

2026 - 2031

# INDIANAPOLIS METROPOLITAN POLICE DEPARTMENT STRATEGIC PLAN

## A LETTER FROM THE CHIEF



TANYA TERRY, IMPD Chief

On behalf of the Indianapolis Metropolitan Police Department, I am proud to present our five-year strategic plan, a comprehensive framework developed from your input that reflects what we stand for and where we're headed as a police service and partner to our community.

This plan introduces a renewed mission and vision for IMPD, grounded in service, accountability, and public trust. It also establishes three strategic priorities that will guide our work over the next five years, all supported by clear goals designed to produce measurable, meaningful results for public safety, employee well-being, and department operations. Together, these priorities and goals reflect our commitment to continuous improvement as individuals, as an agency, and as a community partner.

Over the next five years, this plan will serve as a living framework for decision-making, resource allocation, and accountability. It is both aspirational and practical, focused on outcomes, informed by data, and shaped by the voices of our employees and the Indianapolis community. Policing today requires us to be adaptable and nimble, all while focusing on serving our community. I am confident in the direction this plan sets for IMPD and proud of the work that went into developing it.

I look forward to the measurable progress we will achieve together as our agency continues to grow, improve, and strengthen in the years ahead.

## IMPD'S MISSION

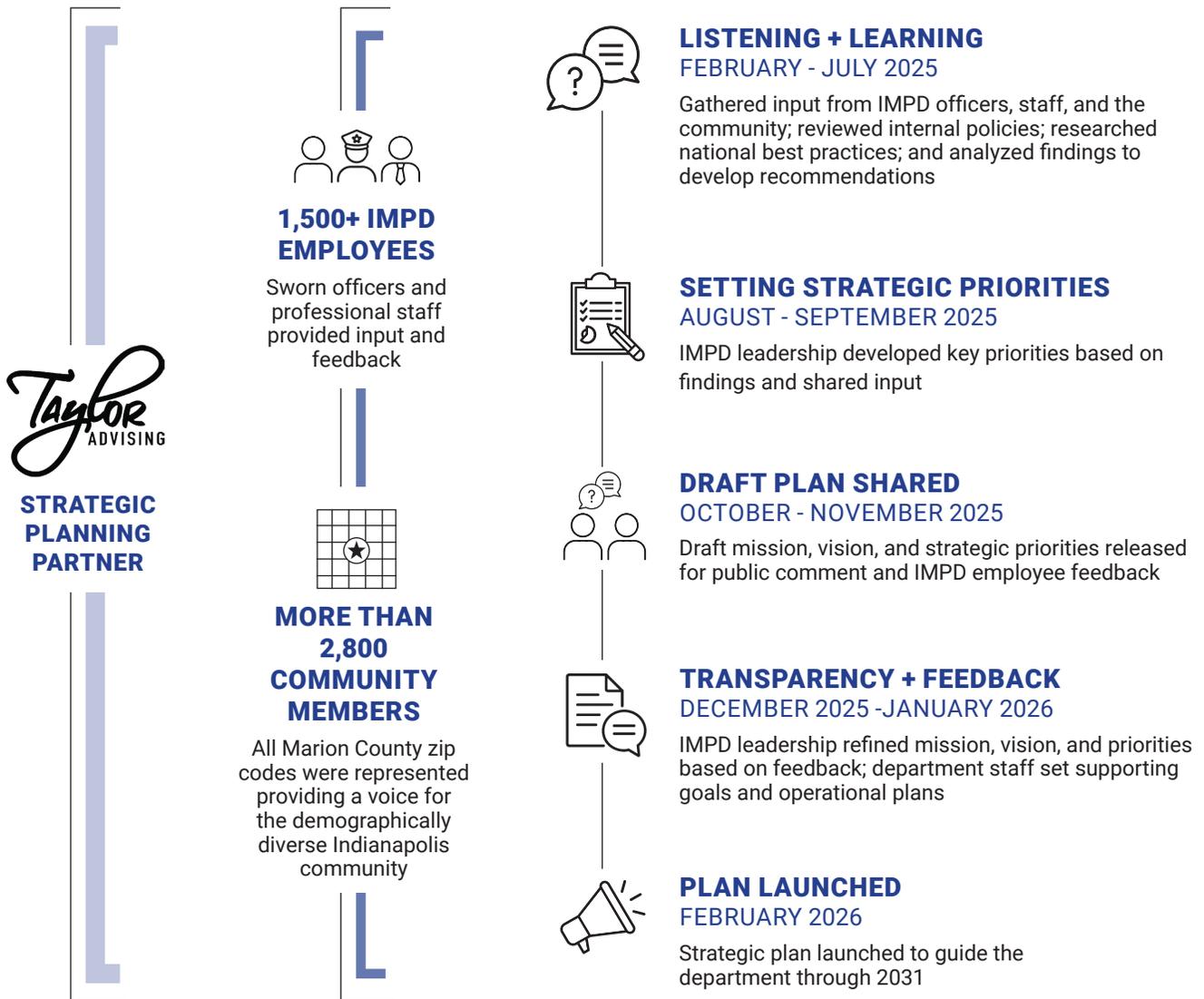
IMPD serves with courage and compassion, partnering with our community to address crime and create a safer Indianapolis for everyone who lives, works, and visits here.

## IMPD'S VISION

A safe Indianapolis where community members, officers, and professional staff alike are supported, voices are heard, and IMPD is a proud and trusted partner.

# BUILDING IMPD'S 5-YEAR STRATEGIC PLAN

IMPD partnered with the trusted Indianapolis-based consulting firm Taylor Advising to ensure this five-year plan reflects the needs of our employees, both sworn officers and professional staff, and the community we serve. During this process over 1,500 IMPD employees representing all districts and divisions and more than 2,800 Indianapolis community members participated to inform the five-year plan.



## FIVE-YEAR PLAN OVERVIEW

- STRATEGIC PRIORITY I:** → FOSTER A WORKPLACE THAT SUPPORTS THE HEALTH AND PROFESSIONAL GROWTH OF ALL IMPD EMPLOYEES
- STRATEGIC PRIORITY II:** → ENHANCE COMMUNITY SAFETY THROUGH MUTUAL SUPPORT, TRUST, AND UNDERSTANDING
- STRATEGIC PRIORITY III:** → INVEST IN DEPARTMENT INFRASTRUCTURE TO IMPROVE EFFICIENCY, PREPAREDNESS, AND MORALE

# FOSTER A WORKPLACE THAT SUPPORTS THE HEALTH AND PROFESSIONAL GROWTH OF ALL IMPD EMPLOYEES

1.1



SUPPORTING STRATEGY

## RECRUITMENT & RETENTION

Adopt hiring, recognition, and professional development practices that support and instill pride in all employees from recruitment to retirement

SUPPORTING GOALS

### 1.1A ESTABLISH A RETENTION-FOCUSED COMMITTEE TO INTENTIONALLY SUPPORT, RECOGNIZE, AND LEARN FROM ALL EMPLOYEES

INTERNAL RESOURCES ARE DEDICATED TO REDUCING ANNUAL PREVENTABLE TURNOVER

### 1.1B ESTABLISH A PROFESSIONAL INTERNSHIP PROGRAM

INTERNSHIP COHORTS INCREASE DIVERSITY OF EMPLOYEES IN RECRUITMENT PIPELINE

### 1.1C REVAMP THE IMPD CADET PROGRAM

REDESIGNED PROGRAM INCREASES ANNUAL TRANSITIONS FROM CADETS TO SWORN OFFICERS

### 1.1D REVISE THE DISCIPLINARY PROCESS

A REVISED, EDUCATION-BASED DISCIPLINE MODEL INCREASES OPPORTUNITIES FOR OFFICERS TO LEARN FROM AND ADDRESS MISTAKES

1.2



SUPPORTING STRATEGY

## EMPLOYEE WELLNESS

Ensure all employees feel valued, supported, and equipped with comprehensive wellness and mental health resources

SUPPORTING GOALS

### 1.2A PROVIDE ALL EMPLOYEES WITH ACCESS TO WELLNESS VISITS TO SUPPORT THEIR PHYSICAL AND MENTAL HEALTH

GREATER AWARENESS AND ACCESS TO INDIVIDUALIZED SUPPORT DECREASES STIGMA AND IMPROVES WELLBEING

### 1.2B ESTABLISH A CENTRALIZED WELLNESS RESOURCE HUB FOR ALL IMPD EMPLOYEES

CENTRALIZING WELLNESS RESOURCES REDUCES BARRIERS TO SUPPORT THAT PROMOTES LONG-TERM EMPLOYEE WELLBEING AND SATISFACTION

1.3



SUPPORTING STRATEGY

## LEADERSHIP DEVELOPMENT

Provide consistent growth opportunities, leadership training, and accountability for all employees to lead at all levels

SUPPORTING GOALS

### 1.3A EXPAND LEADERSHIP AND CAREER DEVELOPMENT OPPORTUNITIES

TIERED LEADERSHIP DEVELOPMENT PROGRAM INCREASES CAREER PLANNING FOR ALL EMPLOYEES

### 1.3B EXPAND LEADERSHIP EDUCATION FOR MID-LEVEL SUPERVISORS

MID-CAREER LEADERSHIP DEVELOPMENT STRENGTHENS CRITICAL INCIDENT LEADERSHIP, COMMUNICATION, AND COMMUNITY ENGAGEMENT

### 1.3C REVIEW AND STREAMLINE TRAINING CURRICULUM

UPDATED CURRICULUM INCREASES TRAINING EFFICIENCY AND ADAPTABILITY WHILE IMPROVING OFFICER PREPAREDNESS

# ENHANCE COMMUNITY SAFETY THROUGH MUTUAL SUPPORT, TRUST, AND UNDERSTANDING

2.1



SUPPORTING STRATEGY

## VISIBILITY & CONNECTION

Increase presence of IMPD leadership and employees in neighborhoods to strengthen community relationships, one interaction at a time

SUPPORTING GOALS

### 2.1A INCREASE INDIVIDUAL OFFICER VISIBILITY AND ACCESSIBILITY

GREATER OFFICER PRESENCE AND PARTICIPATION IN COMMUNITY BUILDS TRUST

### 2.1B EXPAND DEPARTMENT-WIDE DIGITAL ENGAGEMENT

CONSISTENT, UNIFIED ONLINE PRESENCE INCREASES OPPORTUNITIES FOR TWO-WAY COMMUNITY ENGAGEMENT

### 2.1C FILL GAPS IN COMMUNITY CONNECTIONS THROUGH DEPARTMENT-WIDE ENGAGEMENT STRATEGIES

INTENTIONAL DEPARTMENT ENGAGEMENT STRATEGIES BUILD RELATIONSHIPS IN AREAS WHERE CONNECTIONS HAVE NOT YET BEEN ESTABLISHED

2.2



SUPPORTING STRATEGY

## AUTHENTIC COMMUNICATION

Expand opportunities for consistent, two-way communication to build a shared understanding between IMPD and the community, increase cultural awareness, and ensure everyone feels respected, engaged, and heard

SUPPORTING GOALS

### 2.2A STRENGTHEN COMMUNITY PARTNERSHIPS TO ADDRESS ROOT CAUSES OF CRIME

INCREASED PARTNERSHIPS WITH COMMUNITY ORGANIZATIONS FOCUSED ON MENTAL HEALTH, ADDICTION, YOUTH DEVELOPMENT, AND HOUSING IMPROVES COORDINATION

### 2.2B STRENGTHEN EXTERNAL COMMUNICATION AND TRANSPARENCY

IMPROVED EXTERNAL COMMUNICATIONS ENSURES THAT TIMELY, ACCURATE, AND ACCESSIBLE INFORMATION ABOUT POLICY UPDATES, CRIME TRENDS, AND COMMUNITY INITIATIVES IS SHARED WITH THE PUBLIC

2.3



SUPPORTING STRATEGY

## COMMUNITY PARTNERSHIPS

Strengthen community partnerships to deliver more collaborative services, reducing reliance on law enforcement alone to address complex community needs

SUPPORTING GOALS

### 2.3A MODERNIZE CALL MANAGEMENT

REDESIGNED CALL RESPONSE SYSTEM DIVERTS APPROPRIATE CALLS TO TECHNOLOGY SOLUTIONS, PROFESSIONAL STAFF, AND NON-POLICE PARTNERS, WHILE IMPROVING CONNECTIONS TO COMMUNITY-BASED RESOURCES

### 2.3B ESTABLISH A COMMUNITY ACADEMY

COMMUNITY ACADEMY PROVIDES AN INSIDE LOOK AT IMPD OFFICER TRAINING, INCLUDING SCENARIO-BASED LEARNING, CLASSROOM MODULES, AND DISCUSSIONS WITH INSTRUCTORS AND OFFICERS

# INVEST IN DEPARTMENT INFRASTRUCTURE TO IMPROVE EFFICIENCY, PREPAREDNESS, AND MORALE

3.1



SUPPORTING STRATEGY

## TECHNOLOGY & DATA

Upgrade and integrate information technology systems and analytic tools to support data-driven decision-making and transparency

SUPPORTING GOALS

**3.1A DEVELOP AN INTEGRATED DATA AND INFORMATION SYSTEM TO IMPROVE DECISION-MAKING**  
UNIFYING EXISTING DATA SYSTEMS, WHERE POSSIBLE, INTO A SINGLE PLATFORM INCREASES EFFICIENCY AND ACCESS TO REAL-TIME DATA

**3.1B USE A DATA-DRIVEN SYSTEM TO REDUCE VIOLENT CRIME AND DISORDER IN OUR COMMUNITY**  
IDENTIFYING PRIORITY GEOGRAPHIC AREAS, REPEAT OFFENDERS, AND CRIME AND DISORDER PATTERNS INCREASES PROACTIVE DECISION-MAKING AND ACCOUNTABILITY

**3.1C ENHANCE PERFORMANCE MANAGEMENT DATA AND ACCOUNTABILITY**  
STANDARDIZING PERFORMANCE MANAGEMENT DATA IMPROVES PERFORMANCE ACCOUNTABILITY SYSTEMS AND DASHBOARDS

**3.1D IDENTIFY AND IMPROVE THE TOOLS USED BY EMPLOYEES TO INCREASE OPERATIONAL EFFICIENCY AND EFFECTIVENESS**  
IMPROVEMENTS ENHANCE PRODUCTIVITY AND DELIVERY OF SERVICES TO THE COMMUNITY

3.2



SUPPORTING STRATEGY

## FACILITIES & EQUIPMENT

Invest in modern facilities, safe workspaces, and reliable equipment to meet current needs and prepare for future demands of policing

SUPPORTING GOALS

**3.2A CONDUCT A FACILITIES ASSESSMENT AND DEVELOP A 10-YEAR BUILDING PLAN**  
ESTABLISHING A 10-YEAR FACILITIES PLAN BASED ON LONG-TERM NEEDS GUIDES CAPITAL INVESTMENTS

**3.2B ESTABLISH AN EQUIPMENT INVENTORY SYSTEM THAT OPERATES IN REAL TIME**  
IMPLEMENTING AN INVENTORY TRACKING SYSTEM REDUCES DUPLICATION, IMPROVES ACCOUNTABILITY, AND STRENGTHENS OPERATIONAL READINESS

3.3



SUPPORTING STRATEGY

## ORGANIZATIONAL STRUCTURE

Adapt staffing structures and roles to align with evolving department needs while ensuring fair opportunities for all officers and professional staff

SUPPORTING GOALS

**3.3A CONDUCT A COMPREHENSIVE REVIEW OF HIRING PRACTICES**  
REFRESHING ALL RECRUITING, HIRING, AND ONBOARDING PROCESSES FOR ALL EMPLOYEES ENSURES EFFICIENCY, FAIRNESS, AND CONSISTENCY

**3.3B DEVELOP A PROFESSIONAL STAFF CAREER STRUCTURE WITH CLEAR ADVANCEMENT OPPORTUNITIES**  
ESTABLISHING PROMOTIONAL PATHWAYS SUPPORTS RETENTION AND GROWTH FOR PROFESSIONAL STAFF

**3.3C FORMALIZE A CLEAR AND STABLE ORGANIZATIONAL CHART**  
CREATING A STANDARDIZED ORGANIZATIONAL STRUCTURE REDUCES CONFUSION AND CREATES MORE EQUITABLE PROCESSES FOR EMPLOYEE ADVANCEMENT

**3.3D ASSESS AND REDEFINE DISTRICT BOUNDARIES**  
REVISED DISTRICT BOUNDARIES REFLECT POPULATION SHIFTS, CRIME DATA, AND CALL VOLUME TRENDS

3.4



SUPPORTING STRATEGY

## POLICIES & COMMUNICATION

Streamline internal communication, coordination, and policies to reduce silos and align priorities across the department

SUPPORTING GOALS

**3.4A REVIEW AND STRENGTHEN CRIME REDUCTION STRATEGIES**  
POLICY IMPROVEMENTS ENSURE STRATEGIES REMAIN DATA-DRIVEN, WELL-COORDINATED, AND EFFECTIVE AT REDUCING SHOOTINGS AND GROUP VIOLENCE

**3.4B STRENGTHEN INTERNAL COMMUNICATION AND FEEDBACK SYSTEMS**  
IMPROVED COMMUNICATION INCREASES UNDERSTANDING OF THE RATIONALE BEHIND LEADERSHIP DECISIONS AND ENSURES FEEDBACK OPPORTUNITIES FOR EMPLOYEES

**3.4C INCREASE ON-SHIFT PRESENCE OF COMMAND AND EXECUTIVE STAFF**  
REGULAR, MEANINGFUL FACE-TIME BETWEEN COMMAND STAFF AND EMPLOYEES SUPPORTS POSITIVE MORALE, BUILDS TRUST, AND REINFORCES SHARED EXPECTATIONS