

18

Kentucky Resources for Law Enforcement Professionals

18. Kentucky
Resources

Kentucky Association of Chiefs of Police
Training

Kentucky State Law Enforcement Accreditation
Program





Kentucky Association of Chiefs of Police

in partnership with

International Association of Chiefs of Police New Police Chief Mentoring Project



Federal partner:  **BJA** Bureau of Justice Assistance

Dear Kentucky Law Enforcement Professional:

Since 1997, the International Association of Chiefs of Police (IACP) has been actively supporting smaller agencies through the Smaller Agency Technical Assistance Program funded by the Bureau of Justice Assistance (BJA). In 2003, the program was expanded to include a New Police Chief Mentoring initiative. The focus of the project has been to provide newer police chiefs from smaller and tribal agencies with access to seasoned chiefs from similar sized agencies to learn how they achieved success and resolved similar problems. The project is designed to give leadership development and policy guidance to new chiefs as they begin their tenure through mentoring assistance and through the dissemination of the [Police Chiefs Desk Reference \(PCDR\)](#). The Kentucky Association of Chiefs of Police is partnering with the IACP to provide these services to chiefs in the state of Kentucky.

The PCDR, a major component of the mentoring project, contains a wealth of resources to assist chiefs in their new role and has had an overwhelming response since its release in November 2004. All sizes and types of agencies and levels of staff request this product. It contains information on leadership, ethics, policies and procedures, accreditation, funding, sample internal and community surveys, as well as best practices guides written specifically for smaller agencies on a wide range of topics. Many other resource listings, summaries, and Web site referrals, are also incorporated into the reference. A copy of this guide can be requested online at www.policechiefdeskreference.org.

To complement this resource and provide further support to Kentucky's law enforcement professionals, the Kentucky Association of Chiefs of Police has created this state-specific chapter to be added into the PCDR binder. The Kentucky chapter includes key contacts, training requirements and opportunities, association information, and a number of other resources for chiefs in our state.

The [IACP New Police Chief Mentoring Project](#) is also working with the Kentucky Association of Chiefs of Police to provide regional mentors to work one-on-one with newer Kentucky chiefs. To serve as an IACP/Kentucky Association of Chiefs of Police mentor or to work with an experienced chief, visit the IACP Web site for applications and further information. The Kentucky Association of Chiefs of Police encourages you to participate in this valuable program and take advantage of the resources that have been developed to support law enforcement professionals.

By direction of the Executive Board,

A handwritten signature in cursive script that reads "Michael W. Bischoff".

Michael W. Bischoff
Executive Director,
Kentucky Association of Chiefs of Police

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Kentucky Association of Chiefs of Police (KACP)

www.kypolicechiefs.org

KACP Overview

The Kentucky Association of Chiefs of Police was formed in 1971 to secure official and personal cooperation among law enforcement executives and the citizens of Kentucky. The membership consists of more than 500 Kentucky law enforcement executives including police chiefs, sheriffs, state and federal law enforcement administrators, and railroad police. The KACP office is located at 167 Capri Drive, Fort Thomas, Kentucky 41075.

Today, the KACP is involved in many law enforcement programs to assist police chiefs, sheriffs, and law enforcement executives. The KACP accreditation program allows accredited agencies to demonstrate they have met accepted standards for efficient and effective operations. The KACP employs a legislative agent to monitor the Kentucky General Assembly and champion law enforcement issues in Kentucky. The association provides member discounts on testing materials and accredited agencies receive a discount on liability insurance through the Kentucky League of Cities. The KACP provides financial assistance to law enforcement students, Special Olympics, Police Memorial Foundation, Concerns of Police Survivors, and in addition, each KACP region is awarded funds for training and meetings throughout the year.

The KACP annual training conference provides an opportunity to network with your peers, browse the largest law enforcement vendor show in Kentucky, and receive quality training. The association also partners with the Department of Criminal Justice Training, the Regional Community Policing Institute, and the US Attorney's Offices in Kentucky to provide timely information on topics of interest to law enforcement executives.

Organizational Structure

The Executive Board

The Executive Board consists of the President, First, Second, and Third Vice Presidents, Treasurer, Immediate Past-President, Sergeant-at-Arms, the chair of each of the eight regional divisions, and one chair for each of the following: Railroad Police, University Police, State Law Enforcement Agencies, Federal Law Enforcement Agencies, and Retired Members. The Executive Director shall serve as an ex-officio member of the Executive Board. The Chaplain shall be a nonvoting member of the Executive Board.

President

Chief Wayne Hall
University of Louisville Police Department
502-852-7236
whall@louisville.edu

First Vice President

Chief Michael Ward
Alexandria Police Department
859-635-4126
mward@alexandriaky.org

Treasurer

Chief Deputy Roger Holbrook
Rowan County Sheriff's Department
606-784-3880
Rogerlh@mis.net

Sergeant At Arms

Chief Bill Crider
Dawson Springs Police Department
270-797-2277
dawsonspringschief@ccol.net

Second Vice President

Chief Greg Reeves
Georgetown Police Department
502-863-7826
greg.reeves@georgetownpolice.org

Third Vice President

Chief James Pendergraff
Madisonville Police Department
270-821-1720
jpendergraff@madisonvillepd.com

KACP Staff

Executive Director

Michael W. Bischoff
Retired, Fort Thomas Police Department
Agency
859-781-1099
mwbischoff@fuse.net

Immediate Past President

Chief Shawn Butler
Independence Police Department
859-356-2697
sbutler@cityofindependence.org

Executive Director

Michael W. Bischoff
Retired, Fort Thomas Police Department
859-781-1099
mwbischoff@fuse.net

Parliamentarian

Chief E. Douglas Hamilton
Retired, Louisville Jefferson Co EM
502-574-3900
edouglashamilton@bellsouth.net

State Association of Chiefs of Police Representative

Chief Shawn Butler
Independence Police Department
859-356-2697
sbutler@cityofindependence.org

Membership Application

Kentucky law enforcement executives are invited to join KACP by completing the KACP Membership Application. www.kypolicechiefs.org/cgi-bin/artman/publish/cat_index_50.shtml

Regional Associations

North Region

Chief Tom Szurlinski
Florence Police Department
859-647-5420
tom.szurlinski@florence-ky.gov

Northwest Region

Lt. Col. Vince Robison
Louisville Metro Police Department
502-574-7660
vince.robison@louisvilleky.org

Northeast Region

Chief Robert Ratliff
Ashland Police Department
606-327-2077
asstchiefratliff@alltel.net

South Central Region

Chief Ruben Gardner
Elizabethtown Police Department
270-765-4125
ruben.gardner@elizabethtownky.gov

East Central Region

Chief Mark Wilhoite
Frankfort Police Department
502-875-8549
mwilhoite@frankfort-ky.gov

West Region

Chief Kenneth Claud
Murray Police Department
270-762-0311
kclaud@ci.murray.ky.us

Southeast Region

Chief Elijah Hollon

London Police Department

606-878-7004

ehollon801@londonpd.com

East Region

Chief Ron Bryant

Hazard Police Department

606-436-2222

chiefron2002@yahoo.com

Training

www.kypolicechiefs.org/cgi-bin/artman/publish/cat_index_63.shtml

IACP & KACP Mentoring for Newer Police Chiefs

The beginning of any new police chief's administration is crucial to achieving a successful transition and to building important relationships within the new agency and the community. New responsibilities as the leader can be overwhelming, confusing, and frustrating. Newer chiefs need technical assistance and support.

For this reason, the International Association of Chiefs of Police (IACP), Smaller Police Department Technical Assistance Program has developed the New Police Chief Mentoring Project. With funding support from the Bureau of Justice Assistance, U.S. Department of Justice, the focus of our activities is to provide leadership services to the some 13,000 smaller and tribal agencies around our nation through mentoring. The IACP has partnered with the KACP to provide this service to chiefs in the state of Kentucky.

The project is designed to provide newer police executives with leadership development and policy guidance as they begin their tenure. New chiefs from appointment to year three are eligible to be matched with mentors. The project serves agencies of one to 25 sworn officers or those serving population sizes up to 25,000.

Mentoring Project Services

<http://www.theiacp.org/research/RCDChiefMentoring.html>

One-on-One Mentoring

Newer chiefs are provided with access to seasoned chiefs from similar sized agencies to learn how they achieved success and resolved similar problems. To participate in the mentoring project, newer chiefs are asked to complete a profile indicating areas of professional concern. Mentors also complete a profile indicating their areas of expertise. The newer chief is then matched with an experienced chief best fitting the new chiefs profile information. Every effort is made to match chiefs from the same regions and with similar experiences.

Mentors guide newer chiefs to solutions for problems specific to their respective jurisdictions. They provide support and assistance in tapping into available support systems and obtaining needed resources. Together the mentor and new chief review and discuss problem areas, set goals, and develop plans of action. Mentors also provide a valuable service by being a confidant to a newer chief. Typically mentoring is done by phone or email for a period of three to six months. Many newer chiefs and their mentors continue to remain in contact after the formal mentoring period is over.

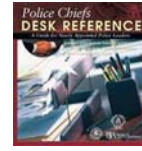
Site Visits

The New Police Chief Mentoring Project is funded to provide a limited number of newer chiefs with on-site support and technical assistance. The on-site visit structure is designed through an assessment of the newer chief's needs and in collaboration with an assessment team. The goals of the site visit are to identify and discuss priorities and their status. The team will work with the newer chief in identifying appropriate resources, training, and contacts. Mentors participating in site visits are reimbursed for their expenses and time.



Written Materials & Resources

The [Police Chiefs Desk Reference](http://www.policechiefsdeskreference.org) was designed to provide leadership and policy guidance to newly appointed police leaders. The response to this resource has been overwhelming since its release in November 2004. All sizes and types of agencies and levels of staff continue to request the product. Copies can be requested at www.policechiefsdeskreference.org. Other resources and materials may be provided directly from mentors.



[Request a copy](#)

Applications and further information about mentoring services can be found on the [IACP New Police Mentoring Project website](#) or contact the Project Manager, at 1-800-THE –IACP ext.844 or mentoring@theiacp.org.

Law Enforcement Leadership Training

Introduction

It is the Department of Criminal Justice Training's (DOCJT) goal to offer effective and efficient leadership training to Kentucky law enforcement supervisors, managers, and executives. The department has developed a comprehensive leadership training program that allows officers to develop the appropriate skills, knowledge, and abilities as they progress in rank and responsibility.

The Kentucky Leadership Institute's mission is to provide quality leadership training and services to criminal justice and public safety supervisors, managers, and executives to enhance their ability to provide effective and efficient public services to the citizens of the commonwealth.

Kentucky Leadership Institute

The ideas behind the Kentucky Leadership Institute (KLI) are comprised of a lifetime progression of learning, growing, and advancement. The KLI creates a hierarchy of courses specifically designed for each step in a peace officer's law enforcement career to assist in developing the leadership and supervisory skills necessary to be an effective leader. The three-week Academy of Police Supervision is a stepping stone to the Criminal Justice Executive Development (CJED) program, a five-week advanced leadership course for mid-level supervisors. CJED feeds directly into the Police Executive Command Course, specifically designed for chiefs, sheriffs, and other high-level supervisors. KLI's pinnacle course is the School of Strategic Leadership, which builds off of the knowledge and skills learned in each of these previous courses and advances them further at a graduate level.

Academy of Police Supervision

The Academy of Police Supervision (APS), also referred to as "the sergeant's academy", is a three-week (120-hour) training program for newly promoted sergeants or officers who are on their agency's promotion list.

While in the course, students participate in classes focusing on the role of a supervisor, as well as leadership, resolving conflict, managing diversity, monitoring officer performance, professional image, legal issues for supervisors, ethics, interpersonal communication, effective written communication, decision making, problem solving, managing critical incidents, public speaking, emotional survival, budgeting, media relations, and others.

The program includes reading and writing assignments and case study based exercises designed to enhance the students' abilities to perform at the supervisor level in their agencies. APS is hands-on, with as much skill demonstration as classroom work. The APS held its first class in June 2003.

Criminal Justice Executive Development

The Criminal Justice Executive Development (CJED) program is a rewarding and intensive leadership development course designed for mid- to senior-level criminal justice professionals from small- and medium-sized law enforcement agencies in the commonwealth. The mission of the CJED program is to develop management, communication, and leadership skills to enable students to perform more efficiently and effectively in their present positions. The ultimate goal is to prepare criminal justice leaders of today for the many challenges they will encounter in the changing society of tomorrow. A strong desire to excel, active participation, and a high level of motivation and dedication are required from each student.

Topics emphasized throughout the CJED course include: leadership, ethics, executive writing, and public speaking. The leadership portion of CJED includes applied situational leadership, reading assignments from selected books and articles, individual and group presentations, and guest speakers. A group research project on an assigned topic is a requirement for course completion.

Police Executive Command Course

The week-long Police Executive Command Course (PECC) provides Kentucky's sheriffs, chiefs, and state agency directors with current and topical information pertaining to contemporary law enforcement leadership issues. Providing guidance and direction for this program, the Police Executive Command Course Executive Committee meets periodically to ensure PECC continues to meet the needs of law enforcement executives. The committee is appointed by the DOCJT commissioner and is comprised of a cross section of Kentucky law enforcement leaders and academics. PECC instructors are drawn from a pool of nationally renowned experts in current leadership topics. In addition to being a means for Kentucky law enforcement leaders to be well versed on the issues of the day, PECC is a forum for discussing Kentucky law enforcement issues and needs. Formal and informal networking at PECC promotes collaborative law enforcement interaction throughout the commonwealth.

Current Leadership Issues for Mid-Level Executives

Kentucky mid-level law enforcement leaders have the opportunity to address contemporary leadership and management issues when they participate in the Current Leadership Issues for Mid-Level Executives (CLIME) course. CLIME provides mid-level executives with information and skills that enable them to address the challenges confronting their respective agencies and communities better. The CLIME participants are also better equipped to move up to positions of greater responsibility within their organization. CLIME uses instructors from across the commonwealth and nation who are experts in their fields.

School of Strategic Leadership

With the implementation and success of other supervisor and executive-level classes, the standard has been raised in training our law enforcement leaders. In an effort to prepare our leaders for the future, the School of Strategic Leadership (SSL) offers executive-level leadership training to those who are preparing to lead law enforcement and public service organizations in Kentucky. The SSL curriculum is uniquely designed to enhance the law enforcement executive's ability to develop into a community leader, as well as a police leader.

The School of Strategic Leadership, in association with Eastern Kentucky University (EKU), provides leadership education at the graduate level for Kentucky law enforcement executives. The program offers an opportunity for advanced leadership training for those who either cannot or do not desire to attend one of the national law enforcement programs. Courses are taught by ECU professors and are held on weekends approximately every three weeks.

Kentucky Leadership Institute contact: (859) 622-2968

Training Conferences

The Kentucky Association of Chiefs of Police hosts an annual training conference. The 2008 Annual KACP Training Conference takes place August 3 through August 7 at the Marriott Cincinnati/Northern Kentucky International Airport. The conference registration form and further information can be found at the KACP Web site. www.kypolicechiefs.org/cgi-bin/artman/publish/cat_index_63.shtml

Kentucky State Law Enforcement Accreditation Program

www.kypolicechiefs.org/cgi-bin/artman/publish/cat_index_46.shtml

The Kentucky Association of Chiefs of Police Accreditation Program is intended to provide law enforcement agencies of the commonwealth with an avenue for demonstrating that they meet commonly accepted standards for efficient and effective operations. The standards included in this program do not reflect the maximum or minimum amount that can be done by an agency in any one area.

Law enforcement executives who choose to have their agencies accredited under this program will have examined all aspects of their operations. They will have made conscious decisions about policies and procedures that fit the law enforcement requirements of their jurisdictions. They will have also implemented those policies and trained their employees in their use.

Accreditation does not reflect that an accredited law enforcement agency provides better law enforcement services to its community than that of a non-accredited agency. What it does reflect is that the accredited agency has been carefully measured against an established set of standards and has met or exceeded accepted practices in law enforcement.

A. The Standards

The membership of the KACP developed the standards in this program. After reviewing existing KACP standards and standards from other agencies, KACP committees developed standards applicable to their areas of interest and submitted them to the Accreditation Committee.

The Accreditation Committee put the standards in final form and submitted them to the KACP Executive Board for final approval.

1. Distribution of the Standards

A set of standards and any revisions are available to all departments upon request.

2. New and Revised Standards

As new standards or revisions become necessary, they will be submitted to the KACP Professional Standards Committee (PSC) for recommendation. Revisions of standards recommended by the PSC will first be approved by the Executive Board and then submitted to the general membership for approval at the next regularly scheduled general membership meeting. Only standards approved by the general membership will be incorporated into the Accreditation Program.

3. Mandatory Standards

All standards in the Kentucky Law Enforcement Accreditation Program are mandatory for all agencies seeking accreditation unless specifically waived.

B. Eligibility

All general law enforcement agencies having a primary responsibility for the enforcement of Kentucky criminal and traffic laws are eligible for accreditation. The KACP Executive Board will resolve questions of eligibility.

C. Fees

The following fee schedule will apply to agencies seeking accreditation.

KACP Members:

10 or fewer commissioned personnel	\$2,000
11 to 50 commissioned personnel	\$3,000

51 to 99 commissioned personnel	\$3,500
99 or more commissioned personnel	To Be Determined

Non-KACP Members:

Above fees plus 50 percent

One hundred dollars of the fee will be paid at the time of application. The remaining fee will be paid prior to the on-site assessment.

Expenses for the on-site assessment team will be paid by the applying agency on an actual cost basis.

D. Accreditation Process

The accreditation process entails four phases beginning with the initial application and progressing to the final review and decision for award of accreditation. These include the application phase, self-assessment phase, on-site assessment, and decision phase.

1. Application Phase

The accreditation process begins when an agency requests information from the KACP accreditation manager. Upon request the agency will receive information about the program. The information includes:

- A cover letter containing instructions for completing the application, the participation agreement, and information about fees
- Application form
- Agency profile questionnaire
- Invoice for \$100 application fee (non-refundable)

The application, profile questionnaire, and signed check for \$100 fee are then forwarded to the KACP Accreditation Manager.

2. Self-Assessment Phase

a. Agency Self Assessment

The agency initiates a self-assessment to determine compliance with the standards. The agency, upon self-examination, may decide to withdraw its application, in which case it will advise the KACP Executive Director in writing regarding its decision. If the agency decides to proceed, it will ensure compliance with all KACP standards. Proof of compliance will be provided through the agency's assessment document. The assessment document consists of the agency's policy, procedure, or other verifying document organized according to KACP standards. One copy must be made available for the KACP to retain in its records.

The agency should arrange their documents in the following manner:

- In a binder, place a single standard in a divided section labeled with the accreditation standard number and include any document(s) used for verification with it. The verification may take the form of a policy or procedure segment, a copy of an ordinance or law, portions of employee handbooks, training records, etc.

This set of standards verifications are then taken, sent to, or picked up by a member of the Professional Standards Committee for review prior to the on-site assessment by the KACP.

b. Waiver of Standards

Agencies applying for accreditation may apply to the PSC for a waiver of an individual standard or standards. The KACP Executive Board will grant or deny waivers on a case by case basis. Waivers will generally be granted due the function covered by a standard not being within the agency's area of responsibility. Waivers, however, will not be granted for

economic reasons or the agency's inability to fund or permit a required change. The KACP staff will advise the agency whether the waiver is granted prior to the initiation of on-site assessment activities.

3. On-Site Assessment

a. **On-site Assessment Phase**

Details on the site assessment (except identity of assessors) are worked out with the requesting agency.

Once full payment has been received, the KACP Accreditation Manager will schedule the assessment visit.

b. **Selection of Assessment Team**

The KACP PSC selects the members of the assessment team, as well as possible alternates, and advises them of the date for the proposed on-site assessment. When availability is confirmed, names of the potential assessors are made available to the requesting agency. The agency has the opportunity to object to any member of the assessment team for cause. The agency and the KACP Accreditation Manager will work out the details.

c. **On-Site Assessment**

Once the KACP PSC has evaluated and accepted the on-site assessment plan, it will identify the members of the assessment team and send them the information necessary to conduct the assessment. The KACP Accreditation Manager will then establish a mutually agreeable date for site visitation by the assessment team. The team leader and assessors then conduct the assessment, based on information included in the standards verification binders or files previously submitted for review. The team leader shall be responsible for ensuring that necessary travel and lodging arrangements are made for team members either independently or with the assistance of the requesting agency.

d. **Assessment Team Report**

- (1) If the agency is found to be in compliance with all the standards, the team leader will so advise the agency, and submit the report of findings, conclusions, and recommendations to the KACP PSC.
- (2) If, during the on-site assessment an agency, is found not to be in compliance with a standard(s), the agency is so advised orally by the team leader. The team leader may suggest that the agency offer additional proof of compliance, or grant up to 60 days to come into compliance. The assessment team's report is then submitted to the KACP PSC at the time of compliance or expiration of the 60-day extension.
- (3) Upon receipt of the assessment team's report, the KACP PSC prepares a summary report with their recommendations and forwards the report to the KACP Executive Board for review and decision.

4. Review and Decision

a. **KACP Executive Board Review**

The KACP Executive Board will review the report with the agency head and assessment team leader. Based on their discussion and review of the report, a decision to award accreditation is made.

b. **Notification to Agency**

KACP staff notifies the agency of the Board's decision. If accreditation is approved, the agency is advised to arrange for the time and location when the award can be presented.

c. **Accreditation**

Formal accreditation will be conferred on the agency during the KACP annual conference with the agency head as the guest of KACP. An appropriate presentation ceremony may also be arranged in the agency's jurisdiction if desired.

5. Review

In the event that an agency is not granted accreditation, it may request that the decision be reviewed.

The agency initiates a review by submitting a letter to the chair of the KACP PSC. The letter should state the nature and scope of the review and include additional information justifying reconsideration of the decision.

Upon receipt of the request for review, the KACP PSC will review the matter based on the new or additional information supplied. If the review is positive, a letter is sent to the agency and the KACP Executive Board advising them of the decision. If the finding is negative, the KACP PSC prepares a report outlining the reasons for the negative finding. A letter is sent to the participating agency advising them of the decision.

The review, at the agency's request, may then be submitted to the Executive Board for final decision.

E. Reaccreditation

An accredited agency will remain accredited for a period of five years. The agency may be required to verify periodically that it still meets all applicable standards. If deemed appropriate, the KACP PSC may conduct inspections to verify that standards are being met. Such inspections will be conducted only after prior notification to the agency. Standards adopted or modified after an agency is accredited must be met upon reaccreditation.