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LAW ENFORCEMENT

Solving the Recruitment Puzzle

THE RECRUITMENT AND HIRING PROCESS DOESN'T HAVE TO BE PUZZLING. IT TAKES MULTIPLE PIECES FITTING TOGETHER TO BUILD AN EFFECTIVE TEAM.

PAGE 14

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DOCJT
DEPARTMENT OF CRIMINAL JUSTICE TRAINING

ACCREDITED BY
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This publication is produced 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:
Recruiting, interviewing, hiring, retention – these are issues every law enforcement agency faces regularly. Piecing together the puzzle to determine which candidates are the best fit involves asking the right questions, getting creative and knowing your candidates.

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CONTENTS

EFFORT TO CLEAR RAPE KIT BACKLOG SHOWS COMMITMENT OF LAW ENFORCEMENT

Kentucky is wrapping up an urgent endeavor in criminal justice, and I want to personally thank the many in law enforcement who have pushed hard over the past few years to achieve this objective.

As of writing this column in August, the Kentucky State Police Forensics Laboratory is in the final phase of clearing the longstanding backlog of sexual assault evidence kits. All 5,000 of the original kits have now been submitted and analyzed, and KSP is completing the final review process on about 2,000.

CANJOENA / 123RF.COM

That's an incredible milestone that demonstrates the commitment of our law enforcement community to securing justice for victims of these heinous crimes. There are many who deserve applause.

Laura Sudkamp, director of the state forensic lab, and her team, were among the first to recognize that thousands of untested kits were sitting on shelves at police facilities. They have remained steadfast amid this daunting challenge and have poured countless hours and energy into addressing the backlog.

The lab was decisive in obtaining a $1.9 million grant from the District Attorney of New York County (DANY) to process untested sexual assault kits. KSP remains on schedule and compliant with the grant, making them one of the first recipients to accomplish that goal.

In addition, law enforcement agencies across the state moved quick to adopt sexual assault response policies in 2016. Every certified agency in the state met the deadline to have a policy in place, helping ensure that all kits would be submitted.

The Kentucky Department of Criminal Justice Training stepped forward to support and advise agencies on writing the policies and making sure that every agency met all applicable standards. The team at DOCJT was resolute in their determination to get this right and provide local agencies with any necessary resources or expertise.

Meanwhile, Gov. Matt Bevin recognized the need for funding early on. His 2017-18 budget proposal included $4.5 million to expand staffing and resources at the lab, and the Kentucky General Assembly supported the funds in the final spending plan.

I've worked in the field of criminal justice for more than two decades, and it's been rare to see so many people, from so many different agencies and communities, embrace a challenge like this with such speed and commitment.

The hard work is already paying off.

In just one example, prosecutors in Louisville have recently indicted a suspect on a rape charge in a case dating back to 1983. After 35 years, the woman, who is 88, may finally see her attacker brought to justice. We can never forget how much that matters – even after three decades.

Much work remains, particularly in matching the evidence to suspects and prosecuting cases. However, it's clear that Kentucky's law enforcement community is dedicated and focused like never before.

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

SUCCESSFUL SAFETY AWARENESS EVENT RETURNS IN OCTOBER

I am a firm believer that one of the Department of Criminal Justice Training's responsibilities is to be a resource for information on all things law enforcement. This includes the tools our brave men and women utilize during the performance of their duties.

With this in mind, my talented staff produced a Safety Awareness Event in early May. The primary goal of this inaugural event was to highlight current law enforcement ammunition. More specifically, demonstrations compared the performance of available ammunition.

There has been so much information distributed in recent years that has caused more confusion than guidance, not to mention all of the biased information on this particular subject that is out there. DOCJT wanted to adopt the Missouri state motto on this topic, "Show Me."

The folks at Hornady Ammunition were good enough to bring their road show to us at DOCJT's Fort Boonesborough Firing Range. It is by far the most in-depth presentation and demonstration of ammunition performance I have witnessed, and they explained every step in the testing process.

One of the most impressive parts of the demonstration was that any round from any manufacturer could be tested to compare it to all other rounds.

All of the law enforcement agencies that attended the event were encouraged to bring their current duty ammunition to be tested. The results spoke for themselves, as they should, in any fair and impartial evaluation.

At least four different agencies that day were seriously considering changing their duty ammunition based upon the results of the testing. That was one of the primary reasons for the event – providing scientific and results-based data to make informed, educated decisions on a topic that could be critical to our law enforcement personnel across the Commonwealth.

All law enforcement agencies should be carrying ammunition in which they have the utmost confidence. But just in case there is any doubt, here is one reason why. The duty ammunition you carry should be reliable enough to stop a deadly-force threat. Failing to do so can result in dire consequences if the bullet fails to perform. Plain and simple, but sometimes overlooked.

All the test results were provided to personnel who attended as reference material if needed. The feedback from the event was tremendously positive, and we at DOCJT pledged to continue these events in the coming months.

The attendees were provided lunch from our partners at the Kentucky Association of Counties (KACo) and the Kentucky League of Cities Insurance Services (KLCIS), which was prepared by the outstanding staff here at DOCJT.

JIM ROBERTSON / DOCJT

In May, DOCJT hosted a Safety Awareness Event that included ammunition testing and demonstrations using the full FBI Ballistic Test Protocol. More than 40 attendees from about 15 agencies in Kentucky and surrounding states attended. Multiple vendors, including Hornady, Double Star, FN America, MasterPiece Arms and others shared information.

The next event has been planned for this October and will include three stages. One will have the newest training rounds from Ultimate Training Munitions and will showcase the value of scenario-based training. Another will entail a comparison of the duty shotgun with a patrol rifle, so attendees can see for themselves the pros and cons of each weapon system.

The last stage will highlight designated-marksman rifles equipped with various optics for the attendees to familiarize themselves and gain insight into this type of system. We hope to have a great turnout, and if anyone has an interest in attending, please email DOCJT Special Assistant Carey Kitts at carey.kitts@ky.gov, and he will provide you with details.

God bless each and every one of you for what you do on a daily basis across our state and stay safe.

BY WM. ALEX PAYNE
COMMISSIONER, DEPARTMENT OF CRIMINAL JUSTICE TRAINING

GREETINGS FROM CAMP

TROOPER ISLAND, KENTUCKY SHERIFFS' BOYS AND GIRLS RANCH SERVE HUNDREDS OF KIDS EACH YEAR

Written By
MICHAEL A. MOORE

Photography By
JIM ROBERTSON

The dust was thick, but the laughter was thicker on a hot, steamy mid-July afternoon at Kentucky Sheriffs' Boys and Girls Ranch in Marshall County.

Though hot and humid, the group of about 20 kids from across the state inside the Gaga Ball Pit didn't seem to mind as they merrily played without a care in the world.

Smack dab in the middle of the pit was 11-year-old David Smalley of Marion County.

"I love playing in the Gaga Pit," the self-proclaimed "King" of the Gaga Pit said.

Gaga Pit is a gentler version of dodgeball, played with a soft foam ball. The game combines the skills of dodging, striking, running and jumping while trying to hit opponents with the ball below the knees.

Smalley is just one of more than 35,000 kids, ages 8 to 11, whom the Boys and Girls Ranch has served since opening in 1975.

A similar story is told some 215 miles to the southeast at Trooper Island in Clinton County.

The island is located in a secluded corner of Dale Hollow Lake and, every year, is the scene of summer camp for thousands of children representing the 16 Kentucky State Police posts.

During the summer months, different KSP posts from across the state send campers for a week-long camp. In mid-June, however, KSP partnered with the Lexington Police Department for camp as Trooper Island welcomed more than 50 children from the Lexington area.

Lexington Police Sgt. Rahsaan Berry with LPD's Community Services Section said the first-year partnership with the KSP-operated Island was a win-win situation.

"We're getting the kids out of the inner city that we live in and we are showing them a different perspective of what life has to offer; bringing them down to be surrounded by nature and this area has been great," he said.

The camp was a hit for the Lexington group. "Their eyes were wide open," Berry said. "They are excited to be here, and doing something as simple as riding in a boat was exciting. Many of these kids don't have the resources to do things like swimming, archery and fishing. So it's phenomenal that we were able to bring them down to (Trooper Island)."

MISSION

Serving Kentucky's kids, many of whom come from economically-challenged backgrounds, is the mission of both facilities.

Since it opened in 1965, Trooper Island has hosted more than 22,000 children from across the state on the 35-acre island.

"(Former KSP Director, Col. James Bassett) wanted to find a place where children throughout Kentucky could come and escape the turmoil of their everyday lives," said Trooper Jonathan Biven, commander of Trooper Island. "He wanted a place where they would learn respect, not only for our country, but also for law enforcement."

In the 1970s, sheriffs from across the commonwealth came together and envisioned the concept of the Boys and Girls Ranch, according to Assistant Camp Director Tracy Powell.

"They wanted a place where kids could get away from their home life and work together by setting and reaching goals," she said. "A camp is a place where children can build moral character, self-esteem and it teaches them to have respect for law enforcement and themselves."

While it is hard to quantify the number of kids who have been positively affected by their camp experiences, there are tell-tale signs that many seeds planted over the years have taken root, Biven said.

"Since 1965, there have been more than 60 campers and counselors who have gone on to careers with the Kentucky State Police," he said. "So my question is, how many troopers or police officers are in this group? We're planting that seed."

The sheriffs' ranch has also made headway in establishing better relationships between children and law enforcement, Powell said, adding that several campers and counselors have gone into law enforcement or education later in life.

"We have a lot of former campers who are in law enforcement," she said. "(Sheriff) Bobby Davidson in Livingston (County) is a former camper. (Sheriff) Stan Hudson in Caldwell County was a camper or counselor."

It is all about relationship building, and in a camp setting, the best way to establish relationships is to give campers structure and something to do by way of recreational activities.

AMENITIES

While at Trooper Island, the pool is probably the most popular attraction for children, Biven said.

The island also offers fishing off the boat dock.

"Some of (the kids) have caught small-mouth bass, but most of them catch bluegill," Biven said. "The fish are smart. They know when the kids are here because it's red worm central. At one point during the summer, you can probably just reach down into the water and grab (a fish). The fish know they're going to eat well and not get caught."

Besides swimming and fishing, Trooper Island also offers a wide range of activities such as canoeing and archery, and also offers basketball courts and softball fields.

Similar features are found at the Boys and Girls Ranch.

(OPPOSITE) A young camper at the Kentucky Sheriffs' Boys and Girls Ranch enjoyed playing on the jumbo slip-n-slide on a hot, muggy morning in mid-July.

(TOP) Trooper Island Commander, **JONATHAN BIVEN**, has overseen the camp since 2014. Since 1965, more than 22,000 campers have attended Trooper Island.

(BELOW) Fishing is a popular activity at the Kentucky Sheriffs' Boys and Girls Ranch. One young boy showed off his catch of the day in mid-July.

"They can't wait to get to the swimming pool," Powell said. "It's the first thing out of their mouths."

While a week at camp is jam-packed with activities such as fishing and games, the kids also learn important messages, whether it be from a D.A.R.E. instructor from the Marshall County Sheriff's Office or dental care courtesy of Delta Dental, who set up a small office at Trooper Island.

"The mobile dental unit saw 53 patients who each received full dental exams, and afterward, the hygienist took over for cleanings," Biven said. "You're at summer camp and you get your teeth cleaned at no cost to any kid here."

KSA's Boys and Girls Ranch has 115 beds spread out over four bunkhouses, but usually hosts 75 campers a week.

Trooper Island has four air-conditioned cabins, and each unit can sleep 20 campers.

(TOP) During the week-long camp at Trooper Island, Delta Dental provides full examinations at no cost to the campers. In mid-June, 53 Lexington-area children received an exam.

(BOTTOM) Camp Counselor **NATALIE GABBARD** helped a young Lexington camper learn to swim at Trooper Island in mid-June. Counselors at both camps are paid using camp funds. Each year, there are several fundraisers that benefit both Trooper Island and the Kentucky Sheriffs' Boys and Girls Ranch.

One thing camp does not offer is mobile devices. At both locations, the camp is camp and technology is not allowed.

"No iPads or cell phones allowed," Biven said. "They soon realize that they may have to talk to their neighbor or do something other than watch a screen."

The Boys and Girls Ranch does afford the luxury of watching a movie on a DVD player, but they are also a device-free zone for campers.

CAMP LIFE

Campers at Trooper Island are roused with the wonderful sound of a KSP cruiser with lights and sirens each morning at 7.

"It's the ultimate wake up call," Biven said.

At 7:45 a.m., campers assemble at the flagpole for the flag-raising ceremony.

"We are going to teach these kids to be good citizens," Biven said.

After the flag ceremony, breakfast is served, activities with the camp counselors start at 8:45 a.m. and the campers rotate activities throughout the day.

At 5 p.m., the counselors turn over the kids to the troopers, who are on the island for the week until bedtime, which usually happens around 10 p.m.

That scenario also plays out at the Boys and Girls Ranch. The campers there wake up at 7 a.m. and have warm-up activities on the basketball courts at 7:30 a.m. That is followed by breakfast and, at 9 a.m., the daily activities begin and continue throughout the day with the campers rotating from one activity to the other.

FUNDRAISING

While the cost of the camps are free for the kids, throughout the year, KSA's ranch and Trooper Island officials spend countless hours raising funds.

"We are on an island that is run strictly on donations except for three state maintenance employees and myself," Biven said. "Those are the only tax dollars we use."

Trooper Island fundraising mechanisms include a variety of creative and innovative events.

"Each Kentucky State Police post has golf tournaments, and the Frankfort post organizes a poker run," Biven said. "We have a huge fishing tournament here in October that is named after one of our fallen troopers – Trooper Clinton Cunningham."

For the last several years, KSP has held a raffle to give away a big-ticket item such as a vehicle.

"This year's raffle is a Dodge Challenger Scat Pack," Biven said. "Last year, we gave away a Jeep, and the year before that, it was a truck."

In addition to fundraisers, corporate sponsors have stepped up to help fund the island.

(TOP) Marshall County Sheriff's Office Detective **WILLIAM STRADER** speaks to campers about D.A.R.E. in mid-July at the Kentucky Sheriffs' Boys and Girls Ranch.

The Boys and Girls Ranch is also funded through donations, Powell said.

"All of our sheriff's offices do fundraisers ranging from golf tournaments to fishing tournaments," she said. "We do a raffle every year. The last two or three years we've given away a John Deere Gator."

There is also an annual membership program residents can sign up for, as well as business sponsorships.

"We also prospect (send out letters soliciting funds) for new members and we try to (prospect) 50 counties every year," Powell said.

COUNSELORS

Some of the money from fundraising goes toward paying counselors and other camp staff, such as food service personnel.

Many of the Trooper Island counselors are former campers or related to a state trooper in some way, Biven said. All of the counselors are lifeguard certified.

The camp counselors at KSA's ranch are recruited from colleges and universities throughout the state, Powell said.

"We like to have 11 counselors – five females, five males and one head counselor," she said.

For many of the counselors, working a summer job is a means to make some money, but most importantly, it's a chance to help those who need it.

"We get to be a big part of their day and week, and it's very rewarding," KSA's Ranch Head Counselor Kayla Quarles said.

Making a difference in the lives of campers is what drives counselors to be the role model many of the campers need.

"We had a little boy my first summer and he came to me because he was upset that his gym teacher was retiring," she said. "He loved his gym teacher because any time he got into trouble, he got to go see him. He was upset because his gym teacher taught him how to stay calm when he got upset. Now he was worried because the gym teacher wouldn't be there anymore."

(BOTTOM) The self-proclaimed "King" of Gaga Ball, 11-year-old **DAVID SMALLEY** of Marion County, demonstrates his skills in the Gaga Ball Pit at the Kentucky Sheriffs' Boys and Girls Ranch.

The camp counselors worked with the young boy on ways to keep calm and dealing with anxiety.

"The next year at camp, he came running off the bus and said, 'Ms. Kayla and Ms. Stacy, I only had two referrals this year,'" Quarles said. "He took what he learned at camp and applied it in his daily life. It was awesome. That is why I come back (to serve as a counselor)."

Serving the kids of the commonwealth is the common thread both camps share, and the end goal is giving kids, like Smalley, the true camp experience.

"We get to do a lot of stuff that is fun," Smalley said, as he glanced down the hill toward the Gaga Ball Pit. "I like riding bikes and playing in the Gaga Pit and eating s'mores. And I like meeting new people."

Based on Smalley's testimony, it was mission accomplished.

TREAT ALL CALLS AS EMERGENCIES

Written By
ROBIN CLARK
DOCJT TELECOMMUNICATIONS TRAINING INSTRUCTOR

"911. Where's your emergency?"

It is a phrase that we as 911 telecommunicators use on a daily basis. We are trained to get the address of the emergency, phone number of the complainant, listen to background noises, ask all the pertinent questions related to a call, and send the appropriate responding units. We also ask more detailed questions to update information for the units. But what do we do if we suspect the call is a prank?

Sometimes we get a prank call and don't even realize it until it's over. Early in my career, I received a 911 call from a man looking for help for his brother.

My former agency was relatively small and oftentimes only one dispatcher was on-duty during a shift. I was by myself that night. I spoke with this caller several times over the course of the evening. At first, he just wanted general information on how to help his drug-addicted brother. But several calls later, he told me that he was with his brother who had overdosed and needed help.

I sent the cavalry, which included police officers, EMS, firefighters and anyone and everyone who was willing to go. As units responded, I walked the caller through CPR and heard him count as he did chest compressions on his brother. As I continued to instruct him, the units started arriving on the scene, and there was no mobile home where he said it should be.

For a few seconds, I tried to think of everything that I could do to help the responders find this man and help save his brother's life. I asked him about the color of the mobile home, and I gave the information to the responders.

Then I asked him to turn the porch light on and off. He told me that bulb had burned out. I asked for a description of a vehicle in the driveway; he told me there was none. I listened as he cried and begged me to find him and save his brother.

Then the caller simply said, he is dead and that he was leaving him. He told me not to worry about it and that he had left the mobile home.

My heart sank. Then reality hit, and with a stern voice, I told the caller, "Go help your brother, go back to him, you can't leave him alone, you have to help him."

He simply said that he was dead and hung up on me. I feverishly tried to call him back, but he would not answer. It just went to voicemail. I updated the responders, all the while feeling like a failure. I had let this young man down, and I had let his brother down.

I felt sick to my stomach, almost vomiting in the trash can. An hour later, it was over. We found the caller. The cell phone he used to make the calls was his personal phone, and he had recorded his name on the voicemail feature. There was no brother. The whole thing was a lie – a prank. He made up some excuse as to why he did what he did, but it didn't matter. I did my job that night. I handled the call.

So what happens when dispatchers dismiss calls they feel are pranks? It can result in tragedy.

According to an NBC news article, a 5-year-old Robert Turner of Michigan, called 911 to report that his mother had collapsed.

The 911 operator admonished him, saying, "You shouldn't be playing on the phone."

She went on to say, "Now put her on the phone before I send the police out there to knock on the door and you're gonna be in trouble."

Robert and his mother did not get the help they needed that day. Sadly, Robert's mother died after her son called for help.

According to Detroit Police spokesman James Tate, "It was at least an hour before authorities arrived."

What might have happened if this call had been handled like any other emergency call? Would Robert's mother still be alive? We will never know. But as my former boss always said, "When in doubt, tone them out."

When tasked with writing this article, the idea was to write about ways we, as 911 telecommunicators, handle prank calls. I thought, "Sure, I am pretty creative. I can whip this article up in no time." An hour later, panic set in.

How many different ways can we handle prank calls as 911 telecommunicators?

I mean, sure I have had my fair share of prank calls, including the one I mentioned earlier, but I gathered the information that I could, and I sent units. There has got to be more creative ways than just sending units and handling the call.

I became obsessed with trying to think of new and creative ways to deal with a prank call. I searched high and low on the Internet, only finding funny prank 911 call videos.

I brainstormed on my long commute daily, to no avail. It wasn't until I spoke with a colleague that I realized I was making this a lot harder than it had to be.

He simply said, "We treat all calls, even the ones we think are pranks, as emergencies."

It was as if the heavens had opened and the trumpets sounded. It was that simple. We handle our calls.

Every call that comes into the dispatch center we must treat as an emergency, because, as most of you know, sometimes the truth is stranger than fiction. In fact, that one call that can't possibly be real may very well be getting handled by your officers or responders at this very moment.

MAKING THEIR PRESENCE FELT

AGENCIES SEEING BENEFITS OF CIVILIAN VOLUNTEERS

Written By
MICHAEL A. MOORE

Photography By
JIM ROBERTSON

Every year, law enforcement agencies are tasked with a myriad of duties. Oftentimes, those duties result in overtime, and, as a result, department budgets and manpower are stretched thin.

Madisonville, for example, is home to several yearly events – 5Ks, concerts and the like – and the police department provides coverage for all of those happenings. Working those activities could result in excessive overtime hours if it weren't for a special group of dedicated people – the Citizens Police Unit.

The CPU is made up of volunteers who have graduated from MPD's Citizens Police Academy and assist the department in providing a presence for the aforementioned events.

According to MPD Lt. Andy Rush, in 2017 the CPU assisted the department with 16 events, totaling 552 man-hours and saving the department overtime dollars.

"If we filled those (events) with officers, it would have cost us $19,500 in overtime in 2017 alone," Rush said. "That is just in 2017; we've had this group since 2008."

Aside from 5Ks and concerts, the CPU also assists the department during the county fair with fingerprinting children and serving the officers who were assigned to the fair with food and helping out wherever needed.

In August 2017, the population of Madisonville was doubled as spectators from across the globe traveled to the area to view the rare total eclipse, and CPU members were on the front lines with officers.

"We had 20,000 additional people here," Rush said. "During the eclipse, we mapped out the city and had different viewing sites. We stationed CPU members at the different sites, along with officers and dispatchers. The main core of the CPU members were at the city park – we have a big city park here."

As a result of the CPUs efforts, Rush said the event was fairly seamless and traffic issues were minor.

Some 260 miles to the northeast, another group of volunteers make life easier for the Alexandria Police Department.

The members of the APD Volunteers in Police Services help that agency in many ways, Police Chief Mike Ward said.

"We have volunteers who come out and help us direct traffic on serious accidents, and they do a lot of our vacation and business checks … they're kind of an extra eye and ear on the road for us."

The VIPS are also active in the area schools. This came about following the December 2012 Newtown, Conn., school shooting at Sandy Hook Elementary School.

"We started the VIPS in Schools program soon afterward," Ward said.

The program has received rave reviews, said Susan Rath, principal at John W. Reiley Elementary School in Alexandria.

"They are at school before the buses arrive and they leave after the last bus departs," she said. "It gives not only the parents peace of mind, but also our students and staff have peace of mind."

TRAINING AND BACKGROUND

When the department utilizes volunteers, picking the right ones and providing the needed training is key, Ward said.

Alexandria does not require its VIPS members to be graduates of the countywide Citizens Police Academy. Rather, his agency conducts an intensive 40-hour training course for volunteers.

"(CPA) is more familiarizing people with what it is [police officers] do," Ward said. "With VIPS, we're familiarizing them with what we do, and we explain why we do things a certain way."

After receiving the 40 hours of training, VIPS do everything from traffic control to assisting at crime scenes.

"We've used them at crime scenes where we didn't have enough personnel, and we roped it off and put a volunteer at the front for the log entries – who is coming in and who is leaving (the scene)."

According to APD Sgt. Natalie Selby, the training covers a wide spectrum of topics. The topics range from crisis intervention to radio procedures.

"Last month, I talked to them about crisis intervention," she said. "The month before that, we had a refresher on vehicle lockouts."

Madisonville's CPU meets on the fourth Monday of each month, CPU president Tony Frederick said.

"If there is a need for training, that is when it happens," he said.

In the June 2018 meeting, Rush said the group received active-shooter training.

"It's something that has been on everyone's radar," Rush said. "They were trained on what people do or talk about during an active-shooter situation – whether you're at an event, a church or a store. We presented the training to the CPU because they're out on these events with us."

Both agencies do an extensive background check on volunteers.

"We want to make sure that the people we have within the walls of the police department are good people," Rush said. "We're actually teaching police tactics, and we want to make sure we're aware of who we have and who we're talking to."

In Alexandria, Selby said volunteers go through the same process as those applying to become police officers, minus the Peace Officers Professional Standards. They undergo an extensive background check, drug testing and for those serving in the schools, a polygraph is required.

DEDICATION

There are a number of reasons why people volunteer. For many, like Alexandria's Denny Newberry, it's a way to serve the community.

"We're not doing this for the glory," Newberry said. "I get great enjoyment out of it. I feel like I'm doing my part, and we're here to help."

It also helps to have a mindset of service going in, Madisonville's Frederick said.

"There are days that I don't want to come up here and volunteer because it's pouring down rain, and events like our Christmas parade … it's usually ice cold," he said. "So you have to be dedicated and committed to it."

Many of the volunteers have a great deal of life experience and come from different walks of life. Some are retired, and others, like Alexandria's Rodney Henson, are business owners who simply have a heart for helping.

"I own a business, but I give every Friday (at the schools) that I can," Henson said. "After the Newtown shootings, it really just tore me up."

Utilizing volunteers is a win-win for both the agency and the volunteer, Rush said. The volunteer has a sense of satisfaction of helping their community while the agency reaps a cost-savings benefit, Rush said.

(OPPOSITE) **TONY FREDERICK**, president of the Madisonville Police Department Citizens Police Unit, posed on a downtown street corner. The MPD has utilized its CPU for many years and in 2017, saw a cost savings of $19,500.

(LEFT) Alexandria Police Sgt. **NATALIE SELBY** said the Volunteers in Police Services group attends monthly trainings. The training sessions cover a wide spectrum of topics ranging from crisis intervention to radio procedures.

(BOTTOM) Alexandria Volunteer in Police Services members **DENNY NEWBERRY**, left, **RODNEY HENSON**, middle, and Dr. **JIM DAHMANN** said the group responds in many different ways to help the Alexandria Police Department. It is not uncommon to see members of VIPS performing vacation and business checks and directing traffic at accident scenes. According to Police Chief Mike Ward, VIPS has also been used at crime scenes to help the APD.

SCOTT BETTS / 123RF.COM

The Recruitment Puzzle

MANY VARIABLES GO INTO PIECING TOGETHER AN EFFECTIVE TEAM

Written By
KELLY FOREMAN

Photography By
JIM ROBERTSON

Staffing a law enforcement agency is about a lot more than meeting the lofty goal of authorized strength.

It's about people. Personalities, skills, ethics and training are just a handful of the puzzle pieces that must carefully fit together to create a successful team. Choosing the right people to offer a gun, badge and the power to hold the public's civil rights in their hands can be a daunting task.

Meeting this challenge head-on, though, can be the difference between an engaged team with positive morale or an agency wrought with lawsuits and an onslaught of resignations.

ASK THE RIGHT QUESTIONS

Traditionally, officers have been stereotyped as "Type A" personalities; high energy, high stress, stoic and robotic. But in the two decades since "community-oriented" became the catchphrase in policing, most agencies are looking for personalities that refute those engrained stereotypes.

Traits like compassion, critical thinking, creativity, teamwork, ethics and professional responsibility are today's buzzwords. So, how do agency hiring teams identify desirable traits in potential candidates during an interview process to ensure they meet those expectations?

Department of Criminal Justice Training Human Resources Branch Manager Tina Moss said it's all in asking behavioral-based questions. For example, instead of asking an interviewee how they would handle a particular situation, ask them how they have handled that type of situation in the past, and ask them to offer specific examples.

Often, nervous candidates regurgitate prepared answers or tell interviewers what's already on their resumes, she said.

"I can read the resume, I don't need you to quote it," Moss said. "I need to know who you are as a person. That's probably the most difficult thing to do, is getting people to open up personally. I don't need to worry about if you're married, have kids, medical issues or religion. I want to know what makes you, you."

Moss suggests asking questions about difficult situations and how the candidate overcame them.

"Sometimes that leads people to get emotional about personal things in life," she said. "But it shows you what kind of resources they have within themselves to get past something, what their support system is or just how they manage their feelings and move forward."

Ask questions that lead to answers about a person's interpersonal skills, their adaptability and how they deal with difficult people. Moss also suggests being prepared to ask follow up questions to draw out more details from a candidate's initial response.

"If you have seven questions in an interview, you're always asking 14," she said. "How, what and where, and 'tell me about that,' if you can ask those with whatever they're saying, that will usually get them to open up."

Many people who have great experience are reluctant to brag on themselves, Moss said, or simply don't interview well.

"Sometimes you have to help them by asking questions," she said. "You don't want to miss out on somebody who could be a good employee because their interview skills are lacking. You can help them get past the nervousness and open up to the interview panel by helping them feel comfortable with talking to you one-on-one. If you don't ask questions, they will not give it to you."

ONE-STEP FURTHER

Nearly two years ago when Richmond Police Chief James Ebert took the helm, his department was almost 20 officers short of authorized strength and still recovering from the trauma of losing an officer in the line of duty. It had been some time since a recruiting process was open, and the new chief was looking at filling his ranks. He and RPD Assistant Chief Rodney Richardson began thinking creatively about re-building a team that shared Richmond's community values and the agency's vision.

"A little bit of it was just lighting the fires back up," Ebert said. "We have been non-stop recruiting since then. The key was not just getting bodies in. We could get bodies to fill up the numbers, but if you do that, you're going to pay the consequences on down the road when those people get off probationary status, and you're stuck with somebody who may not be a good fit for your organization."

Ebert and Richardson began by establishing a diverse interview panel from within their agency to give current officers input into hiring decisions and capitalize on their unique perspectives.

"We brought in officers from different shifts and different talent pools," Ebert said. "We usually try to get an officer who is a PTO (Police Training Officer), because they are going to look at a candidate in a different way than we would look at them administratively. Their first question is, 'Is this person trainable?'"

As Moss suggested, RPD has had success with scenario-based, behavioral interview questions when identifying the traits they seek from candidates.

"We're no longer asking about whether they want to be the police," Richardson said. "We already know they're here for the interview. Let's talk about other things that are going to bring out the real deal. When's the last time you got angry? How did you handle it? The answers they give you will shock you in what they'll tell you about themselves – even accidentally."

Determining a person's level of ethics can also be assessed using scenario-based questions. For example, Richardson described a situational question in which another officer acts unethically and asks the interviewee how they would handle it.

"It gives you a real quick delve into how they handle their business," Ebert said. "Today we're talking about candy bars. Tomorrow it's $4,000 on that coffee table in a drug house."

Recognizing that not everyone interviews well, Ebert and Richardson are exploring a new opportunity to draw out candidates who might perform better in a scenario-based activity as part of the hiring process. Using role players, candidates would respond to a simulated call and attempt minor resolution.

"I don't need you to take action or put anybody in cuffs," Ebert said. "I just want to see if, when you get dropped into an elevated-stress scenario, can you effectively communicate?"

Communication skills are a critical trait RPD hopes to identify from candidates. Observing how a candidate communicates during the activity identifies a different skillset than how they answer questions at the interview table, Ebert said.

"I want to know if they can walk into a room and take charge if they need to, be compassionate if they need to, and how they might interact with the public in

DOCJT Human Resources Branch Manager **TINA MOSS** retired as the Deputy Chief of Staff of the Justice and Public Safety Cabinet in August 2017 after 29 years of service. She spent 27 of those years in human resources.

(TOP) Richmond Police Chief **JAMES EBERT** is committed to thinking outside the box when it comes to bringing in candidates who meet the department's vision and understand its commitment to the community.

(OPPOSITE) Richmond Police Assistant Chief **RODNEY RICHARDSON** has served the department for 20 years and has seen the benefits of an effective recruitment process.

general," Richardson said. "How well are you going to do with two people having an argument and you get called to the scene? How are you going to control the situation? We're not talking about serious cases here, we're just talking about everyday interactions officers deal with."

SHARING THE VISION

Beyond the basic traits a law enforcement officer should possess to be effective, it's important that in selecting candidates, you're hiring those who share the values and vision of the department and community. While policing is somewhat universal, the culture of each department is often unique to the individual community's needs.

To find the best fit for your department, that vision should be shared with potential candidates early in the process.

The hiring process at RPD starts with academic and physical testing. On day one, Ebert said he begins the day by explaining the department's brand.

"Before they do the PT test, I gather them all up and basically give them the speech of, this is who we are, this is what we're doing, this is the level of community engagement you're going to have and this is the call volume," Ebert said. "If you're worried about paid days off and hours worked, this probably isn't going to work for you, and that's OK. That's not a negative thing. It's OK that this might not be the department for you, but what we're looking for is to have happy engagement on both ends. Administratively, you know what the expectations are. And you know going in I did not promise you that you're going to get your pick of shift or that you're going to have light days."

An important way RPD has further shared their brand is by encouraging all applicants to participate in at least one ride-along during the interview process. Candidates who have no prior law enforcement experience sometimes have expectations of the job based on what they have seen on TV, Ebert said. Ride-alongs offer candidates a birds-eye view of the department's daily activities.

"People watch a lot of TV and they think this sounds fun, but in reality, law enforcement has a whole lot of mundaneness in it with short periods of hyperactivity," Ebert said. "You have to be able to grind through the mundane and excel through the hyperactivity."

"We average about 4,000 calls per month," Richardson added. "So if you're not ready to work, I'm not saying you're not a good person, but you might want to go to a place that doesn't have as many calls. This is run-and-gun from 10 a.m. to 10 p.m."

Successful candidates at RPD all have completed at least one ride-along, if not several, Richardson said. That combined with communicating the message often about the department's expectations has led to well-informed new hires.

"I don't need people," Ebert said. "I need the right people. I think as long as you start that dialogue early and have effective communication between both parties, nobody's shocked. I'm not shocked by a lack of performance and they're not shocked by being overwhelmed. If we all come in with the same kind of mentality, it works itself out."

CREATIVE RECRUITING

While all these suggestions may be helpful once you are face-to-face with a potential candidate, sometimes the challenge is getting the right people to know you're hiring and take that first step in the door.

Social media has become an increasingly popular way to reach potential applicants because of the ease of sharing with an audience. But like any effective social media post, the content must be attention grabbing for followers to engage with the post.

Moss suggests photos or videos that highlight the people and opportunities within your department. While social media is free, considering the option of "boosting" a post with a small budget on Facebook can go a long way, she said. Boosting a post entails setting a budget for what you are willing to spend to increase the number of people who see specific content you share.

As a committee chair for an organization that had a meager following of 300 people on Facebook, Moss said their posts were not receiving the attention they needed to successfully advertise their campaign.

"Boosting was the best $1,500 we ever spent," Moss said. "If agencies can get it approved to put money into an advertising boost with their Facebook posts, it can reach so many people. I saw it firsthand. A little bit of money goes a long way. My goal was to increase our followers to 10,000, but within a six-to-eight-month period, we had grown to 20,000 followers. It's well worth your investment, I believe."

In January, Facebook again adjusted its algorithm that affects what content is shown in an individual's news feed. A law enforcement agency that has its own Facebook page and posts frequently, for example, is reaching far less users than it previously did unless the post meets specific criteria the algorithm is looking for, according to the Forbes article, "What You Should Know from Facebook's Private Newsfeed Webinar." (see link on opposite page)

"Meaningful interactions" now are prioritized and a greater emphasis is placed on friends and family content generated into a user's newsfeed rather than content from pages and groups they follow. For example, if your organization has 10,000 followers, only a small percentage of those individuals will see the content you post unless it generates meaningful interactions with users.

RPD Chief Ebert said Facebook is the number one way the department distributes its message about open recruiting. However, he has sought a variety of other outlets to reach candidates. With Eastern Kentucky University housed within the city, Richardson said the department has been successful with offering internships as a recruiting mechanism. City ordinance requires that the agency run an advertisement in the local newspaper, and Ebert said using the website Indeed.com to list openings has been successful.

In an effort to identify more minority candidates, Ebert said he recently listed a hiring advertisement with the National Minority Update website. Additionally, RPD has worked together with the city's Human Resources department to write letters to the NAACP and universities, such as Kentucky State University, to alert them to the open positions and seek minority applicants.

However, the most significant recruiting advice Ebert and Richardson had to offer is to take a proactive stance.

"Instead of waiting for those vacancies to happen then being reactive and starting a recruiting process, go ahead and start it," Ebert said. "Now we can have candidates in background phases or approved so the moment somebody resigns or retires, I can thank them for their service and make that phone call to find an academy slot for the next person up."

Because the hiring process for law enforcement is a lengthy one, Ebert said taking the aggressive stance in recruiting and creating a standby list has reduced the long gap between losing an employee and filling the empty slot with a trained officer.

"If you wait until you have an opening, you're already behind the game," Ebert said.

Richardson said the agency has taken the same approach to internal promotions. With several sergeants eligible for retirement soon, the process to promote the next group of supervisors already has begun so that those selected for the promotion can move in immediately when a departure is announced.

KNOW YOUR CANDIDATES

While the age of entrance to law enforcement varies for many, the state requires that an applicant be at least 21 years old. This means many new, age-eligible applicants were born in the late 1990s, making them millennials.

While the generation has often received a bad rap, they also have many traits that are highly sought in the law enforcement field. In the article, "Millennials and Improving Recruitment in Law Enforcement," published in Police Chief magazine (see link on this page), author Ben Langham notes that millennials often are "team-oriented, intelligent, cooperative, technology-driven and interdependent."

In successfully recruiting applicants from this generation, it's important to know what these candidates are looking for in a career. For example, Langham wrote that millennials are more interested in "striking a balance" between their personal and professional lives. Officers who are married to the job are no longer among the norm. Langham recommends recruiters address the familial bonds in law enforcement and encourage a family-supportive mentality.

Flexibility is key for millennials to be happy in their careers, but can often be a challenge in law enforcement scheduling.

"On the management side, administrators should be willing to make any reasonable changes to meet the employee's needs, especially as those needs relate to family matters," Langham wrote. "Administrators should be creative in employee scheduling in order to ensure shift overlaps, which in turn adds flexibility in work hours. … Additional strategies could include off-duty family functions, on-site and off-site childcare, allowing officers to take lunch breaks at home and allotting time and space for families to visit with officers during their lunch breaks."

In the Fortune magazine article, "Three Things Millennials Want in a Career," (see link on this page) author Adam Miller also reinforced the importance of flexibility.

"Millennials view the workplace through the same lens of new technology as any other aspect of their lives: instant, open and limitless," Miller wrote. "The era they have grown up in has shown them that nothing is a guarantee. Instability and rapid change are the norm. To millennials, time no longer equals money. It is a limited resource to be spent wisely and actively managed."

In addition to flexibility, Miller identified inspiration as a key theme millennials seek in the workspace. He directly attributed this shift to the training realm, and how training is no longer considered a

What You Should Know from Facebook's Private Newsfeed Webinar
Scan this QR code with your smart device or visit https://bit.ly/2vAnz9r

Millennials and Improving Recruitment in Law Enforcement
Scan this QR code with your smart device or visit https://bit.ly/2MbRFJR

Three Things Millennials Want in a Career
Scan this QR code with your smart device or visit https://for.tn/19nbE0c

time-consuming mandate and instead is sought as an opportunity for growth.

"Millennials don't just want to spend their time earning a paycheck; they want to invest time acquiring the skills and knowledge they need to grow both personally and professionally," Miller wrote. … "The best training program today is a rich learning experience that taps into employee interests, passions and career goals."

> "I DON'T NEED PEOPLE. I NEED THE RIGHT PEOPLE. I THINK AS LONG AS YOU START THAT DIALOGUE EARLY AND HAVE EFFECTIVE COMMUNICATION BETWEEN BOTH PARTIES, NOBODY'S SHOCKED. I'M NOT SHOCKED BY A LACK OF PERFORMANCE AND THEY'RE NOT SHOCKED BY BEING OVERWHELMED. IF WE ALL COME IN WITH THE SAME KIND OF MENTALITY, IT WORKS ITSELF OUT.
>
> — CHIEF JAMES EBERT, RICHMOND POLICE DEPARTMENT

There are many other traits millennials seek, such as the importance of social causes and a sense of purpose in their work that make their drive toward law enforcement a sensible career choice. Younger generations have become known for moving around instead of committing a lengthy career to one employer. Miller quoted numbers from the Bureau of Labor Statistics indicating the average young adult holds 6.2 jobs by the age of 26.

"Why not enable them to shift careers within your organization?" Miller wrote. "Give them access to the training and learning they need to move both vertically and horizontally. Let them experience the company holistically and build a lasting bond."

In recruiting, remember that you are not just seeking an employee. Your potential candidates are seeking a career where they can thrive. Any opportunities your agency has to meet the aforementioned desires young applicants seek should be highlighted and demonstrated.

SELECTING THE RIGHT PERSON

If your department has found itself understaffed with low morale among frustrated officers, it's easy to feel the rush to quickly fill those slots. Lakeside Park-Crestview Hills Police Chief Christopher Schutte encourages law enforcement leaders to resist the urge.

Today, LPCH is a fully-staffed agency with a lengthy retention rate. But that wasn't always the case, Schutte said.

"There were some times in the early 2000s when people would come here who just weren't fitting in and needed to go be successful somewhere else," he said. "It was best for them and for the agency. For maybe two-to-three years, we always seemed to be short staffed."

While LPCH has a variety of opportunities it offers potential candidates, it is still a small northern Kentucky agency. Some officers joined the department without a full understanding of the department's values and vision. While those years of being short staffed were difficult, Schutte said they occurred because the department became much more selective in its hiring process to avoid the scenario that led to the short staffing originally.

"We really had to find the people we thought would fit here, who would want to make a career here," Schutte said. "It took us awhile. But now, looking at 2018, we don't have those retention issues. With the exception of two people, everybody has over five years here."

Schutte said the LPCH administrative staff were not afraid to be inconvenienced by re-advertising an opening if they didn't get the best candidates in the first round, or by waiting to send a new recruit through the academy instead of hiring a lateral officer, if it meant finding the right fit for the individual and the department.

"You have to realize the awesome responsibility we give men and women when we give them a gun and a badge and tell them to go enforce the law," Schutte said. "The one thing I have been able to convince our city council members is that if you need surgery, you're going to want the best surgeon. If you want someone who you're possibly authorizing to take someone's civil rights away, don't you want the best person for the job?"

To ensure they have selected the best candidate, RPD has begun its own pre-academy, which allows new hires to spend about six weeks with the department before beginning the DOCJT basic training academy.

SCOTT BETTS / 123RF.COM

During this pre-academy, new hires have an opportunity to run through firearm qualifications, practice their physical training entry requirements, ride with PTOs to begin learning the geographic boundaries and interacting with the community.

"They learn just as much sitting in roll call," Ebert said. "A lot of things that are nerve-wracking for people who have never had to do it, at least they have had a couple run-throughs of the whole qualification process, and it helps their confidence levels going into the academy."

The pre-academy has been a burden on the department, Richardson said, but it is something the entire department embraced because they could see the potential benefits.

"We have had people step up to the plate and pull this off," Richardson said. "It's easy for us to write on a sheet of paper that this is what we want to be done. But we have guys and gals out here planning and working their shifts, coming in on their days off to make sure this pre-academy is pulled off and done the right way. It takes the whole department to not only accept it, but also to participate."

New recruits in those early weeks have the opportunity to meet and spend time with their new co-workers, which has allowed the veteran staff to offer their input into who has been selected. In those weeks before the 20-week DOCJT basic academy begins, Ebert said it gives both parties an opportunity to identify whether they made the best choice and, if necessary, part ways before investing a lot more time and money into a candidate who isn't going to work for the department.

After the recruits complete their DOCJT basic training, their field training is smoother after having spent those six weeks on the front end learning the community and the department's culture.

"At the end of the day, the quicker we get a well-qualified officer on the street, it means those rank and file have the ability to take vacation days and go to additional training sooner," Ebert said. "Everybody was involved, and they felt like they had a piece of the pie."

"Those who make it to the academy are those who *made* it," Richardson added. "They have done what everybody thinks is required of them to do. They get the opportunity to go to the academy now. I think it's probably one of the best things we've ever done."

WHAT YOU KNOW, I KNOW

THE COLLECTIVE KNOWLEDGE RULE

Written By
SHAWN HERRON
STAFF ATTORNEY

Law enforcement officers talk to each other during the course of the day.

They talk in person and by radio, cell phone, email, instant messenger and mobile data terminals. In all those conversations, information is exchanged, including information officers use to solve crimes.

Sometimes, that information sharing is deliberate, like when dispatch puts out a BOLO with specific data. Sometimes it is more casual, when one officer mentions a situation that leads another officer to make a traffic stop or arrest. But both methods are vital in good police work to make cases and protect the public.

So when can an officer use information learned from another officer?

Both Kentucky and federal courts acknowledge "collective knowledge" or "fellow officer" doctrine, which recognizes that officers constantly communicate information to fellow officers and take action based upon information they receive in return. It is not expected that officers have time to cross-examine fellow officers about the information they share.

In *U.S. v. Hensley*, 469 U.S. 221 (1981), Cincinnati police issued a wanted notice for Thomas Hensley, who was believed to be involved in an armed robbery. The notice did not indicate there was a warrant, but only that he was wanted for investigative purposes.

Covington Police Department received the notice and shared it with officers during roll call. Officers familiar with Hensley began looking for him. Hensley was the subject of a traffic stop and other officers, hearing the radio transmission, immediately inquired whether there was an active warrant resulting from the notice.

The officers conducting the traffic stop discovered Hensley's passenger was a convicted felon and there was a visible firearm in the car. A further search of the car produced more firearms. Both men were arrested, since Hensley, too, was a convicted felon and prohibited from possessing firearms.

Hensley argued he was improperly stopped based solely on the wanted notice. However, the Court agreed that such a communication, based on reasonable suspicion, was sufficient to allow officers without direct knowledge of the wanted notice's underlying facts to legally make the stop. It was unnecessary and counterproductive to require officers to separately question each communication from other agencies.

'MAY ASSUME ITS RELIABILITY'

In *Lamb v. Commonwealth*, 510 S.W.3d 316 (2017), the Kentucky Supreme Court agreed that, "the knowledge upon which the arresting officer bases probable cause to arrest need not be derived exclusively from his or her own personal observations. Under the collective knowledge doctrine, an arresting officer is entitled to act on the strength of the knowledge communicated from a fellow officer, and they may assume its reliability, provided he is not otherwise aware of circumstances sufficient to materially impeach the information received."

In *Commonwealth v. Blake*, 540 S.W.3d 369 (2018), the Court agreed that an officer who directs a second officer to conduct a traffic stop, was "no more (or less) intrusive" than the officer conducting the stop themselves. In effect, the reasonable suspicion of one officer could be transferred to the second officer, justifying the stop.

Most recently, in *Commonwealth v. Smith*, 542 S.W.3d 276 (2018), the Court agreed that a traffic violation, observed by one deputy and shared with another deputy by radio, was sufficient to authorize the second deputy to make a traffic stop. However, when the deputy in this case conducted the stop, he "did none of the routine matters associated with a traffic stop." Instead, he engaged in other activities, including a canine sniff, rather than running a license or writing a citation.

Those activities made the subsequent discovery of contraband improper, and suppression of the evidence was later justified.

DOCTRINE LIMITATIONS

The Court does, however, place certain limits on use of the doctrine. For example, in *Brumley v. Commonwealth*, 413 S.W.3d 280 (Ky. 2013), the court recognized the importance of sharing information between officers. However, sharing information about possible guns in a subject's residence did not automatically provide reasonable suspicion that officers were in danger justifying a warrantless search.

> "APPLICATION OF THE [COLLECTIVE KNOWLEDGE] RULE REQUIRES THREE SEPARATE QUESTIONS:
>
> (1) IS THE OFFICER TAKING THE ACTION ACTING IN OBJECTIVE RELIANCE ON THE INFORMATION RECEIVED;
>
> (2) DOES THE OFFICER PROVIDING THE INFORMATION HAVE FACTS SUPPORTING THE LEVEL OF SUSPICION REQUIRED; AND
>
> (3) IS THE STOP NO MORE INTRUSIVE THAN WOULD HAVE BEEN PERMISSIBLE FOR THE OFFICER REQUESTING IT?

The Court noted that "an overwhelming amount of law-abiding citizens in Kentucky have guns in their home for lawful purposes."

Further, in *U.S. v. Lyons*, 687 F.3d 754 (6th Cir. 2012), the Court noted that the primary boundary for the doctrine is the Fourth Amendment and that, for example, a "traffic stop based on collective knowledge must be supported by a proper basis, and must remain reasonably-related in its scope to the situation at hand."

It is critical to apply "traditional Fourth Amendment restrictions equally to the collective knowledge doctrine" to ensure "that communications among law enforcement remain an efficient conduit of permissible police activity, rather than a prophylactic against behavior that violates constitutional rights."

Drawing from another circuit, in *U.S. v. Williams*, 627 F.3d 247 (7th Cir. 2010), the Court agreed that application of the rule requires three separate questions: (1) is the officer taking the action acting in objective reliance on the information received; (2) does the officer providing the information have facts supporting the level of suspicion required; and (3) is the stop no more intrusive than would have been permissible for the officer requesting it?

Communication is the lifeblood of effective law enforcement. Officers talk to each other, dispatch and the public every day. Sharing the information learned with confidence, including how the information gained may be used, is critical. Officers who regularly share information with others help build collaborative relationships and ensure that investigative- and safety-related intelligence is effective.

LAKESIDE PARK-CRESTVIEW HILLS POLICE DEPARTMENT

CELEBRATING 50 YEARS AS KENTUCKY'S FIRST POLICE AUTHORITY

Written By
KELLY FOREMAN

Photography By
JIM ROBERTSON

In the 1960s, two northern Kentucky communities were growing rapidly.

Rapidly, in the case of Crestview Hills, means that U.S. Census records show a 7,326 percent growth from the 1960 to 1970 decennial censuses.

Neighboring Lakeside Park grew from 988 residents to 2,214 during the census periods of 1950 to 1960 – a 124 percent growth for the small Kentucky town.

Neither city employed its own law enforcement at the time – Kenton County Police Department served the communities.

"Both cities were growing and saw the need for their own police departments, but they didn't think they could afford it," said Christopher Schutte, chief of today's Lakeside Park-Crestview Hills Police Department (LPCH). "They had this idea to form an inter-local agreement and create a police authority, which benefitted them because each city still had a say, but was only paying part of the cost."

On Sept. 16, 1968 – following approval of their agreement by the Kentucky attorney general – LPCH began operations. In September, the department will celebrate its 50th anniversary.

"You often hear people talking about the need to consolidate government services," Schutte said. "This is one form of consolidation that has worked well for 50 years. It has been a good marriage."

The police authority exists today very much as it did 50 years ago when it was designed. The funding formula for how much each community contributes financially to the department is based on calls for service, properties and the tax base. The department is governed by a board consisting of council members from each city. The board's majority vote and chairperson representative rotates annually between the two cities.

The 13-person department includes 12 sworn officers and one civilian police clerk who serve the two communities equally. Today, that service represents more than 5,800 residents and a balanced mix of residential and commercial properties, Schutte said.

Aside from its governance, LPCH operates like any other Kentucky law enforcement agency. Its organizational structure includes the chief, two captains, two sergeants and seven patrol officers to enforce the community's laws. The department's officers are active in numerous roles, which has created a sense of buy-in and reduced some retention issues with which small departments typically struggle, Schutte said.

"I will still go take calls," Schutte said. "That's one of the benefits of being the chief of a small police department. When I went to the academy, I was never saying, 'I want to go be a police chief and sit behind a desk all day.' The idea was to be out there taking calls and doing the job. That's probably one of the best things about my job."

Schutte was hired in 1996 at LPCH and graduated from Department of Criminal Justice Training's Basic Training Class No. 246. He was promoted to sergeant in 2004, captain in 2007 and became the department's seventh chief in 2012. Schutte is a graduate of the FBI National Academy – in fact, the entire LPCH supervisory staff has graduated from the program.

"To be an effective leader, you have to let people know you're not asking them to do anything you are not willing to do yourself," Schutte said. "I don't get out there as much as I would like to anymore, but I like to lead by example."

'GET OUT OF THEIR WAY'

For a 13-member department, LPCH offers its community a full-range of services that would more likely be expected from a larger agency. LPCH offers a Citizens' Police Academy, active-threat classes, car-seat

(OPPOSITE) Lakeside Park-Crestview Hills Police Chief **CHRISTOPHER SCHUTTE** has served the agency since 1996. He has been chief since 2012.

(LEFT) This Lakeside Park church sits in one of the two communities the Lakeside Park-Crestview Hills Police Department is responsible for as part of a police authority-style law enforcement agency.

(BOTTOM) Thirteen officers comprise the Lakeside Park-Crestview Hills Police Department. While the staff might be small, there are numerous opportunities for special assignments and responsibilities that round out this agency.

(RIGHT) LPCH Police Officer **AUTUMN RUEHL** joined the department in 2016 as the department's 13th officer. Ruehl is one of LPCH's officers trained to properly install car seats, a responsibility to the community she thinks is critical.

installation and Rape Aggression Defense (RAD) training to its residents, for example.

This range of services is not by accident, and the responsibilities for these – as well as internal training services – are distributed among staff who take ownership in their specific roles, Schutte said. The chief's goal is to lead a diverse team who have the support and opportunity to apply their individual skill sets.

"One thing you have to do as a leader that the national academy helped me see is that you don't have to micromanage," Schutte said. "But don't be sitting on the sidelines. If you see a problem, get in there and correct it. Other than that, simply make sure there is an environment where your officers can be successful and get out of their way.

"Let them do their thing," he continued. "Put people in positions where they are going to succeed. I'm always pushing them out of their comfort zone, and that's when you really see them grow."

(BELOW) LPCH Sgt. **MICHAEL PAOLUCCI** serves as LPCH's Drug Recognition Expert. As one of the few DRE's in northern Kentucky, Paolucci said he is also able to assist other departments, looking for clinical signs to better determine a driver's source of impairment.

In 2017, the department added its 12th sworn officer, Patrol Officer Autumn Ruehl, who joined the agency after 13 years of service with the Kenton County Sheriff's Office.

In the LPCH annual report, Schutte noted both a 30.96 percent increase in the department's total incidents and an 8.55 percent decrease in crime reported.

"The significant increase in total incidents is attributable to the addition of a 12th officer, since more officers can equate to more proactive police activity," Schutte wrote. "However, this can have an inverse corollary effect on the crime rate as proactive activity can affect reactive activity."

Being proactive in her community is something Ruehl is passionate about. Ruehl is one of the department's RAD instructors, is trained in car-seat installation and created the CALMER program.

"I think in any police agency, the majority of the population in the community are not the people we deal with on a day-to-day basis," Ruehl said. "Minus maybe a small traffic accident, the average citizen doesn't have interaction with us. I'm a taxpayer – what am I paying for? What can we do, as an agency, to benefit the tax-paying community members who aren't calling 911?"

Correct car-seat installation is one of those services, Ruehl said. As an officer, many of Ruehl's friends and acquaintances assumed she knew how to correctly install their children's car seats.

"So I figured, if I'm going to keep getting asked about it, I better go to training," she said. "I took a 40-hour class on it, and it's harder than you think."

After attending the training, Ruehl said she and LPCH Capt. Brad Degenhardt offered an installation and, of the 20 participants, every single seat had previously been installed incorrectly.

"These were women I know – smart women – and if theirs are in wrong, how many others are, too?" Ruehl said. "I think it's a huge benefit."

The CALMER program – which is an acronym for Community And Law Enforcement Mutually Extending Respect – was born out of a similar desire to be proactive. It is a program Ruehl started as a sheriff's deputy and brought with her to LPCH.

"For me, sitting back and watching the Ferguson, Mo., riots on TV and seeing law enforcement get blasted in the news, it really bothered me," she said. "I think we need to be asking ourselves what we can do to [change the dialogue]. What can I do in my little position in the middle of northern Kentucky to move that needle, even just a little bit? So I came up with this program, pitched it to the sheriff's office and here and they both said, 'Run with it.'"

Initially, Ruehl said she visited incarcerated criminals who are in drug-treatment programs and approached them first as a person, and second as an officer.

"I asked them, 'What can we do to fix these problems? I know there are some officers out there who aren't nice – I get that. But you need to see us as people just as much as I need to see you as a person, not just a felon.'"

From there, Ruehl said the lines of communication were opened, and she was able to discuss topics like what she expects out of a person when she stops them so the situation ends peacefully. She described officer discretion and talked about how to communicate and fix problems before it becomes a use-of-force issue.

Based on that success, Ruehl re-drafted a version of the CALMER program that would be appropriate for at-risk high school students. Like with the felons, Ruehl explains expectations from law enforcement during interactions with the juveniles, what the legal rights of a juvenile are when they are pulled over in a traffic stop and explains her role as an officer if the students are caught shoplifting, running away or found with drugs.

The purpose is to prepare these students for being adults in the community, Ruehl said.

"What do you do when you see blue lights?" she said. "They don't teach that in high school. It would have been great to hear when I was a teenager."

'THAT CAN'T BE RIGHT'

LPCH Capt. Russell Leberecht also took proactive measures to fix a traffic issue in the agency's coverage area of I-275. Specifically, Leberecht looked at one exit ramp where, during the course of eight years, more than 680 collisions had been recorded.

"There were officers who literally had the narrative set aside in a Word document to copy and paste into their reports," Leberecht said. "They didn't have to write a new narrative because it was the same thing every time."

The wrecks occurred frequently because of the design of the ramp, which forced drivers waiting to merge to crane their necks backward to look for oncoming traffic. Vehicles behind them would stack up, and led to many rear-end collisions. That type of accident occurred on the ramp roughly every five days. While most were minor, during that same eight-year period, at least 70 injuries were reported. Leberecht had tried to draw attention to the issue for several years, but said it wasn't until KYOPS allowed him to pull collision data from that location that people started listening.

"With the new KYOPS system, you can draw a box around a location and see how many specific incidents occurred there," he said. "There were 680 pin drops in this 15-foot area, which was so compelling, just the

picture itself. I went to the state highway department in Fort Mitchell and they said, 'That can't be right.' They started checking the data and realized it was right.'

The swooping turn was torn out and made into a 90-degree turn, Leberecht said. Now drivers are able to look directly at oncoming traffic instead of over their shoulder.

"That was it," he said. "That was all that was needed."

Leberecht recently reviewed a two-month period since the ramp was changed and said that during that time period, when he previously would have anticipated 40 collisions, only one incident occurred.

LPCH Capt. **RUSSELL LEBERECHT** has served the agency for 21 years, and completed its first Kentucky Association of Chiefs of Police accreditation in 2002. Leberecht said he sees accreditation as empowering, because it reduces ambiguity and gives officers clear operational guidelines.

'WHY DIDN'T I KNOW?'

About five years ago, Degenhardt found himself in unfamiliar territory following the fatal shooting of a suspect during a SWAT response. Despite feeling confident in his decision to take the suspect's life during the critical incident, the shooting was a first for the then-13-year veteran. The physical and physiological responses he experienced following the incident also were unfamiliar, he said.

"In the days following, I had a lot of replay of the incident in my mind," Degenhardt said. "I never had anybody tell me that was normal. I thought, 'Why am I so fixated on this?' I had no doubts about my incident – I waited until the very last moment to act. Yet, I was constantly replaying it in my head and that seemed counter-intuitive."

During his required administrative leave following the shooting, Degenhardt took it upon himself to read

LPCH Captain **BRAD DEGENHARDT** said he enjoys being part of an agency that is progressive and gives everyone a voice. In his 18 and a half years at LPCH, Degenhardt said the administration has worked continuously to create a vision and always strives forward to meet it.

Deadly Force Encounters by Loren Christensen and other books by Dave Grossman to better understand what he was experiencing.

"If I didn't know any better, I would have thought they were standing over my shoulder listening to me," he said. "They spoke to me significantly. But in those books, they state, 'Here's what happens during the incident, here is what may happen following and all this is normal. That, to me, was a huge sigh of relief to know what I was experiencing was normal. But it also brought me to the point of questioning, 'Why didn't I know this ahead of time? Why aren't others being told this ahead of a critical incident?'"

When he returned to work, Degenhardt told Chief Schutte he wanted to help other officers immediately following shootings. He discovered the Kentucky Law Enforcement Assistance Program (KYLEAP), which was just getting off the ground through the Kentucky Community Crisis Response Board. After attending the KYLEAP training, Degenhardt learned about the Kentucky Post-Critical Incident Seminar (KYPCIS).

Degenhardt attended KYPCIS No. 1 with his wife as students. They returned to KYPCIS No. 2 as peers.

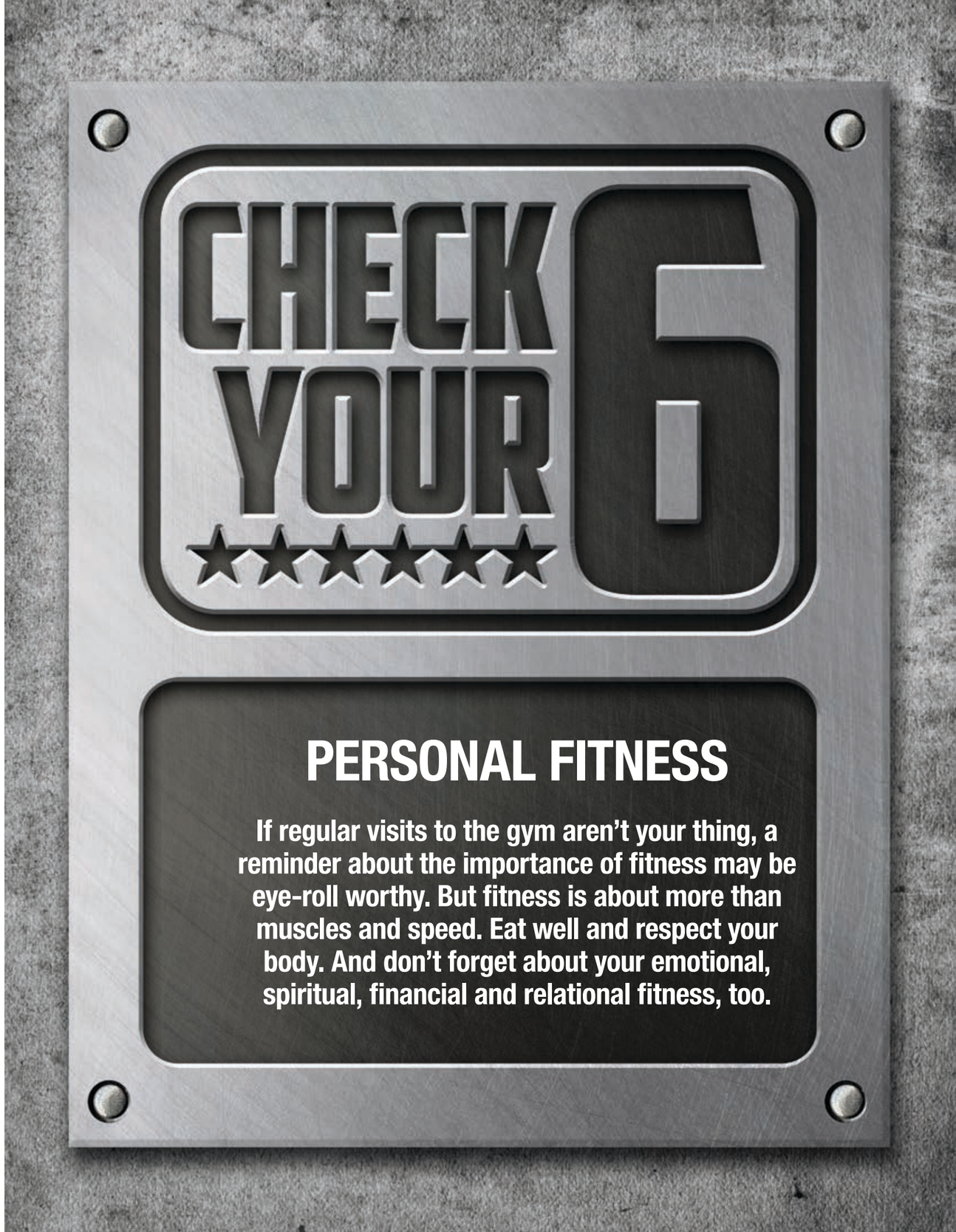
"It was definitely very fulfilling to me once I became a peer in KYPCIS," he said. "It was very close to what I had in my mind of what I wanted to do immediately following my shooting. I am 100 percent vested in that program. Physically, psychologically and professionally."

Like most marriages where an officer is married to a civilian, Degenhardt said he shared a censored version of what he experienced at work with his wife prior to PCIS. Attending KYPCIS No. 1 together allowed her to get a better grasp of what officers deal with daily, he said. The experience has brought the two closer because Degenhardt said he no longer worries about what he confides in her.

"It has definitely been a point of strength in our relationship in that we have found a common passion, helping others within the law enforcement field. I thought it was great when she went with me to PCIS as an attendee, but then to come back herself to act as a peer to other spouses – who have been coming in larger and larger numbers each session – has been a very good growing experience.

"I am very much a cops' cop," Degenhardt continued. I think we definitely have to be there for each other and pass along our strengths and work on our weaknesses. If we don't share our common experiences or our wisdom gained over our career, we have lost a wonderful opportunity."

LPCH Detective **JAMES JACKSON** is an 11-year veteran of the department. He recently attended the National Computer Forensics Institute through the U.S. Secret Service, learning skills to forensically search cell phones and computers.



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YOU ARE NOT ALONE

KYPCIS

KENTUCKY POST-CRITICAL INCIDENT SEMINAR

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. 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.

What is a Critical Incident?

A critical incident is any event that results in an overwhelming sense of vulnerability and/or loss of control. This can result from a single incident or a culmination of events, to include exposure to horrific crime scenes, on-duty injuries, line-of-duty shootings, events that bring prolonged and critical media attention, personal tragedies and the like.

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. In addition, PCIS strives to send officers and their attending spouses back home re-energized, healthier and with a fervor for sharing their new skills.

FOR MORE INFORMATION GO TO WWW.KYPCIS.COM