

CNA Spotlight

Collaborative Crime Fighting *The Louisville, Kentucky Metro Police Department's Louisville Metro Intelligence Task Force Initiative*

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The Louisville Metro Police Department's Louisville Metro Intelligence Task Force group photo.



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Introduction

The Louisville, Kentucky Metro Police Department



This report is part of a series highlighting innovative programs that have been implemented in some of the most progressive police agencies across the country. These reports will highlight some of the nation's most innovative best practices in violent crime reduction; focused deterrence; approaches to gun violence; officer safety and wellness; community and public safety partnerships; and the use of technology, intelligence, and analytics to reduce violent crime. Each of these reports provides background on the program, details the important components of the program and the agency's approach, highlights the successes the agency has experienced as a result, and identifies ways other agencies can employ similar programs.

This report highlights the Louisville (Kentucky) Metro Police Department's Louisville Metro Intelligence (LMINTEL) Task Force initiative. CNA worked closely with the Louisville Metropolitan Police Department to develop this publication over the course of two years and spoke with numerous department personnel about the initiative.

The Louisville Metro Police Department (LMPD) began operations on January 6, 2003, as part of the creation of the consolidated city-county government in Louisville, Kentucky. The Jefferson County Police Department and the Louisville Division of Police merged to form the LMPD, which now serves approximately 750,000 residents across 400 square miles. The LMPD divides Jefferson County into eight patrol divisions, with a ninth mobile division that focuses on gang and violent crime activity across the city. Crime in 2017 totaled 32,718 offenses, 4,624 of which were violent crimes.¹

LMPD Chief Steve Conrad has been serving in his role since 2012. Major goals and values of the LMPD under his watch include community-focused policing, police transparency in practice, and data-driven strategies to reduce crime. In recent years, one of the LMPD's key initiatives to reduce violent crime and prosecute the city's most violent offenders has been the LMINTEL Task Force, a multi-agency effort.

This report provides more detail about the LMPD's LMINTEL Task Force implementation process, challenges, and success. We conclude this report by outlining lessons learned that agencies looking to implement a similar program should consider.

1. *LMPD UCR Report: January-December, 2017* (Louisville, KY: Louisville Metro Police Department, 2018), https://louisvilleky.gov/sites/default/files/police/sop_searchable_and_reports/lmpd_ucr_report_december_2017.pdf.

LMINTEL Task Force

Like many law enforcement agencies, the LMPD focuses its efforts on reducing and eliminating violent crime in its community. Despite consistent efforts, the City of Louisville experienced a four-year trend of increasing violent crime between 2013 and 2016. Concerned about this trend, Chief Conrad and Mayor Greg Fischer worked to identify new and innovative ways to address violent crime using data-driven approaches. The LMPD's strategic analysis of crime locations and offenders revealed a number of areas and repeat offenders that constituted a significant proportion of the city's violent crime and took action to address them.

The LMPD presented its findings, including the identities of the 13 most violent offenders in the community, to state and federal partners on December 15, 2016. This meeting established the LMINTEL Task Force, which enabled the LMPD's 9th Mobile Division to partner with other agencies to combat violent crime in Louisville in a comprehensive and proactive way. Partner agencies included the United States Attorney's Office; the Federal Bureau of Investigation (FBI); the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF); the U.S. Marshals Service; the Drug Enforcement Administration (DEA); and the Louisville Metro Department of Corrections (LMDC).

Task force members collaborate to research, identify, apprehend, and assist in the prosecution of violent criminal perpetrators in the Louisville region. Task Force partners serve side-by-side with the 9th Mobile Division; members are co-located within the LMPD's 9th Mobile Division building and meet multiple times a week to discuss, strategize, and act on the most pressing crime trends in the city. Because the 9th Mobile Division has no geographic borders and can work anywhere experiencing serious crime issues in the city, it has been the ideal LMPD division to lead and implement offender- and place-focused crime-fighting strategies across the city.

Task force members routinely use crime maps of the city to identify emerging trends of violent and other crimes. Major William Hibbs, 9th Mobile Commander and LMINTEL Task Force lead, notes that they track trends in lesser crimes because they are precursors to escalating major criminal activity in the area. In addition, the LMINTEL Task Force coordinates directly with the LMDC to identify violent criminals being released or monitored via the home incarceration program. The LMPD also monitors state and federal releases on a monthly basis. These efforts keep the department aware of and prepared for potential flare-ups in crime when these individuals are reintroduced into Louisville communities.

The LMINTEL Task Force kicked off its operations in January 2017 with a two-phased approach: a warrant blitz and long-term federal investigations. This approach was intended to immediately apprehend and begin prosecution of known violent offenders with active warrants, and then to cultivate federal prosecution cases to remove these offenders from the community more permanently.

The warrant blitz operation concentrated on 277 violent individuals with outstanding felony warrants. The operation had strict criteria for this effort: only violent felony offenses were included (i.e., Louisville's Most Wanted,

homicide, gun-related aggravated assaults, rape, wanton endangerment, felony-level domestic violence, and robbery). Over a two-week period, the LMINTEL Task Force served 111 warrants, leading to the apprehension of 82 people. In addition, the effort seized nine firearms and almost 14 pounds of marijuana and various narcotics. This operation was designed to get the known violent offenders off the streets immediately. The overall reaction to Phase I was positive, with the LMPD actively working to engage the communities affected. Task Force members routinely requested support from the community to provide leads for the blitz effort.

To complement the warrant blitz, the LMINTEL Task Force simultaneously began long-term investigations into some of the most violent criminals in Louisville. These investigations used federal and state partners to build federal cases to ensure these criminals were prosecuted to the fullest extent of the law and removed from Louisville communities. The subjects chosen for the LMINTEL Task Force were known throughout the community for their involvement in violent crime, including homicides, shootings, and drive-by shootings.



LMINTEL warrant blitz taskforce members from LMPD and partner agencies.

To support these investigations, the LMINTEL Task Force established a team including six LMPD 9th Mobile Division detectives; one LMPD sergeant; one LMPD lieutenant; agents from ATF, DEA, and FBI; one Kentucky State Police trooper; and one tactical LMPD crime analyst. In addition, the investigations team includes a federal prosecutor to work on investigations and prosecutions involving violations of federal firearms statutes and other offenses, such as RICO and VICAR.

Challenges

Despite these successes, the LMINTEL Task Force experienced some challenges. For example, building relationships among multiple partners across law enforcement agencies took time—a resource in short supply during the task force’s creation. On December 15, 2016, the LMPD presented to potential partners, and by January 9, 2017, the 9th Mobile Division’s office had gathered a team of more than 40 task force members ready to start work on the warrant blitz. To help the team come together in the short time available, the LMPD placed detectives, federal agents, and analysts together in the 9th Mobile Division’s office to



Chief Conrad announcing formation of LMINTEL.

ensure constant communication across all agencies. Task force members also routinely went on calls with both LMPD detectives and federal agents. These measures expedited relationship building and camaraderie on the task force and ensured a federal agent was on the scene during first contact with known violent offenders. These initial strategies also helped facilitate connections between task force members for Phase II efforts.

In another challenge, the design and implementation of the task force was an unknown for all participants. The LMPD had never organized a unit in this way, particularly one involving so many partners. As a result, it was unclear in the beginning what effect the task force could have on crime. However, as violent crime statistics dropped throughout 2017, the LMPD and its partners recognized the task force's potential. During Phase I, the task force achieved some early wins that jumpstarted the initiative and propelled it to future success. Major Hibbs notes that the LMINTEL Task Force is one of the most "efficient and rewarding efforts" that he has been part of in his 21 years of service.

Successes

With this collaborative and comprehensive approach, the LMINTEL Task Force experienced a number of successes. Between January 22, 2017, and May 19, 2018, it executed 146 search warrants, making 60 felony arrests and seizing 65 firearms in the process. Of the original 13 most violent criminals in Louisville identified in December 2016, 8 are in custody or have pending cases against them. Charges brought against these individuals included attempted murder; assault in the first, second, and third degrees; wanton endangerment in the first degree against a police officer; carrying a concealed deadly weapon; and receiving stolen property (a firearm). These efforts also resulted in 21 federal indictments, including a 40-count gun indictment, and 99 state prosecutions.



"Violent crime isn't going to take a break, and neither do we."

Major William Hibbs
LMPD 9th Mobile Commander

The LMPD attributes much of the violent crime decline in 2017 to the task force's collective efforts. For example, federal indictments have removed some of the worst criminals from Louisville, hopefully on a more permanent basis. In addition, the task force is also proactively working to ensure lesser crimes do not escalate into acts of violence.

Moving Forward

The LMINTEL Task Force will continue to be a key piece of the LMPD's violent crime reduction portfolio. Other plans for the near future include using LMPD's Real Time Crime Center for analytics and support, deploying the 9th Mobile Division to prioritize high-crime areas, and continuing to partner with the community. After over a year of operation, task force members are now a consistent presence on the streets of Louisville, resulting in a noticeable reduction in violent crime. Major Hibbs notes that the consistent effort on the streets to address the most violent crime trends is a vital part of the success of the initiative: "Violent crime isn't going to take a break, and neither do we." Task force members understand the high expectations of their work, which creates a culture of excellence within the Task Force. The task force partnerships bring federal support—and federal prosecutions—which help the task force consistently remove key violent offenders from the community. The LMPD will continue to deploy the LMINTEL Task Force as long as there are violent offenders and crimes plaguing Louisville communities.

Lessons for Other Agencies

The LMINTEL Task Force offers two key lessons for other agencies:

- **Address violent crime organically.** At a recent gathering of Safer Neighborhoods through Precisions Policing Initiative sites, the LMPD's Colonel Michael Sullivan noted that the success of the LMINTEL Task Force rests squarely on the organic nature of the initiative. The LMPD reached out to partners to address a pressing issue within the community and established itself as the lead partner on the effort. This approach provided a sustainable foundation for the task force and allowed federal and state partners to understand the context of the work faster because they were working with detectives in the community. As it has grown, the task force has demonstrated a commitment to developing meaningful and effective partnerships between actors in the law enforcement community.

As other agencies consider violent crime initiatives, they should examine ways partners can support and supplement ongoing crime reduction efforts to ensure sustainability and support, rather than developing standalone initiatives.
- **Use effective data analysis.** One of the primary reasons the LMINTEL Task Force can address violent crimes in a timely, prioritized, and measured way is that task force members continuously use historical data to identify violent offenders and crime trends, strategize responses, and deploy resources. The task force also focuses on looking ahead for potential future trends or emerging key actors using data. These strategies are vital to a proactive violence-reduction effort; agencies must ensure they have sufficient analytic capabilities to answer key questions about violent crimes multiple times a week. One way the LMPD has been able to develop this capability is by integrating an in-house tactical crime analyst from the LMPD's Real Time Crime Center into task force operations. This individual provides analytical support to task force members as events and leads develop in the field.

About CNA

CNA is a not-for-profit organization based in Arlington, Virginia. The organization pioneered the field of operations research and analysis 75 years ago and, today, applies its efforts to a broad range of national security, defense, and public interest issues, including education, homeland security, public health, and criminal justice. CNA applies a multidisciplinary, field-based approach to helping decision makers develop sound policies, make better-informed decisions, and lead more effectively.

The Louisville Metro Intelligence Task Force is a multiagency initiative to curb violent crime in Louisville, Kentucky. It uses a data-driven approach to identify and focus enforcement efforts on the most violent areas and repeat offenders in the community. This Spotlight report describes the kick-off operation and long-term plans for the task force and gives advice for other agencies considering similar programs.

This series of Spotlights highlights innovative programs implemented in progressive police agencies across the country. These reports showcase best practices in violent crime reduction; focused deterrence; approaches to gun violence; officer safety and wellness; community and public safety partnerships; and the use of technology, intelligence, and analytics to reduce violent crime.



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