.
- Firearm discharges.
- Vehicle pursuits.
- Chief of Police-initiated investigations.
- Citizen affidavits of complaint.
- Discipline not handed by PSD to include at-fault vehicle collisions.

The department conducts a peer-group review using a standard deviation method to assess an employee's performance relative to the mean within a specific peer group. When necessary, employees are provided with the resources they need to address personal and professional issues.

A continuing concern for police executives is how to proactively identify officers' potential future at-risk behavior and its causes, and then collaboratively intervene to help prevent risky conduct from escalating. While early intervention systems have been used for many years, a system that genuinely supports officer wellness must include proactive data and indirect indicators of stress or decline. This data should include the following:

- Sick leave and absenteeism (frequent or patterned absences).
- Involvement in traumatic incidents (child fatalities, suicides, cumulative exposure to critical incidents, etc.).

- Performance declines (missed court appearances, incomplete or late reports, decreased productivity, or reduced proactivity, etc.).
- Workplace conflicts (disputes with peers or supervisors, signs of withdrawal, isolation, or hostility, etc.).
- Substance abuse indicators (DUI arrest, possession, or intoxication reports, etc.).
- Sleep and fatigue indicators (excessive night shifts, mandatory overtime, reported fatigue or alertness issues, etc.).
- Secondary employment (excessive or high-stress off-duty work, frequency and nature of extra jobs, etc.).
- Financial stress indicators (garnishments, hardship assistance, frequent loan requests).
- Missed or declined training opportunities (repeated avoidance of training, drop-off in professional development, etc.).
- Social media or public conduct issues (social media behavior, off-duty conduct incidents, etc.).
- Retirement or career concerns (job dissatisfaction, desire to retire early, or leave the profession, etc.).
- Family issues (known family crises, domestic disputes, and protection order cases, etc.).

RECOMMENDATION:

Increase the early intervention program's proactive data and indirect indicators (listed in the report) to better integrate the system into the department's wellness program.

3. TRAINING

Effective training is crucial for preparing officers to manage the complex and evolving challenges of modern policing, ensuring they possess the knowledge, skills, and judgment necessary to carry out their duties ethically, safely, and in accordance with community expectations.

3.1 CURRENT APPROACH

The Kentucky Law Enforcement Council (KLEC) sets and enforces training requirements for all certified peace officers in the state. State law mandates that every active officer complete at least forty hours of annual in-service training approved or recognized by KLEC. Officers may substitute the forty-hour requirement for an accredited college course of at least 2 semester hours, provided it is approved in advance and meets the state's academic standards.

Across the United States, in-service training requirements for police officers vary significantly, with no unified national standard in place. Many law enforcement training experts and professional organizations, such as the Commission on Accreditation for Law Enforcement Agencies (CALEA) and the training philosophies promoted by the International Association of Directors of Law Enforcement Standards and Training (IADLEST), view the 40-hour threshold as a best practice benchmark. Requiring

40 hours of in-service training helps address emerging priorities, such as de-escalation, mental health response, community engagement, and technology updates.

As noted in the staffing analysis section of this report, the training division is divided into 3 parts: the Academic Section, the Education Section, and the Firearms Training Section.

3.2 OPPORTUNITIES FOR IMPROVEMENT

As mentioned earlier, forty hours of annual in-service training for police officers is considered best practice in law enforcement. There is room for improvement in the department's training evaluation process. Although the department includes an evaluation component, it mainly focuses on whether the training was completed rather than whether it was retained and applied on the job. There is an opportunity to adopt more comprehensive evaluation methods that include follow-up assessments, field observations, and performance metrics to assess whether in-service training is affecting daily policing activities.

Assessing officers in the field after training is a crucial step in determining whether classroom learning and supervised practice translate into effective, real-world performance. Although in-class assessments validate that officers understand the material and can demonstrate skills in controlled settings, the true indicator of training success is whether those skills are consistently applied during actual calls for service. This process begins with field supervisors and training staff conducting structured observations of officers during their daily duties. In addition to direct observation, performance data should be tracked to identify trends related to training goals. For example, after crisis intervention training, a decrease in use-of-force incidents involving individuals in mental health crises can indicate practical application of skills. Likewise, improved report quality and fewer citizen complaints may reflect successful reinforcement of policy and legal standards.

Evaluations should be documented consistently, highlighting both strengths and areas for improvement. If an officer struggles to apply training in the field, refresher sessions or coaching should be offered. This not only reinforces learning but also helps mitigate liability arising from ongoing performance issues. By extending evaluation beyond the classroom into daily policing, the department ensures that training investments yield tangible improvements in service quality, officer safety, and community trust.

RECOMMENDATION:

Implement a structured post-in-service training field observation program where supervisors utilize a standardized evaluation checklist to document whether officers consistently apply their learned skills during actual calls for service.

4. CAREER DEVELOPMENT

A solid career development plan is essential for fostering professional growth, enhancing job satisfaction, and promoting long-term employee retention. A well-structured program provides employees with clear advancement paths, access to training and mentorship, and opportunities to build specialized skills aligned with their personal goals and the organization's objectives.

4.1 CURRENT APPROACH

The Training Division oversees the department's career development program and is currently revamping it.

4.2 OPPORTUNITIES FOR IMPROVEMENT

A career development program should be intentional, well-structured, and aligned with both the organization's objectives and individual employees' career goals (including sworn and non-sworn staff). Such a program encompasses components aimed at enhancing operational readiness, developing future leaders, retaining experienced staff, and providing every department member with opportunities to develop their skills, take on additional responsibilities, and engage in community involvement.

CAREER DEVELOPMENT PROGRAM FRAMEWORK

The following points provide a framework to assist the Training Division in updating the department's career development program.

- **Establish Clear Career Pathways:** A career development program begins with defined career paths for both sworn and professional staff employees. This includes outlining ranks, specialized assignments, leadership roles, along with the skills, training, and experience needed for each. Employees should see multiple options for advancement, and transparency in these pathways reduces uncertainty and encourages intentional planning.
- **Integrate Training and Education:** Professional development should be incorporated into every stage of an officer's career. This includes mandatory in-service training, advanced courses, leadership academies, and specialized certifications.
- **Implement Mentoring and Coaching:** Formal mentoring programs connect newer officers with experienced personnel who can offer guidance, share institutional knowledge, and showcase professional conduct. Mentoring and coaching ensure that development plans are tailored to each individual and that progress is carefully tracked. This approach not only strengthens relationships within the department but also fosters a culture of support and accountability.
- **Provide Rotational and Cross-Functional Assignments:** All employees should have opportunities to work in various units, expanding their skill sets. Short-term rotations or project-based assignments allow employees to gain significant experience without leaving their current positions permanently. This flexibility improves adaptability and prepares employees for leadership roles.
- **Measure Progress and Provide Feedback:** Employees should receive regular assessments that evaluate their progress toward career goals, highlight strengths, and identify areas for further growth. These reviews should extend beyond compliance metrics to encompass leadership potential, problem-solving skills, and community engagement abilities.
- **Recognize and Reward Achievement:** Publicly acknowledging milestones in professional development, like completing advanced courses, leading successful projects, or solving problems creatively, reinforces the importance of growth.

- **Foster a Culture of Development:** A career development program should be integrated into the department's culture, backed by policy, leadership commitment, and dedicated resources. The program should be viewed as a shared responsibility between the department and employees, not as an optional or one-time effort.

PROFESSIONAL STAFF EMPLOYMENT INCENTIVES

Often, professional staff members lack various employment incentives such as opportunities for career advancement, diverse assignments, training, promotions, and competitive salaries. Qualified applicants may be discouraged by this lack of incentives. To address this issue, the department can implement several measures, including the following:

- When possible, develop clear career paths for staff by creating career ladders that demonstrate potential advancement from entry-level to senior or supervisory roles.
- Create diverse career opportunities, such as offering professional staff chances to explore roles in different areas and establishing temporary job exchange programs to promote a broader understanding of the department.
- Expand professional development opportunities, such as offering training and development programs tailored to different roles, including leadership and specialized skills training.
- Establish continuing education requirements with a minimum number of annual hours, including participation in workshops, seminars, and certifications relevant to specific roles.

RECOMMENDATIONS:

Create a career development program for both sworn and professional staff employees.

Create career advancement pathways, including development opportunities, and set ongoing education requirements for professional staff employees.

TECHNOLOGY ASSESSMENT

The use of technology to assist police departments has increased in the last several years. As part of the overall assessment of management and operations, an analysis of technology use was conducted. To complete the assessment, the following areas were reviewed:

- **Analysis of gaps in technology-** Are there technologies that could be utilized that are not currently used by the Police Department?
- **Are there technologies that could be deployed to improve efficiency or service?** – A review of available technology
- **Comparison of the Police Department's use of technology against best and prevailing practice; deployment activities.** – Does the Police Department leverage the use of technology to meet best or prevailing practices?

To conduct this analysis, the project team interviewed LMPD staff and surveyed widely used police technologies.

1. POLICE TECHNOLOGY ASSESSMENT

The following table outlines current technology used by police departments, with a brief explanation of the technology and if or how LMPD uses the technologies:

Technology	Typical Utilization / Comments	The Department Has: Y/N-Comments
Acoustic Shooting Detection System	Acoustic shooting detection systems detect gunshots and relay the information directly to dispatch and officers enabling a faster response time to shooting incidents.	Sound thinking covers 6 sq miles (was 12 sq miles). A standard operating procedure (SOP) requires officers to sign in to the system to receive notifications in real time. Officers can also receive notifications on their cell phone. Alerts also go to dispatch, and the RTCC gets them as well and then they can go cameras to monitor.

Technology	Typical Utilization / Comments	The Department Has: Y/N-Comments
Automatic License Plate Reader (ALPR)	Automatic License Plate Readers use high speed cameras that run the video feed through an optical character recognition software system. This allows the system to identify license plates and then run them automatically through multiple databases in real time. If a “hit” on database occurs dispatch and officers operating the ALPR or other receivers can be alerted that a wanted vehicle has crossed a fixed location or in vehicle mounted units	Flock safety and Axon, fleet 3, (70 to 80 vehicles) about half are done. They also have Flock Safety with hundreds of cameras. They are installing 279 more Flock Safety cameras to provide more coverage.
Body Worn Cameras (BWC)	Body Worn Cameras record audio and video of police encounters. Body worn cameras provide both evidence for court cases and police accountability.	The department has full deployment with Axon body worn cameras.
Cell phone download software	Cell phone download software allows investigators to download evidence from cell phones (typically after obtaining a search warrant).	Cellebrite, Berla (for vehicles), and Graykey.
Cell phone for officers	Department issued cell phones allow officers phone access in the field which can increase productivity, protect data and provide access to secured software solutions. It also helps to eliminate the possibility that official police department business is conducted on a personally owned phone that can be subpoenaed.	Issued to all sworn.
Crime Scene Scanners	Crime scene scanners use laser scanners and digital imaging to document crime scenes more efficiently and accurately.	The department utilizes crime scene scanning to process homicide scenes and other serious crime scenes.

Technology	Typical Utilization / Comments	The Department Has: Y/N-Comments
Delayed Response Notification Software	Delayed response notification software sends a text message to callers if an officer responding to their incident has been delayed or diverted. The goal of this type of software is to keep callers informed and to potentially increase public satisfaction. This type of software can come with additional features included in other solutions and is typically integrated into the existing RMS/CAD software the department is using. This type of software can also help to reduce repeated calls to 911 for updates, which also has the secondary effect of tying up 911 lines and increasing call takers workload.	The department is dispatched by MetroSafe 911. MetroSafe 911 does not utilize this technology.
Detective Case Management Software	Some RMS systems include case management software that allows supervisors to assign and review cases and allows investigators to enter case notes.	Detective case management is completed using the records management system (RMS), Mark43.
Digital Evidence Software	Digital evidence software allows for the storage of all digital evidence in a secure manner. Systems typically include the ability to upload digital evidence in the field and provide controlled access; audit controls the and the ability to share links to digital evidence with the prosecutor's office.	The department uses Evidence.com.
Drones	Drones provide users with the ability to record a scene or to live view an incident from above.	The department has a fleet of 7 drones with a plan to acquire 8 more to provide more coverage time and area. The real time crime center (RTCC) has access to view the video feed from the drones in real time.
Drones as First Responder	Drones as first responder can be used to get to a critical incident to get live view from above that can assist officers in responding more safely.	Metrosafe is running a drone as first responder pilot program and LMPD partners with them. The pilot program is funded in a partnership with the fire department, police department and the emergency management agency (EMA). The program is located at the MetroSafe 911.

Technology	Typical Utilization / Comments	The Department Has: Y/N-Comments
Electronic Ticket Writers / Printers	Electronic Ticket Writers provide officers with an efficient method of writing citations that is typically faster than hand written tickets because they can upload relevant driver / suspect data into the machine once identification is entered.	The department has full e-citation technology with in-car printers.
Facial Recognition Cameras / Software	Facial recognition cameras / software are used in public areas and can recognize and alert law enforcement to potential suspects or wanted individuals.	This technology is not used.
Facial Recognition Processing Software for investigations	Facial recognition processing software for investigations allows investigators to process crime scene or surveillance videos with booking photos of previously arrested individuals to identify potential suspects.	The department does not use this technology in house but can contact the fusion center at the state for assistance when needed.
In car cameras	In car cameras record audio and video inside and outside of the vehicle depending on vendor. They typically include at least a forward facing camera that captures traffic ahead of the vehicle and a camera of the prisoner compartment area of the vehicle. In car camera systems provide both evidence for court cases and police accountability.	The department uses Axon fleet 3.
Investigative Linkage Software	Linkage software allows investigators to develop connections between potential suspects by organizing data such as phone numbers, locations, documents, vehicles, associates and time frames.	The RTCC uses peregrine, Accurint and TLOxp.
Mobile Command Post	Mobile command posts provide incident commanders access to technology from the field. Common features are Computer Aided Dispatch (CAD) access, live links to multiple video feeds, additional communications systems including satellite and radio, a conference room and restroom.	The department has a Mobile Emergency Operations Center (MEOC) for large scale events and critical incidents. They also have access to a second one from the EMA.

Technology	Typical Utilization / Comments	The Department Has: Y/N-Comments
Mobile Finger Print Scanners	Mobile finger print scanners are used to take a digital image of an arrested subjects fingers which can then be checked against the fingerprints of known individuals. They are most commonly used when the identity of an individual is in question.	The department does not utilize this technology.
Mobile Report Writing	Mobile Report Writing allows officers to write reports while in the field. This technology is typically used for shorter reports.	The in car computers in patrol vehicles have this module through the records management system.
Online Reporting	Allows community members to file low priority or minor crime reports online from home freeing officers to investigate more serious crimes or spend more time on community engagement.	The department has online reporting and full time telephone reporting.
Online Pawnshop inventory software	Online pawnshop inventory allows investigators to search for stolen items related to thefts and burglaries. The software also allows investigators to upload descriptions / pictures of stolen items to find potential matches of stolen items that have been pawned.	The department uses Leads online.
Post Contact Software Platform	Post contact software platforms offer various features, including post-contact surveys that are automatically sent to individuals following their interactions with law enforcement agencies. Additionally, post contact software platforms allow for officer surveys, which are essential for gathering candid feedback to support officer wellness and reduce burnout. All these surveys can be conducted independently and kept confidential.	The department uses Zencity.
Predictive Policing Software	Predictive policing software using recent past reported crime or other sources to help determine where future crime may occur or where actional police resources may be needed. It is used to achieve an optimal deployment of law enforcement resources and to achieve quantified objectives related to crime prevention initiatives.	They don't currently use predictive policing software but do use analysts to assist with identifying crime trends.

Technology	Typical Utilization / Comments	The Department Has: Y/N-Comments
Public Cameras	Public cameras allow the police department to “live” view critical areas and to record video from key intersections or locations. They also have some crime prevention benefit.	The department has access to over 800 pole mounted cameras. They also have access to parks, zoo, public works, and the Expo center. This includes approximately 3,000 cameras in total.
Public Sentiment Analytical Software	Public sentiment analytical software gives municipalities the ability to distribute surveys to community members and survey them on a number of topics. One of the most commonly surveyed issue areas is public safety. Following the deployment of surveys that measure opinion, the public sentiment analytical software platform offers the ability to develop reports from the gathered data to create reports and dashboards.	The department has Zencity.
Rapid DNA Machine	A Rapid DNA machine allows law enforcement to analyze DNA swabs collected from arrested subjects for comparison to other unsolved crimes where DNA was recovered. Some systems allow for analysis of DNA recovered at crime scenes. The process takes 1 to 2 hours complete.	The department does not have technology “in house,” but does use state lab and a contract with a private lab.
Red Light / Speed Cameras	Red light / Speed cameras use high speed cameras that are connected to traffic lights that can photograph vehicles and automatically issue tickets for red light or speeding traffic violations with some limitations.	The department does not use this technology as it is not legal in Kentucky, except recently approved legislation specific to work zones.
Open Source Social Media Monitoring Software	Social media monitoring software allows law enforcement to monitor open source media for emerging or active events and potential negative information posted about the department where a public response may be needed.	The department doesn’t utilize software for monitoring open source social media. They do it manually.
Surveillance Cameras	Police owned and operated surveillance camera systems allow the department to monitor locations for ongoing investigations.	The department has investigative pole cams through Genetec.

Technology	Typical Utilization / Comments	The Department Has: Y/N-Comments
Text to 911	Text 911 allows community members to text the police department instead of calling. This allows users to make contact with a dispatcher while not drawing attention to themselves.	This service is not available at MetroSafe 911.
Video Feed integration Software	Video feed integration software allows agencies to intake video from various sources for display in a real time crime center, command center or dispatch center.	The department uses Flock Safety, Genetec and FUSUS through Axon.

2. TECHNOLOGY GAPS

It is important to note that there are hundreds of types of police technology available to law enforcement, but just because technology exists does not mean a police department should have it. A cost-benefit analysis and potential utilization rate should be conducted prior to purchasing or implementing new technology.

The LMPD uses almost all of the law enforcement technology currently deployed by other departments. They have a large array of camera feeds with video integration technology for operating a real-time crime center. Though there are some potential technology improvements that could be implemented, there are no substantial technology gaps.

3. POTENTIAL TECHNOLOGY IMPROVEMENTS

There are 2 areas with potential for technology improvements: facial recognition processing software for investigations, and Open Source Social Media Monitoring Software.

Facial recognition processing for investigations enables investigators to analyze crime scene or surveillance videos alongside booking photos of previously arrested individuals to identify potential suspects. This technology can help investigators to more quickly identify potential suspects in crimes. Investigators can contact the state fusion center for assistance when needed, but having this ability at their workstation is more efficient and will likely be used more often when there is a video or photo of potential suspects.

Open-source social media monitoring software enables law enforcement to monitor open-source media for emerging or active events and for potential negative information posted about the department, where a public response may be needed. The software can provide investigative leads and, importantly, may identify potential critical incidents as they occur.

The identified potential technology improvements offer the most logical solutions to increase efficiency and improve service.

ATTACHMENT – COMPARATIVE SURVEY

As part of the scope of work, MCG conducted a comparative survey to gauge the practices of similar agencies to LMPD nationwide. The goal of agency selection was to include agencies that mirrored LMPD's current organizational size, complexity, and staffing levels. Once a list of comparable agencies was established, information on current practices of several relevant topics was collected from these respective agencies. The sections below outline these different topics.

The agencies that were included in this comparative survey are as follows, with regional/metro law enforcement agencies represented with italics:

<i>Charlotte-Mecklenburg Police Department (NC)</i>	<i>Louisville Metro Police Department (KY)</i>
Cincinnati Police Department (OH)	Memphis Police Department (TN)
Fort Worth Police Department (TX)	Milwaukee Police Department (WI)
<i>Indianapolis Metropolitan Police Department (IN)</i>	Portland Police Bureau (OR)
Kansas City Police Department (MO)	Sacramento Police Department (CA)

It should be noted that responses have been compiled by MCG staff but are largely verbatim of what was received by the responding agencies. If there was no response for a section from a responding agency, they were eliminated from the table and/or section in this summary report.

1. OVERVIEW OF RESPONDING AGENCIES

The following table provides a summary of the population and department size of the surveyed agencies:

OVERVIEW OF RESPONDING COMPARATIVE AGENCIES

Agency	Population	# Sworn	Area (mi ²)
Charlotte, NC	879,697	1,823	309.2
Cincinnati, OH	314,915	868	77.8
Fort Worth, TX	940,437	1,650	348.6
Indianapolis, IN	882,327	2,121	361.6
Kansas City, MO	510,641	1,110	314.7
<i>Louisville Metro, KY</i>	<i>770,000</i>	<i>1,117</i>	<i>341.4</i>
Memphis, TN	618,655	1,902	296.2
Milwaukee, WI	569,326	1,654	96.2
Portland, OR	642,218	889	133.5
Sacramento, CA	525,028	678	98.6

The comparative agencies represent midsize to large municipal police departments with populations ranging from about 315,000 to 940,000 residents, placing Louisville Metro's 770,000 residents near the

middle of the group. Sworn staffing levels and jurisdictional sizes also vary, offering a balanced view of how similarly structured agencies deploy personnel across both dense urban and mixed urban–suburban areas.

Together, these agencies provide an appropriate benchmark for evaluating LMPD’s staffing and organizational structure against peer departments facing similar public safety environments.

2. SUMMARY OF KEY FINDINGS⁸

The following bullet points summarize the key findings of the comparative survey:

- **Patrol Staffing is Lean:** LMPD’s total patrol staffing (403 officers, 64 sergeants) is in the lower-mid range of peer agencies and is estimated to be roughly 60% to 70% of the levels found in similarly sized jurisdictions like Charlotte and Indianapolis.
- **Optimal Supervisory Span of Control:** LMPD maintains a balanced supervisory span of control of 6.3 patrol officers per sergeant, consistent with best-practice recommendations and among the most balanced ratios in the comparison group.⁹
- **Unique Patrol Shift:** LMPD is the only comparative agency that utilizes a 12-hour patrol shift.
- **Professional Staffing Aligns with Benchmark Agencies:** LMPD aligns with comparative patterns by employing professional staff members in administrative, technical, and analytical roles (e.g., IT, HR, Records), while reserving sworn staff for core operational functions such as training.
- **Progressive Professional Staff Investigative Support:** LMPD is progressive in integrating professional staff members into investigations (e.g., case research, interviews, evidence management, victim outreach) and assigning them to a broader range of administrative and technical tasks than many peer agencies, which show limited or no professional staff involvement.
- **Decentralized Investigations Model:** LMPD is 1 of only 3 agencies in the comparison group (with Charlotte and Fort Worth) that maintains a robust decentralized investigative structure at the district level for property and non-major assault crimes.

The following sections provide more details on these findings.

3. FIELD PERSONNEL

The tables below present statistics on patrol staffing and deployment strategies among comparative agencies relative to the Louisville Metro PD.

⁸ The findings presented in this comparative survey report represent practices accrued across the responding peer agencies. Topics where insufficient responses or a lack of consensus among the comparative agencies was observed were eliminated from this draft report.

⁹ This finding is still accurate, even if at full strength, as span of control ratios do not exceed 8:1.

3.1 PATROL SPANS OF CONTROL

Maintaining adequate spans of control throughout a hierarchical organization, such as a police department, is key to ensuring a functional and accountable organization. This is especially important at the rank of sergeant, who serves as the front-line supervisor to line-level personnel who interact with citizens daily. The table below expands on the allotment of officers and sergeants to patrol ranks presented above and provides the orders governing their supervisory spans of control.

PATROL FIRST-LINE SUPERVISOR SPANS OF CONTROL BY COMPARATIVE AGENCY

Agency	# Ofcs	# Sgts	Ratio
Charlotte, NC	1,121	115	9.7:1
Cincinnati, OH	468	87	5.4:1
Fort Worth, TX	536	72	7.4:1
Indianapolis, IN	980	110	8.9:1
Kansas City, MO	472	121	3.9:1
Louisville Metro	403	64	6.3:1
Milwaukee, WI	601	102	5.9:1
Portland, OR	318	67	4.7:1

The chart illustrates the span of control ratios, or the number of patrol officers per sergeant, across several comparable U.S. police agencies. Span of control represents the average number of subordinates supervised by a supervisor and is a critical component of organizational effectiveness, directly affecting communication, supervision quality, and accountability. In law enforcement, an appropriate span of control ensures that supervisors can provide adequate oversight, coaching, and performance management for their teams.

Among the agencies shown, the Louisville Metro Police Department (LMPD) maintains a span of control ratio of 6.3 officers per sergeant, which is among the most balanced in the group. Cincinnati (5.4:1) and Milwaukee (5.9:1) demonstrate similar supervisory density, while larger departments such as Charlotte (9.7:1) and Indianapolis (8.9:1) operate with broader spans of control, indicating fewer supervisors per total patrol staff. At the other end, Kansas City's 3.9:1 ratio reflects one of the most concentrated supervisory structures in the comparison.

For LMPD, the 6.3:1 ratio suggests a manageable and effective supervisory framework that allows for consistent guidance, accountability, and performance evaluation across patrol teams. This ratio aligns closely with best-practice recommendations, which often cite a range of 5 to 8 subordinates per supervisor as optimal for operational units where tasks are complex and involve discretion, such as patrol. Overall, while LMPD operates with leaner total patrol staffing than many peers, its span of control structure is well calibrated to maintain efficient communication and leadership coverage across shifts.

3.2 PATROL OFFICER WORK SCHEDULES

Respondents were polled on the type(s) of shift schedules used for patrol team deployment. In the following table, a checkmark (“√”) is placed for the schedule that the majority of patrol officers operate under.

PATROL SHIFT LENGTH BY COMPARATIVE AGENCY

Agency	8hrs	10hrs	11hrs	12hrs
Charlotte, NC	√	√		
Cincinnati, OH		√		
Fort Worth, TX		√		
Indianapolis, IN	√			
Kansas City, MO			√	
Louisville Metro				√
Memphis, TN	√			
Milwaukee, WI	√			
Portland, OR		√		
Sacramento, CA		√		

The chart compares patrol shift length practices among several large U.S. police agencies, including the Louisville Metro Police Department (LMPD). The agencies demonstrate varied scheduling models shaped by operational priorities and labor agreements. Charlotte utilizes both 8- and 10-hour patrol shifts, allowing flexibility in deployment. Cincinnati, Fort Worth, Portland, and Sacramento operate on 10-hour shifts, offering a balance between efficient coverage and officer wellness. Meanwhile, Charlotte, Indianapolis, Memphis, and Milwaukee use 8-hour shifts for their patrol deployment. Further, Kansas City PD transitioned its patrol officers to an 11-hour shift in 2024.

Louisville Metro PD stands alone from the remaining comparative agencies within this survey, as they are the only department that deploys their patrol officers on a 12-hour shift. This 12-hour shift allows LMPD to have fewer shift transitions (2 per day) and allows their officers to have extended days off in a row in comparison to shorter shift lengths of comparable agencies.

3.3 ORGANIZATION OF FIELD SERVICES

Agencies structure their patrol resources into districts, sectors, beats, or similar geographic units based on a combination of community layout, call-for-service demand, staffing levels, and operational philosophy. Urban departments with dense populations often require smaller, clearly defined beats to manage high activity and improve accountability. At the same time, suburban or rural agencies may use larger sectors or districts to cover wider areas with fewer officers efficiently. Historical practices, political

boundaries, neighborhood identities, and the desire to build long-term officer-community relationships also influence how agencies divide their patrol areas. As a result, each agency selects an organizational model that best aligns its staffing, workload, and community-policing objectives.

The table below outlines the current levels of organization for patrol resources of all comparative agencies.

PATROL GEOGRAPHIC ORGANIZATION BY AGENCY

Agency	Regional	Sub-regional	Local
Charlotte, NC	13 Divisions	–	–
Cincinnati, OH	5 Districts	–	(by neighborhood)
Fort Worth, TX	6 Divisions	12 Districts	90 Beats
Indianapolis, IN	6 Districts	–	78 Beats
Kansas City, MO	6 Districts	–	–
Louisville Metro	8 Divisions	–	44 Beats
Memphis, TN	2 Districts	9 Stations	–
Milwaukee, WI	7 Districts	–	–
Portland, OR	3 Precincts	–	63 Districts
Sacramento, CA	4 Areas	6 Districts	20 Beats

The comparative agencies organize their patrol resources using a mix of regional, sub-regional, and local geographic structures. Most agencies rely on a primary regional framework (such as divisions, districts, precincts, or areas) to manage broad service areas. A few departments further subdivide these regions: Fort Worth uses 12 districts beneath its 6 divisions, Memphis operates 9 stations under 2 districts, and Sacramento uses 6 districts within 4 areas. Several agencies also define local-level units, such as beats or neighborhoods, to align staffing with community needs and call-load (for example, Fort Worth’s 90 beats, Indianapolis’s 78 beats, Louisville Metro’s 44 beats, Portland’s 63 districts, and Sacramento’s 20 beats). Overall, the table shows substantial variation in geographic organization, reflecting differences in city size, community layout, and operational philosophy.

3.4 ONE VERSUS TWO-OFFICER PATROL CARS

1-officer patrol vehicles assign a single officer to a car. This model maximizes geographic coverage because the same number of officers can staff more units across the city. The underlying theory is that increased visibility, faster response times, and broader resource distribution improve overall service levels.

2-officer patrol vehicles place 2 officers in the same car. This approach is typically used in higher-risk environments, during nighttime hours, or in jurisdictions that prioritize officer safety and rapid on-scene capacity. This model pairs officers to enhance safety during volatile encounters, provides immediate

reinforcement at the scene, and can improve decision-making and situational control. However, it reduces the number of deployable units, which may limit coverage and proactive time.

The following table outlines the current practices of each comparative agency and their deployment of patrol personnel in 1- or -person cars.

PATROL VEHICLE STAFFING PRACTICES BY AGENCY

Agency	Patrol Cars	Description
Charlotte, NC	Mixed	It is a mix of both depending on the division and daily staff deployment based upon vacancies and minimum staffing.
Cincinnati, OH	Mixed	It is a mix of both depending on the division and reduced staff within division.
Fort Worth, TX	1 officer	Usually 1-officer units, but occasionally patrol officers will double up based upon personal preference.
Indianapolis, IN	1 officer	1 car. Specialized details and/or units have the option to partner up, as desired.
Kansas City, MO	Mixed	Mixed deployment based upon the shift and patrol area.
Louisville Metro	1 officer	All patrol is from 1 officer per car.
Memphis, TN	1 officer	All general patrol is from 1 officer per car.
Milwaukee, WI	Mixed	Approximately 59% of patrol is 2-officer units.
Portland, OR	1 officer	1-car is the norm for patrol and most specialized units. Rarely 2 person cars may be used for special reasons. Also, some units, for instance the Focused Intervention Team (which focuses on gun violence) may use 2-person cars.
Sacramento, CA	1 officer	The sign up for, and mostly work, 1-officer cars. They can be sent out in 2-officer cars at the discretion of the Watch Commander.

Across the surveyed agencies, patrol staffing models vary from 1-officer units to 2-officer units to mixed deployments, depending on operational needs. Several cities, including Fort Worth, Indianapolis, Portland, and Sacramento, primarily utilize 1-officer patrol cars, with Portland noting that this is the norm except for specialized assignments. Sacramento and Indianapolis both maintain the flexibility to deploy 2-officer cars at the discretion of supervisors or for specific operational details.

Conversely, agencies such as Charlotte, Cincinnati, Kansas City, and Milwaukee employ mixed patrol models, where single- or 2-officer cars are used depending on shift structure, staffing availability, or minimum staffing requirements. Milwaukee reports that approximately 59 percent of its patrol operations

rely on 2-officer units, representing the most substantial use of dual-officer deployment among the comparison group.

For the Louisville Metro PD, the comparative overview shows that its reliance on 1-officer cars is consistent with many large agencies but less aligned with cities that retain higher levels of 2-officer deployment for safety, training, or tactical reasons. Overall, the benchmark agencies demonstrate that deployment flexibility is common, though the dominant national trend favors 1-officer patrol models supported by 2-officer units in targeted or high-risk applications.

3.5 METHODOLOGY FOR DETERMINING THE NUMBER OF PATROL OFFICERS ALLOCATED TO EACH GEOGRAPHIC AREA.

Accurately determining how many patrol personnel are assigned to each geographic area is critical because it directly affects a department's ability to provide timely, consistent, and equitable service across the community. Patrol staffing models, whether based on calls-for-service workload, net available hours, proactive time expectations, or population and land-use characteristics, ensure that each district or beat has the resources needed to manage demand without overburdening officers or leaving coverage gaps. When these calculations are done thoughtfully and supported by data, agencies can balance workloads, align staffing with peak activity patterns, and maintain officer safety by ensuring adequate backup. Conversely, poor or uneven staffing allocation can lead to slower response times, increased overtime, reduced proactive activity, and disparities in service delivery between neighborhoods. Therefore, the methodology used to calculate staffing across geographic areas underpins both operational efficiency and public trust.

The following table summarizes the practices of comparative agencies for allocating patrol staff across patrol geographic areas.

GEOGRAPHIC DEPLOYMENT OF PATROL RESOURCES

Agency	Type	Comments
Charlotte, NC	Multivariable	'
Cincinnati, OH	Workload-based	Analysis of calls for service and general community-generated workload to assign officers and sergeants across patrol areas.
Fort Worth, TX	Workload-based	Current staffing levels are primarily based on historical data related to calls for service. Formulas produced by Matrix Consulting in 2017-2018 and 2023-2024.
Indianapolis, IN	Workload-based/ Multivariable	Each district reviews run load/type, geographical coverage and time off factor to determine a minimum staff level
Kansas City, MO	–	–
Louisville Metro	–	–
Memphis, TN	–	–
Milwaukee, WI	–	–
Portland, OR	Multivariable	Currently – staffing is delineated using a system that incorporates calls but weights them by priority levels. Moving to a more complex system that includes the number of units responding to certain call types, the length of time on call, and the goal of time for proactivity of patrol units.
Sacramento, CA	Multivariable	Our yearly Patrol Planning Committee examines data on Calls for Service, Response Times, and workload. The Patrol Plan is dependent upon how many Officers will be available to sign-up. Generally, the numbers are consistent year to year. A fixed pool of officers can only be divided up in so many ways, and statistical data recommendations may only indicate the change of 1 or 2 positions from one place to another. Added budgeted positions take 18 months of training to effectively fill.

The table shows that comparative agencies employ a variety of approaches to determining patrol staffing levels, reflecting differences in size, organizational philosophy, call-for-service demand, and

historical practices. Some agencies rely heavily on legacy geographic district structures, maintaining patrol divisions established years earlier based on crime and population patterns, even when those conditions have changed. Others use data-driven models, including analyses of calls for service, community-generated workload, officer availability, and time-off factors to calculate minimum staffing needs. Several agencies base staffing almost entirely on historical demand and workload studies completed in prior years. A few use more dynamic systems that weight different call types, emphasize priority calls, and adjust the number of responding units based on incident characteristics.

3.6 TELEPHONE REPORTING

The use of telephone reporting units (TRU) is a practice in which agency personnel are deployed to answer phone reporting lines, diverting non-emergency calls for service away from deployable patrol personnel.

TELEPHONE REPORTING UNITS BY AGENCY

Agency	TRU (Yes/No)	# of Staff	Type of Staff
Charlotte, NC	Yes	Varies	Temporary/Light Duty and Professional Staff
Cincinnati, OH	Yes	Varies	Temporary/Light Duty
Fort Worth, TX	Yes	Varies	Temporary/Light Duty
Indianapolis, IN	No	-	-
Kansas City, MO	Yes	Varies	-
Louisville Metro	Yes	Varies	<i>Trained professional reporting technician.</i>
Memphis, TN	Yes	-	-
Milwaukee, WI	No	-	-
Portland, OR	Yes	Varies	Temporary or light duty staffing. Long term staffing is not the norm.
Sacramento, CA	Yes	Varies	Light Duty

The chart compares the presence and structure of telephone reporting units (TRUs) across several large U.S. police agencies, including the LMPD. A telephone reporting unit is a specialized team responsible for handling nonemergency or lower-priority calls for service, such as minor thefts, lost property, vandalism, or delayed incident reports over the phone or through online systems rather than dispatching a patrol unit. TRUs play an increasingly important role in modern policing by improving efficiency, reducing officer workload, and enhancing community access to services. By diverting calls that do not require an in-person response, agencies can reallocate sworn patrol officers to higher priority or in-progress incidents, ultimately improving response times and operational capacity.

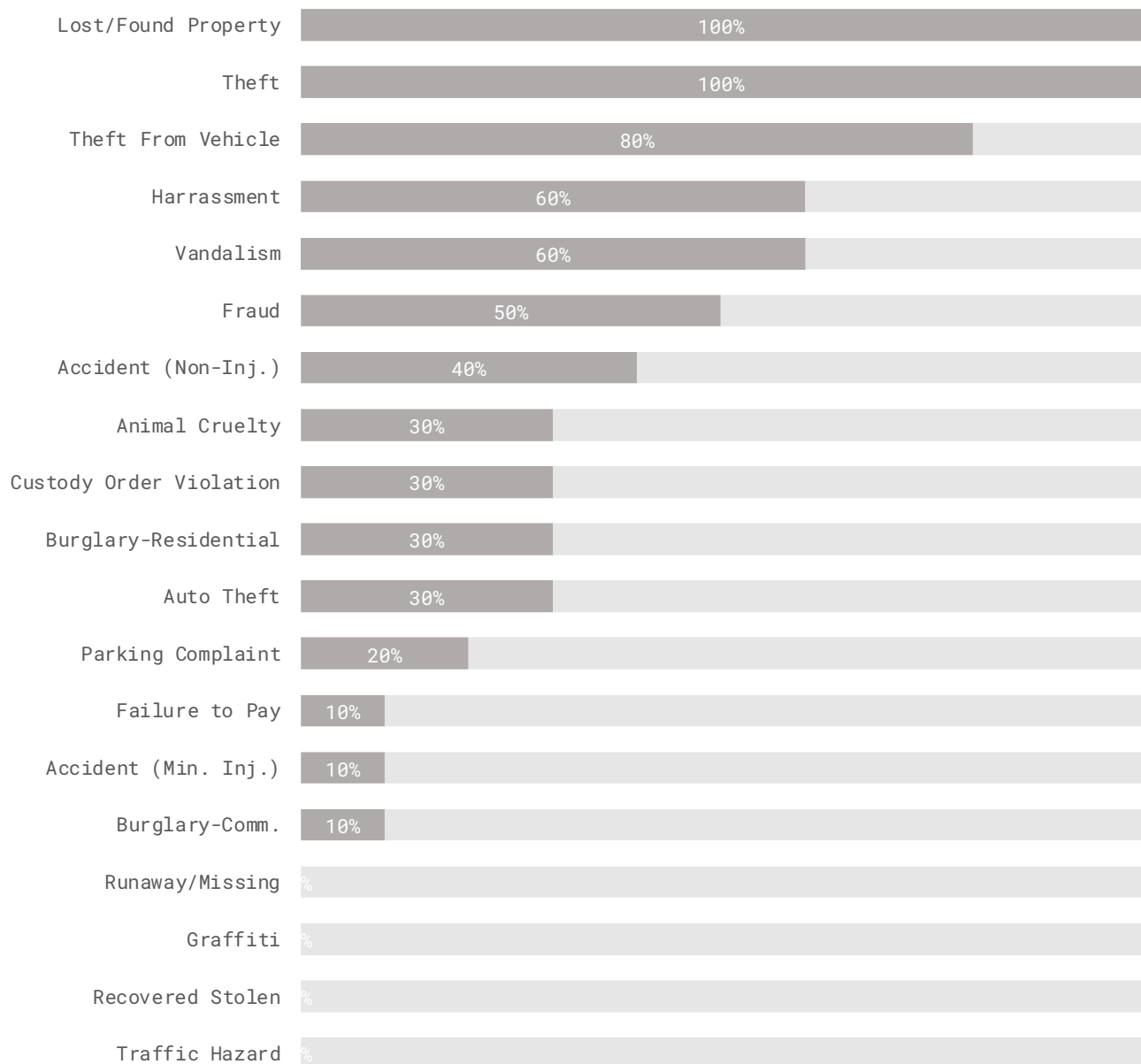
According to the table, most agencies in the comparison group, including Charlotte, Cincinnati, Fort Worth, Kansas City, Louisville Metro, Memphis, Portland, and Sacramento, utilize some form of TRU. These units are typically staffed by a mix of temporary or light-duty personnel, often including sworn officers on restricted duty due to injury or administrative reassignment. LMPD's TRU is staffed by trained professionals and focuses on handling reports that do not necessitate physical response. Indianapolis and Milwaukee, by contrast, do not operate dedicated TRUs, relying instead on patrol officers or alternative reporting mechanisms to process nonemergency incidents.

The data illustrate a clear trend among modern police departments toward centralized telephone or online reporting systems as part of broader efforts to enhance service efficiency. Agencies with TRUs can sustain public accessibility while reducing the strain on field units, particularly during periods of high call volume or staffing shortages. For LMPD, maintaining a TRU aligns with national best practices in workload management and community service delivery, enabling the department to focus patrol resources where they are most needed while still providing timely reporting options for lower priority calls.

3.7 ONLINE REPORTING

As with telephone reporting units, the use of online reporting practices is common among law enforcement agencies across the country. Again, these practices help divert non-emergency calls for service away from deployable patrol personnel, thereby better allocating resources. While none of the responding comparative agencies mandate that their citizens utilize these online lines of communication, they provide a streamlined resource to citizens to file a police report for a variety of types of calls for service. Online reporting practices are typically targeted toward non-violent, non-emergency calls for service. The table below shows the percentage of agencies that accept the report type via online reporting.

ONLINE REPORTING RATES BY OFFENSE TYPE



According to the data, the most commonly accepted incident types for online reporting among comparative agencies are theft and lost or found property, both accepted by 100 percent of the departments surveyed. Theft from vehicles (75 percent) and vandalism (63 percent) are also frequently included, reflecting common low-risk offenses that can be effectively documented without in-person response. Other incident types, such as harassment, noninjury accidents, and fraud, are accepted by approximately one-third to one-half of agencies, showing a moderate level of adoption for slightly more complex cases that may still be suitable for remote reporting.

Less common among online reporting systems are categories such as burglary, custody order violations, and minor injury accidents, which only 13 to 25 percent of agencies accept online. These typically require

more detailed investigation, evidence collection, or contact with the victim. Certain categories, including recovered stolen property, traffic hazards, and runaway or missing persons, are not accepted online by any of the comparative agencies, as these generally demand immediate officer involvement.

Overall, the data demonstrate a clear national trend toward leveraging online platforms for low risk, nonemergency incidents. This shift aligns with broader goals of modern policing, including improving efficiency, expanding accessibility for residents, and ensuring that patrol officers remain focused on calls requiring immediate or investigative attention. Louisville Metro’s current and potential use of online reporting reflects this evolving model of community-centered, technology-enabled service delivery.

4. INVESTIGATIONS

The following sections present findings relating to the investigative practices of responding comparative agencies.

4.1 PROFESSIONAL STAFF INVESTIGATIVE ASSISTANCE

There is a growing trend toward using professional staff to support investigative processes because it allows agencies to operate more efficiently, cost-effectively, and with greater specialization. Many investigative tasks, such as digital evidence analysis, case file preparation, forensic processing, crime analysis, and administrative follow-up, do not require sworn authority but do require technical expertise and consistent workflow management. Professional staff members can often be hired with specialized skills in fields like data analytics, cyber forensics, or laboratory sciences, and they can be retained at lower personnel costs than sworn officers. By shifting appropriate responsibilities to trained professional staff, agencies free sworn investigators to focus on core investigative functions, including interviews, field work, search warrants, surveillance, and suspect management, thereby increasing overall case throughput and reducing backlogs. This blended staffing model creates a more flexible, modern investigative framework that improves service delivery and aligns police resources with tasks that truly require sworn authority.

The following table summarizes the use of professionals in the investigative process for key functionalities:

PROFESSIONAL INVESTIGATIVE ASSISTANCE PRACTICES

Agency	Case Research	Interviews	Evidence Management	Victim Outreach	Other
Charlotte, NC	✓	-	✓	✓	-
Cincinnati, OH	✓	-	✓	✓	-
Fort Worth, TX	✓	-	✓		Report Typists
Indianapolis, IN	-	-	-	-	-
Kansas City, MO	-	-	-	-	-
Louisville Metro	✓	✓	✓	✓	<i>Case work ups, Open Records Requests, Archiving, and Sex Offender Registry.</i>
Memphis, TN	-	-	-	-	-
Milwaukee, WI	✓	-	✓	✓	-
Portland, OR	-	-	✓	✓	Electronic Forensics Crime Analysis
Sacramento, CA	-	-	-	-	-

Commonly supported functions include case research, evidence management, and victim outreach, with several agencies assigning professionals to highly specific tasks such as report typing (Fort Worth) or electronic forensics and crime analysis (Portland). Louisville Metro aligns with these national practices by deploying professional personnel in case research, evidence management, and victim outreach, but distinguishes itself by assigning professional staff members to a broader range of administrative and technical responsibilities. These include open records processing, case-request fulfillment, archiving, and ICAC-related digital evidence handling. Compared to many peer agencies (several of which show limited or no professional staff involvement in investigative support), Louisville Metro demonstrates a more comprehensive integration of professional staff roles, allowing sworn investigators to focus on core investigative duties while professionals manage high-volume administrative and technical tasks. This positions LMPD as one of the more progressive agencies in leveraging professional personnel to increase investigative efficiency and reduce workload burdens.

4.2 CENTRALIZED VERSUS DECENTRALIZED INVESTIGATIONS

Centralized investigative structures consolidate most or all investigative units under a single command, creating uniform procedures, consistent supervision, and streamlined coordination. This model improves information sharing, reduces duplication of effort, and allows for standardized training, case management, and resource allocation. It is particularly advantageous for complex or multi-unit investigations because detectives operate under a unified strategy. However, centralized structures can

be slower to respond to local neighborhood concerns, may feel disconnected from patrol operations, and can limit the flexibility to tailor investigative resources to specific geographic or community needs.

Decentralized investigative structures assign detectives to precincts, districts, or geographic areas, integrating investigative resources directly with patrol. This improves communication, enhances local problem-solving, and enables detectives to develop a deeper understanding of neighborhood crime patterns, offenders, and community dynamics. Decentralized models can improve investigative follow-through on emerging issues and strengthen relationships with patrol officers. The disadvantages include inconsistent practices across districts, potential duplication of resources, uneven caseload distribution, and reduced efficiency in coordinating major investigations. Additionally, smaller decentralized units may lack access to specialized expertise that is more readily available in a centralized bureau.

Both models offer benefits, and many agencies use hybrid approaches to balance efficiency, consistency, and localized responsiveness. The following table summarizes the use of decentralized investigative practices across comparative agencies, including the number of staff and, if applicable, case types.

DECENTRALIZED INVESTIGATIONS OF COMPARATIVE AGENCIES

Agency	Decentralized Investigators	# of Staff	Decentralized Case Types
Charlotte, NC	✓	60	Property Crimes and Family Violence
Cincinnati, OH	No	-	-
Fort Worth, TX	✓	Varies	Anything that is not specialized.
Indianapolis, IN	No	-	-
Kansas City, MO	No	-	-
Louisville Metro	✓	Varies (57 currently)	Anything that is not specialized.
Memphis, TN	No	-	-
Milwaukee, WI	No	-	-
Portland, OR	No	-	-
Sacramento, CA	No	-	-

Only a small number of comparative agencies utilize decentralized investigative structures. Charlotte, Fort Worth, and Louisville Metro are the 2 agencies in the sample that deploy investigators at the district

or divisional level rather than centralizing all investigative personnel. Among these, Charlotte staffs approximately 60 decentralized investigators who primarily handle property crimes and family violence. Fort Worth also decentralizes general investigative work, assigning district-level detectives to all non-specialized cases. Louisville Metro maintains one of the largest decentralized models, with 57 investigators responsible for any non-specialized investigation that is handled by their centralized investigative units. The remaining agencies (including Cincinnati, Indianapolis, Kansas City, Memphis, Milwaukee, Portland, and Sacramento) retain fully centralized investigative bureaus with no district-based detective staffing. Overall, Louisville Metro is one of the few departments in the comparison group that continues to support a robust decentralized structure, placing it alongside only two other major agencies that use this model.

5. PROFESSIONAL STAFFING

Professional personnel throughout a police organization play an integral role in the organization's key functions. The following sections provide context on the number of professional staff and the functions they perform across comparative agencies compared to the LMPD.

5.1 PROFESSIONAL STAFFING ROLES

The table below shows the functions that professional staff are used for during responses to comparative agencies.

PROFESSIONAL STAFFING PREVALENCE BY UNIT TYPE

Function	Common Practice	LMPD Practice	Notes (if any)
Information Technology	Almost or Entirely Professional	Almost or Entirely Professional	-
Human Resources	Almost or Entirely Professional	Almost or Entirely Professional	-
Mail	Almost or Entirely Professional	Almost or Entirely Professional	-
Records	Almost or Entirely Professional	Almost or Entirely Professional	-
Property & Evidence	Almost or Entirely Professional	Mostly Professional	A quarter ¹⁰ (25%) of assigned staff are sworn positions; however, professional staff members are assigned to specific roles that align with best and emerging practices.
Crime Analysis	Almost or Entirely Professional	Almost or Entirely Professional	-
Forensics/Crime Lab	Mostly Professional	Mostly Professional	-
Fleet	Mostly Professional	Mostly Professional	-
Crime Scene Investigators	Mostly Sworn	Mostly Professional	Comparative agencies still utilize mostly sworn personnel in this capacity; however, LMPD aligns with new and emerging practices with professional staff CSIs.
Backgrounding	<i>Large Variance</i>	Mostly Sworn	While some professional staff are present in the Recruitment and Selection Unit, the Sergeant in that unit handles a majority of the backgrounding responsibilities.
Recruiting	Mostly Sworn	Mostly Sworn	While some professional staff are present in the Recruitment and Selection Unit, the Sergeant and Officers in that unit handles a majority of the recruitment responsibilities.
Training	Almost All Sworn	Mostly Sworn	Most Training Division employees are sworn personnel; however, professional staff are assigned to specialized training functions like curriculum development. This includes professional staff range instructors as well (see below).
Detention/Booking	Almost All Sworn	N/A	-
Range	Almost All Sworn	Mostly Sworn	As references above, LMPD utilizes professional staff range instructors; however, most range assignees are sworn position.

The chart illustrates the distribution of professional and sworn staffing across functional units within comparative police agencies, including LMPD. This comparison highlights how agencies structure their

support, administrative, and technical divisions to maximize efficiency, strategically allocate sworn resources, and integrate specialized professional expertise where appropriate.

Across the comparative agencies, the data show a clear trend toward professionalization in administrative and technical functions that do not require arrest powers or field response. Functions such as information technology, human resources, and mail services are entirely or almost entirely staffed by professional personnel, with all agencies reporting professional staffing in IT and HR, and most in mail services. Similarly, records units and property and evidence functions are predominantly professional, operating with almost or entirely professional staff. This reflects the growing professionalization of these units and the recognition that professional specialists can perform these duties effectively while freeing sworn personnel for field operations.

Analytical and technical support roles also show a strong professional presence. Crime analysis is mostly or entirely professional in all of the agencies surveyed, and forensic or crime lab positions are mostly professional amongst comparative agencies. These findings align with national best practices, where analytical and scientific roles increasingly rely on professional expertise rather than sworn staffing. Fleet management is also trending professionally, with most agencies reporting mixed but predominantly non-sworn staffing.

By contrast, field-oriented or operationally sensitive functions such as training, range, recruiting, and detention or booking remain primarily sworn. Training and range operations are staffed mostly by sworn officers in nearly all agencies, reflecting the need for operational experience and certification standards. However, LMPD utilizes the support of a professional staff member as an instructor, setting them apart from the remaining comparative agencies. Recruiting, however, shows more variation, with about half of agencies reporting mostly or entirely sworn staffing and the remainder blending professional and sworn roles.

Crime scene investigation (CSI) and background investigations display some of the most diverse staffing models across agencies. Most agencies report mostly sworn CSI units, though a growing share use hybrid or mostly professional staffing models. Background investigations are split among the categories, reflecting differing philosophies on whether investigative background checks require sworn oversight or can be conducted by trained professional investigators.

Overall, the data reveal that LMPD's staffing practices align closely with national patterns. The department relies on sworn personnel for core operational and training functions while incorporating professionals in administrative, technical, and analytical roles. This balance allows LMPD to maintain operational readiness and community presence while leveraging professional expertise to enhance efficiency and reduce costs in non-enforcement areas.

¹⁰ This value changed during the completion of this study, as a sworn supervisor was reassigned out of this unit. This change aligns with recommendations made by MCG project staff and best practices.

5.2 PROFESSIONAL STAFF FIELD RESPONDERS

Most of the comparative agencies surveyed have implemented some type of alternative response model, typically staffed by professional community service officers or similarly structured units. These personnel handle a wide range of lower-priority and non-criminal calls, including minor traffic collisions, abandoned vehicles, hazard reports, theft and burglary reports without suspect information, welfare checks, and other administrative or quality-of-life issues.

The table, below, shows the current practices of each of these comparative agencies, indicating the presence (or lack thereof) of professional field responders and the call types handled by these personnel.

PROFESSIONAL CALL RESPONDERS IN COMPARATIVE AGENCIES

Agency	Have?	Call Types Handled
Charlotte, NC	Yes	Minor non-injury accidents and traffic control.
Cincinnati, OH	No	-
Fort Worth, TX	Yes	Abandoned vehicle enforcement and traffic control.
Indianapolis, IN	Yes	Accidents (Civilian Volunteer Policemen)
Kansas City, MO	Yes	Community Services Unit includes Community Interaction Section and Crisis Intervention Team.
Louisville Metro	Yes	<i>Investigate vehicular accidents, coordinate towing, and prepare incident reports; photograph scenes, interview witnesses, maintain database records, and collect relevant evidence as required.</i>
Memphis, TN	Yes	Police Service Technicians handle non-critical vehicle crashes, direct traffic, process abandoned vehicles, and arrange towing.
Milwaukee, WI	No	-
Portland, OR	Yes	Main function is stolen cars (approx. 1/3 of their work), minor non-injury, minor non-violent calls for service without suspects, assist with non-custodial transports.
Sacramento, CA	Yes	Community Service Officers (CSOs) handle missing persons, traffic accidents, burglary reports, hazards, errands, and for CSI calls [<i>Forensic Supervisor Investigators (FSIs)</i>].

Findings show that comparative agencies such as Charlotte, Fort Worth, Indianapolis, Kansas City, Memphis, Portland, and Sacramento have formalized professional response practices to redirect routine, time-consuming calls away from sworn officers, increasing sworn availability for emergency response, investigations, and proactive activity. Louisville Metro PD is 1 of 3 agencies that do not have dedicated professional staff members to respond to lower-priority calls for service.