



# LAW ENFORCEMENT

GOOD  
THINGS  
COME IN  
SMALL  
AGENCIES



PAGE 24





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This publication is produced quarterly as a training and marketing tool for the Kentucky law enforcement community as well as public officials and others involved with law enforcement or the oversight of law enforcement. It includes best practices, professional profiles, technology and law updates of practical application and news-to-use for professionals in the performance of their daily duties.

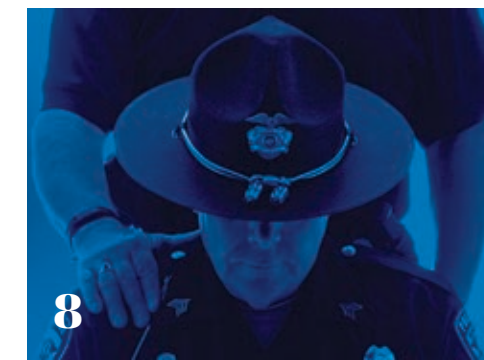
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**ON THE COVER:**  
Ferguson Police Chief **ANTHONY PHILLIPS'** agency is one of 148 agencies statewide that has five officers or fewer. Phillips and other small-agency leaders share their views on police life in small towns. While their numbers are small, the crime these agencies face are no different from what larger communities are seeing.



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# JUSTICE TO JOURNEYMAN PROGRAM SEEKS TO KEEP REPEAT OFFENDERS OFF THE STREETS

**Y**ou know the scenario well: You arrest an offender and send them off to prison. A few years later, they return to your community, angrier and more adept at committing crimes. “Repeat customers,” as I’ve heard many in law enforcement say.

Unfortunately, it’s a common problem in Kentucky, where we have an unacceptably-high recidivism rate of more than 40 percent.

That’s why so much of our attention at the Justice and Public Safety Cabinet is focused on preparing

felons for successful reentry. Up to 98 percent of all state inmates, eventually, will be released from prisons and jails. Strong reentry programs not only cut costs and improve public safety, they also alleviate burdens on law enforcement.

I discussed these themes in my last column about Senate Bill 120, which enacted evidence-based reforms to reduce recidivism and strengthen reentry for those with a criminal record. Building on that theme, I also want to discuss a separate but similar effort called the “Justice to Journeyman” apprenticeship project, which we launched earlier this year.

The initiative places adult and juvenile offenders on track to earn a nationally-recognized journeyman credential in a skilled trade, starting with vocational training they receive inside prison walls. The goal is to network inmates with employers in the private sector so felons can walk directly into steady employment as they leave prison.

Research on employer attitudes has shown men with criminal records face a far tougher job market due to the stigma of their past. One study showed that while up to 90 percent of employers would likely hire employees

with little work experience or long periods of unemployment, only 40 percent would likely hire applicants with a criminal background.

That’s bad news for law enforcement considering stable employment, housing and transportation are the chief determining factors in whether a felon will reoffend. And it’s another example of how two areas of criminal justice – law enforcement and corrections – are intrinsically bound together, driving home the notion that law enforcement can’t afford to function in a vacuum.

In fact, the Justice to Journeyman initiative resulted from a partnership between the Justice and Public Safety Cabinet and the Kentucky Labor Cabinet, tapping the strengths of our state’s Registered Apprenticeship program along with our focus on reentry.

The program currently is operating in three adult prisons and four juvenile-justice centers, with training in electricity, welding, carpentry, telecommunications, masonry and building maintenance. We hope to expand this effort statewide as more employers join.

One of the most encouraging aspects of the initiative is its low cost; all of this training already was occurring in Kentucky prisons. We simply realigned it to better meet the needs of employers and match the requirements for journeymen credentials at virtually no additional cost to taxpayers.

As you face lean budgets and scarce resources in your own communities, I would encourage all in law enforcement to support these efforts by talking to local business leaders about hiring those with a criminal past.

Some might argue that jobs programs only coddle criminals. To me, coddling occurs when inmates are allowed to sit idle in prison, networking with other felons and fine-tuning their criminal trades. If business leaders truly are committed to accountability, let’s demand that felons learn a productive skill and support themselves with a job after release.

Maybe then law enforcement won’t have so many repeat customers. 🙏



**BY JOHN C. TILLEY**  
SECRETARY, JUSTICE AND  
PUBLIC SAFETY CABINET

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# TAKE PRECAUTIONS TO PREVENT OVERDOSE EXPOSURE

**T**he drug epidemic has had a devastating impact on the commonwealth. Last year, Kentucky experienced more than 1,400 heroin-related fatalities. In 2017, we already have seen a 7 percent increase over last year’s overdose numbers.

Justice and Public Safety Cabinet Secretary John Tilley recently testified in Washington, D.C. during a congressional hearing as one of four states hit hardest by the opiate devastation. The overdose crisis has hit many of us personally. Many of our blue family members have lost family and friends to this overdose plague. We pray for our blue family and all those across the commonwealth and country who have lost loved ones.

We are truly fortunate we did not lose Boyd County Sheriff’s Deputy Jason Nattier, who recently was exposed to an opiate believed to be fentanyl. Nattier was responding to an overdose call when he came in contact with the substance. While removing the overdosing man from the car, Nattier noticed the man had a powdery substance on his clothing. When Nattier cleared the run, he began feeling the effects of the fentanyl he’d absorbed through his skin. He immediately drove to the local EMS station, where he was treated with Narcan.

If not for Nattier’s awareness about what was occurring and a quick response from EMS, we could be adding another name to our Kentucky Law Enforcement Memorial Foundation monument. We are thankful for the positive outcome of this exposure.

We also have had an alarming increase in the number of law enforcement officers being stuck by needles. These are examples of situational awareness we have spoken about in our *Check Your 6* awareness campaign. Now that we are responding to an ever-increasing number of overdoses, we all should be aware of the exposure dangers to ourselves. We must be aware of the potential risk when dealing with overdoses as well as drug suspects, and use appropriate precautions when possible.

After the incident, Nattier was quoted as saying, “We’re public servants ... my priority was to get him out and get him breathing again. Regardless of how many [overdose calls] you go to, you can become callous to the situation. But at the end of the day, they’re still people. So the priority was getting him out and getting him breathing.”

Some may say officers should not risk exposure to these dangerous opiates by responding to overdose calls. But using Nattier’s example, we, as first responders, will

be the first on scenes of this epidemic, and we must act. But just as the safety of the public is a priority, so is our own safety.

When responding to these calls, we must be aware of potential dangers of exposure to our own safety and must use appropriate precautions.



Remember, some opiates are transdermal. If you touch them, you can absorb the pharmaceutical through your skin. If it contains carfentanyl, it could be deadly. Law enforcement officers should wear the proper protective gear when handling any drugs. This may mean protective gloves, or if conducting a raid on a dealer of fentanyl, you should treat the raid as if you were hitting a drug lab. This means protective gear for everyone, including respirators. In addition, you should not field test the drug under any circumstances. The less exposure you have to potentially fatal drugs, the better off you are.

Each day I am impressed by the examples of how our men and women serve the residents of the commonwealth with honor, commitment and respect. Responding to the drug epidemic is just one example of the service you provide! Be safe and check your 6 daily. 🙏

Safety tips taken from PoliceOne.com article, “Fentanyl exposure: 5 safety tips for cops,” published Sept. 19, 2016.



**BY MARK FILBURN**  
COMMISSIONER, DEPARTMENT OF  
CRIMINAL JUSTICE TRAINING



# THE HUMAN GEOGRAPHY OF POLICING: MORE THAN JUST DANGEROUS PLACES AND HOT SPOTS

**P**olice have had a long-time fascination with dangerous places and hot spots. A dangerous place is a location that is thought to attract criminals and therefore, results in higher levels of violent crime. A hot spot, on the other hand, is a geographical concentration of crime. Whereas a dangerous place is a location, a hot spot is generally regarded as an area, such as a city block, apartment building or entertainment complex that generates an abundance of calls for police service. Criminals are said to be attracted to these geographical locations due to the presence of potential victims or because the criminal works or resides in the area.



For a variety of reasons, crime is not distributed equally across space and time. It is logical for police to develop concepts that explain the uneven distribution of crime. Most crime to which police pay attention tends to cluster in specific locations and happen during compressed time frames.

Locations with high levels of crime include bars, certain apartment complexes, liquor stores, bus stops, shopping malls, abandoned buildings and parks. To some extent, mapping police calls about street crime and plotting the resulting clusters can identify areas construed as dangerous places and hot spots. But one

should be mindful that the same could also be said of political and white-collar crime, not just street crime.

Political crime is organized in state houses and executive mansions around the country, and white-collar crime follows the path of the dollar and the stock market. In essence, the crime we choose to focus on determines the places that are considered dangerous and what spaces are viewed as hot spots. Living next to a chemical plant, which houses environmental pollutants, can be just as threatening to one's health as walking down a dark alleyway — and it can be just as criminal. It is no accident some places are seen as dangerous and in need of police attention, while other places that are equally, or even more dangerous, do not come to our attention.

So-called hot spots are products of data police collect and with which they are most concerned. The status of a hot spot is not necessarily inherent in certain locations, but rather constructed based on behavior and social interactions. An affluent suburb may be a hot spot for domestic violence and a high-rise building may be a prime location for crimes committed by white-collar criminals. If people do not alert the police to these activities, if the police do not investigate these activities or if the police fail to collect data or selectively choose crimes they consider important, police are actually shaping the locations of hot spots in their jurisdiction.

If police view geography as a fixed, bounded location that is pre-determined, then they miss the point. A city block is not just a location, but rather a “space” constituted by all human interactions that take place with that space. Additionally, space is defined in conjunction with all the other surrounding spaces and interactions that make it distinct. Merely counting and locating crime on a pre-determined basis does not address the causes of crime; it is merely a first step at addressing a social symptom. Police must be mindful that what creates space is not a bounded and fixed location, but rather a series of human, social interactions in a geography. 🇺🇸



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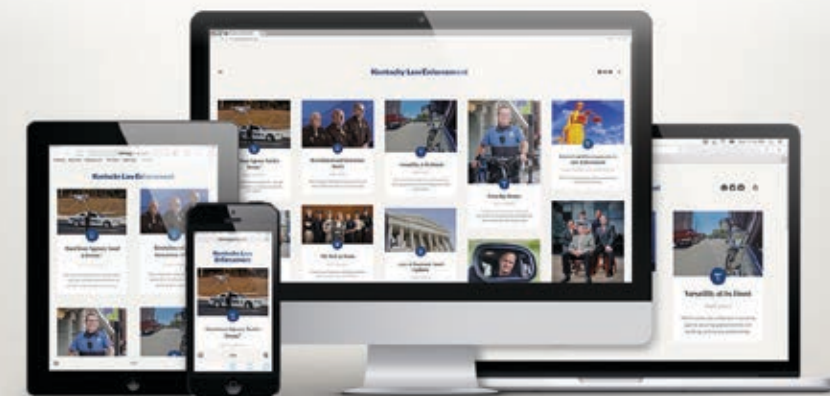
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POLICE LINE DO NOT CROSS

# YOU ARE NOT ALONE

## DOCJT Launching Program to Help Officers After Critical Incidents

**T**hroughout their careers, peace officers will experience numerous critical incidents which impact each individual significantly. These vary in nature and can be defined by a single event, or the accumulation of multiple, negative career-related experiences.

Law enforcement professionals rarely receive critical incident stress management and support, and available resources are lacking. Coping mechanisms differ and often are negative, resulting in substance abuse, domestic issues, violence and suicide. Studies show that peace officers take their own lives at a rate much higher than the general public. Kentucky has lost at least six officers to suicide during the past two years. Studies also have suggested a correlation between stress and an increase in use of force.

The Department of Criminal Justice Training is working toward filling this void in care by creating a new program, the Kentucky Post-Critical Incident Seminar. This program will offer law enforcement professionals an avenue to properly manage the aftermath of critical incidents, receive peer support, learn coping strategies and more.

### WHAT IS A CRITICAL INCIDENT

A critical incident is any event that results in an overwhelming sense of vulnerability and/or loss of control. These include line-of-duty death, getting shot or seriously hurt on the job, high speed pursuits that end in tragedy, events that bring prolonged and critical media attention, personal tragedies and the like.

### WHAT IS PCIS

The Post-Critical Incident Seminar is a three-day seminar modeled after highly successful programs developed by the FBI and South Carolina Law Enforcement. These seminars are led by mental-health professionals trained to work with peace officers, and driven by a team of law enforcement peers who have experienced their own critical incident and received training in Critical Incident Stress Management. The mental-health professionals offer blocks of instruction about grief, relationships, medications and stress management. Additional one-on-one therapy is available for those with an identified need. Peer law enforcement team members instill trust, aid in breaking down stigma and lead to officers, who typically would not seek help, getting the assistance they need and deserve.

### MEASUREMENT OF SUCCESS

Research has shown in South Carolina, where this program originated, that the state is experiencing a much healthier law enforcement community as a result of their post-critical incident seminars. South Carolina officers now know what resources are available to them and are encouraged to seek them out and, as a result, the program has grown.

Kentucky officers who have endured critical incidents cannot do the job set before them when their own safety and health is at risk.

### WHAT TO EXPECT

The Post-Critical Incident Seminar begins on day one with guided large-group discussions. A mental-health professional guides these discussions, with assistance from Critical Incident Stress Management-trained law enforcement peers. These stories can last five minutes to one hour, and include an opportunity for spouses or significant others attending with their peace officer, to share their post-critical incident experience as well.

This time of conversation is an opportunity for attendees to experience the empathy of their fellow officers and establish a bond from shared experiences.

The mental-health professional will conduct one-on-one sessions with attendees to discuss their individual needs and determine if they are candidates for specific therapies. The training team also will divide the group into small groups with similar experiences. For example, if six peace officer attendees experienced trauma following a fatal vehicle collision, they will be joined together with a peer-team member who also experienced something similar.

In these small groups, peace officers will continue discussing their critical incidents in a safe, more intimate environment where fellow attendees can support each other and address how these critical incidents affected each participant.

Day two continues small-group discussions with additional classroom training on topics such as the body's response to stress. These open conversations lead to normalization. Officers and their spouses are free to speak without judgment.

Finally, day three allows for a time of follow up. Discussion is focused on how peace officer attendees and spouses have coped with their critical incident in the past and how they plan to cope in the future. By the third day, attendees have built bridges with fellow survivors and established a solid foundation for a healthier future.

### PROGRAM GOALS

Post-traumatic stress is a body's normal reaction to an abnormal event. Normalization of the attendee's experience is a critical goal of the PCIS program. Peer-team members and mental-health professionals work to validate officers' experiences, offer therapies and provide peace.

Attending PCIS provides a unique opportunity for attendees to talk about their story and receive resources to help them move beyond their event or events. Mental-health professionals leading the program are trained to understand law-enforcement culture, allowing for specific and appropriate responses oftentimes not found in general counseling practices.

The goal of PCIS is to send officers and their attending spouses back home re-energized, healthier and with a fervor for sharing their new skills. Program graduates will learn and share that it is OK to talk about their experience and open the door for others to share and heal from their critical incidents. 🇺🇸



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# FISH AND WILDLIFE

## A UNIQUE SPECIES OF LAW ENFORCEMENT



**L**ong associated with issuing hunting and fishing licenses, the Kentucky Department of Fish and Wildlife Resources conservation officers are no strangers to laying down the law – all of Kentucky's laws.

According to the KDFWR 2016 Year End Activity summary, conservation officers were involved in 45 drug-related arrests, while issuing another 154 drug-related citations. Those officers served 262 arrest warrants and participated in 433 search-and-rescue incidents. That's on top of the 7,030 citations written for hunting, fishing and boating infractions and 111 arrests for boating under the influence.

The 2016 numbers are proof the 129 conservation officers do much more than serve as game wardens to Kentucky's more than 2 million acres of public hunting lands and waterways.

### SCOPE OF THE JOB

Conservation officers typically go places where other law enforcement agencies are not patrolling.

"For instance, we're the only law enforcement on the water," Muhlenberg County-based Sgt. Scott McIntosh said.

Kentucky has more navigable miles of water than any other state in the union, other than Alaska. According to KDFWR, the state has more than 210,126 acres of waterway along the Ohio and Mississippi rivers. In addition, the state boasts 227,908 acres of lakes and more than 10,000 miles of streams, which keeps conservation officers busy year round.

"We have to enforce all of the laws of the commonwealth while focusing on hunting, fishing and boating laws," McIntosh, a 13-year veteran said.

To illustrate his point, McIntosh recalled an incident, which happened in late May.

"I was on my way home, and this car turns on the main road in front of me and just stops," McIntosh said. "I hit the brakes and everything in my truck was on the floorboard. I pulled him over, and the guy has all kinds of weed. He was smoking weed, and he had two big bundles of cash, scales and all of this crap. So, I made the arrest."

Rowan County Conservation Officer Brad Stafford said the job also requires both a love for the outdoors and tolerances for Mother Nature because oftentimes, he finds himself on foot.

"On any given day, I can be miles from my truck looking for anything from a squirrel hunter to a marijuana field," he said. "You must enjoy the outdoors and

(LEFT) Fish and Wildlife conservation officers **SGT. SCOTT MCINTOSH** and **BRANT GREEN** perform foot patrol at the Peabody Wildlife Management Area in Muhlenberg County.

the challenges and benefits associated with working in the fields, forests, streams, lakes and rivers."

The job also requires an officer to be a self-starter, Lt.

Jeremy McQueary, with 4th District in south-central Kentucky, said.

"You're more proactive," the 10-year veteran said. "You're also out looking and talking to people to develop cases."

Conservation officers do not receive many calls, McQueary said. They rely more on their intuition and interview and investigative skills. When he was a Kentucky Park Ranger, he performed more traditional police work.

"The calls were coming to me, so I was reacting to them," he said. "With fish and wildlife, the majority of the work is proactive."

### WAR ON DRUGS

If one works in law enforcement, they know all too well the drug problem facing the state, and conservation officers are no different.

"Those people who sell and produce meth and push pills, they hunt, they fish, and they enjoy our lakes, too," McQueary said. "The problem is ever evolving for us. Take the Green River Lake for example; 22,000 land acres surround it, which is open to the public. There is no better place to go either cook meth, sell drugs or use drugs than a place like that. So on any given day, I may come up on somebody and that is what they're doing. It happened at the other end of the lake over the past two weeks."



McIntosh said many times, he might be looking for something completely unrelated to drugs and stumble across drug use.

"On June 25 we had a meth bust in the Peabody Wildlife Management Area in Muhlenberg County," he said. "We got a tip on social media of a possible dump site, and when we got to the area, we saw a pickup truck illegally parked off the roadway. We found a male and female in the truck smoking meth. They had a few bags of crystal meth, probably about two grams."

Written By  
**MICHAEL A. MOORE**

Photography By  
**JIM ROBERTSON**

(ABOVE) Lt. **JEREMY MCQUEARY** performs a boating compliance check on the Green River Lake. McQueary said KDFWR officers spend a lot of time on the water between Memorial and Labor days.



Conservation officer **BRAD STAFFORD'S** fishing compliance check on Gary Hogston quickly turned into a foot chase (INSET) and subsequent man hunt for law enforcement officers in Rowan County. Hogston was eventually caught by members of the Morehead Police Department at his home later that evening.



Whether it's drugs or thefts, oftentimes KDFWR officers work together with other agencies.

### BACKUP

On a warm, muggy late June afternoon, Stafford was conducting compliance checks along the banks of Cave Run Lake near Morehead when he came across a man, his girlfriend and her three small children fishing near a cove.

During the check, the suspect – Gary Hogston – broke free from Stafford, and a foot chase ensued. During the chase, Stafford called for backup. Within minutes, additional KDFWR officers, who were helping patrol the lake during a busy time, along with Kentucky State Police troopers and Morehead Police Department officers were on scene.

During the chase, Stafford slipped on a muddy embankment, which allowed Hogston an advantage as he jumped into the water and swam to the other side of the cove. Officers, aided by a tracking dog courtesy of an officer with a U.S. Forest Service, searched the wooded area for several hours before calling it off once the canine lost the trail along the roadway. A few hours later, Morehead police apprehended Hogston at his home as he packed to allegedly leave the area. Stafford said he offered no resistance at the time of his arrest.

"His feet and legs were chewed up from running barefoot through the woods, so he didn't want anymore," Stafford said. "He apparently ran through the woods for five or more miles and then thumbed a ride back to Morehead."

Stafford said that incident is a prime example of law enforcement agencies working together for the common goal of public safety.

"Due to having only one conservation officer per county, multi-agency cooperation is vital to how we work," Stafford said. "Whether we wear black, green, gray, tan or blue, we're all on the same team and have the same objective."

Many times, conservation officers are alone, and the nearest KDFWR backup can be several counties away. A healthy relationship with sheriff's offices, police departments and other public safety agencies is necessary.

KDFWR has broken down the state into nine law enforcement districts. The number of counties in each district range from seven to 16, and are patrolled by the agency's 129 officers, so many times, they are a long way from other KDFWR officers.

"We need these relationships," McIntosh said. "We are out here by ourselves, generally speaking. My backup will most likely be one of those people. If one

of us needs something, we can have conservation officers on their way within minutes, but the closest one might be more than an hour away. These people are hopefully minutes away. And if they need help, I will go to them."

McQueary agreed.

"In this area, state police, sheriff's office, park rangers ... we need their help," McQueary said. "We also need it with all rescue agencies. They help us tremendously on the lake. If we have a drowning, or if we have someone hurt on the lake, they are the only [other] people who have boats and the training to help us."

Many conservation officers do not enjoy the luxury of a physical building to do their paperwork. Their office is the four-wheel drive truck they use, McQueary said.

"It has its pros and cons," he said. "The benefit is you have everything you need in one small place. The con is many times we battle Internet and storage issues."

McQueary said solid relationships with other agencies come in handy with this issue, too.

"We will stop at a police department or sheriff's office we might not have been to in a month and sit down and use their desks or their Wi-Fi," he said. "That's where building those relationships come into play."

### POACHERS

McIntosh said there is no down time. Once one season ends, another begins.

Typically, the water season runs from Memorial Day to Labor Day. During that time, McIntosh said many hours are spent on the water enforcing boating laws and compliance checks for fishing and boating.

After Labor Day, the hunting season dominates as deer, turkey, dove and goose seasons all begin around the same time.

"We have Labor Day on the water, but at the same time, dove season is kicking off," McIntosh said. "There is deer season running from September through January. Then you're right in the middle of duck season, and when it ends, you have people who are trapping. Then it's turkey season in April. We have the youth turkey season which begins a few weeks before the main season."

McIntosh said turkey season is also the high mark for illegal taking, also known as poaching, in the state.

"That's because you're in full cammo, you're out in the woods, the foliage is on, and so for us, it's harder to detect," he said. "I know we do a good job of catching people, but I know in my heart we're only getting a fraction of those who are out there doing it."

Illegal taking is problematic statewide, Stafford said, and often, poaching leads to other violations.

"The biggest thing I've noticed is the lack of respect some people have for the rights of property owners," he said. "Trespassing, coming on the land with the

(TOP) Sgt. **SCOTT MCINTOSH** posed with several turkeys after making illegal taking arrests in the spring. (PHOTO PROVIDED)

(BOTTOM) Conservation officer **BRAD STAFFORD**, front, left, Sgt. **GLENN KITCHEN**, front, right, and conservation officer **CHRISTOPHER CARSON** took to the waters of Cave Run Lake to search for Gary Hogston after the suspect eluded capture earlier in the day.





intent to hunt without permission are some of the most common complaints I get from landowners. Spotlighting complaints typically start as early as July and August. That's because the bucks are starting to get noticeable antler growth by then, so poachers are scouting the county to get an idea on where the "big ones" will be in the fall."

### TRAINING

Like other members of Kentucky's law enforcement community, KDFWR conservation officers go through a 23-week basic training at the Department of Criminal Justice Training in Richmond. Following DOCJT, conservation officers have an additional 12 weeks of Fish and Wildlife Academy training, followed by 16 weeks of field training.

"You're talking 51 weeks of training before a conservation officer is turned loose on their own," McIntosh said.

The Fish and Wildlife Academy reinforces much of the training received at DOCJT, including firearms and defensive tactics. It also features training specific to a conservation officer, in areas such as all-terrain vehicles, waterfowl training, water survival, fish identification and wildlife forensics.

McQueary said the water-survival training has significant importance, given all conservation officers spend a great deal of time on the water.

"You're in full gear for five days, and you learn how to survive if you were to get into a fight in the water," he said.

McIntosh added the water-survival training probably was the most challenging part of the training he received.

"That was the hardest week of my life, both mentally and physically," he said. "That being said, it was the best training I've ever had in my law enforcement career."

To pass water-survival training, officers complete a 100-yard swim, while wearing full uniform, using any combination of freestyle, breaststroke or side-stroke. Additionally, officers must tread water with their earlobes above the surface for 10 minutes while in full uniform.

"That is on top of the POPS (Peace Officer Professional Standards) test," McIntosh said.

### EDUCATING THE PUBLIC

The agency dedicates a significant portion of its budget in the area of educating the public, McIntosh said. It is common to find conservation officers in schools and speaking to civic groups about Kentucky wildlife.

"We educate the public with pamphlets, hunting guides, fishing guides and boating guides," McIntosh said. "We also do programs, where we speak to civic organizations and schools. I do two programs a month,

(LEFT) Sgt. **SCOTT MCINTOSH** places a Covert Code Black cell phone camera on a tree in the Peabody Wildlife Management Area. The device is used by McIntosh to monitor activity in the immediate area. It allows McIntosh the freedom to move from spot-to-spot and cast a wider net as photos from the device are sent to his cell phone.

(RIGHT) Conservation officer **LEE KEITH** shows off animal skins to some children during the Green River Lake Kids Day held on June 3.



# FISH AND WILDLIFE

## BY THE NUMBERS

**20,026**  
HOURS ON THE WATER

**142,235**  
TOTAL COMPLIANCE CHECKS

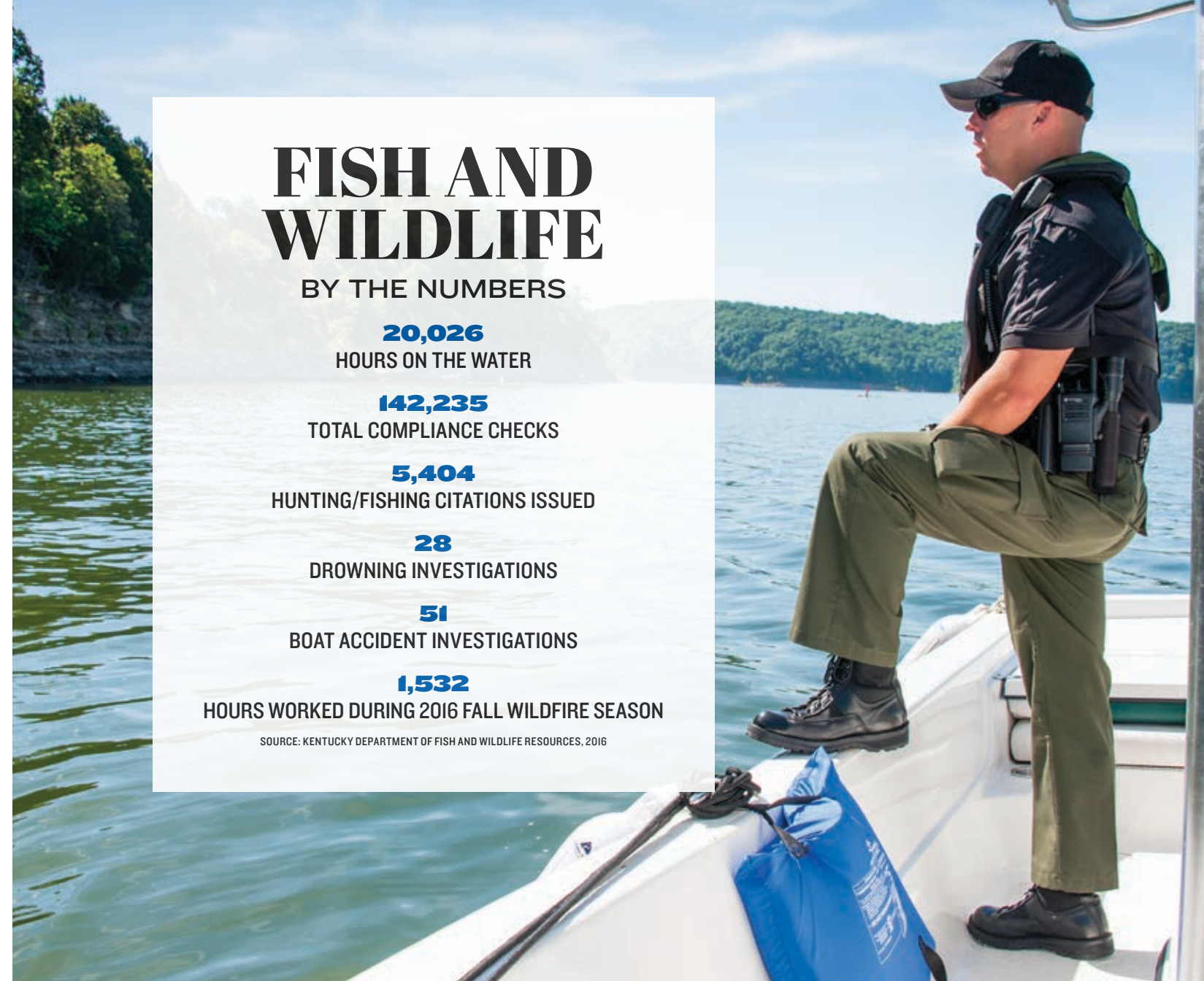
**5,404**  
HUNTING/FISHING CITATIONS ISSUED

**28**  
DROWNING INVESTIGATIONS

**51**  
BOAT ACCIDENT INVESTIGATIONS

**1,532**  
HOURS WORKED DURING 2016 FALL WILDFIRE SEASON

SOURCE: KENTUCKY DEPARTMENT OF FISH AND WILDLIFE RESOURCES, 2016



sometimes more. I enjoy finding somebody who doesn't know what we do and educating them."

McQueary said education is vital, especially among children.

"They are the future of the sport of hunting, fishing and boating," he said. "We need to make sure we introduce them to the outdoors, so we spend a ton of time at schools and kids' programs."

### UNIQUE WAY OF LIFE

The life of a Kentucky Department of Fish and Wildlife Resources conservation officer is different, McQueary said.

"You can be out on a dove field, and what we call a low bird flies in and the hunter shoots, and you're getting hit in the face with shot – the pellets," McQueary said, shaking his head. "I've been hit more

than once. They are not trying to hurt you, but these are just day-to-day issues we face that you may not see in general law enforcement. If I were a city police officer and somebody did that, it's a different ball game because the intent is different, most of the time."

McQueary said conservation officers also encounter novice hunters who don't know proper gun etiquette.

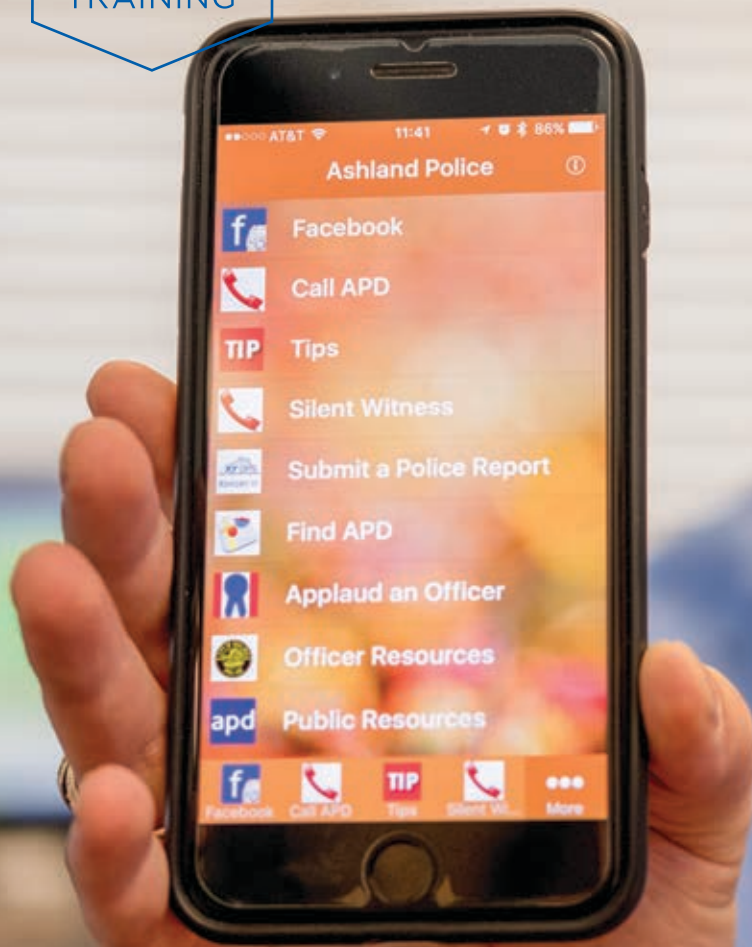
"You walk up and do your introduction, and they stand to talk to you, and your face is this far (gesturing a few inches) from the end of a rifle, shotgun or pistol," McQueary said. "We've all had it happen to us."

Mostly, for those in KDFWR, it's a labor of two loves, Stafford said.

"I jokingly tell people when I found out I could work in law enforcement, wear boots and drive a truck, I had found my niche," he said. "I love being outdoors and the fact my truck is my office only makes the job better." 🐾

Lt. **JEREMY MCQUEARY** surveys activity on the Green River Lake in early June.





# APPS: A TECH-SAVVY APPROACH TO LAW ENFORCEMENT

**N**o matter what you want, chances are, there's an app for it. In today's world of smartphones and mobile devices, apps are a driving force, and law enforcement agencies are buying into the movement.

That comes as no surprise to many, as a 2015 Pew Research Center study showed 68 percent of adults in the United States have smartphones. That figure is up from 35 percent in 2011.

Closer to home, a 2013 census estimate showed that 79.2 percent of Kentuckians have computers, which includes desktops, laptops, tablets and smartphones.

The age of apps and social media have rendered the wanted poster obsolete as many agencies have adopted, or are in the process of adopting, a more tech-savvy approach to keep up with the changing times.

Ashland Police Lt. Ryan Conley said since his agency created an app in 2012, nearly 5,000 residents in the eastern Kentucky city of 22,000 have it downloaded. Conley, with the blessing of retired Chief Rob Ratliff, current Chief Todd Kelly, and Maj. Mark McDowell, spent close to a year learning code to produce the "Ashland Police Department" app for Android and iOS.

The payoff has been huge, especially in the area of community dialogue with the police department, Conley said.

"We always thought we had a good relationship with our community," Conley said. "But now, we have a back and forth relationship with the community. It is nothing for a resident to get a hold of the chief or whomever they want to get in touch with by using the app."

The Ashland app was created so residents could have quick, easy access to many services, including paying parking fines, anonymously reporting criminal activity and providing other tips and photos. The app also allows the police department to send push notifications in the event of emergencies such as road closures and Amber Alerts.

"It empowered the residents to report things that were not 911 calls," Conley said.

A similar story unfolded some 150 miles away in Florence in northern Kentucky.

"In recent years, we've ramped up outreach and wanted to stay in touch with people as much as possible," Florence Police Cpl. Ryan Harvey said. "It started with Facebook, Instagram, Twitter, and then the app ("Florenceapp" on Android, "Florence Police" on iOS) was the next step."

The Florence app features the ability for residents to obtain information ranging from accident reports to posting photos and offering crime tips.

Both departments' apps are available for Android and iOS devices.

The Kentucky State Police also use an Android app named "KSPOLICE" ("Kentucky State Police" on iOS). That app includes a voice-messaging tip line, the ability to send photos and access to the sex-offender registry.

## SOCIAL-MEDIA INFLUENCE

Conley and Harvey said the apps mirror their departments' respective social-media accounts.

"We do have a pretty good social-media following, and this is just another avenue for residents to communicate with us," Harvey said. "We now have several thousand people who use the app."

At first, it was a Facebook page. Then the former chief thought outside the box, Conley said.

"Our first Facebook post was avoiding 13th Street because there was a fire," Conley said. "Well, hell, everybody wanted to see the fire and they showed up. That wasn't what we were going for. The next time we posted a photo. This time nobody came because we had a picture with it."

After the social-media success, Ratliff approached Conley and asked about those residents not on Facebook.

"So that's where our app came from," Conley said.

Once Ashland launched its app, it soon discovered through its citizens police academy, residents wanted more than just the arrests.

"They said a small part of your job is arresting and citing people," Conley said. "The public never sees police fixing problems and doing good deeds. They told us we needed to harness this idea and get that information out."

As a result, APD began posting things like its bike patrol in parks, and the public ate it up.

"These are things we totally took for granted," Conley said.

Ashland tied their social-media accounts into the app, meaning posts on Facebook and Twitter automatically posted on the app.

Harvey said Florence's app success has prompted a greater app promotion effort by the police department.

"In various places throughout the county we have tabletop displays with QR codes, and if residents scan it, they will be prompted to Google or iTunes to download the app," he said.

## TRIAL AND ERROR

When coming up with an app to serve the Ashland Police Department and residents, Conley said he approached it like a police officer. As it turns out, that was not the right approach, he said.

"We first introduced the app to the citizens' police academy and asked them what they thought," Conley said. "Then the whole app changed. What we as police thought was useful was not nearly as useful as what the citizens thought."

Conley said he discovered residents wanted more input.

Over a process of many months, Conley tweaked the app, adding features to pay parking tickets, a water-bill-payment feature and an elected official's link.

From a policing standpoint, Conley approached the app from an open-records perspective.

"We used the open-records act as a guide," he said. "We didn't want anything that we don't normally include in a press release."

Both officers say apps are gaining momentum and see it as an integral part of policing in today's law enforcement world.

"I think apps are important in today's world because smartphones are not going to go anywhere," Conley said. "The way people are getting used to having everything readily available is not going to go away. It's a great tool." 📱

## Top Law Enforcement apps

While many Kentucky police agencies are actively using or coming up with apps to help connect to their community and fight crime, nationally there are some law enforcement apps worth considering. Policemag.com compiled a list of the top 10 law enforcement apps, broken down by Apple and Android devices. They are:

### APPLE

- **Police Partner:** This app takes away the need for clunky notebooks. The interface is easy to navigate and provides fields to fill in such as witnesses, vehicles, suspects, case numbers and other information one would expect in a police report.
- **Spanish for Police:** This app provides Spanish commands and questions organized in basic law enforcement categories such as officer safety, arrests, searching suspects, Miranda warning, DUI/HGN and others.
- **MobileArms for Glock:** This app provides details of every Glock model, search by model or caliber, photos, company history, and a list of gun dealers and shooting ranges in every state.
- **Offender Locator:** This app provides locational data from registered offender databases in all 50 states. Its GPS function allows officers to search for offenders via address, current location and offender name.
- **N-Number:** This app allows officers to get detailed information on aircraft via the "N" or tail number required by the FAA for registration of civil aircraft.

### ANDROIDS

- **Droid Law:** The app allows officers to search section of state criminal codes on their mobile devices.
- **Smart Tools:** The app provides tools for length and angle, distance and height, sound and vibration as well as a compass and metal detector.
- **U.S. Cop:** The app features tabs such as Index, Case Law, Training and Messages. It allows for easy reference for officers on the street.
- **Police Pad:** Another app that eliminates the need for notebooks. It categorizes events into tabs such as New Call, On Scene, Interview, Arrest, Ticket, Statement, Car Accident and Booked.
- **Cargo Decoder:** Provides officers a guide to the material stored in trucks or tankers. A voice search allows for fast querying, and partial UN/NA numbers or material names are recognized.





# MAKING A POWERFUL IMPACT

## DOCJT LAW ENFORCEMENT INSTRUCTOR ERIC LONG

Written By  
**KELLY FOREMAN**

Photography By  
**JIM ROBERTSON**

As a recruit in the Kentucky Police Corps program, Eric Long envisioned returning to the Department of Criminal Justice Training one day as an instructor. But he knew if he was going to teach at the academy, he needed a solid law enforcement career under his belt first.

“When I was in Police Corps, I looked at this agency and thought, one day I want to be able to come here and do this,” said Long, who now serves DOCJT as a training instructor in the Coordination Section. “But I wanted to be experienced when I came here and bring something with me.”

The Owsley County native graduated from Police Corps in November 2004 and began his career with the

Richmond Police Department, a community he had become accustomed with while earning his bachelor’s degree in police studies at Eastern Kentucky University.

“Policing has been a lifelong dream as long as I can remember,” Long said. “It’s all I’ve ever wanted to do.”

When Long joined RPD, he spent a year and a half in patrol before moving into the Investigations Division. During his time there, he was tasked with investigating some of the worst crimes Richmond had to offer. He became specialized in crimes against children, sex crimes and, by 2009, Internet crimes. RPD then began sending Long to training all over the country, and he spent countless hours in front of the computer learning more about how to catch offenders seeking their prey online.

ABOVE: MICHAEL A. MOORE

“They were assuming I was going to be dealing with Internet crimes against children, because that’s about 99 percent what we dealt with,” Long said. “The other 1 or 2 percent were stalking cases that had to do with adults. But primarily, I was investigating crimes against children online and child pornography, which was, of course, the biggest.”

Long became a special deputy on the FBI’s Innocent Images Project task force, a member of the Kentucky State Police’s Internet Crimes Against Children task force, and a computer and cell phone forensic examiner. While he became more and more adept at catching the bad guys, the horror of what he saw and heard each day began to take its toll.

“The nature of what I investigated caused me to end my career in law enforcement early,” Long explained. “That’s one of the reasons I came here. I didn’t want to investigate that anymore. Somebody had to do it. So I wanted to keep working cases because I knew the children – their voices need to be heard. But as a person having to deal with seeing those images, and to hear those children talk about

what had happened to them, it was absolutely earth shattering. First of all, hearing it, and second, wrapping my mind around that there are people out there with that type of mindset who are really doing these things to kids.”

(BELOW) DOCJT Training Instructor **ERIC LONG** teaches an in-service class about social media investigations. Long said this course was one of his favorites he has taught at DOCJT.



It’s impossible to look back on his seven years working crimes against children and not see some victories, though.

Long was lead investigator in the case of a Richmond man who now is serving a 12-year federal prison sentence after pleading guilty to owning thousands of images of child pornography on multiple computers throughout his home.

“The tip came from Wisconsin that we had an individual in Richmond, sharing child pornography,” Long said. “We had enough information to conduct a search warrant on the home of Darrell Floyd, so we executed the warrant, conducted the interview and between the search and interview he told us he was into child porn dealing with infants.

“From what I saw, he was progressing up to the point, in my opinion, where he was getting ready to offend,” Long continued, implying Floyd was on the verge of sexually assaulting a child himself. “We were able to put him in federal prison before that happened. He lived basically in the shadows. Nobody knew he existed. He was sitting there and, from what I knew, was unemployed, just waiting to offend. And we were able to get him out of there.”

One of the higher-profile cases Long investigated involved the death of a 2-year-old little girl. With a smile as wide as her face, she was a typical bright-eyed, brown-haired toddler who was living in a nightmare. When investigators were called to her Richmond home in August 2007, they discovered the little girl



**AT A GLANCE**

**YEARS WORKING WITH LAW ENFORCEMENT:** 8.5

**YEARS AT DOCJT:** 4

**CURRENT POSITION:** Class Coordinator, Training Instructor I

**EDUCATION:** Bachelor’s degree in Police Studies from Eastern Kentucky University

**FAVORITE CLASS TAUGHT:** Social Media and Internet Investigations





had been burned, had visible bruising and was cold, indicating she had been dead for some time before anyone called for help. Her official cause of death was ruled as asphyxiation by suffocation.

“Her brother, he was 4, and he was in a situation fortunately where he was big enough to talk and tell what mommy and her boyfriend had done,” Long said. “He saw them kill his sister. Based on what we know, he gave us information that they were checking on her in the room where they had her closed off.”

Ronnie Crabtree, the boyfriend of the child’s mother, Verona Brinegar, wrapped her so tightly in a blanket in what he called “the burrito game,” that he was convicted at trial of suffocating and killing the girl.

“We lost one, but we were able to save one,” Long said. “If the girl’s brother had stayed there long enough, he would have ended up like her. Only he couldn’t have been wrapped in a blanket and silenced. In the middle of that, there was also another little boy Crabtree tried to kill in Florida. He testified in the trial that Crabtree took a pillow and put it in front of him and called it the teddy bear game. That showed a pattern that it’s a game, and the game kills, unfortunately.”

“Those are two individuals who I am proud to say I was a part of their demise,” Long continued.

When Long was hired at DOCJT in 2013, he looked at it as an opportunity to do more with the skills and talents he had developed working these investigations.

“The way I looked at it, many people have the mentality that those who can, do, and those who can’t, teach,” Long said. “I disagree with that. Because out there, you can only work one case at a time. You can only help one child at a time. Occasionally you might be able to help more, but here, when there are 30 people in a classroom and I can share my stories and abilities, then they can each help one child. There’s 30 children, minimum, we’ve helped. So, I see it as kind of a shotgun effect on child abuse.”

As a class coordinator, DOCJT Training Instructor **ERIC LONG** performs dorm inspections to ensure the recruits he oversees are being responsible with maintaining their assigned space.



Long joined DOCJT in the Advanced Individual Training section teaching investigative and crime-scene courses. The techniques he learned to combat online child abuse were in high demand, and he quickly began developing new courses to help officers throughout the state investigate these crimes.

One of the first courses he developed was about using social media to investigate crimes – a course he spent more than a year developing. The course grew beyond basic social media, though, and into a class that taught officers about all the places they could go to get information to investigate Internet crimes effectively.

“We taught it twice the first year, then after that I think we taught it 11 or 12 times,” Long said. “In 2016 I think we taught it 14 or 15 times, and it was full every time.”

After four years teaching investigation courses, Long said he was looking for a new challenge.

“This is too big of an agency to sit in one place your whole career,” Long said. “I wanted to do something different, and coordination was that place. I’m having fun doing what I’m doing.”

Long joined the Coordination Section and was assigned his first Basic Training Academy class in June, Class 487. The adjustment from teaching seasoned officers who have been on the street for some time, to now working with new recruits before they make it out into their communities is something Long enjoys.

“This gives me a chance to work with the people who are not the police yet and maybe have a little bit of an effect on how they carry themselves, how they act, how they behave and how they make their ethical, moral and legal choices.”

As a class coordinator, Long is responsible for his classes from the day they enter the academy for

orientation until the day they graduate. He helps them learn the rules and regulations, understand the physical-training standards and tests. He also is responsible for their grades and any discipline that needs addressed. He assists them with their community-service projects, helps establish class leadership and more.

“The class leadership should effectively run the class as much as it can until they run into something that is a larger issue than what they can handle,” Long said. “We are kind of the contact person for the class. Injuries and illnesses go through us. Requests for leave – any issues that come up with the recruit class, we’re there.”

While Long worked hard to cultivate a set of skills in his career that he could share with those he teaches and supervises at DOCJT, he said he still continues to learn more from the students and recruits he interacts with each day. Since he spent his entire law enforcement career with RPD, most of his law enforcement contacts were with officers in Madison County and surrounding areas. Now, being a DOCJT instructor has exposed him to the entire state and all the idiosyncrasies of how policing is unique from Pikeville to Paducah and all the points in between.

That cycle of learning and shared experiences only can lead to a better trained officer, Long said.

“I think who they are going to be as police officers starts right here,” Long said. “With the appropriate leadership and discipline, set of rules and training – when all that comes together, I think it is going to make a difference in how they’re going to treat people and how they’re going to do the job. Their morals and ethics are tested here – they certainly are going to be tested out there.”

A good, strong foundation here,” he continued, “will help them as peace officers once they get home.”

DOCJT Training Instructor **ERIC LONG** knew early in his career that teaching other law enforcement officers was something he wanted to do, and committed himself to excelling in his policing career to have something valuable to teach others.



# 2016-17 SUPREME COURT UPDATES



The Kentucky Department of Criminal Justice Training provides the following case summaries for information purposes only. As always, please consult your agency's legal counsel for the applicability of these cases to specific situations. Please note, some cases have not yet been assigned official citations.

Written By  
**SHAWN HERRON**  
STAFF ATTORNEY

## QUALIFIED IMMUNITY

White v. Pauly, 137 S.Ct. 548 (2017), Decided Jan. 9, 2017

**ISSUE:** Is it clearly established law that a late-arriving officer at an ongoing situation must second guess the actions of officers who arrived before?

**HOLDING:** In this case, the officer who was sued arrived late to a situation, in which fellow officers already had taken fire. Within moments of his arrival, one of the subjects pointed a handgun in the officer's direction, and he fatally shot the subject. He did not know what had happened between the officers and the occupants prior

to his arrival, with the suggested possibility the subject could have believed he was lawfully defending his home against intruders. There was some question as to whether the initial officers fully identified themselves as such.

Qualified immunity is appropriate when an officer does not violate clearly-established statutory or constitutional rights of which a reasonable officer would be aware. In this case, the Court agreed no reasonable officer in the situation presented would believe deadly force would not be appropriate when a weapon was pointed in his or her direction, nor would the officer be required to second guess or even know about the actions of officers who already were present at the scene.

## CAPITAL PUNISHMENT

Moore v. Texas, 137 S.Ct. 1039 (2017), Decided March 28, 2017

**ISSUE:** Must a ruling on intellectual disability in a death-penalty case use current medical standards?

**HOLDING:** In a situation in which a court is considering capital punishment, it must use currently accepted medical standards in evaluating a subject's intellectual status. The Court may not use a standard which differs from that used in juvenile court and the school system, for example.

42 U.S.C. §1983 – FORCE  
County of Los Angeles v. Mendez, 137 S.Ct. 1240 (2017), Decided May 30, 2017

**ISSUE:** Does an action brought under 42 U.S.C. § 1983, in an incident giving rise to a reasonable use of force, allow for a secondary analysis of a provocative action that preceded the use of force and made the use of force unreasonable?

**HOLDING:** The Court agreed lower courts may not apply a rule that requires consideration of whether an officer's earlier violation of a constitutional rule in some way affected a later use of lawful force, instead rendering it unlawful.

## FIRST AMENDMENT

Packingham v. North Carolina, 137 S.Ct. 1730 (2017), Decided June 19, 2017

**ISSUE:** May a state enact a statute that prohibits sex-offender registrants from using common social-media sites?

**HOLDING:** The Court agreed it no longer was appropriate to deny a convicted sex offender the ability to access common social-media sites, such as Facebook, solely because minors have access to the forum. This

decision is based upon the First Amendment and does not apply to statutes that specifically prohibit contacting juveniles through such methods. This case directly impacts KRS 17.546, which is similar in relevant content to the North Carolina statute.

## FORFEITURE

U.S. v. Honeycutt, 137 S.Ct. 1626 (2017), Decided June 19, 2017

**ISSUE:** May the government apply joint and several liability (where both are responsible for the total amount of the fine, rather than each being assessed a percentage of the fine) in a drug conviction under 21 U.S.C. §853 when the defendant obtained no direct benefit?

**HOLDING:** The Court agreed the criminal-forfeiture statutes are intended to authorize confiscation of property from individuals who received it from, or used it to, facilitate criminal activity. An employee, while they may receive a tangential benefit, is not in possession of tainted property and is not subject to forfeiture.

## BRADY

Turner v. U.S., 137 S.Ct. 1885 (2017), Decided June 22, 2017

**ISSUE:** Does all suppressed evidence implicate Brady v. Maryland, 373 U.S. 83 (1963)?

**HOLDING:** The Court agreed not all evidence improperly withheld during discovery was material to the case, even if favorable to the defense. The standard, however, is whether in the context of the entire record, there was a reasonable probability it truly would have made a difference in the ultimate verdict. In the facts of this case, the Court agreed, it would not have affected the jury's decision.

*This summary may be reproduced, for education purposes only, with attribution to DOCJT. A longer summary of each of these cases may be found on the DOCJT website at <http://docjt.ky.gov/legal>. There also are additional summaries of cases not included in this update located on the website. Full text of all U.S. Supreme Court cases may be found at <http://www.supremecourt.gov>.*

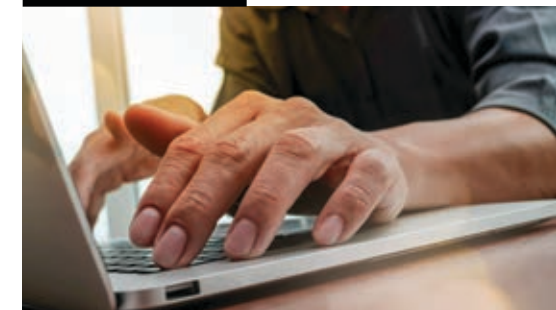
### QUALIFIED IMMUNITY



### CAPITAL PUNISHMENT



### FIRST AMENDMENT



### FORFEITURE



### BRADY





# MAYBERRY 2.0



**RELATED: FROM STAFFING TO COMMUNICATIONS, CHALLENGES ARE MANY, p. 28**  
**ONE FOR ALL: CRIME IS CRIME, NO MATTER THE TOWN'S SIZE, p. 30**

## SMALLER AGENCIES DEAL WITH BIG-CITY PROBLEMS

The fictitious Mayberry Sheriff's Office isn't too different from many of Kentucky's law enforcement agencies in terms of size. In present day Kentucky, 148 law enforcement agencies have five or fewer officers. That figure represents 36.6 percent of the state's 404 law enforcement agencies. While their numbers are small, the crime those officers deal with is no different from what one would find in larger cities.

Written By  
**MICHAEL A. MOORE**

Photography By  
**JIM ROBERTSON**

**O**n a sun-splashed, warm mid-June morning, Hickman Police Chief Tony Grogan spotted Alvin, a middle-aged man whom he has known for years. Without a second thought, the chief walks up and greets him as one would greet an old friend. The two exchange a few moments of good-natured banter before Alvin heads off on his daily rounds.

The chief—whose department has five officers—turns, with a half-cocked grin and says, “He’s a good guy. I’ve arrested him several times on alcohol-intoxication charges, but he’s a good guy, with a few issues.”

Grogan said those types of interactions are commonplace in his city of about 2,200 residents, located a stone’s throw from the Mississippi River, in Kentucky’s most western county of Fulton.

### MORE THAN A NUMBER

Policing in a small-town setting requires many things, including solid crime-fighting skills, interpersonal communication, thick skin and the ability to adapt quickly to the needs of the agency and community, Grogan said.

“Building relationships is a huge deal for me,” Grogan said. “We cannot function without them. We don’t get any witnesses . . . we don’t get anything. I serve a community and people who really need help. It means a lot to me. It’s been that way for my entire 20-year career.”

(ABOVE) Hickman Police Chief **TONY GROGAN** poses on a hill overlooking the city’s old downtown near the Mississippi River.

Some 125 miles east sits Dawson Springs, a community of 2,700, located in Hopkins and Caldwell counties. Brook Dixon is chief of the four-person police department. He shares Grogan’s view.

“One of the major things is you get to build close relationships with the people you serve,” Dixon said. “Many times, in larger departments, the public becomes a number as opposed to a name. Here, you can build those relationships with residents and businesses, so they know you by name. It’s helpful in gathering information and making the community safer.”

Dixon said when he is looking to hire a new officer, he looks for one who understands the community-first approach.

“We want to be involved in the schools and involved with the kids,” the chief said. “I want them to be out in the community; I want the kids to see us and wave to us.”

Owen County Sheriff Mark Bess said he learned quickly the importance of the community knowing and trusting the members of his office.

“When I first was elected, one of my deputies told me the locals like the sheriff’s office to work the burglaries because they know and trust us,” Bess, a retired Kentucky State Police trooper, said. “We have had a lot of success with those cases because my guys know the community and everybody knows them. I think it helps law enforcement to have that kind of rapport with the community.”

One of the keys to building relationships is being seen in the community, and many smaller agencies are finding it difficult to be seen on a 24/7 basis.

### 24/7 COVERAGE

Many small police agencies throughout the state do not have the staff to operate 24 hours a day, seven days a week.

“That’s the biggest problem in most small agencies,” Bess said. “We have a three- or four-hour gap where we don’t have road coverage, but we have an on-call deputy. We try to do the best we can with coverage, and it’s hard to do with the limited number of people we have.”

The same is true for the Ferguson Police Department, a city of about 950 people located in Pulaski County, just south of Somerset in southern Kentucky.

“We work 16-hour days,” Police Chief Anthony Phillips said of his three-person department. “The eight hours we don’t have coverage, the Pulaski County Sheriff’s Office covers for us.”

Bess’s agency, which has four sworn deputies, has entered into partnerships with surrounding agencies to provide help when the need arises.

“We haven’t had the need to do it very often,” Bess said. “My first day in office, we had a domestic start in Georgetown, and the people fled up here. We met two



Georgetown officers and (the agreement) worked like it was supposed to.”

For the most part, residents understand, but at the same time, the lack of 24-hour coverage is a sore spot at times, Phillips said.

“I do feel like sometimes residents get a little frustrated or aggravated when we don’t have some-one on-duty in the city,” Phillips said. “Being a small department, finances become an issue, but that is [typical] with any department. But generally, the public understands we cannot work 24 hours a day.”

Rockcastle County Sheriff Mike Peters, whose agency employs five deputies, said his department came up with a unique way of providing coverage in a county of approximately 17,000 people.

“We have road coverage from 8 a.m. until midnight,” Peters said. “From midnight until 8, there is an on-call deputy for four hours and another deputy will be on call from 4 a.m. until 8.”

Hickman’s Grogan said his department does its best to provide daylong coverage, but depending on staffing shortages, it is not always possible.

(TOP) Hickman Police Chief **TONY GROGAN** interacts with local resident, Alvin, outside city hall.

(BOTTOM) Owen County Sheriff **MARK BESS**, left, and Chief Deputy **MARTY LILLY** believe building a good rapport with the community is key for small-town police agencies.





(ABOVE) Rockcastle County Sheriff **MIKE PETERS** said his agency is using an on-call schedule between midnight and 8 a.m. as a way to make sure his county is covered on a 24/7 basis.

(RIGHT) Ferguson Police Chief **ANTHONY PHILLIPS** said the area he serves in Pulaski County sees a dramatic increase of traffic when warmer weather moves in, as many people flock to the nearby lakes for recreation purposes.



“It is a struggle,” Grogan said. “Because of our numbers, I call it 95 percent of 24/7. Sometimes, there could be an hour-long or more gap (in police coverage). It’s been much worse in the past.”

In Lewis County, Sheriff Johnny Bivens said his office of five sworn deputies manages to provide 24/7 coverage, but it isn’t an easy feat.

“We have four road deputies, and they know when they come in they’re going to have to bust their tail for eight or 10 hours,” Bivens said. “I also work the road, and I interact with a lot of people. It’s hectic – it stretches you thin with just four deputies and the size of our county. Being a small agency, funds are limited, but we do the job.”

#### INTERAGENCY COOPERATION

Given the limitations of smaller agencies in terms of 24/7 coverage and other aspects of law enforcement, many have fostered solid working relationships with neighboring law enforcement agencies.

“The good thing is we have a lot of good partnerships and mutual-aid agreements with other agencies,” Dixon said. “You cannot have the mindset that this is my little city, and I will handle it. If you do, it could hurt a relationship, which could benefit you in the end.”

For a town like Dawson Springs, those relationships are necessary, especially when the only officer on duty has to transport someone to the county lockup.

“Our jail is in Madisonville,” he said. “If we have to take somebody to jail, we’re gone for 45 minutes, minimum. That leaves our town uncovered. Therefore, if you make the other agencies mad because you don’t want them here because, ‘It’s my city, by gosh,’ the public is going to look at you and say, ‘Did you have somebody helping?’”

Just the presence of other law enforcement, whether it be deputies or state troopers, is a win-win situation, Dixon said.

“That makes all the dopers nervous,” he joked. “The toilets start flushing because they know somebody is coming. We want them to be nervous.”

#### FIGHTING CRIME

While cultivating relationships is vital for any police agency, keeping the community safe is the heart of law enforcement agencies.

“In 2016, we had more than 7,200 calls to 911 for the sheriff’s office,” Peters said. “We have four deputies responding to all the calls. That doesn’t include the number of times we’re stopped on the street, calls on personal cell phones or calls to the office.”

Like its big-city counterparts, smaller agencies are knee-deep in the battle against drugs.

“Drugs are the root of all evil, and it leads to domestic violence, motor-vehicle accidents and other things,” Bivens said of his northeastern Kentucky county.

“We’ve seen an uptick in methamphetamines like we haven’t seen before. They are calling it ICE. It’s not on the level like flakka. We had an issue with it in the past, but it still makes (people) crazy, and they stay up for days at a time, and the user is constantly chasing it for the next high.”

Grogan called the drug scene in his area a “subculture.” However, because Hickman is such a small city, it is difficult getting residents to turn against one another.

“They’re not going to tell on their neighbor unless they feel comfortable with the officer,” Grogan said.

Drugs like crack, synthetics, heroin, meth and pills are all part of that culture, the chief said.

“Heroin has made a big push back into our area,” Grogan said. “We also see a lot of pills; especially within the elderly community. They can’t afford to live a normal life, so they end up trying to sell pills to supplement their income, and it is a sad situation.”

Dixon said sometimes cracking down on those who violate the law repeatedly will eventually lead to the bad guy moving to another area.

“As the manager of the city’s safety and security, what I’ve had to do is come up with a philosophy that I will have to pester them so much that they’ll go somewhere else,” he said. “If I have to push them out of here to make my residents safer, then that’s what I have to do.”

“**MANY TIMES, IN LARGER DEPARTMENTS, THE PUBLIC BECOMES A NUMBER AS OPPOSED TO A NAME. HERE, YOU CAN BUILD THOSE RELATIONSHIPS WITH RESIDENTS AND BUSINESSES, SO THEY KNOW YOU BY NAME. IT’S HELPFUL IN GATHERING INFORMATION AND MAKING THE COMMUNITY SAFER.**

— BROOK DIXON, DAWSON SPRINGS POLICE CHIEF

Not all small-town crime is drug-related. Many communities see spikes in crimes like theft and burglary during certain times of the year, Ferguson’s Phillips said.

Because of Ferguson’s close proximity to recreational water spots, the three-person police department keeps busy with petty-type crime, especially during the summer months.

“There is a lot of rental property in Ferguson,” Phillips said. “We have a few theft complaints like any community would. We also have domestics, mostly at the rental properties.”

Phillips said when the weather turns warmer, the area, in general, sees a higher volume of traffic “because what we call the ‘Ohio Navy’ comes down during the summer months,” referring to vacationers visiting the Lake Cumberland area from the Buckeye State.

“During the summer, we do have more traffic out, and there are a few more accidents we work,” he said.

Lewis County Sheriff **JOHNNY BIVENS**, left, pictured with Deputy **MATT ROSS** in front of the courthouse, said his four deputies provide 24/7 coverage for the residents of the northeastern Kentucky county that borders Ohio.





## NON-EMERGENCY CALLS

Bess said his agency receives a myriad of calls, which are not emergencies, but his office still handles them.

"We'll have cows in the road or dog-barking complaints and things of that nature," Bess said. "It's just part of it, and it's always been that way."

Peters took it a step further, saying residents sometimes are quick to call without using sound judgment about whether the call truly is an emergency.

"They think we're here to cure all of their problems," Peters said. "People don't want to take responsibility for their own lives. We get calls from people who say, 'I have an out-of-control 7-year-old, and I need a deputy.' What is the deputy supposed to do with a 7-year-old? You cannot explain to the person we're not here to raise your child or teach them what you should have been teaching them from birth. It's aggravating to get complaints like those. It almost seems commonsense is like a nickel candy bar nowadays."

Today's small-agency policing is very different from Andy Taylor and Barney Fife and the good folks of Mayberry, but it has its similarities, Phillips said.

"We are very approachable with the community," he said. "If I am out patrolling, it's a nice day outside, and I see someone sitting on their front porch, I might stop and talk with them for a little bit. I ask 'What's going on?' With KSP, it didn't happen a whole lot because we were too busy running here and there answering calls in a three-county area."

In truth, the training and professionalism of today's law enforcement community is anything but Mayberry.

"It used to be the case," Bess said. "It's not that way anymore because all of the deputies are Department of Criminal Justice Training graduates. The training is excellent from DOCJT. The guys do a good job and solve a lot of cases, and the residents are confident in the sheriff's office. It's a big responsibility, but it's very rewarding serving your community." 🐾

# FROM STAFFING TO COMMUNICATIONS, CHALLENGES ARE MANY

**M**any small agencies have big problems when it comes to continuity with personnel.

The reason is money, or a lack thereof.

"We have everything every other agency has, but it boils down to five words: Can I pay my bills?" Dawson Springs Brook Dixon said. "It's a struggle I have all the time – figuring out how I can get these guys more money."

Dixon said when he hires a new officer, he may get a year to 18 months of service before he or she moves on.

Eventually, even the most patient police officer is going to head to greener pastures, and there is very little small-town police chiefs and sheriffs can do about it.

"I have (an officer) who has been here for two and a half years, and I made him a sergeant a little less than a year ago," Hickman Police Chief Tony Grogan said. "That was to simply keep him; he's a good officer, so it was for retention purposes."

Many small agencies are in the squeeze of a limited budget with little hope for an increased tax base as many of the towns and counties they serve are off the

beaten path. That fact makes it nearly impossible to compete with larger agencies that can shell out more money for certified officers.

"Once you find someone and send them through the (academy), it takes a while before they're on the street," Grogan said. "When they come out of the academy, the training has improved so much the officer is now attractive to everybody, including larger departments. That's what we're dealing with."

Grogan said after about six months on the job, many officers move on to larger departments for better pay, which leaves the smaller agency in a bind.

"We need that sustainability and retention," Grogan said. "Without it, we're dying."

Another problem is the quality of the applicant pool.

"I've got a whole drawer full of people wanting to go to the academy, but I don't have anyone who is qualified," Dixon said. "My new guy lives in Island, Ky. He's going to drive 50 minutes each day to come to work. His wife works in Owensboro and his daughter is in Owensboro, so he can't move. If he's willing to make the drive, I'm going to give him the shot."

Lack of retention and recruitment also makes it tough to keep morale high, Dixon added.

"The officers we have are like, 'Why can't I have Saturdays off?' or 'Why can't I do this?'" he said. "They say, 'I've been here two years, so I'm going to go somewhere bigger so I can have some Saturdays off.'"

Being short-staffed for long periods of time means small agencies often shell out hefty sums of overtime dollars.

"Our overtime hours are high," Rockcastle County Sheriff Mike Peters said. "It's not uncommon for our deputies to have 20 or 30 hours of overtime during a pay period."

Peters said the fiscal court has admonished him regarding overtime hours, but no resolution is in sight.

"Operating on what fees we take in and what forfeiture we eventually can get, it's just not enough," Peters said.

Grogan said for many smaller agencies, the issue of retention and budget shortfalls go hand-in-hand.

"They won't stay here because we don't have the resources – money, equipment, future we can offer in terms of betterment," Grogan said. "The package we can offer looks good for the first year or so, but then things change. An officer is a different person, and they want more, so they move one."

## ALTERNATIVE STAFFING

Some sheriff's offices are utilizing volunteer special deputies to augment low staffing, Peters said.

"We've really struggled with retaining certified deputies," Peters said. "We use special deputies; I have five. It's a Catch-22 situation. I have one that is out with one of our certified deputies right now, and I have one who volunteers."

In 2015, Peters' agency was given a bloodhound for tracking, and a special deputy takes care of the dog, and attends the required training, which he pays for out-of-pocket.

"I can call them if we have something major going on," Peters said, adding that special deputies are always out in the field with a sworn deputy.

The "Catch-22" part of it comes in the form of liability, the sheriff said.

"Not having the training or the time to train is a liability," he said. "However, having someone you can call on who is not going to cost you anything other than providing them a vehicle and gas helps a great deal."

Much of what special deputies do in Rockcastle County is crowd control for parades and special events, and traffic control for funeral escorts.

Lewis County Sheriff Johnny Biven has four special deputies and uses them for non-law enforcement events.

"They do special details like events and parades, and they serve some papers for us," Biven said.



## CAN YOU HEAR ME NOW?

While retention is problematic in some areas, in Lewis County, Bivens said one of his biggest headaches is inadequate communication.

"It's horrible," he said, bluntly. "We have 483 square miles, and it's not flat land. We have one tower in this county. When you get on the southern end of the county, radio traffic is nonexistent."

Bivens said his deputies have cell phones, and the cruisers are equipped with cell-phone boosters, and more often than not, deputies rely more on phones than they do their radios.

"The fiscal court has been doing some studies, and I think it would take a minimum of three tower sites to get the proper communications we need," Bivens said. "I know the fiscal court has applied for grant funding. It's been an issue here for years; not only us but for all first responders – fire and EMS, too."

Peters said his county has come a long way in improving communication.

"We've still got a few dead spots, but it's a lot better than it used to be," Peters said. "It's about 90 percent covered. There are a few hollers where it can be a nuisance."



**WE NEED THAT SUSTAINABILITY AND RETENTION. WITHOUT IT, WE'RE DYING.**

— TONY GROGAN, HICKMAN POLICE CHIEF

Much of the communication issue is out of the hands of local law enforcement agencies, as they have to rely on the fiscal court to secure funding for more repeater towers, Bivens said.

"It's bad when a cell phone works better than our radios," he said.

Despite shortcomings in staff and communication, small agencies have to do the job of policing, and Dixon said that is the name of the game.

"Our goal is to protect the residents of this community and make them safe here," he said. "That is what it is all about." 🐾

Dawson Springs Police Chief **BROOK DIXON**, whose city sits in both Hopkins and Caldwell counties, said interagency cooperation is vital for any small agency. Dixon added that he has a good relationship with nearby agencies, including the Kentucky State Police.



# ONE FOR ALL



## CRIME IS CRIME, NO MATTER THE TOWN'S SIZE

**E**ach morning, the members of the McKee Police Department are in a single patrol car.

The chief is present, along with the patrol officer and detective. In fact, the administrative staff and community-services officer also are in the Dodge Charger.

The kicker is there is only one person in the car. Jonathon Sizemore has served McKee – a city of about 800 nestled in the eastern Kentucky county of Jackson – as police chief for six years. He is a police force of one.

Sizemore began his policing career in 2000 as a member of the Laurel County Sheriff's Office. During his career, Sizemore also has worked for the University of Kentucky Police Department as a sergeant, Fayette County Public School Law Enforcement Division and Jackson County Sheriff's Office.

Sizemore says policing in a small town is not any different from doing the job in a larger city. It's just on a smaller scale.

"You name it, and we have it," Sizemore said.

### THE BEAT

Because of the limited number of officers in the county, (the Jackson County Sheriff's Office has four deputies), Sizemore said cooperation and coordination efforts are necessary.

"We don't have 24-hour service around here," Sizemore said. "You have to make the relationships you have work. I rely a lot on the sheriff's office. The fire-fighters – there are times I am at a scene and the fire department is the only help I have. It is reciprocal. They have to know I'm going to be there to help them."

As proof of that, one has to look no further than the county's drug problem.

"We have every type of drug you can imagine," Sizemore said. "As far as drugs I see and deal with, it runs the entire gambit. We have cases of carfentanil, heroin, meth, flakka, crystal meth, cocaine and prescription drugs."

(ABOVE) McKee Police Chief **JONATHON SIZEMORE** is the lone officer in the eastern Kentucky city of about 800 people located in Jackson County.

Sizemore said he works with Jackson County Sheriff Paul Hays on many drug cases.

"One of the things about being in a small community, you know who the drug dealers are," he said. "However, what I know and what I can prove are two different things."

"Everybody knows everybody and everybody knows what is going on; there are no secrets in McKee," Sizemore continued. "I had someone call weeks ago (late May) and said, '(The suspect) always goes in the woods at this location.' I'm hearing he has all of this stuff buried out there, so I go out there and look around and I find a big water cooler buried in the ground. It had everything you needed to make meth, including a little of the finished product."

Upon discovering the cooler, Sizemore conferred with Sheriff Hays and opted to confiscate the cooler and drugs.

"We'd love to do a stakeout, but it goes back to [lack of] manpower," he said.

### COUNTYWIDE JURISDICTION

Interagency cooperation has paid dividends on several occasions, including shootings that occurred in the community of Sand Gap, located in the western portion of Jackson County in May 2017.

"We had [two] shootings that happened, same suspect, two victims about five minutes apart," he said. "The incident was in Sand Gap, and I live in the city of McKee, so I'm 15 or 16 miles away. I was the closest officer by a longshot."

In order to respond to calls, the police department has to be well equipped. Sizemore said MPD has the equipment, but given the mountainous terrain of the eastern Kentucky city, an SUV would help.

To that end, Sizemore and McKee Mayor John Tompkins are working on a United States Department of Agriculture grant for a Ford Explorer.

"The Dodge Charger is a great car, but it's best to run up and down the interstate," Sizemore said. "When I can wash it in my front yard and it gets stuck because the grass is wet ... it is not made for this area."

### EVERYONE KNOWS THE CHIEF

"I have a good relationship with the community," Sizemore said. "I walk into the store and everybody knows me. They ask about my kids and my girlfriend."

However, being in a small community, many people take advantage and sometimes show up at Sizemore's doorstep, unannounced.

"When I'm working and I'm out in the community, I embrace [being known by everyone]," he said. "At 9 in the morning, when someone comes knocking on my door because I arrested them the night before, I don't necessarily embrace that. It's only happened two or three

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**ONE OF THE THINGS ABOUT BEING IN A SMALL COMMUNITY, YOU KNOW WHO THE DRUG DEALERS ARE. HOWEVER, WHAT I KNOW AND WHAT I CAN PROVE ARE TWO DIFFERENT THINGS.**

— JONATHON SIZEMORE, MCKEE POLICE CHIEF

times. Or, I'll have someone who will come up to my house and tell me, 'Someone stole my Lortabs last night, so I need a report.' First of all, we're not going to do a report [at my house], and second of all, don't come to my house; call dispatch."

Sizemore said he tries to keep a professional distance when it comes to his private life. However, having a girlfriend from McKee can make him figuratively beat his head against the wall when people show up at his house.

"There are some people who I would be upset with for stopping by my house unannounced, because I don't want them around my kids. I know the type of people they are and what they do," he said. "But she's like, 'How's your momma doing?' and I'm like, 'Can we get the drug dealer out of my house, please?'"

That is life for a one-person law enforcement agency, Sizemore said.

"I can honestly tell you I never had that happen to me when I lived in Lexington," Sizemore said. "It is different." 🇺🇸

McKee Police Chief **JONATHON SIZEMORE** speaks with Jackson Valley Apartments manager Carolyn Going about a burglary at one of the units in early June.





# HARNESSING THE POWER OF DATA

## UNDERSTANDING PREDICTIVE-POLICING STRATEGIES AND HOW KENTUCKY DEPARTMENTS CAN USE GENERATED DATA TO REDUCE CRIME AND INCREASE PATROL EFFECTIVENESS

Written By  
**ABBIE DARST**

Photography By  
**JIM ROBERTSON**

“Law enforcement agencies generate a crazy amount of data,” said Paducah Police Crime Analyst Michael Zidar. “Every time they key up a radio, a line of data is recorded.”

The question comes with figuring out what to do with the endless amount of data available and how agencies can work the numbers and information to benefit their departments’ efforts and communities.

For several agencies in Kentucky, the data generated from every call, report, traffic stop or community complaint is helping them navigate predictive-policing strategies that are making large impacts on their resource allocation, community relationships and effectiveness in reducing crime.

### GETTING STARTED

“The term predictive policing often scares chiefs off,” Madisonville Police Chief Wade Williams said. “So to get it into better terms, it’s been a business-marketing model for a long time, and just recently law enforcement has grasped on to it.”

Using Wal-Mart as an example, Madisonville Police Maj. Robert Carter said large chain stores can run their data and, using the forecast and data from past weather patterns, know they need to stock up on duct tape, pop tarts and water – using data to drive where and how they allocate their resources.

Likewise, predictive policing is the application of analytical techniques — particularly quantitative techniques — to identify likely targets for police

intervention. Predictive policing aims to prevent crime or solve past crimes by making statistical predictions, according to the RAND Corporation’s 2013 report on Predictive Policing.

“Predictive methods allow [law enforcement] to work more proactively with limited resources,” the RAND report states. “The objective of these methods is to develop effective strategies that will prevent crime or make investigation efforts more effective.”

In Madisonville, the police department has made the foundation of its predictive-policing strategy all about the data.

“But it has to be useable data,” Williams emphasized. “If you don’t have a good foundation, you can’t make it work.”

Madisonville’s data is collected from E-Nibers, arrests, [computer-aided dispatch] calls, citations, probation and parole, traffic stops – any source of data where there is contact with the public – and is merged with their geospatial program, created by Lexis-Nexis. The information pieces are layered over each other based on time of day to generate hot-spot predictions, Williams explained.

“We’ve created a culture in our agency that everyone collects data, from the officers to civilian staff,” he said. “Every call, whether domestic violence, drugs, suspicious persons – each person has to be thinking, ‘How can I capture this data for the future.’”

Building this culture did not happen overnight. In fact, Williams and Carter said one of the key hurdles to get over was making officers understand they have to capture the data and how their role plays into the overall strategy.

“When we first discussed pursuing predictive policing, all the supervisors said, ‘This is not going to work; why are you coming in here with this snake oil?’” Carter said. “But because we believe in [Chief Williams], we bought in.”

“None of this would be possible without his vision,” he added. “From the time we began looking at predictive policing and intelligence-led policing, he made it a top-down approach.

He shared a vision, and we believed.”

MPD has recorded up to 30 and 40 percent reductions in Part I crime, Williams said, seeing as much as a 60 percent reduction in the first couple of years.

“It definitely pays off,” he said. “You can’t put a number on someone not being a victim of Part I crime – for that, we’ll do anything that will work.”

Madisonville Chief **WADE WILLIAMS**, top, discusses areas of the city where the agency’s predictive policing technology projects as high-concentration areas to potentially focus resources with Crime Analyst **MATTHEW NELSON**. Madisonville Police Department has seen significant reductions in Part I crime since it began using predictive policing strategies.







Lt. Col. **ROBERT SCHROEDER** heads up Louisville Metro Police Department's predictive policing strategy. Firmly believing that LMPD's officers and community will benefit from the technology, Schroeder said the department is in the process of re-rolling out its strategy and expectations to officers.

The Louisville Metro Police Department is preparing to re-rollout its predictive strategy to its approximately 1,200 officers, focusing on how officers are engaged with the strategy, what is expected on the part of each officer and showing them the value of the difference predictive strategies can make on their beat, Lt. Col. Robert Schroeder said.

"Our officers have beat pride," Schroeder said. "They don't want crime to happen on their beat. So helping them figure out where to go to catch criminals or prevent crime on their beat – they will take it willingly, they just have to see the value.

"I don't think it's about resistance, people are busy and this is one more tool, but it takes time to look at it every day," he added.

Law enforcement executives who are exploring the possibility of adopting predictive-policing strategies and technology face three main challenges – getting that complete buy-in from everyone on their staff, rejecting the idea that they are too small for implementing a predictive-policing system and understanding it takes time to grow the data necessary to make the system work for one's agency.

"The initial part of it is chiefs and administrators often think this is too big of a concept for smaller agencies, but we are proof you can take a large-scale idea and drill it down for any size agency," Williams said. "It's all about data collection and creating that new culture where everyone is a data analyst, and being patient – it takes time to get the data up to speed, and you may not see immediate benefits from it."

#### USE WHAT YOU HAVE

Jumping into a predictive-policing strategy doesn't

have to be complicated, whether a department has 1,200 officers or 12. Williams argues agencies will save manpower and dollars based on deploying resources when and where they are needed, instead of a shotgun blast.

"We have tailored our approach to where it works for us and could work for smaller agencies," Williams said. "I think this is the future to which everyone eventually will move. Anyone can take these ideas, and many just need to decide when to take a bite."

Paducah's Zidar encourages agencies to look at what resources and programs they currently have that can help them process and manipulate data.

"A lot of agencies will jump into a brand-new program because of a great presentation, but Paducah is a city of 25,000 at night, we don't need a \$150,000 program to manage our data and make it work for us," he said.

Instead, Zidar says there are amazing things agencies can build in Microsoft Excel that do not cost them a thing. Before asking for money for software, agencies can look at what they have and see if they can build something to get the results they want.

"Take stock of what you have now and ask, 'Are we maximizing what we can get out of it?'" Zidar said. "Most often, the answer is, 'No.'"

Madisonville and Paducah have experienced success with their crime analysts in the years since creating those civilian positions. However, Zidar emphasized agencies don't necessarily need to hire someone specifically with a criminal-justice research background, like his, or who is overly tech-savvy to be successful.

"Agencies need someone who is willing to learn, is motivated to look into it and carefully consider what the agency has and the organization's goals," he said. "Look at the people you have and decide if someone in-house can do this or if you need to bring someone in."

#### MORE THAN JUST NUMBERS

Even the best predictive-policing strategy or software cannot stand alone on just collected data. Madisonville's Williams stresses predictive policing is an enhancement, not an end in and of itself. In other words, you can't just do predictive policing and let everything else fall by the wayside.

"Using predictive policing, problem-oriented policing, community-oriented policing and intelligence-led policing and how you respond to those things and package it really is what predictive policing is," he said.

Zidar agrees it is more than just looking at numbers.

"It's a misconception that a crime analyst sits behind a desk pushing out daily, weekly and monthly reports," he said. "That's the wrong way to be a crime analyst; having



**PREDICTIVE POLICING TRIES TO HARNESS THE POWER OF INFORMATION, GEOSPATIAL TECHNOLOGIES AND EVIDENCE-BASED INTERVENTION MODELS TO REDUCE CRIME AND IMPROVE PUBLIC SAFETY. THIS TWO-PRONGED APPROACH — APPLYING ADVANCED ANALYTICS TO VARIOUS DATA SETS, IN CONJUNCTION WITH INTERVENTION MODELS — CAN MOVE LAW ENFORCEMENT FROM REACTING TO CRIMES INTO THE REALM OF PREDICTING WHAT AND WHERE SOMETHING IS LIKELY TO HAPPEN AND DEPLOYING RESOURCES ACCORDINGLY.**

— THE NATIONAL INSTITUTE OF JUSTICE

knowledge of how crime happens and behavior is super important. There is a reason why that one bar is worse than the others and generates 30 calls a month.

"I like to go out to these places and look at the environment and what's different," he continued. "There's usually a management issue there. There's the same population going to this place but the environment and expectations set are very different."

Another key factor in making predictive policing work is community engagement. Not only can the community be a source of data, which agencies can take into their predictive systems, building those bridges and relationships develops trust and helps the community take ownership over assisting law enforcement in addressing the crime and circumstances they face.

"We really pushed community interaction from football programs to cookouts to being active in neighborhood watches and the school systems," Williams said. "We are very open to the community sharing things and we don't disregard any information. They are the eyes and ears of the community, and the community is key in building information levels and concern levels."

Madisonville Officer Andy Rush explained how a citywide program called, 'Go Madisonville,' allows city users to report nuisances, problems with sanitation and police issues, among other details. This information is funneled into their data collection, along with information that comes from community members through anonymous tips directed into their predictive software and through Facebook messages.

"Sometimes it feels like there is no value in each piece of information individually, but when you add

it all together, it could amount to something substantial," Rush said.

Louisville Metro's Schroeder agrees that community engagement is pertinent to the success of any policing strategy. LMPD releases much of their data, both raw and interpreted, to the public. This allows for transparency, as well as permitting residents to map crime patterns and activity in their neighborhoods.

"We have an excellent relationship with our community, so when there is civil unrest in other places on a national level, we have community conversations," Schroeder said. "We've gained this trust through sharing data. In the 1980s and 90s, data was all secret, but when you share it, community relationships are better. Investigations are not compromised for sharing, and overall it's a good thing."

Madisonville's system works similarly, allowing the public to see all its crime data and submit tips and sign up for crime alerts, Rush said. They can receive an email every day or month with what's happened within an "X" mile radius of their house.

By growing community relationships and harnessing the data generated from that open dialog and willingness to share, departments set themselves up for more successfully navigating their predictive strategies and learning on what and where the data is telling them to focus their resources.

"Having a good understanding of the local scene, from crime to collisions, administrative perspectives and data, lets you know about all the issues and what is successful," Zidar said. "That's the power of being able to harness what we generate already." 🇺🇸



Based on predictions from the Lexis-Nexis predictive software, which layers information from all facets of collected data, Madisonville officers are strategically placed at high-collision areas at particular times of the day to help reduce accidents and injuries.



# THE CITY OF OPPORTUNITY



(LEFT) Fort Mitchell Police Chief **ANDREW SCHIERBERG**, left, Detective **JILL STULZ**, center, and Patrolman **THOMAS BRADFORD** serve together with their fellow officers to ensure consistent community coverage, involvement and communication.

The coffee shop sits near the intersection of Dixie Highway and Orphanage Road, just a block from where Fort Mitchell's border meets Lakeside Park. Around the corner sits the historic Greyhound Tavern, a community landmark that will celebrate a century of service to the town in just a few years.

"On Dixie Highway, we have two business districts that bookend the city," said FMPD Chief Andrew Schierberg. "The Greyhound Tavern is sort of an iconic northern Kentucky restaurant. It was at the end of the line for the old streetcar route. The streetcar ran through Fort Mitchell, and when you got to the Greyhound, that was the turn around to go back to Cincinnati."

The Fort Mitchell Police Department employs 15 full-time officers who serve a mostly residential, bedroom community of a little more than 8,200. At the opposite end of Dixie Highway from the Greyhound, the community is intersected by Interstate 75, which brings with it the typical hazards of a constant flow of traffic.

"We have been hit hard by the heroin epidemic just like everybody else," Schrand said. "We had a big issue a few years ago in the Kroger parking lot with people shooting up."

The grocery store sits just off of Fort Mitchell's Exit 188, making it an easy target for drug users. The agency also has responded to regular calls of intoxicated drivers, some who have crashed in Fort Mitchell after buying drugs in or around Cincinnati and overdosing in the five miles down the interstate.

FMPD responded to the problem by mobilizing one of its special-enforcement teams, Schierberg said.

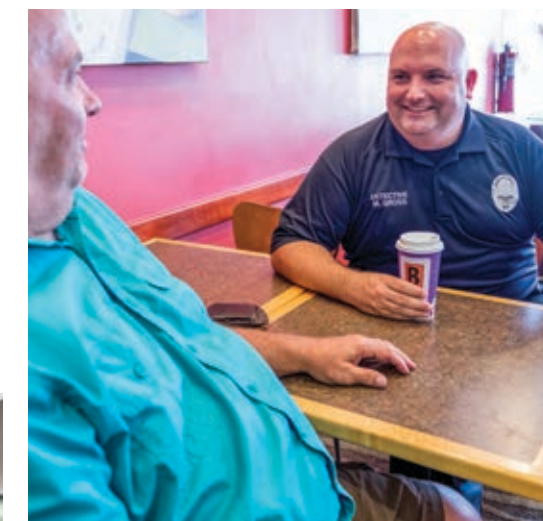
"Being a small department, we try to have opportunities for the officers," he said. "We have a special-enforcement team, and when we have targeted issues we want to go after, it's their job to take ownership of those. The special-enforcement team was tasked with identifying ways to reduce overdoses in the grocery store parking lot and attack the issue."

The department also has a team assigned to community involvement, the chief said. It's their job to look for opportunities to interact with citizens through programs, events and service when the officers are not responding to calls.

"It's a pretty small community here," Schierberg said, "but we manage to find a lot of opportunities to get out there. Sometimes we piggy-back off other events, and we try to do some cookouts each year. We hit different neighborhoods and spread it around a bit so residents can meet our officers and socialize."

The department's community connection efforts are well documented on its official Facebook page. From a recent Cops and Coffee 5K to hosting a fundraising event for the Emergency Shelter of Northern Kentucky, FMPD officers are embedded in their community.

(INSET) Fort Mitchell Police Sgt. **MIKE GROSS** takes a moment to chat with residents at his favorite coffee shop, Biggby Coffee. Biggby's and the police department work together regularly in support of their community.



(BELOW) Fort Mitchell Police Sgt. **ERICA SCHRAND** drives through a neighborhood and talks about the people she serves. It's her favorite thing about policing Fort Mitchell, and she said she enjoys the variety of people she meets in the community.



## FORT MITCHELL POLICE DEPARTMENT

The Fort Mitchell Police Department has a lot to offer – both to the officers it employs and to the residents they serve. From drug enforcement to community cookouts, this 15-person department is always active in their northern Kentucky town.

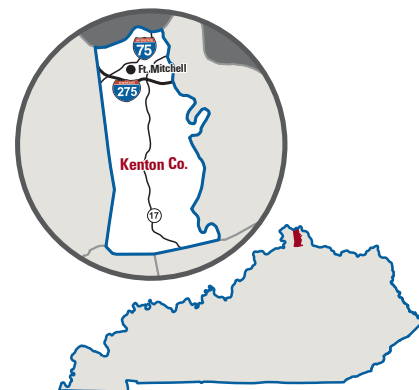
Written By  
**KELLY FOREMAN**

Photography By  
**JIM ROBERTSON**

S miles brightened at Biggby Coffee when Fort Mitchell Police Sgt. Erica Schrand entered the shop. The baristas greeted her as she shook hands with customers and shared light-hearted banter with her co-worker, FMPD Sgt. Mike Gross, while he sipped his Grizzly Bear coffee and chatted with regulars.

For anyone else who visits Biggby's, Gross' favorite drink is actually called the Teddy Bear. The former detective coined the new moniker because he, "adds an extra shot of espresso," he joked.

The atmosphere was comfortable, the conversation friendly. It was a typical day in Fort Mitchell, a community that has a tight-knit relationship with its police.







(TOP) Fort Mitchell Police Specialist **SHANE BEST** works daily with his K9 partner, **TONY**, and sees the difference Tony already is making on the streets.

(RIGHT) FMPD Specialist **SHANE BEST** and K9, **TONY**, recently met 5-year-old Stephen Hohausser, a Michigan boy battling cancer who loves police dogs.



### 'IT WAS VERY HUMBLING'

Perhaps one of the newest community outreach efforts is a German Shepherd puppy named Tony. Even Tony's arrival at FMPD was a community effort.

For 17 of FMPD Specialist Shane Best's 19 years in law enforcement, the officer said he has petitioned for a four-legged partner. This past April, Tony joined Best on the streets of Fort Mitchell as the first K9 in the department's history, thanks to community fundraising efforts that topped \$25,000.

"With the heroin epidemic right now, he's a huge asset to us," Best said.

Tony is a dual-purpose dog trained in drug detection, aggression, area searches, tracking and building searches, Best said. But one of his most important roles is public relations. Recently, Tony and Best got the opportunity to fulfill the dream of a 5-year-old Michigan boy undergoing cancer treatment in Cincinnati.

Stephen Hohausser's love for police K9s has spread worldwide through the boy's Facebook page, according to news coverage by WKRC in Cincinnati. Stephen is battling stage four neuroblastoma and recently was in Cincinnati Children's Hospital for a proton treatment, the TV station reported. A Wilmington, Ohio K9 handler organized officers from a dozen law enforcement agencies in Kentucky and Ohio to shower Stephen with wet kisses and furry hugs from their K9 partners.

"I've been doing this a long time and that was one of my favorite moments in my career," Best said of the event supporting Stephen. "It was very humbling. You wake up some days and think, 'My life sucks.' And you look at him and he's just so happy and smiling. He didn't have a care – all he cared about was those dogs and talking to us. And for those brief two to three hours, he got comfort. He got to be a little boy."

When choosing a dog to join the force at Fort Mitchell, Best said he and Chief Schierberg knew the dog would have to be community friendly. In addition to his visit with Stephen, Tony has displayed his skills for D.A.R.E. students at Blessed Sacrament Catholic School and at a local park for neighborhood children in between tracking suspects and sniffing out drugs. Because Tony and Best are assigned to second shift, they keep busy.

"The chief and I had a conversation and first thing, he said, 'I don't want you out when we have 30 dogs out.'" Best recalled. "On my shift right now, there is only one other dog available in three counties. So we get used. Our first week was really busy."

On their first day together on the road after six weeks of training, Best said Tony was called to a traffic stop on the interstate.

"The stop was at mile marker 167, so the whole way down there I was sweating thinking, oh my god, he's

never seen the interstate," Best said. "I was freaking out, which in turn, once I grab ahold of the leash, he senses I'm freaking out."

"So the whole way down there I'm talking to him," Best continued. "When I drive fast, he knows, and he's got his little head up here going, 'What's going on Dad? Where are we going?' And I'm talking to him – and I'm sure if you had a camera you would all laugh at me. I'm telling him, 'Come on, buddy, we can do this. We got this. You're good, we got this.' So we get down there and he did a great job. He did what he was supposed to do. He got us in the car. But the whole way I was thinking, this isn't school anymore. This is real work."

Their second day on the job, Best said he and Tony were called to Bellevue to track a suspect after a home invasion. At the time he received the call, Best said he was on the phone with his wife, who then began to panic when she realized that Tony didn't have a bullet-resistant vest yet.

"My wife is on the phone and I told her, 'We can't have that conversation right now,'" Best said. "Now my wife's freaking out. And I'm looking at him and thinking, 'I hope you're ready.' And he was. He's great at it – it's probably his strongest suit right now."

"I've been doing this for 19 years and it's been me," Best continued. "I trust my gut. Now I trust his. I'm just trying to enjoy it. In cop years, I'm old. An old dog with a new dog trying to learn new tricks. But I absolutely love it. I was asked recently if it is what I thought it would be. It's more."

**“ I’VE BEEN DOING THIS FOR 19 YEARS AND IT’S BEEN ME. I TRUST MY GUT. NOW I TRUST HIS (K9 PARTNER, TONY). I’M JUST TRYING TO ENJOY IT. IN COP YEARS, I’M OLD. AN OLD DOG WITH A NEW DOG TRYING TO LEARN NEW TRICKS. BUT I ABSOLUTELY LOVE IT. I WAS ASKED RECENTLY IF IT IS WHAT I THOUGHT IT WOULD BE. IT’S MORE.**

— SHANE BEST, FMPD SPECIALIST



(LEFT) FMPD's K9, **TONY**, is a dual-purpose dog trained in drug detection, aggression, area searches, tracking and building searches.

(BELOW) FMPD Specialist **SHANE BEST** said he and **TONY** train one day every week with other local K9 officers to maintain Tony's skills and certifications.



BOTTOM-LEFT: BRADLEY UNDERWOOD / WKRC



### 'BEYOND THEIR NORMAL DUTIES'

In addition to their K9 officer, FMPD has a well-rounded staff of officers assigned to special duties or training. The agency employs one full-time detective, two certified D.A.R.E. instructors – one of whom is assigned as a school resource officer – two certified Rape Aggression Defense trainers, three firearms instructors and a bike patrol.

A mix of officers with varying lengths of service to FMPD and Kentucky law enforcement as a whole comprise the staff. Because of the large quantity of law enforcement agencies in northern Kentucky, Schierberg said it can be a blessing and a curse for recruiting and retaining officers. Schierberg said the current staff is a good, cohesive group.

"It's good to have that for your community," the chief said. "It helps them get to know the officers and helps the officers know who they're serving."

Part of FMPD's success is their empowerment of individual officers, allowing them to take ownership in specific functions of the agency, Schierberg said.

"The agency I came from was a 30-person department with a number of specialized opportunities and promotional opportunities," he said. "In a 15-person

department, you don't have the volume of assignments or different experiences. So we try to make up for that by allowing line-level officers to take leadership over certain things."

For example, a patrol officer at FMPD is responsible for the agency's fleet. With oversight from a sergeant, the officer manages the fleet, its maintenance and advises the chief about when new vehicles should be purchased and how they should be equipped. The same concept applies to the bike patrol, where an officer who is highly-experienced with police bikes manages the program. These assignments allow first-line officers the opportunity to develop leadership skills in those areas, Schierberg said.

"It gives people something beyond just their normal duties to develop," he said. "And hopefully, if they end up leaving someday, they at least can say we have given them an opportunity to grow here."

FMPD Patrolman Tim Pangallo is one of those officers who has been given the opportunity to blaze the path as the first school resource officer assigned to the Beechwood Independent School system. Pangallo just began his third school year at Beechwood – a unique campus that teaches students from kindergarten through 12th grade.

"It's kind of a different dynamic, but the neat thing is because it is all on one campus, I get to float back and forth between the high school and elementary," Pangallo said. "It all kind of flows together. They all eat in the same cafeteria and everything."

Being responsible for the wide-ranging ages of the students he mentors, Pangallo has worked to develop programs that serve them all. Before joining Fort Mitchell, Pangallo was a certified D.A.R.E. instructor for the Taylor Mill Police Department, and continued that service in Fort Mitchell even before the SRO position opened.

The D.A.R.E. curriculum is geared toward younger students, so Pangallo introduced the Drug Free Clubs of America for the high schoolers, he said.

"The kids can join the club and what they are saying is that they will agree to being randomly drug tested throughout the year," Pangallo explained. "Once initially at the beginning of the school year and, throughout the year, anywhere from six to eight drug tests will be administered. The benefit to them is that they get a membership card. I go around to the community and get sponsors like Skyline, different restaurants, Kroger – they're a big sponsor and usually give me Starbucks gift cards. If the students go into one of those stores with their membership card, they will get a free coney, drink with a meal, something like that."

The first year, the DFCA garnered the attention of roughly 35 students, Pangallo said. The next year they more than doubled their membership with roughly 100 students volunteering to be drug tested. Pangallo and the school system have orchestrated ways for the program to be incorporated into extracurricular activities, too. For example, DFCA members attending football games will be entered into a half-time drawing to kick an extra point. If they are successful, game attendees each receive a free pizza.

"The whole point is that when these students are at a party or somewhere and they are offered drugs, they can say, 'Hey, I'm in the Drug Free Club program and they may randomly drug test me,'" Pangallo explained. "So they can ward off peer pressure by saying they don't want to take that chance."

Working with the students in the school is a joy for Pangallo, who said he hears often from teachers how excited the kids become when they know it is D.A.R.E. day.

"It's fun," he said. "I have always been one who enjoyed mentoring young officers and, coming into the schools, now I get to mentor the kids. Working with the kids, they just ooh and ahh over you, want to see all your equipment and hear what you do on a daily basis. Part of getting into doing D.A.R.E. is talking to them about the stuff we deal with on the road. I tell them the

## Fort Mitchell Facts

- Fort Mitchell Police Chief Andrew Schierberg just celebrated his first year as chief of the northern Kentucky agency in July. Schierberg spent 13 years with the Kenton County Police Department and grew up in neighboring Lakeside Park. Schierberg also is a licensed attorney, graduating from Northern Kentucky University's Chase College of Law in 2009.
- While the city's population reaches just over 8,200, Fort Mitchell is the final resting place for more than 120,000 people buried in three cemeteries.
- In addition to the agency's Facebook page, Schierberg maintains his own official page to communicate information to local citizens. Schierberg managed KCPD's social media as the agency's public information officer and enjoys the opportunities it provides for community engagement.
- Fort Mitchell received a 100 percent rating from Kentucky League of Cities Insurance Services' safety and liability review, one of only 12 in the state.
- The city of Fort Mitchell is approximately 3-square miles, according to the 2010 census.
- The agency has been accredited by the Kentucky Association of Chiefs of Police since 2001.
- Fort Mitchell is home to the Beechwood Independent School System. The school, which teaches kindergarten through 12th graders, has received the National Blue Ribbon School of Excellence Award for both elementary and high school programs. Its students scored in the 99th percentile with distinguished rankings on state exams, and the school system is ranked second among Kentucky's 173 school districts.

reasons the teachers don't teach D.A.R.E. is because we see it every day. We know what's going on and what it leads to. Hopefully these programs will give them a better understanding of what it's all about."

The support Pangallo receives from the school system is consistent with what Best said he has experienced daily over his 17 years with FMPD.

"I love this community," he said. "It's like a second home. I have worked here so long I have friends here, so I take it personally if there is a car break in on my shift, because that may have been a friend of mine. There are a lot of good people here."

"I talk to people from all around the country – especially in K9 school," Best continued. "One of them works up next to Ferguson, Mo. He goes to work every day, and the citizens in the city hate his guts. I don't get that here. They want us here. We have support from the top, so it makes it even easier. When the people above you support it, and the people you work for support you, how can you go wrong?"

Fort Mitchell School Resource Officer **TIM PANGALLO** enjoys the uniqueness of working for the Beechwood Independent School system and working with students in every grade from kindergarten through 12.







# KEEPING THE PEACE

## UNDERSTANDING LANDLORD-TENANT LAW

**R**emoving someone from their home often is a volatile and emotional event. It's critical that responding law enforcement consider the legality of what they are asked to do, especially in situations where there is no written order to remove an individual.

The complexities of living situations today lead to complex legal issues as well, which a peace officer at the scene is expected to understand and apply correctly. It is vital that officers understand when their actions might implicate landlord-tenant law, to ensure they do not find themselves violating the law.

One of the duties of Kentucky sheriffs' offices involves executing "forcible detainers." Eviction – the removal of an occupant from a property pursuant to a court order – occurs under several situations. Although the responsibility of the local sheriff's office is to execute such court orders, under emergency circumstances, other law enforcement agencies may be involved in these cases.

Usually, an eviction occurs when a tenant fails to pay rent or violates another lease provision. A related type of eviction occurs when the landlord has an action taken against the occupants for foreclosure. In both cases, a legal action to have them removed from the property is appropriate.

A forcible detainer is defined as when an occupant refuses to return possession of the property to the landlord after a court order directing the tenant to vacate has been obtained. If the tenant leaves voluntarily, no further action is needed. When the landlord initiates the court process, a warrant is issued and given to the sheriff's office to be delivered to the occupant.

Following the hearing, the occupant has seven days to appeal the judgment before their removal from the premises may move forward. In the past, such service of process was performed by a deputy sheriff "posting" the notice on the residence door.

A Jefferson County, Ky., eviction case, *Greene v. Lindsey*, 456 U.S. 444 (1982), had the distinction of

reaching the U.S. Supreme Court on this matter. In *Greene*, the Court concluded such posting was not sufficient to meet the demands of due process, as there was little assurance the occupants would receive the notice. In that case, the assumption was the posting could have been removed from the door by children. The Court stated notice by mail, in addition to posting, "would go a long way toward providing the constitutionally-required assurance" the tenant actually receives notice.

Although the statute allows seven days for an appeal, the day on which the judgment is rendered is excluded from the computation of time. If the seventh day falls on a weekend or recognized holiday, the time runs to the end of the next day that is not a weekend or holiday, according to Kentucky Rules of Civil Procedure 6.01. No legal action, such as a set-out, may be taken until that time frame has expired.

Once the eviction is set, the landlord may contact the sheriff's office to be present at the scene while the landlord does a set-out of the tenant's belongings. The question often arises as to how much actual involvement the deputy at the scene should have with the actual process. The deputy's duty at the scene is to keep the peace and ensure no violence occurs during the process. The phrase, "keep the peace," is important because the deputy is not permitted to take any action with respect to moving of the property, but is there implicitly to ensure all actions at the scene are lawful.

In *Soldal v. Cook County, Illinois*, 506 U.S. 56 (1992), the deputies at the scene of a trailer home removal, from a location prior to the issuance of a proper order, were held liable for their involvement in the process, as they knew the landlord lacked the proper order. The Court agreed what had occurred, (which, it noted, gave "new meaning to the term mobile home"), was a violation of the *Soldals'* Fourth Amendment rights.

In addition, a warrant for possession gives the landlord only the rights to enter onto the property, remove the occupant's possessions and usually change the locks. It does not give the landlord (or anyone else) the legal right to take that property or to prevent the occupant from removing that property once it is set-out. That also means anyone else could take that property as well; there is no responsibility on the part of the landlord to protect that property from being taken or from the weather.

In the case of *Cochran v. Gilliam*, 656 F.3d 300 (6th Cir. 2011), deputies assisted the landlords by preventing the occupant, who arrived during the process, from taking action to secure his belongings and physically assisted the landlords in removing property from the residence. The Sixth Circuit ruled, in an action under 42 U.S.C. §1983, the deputies were not entitled

to qualified immunity as there was a clear and established violation of the Fourth Amendment's prohibition against an unreasonable seizure. The Court agreed the deputies' actions "meaningfully interfered" with Cochran's interest in his personal belongings, and they "interposed themselves between Cochran and the landlords to allow the landlords to take Cochran's property." They also turned away a Kentucky State Police trooper who arrived in response to an emergency call.

“**THE HOUSE OF EVERYONE IS TO HIM AS HIS CASTLE AND FORTRESS, AS WELL FOR HIS DEFENSE AGAINST INJURY AND VIOLENCE, AS FOR HIS REPOSE.**

— EDWARD COKE, ENGLISH JURIST, 1552-1634

Unfortunately, although the deputies consulted with the county attorney regarding the issue, the Court ruled the phone call did "not automatically convert unreasonable actions into reasonable actions." The Court found the deputies crossed the line when they moved from doing a "civil standby to serve the eviction notice and simply keep the peace" into active participation in the process.

Problems may arise when someone tries to have a tenant removed from a place where the tenant has legally established residency. Under the Uniform Residential Landlord and Tenant Act, codified in KRS 383, once a person becomes a legally-recognized tenant, certain very-specific rights attach.

It is not legally necessary that the person's name be on a lease, although the landlord may choose to take action to evict if someone is allowed to move in without permission. In the case of many roommates sharing a residence, a second tenant may move in with an oral agreement rather than a written lease. Oral agreements are enforceable and valid under URLTA. In other words, simply because a person's name is not on a lease does not mean they have not become a legal resident.

When a peace officer responds to a landlord or roommate dispute, the first reaction often is to remove one of the occupants from the premises. In many cases, the primary resident wants the peace officer to remove the other occupant. While the peace officer can encourage one of the residents to leave, it may be unlawful to force that person to leave, without a court order, such as an EPO, or an arrest. Doing so may place the peace officer in legal jeopardy for removing someone from a home where that person has a legal right to be. In addition, with court-ordered evictions, peace officers must remember their role is to keep the peace, not assist or interfere with the process, and the tenants being evicted still have a legal right to their possessions, absent a court order to the contrary. 🏠



# SPOTLIGHT ON: KNOX COUNTY SHERIFF MIKE SMITH



## AT A GLANCE

**YEARS IN LAW ENFORCEMENT:** 24

**CURRENT POSITION:**  
Elected Knox County sheriff January 2015

**PRIOR LAW ENFORCEMENT EXPERIENCE:**  
Retired Kentucky State Police

**EDUCATION:**  
Bachelor of Science in Police Administration, Eastern Kentucky University

## DESCRIBE YOUR AGENCY

The Knox County Sheriff's Office consists of seven full-time sworn deputies, which includes a captain, sergeant and school-resource officer; one part-time administrative assistant; seven court-security officers; and three administrative clerks.

## CORE VALUES

The sheriff's office strives to maintain the highest standard of integrity in order to promote public trust within its agency. This is accomplished through our personnel and adopting core values such as honor, courage and commitment. The primary mission is to make the residents feel safe in their homes, work places and on the roadways by reducing crime through prevention and enforcement efforts.

## DEPUTY SAFETY

Due to budget constraints, body armor was not provided to agency personnel and agency weapons were in poor condition. Deputies were providing their own ammunition and firearms training was nonexistent. In 2016, federal grants were obtained allowing the agency to purchase top-of-the-line, personally-fitted body armor, new service weapons and shotguns for each sworn deputy. A deputy was sent to the two-week Firearms Instructor course at the Department of Criminal Justice Training, and annual firearms qualification has been instituted.

## STRATEGIES FOR YOUTH PROTECTION

One of our highest priorities is keeping the children of Knox County safe from physical abuse, neglect, substance abuse and Internet solicitation. This is being accomplished by partnerships with school officials, teachers and parents to educate kids on identifying and avoiding such issues. We continually conduct classroom visits and presentations on various topics concerning youth-safety issues. This office works closely with the Knox County Division of Child Support to proactively collect money owed to children by a supporting parent. The sheriff's office partnered with the Knox County School System to place a school-resource officer in rotation with the county high schools and assist with elementary schools.

## RECRUITMENT AND RETENTION

The sheriff's office is committed to hiring highly-qualified and well-recommended personnel. The pay scale is competitive with surrounding agencies, with retirement and paid health-care benefits. A policy and procedures manual was instituted in January 2016 that established a general order on hiring practices to ensure a fair and impartial process. A general order setting grooming standards also was created. A ride-along program was created in 2016 that often is used to evaluate potential candidates.

## HOW TO BUILD TRUST

Trust is essential within an organization, as well as between an organization and its community. The Knox County Sheriff's Office is committed to being transparent and accountable to our residents. Trust is built with open, honest communication and interaction with citizens. Active listening as well as having a genuine desire to help encourages positive interaction with citizens and promotes community/police relations.

## LONG TERM GOAL

Having been raised in Knox County, I have a deep sense of pride and commitment to the county. My desire for the Knox County Sheriff's Office is to continually elevate and improve the office to provide the best possible service to the people of the county. 🇺🇸



# SPOTLIGHT ON: INDEPENDENCE POLICE CHIEF ANTHONY J. LUCAS



## AT A GLANCE

**YEARS IN LAW ENFORCEMENT:** 26

**CURRENT POSITION:**  
Chief of Independence Police Department for two years

**PRIOR LAW ENFORCEMENT EXPERIENCE:**  
Began as a part-time employee and worked through the ranks from patrol officer to chief

**EDUCATION:**  
Two years of college courses, graduated CJED Class No. 5, graduated FBI National Academy Session No. 230 and attends continuing education through PECC each year

## CHANGE OF THE GUARD

Over the past two years, the Independence Police Department experienced a "Changing of the Guard" with the retirement of 12 veteran officers. The retirements included mostly command staff, i.e. chief, captain, lieutenant, and sergeant, which created a bump-up effect. Through promotions, testing and interviews, a chief was hired from within; an assistant chief was promoted; two captains, three lieutenants and three sergeants were named. The challenge a bump-up effect creates is all those promoted must complete supervisory/leadership training, which places financial and scheduling difficulties on the department. Historically, command-shift changes are experienced at a slower rate. Supervisors work their way through various classes:

- Academy of Police Supervision for sergeants
- Criminal Justice Executive Development Program for lieutenants
- Current Leadership Issues for Mid-Level Executives for captains
- Federal Bureau of Investigations National Academy for captains
- Police Executive Command Courses for chief and assistant chief.

As the city of Independence continues to experience growth, maintaining an efficient police agency is of the utmost importance. With growth comes an increase in security issues, added public events throughout the city that need extra patrol and an increase in varying types of problems. It is the mission of the chief of police and city officials to meet the needs of officers by improving equipment and providing advanced training opportunities and competitive benefits. City growth makes retention and recruiting efforts vital.

## RECRUITING AND RETENTION

Recruiting and retention is paramount for all police agencies around the country. The police department conducted a salary survey of neighboring agencies in an effort to be competitive. In addition, the city leaders implemented a self-paid medical insurance, to help save employees money. In addition, dental, vision and life insurance is offered. Officers receive benefits in the form of shift differential, longevity pay, tuition reimbursement, uniform allowance, phone stipend, and are assigned a fleet vehicle. Most recently, city leaders

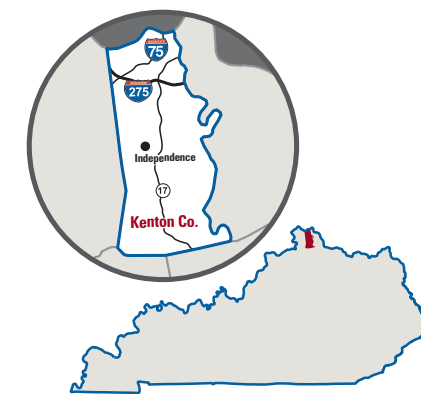
voted in a groundbreaking benefit with a 401(a) matching option that now is available. This will allow officers, especially young officers, an additional retirement savings opportunity.

## LISTENING

Listening to officers is extremely important, especially when a police department goes through extreme changes. The changes created employment openings, shift/scheduling changes and overtime opportunities. Most importance, was meeting the needs of officers and how it relates to their personal life. A one-year schedule replaced a rotating schedule to allow each officer to work consistent hours on three shifts. This included a guaranteed six months of weekends off. Additionally, a hybrid schedule was created, which offered four, 10-hour days, five, 8-hour days, and five, 12-hour days, plus two, 10-hour days.

## LONG-TERM GOAL

My long-term goal for the police department is to assist each of my officers in reaching their long-term goals. Whether it is through continuing education, assuring they are able to meet the needs of their family, or providing them with state-of-the-art safety measures. I wish for all my officers to work to their potential. Choosing law enforcement as a career is very rewarding. Those who choose it are passionate about protecting and serving their community. I strive to develop each officer's talents so he or she is successful in this career. 🇺🇸





# EXTREME OWNERSHIP

## HOW THE U.S. NAVY SEALS LEAD AND WIN

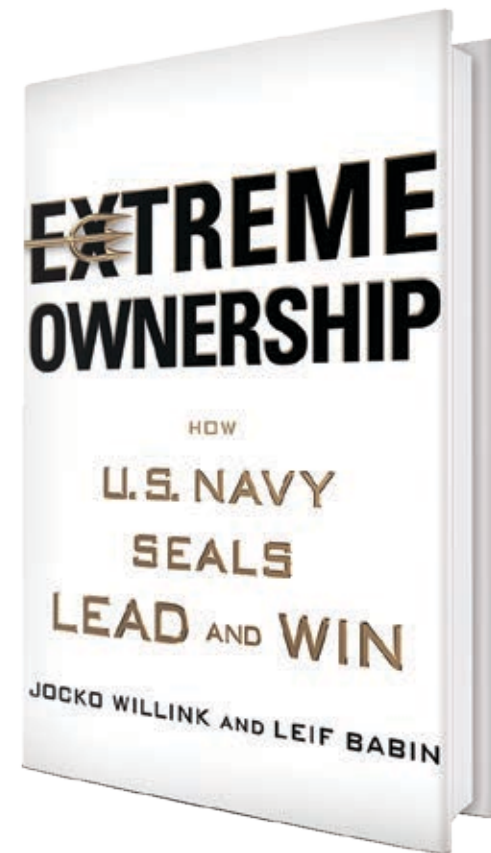
“United States Navy Seal commanders, Jocko Willink and Leif Babin, dissect the lessons learned on the battlefield in one of the deadliest regions of Iraq during Operation Enduring Freedom, in their book, “Extreme Ownership.” These lessons have been thoroughly explained for applications in business and in life. The authors’ victories and defeats while leaders in SEAL Team Three’s Task Unit Bruiser during the Battle of Ramadi are written about with examples given to display their principles of leadership. These principles are:

- Extreme Ownership
- No Bad Teams, Only Bad Leaders
- Believe
- Check the Ego
- Cover and Move
- Simple
- Prioritize and Execute
- Decentralized Command
- Plan
- Leading Up and Down the Chain of Command
- Decisiveness amid Uncertainty
- And Discipline Equals Freedom – The Dichotomy of Leadership

Each principle is its own chapter. Each chapter has an example on the battlefield, explaining the principle and giving an example related to the business world. The book’s resounding theme is leaders are responsible for everything that goes on in a business, operation or mission. Willink came to this realization after one of the worst situations in combat, a “blue-on-blue” attack – when members of the same team mistakenly attack one another during combat. Although not the member who pulled the trigger, Willink discovered he had only one choice when someone had to answer for this mistake that was potentially career ending, and that was to take full responsibility for the whole incident.

This moment led Willink to develop the leadership philosophy of “extreme ownership,” which would be a concept he would bring to his executive-coaching organization, Echelon Front (www.echelonfront.com.)

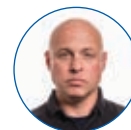
Through straight-forward principles, Willink demonstrates these ideals in powerful examples involving himself and his team. Willink uses these principles to teach leadership to business persons across the board, from startup to Fortune 500 companies. One of the



stories I found most interesting involved Team Three’s Sniper Chris Kyle, who was one of the most successful snipers in U.S. history and later would be better known through his book, “American Sniper.”

In the chapter, Decisiveness amid Uncertainty, Willink describes how the uncertainty, chaos and element of the unknown combat leaders face can lead to catastrophic results if decisions are not thought through properly.

The application to law enforcement easily is translated through both examples in combat and business. This style of leadership is powerful, and its strength lies in its one-sided focus of “own your team’s greatness.” The principles in this book easily can be translated from the patrol officer to police chief, and will benefit anyone in law enforcement to read.



BY BRIAN SPENCER  
DOCJT PHYSICAL TRAINING INSTRUCTOR

# STRANGE STORIES FROM THE BEAT



## Stun gun sets naked man on fire

An officer using a Taser in Wisconsin, on a naked man, set the man’s chest hair and beard on fire. Officers found the man standing in the street threatening to harm people living nearby. Officers suspected he was impaired and placed him in handcuffs, but he refused to enter the squad car. One officer deployed a Taser, striking a lighter in the man’s hand. The lighter fluid and electricity sparked the fire. As officers extinguished the blaze, the man punched one of them in the face.



## ‘Hungry’ burglar ate cheese sandwich, dill pickle, moonshine

Deputies in South Carolina arrested a man who they say broke into his neighbor’s house and made a sandwich. The man was charged with burglary and petit larceny. The report lists the stolen goods as a drink of clear moonshine, a kosher whole dill pickle, a scoop of pimento cheese and two slices of bread. The homeowner alerted authorities after home surveillance detected motion. The man renting property from the homeowner admitted to entering the home on other occasions.

## Students climb through ceiling to steal test

Two students allegedly climbed through the ceiling ducts to steal a test at a Kentucky university. The professor got hungry and left to buy food. When he returned and couldn’t get into his office. He yelled that he was going to call the police. Once police arrived, one student returned to the scene and began confessing.



## Customer threatened to shoot someone over bad sandwich

Police in Ohio said a fast-food restaurant customer, angry about the way his sandwich tasted and looked, threatened to shoot somebody over it. The man stormed into a restaurant acting crazy, complaining that the egg on his sandwich was runny and slimy and looked like spit. Police posted on the department Facebook page tips for better ways to deal with restaurant dissatisfaction.



## Stranded fugitive arrested after flagging down deputy

A fugitive, whom authorities said has evaded capture since 2013, was arrested after he flagged down a deputy in Louisiana. The man was walking down a highway when he flagged down the deputy. He told the deputy he was traveling with his friends, but they had left him on the side of the road. The officer verified the man’s identity and took him into custody. In 2013, authorities said the fugitive struck another man with a hammer during an argument outside a bar.



SEND FUNNY, INTERESTING OR STRANGE STORIES FROM THE BEAT TO JIMD.ROBERTSON@KY.GOV





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