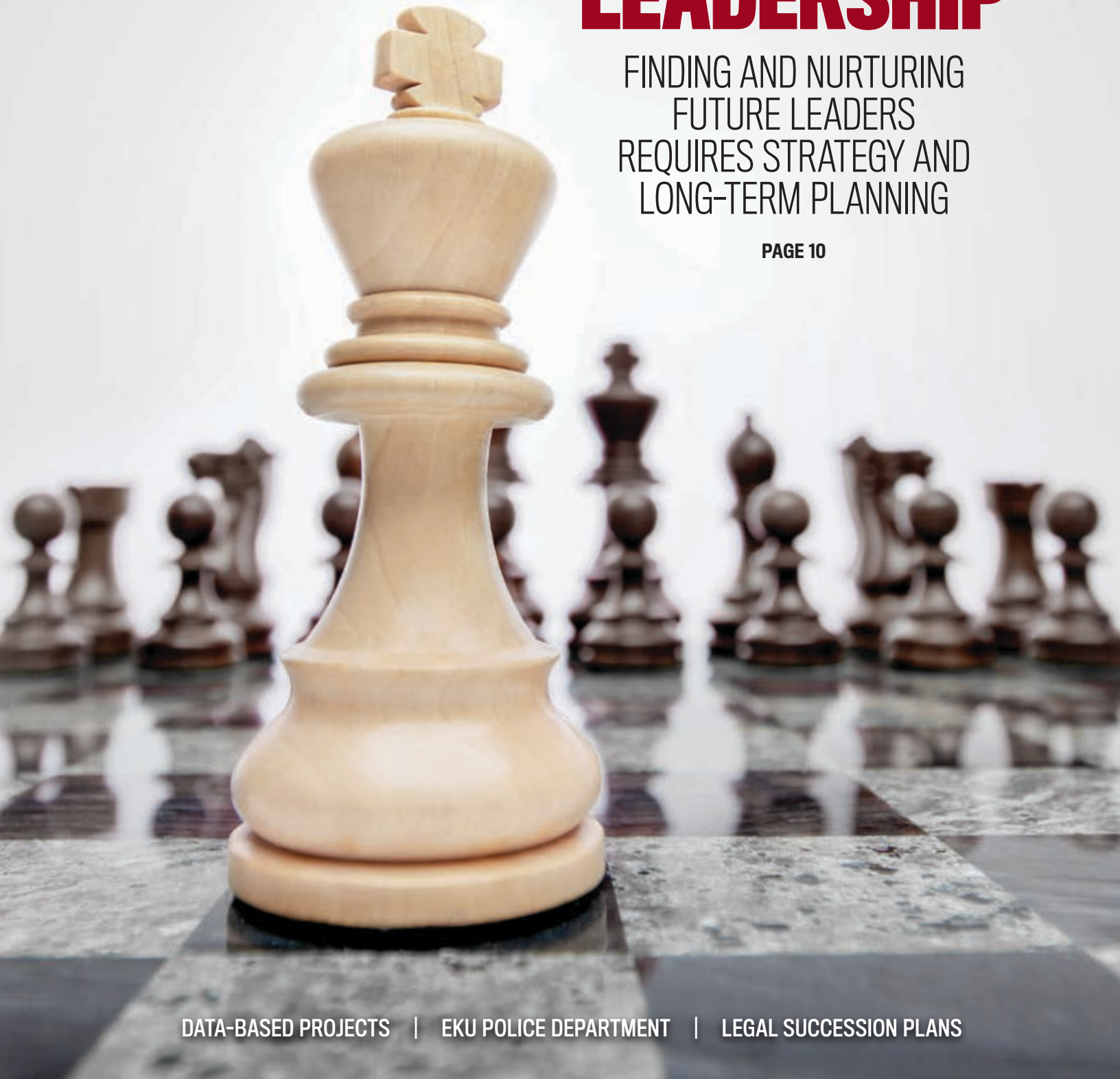


LAW ENFORCEMENT

LEADERSHIP

FINDING AND NURTURING
FUTURE LEADERS
REQUIRES STRATEGY AND
LONG-TERM PLANNING

PAGE 10



The Kentucky Law Enforcement Memorial Foundation and Department of Criminal Justice Training cordially invite you to attend the

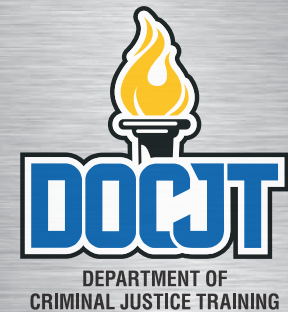
KENTUCKY LAW ENFORCEMENT
MEMORIAL SERVICE



May 23, 2019 at 11:00 a.m.

Department of Criminal Justice Training • Richmond, Kentucky

WE NEED THE BEST
TO TRAIN THE BEST



PUT YOUR EXPERIENCE TO WORK AS A

CERTIFIED LAW
ENFORCEMENT INSTRUCTOR

AT THE KENTUCKY DEPARTMENT OF
CRIMINAL JUSTICE TRAINING



SEARCH FOR OPENINGS AT PERSONNEL.KY.GOV

MAY/JUNE 2019 | VOL. 18, NO. 3

MATTHEW G. BEVIN
Governor

JOHN C. TILLEY
Justice and Public Safety
Cabinet Secretary

WM. ALEX PAYNE
DOCJT Commissioner

STAFF:
Art Director | KEVIN BRUMFIELD
Public Information Officer | KELLY FOREMAN
Public Information Officer | CRITLEY KING-SMITH
Public Information Officer | MICHAEL A. MOORE
Photographer | JIM ROBERTSON

CONTRIBUTORS:
ANDREA ESLAMI PATRICK MILLER
RACHEL LINGENFELTER SHAWN HERRON

Kentucky Law Enforcement is published by the Kentucky Justice and Public Safety Cabinet, and is distributed free to the Kentucky law enforcement and criminal justice community. Current and past articles are available online at: www.klemagazine.com

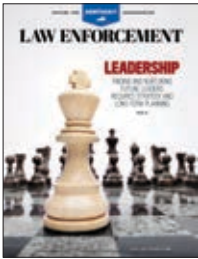


DEPARTMENT OF CRIMINAL JUSTICE TRAINING



ADDRESS ALL CORRESPONDENCE TO:
KLE Staff, Funderburk Building
521 Lancaster Avenue • Richmond, KY 40475

EMAIL: KLEmagazine@ky.gov



ON THE COVER:
Like a grandmaster of chess, a strong leader must think strategically, make bold moves and be able to see the big picture. These traits should be sought after and developed when creating succession plans for law enforcement.

LIKE US AT
facebook.com/klemagazine

FOLLOW US AT
twitter.com/klemagazine

FOLLOW US AT
instagram.com/klemagazine

CONTENTS

10



6



20

FEATURES

- 10 **Building Your Team**
Marketing vital in recruiting the right candidates
- 14 **Developing Talent**
Continued training of officers is key in succession plan
- 18 **Well Groomed**
Development plan pays dividends in Alexandria
- 20 **Wellness Programs Beneficial to Officers, Agency**
Grau: Employees must see benefit, buy-in

PROFILES

- 6 **EKU Police Department**
Eastern Kentucky University community best served through partnerships

LEGAL

- 22 **Succession in Kentucky**
State law spells out need for succession plan

COLUMNS

- 4 **Justice and Public Safety Cabinet Secretary JOHN C. TILLEY**
Data-based projects are offering innovative solutions in criminal justice

DATA-BASED PROJECTS ARE OFFERING INNOVATIVE SOLUTIONS IN CRIMINAL JUSTICE

In Kentucky, it is a big year for data and public safety. As you have likely seen on the news, our state is undertaking two innovative projects in 2019 that demonstrate how data collection benefits law enforcement, albeit in very different ways.

The first relates to driver safety. Gov. Matt Bevin and the Kentucky Transportation Cabinet announced a partnership with law enforcement in March to create an emergency-contact registry so that loved ones are notified in the event of a serious crash.



The project, called Emergency Notice, will allow Kentuckians to voluntarily submit the name and phone number of an emergency contact using an online portal at drive.ky.gov. Police will be able to access that information through the National Crime Information Center database following an accident or similar emergency.

It is a perfect example of government agencies working together on public safety; Kentucky State Police piloted the project for the Kentucky Transportation Cabinet, and the Department of Criminal Justice Training is helping spread the word.

Emergency Notice also shows how law enforcement can use crowdsourced data to improve police work and better connect with communities.

The second initiative – known as the Safe Streets & Second Chances project or S3C – involves using data to improve reentry policy and help offenders remain law-abiding after they leave prison. Kentucky is one of only four states selected to participate. Others include Texas, Florida, and Pennsylvania.

Gov. Bevin and the Kentucky Justice and Public Safety Cabinet joined with leaders from S3C to roll out the project in March, although it has been underway in Kentucky for several months. The goal is to identify the primary factors that help offenders successfully assimilate back into society.

Researchers at Florida State University are following more than 1,500 participants, including 230 in Kentucky, to analyze which reentry strategies are most effective. We expect to use the data in real time to improve policies at the Department of Corrections.

Taxpayers are investing nearly \$600 million a year in corrections, and we are committed to providing the best possible results for public safety. That is important for law enforcement as well; better reentry results in less crime and fewer encounters with police. Moreover, reducing the ever-higher financial burden of incarceration frees up more funds and resources for law enforcement.

I highlight these two projects because, as I have argued many times, data-driven solutions are vital to everything we do in criminal justice, and our commitment to evidence-based policy has never been stronger.

I firmly believe that experience and instincts are essential to great policing. However, we must also seize every opportunity in data and research to make the job of law enforcement easier. 🇺🇸



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

ALEKSANDERON (SERVERS); SEBNEM RAGIBOGLU (STATUE) / 123RF.COM

KYPCIS
KENTUCKY POST-CRITICAL INCIDENT SEMINAR

YOU ARE NOT ALONE

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
OR
CALL 1-844-559-7247**

DOJCT
DEPARTMENT OF CRIMINAL JUSTICE TRAINING





RESOURCEFUL RELATIONSHIPS

EASTERN KENTUCKY UNIVERSITY COMMUNITY BEST SERVED THROUGH PARTNERSHIPS

Seven days. The Eastern Kentucky University Police Department is accustomed to hosting a wide array of dignitaries and large-scale events on campus. From a sold-out Harry Connick Jr. concert at EKU's Center for the Arts to the weeklong All "A" Classic high school basketball tournament that attracts upwards of 30,000 attendees, the department has developed a clockwork-like approach to crowd management.

However, in October 2018, EKUPD was notified that President Donald Trump would rally on campus at the height of the hotly-contested 6th Congressional District race between Andy Barr and Amy McGrath. They had seven days' notice.

"With Michelle Obama (who gave the commencement speech for a 2013 graduation ceremony), we had six months to plan," said EKUPD Chief Brian Mullins. "With Donald Trump, we were told at 5 in the evening that he was going to be here next week."

(ABOVE) Eastern Kentucky University Police Department's sworn strength is 24, which includes the chief, two lieutenants, eight sergeants, two detectives and 11 patrol officers. Located in Richmond, Ky., the university works closely with the other law enforcement in the community and EKU staff to ensure a safe and secure campus for approximately 17,000 students.



Written By
KELLY FOREMAN

Photography By
JIM ROBERTSON

Spectators began arriving on campus at 5 a.m. that Saturday at EKU's Alumni Coliseum, where Trump would speak at 7 p.m. that evening. Free tickets were offered online to obtain one of the 6,500 seats inside, but tickets did not guarantee admission. A JumboTron screen projected the rally into the parking lot to a crowd, later estimated at another 5,000 people.

"We had a meeting with all the law enforcement agencies in Lexington at the Bluegrass Airport that were going to be involved in any part of either the motorcade route or the main site," EKUPD Lt. Brandon Collins said. "We spent the majority of our week with the Secret Service who were going to be in charge of the presidential visit. It was long hours every day that week leading up to it, just to get logistics in place."

Kentucky State Police, Lexington Police Department, Madison County Sheriff's Office, Richmond Police Department and the University of Kentucky Police Department all provided assistance to ensure safety and order for the event, including policing the crowd of more than 300 protestors.

"Working together and having a unified communication structure in place for that day was essential," Collins said. "Madison County 911 came, and we had our dispatchers along with theirs dispatching from a command post in the bottom of Alumni Coliseum. If there's one thing I would say about something like that, it is that you're going to have to communicate before the event. The day of the event, make sure your communications are in order."

"There were a few times we had to scramble on the fly," Collins continued. "One of them, in particular, was when the Secret Service decided to close the doors 10 minutes before the president arrived. That literally made thousands of people get angry and decide to leave. At the same time, we were responsible for keeping the motorcade routes open. We had about five minutes to keep several thousands of people from driving into a presidential motorcade. Without good communications, we wouldn't have been able to do that."

Mullins and Collins noted the event success was primarily due to relationship development with surrounding law enforcement agencies, other university members and the Madison County community as a whole, long before the president stepped foot on campus.

"Without those relationships, I don't know how this would have been pulled off," Collins said. "No one agency could have done this themselves. Not for a sitting president."

Relationships and resource development are a cornerstone of EKUPD's daily operations. The department's sworn strength is 24, which includes the chief, two lieutenants, eight sergeants, two detectives and 11 patrol officers. These officers, and their dispatch

team of six, are responsible for a campus community of about 17,000 students and another few hundred faculty and staff.

EKUPD officers have countywide jurisdiction in a community of nearly 83,000 citizens. A school resource officer, Chet Wright, is assigned full-time to Model Laboratory School, a private K-12 school operated by the university, which serves nearly 800 students.

With a community this size, maintaining a relationship-driven perspective is how the department thrives in what could be a challenge for the mid-size agency.

EKUPD Associate Director of Police Support Services Erika Richardson said many of the agencies that assisted during the Trump rally regularly take part in EKUPD's community-disaster exercises. The agency hosts at least one exercise per year, she said, varying in



(LEFT) Eastern Kentucky University Police Chief **BRIAN MULLINS** said being chief of a university police department is a blessing.

(BELOW) President Donald Trump visited Eastern Kentucky University in October 2018, leading EKUPD to quickly devise a plan for security and crowd control. (Photo by Nathan Hutchinson/The Richmond Register)





EKUPD Officer **CHET WRIGHT** serves as a school resource officer for ECU's Model Laboratory School. Wright was recently honored by the University of Kentucky College of Education's Teachers Who Made a Difference program.

size and scope. These opportunities allow multiple first responder agencies to identify and rectify any issues that might arise during a multi-agency-response scenario.

The same level of communication and relationship development that exists between the police department and other law enforcement agencies also thrives through cooperation with the multitude of ECU departments that work alongside one another to support students, faculty and staff on campus. EKUPD Detective Marti Burton, who specializes in sex-crime investigations, said the support system created for victims, because of this network, is the best.

"This is one of the specialties of university policing," Burton said. "This is the most resourceful environment when it comes to urgent needs and personal crimes. You're not going to get the kind of support that you get here on a university campus, elsewhere."

"We can connect survivors immediately," Collins added, "from meeting with a police officer to then talking to a detective who specializes in sex crimes, to meeting with a counselor, housing, or Title IX, to an administrative investigation – there are just so many layers of support."

Richardson noted that the age range of traditional college students is, statistically, at a higher risk of sexual assault than other age groups. With that in mind, a campus community effort has been developed to establish a good rapport with students, so they feel more comfortable reporting personal crimes.

"There is a system in place, and that system is working," Burton said. "[Victims] don't have to report to us. They have different avenues. [Victims] can do an

administrative investigation, and that's it. But we have a system in place where the reports are willingly coming to us."

As university law enforcement, EKUPD is required to report crime information via the Clery Center, a federal mandate which began in 1990 to ensure crime transparency on college campuses. Burton noted that ECU's Clery report often shows a higher number of reported sex crimes than other universities. However, she argues that it is not because ECU's rate of crime is any higher. It's because of the communication established with victims has led to more reports.

"When you see that we have an increase in reporting, but you look at our Ampersand sexual violence region, and compare the reports we are getting here versus no reports or no clients out of different counties, you know it's not because sexual crimes there don't exist."

The department also provides educational opportunities to the greater campus community, thus creating a preventative layer of support. For example, Burton recently spoke to an ECU fraternity about consent and sex crimes, Chief Mullins said. EKUPD Sgt. Brad Early and Dispatcher Lauren Early regularly offer Rape Aggression Defense training. The women's self-defense class is typically offered twice a semester, Richardson said – more often as needed. The 12-hour, free course, is provided to all female students, faculty, staff and alumni.

"It is a tool to give our female population more confidence in their self-defense," she said.

These relationships don't end at sex crimes, though.

"If there is one trend we have seen in the past few years it is an increase in welfare checks for mental health," Mullins said.

The police department plays an active role in the university's student assistance and intervention team. The multidisciplinary group, which also includes counselors and faculty, communicates weekly about students who might be at risk of harm to themselves or others. This student population is another pocket of the community which has received more attention thanks, in part, to anonymous text reporting via ECU's LiveSafe app.

"Several times, people who might not normally call the police department will text and say, 'A friend of mine is having suicidal thoughts, for example,'" Collins said. "We then dispatch an officer to go check on that person."

"People don't get forgotten about," Mullins added. "We are getting help to people who need it. And it could be anything, from someone who had a sexual assault and is suffering to a student who is displaying indicators of disturbing behavior."

The team's purpose is to intervene before violence happens, and Collins said they believe the system has been effective.

"Everybody knows when someone becomes an active shooter," Richardson said. "Nobody knows when they

don't. Nobody knows how many acts of violence are prevented."

The effectiveness of these initiatives and relationships have taken time to develop, and begin by selecting officers in the agency's hiring process who excel in communication and adaptability.


"We want people who are going to be able to speak their language," Collins said of the community EKUPD serves. "We have so many different nationalities, ethnicities and cultures here that you wouldn't experience in some other areas. Our officers have to be so well rounded. They might go from talking to a person who is deaf or hard of hearing to dealing with someone from a foreign country or a citizen of Richmond. Our days are so varied and diverse. You have to be able to listen and communicate with all types of people."

EKUPD has worked to mirror the diversity of the community it serves through the officers it employs, Mullins said. As chief, he said the thing he strives for most is that his officers enjoy coming to work each day.

"I come into roll call, and people are cutting up, having a good time, enjoying being here and doing what they do," Mullins said. "Being on a college campus, the media often scrutinize everything they do with a fine-tooth comb. They are held to a higher standard than some places. But the university community has invested in this department and is probably more supportive now than they have ever been. I think that has a lot to do with the people we have here."

Working for a university police department has perks not often available at municipal, county or state agencies, Burton said, such as free college tuition. In December last year, Burton gave the commencement speech at her own ECU graduation, noting how she was able to finish

her bachelor's degree as a single mom while working full-time at EKUPD.

"We respond to the same calls as what's going on in Bowling Green, Pikeville or northern Kentucky," Burton said. "We are a full-service police department, and that attitude is here. But you look at the benefits we have on top of and in addition to what other places offer. This is one of the best opportunities to be a well-rounded officer, as a human, a mother, father, husband or wife – people would be jealous." 



(LEFT) EKUPD Officer **MARK MCKINNEY** is training **HAVOC**, a 10-month-old German shephard who will be ECU's first K-9. Havoc will also be Madison County's first bomb dog.

(BELOW) EKUPD Sgt. **TIM GUNN** talks with students on campus. Good communication with students, administrators and the greater campus community is essential for the police department.



BUILDING YOUR TEAM



MARKETING VITAL IN RECRUITING THE RIGHT CANDIDATES

Written By
CRITLEY KING-SMITH

Photography By
JIM ROBERTSON

Steve Jobs, the late CEO and co-founder of Apple Inc., in an interview with Rolling Stone magazine, once said, “It’s not the tools you have faith in—tools are just tools—they work, or they don’t work. It’s the people you have faith in or not.”

So too, would many chiefs and sheriffs agree, that while equipment and resources are essential, it is the men and women behind the badge who make a department, set standards of service and seal its legacy within the community.

However, finding qualified individuals who are excited about policing, fit Peace Officer Professional Standards (POPS), have a clean record and a desire to engage in community building can be difficult in today’s competitive job market.

EMBRACING NEW METHODS

The first thing Bowling Green Police Department Deputy Chief Michael Delaney did, after being tasked with his agency’s recruitment and retention strategy last year, was to develop a team to assist with the effort.

“Rather than continue to watch the number (of applicants) decrease, we decided to come up with a solution on how to fix it,” he said, noting the team consists of 15 people, from police and telecommunications, for whom the agency recruits.

“We have many faces and many talents, but one purpose, and that’s service for our community. It takes a lot of people with different skill sets to accomplish that,” he continued. “(And by having the team) we have buy-in from our employees who want the right people to come work with them.”

At the start, the colonel began looking at other agencies and sectors that were successful in recruitment.

One piece of advice from a military recruiter stuck with him and changed the way Bowling Green has conducted recruitment ever since.

“You can’t recruit from your office,” said Delaney, quoting the recruiter. “That became part of our main strategy. Now our focus is to get out into the community... we have to be visible.”

Recently, to demonstrate their “fun side,” BGPD hosted a “Workout with a Cop Challenge” event at a local gym. Officers led circuit workouts that resembled POPS testing and ended with a pushup challenge with prizes at the end. Those interested in the department could apply through laptops onsite, a common recruitment strategy for the department. Allowing interested parties to complete short applications immediately reduces the risk that they will go home and forget, said Delaney. The rest of the application is mailed to candidates.

The agency also attends many job fairs and college-career days and often sets up a table at the local mall with employment information.

BGPD visits high schools to recruit young members for its Pathfinder program (much like the Boy Scouts for those younger than 18) and the Cadet program (for 18 and above). The Cadet program allows young people to become part-time city employees working within the department doing assigned duties while also learning about the agency and police culture.

“We get them at an early age, they have a little more structure, and we keep them out of trouble,” Delaney said, adding the program has been a successful recruiting tool. Several cadets have been hired as police officers after turning 21.

“They know us, we know them and have a better understanding of their character,” he continued. “And (during that time) if they have needed some help, maybe with physical fitness or interviewing, we prep them and try to get them to become successful law enforcement (officers).”

BRANDING A DESIRABLE TEAM

Sometimes departments find themselves facing off with unfavorable portrayals and news reports of risk. Rather than accept the negative narrative, agencies are striving to get out the message that today is still a good day to be a police officer, and that policing is about service, integrity and respect.

Richmond Police Department’s Chief James Ebert said his agency often markets their team spirit during recruiting.

“When you look at our (social media) posts or our advertisements, they are all about joining a winning team,” he explained. “This is a generation that really wants to see something bigger than themselves.



(TOP) Bowling Green Police Department’s Deputy Chief **MICHAEL DELANEY** said his agency’s main recruiting focus is to be visible. To aid in their efforts, BGPD has created a recruiting team and regularly hosts or attends events to connect with applicants.



(LEFT) Richmond Police Chief **JAMES EBERT** says his department often markets their team spirit during recruiting and celebrates the successes of current officers so prospective applicants know they will be appreciated.

Traditionally, (applicants) looked at benefits and retirement. And while those things are still important, as far as recruitment and retention, as far as getting them in the door, people want to know they are doing something important that has meaning.”

Departments should also celebrate their successes, not only saying “good job,” but also publicly acknowledging officers’ good work, Ebert said. Even a social media post tagging the celebrated officer will show future recruits that their work will be appreciated, he explained.

INKED OPPORTUNITIES

In 2019, styles and trends have changed the way individuals express themselves or what they deem professional. Many agencies are choosing to relax rules on style choices, such as beards and tattoos, to prevent eliminating qualified candidates.

Hopkinsville Police Department has found a way to allow officers to respectfully express themselves while also benefiting their department, according to Sgt. Federico Rodriguez and Public Information Officer Michael Atkins. For a minimal fee, \$50 per year donated to their Officer’s Fund, HPD law enforcement may wear well-manicured facial hair, tattoos and vibrant hair colors.



(TOP) Hopkinsville Police officers can wear tasteful tattoos, well-manicured facial hair and vibrant hair colors, while also benefiting their department by donating to their Officers Fund, according to Sgt. **FEDERICO RODRIGUEZ** (above) and the agency's Public Information Officer **MICHAEL ATKINS**.



(RIGHT) Hopkinsville Police Public Information Officer **MICHAEL ATKINS** shows off his tattoos. Allowing body-art expression has prevented the elimination of qualified candidates for HPD, Atkins said.

Money collected is used to fund events or pay for special equipment. Guidelines state the beards must be neatly trimmed (no longer than one inch), that tattoos may be visible, but not covering more than 30 percent of exposed skin and not bearing offensive images/phrases. Hair colors can be fun, a little red or maybe even blue, so long as it's not too extreme, Atkins said. Officers whose tattoos might cover more skin than allowed have the option to wear long sleeves or a flesh-colored tattoo sleeve.

"(With this policy) they still get a chance to show off their art and still be in compliance," he added. "The staff is pretty pleased with more options. It's a morale booster."

With Fort Campbell a short distance from their agency, Atkins noted that allowing officers to show off a little ink can also be a recruiting incentive for many current and former military personnel who might have decorated their bodies while serving in the U.S. Armed Forces.

ATTRACTING DIVERSITY

When seeking to police a diverse community, departments look to fill their ranks with qualified representation of all those being served.

During recruiting cycles, RPD begins by sending out letters to various groups, such as the state NAACP asking them to push (the listing) out to their local chapters, as well as contacting local universities, according to Chief Ebert.

Bringing a diverse group of officers out to recruit can also be a benefit, Atkins said, specifically noting Hopkinsville's push toward adding more female officers to their agency. Sometimes women might be concerned that they are too small, but are motivated after speaking with a female officer, he said.

GETTING SOCIAL

In a day where media consumption is changing, departments are adapting and placing more emphasis on online job listings and branding.

Since social media is the method by which much of the population starts and ends their day, Delaney said tapping into to the digital resource has been a fantastic way to increase visibility for the department among future team members.

In addition to posting when positions were available, BGPD began producing recruitment videos that are fast-paced with lots of energy emphasizing all the department offers.

"We also wanted to show what the city of Bowling Green has to offer, and how we fit into the big picture of city government," Delaney said, adding the video allowed applicants to visualize being part of the community with their families.

Videos, he said, can capture a lot of information in a short amount of time. The first video the department produced was only 30 seconds, the second three and a half minutes. However, there have been results. Last year during a spring recruiting cycle BGPD had 28 applicants for their telecommunications section and 97 for police, and this year during the same time (with weeks left to apply) telecommunications had 192 applicants and police had 117, Delaney said.

Also keeping up with digital trends to see how best to proceed in the future, Hopkinsville Sgt. Rodriguez said his agency polls applicants to see where they heard about the job listings—many of whom say social media.

Richmond's Ebert said his department targets specific social platforms based on the age group they are trying to reach, also posting listings to sites such as indeed.com and other employment engines.

However, that doesn't mean agencies have forgotten the oldest form of spreading the news—word of mouth. One of the best advertisements for a department is something they already possess, their officers who often know someone who would be a great fit and with whom they would enjoy working.

"When recruiting begins, I always tell people that it's their chance to choose their coworkers," said Ebert.

DON'T SETTLE

When needs become great, whether because of officers moving on to other departments or retiring, it might be tempting to hire to fill spots. However, BGPD's Delaney said to remember not to seek people for jobs, but rather the right people for the team.

According to Rodriguez, ideal candidates for law enforcement are community-minded, honest and have

integrity. However, they must also be flexible in a career that is ever-changing and understand that while peace officers have authority, they are present to assist.

"We look for someone with personality," added Atkins, noting the number of community events in which officers take part. The ability to interact with the public positively is integral in making the public more willing to assist agencies with information and crime reduction.

"THIS IS A GENERATION THAT REALLY WANTS TO SEE SOMETHING BIGGER THAN THEMSELVES. TRADITIONALLY, (APPLICANTS) LOOKED AT BENEFITS AND RETIREMENT. AND WHILE THOSE THINGS ARE STILL IMPORTANT, AS FAR AS RECRUITMENT AND RETENTION, AS FAR AS GETTING THEM IN THE DOOR, PEOPLE WANT TO KNOW THEY ARE DOING SOMETHING IMPORTANT THAT HAS MEANING."

— JAMES EBERT, RICHMOND POLICE DEPARTMENT CHIEF OF POLICE

"Law enforcement, especially in a small community, is all about meeting local needs," said Ebert, adding that once upon a time police hires were about physical strength. Now, physicality and techniques can be trained, but compassion for the people in a place is something an individual has in their heart, or they don't. It's that part that makes a good officer, he said.

"One of the most important things to remember about recruiting is to explore lots of options, think outside the box," offered Delaney. "Not everything we tried at first worked. So be willing to try different things. Have a board with brainstormed ideas for (your next) hiring cycle. Never get stagnant. Every contact with the community is a chance to recruit." 🌧️



Bowling Green Police Department recruits learning the basics of building searches from seasoned officers.

DEVELOPING TALENT

CONTINUED TRAINING OF OFFICERS IS KEY IN SUCCESSION PLAN

Written By
MICHAEL A. MOORE

Photography By
JIM ROBERTSON

A July 2012 Harvard Business Review article, based on a study of 1,200 high achievers, indicated they were not receiving desired career development. The report, “Why Top Young Managers Are in a Nonstop Job Hunt,” showed the lack of career development has resulted in employees pulling up stakes and moving on.

This is also true in the law enforcement community. After all, nearly every employee wants to move up the proverbial ladder, and development is critical.

HIRING PROCESS

Some may argue that the development process in law enforcement should begin after the academy, but that should not be the case, according to Bowling Green Police Chief Doug Hawkins.

The starting point in developing the next generation of leaders begins with the hiring process, Hawkins said.

“We will hire for character and train for skill,” Hawkins said. “This sets the stage for us. The foundational issue for every police officer we hire at the Bowling Green Police Department is the quality of their character. We make great efforts through the hiring process; everybody has to meet the high quality of character. I cannot train you to have high-quality character. That is something that every employee brings with them to the degree that they have it.”

The chief feels someone with high character will equal a high-performing and ethical employee.

“You can run fast, and that’s a great quality to have, but if you don’t have a high quality of character, running fast really doesn’t matter to me,” Hawkins said. “You can be strong, lift weights and do many pushups, but if you don’t have the high quality of character, it really doesn’t matter. The character component comes first, and then I look at your other attributes. If you do a great job at hiring, then everything else is better and easier.”

Kimberly A. Miller, Ph.D., with the Colorado-based Kimberly A. Miller and Associates, echoed Hawkins’ sentiments.

“Instead of hiring a heartbeat, hire someone who has the skills you want and the character you feel is important to have to be successful in your agency,” Miller said. “You need somebody who fits with the culture of your agency. Many times, I think agencies are approaching hiring haphazardly from a desperate mindset.”

Since 2004, Miller has been a consultant with law enforcement agencies nationwide. Last fall she was one of the presenters during the Department of Criminal Justice Training’s 2018 Police Executive Command Course, where she spoke on the topic of succession planning.

Miller suggested thinking outside the box when it comes to marketing agency openings as a way to generate high-quality candidates.

“Instead of putting out an announcement that ‘We’re the ABC Police Department, and we’re hiring and here are the benefits, so please come,’ you can say, ‘We’re the ABC Police Department, and we believe policing is XYZ,’” she said. “We stand for character trait 1, 2 and 3. If you come to work for us, your experience will be like this.’ This is what I call heart-based marketing. This could be creating a video about your agency and having some of your best employees talk about why they like working at your agency. If you do that, you’re going to attract more of the right people – the ones who have the character and the skills.”

DEVELOPING OFFICERS

Once an officer is hired, the development and grooming should continue throughout their career.

“We have a leadership-development philosophy, and I don’t know if it is common practice in any organization, much less law enforcement,” Hawkins said. “It is one of our primary responsibilities to not only develop them in a technical sense to do their jobs, but also, it’s our responsibility to develop their leadership skills.”

Hawkins has conversations with every new group of officers hired at his agency. A point of emphasis in the discussion is becoming a leader in the community of approximately 67,000 residents.

Bowling Green Police Chief **DOUG HAWKINS** said police-related skills can be taught, however character is something people have or do not have. Hiring people with quality character is the first step in the development process.





"I tell them, the first day you put on the uniform, put on the badge, carry the gun and drive around in a patrol car, no matter what call you respond to, citizens view you as a leader," he pointed out. "The (citizens) expect you to take a leadership role in solving their particular issue, whether they've been a victim of a crime, been involved in a collision or they've been assaulted. Whatever the case may be, they assume that (the officer) is going to function in a leadership capacity as a police officer."

For many officers, their first taste of training comes from their field-training or police-training officers.

Those selected for the roles of FTOs and PTOs should be the cream of the crop, Miller stressed.

"Your FTOs should be the best of the best," she continued. "Too many times, people go 'Eney, meeny, miny, mo, you're the next FTO.' They don't have a good process for selecting FTOs, and they force people into being FTOs instead of getting people who want to be FTOs."

Often, the FTO/PTO relationship develops into a mentorship that lasts for many years and is beneficial to the officers, Hawkins added.

"Those have proven to be successful," he explained. "The key to that is doing a great job of selecting and developing your training officers because, more often than not, we see these young officers throughout their career relying on the people who trained them. If you do a good job of selecting and training your PTOs, then I think there is a byproduct in that informal mentoring that pays off. If you do a bad job of selecting or you are blasé faire about your training officer selection, it could potentially have a negative effect."

Additionally, allowing junior officers to serve in acting roles is also valuable, Miller added.

"Let's say the sergeant is off for the night," Miller said. "Which officer is going to be an acting sergeant? It doesn't mean the officer doesn't call the lieutenant for help if they are in a bind, but it means they can be the acting sergeant on shift. If they are showing promise, then give them the acting role and let them be the acting sergeant for the night. Put people in the role before you give them the role and see what they do with the power and responsibility. You can do this at any level. A sergeant can serve as an acting lieutenant."

These are small ways you can give people opportunity to show you what they've got before you promote them, Miller said.

KIMBERLY MILLER, Ph.D., encourages law enforcement agencies approach naming field-training and police-training officers with a critical eye. FTOs and PTOs should be officers who truly desire to help train an agency's officers and not forced into the position. Miller has been a law enforcement consultant since 2004. She was a presenter during the Department of Criminal Justice Training's 2018 Police Executive Command Course last fall. (Photo by Michael A. Moore)

CONTINUAL TRAINING

Beyond understanding and assuming a leadership role while on shift, Bowling Green also makes it a point to emphasize training, and not just the state-mandated Kentucky Law Enforcement Council training, Hawkins said.

"We provide leadership content every year in what we call our in-house training," he explained. "We do a block of training internally every year for every officer. The curriculum changes every year, but it always has a leadership component."

The training brings leadership to the forefront and addresses it from different viewpoints, Hawkins added.

"We don't want it always to look and feel the same," he said. "We want to get different angles and different perspectives on that."

That also includes going outside the law enforcement community when it comes to hiring a consulting agency to instruct.

"It's not generic, and it's not police-focused," Hawkins said. "But there are some behaviors that you can focus on and apply in the law enforcement context."

"You look at somebody like (former UCLA head basketball Coach) John Wooden, before he passed away, he did a lot of leadership consulting," Hawkins continued. "I loved the way he engaged, and he was not police-specific at all. But I think a lot of what he said and leadership philosophies, when it comes to developing people, are spot on. Therefore, you can take other perspectives and other focuses, apply them in the law enforcement world, and get some benefit out of it."

Each BGPD employee, sworn or civilian, also has a training plan, Hawkins said.

"If you are a police officer who has a special assignment in advanced crime scene, then you will have a training plan associated with the specialty of advanced crime scene as well," he explained. "One of the things we do is have these training plans that provide the foundation and the guide for all the training we do for that position. At some point, you will complete the training program, and then there will be some flexibility in the stuff we'll send you to."

SELF-STARTERS

All of the training plans and advice of senior officers and supervisors will only go so far. Ultimately, every officer has a pivotal role to play in his or her own development, Hawkins opined.

"The people who take responsibility for their development are people who tend to get ahead or tend to be more prepared," he said.

In the end, proper training tends to account for reduced staff turnover, Miller concluded.

"Everything done in training sets and reinforces culture," Miller explained, "If you want young officers to be good, lifetime employees, they need to learn good habits by having good trainers." 🐶

TRAINING NEW SERGEANTS

When an agency hires a new person, the chief would not merely give them a uniform, badge and gun then throw them to the proverbial wolves without any field-training or police-training officer tutelage. The same holds for new sergeants, Bowling Green Police Chief Doug Hawkins reasoned.

"You have these new sergeants, and as an administration, we have a responsibility, maybe morally, but certainly ethically and legally to train and develop our people properly," Hawkins said.

More than a decade ago, Bowling Green implemented a supervisory PTO program — a six-week training session. The agency's new sergeants ride with senior sergeants and learn the ropes of being a supervisor.

"I believe it is well thought out, and it has a leadership component built into it, along with policies and legal issues that are appropriate for supervisors to be more aware of," Hawkins continued. "We don't take a random approach to supervisory development because it's unfair to the supervisor. I know in other agencies, when somebody gets promoted, there is no training program. We developed a good program that builds a foundation, and we can build on that foundation with other training."

The training is invaluable, and principles learned carry on to future promotions said Assistant Chief Mark Edwards, who went through the program in 2007.

"A big component of the program was the leadership aspect," he explained. "We would talk about it every day, and exercise those philosophies in real life situations. First-line supervision and the training program sets the stage for how you conduct business every day. The things taught to me back then, I still use today."

Sgt. Michael Myrick agreed.

After being promoted to sergeant in 2015, Myrick completed the training, and he benefited from it a great deal, especially with personnel matters.

"As a supervisor, personnel issues are the biggest challenge," he said. "We can all face and tackle the tactical issue, but dealing with the people we supervise is the biggest challenge. (The training) gave me the tools I needed to help me on the job."

Hawkins has been pleased with the program, adding his agency is fortunate to have resources to devote to such a program.

"We're committed both in time and resources to develop our new supervisors, but we have the luxury of having the resources internally to be able to do that," he said. "It's an investment. If we do it right on the front end, the dividends payout in the end."



WELL-GROOMED

DEVELOPMENT PLAN PAYS DIVIDENDS IN ALEXANDRIA

On Feb. 1, 2019, 34-year-old Lucas Cooper went to work. It is something he has done thousands of times before as a member of the Alexandria Police Department, but this day was different. On this day, Cooper was chief of police, having replaced longtime Chief Mike Ward, who retired on Jan. 31, 2019.

Sitting down at his desk that morning, Cooper discovered a hand-written letter from Ward offering well wishes and final advice.

“One of the lines read, ‘Start training your replacement now,’” Cooper said.

For those who know Ward, that statement is not surprising, as he was all about training, planning and thinking ahead, Cooper said.

“I latched on to that from the beginning, realizing that we were more progressive than some other places,” Cooper said. “It influenced my way of thinking about this job in general, and that’s not to say at times he came up with ideas that I thought were totally harebrained.

(ABOVE) Alexandria Police Chief **LUCAS COOPER** decided early in his career what path he wanted to go down, and began taking leadership classes. His dedication, coupled with those classes and experience helped put him in position to become chief.

After a while, I saw where he was going with (the idea), and it made sense.”

Soon after taking over as chief, Cooper had a conversation with Kenton County Sheriff Chuck Korzenborn, who reminded him of a lunch with Ward shortly before he went to the Department of Criminal Justice Training’s basic training academy in 2006.

“(Korzenborn) came up to me and said, ‘Do you remember before you ever went to the academy, we went to a restaurant and had lunch?’” Cooper recalled. “I said, ‘Yes, I remember that.’ He said, ‘You know, Mike called me the next day and said, ‘I’m going to make him the next chief.’”

Ward said he knew almost immediately that Cooper had potential, as he was impressed during the initial hiring process.

“We went to lunch with Korzenborn, and I just saw something in Cooper,” Ward said. “It was something that I don’t often see early on in a recruit. It was a commitment.”

Like many people seeking a job, Cooper was excited when he got the job, Ward continued. However, in the back of the longtime chief’s mind, Ward knew Cooper could be special.

“Policing is what some people do,” Ward added. “Policing is a lifestyle, and it requires a commitment to your community, fellow officers and, of course, your family. I saw all of those traits in Lucas Cooper.”

TRAINING AND EDUCATION

It is one thing to show the potential, but it is quite another to cultivate it. Throughout his career, Cooper took full advantage of Ward’s counseling and training opportunities provided by APD.

“From day one, (Ward) was always willing to send people to training and educate them,” Cooper said. “On top of that, he was always invested in the people who worked here. He took an interest in their lives, who they were and who their families were. That rubbed off on me in terms of taking care of people and making sure officers are well-trained.”

Ward said taking care of people is one of the primary responsibilities as chief, and it is something he learned from his military days.

“When I made (non-commissioned officer) in the Air Force, a senior master sergeant in the security police said this to me: ‘If you forget everything I ever say, don’t forget this. Take care of your people first. That means you praise them, discipline them, and feed and house them, when necessary. If you do, then your people will take care of you. A good leader finds someone within his command and works toward developing him or her to take his place. We’re all replaceable (but) what is important is that we choose our replacements ourselves.’”

Like other young officers, Cooper’s career started out working second and third shifts for an extended period. Along the way, he began taking patrol leadership classes, finishing his bachelor’s degree at Northern Kentucky University in Highland Heights and his master’s degree via the University of the Cumberland’s online program.

Soon, he joined the department’s bike patrol and SWAT team, and he kept on taking courses that would prepare him for the next stage of his career.

“As I progressed in my career, I decided what path I wanted to go down, and that is when I started taking many of those leadership classes and got involved as a police-training officer and got to train some officers that way,” Cooper said. “All of the leadership here has been through DOCJT’s Academy of Police Supervision and

Criminal Justice Executive Development courses, and I have my application into the FBI National Academy.”

In 2014, Cooper was promoted to sergeant, and he continued to learn and absorb as much experience and knowledge as possible.

“When I first started, there were so many senior officers who had a lot of experience, and I drew from them,” Cooper added.

His goal was to one day sit in the chair Ward occupied for many years.

“All the while, I knew Mike was going to (retire) one day,” Cooper explained. “I didn’t expect it to happen so soon, but when he did leave, I wanted to be a viable candidate for the position.”

“**AS I PROGRESSED IN MY CAREER, I DECIDED WHAT PATH I WANTED TO GO DOWN, AND THAT IS WHEN I STARTED TAKING MANY OF THOSE LEADERSHIP CLASSES AND GOT INVOLVED AS A POLICE-TRAINING OFFICER AND GOT TO TRAIN SOME OFFICERS THAT WAY.**

— **LUCAS COOPER, ALEXANDRIA POLICE DEPARTMENT CHIEF OF POLICE**

LEADERSHIP DEVELOPMENT

Having benefited from a police chief who was forward thinking in developing talent within the department, Cooper said he and his staff owe it to the officers and community to continue the tradition.

“I’ve had discussions with the other leaders and supervisors here,” he said. “It is our job to start training people to replace the things we do now.”

To do that, Cooper said it goes back to one of the principles Ward passed on – getting to know your people.

“It’s important to develop your investment,” Cooper continued. “Investing in your people and caring about people, showing them that you want to help them build a career and not just come to a job every day, is vital.”

To that end, Cooper said it is essential to know what his officers want to do, career-wise, and help them get started in the career path.

“If you want to go into investigations, then we will start getting you into investigation schools,” he said. “Is supervision something you think you’ll like? If so, we will start allowing you to get a feel for that kind of thing.”

Everyone has some leadership qualities in certain areas and fields, Cooper said, and it is up to the current crop of leaders to identify the potential, much like Ward did in 2006.

“You have to let them do (the things to help them develop) as leaders,” Cooper said. “It’s important to recognize the qualities in your people and develop those things, so you’ll have good leaders on all levels, not just chief.”

Written By
MICHAEL A. MOORE

Photography By
JIM ROBERTSON

WELLNESS PROGRAMS BENEFICIAL TO OFFICERS, AGENCY

GRAU: EMPLOYEES MUST SEE BENEFIT, BUY-IN

The cumulative effects of physical and mental stress law enforcement officers experience during their careers could one day come back to bite them if they're not careful.

That statement is not a revelation for many in policing, including Florence Police Chief Tom Grau.

"It's no secret; heart attacks kill cops, and it's something you think about," Grau said.

Grau's attitude toward officer wellness is progressive, and he wholeheartedly embraces the Florence wellness program.

Wellness programs are becoming popular for companies and government agencies, large and small, according to the Office of Disease Prevention and Health Promotion (health.gov). According to the website, "... research continues to show that promoting healthy habits to employees – be it through intensive programs or structural and cultural support (e.g., an on-site gym and encouragement to use it during the lunch break) – is an effective way to benefit both employer and employee."

As police chief, Grau said the well-being of his officers is a high priority, and to that end, he encourages participation in the wellness program. Florence's offers the plan, which includes an in-house gym and medical care, for all of its employees, including police officers.

GYM AND CARE HERE

"We have a gym downstairs," Grau said. "We purchased equipment, and it's nice. It's something the police department has provided our employees to use."

However, if the officer chooses to workout at an off-site gym, under the wellness program, they could be reimbursed a portion of the gym membership fee.

"I believe it's up to \$10 per month," Patrol Capt. Greg Rehkamp said. "You just have to show (the city's payroll department) the receipt, and your attendance record and the city will reimburse the officer."

While many law enforcement agencies across the state offer gym benefits as part of their wellness program, Florence's plan also features access to a Care Here clinic, which is located in the city's government building, a few doors down from the police department.

"There is an on-site doctor, and if you participate in the health insurance, you can go there for treatment," Grau said. "There is no copay or charge for prescriptions. Through the Care Here clinic, if an officer has something that may indicate high blood pressure, elevated cholesterol, or a family history of those, (the clinic) offers a CT (computed tomography) scan of the heart, and it is free of charge. That is one thing I push for our officers, and I've had it done myself."

The clinic has been a "win-win" for the police department, Grau stated.

"You can go to this clinic, and you can schedule a visit online, or you can call to set up an appointment," he continued. "We all probably keep our general practitioner, but nine times out of 10, I'll go to Care Here."

As a bonus, officers' families are eligible to use Care Here at no cost.

THE BUY-IN

It is one thing to offer a plan, but it is quite another to get employees to take full advantage of it, Grau said.

"You can have a wellness plan, but if it's not easy to access information and see any benefits, (employees) are not going to use it," the chief said. "We have a great deal of stress related to the job, and we have issues just like anyone else, whether its financial, marital, physical or mental health. It's important to cover the whole gamut."

When those in leadership positions buy into the program and actively participates, it helps employees see the importance of maintaining their health, Grau said.

"There's an old adage: 'You can lead a horse to water, but you can't make it drink,'" Grau began. "It goes back to us as leaders of the department showing that we have a general concern. It's not, 'Hey, we're only doing this to help with (the city's insurance premiums).' You have to have a genuine concern ... it is like a buy-in. I have to have a buy-in with my officers, and they have to understand and know that we are genuinely concerned with their well-being, and this is not just for show. In other words, if we're not partaking in it, then why should they participate in it?"

OTHER ELEMENTS

The wellness program is not limited to a gym and health care, Grau said.

The wellness program includes lunch and learn sessions addressing a variety of topics, ranging from financial and spiritual needs to estate planning.

"They'll bring somebody in about financial planning, and they have brought people in to talk about deferred comp," Grau continued. "It's a complete program."

In the event an officer needs spiritual counseling, the chief has plenty of clergy members available.

"We're tied in pretty close to the local churches," he added. "We have some megachurches in town that we work special details with, and whom we partner with on a lot of things. We can reach out that way if we need somebody to help."

Florence recognizes the importance of being proactive in officer wellness.

"If something is going on in your life, whether it is physically or mentally, you're going to be a less productive employee, especially with the stress that our officers are under," he said.

A study by the Journal of Occupational and Environmental Medicine supports Grau's statement.

The study found employees who participated in a health-promotion program and improved their health care, or lifestyle regained an average of 10.3 hours in additional productivity annually. It saved their companies an average of \$353 per person, per year in productivity costs compared to non-participants.

Wellness programs are a win-win for both the employee and the employer as it helps the officer maintain good health while keeping the agency's insurance premiums down. However, most importantly, Grau said, the program should not be overly complicated.

"It has to be something that officers can see a benefit in, and not something that you have to jump through a bunch of hoops with," he said. 🏡



(TOP) Florence Police Chief **TOM GRAU** believes the city's wellness program – which includes access to a gym and health care – is a win-win for his agency. He added the key to any wellness plan is buy-in at the leadership level.

(BELOW) Capt. **GREG REHKAMP** said the agency's gym is popular among officers with the Florence Police Department. Additionally, he said if officers wish, they can go to an off-site gym, and the city will pay for a portion of the membership fee.



Written By
MICHAEL A. MOORE

Photography By
JIM ROBERTSON

NEXT IN LINE



STATE LAW SPELLS OUT NEED FOR SUCCESSION PLAN

Written By
SHAWN HERRON
STAFF ATTORNEY

As much as we all like to believe that we are indispensable, we are not. A good leader prepares those who one day will take the lead. Although succession planning in government is always subject to the realities of an election cycle in a particular jurisdiction, it is essential, and in fact, legally necessary to have a plan.

A lieutenant, for example, might let a sergeant handle an issue, with guidance, to prepare that individual for promotion in the future. It is also common for a lower-ranking officer to serve in an “acting” role in a higher-ranking position.

However, in an emergency, when that higher-ranking officer is not available, someone has to be authorized to take the necessary action.

Kentucky law sets forth the mandate for emergency interim succession planning and delegations of authority in an emergency. KRS 39D anticipates the

need to replace a government official, including critical appointed department heads. In an emergency, it is called an emergency interim succession plan.

An emergency interim successor is “a person designated under this section, if an officer is unavailable, to exercise the powers and discharge the duties of that office until a successor is appointed or elected and qualified as provided by law, or until the lawful incumbent can resume the exercise of the powers and discharge the duties of the office.”

An office under this statute “includes all state and local offices, the powers and duties of which are defined by law, except the office of Governor, and except those in the General Assembly and the judiciary.”

Although the term “political subdivision” of the state is usually limited to counties, for this statute it includes counties, an urban-county government (Lexington-Fayette County), “charter counties, cities, special districts, authorities, and other public corporations and

entities, whether organized and existing under charter or general law.”

While Louisville Metro, a consolidated local government, is not specifically included in this list, logically, the law also applies to that government as well.

“Unavailable,” in the context of this law “means that during a state of emergency either:

1. A vacancy in office exists, and there is no deputy authorized to exercise all of the powers and discharge the duties of the office; or
2. That the lawful incumbent of the office and any duly-authorized deputy are absent or unable to exercise the powers and discharge the duties of the office.”

For example, in an emergency, it may be necessary to have someone present at the Emergency Operations Center who is authorized to take specific actions.

If the principal, such as the chief of police or sheriff, is not immediately available, someone present needs the legal authority to take steps and make commitments of personnel and resources.

Even if the sheriff or chief is available, in a situation that is working 24 hours a day, they cannot be available all of the time. In such instances, there should be individuals with authority to take necessary actions.

Also, KRS 39D.040 requires that all state and local officers, those who would be expected to be available to make such decisions, “designate by title emergency interim successors and specify their order of succession.”

This would happen if, during a major emergency, the primary were simply unavailable. The local legislative bodies of cities, counties, urban-counties and charter counties shall enact ordinances or orders governing how vacancies in offices or emergency interim succession are done.

In some cases, the choice of successor is evident, in the case of a “deputy,” for example. The term deputy has a precise and important meaning, indicating that the individual carrying that title is authorized to “step into the shoes” of the principal and take whatever actions needed.

However, in the case of the police chief, it might read, the assistant chief is first, followed by any those in order of seniority.

Often the chain of command is laid out in an organizational chart, but there should be more to it. It should be included in the local Emergency Operation Plan. A sufficient number of successors should be named, with no fewer than three, nor more than seven, required by KRS 39D.

Someone formally designated as an “emergency interim successor” is authorized to exercise the powers and discharge the duties until the principal is again

available, or in the case of a vacancy in the office, until a replacement official is appointed.

In some cases, the law outlines the line of emergency succession explicitly. For example, if the county judge-executive is unable to perform his/her duties during an emergency, KRS 67.725-.745, outlines the process of a deputy county-judge or member of the fiscal court to perform those duties.

This is a different process from appointing the long-term replacement when the principal resigns or dies.

It is a two-part process, with an interim emergency successor being needed immediately, giving time for the actual replacement to be appointed as indicated by the appropriate state law.

“IT IS ESSENTIAL THAT LEADERSHIP BE READY TO TAKE THE HELM, AND FOR THAT INDIVIDUAL TO HAVE THE DELEGATED AUTHORITY TO TAKE ACTION AND MAKE COMMITMENTS. WITHOUT PROPER AUTHORIZATION, EMERGENCY RESPONSES COULD BE MIRED IN CONFUSION AND DECISIONS DELAYED AND QUESTIONED. HAVING A TRANSPARENT PROCESS TO DELEGATE AUTHORITY AND WHEN NECESSARY, ESTABLISH AN INTERIM EMERGENCY SUCCESSOR, IS THE ONLY WAY TO ENSURE THAT LIFE-SAVING DECISIONS ARE MADE IMMEDIATELY.

For each local elected official, there is a state law that shows how the position will be filled, either by the governor making the appointment or by perhaps, the county-judge executive doing so.

For example, KRS 63.220 mandates that if the office of sheriff, coroner, surveyor, county attorney, jailer or constable is vacant, it falls to the county judge-executive or the mayor of a consolidated local government (such as Louisville Metro) to appoint someone to fill the role until a special election takes place.

When an emergency strikes, local and state agencies may shift an around-the-clock operations cycle, over and above the ordinary needs of their community.

It is essential that leadership be ready to take the helm, and for that individual to have the delegated authority to take action and make commitments. Without proper authorization, emergency responses could be mired in confusion and decisions delayed and questioned. Having a transparent process to delegate authority and when necessary, establish an interim emergency successor, is the only way to ensure that life-saving decisions are made immediately. 🏞️



FUNDERBURK BUILDING
521 LANCASTER AVENUE
RICHMOND, KY 40475-3102

Put More On Your Plate!



KLEMF.org

KENTUCKY LAW ENFORCEMENT MEMORIAL FOUNDATION