

Lexington Police Department

Policing in the 21st Century

Pillar 1, Building Trust & Legitimacy

1.1 Recommendation:

Law enforcement culture should embrace a guardian mindset to build public trust and legitimacy. Toward that end, police and sheriff's departments should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with the citizens they serve.

Lexington Police Department:

We have a well-balanced instructional academy for new recruits where we emphasize community involvement, professionalism and education. We begin to affirm the guardian mindset in our agency during our formal hiring process. All recruits are required to have at least a high school education in order to be hired and each candidate is subjected to strenuous background checks to ensure they are the best fit for a law enforcement officer position in our community. We have our own local, professional instructional academy for police recruits where we instill commitment to community involvement, professionalism and education. Our academy is lengthier than the Department of Criminal Justice Training (DOCJT) academy, in part because after the DOCJT required training, we spend additional time ensuring our officers understand the needs and expectations of the Lexington community.

The Lexington Police Department has partnered with Bluegrass Community and Technical College in order to allow each graduate of the academy to earn an Associate Degree. The Lexington Police Department also provides a minimum of 40 hours annual in-service training for each officer within the agency. This in-service training or continuing education is required by Kentucky state statute in order for each officer to remain certified. Some of the instruction includes: implicit bias, inclusion training, policy review, law updates, new trends in law enforcement and diminishable skills refresher

training.

1.2 Recommendation:

Law enforcement agencies should acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.

Lexington Police Department:

Community trust is essential for successful law enforcement and is a top priority in our department. We actively engage with our community by attending neighborhood and civic meetings in order to address concerns immediately. Our training academy staff ensures ongoing instruction to all officers on racial profiling, hate crimes, implicit biases and past injustices. Since 1993, our agency has been accredited by the Commission on Accreditation for Law Enforcement Agencies, which ensures we comply with a body of standards that encompass international best practices in law enforcement.

1.2.1 Action item: The U.S. Department of Justice should develop and disseminate case studies that provide examples where past injustices were publicly acknowledged by law enforcement agencies in a manner to help build community trust.

Lexington Police Department:

Although this is an action item for the U.S. Department of Justice (DOJ), the Lexington Police Department implemented implicit bias training to all officers in calendar year 2016. During this instruction, professors from Eastern Kentucky University, who teach implicit bias, appeared as guest instructors to assist with facilitating our training. Historical policing was discussed in an open forum with all class members. That discussion included the impact of the police response on all communities served. Officers will be instructed on the role of police in the 21st century in calendar year 2017.

1.3 Recommendation:

Law enforcement agencies should establish a culture of transparency and accountability in order to build public trust and legitimacy. This will help ensure decision making is understood and in accord with stated policy.

Lexington Police Department:

The Lexington Police Department is actively developing its website in an effort to improve transparency. Policies and crime statistics will be readily available for citizens to review. Body Worn Cameras (BWC) were deployed in the field during 2016. During the development of the BWC policy, we invited and had participation from the NAACP, ACLU, Human Rights Commission, FOP and Commonwealth and County Attorneys Offices. Chief Mark Barnard appeared at several civic events as the cameras were being deployed and answered questions from the community. Community members also gave their input as suggestions for the policy.

- 1.3.1 Action item:** To embrace a culture of transparency, law enforcement agencies should make all department policies available for public review and regularly post on the department's website information about stops, summonses, arrests, reported crime, and other law enforcement data aggregated by demographics.

Lexington Police Department:

The Lexington Police Department has been accredited with The Commission on Accreditation for Law Enforcement Agencies since 1993 and publishes an annual report with crime statistics. This report is located on our website for citizen review. Continued accreditation status depends upon voluntary compliance with over 400 standards which embody international best practices in law enforcement. Data pertaining to stops, summonses, arrests, and reported crime are scrutinized by the Commission as part of our agency's ongoing review.

- 1.3.2 Action item:** When serious incidents occur, including those involving alleged police misconduct, agencies should communicate with citizens and the media swiftly, openly,

and neutrally, respecting areas where the law requires confidentiality.

Lexington Police Department:

While we are committed to transparency, we do respect open records laws and the protection of ongoing investigations. We will continue the use of social media, press releases, press conferences and media alerts for distribution of all legally available information.

1.4 Recommendation:

Law enforcement agencies should promote legitimacy internally within the organization by applying the principles of procedural justice.

Lexington Police Department:

Our employees are encouraged to make recommendations to a new or revised policy during a ten-day review process. The Lexington Police Department reviews industry model policies along with other agency policies. This review is completed before implementation of new policies or revision of existing ones. Our agency developed five core values as a guide post for all employees to follow. These are: Develop Leadership, Efficiency, Customer Service, Employee Satisfaction and Community Partnerships.

1.4.1 Action item: In order to achieve internal legitimacy, law enforcement agencies should involve employees in the process of developing policies and procedures.

Lexington Police Department:

All employees of the Lexington Police Department are afforded the opportunity to review all new or revised policies for ten days prior to its implementation. This allows for proper notification, review and an opportunity for anyone to make recommendations. It is also the practice of the Lexington Police Department to involve middle management in the administrative review of policies before the policy is presented to the Chief and becomes effective.

1.4.2 Action item: Law enforcement agency leadership should examine opportunities to incorporate procedural justice into the internal discipline process, placing additional importance on values adherence rather than adherence to rules. Union leadership should be partners in this process.

Lexington Police Department:

The Lexington Police Department currently has review committees for collisions, awards/commendations, vehicle pursuits and response to resistance. These committees are comprised of sworn personnel from different ranks and across all bureaus within the agency. These committees review each incident and make recommendations according to their findings. These recommendations are reviewed by the Training Academy for further evaluation and incorporation into future training. The Lexington Police Department also has written policies pertaining to the investigation of internal and external formal and informal complaints against its employees. All employees acknowledge receipt of the disciplinary policy in writing. In addition, sworn employees are required to take an oath of office and commit to the values put forth in our Cannon of Ethics.

1.5 Recommendation:

Law enforcement agencies should proactively promote public trust by initiating positive non-enforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies.

Lexington Police Department:

The Lexington Police Department partners with a vast number of organizations with the goal of building community trust and legitimacy. Our areas of focus are multi-faceted and some of these include: Citizen Police Academy, Junior Citizen Academy, Mustang Troop, Officer Trading Card Program, Police Activities League, Police Explorer Program, Safe Pathways Program, Crime Free Multi-Housing Program, Diversity Recruitment, D.A.R.E., Safety City, Operation Making a Change (OMAC), We Care Program, PAL Academic Teams and the Community Chaplain Program. Our agency is acutely aware of the positive impact that we can have on our own reputation in our community. In addition to the numerous programs

available to help citizens become familiar with our policies and practices, we share our stories on social media with an emphasis on getting to know our employees and their contributions to our community as well as highlighting citizens whose actions exemplify what it is like to be a member of our community.

- 1.5.1 Action item:** In order to achieve external legitimacy, law enforcement agencies should involve the community in the process of developing and evaluating policies and procedures.

Lexington Police Department:

The Lexington Police Department does not have a direct process which allows citizens to evaluate or develop policies and procedures. However, our agency is actively engaged with the community and solicits feedback and recommendations regarding policies and procedures. As mentioned previously, we partnered with several outside agencies and organizations to solicit their input for our Body Worn Camera policy.

- 1.5.2 Action item:** Law enforcement agencies should institute residency incentive programs such as Resident Officer Programs.

Lexington Police Department:

The Lexington Police Department does not have any programs or incentives to require our officers to live in any particular area. The only requirement is that each officer has to be a resident of Kentucky.

- 1.5.3 Action item:** Law enforcement agencies should create opportunities in schools and communities for positive non-enforcement interactions with police. Agencies should also publicize the beneficial outcomes and images of positive, trust-building partnerships and initiatives.

Lexington Police Department:

The Lexington Police Department participates in afterschool tutoring and

mentoring in our school systems. Officers accepted roles as academic team coaches at two elementary schools in 2016 leading those academic teams into competition. A third school was added to this program for the 2016-2017 school year. We have revived the D.A.R.E. program, placing officers back into the classroom. Officers enjoy participating in the Safe Passages in Schools program in which they greet and encourage school children when they arrive at school at the beginning of their day. Officers also frequently appear at elementary schools and participate in book reading programs with the students.

1.5.4 Action item: Use of physical control equipment and techniques against vulnerable populations—including children, elderly persons, pregnant women, people with physical and mental disabilities, limited English proficiency, and others—can undermine public trust and should be used as a last resort. Law enforcement agencies should carefully consider and review their policies towards these populations and adopt policies if none are in place.

Lexington Police Department:

Lexington police officers are trained to respond to verbal and physical resistance as well as the application of physical control equipment and techniques. Officers are trained on the sensitive nature and special care of those resistive persons, including children, elderly persons, pregnant women, people with physical and mental disabilities and those who may be limited English proficient. Our agency has written policies in place and officers are required to document all encounters with citizens where force is used. Response to resistance reports are reviewed by the involved officer's supervisory chain, as well as a review committee composed of middle management. These reports are also tracked by the Public Integrity Unit and may result in revised training.

Some of our officers are trained in Crisis Intervention Training (CIT) and all officers will be trained during their mandatory in-service training in 2017. Officers assigned to work in the Downtown Entertainment District are trained to interact with individuals affected by mental illness. These same officers have partnered with various outside agencies to support those in

need and help get them into programs that can provide better assistance. Officers also work to get these same individuals who are in the criminal justice system into Mental Health Court where alternatives to incarceration are available.

1.6 Recommendation:

Law enforcement agencies should consider the potential damage to public trust when implementing crime fighting strategies.

Lexington Police Department:

Sector Commanders frequently attend neighborhood association meetings to discuss crime issues within the city and work together with citizens for solutions to address those issues identified by the residents. Our agency has Neighborhood Resource Officers, which are assigned to specific high crime neighborhoods and are dedicated to long-term solution-based problem solving through non-traditional efforts. These Neighborhood Resource Officers report directly to the Sector Commanders and work with outside community partners to help solve issues within those neighborhoods.

1.6.1 Action item: Research conducted to evaluate the effectiveness of crime fighting strategies should specifically look at the potential for collateral damage of any given strategy on community trust and legitimacy.

Lexington Police Department:

With the use of Neighborhood Resource Officers (NRO), we have the ability to gauge the success of crime fighting strategies within our community on a daily basis. Our agency encourages community involvement in developing solutions to criminal activity happening in their neighborhood. Those solutions are tracked through CompStat meetings monthly and are also reviewed at neighborhood meetings with community leaders and partners.

1.7 Recommendation:

Law enforcement agencies should track the level of trust in police by their communities

just as they measure changes in crime. Annual community surveys, ideally standardized across jurisdictions and with accepted sampling protocols, can measure how policing in that community affects public trust.

Lexington Police Department:

The Lexington Police Department is a CALEA accredited department and has been since 1993. Part of the accreditation process requires an open community forum every three years. In early 2016, the Lexington Police Department developed and distributed its own community survey. The responses were analyzed and referenced when developing the curriculum for in-service training.

1.7.1 Action item: The Federal Government should develop survey tools and instructions for use of such a model to prevent local departments from incurring the expense and to allow for consistency across jurisdictions.

Lexington Police Department:

We support the Federal Government developing survey tools for our use. We have, however, developed our own community survey this year (2016) and plan to continue this practice on a regular basis.

1.8 Recommendation:

Law enforcement agencies should strive to create a workforce that contains a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities.

Lexington Police Department:

The Lexington Police Department strives to create a diverse workforce that is representative of Fayette County. The Minority Recruitment Committee, as well as programs such as our Women's Symposium, includes community leaders which help to develop a recruiting plan that is evaluated on a regular basis. Our Training Section actively recruits all qualified applicants to our agency at job fairs, community events, churches, high schools, colleges and

many other locations throughout our region and beyond. Career oriented job-search websites that have a diverse audience are utilized to supplement recruiting activities. This allows the Training Section to strategically post our hiring announcements on the internet through forums that reach diverse candidates throughout the United States.

We also created a Spanish Immersion Program which allowed our officers to learn the Spanish language and culture by attending classroom instruction and then traveling to Mexico to finish their certification. Due to budgetary and safety concerns regarding the immersion component, this program has been suspended. It is our intention to renew this program and involve our officers in the local Hispanic communities in order to bring us closer together.

1.8.1 Action item: The Federal Government should create a Law Enforcement Diversity Initiative designed to help communities diversify law enforcement departments to reflect the demographics of the community.

Lexington Police Department:

We support the development of a Law Enforcement Diversity Initiative program by the Federal Government. The Lexington Police Department recognizes the importance of diversity within our agency and how that impacts the community. Our recruiters have partnered with community leaders to enhance hiring of minorities and women; we will continue to work to diversify our agency with highly qualified applicants.

1.8.2 Action item: The department overseeing this initiative should help localities learn best practices for recruitment, training, and outreach to improve the diversity as well as the cultural and linguistic responsiveness of law enforcement agencies.

Lexington Police Department:

We support this action item and our agency continuously works with our community partners to ensure we have the most up-to-date hiring practices which attract qualified applicants.

1.8.3 Action item: Successful law enforcement agencies should be highlighted and celebrated and those with less diversity should be offered technical assistance to facilitate change.

Lexington Police Department:

We support this action item and our agency continuously works with our community partners to evaluate our recruiting and retention efforts to enhance diversity within the Lexington Police Department.

1.8.4 Action item: Discretionary federal funding for law enforcement programs could be influenced by that department's efforts to improve their diversity and cultural and linguistic responsiveness.

Lexington Police Department:

We continuously seek grant funds to help us diversify the Lexington Police Department.

1.8.5 Action item: Law enforcement agencies should be encouraged to explore more flexible staffing models.

Lexington Police Department:

Lexington Police officers assigned to the Bureau of Patrol participate in a bid process for their shifts and work areas every six months. Temporary transfers and special assignments are encouraged when staffing levels allow. These transfers increase officers' knowledge and interest in other areas of the department. We will continue to explore staffing options which help attract and retain employees by providing options for balancing work and family while providing proper staffing for the community.

1.9 Recommendation:

Law enforcement agencies should build relationships based on trust with immigrant communities. This is central to overall public safety.

Lexington Police Department:

Lexington has a thriving Hispanic population. Many members of this community are limited English proficient. The Lexington Police Department committed to improve our relationship and better meet the needs of this community by soliciting their involvement in problem solving and identifying solutions. Building trust with this community has been particularly challenging, as many have experiences with law enforcement that have made them very critical of police officers in general. To combat this general lack of trust, we include local Spanish Radio and print news channels on all our media releases. We also provide various brochures in Spanish. The department is in the process of hiring a bilingual victim advocate to assist Spanish-speaking crime victims. Officers who are proficient in foreign languages are provided additional pay for their interpretation capability. If a citizen needs language assistance and officers cannot provide assistance in that particular language, every employee has access to the Language Line, a telephone interpretation service.

1.9.1 Action item: Decouple federal immigration enforcement from routine local policing for civil enforcement and non-serious crime.

Lexington Police Department:

Chief Barnard has publically proclaimed our agency will not inquire on immigration status of anyone in our community. If someone calls for police assistance, we will provide that assistance to anyone without threat of deportation or inquiry into immigration status.

1.9.2 Action item: Law enforcement agencies should ensure reasonable and equitable language access for all persons who have encounters with police or who enter the criminal justice system.

Lexington Police Department:

The Lexington Police Department has developed a Language Access Program to ensure that persons who are Limited English Proficient are provided equitable access to services. This is provided through the use of the Language Line, bilingual officers and translated vital documents.

1.9.3 Action item: The U.S. Department of Justice should not include civil immigration information in the FBI's National Crime Information Center database.

Lexington Police Department:

Not applicable to our department.

Pillar 2, Policy & Oversight

2.1 Recommendation:

Law enforcement agencies should collaborate with community members to develop policies and strategies in communities and neighborhoods disproportionately affected by crime for deploying resources that aim to reduce crime by improving relationships, greater community engagement, and cooperation.

Lexington Police Department:

The Lexington Police Department is actively involved in many civic organizations which work to improve our community, such as:

- Antonio Franklin Jr. Violence Intervention Project (VIP) – A Lexington anti-violence organization that emphasizes unity and violence intervention. The focus of the group is to reduce violence through community action initiatives to keep kids safe by keeping them busy in positive activities. Their goal is to advocate against youth violence, regardless of color, and was founded in memory of Antonio Franklin Jr. who was a homicide victim in Lexington, KY on April 14, 2014.
- Natalie's Sister – was developed in 2012 in partnership with Southland Christian Church. This organization works with community church members to reach out to those involved in the sex trade in order to get them help and out of that lifestyle.
- Community Inspired Solutions (CIS) – A nonprofit established in 2014 that focuses on helping to decrease violence in our community and support

families to help them become productive members of society. The organization strives to provide individuals with educational opportunities such as GED classes, mentoring and tutoring for youth. CIS also provides training classes for job skills, life skills, assists with job placement and provides various resources for assistance with community issues.

- We have Neighborhood Resource Officers deployed in neighborhoods which have historically had higher crime rates in order to partner with those community members to solve issues specific to them.
- Each month, members of the Command Staff examine crime patterns and statistics, through CompStat, in order to plan strategies to respond to crime trends.

2.1.1 Action item: The Federal Government should incentivize this collaboration through a variety of programs that focus on public health, education, mental health, and other programs not traditionally part of the criminal justice system.

Lexington Police Department:

Kentucky has approved legislation to allow local governments the ability to enact needle exchange programs for those in our community who are intravenous drug users. We are active supporters of this program and work with our local health department personnel to assist when needed. We also partner with many other civic organizations which focus on solutions to community problems through outreach and sometimes in conjunction with the criminal justice system.

2.2 Recommendation:

Law enforcement agencies should have comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection.

Lexington Police Department:

The Lexington Police Department Response to Resistance policy is available on our website for public review. We also have software in place to track

each response to resistance report officers generate in the course of their duties. In addition, this program tracks a variety of incidents an officer may be involved in, such as collisions, complaints or use of force incidents and alerts management if certain parameters have been exceeded. That information is then reviewed by the involved officer's supervisors and evaluated for identifiable issues for corrections. Our agency complies with Kentucky Open Records laws.

2.2.1 Action item: Law enforcement agency policies for training on use of force should emphasize de-escalation and alternatives to arrest or summons in situations where appropriate.

Lexington Police Department:

De-escalation is emphasized in our Response to Resistance policy where officers are required to modify their level of force based on the amount of resistance encountered. Agency policies and practices emphasize the fluidity and factors to consider regarding Response to Resistance reporting and include consideration of the expectations of our community. In addition, every officer in our agency received de-escalation training as part of the 2016 in-service curriculum. We have also trained and certified several officers in Crisis Intervention Training. This training provides officers with enhanced de-escalation techniques. This certification will be expanded in 2017.

2.2.2 Action item: These policies should also mandate external and independent criminal investigations in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.

Lexington Police Department:

The Lexington Police Department has policies in place for any officer whose use of force results in the death or serious physical injury of any individual. Lexington Police Department Personal Crimes Section conducts the criminal investigation into the matter and the Public Integrity Unit conducts a separate parallel administrative investigation. In matters outside of our jurisdiction, we request assistance of the Kentucky State Police to conduct

the criminal investigation.

2.2.3 Action item: The task force encourages policies that mandate the use of external and independent prosecutors in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.

Lexington Police Department:

The Lexington Police Department does not have the authority to appoint or provide external or independent prosecutors for these investigations; however, we are supportive of the decisions and recommendations of our Fayette Commonwealth's Attorney.

2.2.4 Action item: Policies on use of force should also require agencies to collect, maintain, and report data to the Federal Government on all officer-involved shootings, whether fatal or nonfatal, as well as any in-custody death.

Lexington Police Department:

The Lexington Police Department collects data on all Response to Resistance reports through IAPro software maintained by our Public Integrity Unit. We support the gathering of this information by the Federal Government and will provide all data we have collected to them for reporting and transparency purposes.

2.2.5 Action item: Policies on use of force should clearly state what types of information will be released, when, and in what situation, to maintain transparency.

Lexington Police Department:

The Lexington Police Department complies with Kentucky Open Records laws as well as the Lexington Fayette Urban County Government records retention schedule, approved by the State Archives and Records Commission. When an application of force results in death or serious physical injury to any person involved in the incident, our agency provides all information appropriate for release considering statutes, policies and the integrity of the investigation to the public through our social media outlets as well as the traditional media outlets.

2.2.6 Action item: Law enforcement agencies should establish a Serious Incident Review

Board comprising sworn staff and community members to review cases involving officer-involved shootings and other serious incidents that have the potential to damage community trust or confidence in the agency. The purpose of this board should be to identify any administrative, supervisory, training, tactical, or policy issues that need to be addressed.

Lexington Police Department:

All reports of the use of force are reviewed by supervisors through the Chain-of-Command. Once this process is complete, a review committee further evaluates the case. Any recommendations from this committee are forwarded to the Chief of Police for dissemination to various sections, including the Training Section and Planning and Analysis Unit, to alter skills training or policy, as needed. Various statistics are available on our website.

2.3 Recommendation:

Law enforcement agencies are encouraged to implement non-punitive peer review of critical incidents separate from criminal and administrative investigations.

Lexington Police Department:

The Lexington Police Department reviews all Response to Resistance reports on a monthly basis and evaluates the need for revisions in training, tactical and policy issues. This review committee is comprised of subject matter experts from throughout the agency who have the responsibility to critically evaluate each report. This review committee is independent of any internal administrative investigation or any criminal investigation.

2.4 Recommendation:

Law enforcement agencies are encouraged to adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence.

Lexington Police Department:

The Lexington Police Department updated our eyewitness identification policy in 2015 to include practices that help to eliminate presenter bias in the presentation of photographic arrays. Our policy states, "It is preferred an officer or detective who is unaware of the identity of the suspect, acting as

an independent administrator, shall present the photos. It is preferred no one who is aware of the suspect's identity participate during the administration of the photo array.”

2.5 Recommendation:

All federal, state, local, and tribal law enforcement agencies should report and make available to the public census data regarding the composition of their departments including race, gender, age, and other relevant demographic data.

Lexington Police Department:

The Lexington Police Department is a CALEA accredited agency and as part of that accreditation process we are required to provide this specific data in our annual report. This information is produced at the end of each calendar year and is available on our website. In addition, we provide updated statistical information on our website for anyone to view.

2.5.1 Action item: The Bureau of Justice Statistics should add additional demographic questions to the Law Enforcement Management and Administrative Statistics (LEMAS) survey in order to meet the intent of this recommendation.

Lexington Police Department:

The Lexington Police Department supports this action item and will participate fully in the survey.

2.6 Recommendation:

Law enforcement agencies should be encouraged to collect, maintain, and analyze demographic data on all detentions (stops, frisks, searches, summons, and arrests). This data should be disaggregated by school and non-school contacts.

Lexington Police Department:

The Lexington Police Department has collected data on all vehicle stops since 2003. We do not have a mechanism in place at this time to record data on frisks and searches; however, we have implemented body worn cameras for our front line officers. Those officers are required, by policy, to record

all law enforcement contacts with the public. Other than specific recordings outlined in policy, those videos are reviewed on a periodic basis by front line supervisors along with other management personnel, including the Public Integrity Unit. Fayette County Public Schools employ law enforcement officers who respond to incidents related to school events or on school property. The Lexington Police Department has no authority regarding collection or maintenance of data generated by this outside agency.

2.6.1 Action item: The Federal Government could further incentivize universities and other organizations to partner with police departments to collect data and develop knowledge about analysis and benchmarks as well as to develop tools and templates that help departments manage data collection and analysis.

Lexington Police Department:

The Lexington Police Department has partnered with Eastern Kentucky University and Bluegrass Community and Technical College to develop surveys that examine several different aspects of our department and community. We work with these partners in the analysis of the data that is collected and how we can implement any changes which are recommended.

2.7 Recommendation:

Law enforcement agencies should create policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources that are designed to minimize the appearance of a military operation and avoid using provocative tactics and equipment that undermine civilian trust.

Lexington Police Department:

The Lexington Police Department has a great deal of training and experience responding to massive crowds to provide safe environments and crowd control, as the University of Kentucky is located in the center of our city and is home to the winning Wildcats basketball program. Celebrations can turn to civil disturbances quickly and our agency prides itself on its ability to monitor large events and respond in a manner that is directed by the actions of the crowd. Our agency has a policy on Crowd Management and Crowd

Control which addresses the constitutional rights of individuals involved in large gatherings as well as the rights of other citizens in and around those gatherings.

2.7.1 Action item: Law enforcement agency policies should address procedures for implementing a layered response to mass demonstrations that prioritize de-escalation and a guardian mindset.

Lexington Police Department:

The Lexington Police Department policy on Crowd Management and Crowd Control outlines our response to these types of events and how a layered response is necessary. We have been involved in several demonstrations in the recent past in which we work with leaders of the demonstration to ensure participant safety.

2.7.2 Action item: The Federal Government should create a mechanism for investigating complaints and issuing sanctions regarding the inappropriate use of equipment and tactics during mass demonstrations.

Lexington Police Department:

The Lexington Police Department supports the Federal Government in this action item.

2.8 Recommendation:

Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight to meet the needs of that community.

Lexington Police Department:

All matters concerning our department employee discipline are approved through our Urban County Council. Those meetings are open to the public and all meetings are archived for those who are not able to attend.

2.8.1 Action item: The U.S. Department of Justice, through its research arm, the National Institute of Justice (NIJ), should expand its research agenda to include civilian oversight.

Lexington Police Department:

This action item is for the Federal Government to enact.

2.8.2 Action item: The U.S. Department of Justice's Office of Community Oriented Policing Services (COPS Office) should provide technical assistance and collect best practices from existing civilian oversight efforts and be prepared to help cities create this structure, potentially with some matching grants and funding.

Lexington Police Department:

This action item is for the Federal Government to enact.

2.9 Recommendation:

Law enforcement agencies and municipalities should refrain from practices requiring officers to issue a predetermined number of tickets, citations, arrests, or summonses, or to initiate investigative contacts with citizens for reasons not directly related to improving public safety, such as generating revenue.

Lexington Police Department:

The Lexington Police Department does not require any of its officers to issue a predetermined number of tickets, citation or arrests. It is our requirement our officers be available for calls for service in order to serve their community and actively patrol their geographically assigned area.

2.10 Recommendation:

Law enforcement officers should be required to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause. Furthermore, officers should ideally obtain written acknowledgement that they have sought consent to a search in these circumstances.

Lexington Police Department:

Without probable cause, arrest or a warrant, Federal and State laws require consent from a person before an officer can search their person or property. Our Training Academy trains all new recruits on the specifics of the 4th Amendment rights of persons which are guaranteed by the United States Constitution. This topic is also taught at in-service training for existing

police employees. The Lexington Police Department also has written consent forms in place for officers to present to citizens and officers are encouraged to use them when citizens offer verbal consent to search. With the implementation of the BWC systems in our agency, all law enforcement contacts will be recorded.

2.11 Recommendation:

Law enforcement agencies should adopt policies requiring officers to identify themselves by their full name, rank, and command (as applicable) and provide that information in writing to individuals they have stopped. In addition, policies should require officers to state the reason for the stop and the reason for the search if one is conducted.

Lexington Police Department:

The Lexington Police Department has policies in place that require officers to verbally identify themselves on vehicular traffic stops. Our officers are also required to provide their name and badge number when requested by a citizen. Business cards are also utilized by the officers to readily provide this information to citizens when requested.

2.11.1 Action item: One example of how to do this is for law enforcement officers to carry business cards containing their name, rank, command, and contact information that would enable individuals to offer suggestions or commendations or to file complaints with the appropriate individual, office, or board. These cards would be easily distributed in all encounters.

Lexington Police Department:

The Lexington Police Department provides officers business cards with their names and assignments on them to further facilitate their identification to citizens. These cards also contain basic contact information for the department, including physical address, phone number and email address.

2.12 Recommendation:

Law enforcement agencies should establish search and seizure procedures related to LGBTQ and transgender populations and adopt as policy the recommendation from the President's Advisory Council on HIV/AIDS (PACHA) to cease using the possession of

condoms as the sole evidence of vice.

Lexington Police Department:

The Lexington Police Department has policies in place that specifically addresses search and seizure and how those regulations apply to searching members of the LGBTQ community. Our agency does not use the sole possession of condoms as evidence of a vice crime.

2.13 Recommendation:

Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, or language fluency.

Lexington Police Department:

The Lexington Police Department prohibits discriminatory policing and has a Bias Based Policing policy in place that specifically outlines restrictions on policing based on, but not limited to, race, ethnicity, national origin, gender, gender identity, sexual orientation, religion, socioeconomic status, age, cultural group or disability. Any alleged violations of this policy will be investigated by our Public Integrity Unit.

2.13.1 Action item: The Bureau of Justice Statistics should add questions concerning sexual harassment of and misconduct toward community members, and in particular LGBTQ and gender-nonconforming people, by law enforcement officers to the Police Public Contact Survey.

Lexington Police Department:

The Lexington Police Department agrees with this Action Item. Our agency updated our policies to comply with the Prison Rape Elimination Act that was enacted by U.S. Congress in 2003.

2.13.2 Action item: The Centers for Disease Control should add questions concerning sexual harassment of and misconduct toward community members, and in particular LGBTQ and gender-nonconforming people, by law enforcement officers to the National Intimate Partner and Sexual Violence Survey.

Lexington Police Department:

The Lexington Police Department agrees with this Action Item. Our agency updated our policies to comply with the Prison Rape Elimination Act that was enacted by U.S. Congress in 2003.

2.13.3 Action item: The U.S. Department of Justice should promote and disseminate guidance to federal, state, and local law enforcement agencies on documenting, preventing, and addressing sexual harassment and misconduct by local law enforcement agents, consistent with the recommendations of the International Association of Chiefs of Police.

Lexington Police Department:

The Lexington Police Department agrees with this Action Item. Our agency updated our policies to comply with the Prison Rape Elimination Act that was enacted by U.S. Congress in 2003.

2.14 Recommendation:

The U.S. Department of Justice, through the Office of Community Oriented Policing Services and Office of Justice Programs, should provide technical assistance and incentive funding to jurisdictions with small police agencies that take steps towards shared services, regional training, and consolidation.

Lexington Police Department:

This recommendation is for the Federal Government to enact; however, our agency periodically offers regional training to outside agencies.

2.15 Recommendation:

The U.S. Department of Justice, through the Office of Community Oriented Policing Services, should partner with the International Association of Directors of Law Enforcement Standards and Training (IADLEST) to expand its National Decertification Index to serve as the National Register of Decertified Officers with the goal of covering all agencies within the United States and its territories.

Lexington Police Department:

The Lexington Police Department supports this recommendation.

Pillar 3, Technology & Social Media

3.1 Recommendation:

The U.S. Department of Justice, in consultation with the law enforcement field, should broaden the efforts of the National Institute of Justice to establish national standards for the research and development of new technology. These standards should also address compatibility and interoperability needs both within law enforcement agencies and across agencies and jurisdictions and maintain civil and human rights protections.

Lexington Police Department:

The Lexington Police Department supports this recommendation. We understand the importance of technology in policing and realize that technology advances more rapidly than policies and laws. New technology, such as body-worn cameras, can be costly and as a government agency, we must be good stewards of taxpayer dollars while meeting the expectations of our community. National standards for the research and development of new technology could expedite putting new technology in the hands of law enforcement.

3.1.1 Action item: The Federal Government should support the development and delivery of training to help law enforcement agencies learn, acquire, and implement technology tools and tactics that are consistent with the best practices of 21st century policing.

Lexington Police Department:

The Lexington Police Department supports this action of the Federal Government.

3.1.2 Action item: As part of national standards, the issue of technology's impact on privacy concerns should be addressed in accordance with protections provided by constitutional law.

Lexington Police Department:

The Lexington Police Department is cognizant of concerns of transparency to our community and we strive to improve our commitment to this initiative

on a daily basis; however, we abide by applicable laws pertaining to the release of open records.

3.1.3 Action item: Law enforcement agencies should deploy smart technology that is designed to prevent the tampering with or manipulation of evidence in violation of policy.

Lexington Police Department:

The Lexington Police Department has implemented the use of body-worn cameras, creating thousands of video recordings. The agency is tasked with ensuring that the integrity of each recording remains intact. The software storage solution selected does not allow alteration of original video evidence. The software solution also tracks all access to video evidence and requires officers to document every time they view a video. All video evidence is maintained in this manner. All other physical evidence is booked into our property and evidence room, inspected and secured through various methods.

3.2 Recommendation:

The implementation of appropriate technology by law enforcement agencies should be designed considering local needs and aligned with national standards.

Lexington Police Department:

During the implementation of our body-worn camera program, the Lexington Police Department partnered with local community members and organizations to draft policy regarding the use and management of the system so that officers may reliably record their contacts with the public in accordance with the law. Prior to implementation, a survey was made available to citizens to solicit information about our agency and the implementation of BWC program.

3.2.1 Action item: Law enforcement agencies should encourage public engagement and collaboration, including the use of community advisory bodies, when developing a policy for the use of a new technology.

Lexington Police Department:

The Lexington Police Department welcomes and encourages public input

and collaboration concerning how our agency provides services to our community. We partnered with local community members to draft policy regarding our BWC program in 2016, and believe this type of partnership creates better policies and procedures, along with a better understanding of needs and services. We will continue collaboration with community partners in the development of new policies as well as review and revision of existing policies.

3.2.2 Action item: Law enforcement agencies should include an evaluation or assessment process to gauge the effectiveness of any new technology, soliciting input from all levels of the agency, from line officer to leadership, as well as assessment from members of the community.

Lexington Police Department:

When new technology is being considered for potential purchase, it is crucial that new technology be assessed thoroughly for quality and cost effectiveness. It is our practice to distribute new technologies to selected field test groups for evaluation. These new technologies are put through rigorous testing and officers are asked to provide feedback on their experiences as well as their specific recommendations for the use of the devices. These test groups are comprised of members of various ranks within our agency.

3.2.3 Action item: Law enforcement agencies should adopt the use of new technologies that will help them better serve people with special needs or disabilities.

Lexington Police Department:

The Lexington Police Department recognizes the need to provide law enforcement services to all members of our community. Those citizens with hearing disabilities can call our E911 call center and use the TTY (teletype, also known as TDD, a telecommunications device for the deaf or hard-of-hearing) system and request police assistance. Subtitling is provided in department-created videos posted on our social media sites to ensure that our message is received by those who are deaf and hard of hearing. Officers are also trained to promote the Protect and Locate (PAL) service available

through Project Lifesaver. This GPS/GMS system allows caregivers to locate at risk individuals who may be prone to wander due to Alzheimer's disease, Autism or other related disorders and direct police to their location, greatly reducing the search time.

3.3 Recommendation:

The U.S. Department of Justice should develop best practices that can be adopted by state legislative bodies to govern the acquisition, use, retention, and dissemination of auditory, visual, and biometric data by law enforcement.

Lexington Police Department:

The Lexington Police Department supports this recommendation.

3.3.1 Action item: As part of the process for developing best practices, the U.S. Department of Justice should consult with civil rights and civil liberties organizations, as well as law enforcement research groups and other experts, concerning the constitutional issues that can arise as a result of the use of new technologies.

Lexington Police Department:

The Lexington Police Department supports this recommendation.

3.3.2 Action item: The U.S. Department of Justice should create toolkits for the most effective and constitutional use of multiple forms of innovative technology that will provide state, local, and tribal law enforcement agencies with a one-stop clearinghouse of information and resources.

Lexington Police Department:

The Lexington Police Department supports this recommendation.

3.3.3 Action item: Law enforcement agencies should review and consider the Bureau of Justice Assistance's (BJA) Body Worn Camera Toolkit to assist in implementing BWCs.

Lexington Police Department:

The Lexington Police Department formed a work group of various officers, across all the bureaus, to research and develop the BWC program. While doing so, the members reviewed the Bureau of Justice Assistance's Toolkit, along with model policies from other agencies and the International

Association of Chiefs of Police.

3.4 Recommendation:

Federal, state, local, and tribal legislative bodies should be encouraged to update public record laws.

Lexington Police Department:

The Lexington Police Department supports this recommendation. The Kentucky Open Records Act was passed in 1992 and to our knowledge, has not been updated. The Kentucky General Assembly is responsible for any updates to the Open Records Act.

3.5 Recommendation:

Law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increases community trust and access.

Lexington Police Department:

The Lexington Police Department currently reviews policies from the International Association of Chiefs of Police (IACP), Kentucky League of Cities and other outside agencies. The recommendations made within these models are utilized to form best practices for all policies, not just technology-based community engagement.

3.6 Recommendation:

The Federal Government should support the development of new “less than lethal” technology to help control combative suspects.

Lexington Police Department:

The Lexington Police Department supports this recommendation. We have several “less than lethal” options which have been proven to reduce injuries to all individuals involved. Depending upon assignment, officers may be issued Conductive Electric Weapons; our department uses TASER. Each patrol Sergeant is issued a pepper ball launcher and less lethal shotgun. We also have available to our officers the WRAP restraint system allowing

effective and safe restraint of uncooperative individuals who are displaying self-harm behaviors.

3.6.1 Action item: Relevant federal agencies, including the U.S. Departments of Defense and Justice, should expand their efforts to study the development and use of new less than lethal technologies and evaluate their impact on public safety, reducing lethal violence against citizens, constitutionality, and officer safety.

Lexington Police Department:

The Lexington Police Department supports this action item.

3.7 Recommendation:

The Federal Government should make the development and building of segregated radio spectrum and increased bandwidth by FirstNet for exclusive use by local, state, tribal, and federal public safety agencies a top priority.

Lexington Police Department:

The Lexington Police Department supports this recommendation.

Pillar 4, Community Policing & Crime Reduction

4.1 Recommendation:

Law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.

Lexington Police Department:

The Lexington Police Department has long known the importance of community involvement and understands we alone cannot resolve the social and environmental factors that surround crime in our community.

Community partnership is a Core Value of the Lexington Police Department. We continually work with individuals, associations, businesses and other governmental agencies to develop non-traditional avenues to solve neighborhood problems and crime. Our intent is to assign officers to a specific geographical area of the city. Those officers often elect to continue working the same area in order for them to know the residents better. We also have Neighborhood Resource Officers who work closely with residents in particular neighborhoods to solve issues. These assignments provide the opportunity for officers to “buy in” to improving the neighborhood and take ownership of it; this leads to better relationships with residents.

4.1.1 Action item: Law enforcement agencies should consider adopting preferences for seeking “least harm” resolutions, such as diversion programs or warnings and citations in lieu of arrest for minor infractions.

Lexington Police Department:

The Lexington Police Department actively works with prosecutors to direct individuals who meet the criteria and are in the Criminal Justice System into the various diversion programs offered in Fayette County. These include both the drug and mental health courts. In many circumstances, officers have full discretion in deciding to warn, cite or arrest. We do; however, encourage our officers to cite persons, when appropriate, in lieu of arrest.

4.2 Recommendation:

Community policing should be infused throughout the culture and organizational structure of law enforcement agencies.

Lexington Police Department:

Community policing is at the core of how the Lexington Police Department does business. Our agency works with individual citizens, local businesses and organizations to enhance crime reduction solutions. We partner with faith-based and non-profit community initiatives. We also have a guardian and instructional relationship with the educational institutions in the community. We have encouraged other governmental entities to increase their efforts toward the reduction of criminal risk factors in our community.

We have also assigned dedicated Neighborhood Resource Officers to vulnerable areas on a continued basis in order to better engage the community.

4.2.1 Action item: Law enforcement agencies should evaluate officers on their efforts to engage members of the community and the partnerships they build. Making this part of the performance evaluation process places an increased value on developing partnerships.

Lexington Police Department:

Each year, officers are evaluated on several categories including problem solving, client/customer service and oral/written communication. Each of these areas encourages engagement and the formation of partnerships.

4.2.2 Action item: Law enforcement agencies should evaluate their patrol deployment practices to allow sufficient time for patrol officers to participate in problem solving and community engagement activities.

Lexington Police Department:

Patrol staffing levels are constantly being evaluated to ensure that there are not only enough officers to respond to calls for service, but also afford officers the ability to engage the community in various ways. Officers are able to engage children as they arrive at school or enjoy lunch. Officers regularly attend neighborhood association meetings, stroll through parks and stop to engage citizens in shopping areas. We have a policy that states "...the responsibility for achieving the Division's community relations objectives shall be shared by all Division personnel".

4.2.3 Action item: The U.S. Department of Justice and other public and private entities should support research into the factors that have led to dramatic successes in crime reduction in some communities through the infusion of non-discriminatory policing and the determine replicable factors that could be used to guide law enforcement agencies in other communities.

Lexington Police Department:

The Lexington Police Department supports this action item.

4.3 Recommendation:

Law enforcement agencies should engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors.

Lexington Police Department:

The Lexington Police Department is an active member of the Lexington Emergency Operations Center. This center is activated during emergency situations (both natural and manmade) and is staffed by various governmental, utility, medical and community (volunteer) staff. The EOC conducts monthly, quarterly and annual meetings or training events to ensure constant preparedness.

We also coordinate a Community Chaplaincy Program which consists of volunteer Chaplains from a diverse range of faith backgrounds. These individuals respond at our request to offer both the community and involved officers moral and spiritual support during traumatizing events.

4.3.1 Action item: The U.S. Department of Justice should collaborate with others to develop and disseminate baseline models of this crisis intervention team approach that can be adapted to local contexts.

Lexington Police Department:

The Lexington Police Department supports this action item. We understand the importance of having Crisis Intervention Training certified officers and have plans to have more trained in 2017.

4.3.2 Action item: Communities should look to involve peer support counselors as part of multidisciplinary teams when appropriate. Persons who have experienced the same trauma can provide both insight to the first responders and immediate support to individuals in crisis.

Lexington Police Department:

In addition to the Community Chaplaincy Program, we also have a Police Officer Support Team (POST) in place. This team offers peer support to employees who are involved in, or exposed to a traumatizing incident. The team members are trained in critical incident debriefing and have often times been involved in a similar incident in the past. Our HALO (Healing and Living Onward) program, which is a collaboration of the Lexington Police

Department Homicide Unit, Victim Advocates and Hospice of the Bluegrass, provides counseling and peer support for families of victims of homicide.

4.3.3 Action item: Communities should be encouraged to evaluate the efficacy of these crisis intervention team approaches and hold agency leaders accountable for outcomes.

Lexington Police Department:

The members of the Community Chaplaincy Program are all civilian members of the community. As such, they are able to provide immediate feedback.

Both the Lexington Police Department and the Fayette Commonwealth's Attorney office have Victim Advocates on staff. While working with victims of crime, these individuals are able to obtain assessments on the varying levels of participation they received.

4.4 Recommendation:

Communities should support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable.

Lexington Police Department:

The Lexington Police Departments priority is to respect all individuals of our community and handle every situation with dignity. A core value of our agency is to provide exemplary customer service. Each employee is expected to reflect this value in every interaction they have.

4.4.1 Action item: Because offensive or harsh language can escalate a minor situation, law enforcement agencies should underscore the importance of language used and adopt policies directing officers to speak to individuals with respect.

Lexington Police Department:

The Lexington Police Department has a policy in place which forbids officers from using language or displaying symbols and gestures that are commonly viewed as offensive. Officers shall also treat all persons with

courtesy and respect when enforcing the law and providing police services.

4.4.2 Action item: Law enforcement agencies should develop programs that create opportunities for patrol officers to regularly interact with neighborhood residents, faith leaders, and business leaders.

Lexington Police Department:

Recently the Lexington Police Department enhanced the partnership with the Fayette County Public Schools which allowed the department to develop new programs to reinforce the relationship between the students and the patrol officer. These include:

- Safe Passages – Patrol officers greet students as they arrive at school to begin their day
- Academic Teams – Patrol officers sponsor and coach students
- Book Readings – Patrol officers are invited into the classroom to read
- Visits during lunch – Patrol officers visit with the students in the cafeteria

4.5 Recommendation:

Community policing emphasizes working with neighborhood residents to co-produce public safety. Law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.

Lexington Police Department:

For several years, the Lexington Police Department has worked with various neighborhoods to co-produce public safety. One recent success story was the clean-up and revitalization of the Cove Haven Cemetery. This property had fallen into disrepair and was not only a visible scar on the neighborhood, but also provided a location for crime to occur. Through a partnership with the community, the area has been cleaned, fences literally mended and a respectful location created once again for those interred.

4.5.1 Action item: Law enforcement agencies should schedule regular forums and meetings where all community members can interact with police and help influence programs and policy.

Lexington Police Department:

Part of the Lexington Police Departments CALEA accreditation process is to have a community call-in and meeting during the recertification process every three years. In addition, the Accreditation Team is present during these meetings and can listen to the comments.

At this time, our agency does not have regular meetings scheduled for community members to attend. We do respond to any requests from the community to have an officer present at a meeting.

4.5.2 Action item: Law enforcement agencies should engage youth and communities in joint training with law enforcement, citizen academies, ride-alongs, problem solving teams, community action teams, and quality of life teams.

Lexington Police Department:

The Lexington Police Department has an award winning Citizen Police Academy (CPA) that was started in 1997. In the years since its creation, the CPA has educated hundreds of citizens on the procedures and training that Lexington Police Officers receive throughout their careers. Once citizens have completed the basic academy, they have the option to join the Citizen Police Academy Alumni Association (CPAAA) which provides participants a more detailed curriculum and an opportunity to further support the officers of the Lexington Police Department and the community in times of need.

Our department also provides:

- Junior Citizen Police Academy
- Police Activities League
- Police Explorer Program
- Community ride-along program

4.5.3 Action item: Law enforcement agencies should establish formal community/citizen advisory committees to assist in developing crime prevention strategies and agency policies as well as provide input on policing issues.

Lexington Police Department:

While the Lexington Police Department does not currently have a formal

community/citizen advisory committee, we evaluate any recommendations received. We have reached out to community organizations when developing policy for comment and feedback. We continuously work with our community on crime reduction practices and understand we must have their support in order to combat a wide variety of issues and strengthen our community.

4.5.4 Action item: Law enforcement agencies should adopt community policing strategies that support and work in concert with economic development efforts within communities.

Lexington Police Department:

The Lexington Police Department understands the importance of obtaining an education and to have a safe school environment. Safe housing and the ability to obtain employment are also at the center of reducing crime in the community. We have partnered with civic organizations to provide Safe Pathways to schools for our school children, provide those without a GED the ability to achieve that goal with support for childcare and we have partnered with Jubilee Jobs to help residents achieve employment.

4.6 Recommendation:

Communities should adopt policies and programs that address the needs of children and youth most at risk for crime or violence and reduce aggressive law enforcement tactics that stigmatize youth and marginalize their participation in schools and communities.

Lexington Police Department:

The Lexington Police Department understands the importance of getting an education and we support our local schools. Our agency supports our at risk youth in schools with afterschool tutoring, mentoring, D.A.R.E. and academic team coaching. We have participated in and supported various violence reduction community efforts to ensure all our youth have the ability to obtain an education in a safe and supportive environment while reducing the fear of law enforcement through positive interactions.

4.6.1 Action item: Education and criminal justice agencies at all levels of government should work together to reform policies and procedures that push children into the juvenile justice system.

Lexington Police Department:

The Lexington Police Department partners with the Fayette County Public Schools on several initiatives to educate our youth. We believe our mentoring programs will be effective in preventing the youth in our community from entering the Juvenile Justice System through education and school activity involvement.

4.6.2 Action item: In order to keep youth in school and to keep them from criminal and violent behavior, law enforcement agencies should work with schools to encourage the creation of alternatives to student suspensions and expulsion through restorative justice, diversion, counseling, and family interventions.

Lexington Police Department:

The Lexington Police Department works closely with Fayette County Public Schools Law Enforcement and the Fayette County Board of Education to ensure a safe school system. We are willing to work with these entities to address this action item but overall jurisdiction falls to the school system.

4.6.3 Action item: Law enforcement agencies should work with schools to encourage the use of alternative strategies that involve youth in decision making, such as restorative justice, youth courts, and peer interventions.

Lexington Police Department:

The Lexington Police Department works closely with Fayette County Public Schools Law Enforcement and the Fayette County Board of Education to ensure a safe school system. We are willing to work with these entities to address this action item but overall jurisdiction falls to the school system.

4.6.4 Action Item: Law enforcement agencies should work with schools to adopt an instructional approach to discipline that uses interventions or disciplinary consequence to help students develop new behavior skills and positive strategies to avoid conflict, redirect energy, and refocus on learning.

Lexington Police Department:

The Lexington Police Department works closely with Fayette County Public

Schools Law Enforcement and the Fayette County Board of Education to ensure a safe school system. We are willing to work with these entities to address this action item but overall jurisdiction falls to the school system.

4.6.5 Action item: Law enforcement agencies should work with schools to develop and monitor school discipline policies with input and collaboration from school personnel, students, families, and community members. These policies should prohibit the use of corporal punishment and electronic control devices.

Lexington Police Department:

The Lexington Police Department works closely with Fayette County Public Schools Law Enforcement and the Fayette County Board of Education to ensure a safe school system. We are willing to work with these entities to address this action item but overall jurisdiction falls to the school system.

4.6.6 Action item: Law enforcement agencies should work with schools to create a continuum of developmentally appropriate and proportional consequences for addressing ongoing and escalating student misbehavior after all appropriate interventions have been attempted.

Lexington Police Department:

The Lexington Police Department works closely with Fayette County Public Schools Law Enforcement and the Fayette County Board of Education to ensure a safe school system. We are willing to work with these entities to address this action item but overall jurisdiction falls to the school system.

4.6.7 Action item: Law enforcement agencies should work with communities to play a role in programs and procedures to reintegrate juveniles back into their communities as they leave the juvenile justice system.

Lexington Police Department:

The Lexington Police Department supports this action item but currently is not involved in any programs or procedures to reintegrate juveniles back into the community.

4.6.8 Action item: Law enforcement agencies and schools should establish memoranda of

agreement for the placement of School Resource Officers that limit police involvement in student discipline.

Lexington Police Department:

As the Fayette County Public Schools has their own Law Enforcement agency, they have their own officers present in the schools daily. Memoranda of agreement are in place for assistance between the two law enforcement agencies.

4.6.9 Action item: The Federal Government should assess and evaluate zero tolerance strategies and examine the role of reasonable discretion when dealing with adolescents in consideration of their stages of maturation or development.

Lexington Police Department:

The Lexington Police Department supports this action item.

4.7 Recommendation:

Communities need to affirm and recognize the voices of youth in community decision making, facilitate youth-led research and problem solving, and develop and fund youth leadership training and life skills through positive youth/police collaboration and interactions.

Lexington Police Department:

The Lexington Police Department supports the recommendation and currently has programs in effect to foster positive youth/police collaboration and interactions through various youth programs including:

- Police Activity League (PAL)
- Junior Citizen Police Academy
- Police Explorer Program
- Mentor Program
- Mustang Troop

4.7.1 Action item: Communities and law enforcement agencies should restore and build trust between youth and police by creating programs and projects for positive, consistent, and

persistent interaction between youth and police.

Lexington Police Department:

In order to maintain and enhance a feeling of trust between youth and police officers, we offer several programs that promote positive interactions between the two groups. These are: Junior Citizen Police Academy, Police Explorer Program, Police Activities League, Police Athletic League, Mentor Program and Mustang Troop. We are committed to supporting youth programs to build positive interactions with youth in our community and will continually evaluate and improve these programs to suit the needs of our community.

4.7.2 Action item: Communities should develop community and school-based evidence-based programs that mitigate punitive and authoritarian solutions to teen problems.

Lexington Police Department:

The Lexington Police Department works closely with Fayette County Public Schools Law Enforcement and the Fayette County Board of Education to ensure a safe school system. We are willing to work with these entities to address this action item but overall jurisdiction falls to the school system.

Pillar 5, Training & Education

5.1 Recommendation:

The Federal Government should support the development of partnerships with training facilities across the country to promote consistent standards for high quality training and establish training innovation hubs.

Lexington Police Department:

The Lexington Police Department believes in providing the highest quality of training available to our employees and therefore supports this

recommendation of the Federal Government.

In the meantime, through a partnership, we have built a new state of the art training academy on the campus of Bluegrass Community and Technical College (BCTC). Our training academy is 35 weeks long, the longest in the state of Kentucky and likely longer than most in the country. The curriculum is approved by the Kentucky Law Enforcement Council and is evaluated on an ongoing basis.

The Lexington Police Training Academy has installed a new interactive video based scenario training system which allows constant evaluation of officers during initial and in-service training.

5.1.1 Action item: The training innovation hubs should develop replicable model programs that use adult-based learning and scenario-based training in a training environment modeled less like boot camp. Through these programs the hubs would influence nationwide curricula, as well as instructional methodology.

Lexington Police Department:

The Lexington Police Department supports this action item as we currently utilize scenario-based and adult-based learning models. Education partnerships have been formed with Bluegrass Community and Technical College (BCTC) and Eastern Kentucky University (EKU) to allow all recruit officers the opportunity to earn an Associate Degree upon graduation. This service is also extended to our veteran officers by allowing them to earn academic credit for attending classes with our recruits in the Training Academy.

5.1.2 Action item: The training innovation hubs should establish partnerships with academic institutions to develop rigorous training practices, evaluation, and the development of curricula based on evidence-based practices.

Lexington Police Department:

All training curriculums presented at our academy are approved by the Kentucky Law Enforcement Council prior to implementing them. Those same curriculums have to be re-evaluated every three years to ensure the

most recent information and best practices are presented.

5.1.3 Action item: The Department of Justice should build a stronger relationship with the International Association of Directors of Law Enforcement (IADLEST) in order to leverage their network with state boards and commissions of Peace Officer Standards and Training (POST).

Lexington Police Department:

The Lexington Police Department supports this action item.

5.2 Recommendation:

Law enforcement agencies should engage community members in the training process.

Lexington Police Department:

The Lexington Police Department developed an award winning Citizen Police Academy (CPA) in 1997 which provides citizens an inside look into the police training process. The curriculum gives the participants the opportunity to participate in many different aspects of the police training process and interact with our officers. The participants also have the opportunity to participate in our ride-along program in order to gain a firsthand account of police work in our city.

After members have completed this academy, they have the opportunity to join the Citizen Police Academy Alumni Association (CPAAA). This association works with our outreach programs to assist the community and officers. These individuals assist the Training Section in scenario based training which gives the recruit officers exposure to others outside the Training Staff in real world situations. This allows the Training Section to better evaluate the recruit skill level.

5.2.1 Action item: The U.S. Department of Justice should conduct research to develop and disseminate a toolkit on how law enforcement agencies and training programs can integrate community members into this training process.

Lexington Police Department:

The Lexington Police Department supports this action item and we can demonstrate the benefits of including our Citizen Police Academy participants in the training process. Citizens assist our training academy staff by acting as role-players during recruit scenario based training. This gives the recruit officers exposure to members of the community, in real world situations, so the Training Staff can evaluate the recruits' educational progress. This interaction benefits both citizens and recruits, as it allows for layman performance discussions and evaluations as well as citizen education on police response to calls for service.

5.3 Recommendation:

Law enforcement agencies should provide leadership training to all personnel throughout their careers.

Lexington Police Department:

The Lexington Police Department acknowledges that continuing education is crucial to developing leaders and promoting stability for succession planning. During the Basic Training Academy, our agency provides the opportunity for recruit officers to earn their Associate Degree if they do not have a college degree. Financial incentives are offered in the form of reimbursements and supplemental pay to encourage employees to obtain additional degrees, including Bachelor and Master Degrees. In addition to promoting higher education for all personnel, our agency, in partnership with Eastern Kentucky University, developed leadership training programs for agency command staff to ensure consistent leadership development.

5.3.1 Action item: Recognizing that strong, capable leadership is required to create cultural transformation, the U.S. Department of Justice should invest in developing learning goals and model curricula/training for each level of leadership.

Lexington Police Department:

The Lexington Police Department supports this action item. We believe in

leadership training and development of our next police leaders. We conduct a Sergeant and Lieutenant Academy for all members who are promoted to those respective ranks. This academy provides them the opportunity to understand the leadership philosophy of the agency and develop situational leadership skills which will aid in their supervision of their officers.

5.3.2 Action item: The Federal Government should encourage and support partnerships between law enforcement and academic institutions to support a culture that values ongoing education and the integration of current research into the development of training, policies, and practices.

Lexington Police Department:

The Lexington Police Department has put an emphasis on education for many years and continues to support our officers in the completion of advanced degrees. We have partnered with Bluegrass Community and Technical College (BCTC) to assist with training of officers and for the awarding of degrees when the academy is completed. We have also partnered with Eastern Kentucky University (EKU) to assist with research, common practices and advanced education.

5.3.3 Action item: The U.S. Department of Justice should support and encourage cross-discipline leadership training.

Lexington Police Department:

The Lexington Police Department supports this action item. Our command staff is actively involved in Leadership Lexington which places executives from all facets of the private sector together to collaborate on community improvement projects. Vital contacts are made between our agency and other community leaders leading to better understanding of each other's role and providing support for each in times of need.

5.4 Recommendation:

The U.S. Department of Justice should develop, in partnership with institutions of higher education, a national postgraduate institute of policing for senior executives with a standardized curriculum preparing them to lead agencies in the 21st century.

Lexington Police Department:

The Lexington Police Department supports this recommendation and has worked to implement it on our own. Eastern Kentucky University (EKU), has partnered with us to develop the Police Executive Leadership Program (PELP). This two year program provides our middle management with an understanding of history, philosophy and current topics facing the police institution while earning advanced college credit.

5.5 Recommendation:

The U.S. Department of Justice should instruct the Federal Bureau of Investigation to modify the curriculum of the National Academy at Quantico to include prominent coverage of the topical areas addressed in this report. In addition, the COPS Office and the Office of Justice Programs should work with law enforcement professional organizations to encourage modification of their curricula in a similar fashion.

Lexington Police Department:

The Lexington Police Department supports this recommendation. We have long been a supporter of the Federal Bureau of Investigation National Academy due to the high quality of training provided to the attendees.

5.6 Recommendation:

POSTs should make Crisis Intervention Training (CIT) a part of both basic recruit and in-service officer training.

Lexington Police Department:

The Lexington Police Department believes Crisis Intervention Training (CIT) is vitally important to the development of our veteran officers as well as new recruits. CIT training will be provided to all recruit officers beginning in 2017 and will be offered as additional training to current officers.

5.6.1 Action item: Because of the importance of this issue, Congress should appropriate funds to help support law enforcement crisis intervention training.

Lexington Police Department:

The Lexington Police Department supports the action item.

5.7 Recommendation:

POSTs should ensure that basic officer training includes lessons to improve social interaction as well as tactical skills.

Lexington Police Department:

The Lexington Police Department Training Academy provides instruction on implicit bias and fair and impartial policing, so the agency expectations regarding community policing exceeds the expectations of our community members. We understand our officers must have a superior tactical skill set that includes the ability to think critically, problem solve, communicate with members of our community and have positive social interactions in addition to a safe, effective and lawful response when people physically confront or resist police officers. We know these skills need to work in concert with each other in order to further build community trust.

5.8 Recommendation:

POSTs should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction.

Lexington Police Department:

The Lexington Police Department provides its officers with overdose preventive medications to quickly intervene when they encounter a citizen suffering from an overdose. This training was provided by trained medical personnel who emphasized the addiction process and how it is treated.

5.9 Recommendation:

POSTs should ensure both basic recruit and in-service training incorporates content around recognizing and confronting implicit bias and cultural responsiveness.

Lexington Police Department:

The Lexington Police Department conducts implicit bias, bias based profiling, and cultural diversity training for all officers through basic and in-service training. We often include subject matter experts or stakeholders from area universities or local organizations to assist in providing this training. A review of bias based policing is conducted annually in compliance with CALEA accreditation standards.

5.9.1 Action item: Law enforcement agencies should implement ongoing, top down training for all officers in cultural diversity and related topics that can build trust and legitimacy in diverse communities. This should be accomplished with the assistance of advocacy groups that represent the viewpoints of communities that have traditionally had adversarial relationships with law enforcement.

Lexington Police Department:

The Lexington Police Department has focused our efforts to develop meaningful relationships with community leaders. We invite these leaders to assist our staff in training our officers in bias based profiling and cultural diversity. Through these partnerships, we have been able to foster an overall positive working relationship with our community as a whole, improving a wide variety of quality of life issues.

5.9.2 Action item: Law enforcement agencies should implement training for officers that covers policies for interactions with the LGBTQ population, including issues such as determining gender identity for arrest placement, the Muslim, Arab, and South Asian communities, and immigrant or non-English speaking groups, as well as reinforcing policies for the prevention of sexual misconduct and harassment.

Lexington Police Department:

The Lexington Police Department has updated our Prison Rape Elimination Act (PREA) policy as well as implemented policy to establish guidelines for interactions with and the appropriate treatment of transgender, intersex, and gender nonconforming individuals who come into contact with police department personnel. On-going training provided to officers includes cultural diversity classes that typically involve community members who represent the different cultural groups found within our community. We are

currently revising our policy outlining our interactions with community members who have limited English proficiency. Our agency also has a sexual harassment policy for the workplace.

5.10 Recommendation:

POSTs should require both basic recruit and in-service training on policing in a democratic society.

Lexington Police Department:

The Lexington Police Department teaches and expects all officers to respect community members' constitutional rights and privileges. Basic recruit and in-service legal training are instructed by officers who have law degrees and all legal updates are distributed by those same officers.

5.11 Recommendation:

The Federal Government, as well as state and local agencies, should encourage and incentivize higher education for law enforcement officers.

Lexington Police Department:

The Lexington Police Department supports this recommendation. We believe a higher education is paramount to building a professional police agency. Each recruit will graduate from the basic police academy with an Associate Degree. Each officer in our agency has the ability to complete higher, advanced degrees through our education reimbursement program.

5.11.1 Action item: The Federal Government should create a loan repayment and forgiveness incentive program specifically for policing.

Lexington Police Department:

The Lexington Police Department supports this action item.

5.12 Recommendation:

The Federal Government should support research into the development of technology that enhances scenario-based training, social interaction skills, and enables the dissemination of interactive distance learning for law enforcement.

Lexington Police Department:

The Lexington Police Department supports this recommendation. Our agency conducts scenario-based training for all basic recruit officers as well as veteran officers. This training is constantly evaluated and revised as necessary by our training staff.

5.13 Recommendation:

The U.S. Department of Justice should support the development and implementation of improved Field Training Officer programs.

Lexington Police Department:

Each of our Field Training Officers (FTO) completes our FTO Academy. In this academy, our FTOs are instructed on the different adult learning techniques and situational leadership styles to better facilitate recruit learning.

5.13.1 Action item: The U.S. Department of Justice should support the development of broad Field Training Program standards and training strategies that address changing police culture and organizational procedural justice issues that agencies can adopt and customize to local needs.

Lexington Police Department:

The Lexington Police Department supports this action item.

5.13.2 Action item: The U.S. Department of Justice should provide funding to incentivize agencies to update their Field Training Programs in accordance with the new standards.

Lexington Police Department:

The Lexington Police Department supports this action item.

Pillar 6, Officer Wellness & Safety

6.1 Recommendation:

The U.S. Department of Justice should enhance and further promote its multi-faceted officer safety and wellness initiative.

Lexington Police Department:

The Lexington Police Department supports this recommendation. Our agency also provides training to our officers on many of the topics mentioned in the VALOR outline.

<https://www.valorforblue.org/Home/About>

6.1.1 Action item: Congress should establish and fund a national “Blue Alert” warning system.

Lexington Police Department:

The Lexington Police Department supports this action item.

6.1.2 Action item: The U.S. Department of Justice, in partnership with the U.S. Department of Health and Human Services, should establish a task force to study mental health issues unique to officers and recommend tailored treatments.

Lexington Police Department:

The Lexington Police Department supports this action item.

6.1.3 Action item: The Federal Government should support the continuing research into the efficacy of an annual mental health check for officers, as well as fitness, resilience, and nutrition.

Lexington Police Department:

The Lexington Police Department supports this action item.

6.1.4 Action item: Pension plans should recognize fitness for duty examinations as definitive evidence of valid duty or non-duty related disability.

Lexington Police Department:

The Lexington Police Department supports this action item.

6.1.5 Action item: Public Safety Officer Benefits (PSOB) should be provided to survivors of officers killed while working, regardless of whether the officer used safety equipment (seatbelt or anti-ballistic vest) or if officer death was the result of suicide attributed to a current diagnosis of duty-related mental illness, including but not limited to post-traumatic stress disorder (PTSD).

Lexington Police Department:

The Lexington Police Department supports this action item.

6.2 Recommendation:

Law enforcement agencies should promote safety and wellness at every level of the organization.

Lexington Police Department:

Lexington officers are provided safety equipment at no cost to them and every officer is issued a new bullet resistant vest every five years. It is our priority to outfit our officers with the safest equipment possible. We conduct monthly safety training on a variety of issues facing officers, both in the field and at home. Personal Protective Equipment (PPE) and other replacement equipment is available to officers 24 hours a day. Our Police Chaplain and Employee Assistance Program (EAP) are available to all employees. The Dr. Samuel Brown Health Center is available to employees who participate in a government health care plan.

6.2.1 Action item: Though the Federal Government can support many of the programs and best practices identified by the U.S. Department of Justice initiative described in recommendation 6.1, the ultimate responsibility lies with each agency.

Lexington Police Department:

Each agency must make wellness programs a priority for its employees. The Lexington Police Department has a Police Officer Support Team (POST) to assist officers who experience a traumatic event. We also have a Police Chaplain who assists officers as needed. Our Employee Assistance Program (EAP) provides employees and their family professional counseling services in a comfortable and confidential setting.

6.3 Recommendation:

The U.S. Department of Justice should encourage and assist departments in the implementation of scientifically supported shift lengths by law enforcement.

Lexington Police Department:

Lexington officers are restricted from working more than 16 hours without an eight hour rest period. Most uniformed officers work 10 hour shifts with three consecutive regular days off (RDO).

6.3.1 Action item: The U.S. Department of Justice should fund additional research into the efficacy of limiting the total number of hours an officer should work within a 24–48-hour period, including special findings on the maximum number of hours an officer should work in a high risk or high stress environment (e.g., public demonstrations or emergency situations).

Lexington Police Department:

The Lexington Police Department supports this action item.

6.4 Recommendation:

Every law enforcement officer should be provided with individual tactical first aid kits and training as well as anti-ballistic vests.

Lexington Police Department:

Lexington Police officers are provided a new bullet resistant vest every five years as recommended by the DOJ. Gunshot trauma kits and first aid kits, as well as instructions on their use, are provided to each officer.

6.4.1 Action item: Congress should authorize funding for the distribution of law enforcement individual tactical first aid kits.

Lexington Police Department:

The Lexington Police Department supports this action item; however, each officer in our agency has been issued a Gunshot Trauma Kit. Our agency developed these kits in 2010 in an effort to further protect our officers and citizens. This kit includes gloves, trauma dressings, a tourniquet and blood-

clotting agents. These kits are utilized by the officers on themselves, a fellow officer or citizens who have a traumatic injury prior to the arrival of Emergency Care.

6.4.2 Action item: Congress should reauthorize and expand the Bulletproof Vest Partnership (BVP) program.

Lexington Police Department:

The Lexington Police Department supports this action item.

6.5 Recommendation:

The U.S. Department of Justice should expand efforts to collect and analyze data not only on officer deaths but also on injuries and “near misses.”

Lexington Police Department:

The Lexington Police Department supports this recommendation. We collect extensive data on all use of force incidents. We will comply with any data collection from the DOJ that will lead to safer outcomes for our officers and citizens.

6.6 Recommendation:

Law enforcement agencies should adopt policies that require officers to wear seat belts and bullet-proof vests and provide training to raise awareness of the consequences of failure to do so.

Lexington Police Department:

The Lexington Police Department policy and state law requires all department employees to wear seat belts while riding in a motor vehicle. Our agency provides bullet resistant vests and requires that they be worn during specific tactical assignments/operations.

6.7 Recommendation:

Congress should develop and enact peer review error management legislation.

Lexington Police Department:

The Lexington Police Department supports this recommendation.

6.8 Recommendation:

The U.S. Department of Transportation should provide technical assistance opportunities for departments to explore the use of vehicles equipped with vehicle collision prevention “smart car” technology that will reduce the number of accidents.

Lexington Police Department:

The Lexington Police Department supports this recommendation.