

**Metropolitan Nashville  
Police Department  
Strategic Business Plan FY09**



**Results Matter**

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**Strategic Development Division**

**880-2850**



**Metropolitan Nashville Police Department  
Results Matter Strategic Business Plan  
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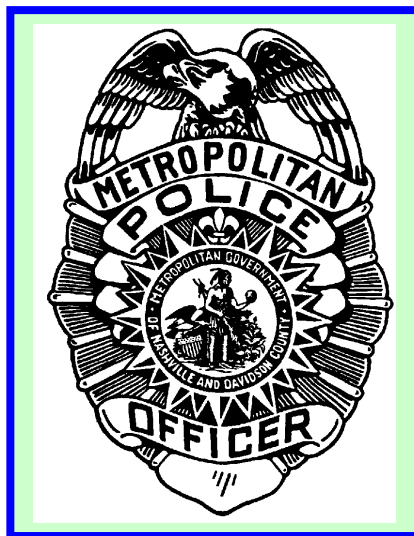


**DEPARTMENT  
NAME**

**Metropolitan Nashville Police Department**

## **DEPARTMENT MISSION STATEMENT**

**The Mission of the Metropolitan Nashville Police Department is to provide community-based police products to the public so they can experience a safe and peaceful Nashville.**



**The MNPD Strategic Business Plan is a multi-year plan (2004 –2007). The Strategic Business Plan including program measures, outputs, and efficiencies are reviewed on an annual basis prior to the ending of the fiscal year. This ensures timely review of performance measures and goals as the needs of the community change.**

**{CALEA 11.6.4.E}**

**Strategic Business Plan**

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## ISSUE STATEMENTS

### **Issue Statement One**

As the demand increases for accountability of performance by the public, government will increase its awareness of police performance and raise the level of acceptable standards for the quality of the department's service.

### **Issue Statement Two**

The changing and increasingly multi-cultural populations in Nashville will result in a demand for more specialized services, more diversified workforce and more efficient utilization of departmental resources.

### **Issue Statement Three**

The changing and increasing demands on the criminal justice, health and social services infrastructure will result in early release of criminals, lack of drug and mental health treatment, a backlog in the Courts, all of which impacts the department's ability to enforce the law and problem solve and increases the amount of time officers spend on non-law enforcement activity.

### **Issue Statement Four**

As Nashville and surrounding counties become more one (1) community, criminal mobility increases, as does the demand for law enforcement services. The MNPD must meet this demand.

### **Issue Statement Five**

With increasing participation by citizens in neighborhood groups and an expectation of partnerships with the department, a demand for resources skilled in the community policing philosophy and practices will be expected.

### **Issue Statement Six**

As the new generation of employees becomes more demanding, this will result in challenges for the department in the areas of recruitment, retention, management, training and challenging job assignments.

### **Issue Statement Seven**

Changing technologies and methodologies will enhance the ability of the law enforcement agencies to solve more crimes and to provide improved services to the community.

### **Issue Statement Eight**

An increase in the availability of real time information will allow a more timely and accurate deployment of resources, officers and communication with the public.

**Issue Statement Nine**

Continued changing crime trends in areas such as terrorism, violent crimes, drug abuse, computer crimes, and others, will challenge the department's ability to allocate human and other resources and may divert focus away from current community law enforcement efforts.



## **STRATEGIC GOALS**

- Goal One** By 2010, the crime rate , as defined as the reduction in reported incidents utilizing UCR data, will be reduced by:  
1.5% in the occurrence of violent crimes  
5% in the occurrence of property crimes  
6% in the total Part I crimes reported
- Goal Two** By 2010, community policing, defined as trust, communication, and partnerships between the Police Department and the community, will be evidenced by 85% of the community reporting they feel safe in there homes and neighborhoods.
- Goal Three** The MNPD will increase its efforts to establish trust and communication within its culturally diverse communities by building partnerships with community groups and maintaining a proactive and aggressive recruitment strategy.
- Goal Four** By 2010, the rate of cases solved (as measured by the clearance level) for targeted crimes will be as follows: Compared to 2007 figures  
7% increase for forcible rape cases  
16% increase burglary cases  
12% increase homicide cases
- Goal Five** The traffic fatality rate will be decreased 2% by 2010.
- Goal Six** The implementation of the Advanced Records Management System (ARMS) will enable the dissemination/exchange of information within the department more quickly and efficiently, enabling field based reporting and resulting in a more efficient document flow process, reduced information errors, and an increase in time officers can devote to proactive policing in our neighborhoods.

## **LINES OF BUSINESS**

### **Line of Business One – Purpose Statement**

The purpose of the Operational Support Line of Business is to provide support functions, professional and ethical accountability, training, planning, and quality assurance products to the Metropolitan Nashville Police Department operational components so they can have the resources they require to achieve their results.

### **Line of Business Two – Purpose Statement**

The purpose of the Field Operations Line of Business is to provide community oriented policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust.

### **Line of Business Three – Purpose Statement**

The Investigative Services Line of Business is to provide criminal investigative products to the Metropolitan Nashville Police Department, the community, and other agencies so the Department can solve crimes and the public can enjoy a reduced risk of becoming a victim.

### **LOB Four-Purpose Statement**

The purpose of the Administrative Line of Business is to provide administrative support services to departments so they can efficiently and effectively deliver results for customers.

## OPA PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Operational Support Line of Business is to provide support functions, professional and ethical accountability, training, and quality assurance products to the Metropolitan Nashville Police Department operational components so they can have the resources they require to achieve their results.

**Program Name**

Office of Professional Accountability

**Program Purpose Statement**

The purpose of the Office of Professional Accountability Program is to provide misconduct investigations and educational and community outreach products to the Metropolitan Nashville Police Department leadership, employees, and the public so they can have confidence in and knowledge of the investigative process, findings that are thorough, fair and timely, and the assurance of professionalism throughout the department.

**Family of Measures: Result  
Measure(s)**

\*excludes cases pending criminal litigation & cases where employee may be unavailable.

Percentage of cases completed within 45 days\*(Key)  
Percentage of recommendations accepted by the Chief of Police  
Percentage of cases resolved by settlement  
Percentage of cases that require additional investigation and/or referral back to a Patrol Station

**Family of Measures: Output  
Measure(s)**

# misconduct investigations completed  
# educational sessions completed  
# community meetings/media appearances conducted  
# polygraph examinations conducted

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

*# Of misconduct investigations completed in 45 days*

**Family of Measures: Demand  
Measure(s)**

# misconduct investigations anticipated  
# educational sessions anticipated  
# community meetings/media appearances anticipated  
# polygraph examinations anticipated

**Family of Measures: Efficiency  
Measure(s)**

\$ Per investigation

**Please list measures, if any, for this program that might be determined via a public survey.**

## **Products**

Misconduct Investigations  
Community Briefings  
Interagency Collaborations Meetings  
Court Appearances  
Policy Recommendations  
Polygraph Examinations & Reports  
Mayor's Briefings  
Statistical Reports  
Informational Brochures  
Speaking Engagements  
Investigative Reports

## BHS PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Operational Support Line of Business is to provide support functions, professional and ethical accountability, training, and evidence storage products to the Metropolitan Nashville Police Department operational components so they can have the resources they require to achieve their results.

**Program Name**

Behavioral Health Services

**Program Purpose Statement**

The purpose of the Behavioral Health Services Program is to provide counseling, consultation, and education products to public safety personnel, victims of crime, and the public so they develop better coping skills.

**Family of Measures: Result  
Measure(s)**

% of customers randomly surveyed bi-annually, who report the information and services they received were helpful. (Key)

**Family of Measures: Output  
Measure(s)**

# counseling sessions provided  
# death notifications provided

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

*# Of counseling sessions provided*

**Family of Measures: Demand  
Measure(s)**

# counseling sessions anticipated  
# death notifications anticipated  
# Training/educational hours expected

**Family of Measures:  
Efficiency Measure(s)**

\$ Per counseling session provided

**Please list measures, if any, for this program that might be determined via a public survey.**

## **Products**

Recruit Psychological Screening Reports  
Peer Support Training Classes  
H.R. Management Advisory Notices  
Customer Satisfaction Surveys  
Customer Satisfaction Survey Reports  
Counseling Sessions  
Psychological Fitness for Duty Reports  
Critical Incident Stress Debriefings  
Police Advocacy Support Services  
(PASS) Educational Newsletters  
(All Department counseling components)  
Internal Employee Consultations  
Regional Critical Incident Stress Debriefings  
Death Notifications

**SD PROGRAM**

**Line of Business Purpose Statement**

The purpose of the Operational Support Line of Business is to provide support functions, professional and ethical accountability, training, and evidence storage products to the Metropolitan Nashville Police Department operational components so they can have the resources they require to achieve their results.

**Program Name**

Strategic Development

**Program Purpose Statement**

The purpose of the Strategic Development Program is to provide police-related policy and program development, monitoring, analysis, and evaluation products to the Metropolitan Nashville Police Department management team and other personnel, community groups, the public, and other government agencies, so they can use the information and policies to make the Police Department more efficient, effective, and enhance the public’s ability to make their community safer.

**Family of Measures: Result Measure(s)**

Percentage of component commanders reporting that Strategic Development products help them 1) allocate resources, 2) deploy personnel, and 3) develop strategies.

**Family of Measures: Output Measure(s)**

# programs reviewed  
# Grants administered  
# Policy revisions completed

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

\$\_\_\_ Grant Funds administered

**Family of Measures: Demand Measure(s)**

# programs anticipated  
# Grants anticipated  
# Policy revisions anticipated

**Family of Measures: Efficiency Measure(s)**

\$ Per Grant dollar administered

Please list measures, if any, for this program that might be determined via a public survey.

## **Products**

Reports (Crime Reports, workload analysis, evaluations, surveys, policy drafts, CALEA standards)  
Interdepartmental Forms; Policy Drafts  
Program Delivery Plans  
Internal Customer Responses  
Technical Assistance Consultations  
Grant Monitoring Services  
Grant Applications;  
Grant Program Evaluations  
Grant Modification Requests  
Grant Training sessions  
Program Training sessions  
Counsel meetings  
Survey Responses

## AP PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Operational Support Line of Business is to provide support functions, professional and ethical accountability, training, and evidence storage products to the Metropolitan Nashville Police Department operational components so they can have the resources they require to achieve their results.

**Program Name**

Accreditation Program

**Program Purpose Statement**

The purpose of the Accreditation Program is to provide program and policy products to ensure the Metropolitan Nashville Police Department maintains its nationally accredited status.

**Family of Measures: Result  
Measure(s)**

Percentage of CALEA Standards successfully met (**Key**)  
Percentage of Proofs collected

**Family of Measures: Output  
Measure(s)**

# of CALEA Standards successfully met  
# of Proofs collected

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

# of CALEA Standards successfully met

**Family of Measures: Demand  
Measure(s)**

# of CALEA Standards successfully anticipated to be met  
# of Proofs anticipated to be collected

**Family of Measures: Efficiency  
Measure(s)**

\$ per accreditation standard completed

**Please list measures, if any, for this program that might be determined via a public survey.**

## **Products**

Accreditation files  
Standard Proofs  
Accreditation Reports  
On-Site Reviews  
Mock On-Site Reviews

## CP PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Operational Support Line of Business is to provide support functions, professional and ethical accountability, training, and evidence storage products to the Metropolitan Nashville Police Department operational components so they can have the resources they require to achieve their results.

**Program Name**

Case Preparation

**Program Purpose Statement**

The purpose of the Case Preparation Program is to provide timely case preparation products to the Metropolitan Nashville Police Department and the District Attorney's Office so they can know the laws of the State of Tennessee and the Metropolitan Government, and make informed decisions to pursue criminal prosecutions.

**Family of Measures: Result  
Measure(s)**

Percentage of personnel who achieve a score of 85% or better on legal training tests. (Recruits)  
Percentage of case preparation requests completed within 30 days (**Key**)

**Family of Measures: Output  
Measure(s)**

# case preparations completed  
# search warrants prepared  
# technical consultations conducted  
# training session hours

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

*# Of case preparations completed*

**Family of Measures: Demand  
Measure(s)**

# case preparations anticipated  
# search warrants anticipated  
# technical consultations anticipated  
# training session hours anticipated

**Family of Measures: Efficiency  
Measure(s)**

\$ Per case preparation completed

**Please list measures, if any, for this program that might be determined via a public survey.**

## **Products**

Legal Opinions  
Case File Preparations  
Technical Consultations  
Search Warrants  
Grand Jury Case Files  
Legal Training Sessions

## I PROGRAM

**Line of Business Purpose Statement**

The purpose of the Operational Support Line of Business is to provide support functions, professional and ethical accountability, training, and evidence storage products to the Metropolitan Nashville Police Department operational components so they can have the resources they require to achieve their results.

**Program Name**

Inspections

**Program Purpose Statement**

The purpose of the Safety/Inspections Program is to provide quality assurance products to the Metropolitan Nashville Police Department to insure the resources of the department are at all times compliant with safety policies and are ready for deployment.

**Family of Measures: Result Measure(s)**

% Change in the number of subpoenas issued to MNPD personnel processed vs. same reporting period last year.

**Family of Measures: Output Measure(s)**

# Petty Cash Audits Completed  
# Subpoenas Processed  
# Facility Incident Reports Completed  
# Personnel Inspections Completed

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

*# Of personnel compliance inspections completed*

**Family of Measures: Demand Measure(s)**

# Petty Cash Audits anticipated  
# Subpoenas anticipated  
# of Facility Incident Reports Completed  
#Personnel Inspections Completed

**Family of Measures: Efficiency Measure(s)**

\$ Per compliance inspection completed

**Please list measures, if any, for this program that might be determined via a public survey.**

**Products**

Security Checks  
Safety/Compliance Inspections  
Subpoenas processed

**TR PROGRAM**

**Line of Business  
Purpose Statement**

**The purpose of the Operational Support Line of Business is to provide support functions, professional and ethical accountability, training, and evidence storage products to the Metropolitan Nashville Police Department operational components so they can have the resources they require to achieve their results.**

**Program Name**

**Training**

**Program Purpose Statement**

**The purpose of the Training Program is to provide recruiting, educational, and developmental products to Metropolitan Nashville Police Department personnel and other law enforcement agencies so they can perform their duties safely, professionally, effectively, and lawfully.**

**Family of Measures: Result Measure(s)**

Percentage of Officers achieving 75% or higher on departmentally required examinations and/or practical performance tests

**Family of Measures: Output Measure(s)**

# persons trained  
# recruit training sessions conducted  
# In-Service Classes conducted

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

*# Of persons trained*

**Family of Measures: Demand Measure(s)**

# persons expected to be trained  
# recruit training sessions anticipated  
# In-Service Classes anticipated

**Family of Measures: Efficiency Measure(s)**

\$ Per training session

**Please list measures, if any, for this program that might be determined via a public survey.**

**Products**

Annual Training Sessions  
Training Resource Analysis Reports  
In-Service Sessions  
Recruit Training Sessions  
Other Law Enforcement Training Sessions  
Remedial Training Sessions  
Weapons Repair and Maintenance Services  
Special Police Commission Packages  
Trainee Operations  
NCIC Training Sessions

## CA PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Operational Support Line of Business is to provide support functions, professional and ethical accountability, training, and evidence storage products to the Metropolitan Nashville Police Department operational components so they can have the resources they require to achieve their results.

**Program Name**

Crime Analysis

**Program Purpose Statement**

The purpose of the Crime Analysis program is to provide tactical, administrative, and strategic level crime analysis products to the executive leadership, management teams, and operational sections of the Metropolitan Nashville Police Department, so they can make decisions, allocate resources, in support of crime reduction initiatives.

**Family of Measures: Result  
Measure(s)**

Percentage of component commanders reporting that **Crime Analysis** products help them 1) allocate resources, 2) deploy personnel, and 3) develop strategies.

**Family of Measures: Output  
Measure(s)**

# of **COMPSTAT** Reports Delivered  
# of Manpower allocation reports for Patrol

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

*# of reports delivered*

**Family of Measures: Demand  
Measure(s)**

# of **COMPSTAT** Reports anticipated  
# of Manpower allocation reports for Patrol

**Family of Measures: Efficiency  
Measure(s)**

\$ Per **COMPSTAT** Report delivered

**Please list measures, if any, for this program that might be determined via a public survey.**

## **Products**

Reports (Daily Crime Incident Reports, Be on the Lookout (BOLO) Reports, Weekly Crime Synopsis Reports, Weekly Sector Reports, Weekly Crime Analysis Reports, Monthly Statistical Report, Special Crime Analysis Reports)

## P&E PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Operational Support Line of Business is to provide support functions, professional and ethical accountability, training, and evidence storage products to the Metropolitan Nashville Police Department operational components so they can have the resources they require to achieve their results.

**Program Name**

Property & Evidence

**Program Purpose Statement**

The purpose of the Property and Evidence Program is to provide secured storage and evidence disposal products to law enforcement so they can maintain the integrity of evidence, have contraband destroyed, and return property to the rightful owners.

**Family of Measures: Result  
Measure(s)**

% of property items permanently disposed of (Disposition includes all dispositions that remove the property permanently from P&E inventory for the reporting period including, but not limited to: returns to owner, destruction, auction, and deposits.)

**Family of Measures: Output  
Measure(s)**

# of new items received  
# of items disposed

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

Property cases handled

**Family of Measures: Demand  
Measure(s)**

# of new items anticipated  
# of items anticipated to be disposed

**Family of Measures: Efficiency  
Measure(s)**

\$ Per cases handled

Please list measures, if any, for this program that might be determined via a public survey.

**Products**

Cases Handled  
Auctions  
Chain-of-Evidence Documentations  
Evidence Disposals

## VS PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Operational Support Line of Business is to provide support functions, professional and ethical accountability, training, and evidence storage products to the Metropolitan Nashville Police Department operational components so they can have the resources they require to achieve their results.

**Program Name**

Vehicle Storage Program

**Program Purpose Statement**

The purpose of the Vehicle Storage Program is to provide secured storage of vehicles and vehicle disposal products to law enforcement so they can maintain the integrity of evidence, have proper disposal procedures, and return property to the rightful owners.

**Family of Measures: Result  
Measure(s)**

Percentage of vehicles returned to their rightful owner within 30 days of case resolution.

**Family of Measures: Output  
Measure(s)**

# of vehicles handled

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

*Number of vehicles handled*

**Family of Measures: Demand  
Measure(s)**

# of vehicles anticipated to be handled

**Family of Measures: Efficiency  
Measure(s)**

\$ Per vehicle handled

**Please list measures, if any, for this program that might be determined via a public survey.**

**Products**

Vehicles Handled  
Secured Storage Spaces  
Auctions  
Chain-of-Evidence Documentations  
Evidence Disposals

## FTO PROGRAM

**Line of Business Purpose Statement**

The purpose of the Field Operations Line of Business is to provide community-policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust.

**Program Name**

Field Training Officer

**Program Purpose Statement**

The purpose of the Field Training Officer Program is to provide training products to the Metropolitan Nashville Police Department so they can receive well-trained, professional, community oriented police officers.

**Family of Measures: Result Measure(s)**

Percentage of Officers in training that receive a score of **80%** or higher on their OIT (Officer in Training) Assessment test. **(Key)**  
Percentage of positive monthly Field Training Officer (FTO) or supervisory evaluations of officers in training with evaluations that increase incrementally

**Family of Measures: Output Measure(s)**

# of officers in training being provided with FTO products

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

# of FTOs Provided

**Family of Measures: Demand Measure(s)**

# of Field Training required for Officers in Training per year

**Family of Measures: Efficiency Measure(s)**

\$ Per Field Training Officer

**Please list measures, if any, for this program that might be determined via a public survey.**

## **Products**

(FTO) Programs  
Officer In Training (OIT) Evaluations  
FTO Training Sessions  
OIT Remedial Training Sessions  
OIT Training Services  
Evaluation Databases  
Technical Consultations

## SE PROGRAM

**Line of Business Purpose Statement**

The purpose of the Field Operations Line of Business is to provide community-policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust.

**Program Name**

Special Events Program

**Program Purpose Statement**

The purpose of the Special Events Program is to provide public safety products to the citizens of Nashville and Davidson County, the business community, and the various private, commercial, and other entertainment venues to reduce the usage of on duty police personnel.

**Family of Measures: Result Measure(s)**

Percentage of special events that do not require the utilization of on-duty personnel. **(Key)**

Percentage of special events that do not involve serious crimes, traffic accidents or significant disruption of services.

**Family of Measures: Output Measure(s)**

# of special events conducted  
# of man hours utilized for special events

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

# of special events conducted

**Family of Measures: Demand Measure(s)**

# of Special Events anticipated  
# of man hours utilized for special events

**Family of Measures: Efficiency Measure(s)**

\$ per man hour utilized for special events

**Please list measures, if any, for this program that might be determined via a public survey.**

**Products**

Special Event Officers  
Traffic enforcement and direction  
Event Security  
Dignitary protection  
Extra Duty Personnel

## CP PROGRAM

**Line of Business Purpose Statement**

The purpose of the Field Operations Line of Business is to provide community-policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust.

**Program Name**

Central Precinct Program

**Program Purpose Statement**

The purpose of the Central Precinct Program is to provide continuous patrol, investigative, first response, enforcement, and community policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust within the Central Precinct.

**Family of Measures: Result Measure(s)**

Percentage change in the occurrence of violent crimes  
Percentage change in the occurrence of property crimes  
Percentage change in the total Part I crimes reported (**Key**)

**Family of Measures: Output Measure(s)**

# Community policing contacts and meetings made  
# Calls for service received  
# Personal Crime cases received  
# Property Crime cases received

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

*calls for service received*

**Family of Measures: Demand Measure(s)**

# Community policing contacts and meetings anticipated  
# Calls for service anticipated  
# Personal Crime cases anticipated  
# Property Crime cases anticipated

**Family of Measures: Efficiency Measure(s)**

\$ Per call for service response provided

**Please list measures, if any, for this program that might be determined via a public survey.**

## Products

Routine Patrols; Fleet Inventories  
Vehicle Inspections; Contingency Plans  
Transports; Medical Screenings  
Intersection Controls; Personnel Inspections  
Hit & Run Crash Investigations  
Home Safety Inspections; Traffic Controls  
Facility Inspections; Speeches  
Community Surveys; Lesson Plans  
Arrests  
Manuals; Alarm Responses  
Bike Patrols, Horse Mounted Patrols  
Budget Preparations  
Log Book of Subpoenas  
Log Book of Directives  
Arrest Citations; V.I.P. Escorts  
Traffic Citations  
Community Meetings; Roll Call Trainings  
Community Coordinators; Open Houses  
Crime Prevention Presentations  
Referrals  
Cops & Readers Programs  
Static Displays; Police Reports  
Special Operations & Stings  
Safety Roadblocks  
Media Interviews; Returned Properties  
Radar Certifications  
Monthly Reports;  
Traffic Crash Reports  
Counseling Sessions; Award Nominations  
Emergency Drills (Incident Command System)  
Intelligence Sharing Meetings; Evaluations  
Daily Activity Reports; Extra Patrol Logs  
Hospital Security Assignments; Searches  
Goals & Objectives Reports; Inspections  
Disciplinary Actions;  
Driving Under the Influence (DUI)  
Roadblocks  
Business Surveys; Citizen Complaint  
Documentations  
Accreditation Files

## EP PROGRAM

**Line of Business Purpose Statement**

The purpose of the Field Operations Line of Business is to provide community-policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust.

**Program Name**

**East Precinct Program**

**Program Purpose Statement**

The purpose of the East Precinct Program is to provide continuous patrol, investigative, first response, enforcement, and community policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust within the East Precinct.

**Family of Measures: Result Measure(s)**

Percentage change in the occurrence of violent crimes  
Percentage change in the occurrence of property crimes  
Percentage change in the total Part I crimes reported (**Key**)

**Family of Measures: Output Measure(s)**

# Community policing contacts and meetings made  
# Calls for service received  
# Personal Crime cases received  
# Property Crime cases received

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

*calls for service received*

**Family of Measures: Demand Measure(s)**

# Community policing contacts and meetings anticipated  
# Calls for service anticipated  
# Personal Crime cases anticipated  
# Property Crime cases anticipated

**Family of Measures: Efficiency Measure(s)**

\$ Per call for service response provided

**Please list measures, if any, for this program that might be determined via a public survey.**

## Products

Routine Patrols; Fleet Inventories  
Vehicle Inspections; Contingency Plans  
Transports; Medical Screenings  
Intersection Controls; Personnel Inspections  
Hit & Run Crash Investigations  
Home Safety Inspections; Traffic Controls  
Facility Inspections; Speeches  
Community Surveys; Lesson Plans  
Arrests  
Manuals; Alarm Responses  
Bike Patrols, Horse Mounted Patrols  
Budget Preparations  
Log Book of Subpoenas  
Log Book of Directives  
Arrest Citations; V.I.P. Escorts  
Traffic Citations  
Community Meetings; Roll Call Trainings  
Community Coordinators; Open Houses  
Crime Prevention Presentations  
Referrals  
Cops & Readers Programs  
Static Displays; Police Reports  
Special Operations & Stings  
Safety Roadblocks  
Media Interviews; Returned Properties  
Radar Certifications  
Monthly Reports;  
Traffic Crash Reports  
Counseling Sessions; Award Nominations  
Emergency Drills (Incident Command System)  
Intelligence Sharing Meetings; Evaluations  
Daily Activity Reports; Extra Patrol Logs  
Hospital Security Assignments; Searches  
Goals & Objectives Reports; Inspections  
Disciplinary Actions;  
Driving Under the Influence (DUI)  
Roadblocks  
Business Surveys; Citizen Complaint  
Documentations  
Accreditation Files

## SP PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Field Operations Line of Business is to provide community-policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust.

**Program Name**

**South Precinct Program**

**Program Purpose Statement**

The purpose of the South Precinct Program is to provide continuous patrol, investigative, first response, enforcement, and community policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust within the South Precinct.

**Family of Measures: Result  
Measure(s)**

Percentage change in the occurrence of violent crimes  
Percentage change in the occurrence of property crimes  
Percentage change in the total Part I crimes reported (**Key**)

**Family of Measures: Output  
Measure(s)**

# Community policing contacts and meetings made  
# Calls for service received  
# Personal Crime cases received  
# Property Crime cases received

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

*calls for service received*

**Family of Measures: Demand  
Measure(s)**

# Community policing contacts and meetings anticipated  
# Calls for service anticipated  
# Personal Crime cases anticipated  
# Property Crime cases anticipated

**Family of Measures: Efficiency  
Measure(s)**

\$ Per call for service response provided

**Please list measures, if any, for this program that might be determined via a public survey.**

## Products

Routine Patrols; Fleet Inventories  
Vehicle Inspections; Contingency Plans  
Transports; Medical Screenings  
Intersection Controls; Personnel Inspections  
Hit & Run Crash Investigations  
Home Safety Inspections; Traffic Controls  
Facility Inspections; Speeches  
Community Surveys; Lesson Plans  
Arrests  
Manuals; Alarm Responses  
Bike Patrols, Horse Mounted Patrols  
Budget Preparations  
Log Book of Subpoenas  
Log Book of Directives  
Arrest Citations; V.I.P. Escorts  
Traffic Citations  
Community Meetings; Roll Call Trainings  
Community Coordinators; Open Houses  
Crime Prevention Presentations  
Referrals  
Cops & Readers Programs  
Static Displays; Police Reports  
Special Operations & Stings  
Safety Roadblocks  
Media Interviews; Returned Properties  
Radar Certifications  
Monthly Reports;  
Traffic Crash Reports  
Counseling Sessions; Award Nominations  
Emergency Drills (Incident Command System)  
Intelligence Sharing Meetings; Evaluations  
Daily Activity Reports; Extra Patrol Logs  
Hospital Security Assignments; Searches  
Goals & Objectives Reports; Inspections  
Disciplinary Actions;  
Driving Under the Influence (DUI)  
Roadblocks  
Business Surveys; Citizen Complaint  
Documentations  
Accreditation Files

## HP PROGRAM

**Line of Business Purpose Statement**

The purpose of the Field Operations Line of Business is to provide community-policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust.

**Program Name**

Hermitage Precinct Program

**Program Purpose Statement**

The purpose of the Hermitage Precinct Program is to provide continuous patrol, investigative, first response, enforcement, and community policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust within the Hermitage Precinct.

**Family of Measures: Result Measure(s)**

Percentage change in the occurrence of violent crimes  
Percentage change in the occurrence of property crimes  
Percentage change in the total Part I crimes reported (**Key**)

**Family of Measures: Output Measure(s)**

# Community policing contacts and meetings made  
# Calls for service received  
# Personal Crime cases received  
# Property Crime cases received

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

*calls for service received*

**Family of Measures: Demand Measure(s)**

# Community policing contacts and meetings anticipated  
# Calls for service anticipated  
# Personal Crime cases anticipated  
# Property Crime cases anticipated

**Family of Measures: Efficiency Measure(s)**

\$ Per call for service response provided

**Please list measures, if any, for this program that might be determined via a public survey.**

## Products

Routine Patrols; Fleet Inventories  
Vehicle Inspections; Contingency Plans  
Transports; Medical Screenings  
Intersection Controls; Personnel Inspections  
Hit & Run Crash Investigations  
Home Safety Inspections; Traffic Controls  
Facility Inspections; Speeches  
Community Surveys; Lesson Plans  
Arrests  
Manuals; Alarm Responses  
Bike Patrols, Horse Mounted Patrols  
Budget Preparations  
Log Book of Subpoenas  
Log Book of Directives  
Arrest Citations; V.I.P. Escorts  
Traffic Citations  
Community Meetings; Roll Call Trainings  
Community Coordinators; Open Houses  
Crime Prevention Presentations  
Referrals  
Cops & Readers Programs  
Static Displays; Police Reports  
Special Operations & Stings  
Safety Roadblocks  
Media Interviews; Returned Properties  
Radar Certifications  
Monthly Reports;  
Traffic Crash Reports  
Counseling Sessions; Award Nominations  
Emergency Drills (Incident Command System)  
Intelligence Sharing Meetings; Evaluations  
Daily Activity Reports; Extra Patrol Logs  
Hospital Security Assignments; Searches  
Goals & Objectives Reports; Inspections  
Disciplinary Actions;  
Driving Under the Influence (DUI)  
Roadblocks  
Business Surveys; Citizen Complaint  
Documentations  
Accreditation Files

## WP PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Field Operations Line of Business is to provide community-policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust.

**Program Name**

West Precinct Program

**Program Purpose Statement**

The purpose of the West Precinct Program is to provide continuous patrol, investigative, first response, enforcement, and community policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust within the West Precinct.

**Family of Measures: Result  
Measure(s)**

Percentage change in the occurrence of violent crimes  
Percentage change in the occurrence of property crimes  
Percentage change in the total Part I crimes reported (**Key**)

**Family of Measures: Output  
Measure(s)**

# Community policing contacts and meetings made  
# Calls for service received  
# Personal Crime cases received  
# Property Crime cases received

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

*calls for service received*

**Family of Measures: Demand  
Measure(s)**

# Community policing contacts and meetings anticipated  
# Calls for service anticipated  
# Personal Crime cases anticipated  
# Property Crime cases anticipated

**Family of Measures: Efficiency  
Measure(s)**

\$ Per call for service response provided

**Please list measures, if any, for this program that might be determined via a public survey.**

## Products

Routine Patrols; Fleet Inventories  
Vehicle Inspections; Contingency Plans  
Transports; Medical Screenings  
Intersection Controls; Personnel Inspections  
Hit & Run Crash Investigations  
Home Safety Inspections; Traffic Controls  
Facility Inspections; Speeches  
Community Surveys; Lesson Plans  
Arrests  
Manuals; Alarm Responses  
Bike Patrols, Horse Mounted Patrols  
Budget Preparations  
Log Book of Subpoenas  
Log Book of Directives  
Arrest Citations; V.I.P. Escorts  
Traffic Citations  
Community Meetings; Roll Call Trainings  
Community Coordinators; Open Houses  
Crime Prevention Presentations  
Referrals  
Cops & Readers Programs  
Static Displays; Police Reports  
Special Operations & Stings  
Safety Roadblocks  
Media Interviews; Returned Properties  
Radar Certifications  
Monthly Reports;  
Traffic Crash Reports  
Counseling Sessions; Award Nominations  
Emergency Drills (Incident Command System)  
Intelligence Sharing Meetings; Evaluations  
Daily Activity Reports; Extra Patrol Logs  
Hospital Security Assignments; Searches  
Goals & Objectives Reports; Inspections  
Disciplinary Actions;  
Driving Under the Influence (DUI)  
Roadblocks  
Business Surveys; Citizen Complaint  
Documentations  
Accreditation Files

## NP PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Field Operations Line of Business is to provide community-policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust.

**Program Name**

North Precinct Program

**Program Purpose Statement**

The purpose of the North Precinct Program is to provide continuous patrol, investigative, first response, enforcement, and community policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust within the North Precinct.

**Family of Measures: Result  
Measure(s)**

Percentage change in the occurrence of violent crimes  
Percentage change in the occurrence of property crimes  
Percentage change in the total Part I crimes reported (**Key**)

**Family of Measures: Output  
Measure(s)**

# Community policing contacts and meetings made  
# Calls for service received  
# Personal Crime cases received  
# Property Crime cases received

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

*calls for service received*

**Family of Measures: Demand  
Measure(s)**

# Community policing contacts and meetings anticipated  
# Calls for service anticipated  
# Personal Crime cases anticipated  
# Property Crime cases anticipated

**Family of Measures: Efficiency  
Measure(s)**

\$ Per call for service response provided

**Please list measures, if any, for this program that might be determined via a public survey.**

## Products

Routine Patrols; Fleet Inventories  
Vehicle Inspections; Contingency Plans  
Transports; Medical Screenings  
Intersection Controls; Personnel Inspections  
Hit & Run Crash Investigations  
Home Safety Inspections; Traffic Controls  
Facility Inspections; Speeches  
Community Surveys; Lesson Plans  
Arrests  
Manuals; Alarm Responses  
Bike Patrols, Horse Mounted Patrols  
Budget Preparations  
Log Book of Subpoenas  
Log Book of Directives  
Arrest Citations; V.I.P. Escorts  
Traffic Citations  
Community Meetings; Roll Call Trainings  
Community Coordinators; Open Houses  
Crime Prevention Presentations  
Referrals  
Cops & Readers Programs  
Static Displays; Police Reports  
Special Operations & Stings  
Safety Roadblocks  
Media Interviews; Returned Properties  
Radar Certifications  
Monthly Reports;  
Traffic Crash Reports  
Counseling Sessions; Award Nominations  
Emergency Drills (Incident Command System)  
Intelligence Sharing Meetings; Evaluations  
Daily Activity Reports; Extra Patrol Logs  
Hospital Security Assignments; Searches  
Goals & Objectives Reports; Inspections  
Disciplinary Actions;  
Driving Under the Influence (DUI)  
Roadblocks  
Business Surveys; Citizen Complaint  
Documentations  
Accreditation Files

## SRO PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Field Operations Line of Business is to provide community-policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust.

**Program Name**

School Resources Program

**Program Purpose Statement**

The purpose of the School Resources Program is to provide personnel and training products to Metropolitan Middle and High Schools so that students can enjoy a safe environment for education.

**Family of Measures: Result  
Measure(s)**

Percentage of middle and high school students involved in violent or drug related incidents **as measured by MPD offense reports.**

**Family of Measures: Output  
Measure(s)**

# of School Resource Officer hours delivered  
# of GREAT and DARE training hours delivered  
# of children participating in GREAT and DARE programs

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

*# of School Resource Officer hours delivered*

**Family of Measures: Demand  
Measure(s)**

# of School Resource Officer hours expected  
# of GREAT and DARE training hours expected  
# of children anticipated to participated in GREAT and DARE programs

**Family of Measures: Efficiency  
Measure(s)**

\$ Per SRO service hour delivered

**Please list measures, if any, for this program that might be determined via a public survey.**

## **Products**

GREAT / DARE Training  
Mentoring  
School Security, Arrest Reports, Incident Reports  
SRO Training Sessions  
Youth Educational Programs  
On -Site Contingency Planning  
On-Site Community Access

## PTF PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Field Operations Line of Business is to provide community-policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust.

**Program Name**

Patrol Task Force Program

**Program Purpose Statement**

The purpose of the Patrol Task Force Program is to provide selective enforcement products to citizens residing in Metropolitan Department of Housing Authority properties to enhance the quality of life in those areas.

**Family of Measures: Result  
Measure(s)**

Percentage change in the number complaints received  
**(Key)**  
Percentage change in special enforcement operations completed

**Family of Measures: Output  
Measure(s)**

# of complaints investigated  
# of arrests in target areas  
# of special enforcement operations completed

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

# of complaints investigated

**Family of Measures: Demand  
Measure(s)**

# of complaints anticipated  
# of arrests anticipated in targeted areas  
# of special enforcement operations anticipated

**Family of Measures: Efficiency  
Measure(s)**

\$ Per arrest completed

**Please list measures, if any, for this program that might be determined via a public survey.**

## **Products**

Arrests  
Offense. Arrest, Supplement, reports  
Monthly Reports  
Selective Patrols  
Enhanced Enforcement Operations  
Problem Solving Strategies

## TRAFFIC PROGRAM

**Line of Business Purpose Statement**

The purpose of the Field Operations Line of Business is to provide community-policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust.

**Program Name**

Traffic

**Program Purpose Statement**

The purpose of the Traffic Program is to provide investigative and enforcement products to the public so they can experience safe and timely travel.

**Family of Measures: Result Measure(s)**

% change in fatal crashes which, at the conclusion of the investigation, are attributed to the at-fault, impaired driver

**Family of Measures: Output Measure(s)**

The number of DUI arrests made.

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

# of crash investigations

**Family of Measures: Demand Measure(s)**

The number of DUI arrests anticipated.

**Family of Measures: Efficiency Measure(s)**

\$ Per crash investigations completed

**Please list measures, if any, for this program that might be determined via a public survey.**

## **Products**

Crash Investigations  
Hit & Run Investigations; DUI Tests  
Laser Certifications; M.A.D.D. Meeting  
Motorcycle Safety Courses; V.I.P. Escorts  
Antique Car Checks; Vehicle Releases  
Safety Roadblocks  
Prisoner Transports  
Traffic Analysis Reports  
Budget Presentations; Accident Reports  
Speed Timing Devices; Traffic Citations  
Traffic Statistics Reports  
DUI Roadblocks; Radar Certifications  
Fatality Investigations; Medical Screenings  
Highway Safety Grants; Vehicle Inspections

## EC PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Field Operations Line of Business is to provide community-policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust.

**Program Name**

Emergency Contingency

**Program Purpose Statement**

The Emergency Contingency Program provides equipment management, training and response to critical incidents for the Metropolitan Nashville Police Department to ensure the safety of MNPD personnel and the public during response to critical incidents that may involve Chemical, Biological, Radiological, Nuclear or Explosive (CBRNE) elements.

**Family of Measures: Result  
Measure(s)**

Percentage of equipment that meets OSHA standards when inspected (any equipment that fails inspection is removed or replaced immediately.) **(Key)**

**Family of Measures: Output  
Measure(s)**

1. # pieces of equipment inspected in accordance with OSHA regulation
2. # of threat and vulnerability assessments and contingency plans prepared and implemented for facility of interest and / or special events or assignments
3. # of annual training sessions related to terrorism awareness, responder operations and incident command.

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

# Of examinations

**Family of Measures: Demand Measure(s)**

1. # pieces of equipment inspected in accordance with OSHA regulation anticipated.
2. # of threat and vulnerability assessments and contingency plans prepared and implemented for facility of interest and / or special events or assignments anticipated.
3. # of annual training sessions related to terrorism awareness, responder operations and incident command. anticipated.

**Family of Measures: Efficiency Measure(s)**

- \$ For equipment inspection and repair
- \$ For examination and updates of facilities of interest
- \$ Per training session

**Please list measures, if any, for this program that might be determined via a public survey.**

[Redacted area]

**Products**

- Training Sessions
- Equipment Inspections
- Facility Inspections
- Emergency Responses
- Contingency Plans
- Training Updates
- First Responder Bulletins
- Grant Reports
- Equipment Inventories
- Lesson Plans
- Monthly and Annual Reports
- Accreditation Files
- Water Operations
- Hazardous device mitigation operations

## SCG PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Field Operations Line of Business is to provide community-policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust.

**Program Name**

School Crossing Guard

**Program Purpose Statement**

The purpose of the School Crossing Guard Program is to provide pedestrian and car traffic control products to school children, other pedestrians and motorists so they can safely commute to and from school.

**Family of Measures: Result  
Measure(s)**

Percentage of students who commute to and from school daily without injury or incident in areas monitored by School Crossing Guards.

**Family of Measures: Output  
Measure(s)**

# of School Crossing Guards provided  
# of protected school crossings

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

*# of Protected School Crossings*

**Family of Measures: Demand  
Measure(s)**

# of students enrolled in the Davidson County school system that requires A School Crossing Guard  
# of locations requiring a School Crossing Guard

**Family of Measures: Efficiency  
Measure(s)**

\$ Per School Protected

**Please list measures, if any, for this program that might be determined via a public survey.**

**Products**

Protected School Crossings  
School Crossing Patrols  
Intersection Controls  
Pedestrian Traffic Controls

## TI PROGRAM

**Line of Business Purpose Statement**

The purpose of the Field Operations Line of Business is to provide community-policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust.

**Program Name**

Tactical Investigations

**Program Purpose Statement**

The purpose of the Tactical Investigations Program is to provide specialized technical assistance products to law enforcement agencies, fire agencies, and the public so they can quickly, safely, and effectively conduct searches.

**Family of Measures: Result Measure(s)**

Percentage change in the utilization of tactical units by patrol

**Family of Measures: Output Measure(s)**

# of searches completed

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

*# of searches completed*

**Family of Measures: Demand Measure(s)**

# of calls for searches expected

**Family of Measures: Efficiency Measure(s)**

\$ Per Search

**Please list measures, if any, for this program that might be determined via a public survey.**

**Products**

Searches

- Canine Searches
- Aviation Searches
- Hazardous Devices Disposal Searches

## SWAT PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Field Operations Line of Business is to provide community-policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust.

**Program Name**

S.W.A.T.

**Program Purpose Statement**

The purpose of the S.W.A.T. Program is to provide S.W.A.T. and Crisis Negotiation Response products to all divisions of the Metropolitan Nashville Police Department and the public so they can resolve high-risk and other special tactical situations with reduced risk of disabling injury or death.

**Family of Measures: Result  
Measure(s)**

Percentage change in the number of times SWAT team is utilized by field/investigative units for high profile warrant service.

**Family of Measures: Output  
Measure(s)**

# of S.W.A.T. and Crisis Negotiation responses provided  
# of warrants executed

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

# of warrants executed

**Family of Measures: Demand  
Measure(s)**

# of S.W.A.T. and Crisis Negotiation response requests anticipated.  
# of warrants expected to be executed

**Family of Measures: Efficiency  
Measure(s)**

\$ Per response provided

**Please list measures, if any, for this program that might be determined via a public survey.**

**Products**

Crisis Responses  
Negotiations  
Reserves

## SI PROGRAM

**Line of Business  
Purpose Statement**

The Investigative Services Line of Business is to provide criminal investigative products to the Metropolitan Nashville Police Department, the community, and other agencies so the Department can solve crimes and the public can enjoy a reduced risk of becoming a victim.

**Program Name**

Special Investigations

**Program Purpose Statement**

The purpose of the Special Investigations Program is to provide information, analysis, security, special investigations, and surveillance to members of the Metropolitan Nashville Police Department, other law enforcement agencies, and the community, so they can reduce and prosecute crime.

**Family of Measures: Result  
Measure(s)**

Percentage of investigations leading to enhanced prosecutions of criminals carrying illegal firearms (**Key**)

**Family of Measures: Output  
Measure(s)**

# of enhanced illegal gun cases prosecuted

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

investigations conducted

**Family of Measures: Demand  
Measure(s)**

# of enhanced illegal gun cases anticipated

**Family of Measures: Efficiency  
Measure(s)**

\$ Per investigation

**Please list measures, if any, for this program that might be determined via a public survey.**

## **Products**

Gang Investigations  
Terrorism Investigations  
Organized Crime Investigations  
Persistent Offender Investigations  
Dignitary Protection Details  
Protection Assignments  
Enhanced Firearms Prosecutions (Project Safe  
Neighborhoods)  
Hate Crimes/Subversive Activity Investigations  
Computer Forensic Investigations

**YS PROGRAM**

**Line of Business Purpose Statement**

**The Investigative Services Line of Business is to provide criminal investigative products to the Metropolitan Nashville Police Department, the community, and other agencies so the Department can solve crimes and the public can enjoy a reduced risk of becoming a victim.**

**Program Name**

**Youth Services**

**Program Purpose Statement**

**The purpose of the Youth Services Program is to provide investigations and counseling products to child victims, families, schools, and youth offenders, so they can experience a resolution of their case and youth offenders do not commit additional crimes in the community.**

**Family of Measures: Result Measure(s)**

Percentage of runaways returned home  
Percentage of assigned cases cleared (**Key**)

**Family of Measures: Output Measure(s)**

# assigned cases managed  
# cases & calls for service processed  
# runaway cases managed

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

cases managed

**Family of Measures: Demand Measure(s)**

# assigned cases anticipated  
# cases & calls for service anticipated  
# runaway cases anticipated

**Family of Measures: Efficiency Measure(s)**

\$ Per case managed

**Please list measures, if any, for this program that might be determined via a public survey.**

## Products

Cases Managed  
Case Files (Investigative Reports, Warrants Preparation, Case Summaries, Evidence tracking, Statements, Search Warrants)  
Arrests (Serving Warrants)  
Notifications (District Attorney, Medical Examiner, Department of Children Services, Police Chaplain, Police Counseling Services)  
Monthly On-call Lists  
Training Sessions (Police Academy, Public, Other Agencies)  
Division Statistical Reports  
Press Releases  
Accreditation Files  
Speaking Engagements (Media, Public Forums, etc)  
Program Evaluations  
Juvenile Arrest Data Modifications  
Criminal Investigations and Juvenile Status Offenses  
Juvenile Arrest Files  
Missing/Runaway Child Lists  
Child Alert Releases  
Brochures/Hand-outs  
Confidential Juvenile Data Release Authorizations  
National Center for Missing and Exploited Children Reports  
Counseling Sessions  
National Crime Reports (NCIC)

## DV PROGRAM

**Line of Business  
Purpose Statement**

**The Investigative Services Line of Business is to provide criminal investigative products to the Metropolitan Nashville Police Department, the community, and other agencies so the Department can solve crimes and the public can enjoy a reduced risk of becoming a victim.**

**Program Name**

**Domestic Violence**

**Program Purpose Statement**

**The purpose of the Domestic Violence Program is to provide domestic violence reduction and awareness products to all persons affected by domestic violence so they can lessen the risk of becoming a victim of future domestic violence.**

**Family of Measures: Result  
Measure(s)**

**Percentage change in the occurrence of domestic assault  
(Key)**

**Family of Measures: Output  
Measure(s)**

**# investigative reports completed**

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

*Investigations conducted*

**Family of Measures: Demand  
Measure(s)**

**# investigative reports anticipated**

**Family of Measures: Efficiency  
Measure(s)**

**\$ Per investigation completed**

**Please list measures, if any, for this program that might be determined via a public survey.**

## Products

Investigative Reports  
Warrants Preparation  
Arrests  
Warrant Transports  
Case Summaries  
Notifications  
DA, Medical Examiner, DCS, Chaplain, Counseling  
Services  
Files  
Case Files, Accreditation Files, Personnel Files  
Internal Reports  
Monthly On-call Lists  
Intelligence Reports  
Monthly, Quarterly, Annual Reports  
Disciplinary Reports  
Homicide Summary Reports  
Personnel Involved Domestic Violence  
Reports  
Financial Reports  
Warrant and Sweep Reports  
Domestic Violence Homicide Lists  
Search Warrants  
Evidence Deliveries  
Suspect, Witness, and Victim Statements  
Citizen Complaint Data Entries  
Training Sessions  
Police Academy, Public, Other Agencies  
Lesson Plans  
Press Releases  
Manuals  
Speaking Engagements  
Media, Public Forums  
Brochures  
Crisis Domestic Violence Counseling  
Sessions  
Orders of Protection Documents  
Grant Endorsement Letters  
Victim Contacts

**W PROGRAM**

**Line of Business Purpose Statement**

**The Investigative Services Line of Business is to provide criminal investigative products to the Metropolitan Nashville Police Department, the community, and other agencies so the Department can solve crimes and the public can enjoy a reduced risk of becoming a victim.**

**Program Name**

**Warrants**

**Program Purpose Statement**

**The purpose of the Warrants Program is to provide housing, modification and warrant service products to the MNPd, citizens and other law enforcement agencies both within and outside of Davidson County.**

**Family of Measures: Result Measure(s)**

**% Change in the number of warrants served by the Warrant Section.**

**Family of Measures: Output Measure(s)**

**Total umber of warrants served**

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**# of Warrants served**

**Family of Measures: Demand Measure(s)**

**Total umber of warrants anticipated**

**Family of Measures: Efficiency Measure(s)**

**\$ per Warrant Served  
\$ per Mental Transport**

**Please list measures, if any, for this program that might be determined via a public survey.**

## **Products**

Investigative Reports, Warrant Preparations  
Arrest Reports  
Warrant Transports  
Case Summaries  
Case Files  
Monthly On-call Lists  
Police Reports  
Monthly Reports, Quarterly Reports  
Annual Reports, Disciplinary Reports  
Accreditation Files; Personnel Files  
Extradition Responses  
NCIC Reports  
Warrants

## F PROGRAM

**Line of Business  
Purpose Statement**

**The Investigative Services Line of Business is to provide criminal investigative products to the Metropolitan Nashville Police Department, the community, and other agencies so the Department can solve crimes and the public can enjoy a reduced risk of becoming a victim.**

**Program Name**

**Fugitives**

**Program Purpose Statement**

**The purpose of the Fugitives Program is to provide arrest, transport, and extradition products for the Davidson County District Attorney and law enforcement agencies so they can commence with trial and/or incarceration proceedings in a timely manner.**

**Family of Measures: Result  
Measure(s)**

Percentage of Davidson County District Attorney initiated extraditions completed (**Key**)  
Percentage of out-of-state law enforcement agencies extraditions completed

**Family of Measures: Output  
Measure(s)**

# fugitive arrests made  
# fugitive transports to Nashville completed

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

*# Of fugitive arrests made*

**Family of Measures: Demand  
Measure(s)**

# fugitive arrests expected  
# fugitive transports back to Nashville expected

**Family of Measures: Efficiency  
Measure(s)**

\$ Per fugitive transport

**Please list measures, if any, for this program that might be determined via a public survey.**

**Products**

Fugitive Arrests  
Fugitive Transports

## PC PROGRAM

**Line of Business  
Purpose Statement**

The Investigative Services Line of Business is to provide criminal investigative products to the Metropolitan Nashville Police Department, the community, and other agencies so the Department can solve crimes and the public can enjoy a reduced risk of becoming a victim.

**Program Name**

Personal Crimes

**Program Purpose Statement**

The purpose of the Personal Crimes Program is to provide investigative products to victims, their families, and the public so they can feel and be safe from acts of violence.

**Family of Measures: Result  
Measure(s)**

Percentage change in the occurrence of **rape as defined by UCR (Key)**  
Percentage change in the number of Cold Cases closed

**Family of Measures: Output  
Measure(s)**

# rape cases assigned  
# of Cold Cases investigated

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

# cases investigated

**Family of Measures: Demand  
Measure(s)**

# rape cases anticipated  
# of cold cases anticipated

**Family of Measures: Efficiency  
Measure(s)**

\$ Per case investigated

**Please list measures, if any, for this program that might be determined via a public survey.**

## **Products**

Case Investigations  
Investigative Reports, Warrants  
Arrests (Serving Warrants)  
Case Summaries  
Case Files; Search Warrants  
Sexual Offender Files  
Murder Lists  
Homicide Summary Reports

## PR C PROGRAM

**Line of Business  
Purpose Statement**

**The Investigative Services Line of Business is to provide criminal investigative products to the Metropolitan Nashville Police Department, the community, and other agencies so the Department can solve crimes and the public can enjoy a reduced risk of becoming a victim.**

**Program Name**

**Property Crimes**

**Program Purpose Statement**

The purpose of the Property Crimes Program is to provide investigative products to victims of property crimes and the public so they can feel safe in their community by having their personal property protected.

**Family of Measures: Result  
Measure(s)**

Percentage change in the occurrence of Auto Theft (**Key**)  
Percentage change in the occurrence of Fraud

**Family of Measures: Output  
Measure(s)**

# Auto Theft cases investigated  
# Fraud cases investigated

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

*# of cases investigated*

**Family of Measures: Demand  
Measure(s)**

# Auto Theft cases anticipated  
# Fraud cases anticipated

**Family of Measures: Efficiency  
Measure(s)**

\$ Per property crime case investigated

**Please list measures, if any, for this program that might be determined via a public survey.**

**Products**

Case Investigations  
Training Sessions (Police Academy, Public,  
Other Agencies)  
Pawn Shop Logs  
Stolen Property Identifications  
Property Tracings

## FS PROGRAM

**Line of Business  
Purpose Statement**

**The Investigative Services Line of Business is to provide criminal investigative products to the Metropolitan Nashville Police Department, the community, and other agencies so the Department can solve crimes and the public can enjoy a reduced risk of becoming a victim.**

**Program Name**

**Forensic Services**

**Program Purpose Statement**

**The purpose of the Forensic Services Program is to provide forensic analysis products to the Metropolitan Nashville Police Department and other criminal justice agencies so they can have identities of persons confirmed and have evidence and suspects identified.**

**Family of Measures: Result  
Measure(s)**

Percentage of cases where the investigator reports that Forensic Services provided the forensic support that was needed for major crime scene investigations (**Key**)  
Percentage change in the number of crime scenes processed compared to same time previous year

**Family of Measures: Output  
Measure(s)**

# crime scenes processed

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

# Of crime scenes processed

**Family of Measures: Demand  
Measure(s)**

# anticipated crime scenes processed

**Family of Measures: Efficiency  
Measure(s)**

\$ Per processed crime scene

**Please list measures, if any, for this program that might be determined via a public survey.**

## Products

Processed Crime Scenes  
Processed Latent Prints  
Notifications (District Attorney, Medical Examiner, and other Investigative Components)  
Case Files  
Monthly On-call Lists; Evidence Collections  
Police Reports  
Monthly Reports, Quarterly Goals and Objectives Reports  
Annual Reports, Disciplinary Reports  
Training Sessions (Police Academy, Public, Other Agencies)  
Manuals  
Accreditation Files; Personnel Files  
Speaking Engagements (Media, Public Forums)  
Identification Reports (Photographs, Crime Scene Sketches, fingerprint comparison reports)  
Mug Shots  
Fingerprint Cards  
Ballistic Reports and Identifications  
Fingerprint Identifications (from latent prints)  
Suspect Identifications  
Fingerprint Services  
Lab Processes  
Process Crime Scenes  
Identify Arrestees  
Processing Photos

## ID PROGRAM

**Line of Business Purpose Statement**

The Investigative Services Line of Business is to provide criminal investigative products to the Metropolitan Nashville Police Department, the community, and other agencies so the Department can solve crimes and the public can enjoy a reduced risk of becoming a victim.

**Program Name**

Identification Program

**Program Purpose Statement**

The purpose of the Identification Program is to provide identification and analysis products to the Metropolitan Nashville Police Department and other criminal justice agencies so they can have identities of persons confirmed and have evidence and suspects identified.

**Family of Measures: Result Measure(s)**

Percentage of arrestees whose identification is confirmed within 2 minutes of request (**Key**)  
Percentage of latent prints processed (identified, entered into the Automated Fingerprint Identification System, AFIS, or filed)

**Family of Measures: Output Measure(s)**

- # arrestees identified: (AFIS 10 print search)
- # latent comparisons completed
- # Automated Fingerprint Identification System (AFIS) latent prints entered

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

latent comparisons completed

**Family of Measures: Demand Measure(s)**

- # arrestees anticipated: (AFIS 10 print search)
- # latent comparisons anticipated
- # Automated Fingerprint Identification System (AFIS) latent prints anticipated

**Family of Measures: Efficiency Measure(s)**

\$ Per latent print processed

Please list measures, if any, for this program that might be determined via a public survey.

## **Products**

Processed Latent Prints  
Fingerprint Cards  
AFIS Entered Latent Prints  
Latent/Suspect Comparisons  
Maintain Latent Files  
Maintenance of Criminal History Files (mug  
shots, arrests, and fingerprints)  
Fingerprint Identifications (from latent prints)  
Court Testimonies  
Suspect Identifications  
Fingerprint Services  
Lab Processes  
Identify Arrestees

## IT PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Administrative Line of Business is to provide administrative support services to departments so they can efficiently and effectively deliver results for customers.

**Program Name**

Information Technology Program

**Program Purpose Statement**

The purpose of the Information Technology program is to provide information technology support products to this Metro department so it can efficiently and securely meet its needs.

**Family of Measures: Result  
Measure(s)**

Percentage of mission critical application uptime

**Family of Measures: Output  
Measure(s)**

# support responses made

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

# of application support responses made

**Family of Measures: Demand  
Measure(s)**

# support responses anticipated

**Family of Measures: Efficiency  
Measure(s)**

\$ support response made

**Please list measures, if any, for this program that might be determined via a public survey.**

## Products

IT Problem Responses  
Security Firewalls  
PC Installations  
Training Sessions  
Inventory & Asset List Updates  
Software / Hardware Evaluations  
Software / Hardware Research Reports  
Internet Updates (Press Releases, Wanted Posters, etc.)  
Information Technology (IT) Security Access Updates  
Network Component Updates  
Server Updates  
Technology Demonstration Sessions  
Information Technology Research Studies  
Technology Purchase Request Forms  
Dispatch Mapping Updates  
Internet Crime Maps  
Dynamic Accident Reports  
Technology Spending Planning Sessions  
I.T. Case Management Project Management Reports

## HR PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Administrative Line of Business is to provide administrative support services to departments so they can efficiently and effectively deliver results for customers.

**Program Name**

Human Resources

**Program Purpose Statement**

The Human Resource Division is responsible for the implementation and interpretation of departmental and civil service related policies, programs, and procedures. In addition, this division ensures that all employees, in the Nashville Metropolitan Police Department, receive fair and equal treatment according to state and federal guidelines.

**Family of Measures: Result  
Measure(s)**

1. Percentage of applicants (civilian and sworn) who complete the hiring/promotional process. (KEY)
2. Percentage of leave and attendance alternative status employees.

**Family of Measures: Output  
Measure(s)**

1. # of background investigations completed. (sworn and civilian)
2. # of recruitment events attended.
3. # of personnel transactions entered into EBS.

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**# of background investigations completed**

**Family of Measures: Demand  
Measure(s)**

1. # of background investigations anticipated. (sworn and civilian)
2. # of recruitment events anticipated.
3. # of personnel transactions anticipated to be entered into EBS.

**Family of Measures: Efficiency  
Measure(s)**

**\$ Cost per transaction completed**

Please list measures, if any, for this program that might be determined via a public survey.

## **Products**

Personnel Transactions  
Grievance Hearings  
Scheduled Employee Development Sessions/Activities  
Federal compliance Postings  
Leave and Attendance Records  
Media Responses  
Policy Interpretations  
Personnel Files  
Promotional Registers  
Employment Verifications  
Employment Registers  
Charging Documents (Disciplinary)  
Recruitment and Background Packages  
and Investigations  
EEOC investigations  
FMLA / Military Program  
Career Development Counseling

## FIN PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Administrative Line of Business is to provide administrative support services to departments so they can efficiently and effectively deliver results for customers.

**Program Name**

Finance

**Program Purpose Statement**

The purpose of the Finance program is to manage and support the financial functions and to prepare and present the budget needs of the Police Department.

**Family of Measures: Result  
Measure(s)**

Percentage of budget variance  
Percentage of billings requiring finance charge  
Percentage of grant reimbursements approved

**Family of Measures: Output  
Measure(s)**

# of billings with finance charges completed  
# of grant reimbursements completed

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

# of payment approvals completed

**Family of Measures: Demand  
Measure(s)**

# of billings with finance charges anticipated  
# of grant reimbursements anticipated

**Family of Measures: Efficiency  
Measure(s)**

\$ per billing completed

**Please list measures, if any, for this program that might be determined via a public survey.**

## Products

- Budgets
- Payroll Authorizations
- Performance Reports
- Financial Reports
- Grant Proposals
- Grant Reports- Fed., State
- Payment Approvals (P-card, Voucher, P.O., Petty Cash)
- Bank Statement Reconciliations

## PRO PROGRAM

**Line of Business  
Purpose Statement**

**The purpose of the Administrative Line of Business is to provide administrative support services to departments so they can efficiently and effectively deliver results for customers.**

**Program Name**

**Procurement**

**Program Purpose Statement**

**The purpose of the Procurement program is to provide purchasing transaction support products to this Metro department so it can obtain needed goods and services in a timely and efficient manner.**

**Family of Measures: Result  
Measure(s)**

Percentage of department purchases made via p-card\*  
\*Only P-Card purchases received and processed by the Fiscal Section

**Family of Measures: Output  
Measure(s)**

# of purchases completed by the Fiscal Section  
# of fleet data changes made

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

# of purchases completed

**Family of Measures: Demand  
Measure(s)**

# purchases anticipated by Fiscal Section  
# of fleet data changes anticipated

**Family of Measures: Efficiency  
Measure(s)**

\$ Per purchase completed by Fiscal Section

**Please list measures, if any, for this program that might be determined via a public survey.**

## **Products**

- Petty Cash Balance Statements
- P-Card Transactions
- Delegated Transactions
- Purchasing Division Transactions
- Requisitions
- Supply and equipment issuances
- Purchase Orders
- Product Specifications

## RM PROGRAM

**Line of Business  
Purpose Statement**

**The purpose of the Administrative Line of Business is to provide administrative support services to departments so they can efficiently and effectively deliver results for customers.**

**Program Name**

**Records Management**

**Program Purpose Statement**

**The purpose of the Records Management program is to provide record management products to this Metro department so it can manage records compliant with legal and policy requirements.**

**Family of Measures: Result  
Measure(s)**

Percentage of reports scanned and available to the public within 72 hours.  
Percentage of data entries that meet accuracy standards (as determined by error reports)

**Family of Measures: Output  
Measure(s)**

# of entered  
# of reports received

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

*# of data entries (Represented as reports) produced*

**Family of Measures: Demand  
Measure(s)**

# of record inventories anticipated  
# of reports anticipated

**Family of Measures: Efficiency  
Measure(s)**

\$ per record stored

**Please list measures, if any, for this program that might be determined via a public survey.**

**Products**

- Records inventories
- Records disposition authorizations
- Records transmittal lists
- Records destruction lists

## RiM PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Administrative Line of Business is to provide administrative support services to departments so they can efficiently and effectively deliver results for customers.

**Program Name**

Risk Management

**Program Purpose Statement**

The purpose of the Risk Management program is to provide safety enhancement and risk management products to this Metro department so it can prevent accidents and injuries and effectively respond to accidents and injuries that occur.

**Family of Measures: Result  
Measure(s)**

Percentage of injury claims approved

**Family of Measures: Output  
Measure(s)**

# of injury claims processed

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

*# of injury claims processed*

**Family of Measures: Demand  
Measure(s)**

# of injury claims anticipated

**Family of Measures: Efficiency  
Measure(s)**

\$ per injury claim submitted

**Please list measures, if any, for this program that might be determined via a public survey.**

## Products

- Accident Reports Analysis
- Safety Inspections
- IOD Reports
- Safety Training Sessions
- Safety Investigations
- Safety Policies
- Risk Management Plans

Workplace Safety Inspections

OSHA Compliance Inspections

In-line-of-Duty Injury Case Managements

Injury Records

In-line-of-Duty Administrative Management Services

In-line-of-Duty Determinations

Safety Enhancement Advisories

Light Duty Recommendations

In-line-of-Duty Injury Reports Reviews

## DEL PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Administrative Line of Business is to provide administrative support services to departments so they can efficiently and effectively deliver results for customers.

**Program Name**

Departmental Executive Leadership

**Program Purpose Statement**

The purpose of the Departmental Executive Leadership program is to provide business policy and decision products to this Metro department so it can deliver results for customers.

**Family of Measures: Result  
Measure(s)**

Percentage of departmental key results achieved

**Family of Measures: Output  
Measure(s)**

# community requests and speaking engagement completed  
# referrals made  
# Disciplinary actions processed

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

*# of referrals made*

**Family of Measures: Demand  
Measure(s)**

# community requests for meetings or appointment anticipated  
# referral requests anticipated

**Family of Measures: Efficiency  
Measure(s)**

Cost per request response

**Please list measures, if any, for this program that might be determined via a public survey.**

## Products

Signs Contracts  
Memorandums of Understanding  
Newsletters  
Present Oral & Written Media Releases  
Letters  
Cards  
Testimonies / Court Appearances  
Speaking Engagements and Appointments  
Awards & Certificates  
Grievance Reports  
Use of Force Reports  
Crash Reports  
Citizen Police Academy Classes  
Legal Bulletins  
Be-On-Look Out (BOLO)/Alerts  
Disciplinary Actions  
Referrals  
Department Statistics  
Logs  
Personnel Injury Reports  
Parade Permits  
Gun Permits  
Receptions