



LOUISVILLE METRO POLICE

RACIALLY BIASED POLICING:

A Principled Response

February 2, 2016

Updated October 2, 2018

Chief of Police

Steve Conrad

The Louisville Metro Police Department (LMPD) obtained a copy of the Police Executive Research Forum (PERF) report titled “Racially Biased Policing: A Principled Response” by Lorie Fridell, Robert Lunney, Drew Diamond, and Bruce Kubu. This publication explores the issues surrounding racially biased policing and the steps that law enforcement agencies can take to prevent these types of incidents from occurring.

The following is the LMPD’s response to the recommendations stated in this report:

Recommendation	LMPD’s Response
<p>Police policy gives direction and authority to mission and value statements. Procedures provide the operating details to guide personnel in conducting their duties. Policies and procedures are critical to achieving agency goals.</p> <p>These policies represent an important effort to convey to both citizens and police that “racial profiling” will not be tolerated. Unfortunately, the vast majority of these policies do little to clarify how officers can conduct their activities in racially neutral ways (albeit some agencies may address this in training). Of particular concern is the lack of guidance that we provide officers with regard to whether and how they can use race as one factor in a set of factors to establish reasonable suspicion or probable cause and to make other law enforcement decisions.</p>	<ul style="list-style-type: none"> • Kentucky Revised Statute (KRS) 15A.195 prohibits profiling: <p>No state law enforcement agency or official shall stop, detain or search any person when such action is solely motivated by consideration of race, color or ethnicity, and the action would constitute a violation of the civil rights of the person.</p> • The LMPD requires members to immediately report any profiling incident in SOP 8.8.5: <p>All members are required to immediately report any biased law enforcement practice in writing, through the appropriate chain of command, to the Chief of Police.</p> • The LMPD prohibits profiling in SOP 8.8.6: <p>The LMPD does not condone, or tolerate, biased law enforcement practices. Officers engaging in such conduct will be subject to disciplinary action.</p> • The LMPD prohibits prejudice in SOP 5.1.20: <p>Members will not express any prejudice concerning an individual’s actual or perceived race, ethnicity/national origin, immigration status, language fluency, gender, gender identity/ expression, sexual orientation, religion, socio-economic status,</p>

	<p>housing status, occupation, disability, age, politics, or other similar personal characteristics.</p> <ul style="list-style-type: none"> • All LMPD sworn personnel receive training on implicit bias, procedural justice and de-escalation. • Since 2015, all recruit classes receive training in implicit bias and procedural justice. • LMPD requires the use of a “STOPS” form on every traffic stop. This documents the details of the stop and occupants of the vehicle to include race and whether or not a search was conducted. • LMPD has an annual contract with the University of Louisville to analyze the STOPS data and produce a report which explains the data. • LMPD conducted focus groups in response to the 2014 STOPS study to further examine discrepancies in the data and look for ways to improve performance.
<p>Police agencies have the potential to reduce racial bias by hiring officers who can police in an unbiased way, and by hiring a workforce that reflects the community's racial demographics.</p>	<ul style="list-style-type: none"> • The Recruitment and Selection Unit formulates questions and background investigations to hire fair and unbiased officers. • The LMPD strives to hire individuals who are representative of the city's demographics pursuant to SOP 2.27.1: The LMPD strives to actively recruit and select applicants based on the best qualified applicant pool, which is representative of the demographics of the community as a whole. • LMPD creates a monthly census report to track the demographics of both sworn and non-sworn personnel. This report is posted on the department's website under a transparency link. • LMPD sworn employees are required to pass a psychological exam to ensure they are mentally fit for duty and aren't exhibiting any signs of prejudicial behavior.

<p>The chief executive sets the tone by word and deed, articulating the mission and the style of operation for all to understand. Chiefs must consistently practice the organizations values in their professional and personal behavior. When things go wrong, such as with highly charged accusation of biased policing, leadership must respond.</p> <ul style="list-style-type: none"> • The chief establishes operational and administrative priorities and bears primary responsibility for ensuring a positive working relationship with the policing authority, other government agencies and all elements of the community. • The chief is responsible for ensuring that the police function lawfully, protecting the rights of all. • The chief is responsible for ensuring that the community's diverse needs and interests are addressed openly and equitably, with respect and dignity for all. • The chief is responsible for shaping and guiding the organizational culture, and for ensuring that the police meet quality standards. • Chiefs' direction of the performance appraisal process is another critical function, as it affects all staff development. 	<ul style="list-style-type: none"> • The LMPD Mission Statement and the Law Enforcement Code of Ethics stress the importance of protecting the constitutional rights of all, prohibiting personal feelings or prejudices from affecting decisions, the importance of ethical behavior and accountability, showing respect for all people and being objective through fair and impartial enforcement of laws without bias. • All sworn employees receive training in de-escalation, implicit bias and procedural justice. • Starting in 2015, all LMPD academy classes receive training in de-escalation, implicit bias and procedural justice. • LMPD training now incorporates policing in a democratic society, principles of community oriented policing and more de-escalation review. • The principles found in the President's Report on 21st Century Policing have been embedded into all facets of LMPD training.
<p>The chief executive should direct an audit of the agency mission and value statements, code of ethics and all policies, procedures and practices to ensure they consistently reflect a commitment to integrity, justice, protection of human rights, and unbiased performance of duties. This audit should be embedded in the ongoing professional standards or quality assurance processes in all agencies, regardless of size. We further recommend that the chief executive consider engaging a qualified professional specializing in human rights in creating the standards that will be used for self-evaluation.</p>	<ul style="list-style-type: none"> • The LMPD Mission Statement stresses ethical behavior and accountability by performing duties with an unwavering commitment to integrity, professionalism and dependability. • These responsibilities are shared with the city's Human Rights Commission and the city's Ombudsman. • The LMPD Research and Development Unit conducts audits of policy and does best practice research from other police departments from around the country.

<ul style="list-style-type: none"> • Awareness of human rights and correction of improper practices are best ensured by integrating policy amendments into the basic and in-service training curriculum, reinforced by frontline supervisors. • Chief executives are responsible for ensuring that officers' conduct complies with and promotes basic human rights. 	
<p>The chief executive should assess the organizational culture, its strengths and vulnerabilities, identifying occupational stress factors for remedial action and reinforcing activities reflecting appreciation for good work, individual differences and respectful interaction among all employees.</p> <ul style="list-style-type: none"> • Leaders' ability to support, encourage and build on the internal culture's positive aspects is critical to the acceptance of progressive policies and control over attitudes and behavior threatening isolation of the police and disengagement from the public. A heavy burden rests with the chief executive's leadership capacity. 	<ul style="list-style-type: none"> • It is the responsibility of the Chief of Police to assess the department's organizational culture, including its strengths and vulnerabilities. The LMPD, in conjunction with the Louisville Metro Police Foundation, has monthly and annual awards for civilians and officers for the purpose of recognizing and rewarding employees. The LMPD also has letters of commendation/appreciation for the purpose of recognizing employee actions. • LMPD creates a quarterly personnel action report which lists both commendations and discipline of the department. This report is posted on the department's website as well as the Metro open data portal. • LMPD creates a quarterly newsletter to highlight and recognize officer's good work throughout the department. • LMPD nominates officers for national awards: In 2014 <i>Officer Andre Bottoms received the Liberation Award for Human Rights from ICAP.</i>
<p>The chief executive should focus the agency on quality assurance methods in all aspects of operation directing, supporting and managing internal controls and employing state, local and national standards, whenever possible.</p> <ul style="list-style-type: none"> • The first level of quality assurance with decentralized systems rests with recruitment and selection. The good 	<ul style="list-style-type: none"> • The LMPD is accredited through the Kentucky Association of Chiefs of Police (KACP). • The LMPD Records Unit monitors reports and assists with quality control. • The LMPD is subject to review from the Metro Office of Internal Audit.



<p>character and personal integrity of the officer are paramount to ensuring honesty and respectful behavior.</p> <ul style="list-style-type: none"> • The next most critical element is the means by which the department's values are communicated. • The third level is quality control. Quality control and organizational integrity are founded on standards, inspection and audit systems. • Audit and inspection systems provide the structure for institutional overview and quality assurance. 	<ul style="list-style-type: none"> • The LMPD Property Room conducts regular audits of its inventory. • The Office of Management and Budget conducts fiscal reviews and audits grant spending. • The LMPD has an Inspections and Compliance Unit. This unit inspects physical properties and ensures compliance with all department, state, local and federal guidelines. • The Chief of Police routinely speaks at academy classes, graduations, ceremonies and other public events to promote the department values both in practice and in speech. • LMPD conducts background checks on all employees to include psychological testing.
<p>The chief executive should assess the need to introduce or reinforce an integrated approach for encouraging police awareness and appreciation of racial/ethnic diversity and cultural differences.</p> <ul style="list-style-type: none"> • Agencies have found that integrating the theme of racial and cultural diversity into mainstream curriculum subjects, and into normal and everyday functions, is a much more successful approach. • The chief must be acutely aware of the community's social environment and ensure that officers are educated about the community's racial and cultural diversity, and about diversity beyond the local jurisdiction's limits. • Police agencies that understand and value diverse communities create structures and systems that reach outward, enjoining and empowering police officers and citizens to collaborate in problem-solving on issues of crime and disorder. 	<ul style="list-style-type: none"> • The LMPD has issued Training Bulletins and offers recruit/in-service on implicit bias, racial profiling and cultural sensitivity. • All LMPD personnel have received procedural justice, implicit bias and de-escalation training since 2015. These philosophies are now woven into all aspects of LMPD training. • LMPD participates in Metro Government's One Love Louisville Program. Under goal 12 of this program, LMPD leads or participates in numerous community outreach efforts. Many of these efforts focus on the youth with an emphasis of allowing interaction with police in a non-enforcement environment.



The chief executive should direct regular reviews of the complaint reception process to ensure that complainants are not subject to any form of discouragement, intimidation or coercion in filing their complaints. We further recommend that the public complaint management system include a separate category to permit clear and accurate monitoring of complaints of biased policing, with the capacity to identify patterns and practices inimical to equal treatment of citizens.

- It falls to the chief executive to set the tone, establish the policies, systems and procedures and, in many cases, ultimately decide the merit of public complaints.
- A record system with a separate category for complaints of biased policing will afford the chief an opportunity to monitor and respond publicly to questions of alleged improper discrimination by race, perceived or well-founded. Above all, the reception system must ensure that complainants are not subject to any form of discouragement, intimidation or coercion.

- The LMPD protects complainant confidentiality in SOP 2.10:

The Professional Standards Unit (PSU) conducts administrative investigations of complaints against members of the department and is the central repository of all complaints, administrative investigations and disciplinary actions taken by supervisors. All investigations are conducted with strict confidentiality.

- The LMPD Special Investigations Division (SID) utilizes a software program (IAPro) to track use of force incidents and biased policing complaints against officers. This program tracks these incidents by recording the race of the officer and the race of the complainant or suspect. The SID's PSU tracks complaints by race of the complainant and the race of the officer. The LMPD command staff shall continue to work with the PSU to find better ways to track and analyze complaint data, which may include requiring the PSU to produce a quarterly report of biased policing complaint data. The LMPD is looking to enhance the tracking capabilities of IAPro.
- A responsibility of the city's Ombudsman is to ensure that citizens have an open, unbiased source to file complaints. The Ombudsman audits this process.
- LMPD has a policy which addressed bias policing and officers are subject to discipline for violating this category of policy.
- LMPD now allows for citizens to file complaints against officers on-line.
- LMPD creates and posts a quarterly report of all complaints and discipline against LMPD members.
- LMPD is working to create a real time reporting system so the public can be informed about complaints and discipline as they occur.

<p>The chief executive should provide for regular audits of the complaint system, comparing performance against policy and using spot-checks and reviews to evaluate effectiveness and efficiency.</p> <ul style="list-style-type: none"> The chief executive should monitor complaint systems through periodic reviews of the nature and incidence of complaints and spot-checks of individual files. Agencies contemplating the introduction of integrity testing will prudently obtain legal advice, review the impact on discipline codes and labor agreements, and consult with union representatives. 	<ul style="list-style-type: none"> This is a responsibility of the city's Ombudsman. The Citizen's Commission on Police Accountability conducts reviews of the complaint system. An Administrative Incident Report (AIR) is completed on each use of force incident, via BlueTeam, and these AIRs are reviewed by division commanders. A monthly report is created and aggregate data is analyzed to identify issues that need to be pursued by the Professional Standards Unit and the Training Unit.
<p>The chief executive should study the advantages offered by early warning systems and consider a design appropriate to the agency's particular conditions and needs.</p> <ul style="list-style-type: none"> Many progressive law enforcement organizations are implementing record systems with decision-prompting mechanisms called "early warning systems." These systems collect occurrence data on a broad selection of individual performance indicators, not only from public complaints, but other elements of an officer's performance from disciplinary actions, vehicle collisions, absenteeism reports, performance appraisals, personal problems, and training results. 	<ul style="list-style-type: none"> The LMPD utilizes an early warning system software program (IAPro) for the purpose of identifying work-related problematic behavioral patterns among members. The LMPD is looking to enhance the tracking capabilities of IAPro. LMPD has developed a new employee intervention system (EIS) to identify potential issues with employees before they get to an unacceptable level of performance.
<p>As a preliminary to focusing an action program on bias-free performance, chief executives must first clarify for middle managers and supervisors the agency expectations regarding their responsibilities. Top leadership must support and encourage middle managers and supervisors by visibly promoting and enforcing high professional standards.</p> <ul style="list-style-type: none"> While top management's influence is always important, it is the frontline supervisor and middle manager who capture frontline officers' attention. 	<ul style="list-style-type: none"> Supervisors have the responsibility to investigate administrative violations (e.g. sick leave abuse, tardiness, pursuit violations, etc.). The findings of these administrative investigations shall be forwarded, through the appropriate chain of command, to the Chief of Police. LMPD commanders at the rank of major and above are appointed by and report directly to the Chief of Police. Regular staff meetings are conducted at every level of the department. At these

<ul style="list-style-type: none"> Sergeants, lieutenants and captains wield by far the most powerful influence over the day-to-day activity, attitude and behavior of operational police officers. These supervisors must take responsibility for carrying out any effective program of change or reinforcement of behavior. They cannot do this without clarity in their assignments and expectations. 	<p>meetings, the Chief's expectations are communicated down to the rank and file.</p> <ul style="list-style-type: none"> LMPD has developed special 2 week training for sergeants. This is an opportunity to educate front line supervisors and set clear expectations for current and future performance. LMPD commanders at the rank of major and above completed a week long training event in January of 2016. During this event, new strategies and expectations were discussed. The LMPD explains the role of supervisors in SOP 2.28.3: <p>The member's supervisor is often the first to recognize changes in behavior/performance of those under his/her command. Therefore, supervisors are the key to early intervention and a successful outcome. Supervisors are encouraged to speak with those under their command whenever changes in behavior/performance are noticed. Documentation of any communication will be made. If a member does not feel comfortable speaking to his/her supervisor, the supervisor will refer the member to Police HR or the EAP.</p> <p>Performance evaluations, disciplinary actions, use of force incidents, traffic accidents and workers' compensation claims may reveal changes in member behavior/performance. Supervisors shall recognize and document these changes. Every member will be evaluated by his/her supervisor through the Employee Performance Review System (refer to SOP 2.21). Performance reviews are an excellent way to document changes/deficiencies in member behavior/performance and also recommend or require areas for improvement.</p> <p>Supervisors are also responsible for following-up with the member and/or other parties involved to verify that the member is</p>
---	--

	<p>utilizing, or participating in, the appropriate resources for improvement.</p> <ul style="list-style-type: none"> The LMPD utilizes roll call training and Training Bulletins to ensure that its members stay informed of legal/policy issues affecting the department. The department requires the completion of an Administrative Incident Report (AIR), via BlueTeam, on every use of force incident. All AIRs are reviewed by division commanders. Commanders receive supervisor training through the Southern Police Institute (SPI) AOC.
<p>Middle managers and supervisors should ensure that all officers under their supervision are familiar with the spirit and intent of policy in dealing professionally, ethically and respectfully with the public, and that officer are complying with orders. This goes hand in hand with respecting officers' perceptions of offenders and encouraging them to gain insights into their own responses.</p> <ul style="list-style-type: none"> Leaders at the supervisory level must exercise motivational and control practices that ensure officers are operating within policy at all times, and through word and action represent the agency's ethical commitments. 	<ul style="list-style-type: none"> The LMPD utilizes the policy tracking software program, PowerDMS, to ensure that all members have received and understand policy updates. All LMPD personnel receive procedural justice, implicit bias and de-escalation training. In 2015, the Wearable Video Systems (WVS) were deployed to the majority of LMPD and allow for an accurate account of all interactions with citizens. The entire patrol bureau of LMPD is equipped with WVS.
<p>Middle managers and first-line supervisors should pay particular attention to the assignment of probationary officers or officers undergoing field training to ensure they are partnered with experienced officers known to operate within policy. We further recommend that the field training reporting system have categories for evaluating skills in communicating, manner of dealing with the public, and knowledge relating to protection of human rights.</p> <ul style="list-style-type: none"> A probationary officer assessment system should include a category for evaluating the probationer's skills in communicating, manner of dealing with them public and knowledge of the law relating to protecting human rights. 	<ul style="list-style-type: none"> The LMPD has a Police Training Officer (PTO) Program, in which recruits are paired with experienced officers (Police Training Evaluators (PTEs)) who monitor their performance. PTEs receive training and the idea of having them recertified is being developed. The PTO Program is outlined in SOP 2.21.5. The LMPD PTO Program currently evaluates newly-sworn officers regarding communication and dealing with the public. The LMPD has added the protection of human rights to the PTO Program.



<p>Supervisors should monitor activity reports for evidence of improper practices and patterns. They should conduct spot-checks and regular sampling of in-car videotapes, radio transmissions, and in-car computer and central communications records to determine if both formal and informal communications are professional and free from racial bias and other disrespect.</p> <ul style="list-style-type: none"> • The first-line supervisor has the responsibility to spot-check officer performance. • Agency activity reports, including all available data on officer-initiated vehicle stops, will be helpful to the supervisor's review. • Middle managers and supervisors must be alert to new laws and court decisions affecting critical procedures of arrest, search and seizure, and use of force informing, monitoring and coaching officers about the impact of updated interpretations of the law. • Supervisors must be alert to any pattern or practice of possible discriminatory treatment by individual officers. • Periodic sampling of in-car videotapes, radio transmissions, and in-car computer and central communications records is effective for determining if both formal and informal communications are professional and free from racial bias and other disrespect. The department should inform officers of the monitoring procedure in advance, with periodic reminders. • Corrective action, when warranted, should normally be carried out by the frontline supervisor. In some cases, disciplinary action may be warranted. Conversely, officers consistently observed to operate within policy should be favorably recognized through their annual and periodic appraisal reports. 	<ul style="list-style-type: none"> • MetroSafe and LMPD supervisors monitor radio transmissions from LMPD sworn personnel. • The Professional Standards Unit (PSU) tracks use of force incidents. • Department of Information Services (DoIT) monitors online communications. • The Kentucky State Police (KSP) conducts National Crime Information Center (NCIC) audits. • The department has implemented wearable video systems. This allows for an accurate account of officer interaction with citizens. This video is also subject to random review by command staff. • Division commanders randomly audit the in-car camera footage of officers under their command. • LMPD conducts yearly in-service training during which, every officer receives legal updates from the department's legal advisor on clearly established law. • Disciplinary action at LMPD is carried out in accordance with the collective bargaining agreement.
<p>Middle managers and supervisors should accept responsibility for ensuring that citizen complaints of biased policing are given a formal and respectful hearing, and that</p>	<ul style="list-style-type: none"> • The LMPD states how supervisors should handle citizen complaints in SOP 2.10.2:

<p>complaints are documented in accordance with agency policy. The ranking police representative should ensure that complainants are not subjected to any form of discouragement, intimidation or coercion in filing their complaints at the police station or in bringing their complaints to the attention of any officer. We further recommend that middle managers and supervisors provide the complainant with information on how the department deals with complaints, and with the name of the office responsible for handling them.</p> <ul style="list-style-type: none"> • The ranking police representative should ensure that complainants are not subjected to any form of discouragement, intimidation or coercion. • The complainant's comments should be recorded and provided to the departmental investigation unit and the information on how the department deals with complaints should be provided to the complainant. 	<p>Commanding officers are encouraged to resolve minor concerns if the concern can be resolved to the satisfaction of all parties. However, the commanding officer must advise the citizen that no disciplinary action will result if the concern is resolved in this fashion. If the citizen wishes to file a formal complaint, the commanding officer will advise the citizen to contact the PSU. Only members of the PSU may take affidavits. The commanding officer will assist the citizen by providing the working hours, telephone number and location of the PSU.</p> <ul style="list-style-type: none"> • A responsibility of the city's Ombudsman is to ensure that citizens have an open, unbiased source to file complaints. The Ombudsman audits this process. • LMPD now allows citizens to file complaints against officers online. • LMPD creates and posts a quarterly report of all complaints and discipline against LMPD members. • LMPD is working to create a real time reporting system so the public can be informed about complaints and discipline as they occur.
<p>The development of a policy based on the recommendations stemming from focus groups, the national survey, existing policies, constitutional law scholars, law enforcement agency counsel and others with expertise will address racially biased policing and perceptions thereof.</p> <p>Departments adopt the policy set forth in this chapter.</p> <p>The proposed policy:</p> <ul style="list-style-type: none"> • Emphasizes that arrests, traffic stops, investigative detentions, searches and property seizures must be based on reasonable suspicion or probable cause; 	<ul style="list-style-type: none"> • The LMPD has a policy to address racially biased policing issues titled "Biased Law Enforcement Practices" and includes sections regarding training and data audits/analysis. The SOP was extensively revised in January 2015 by adding language mentioned in the 2014 United States Department of Justice (USDOJ) publication titled "Guidance for Federal Law Enforcement Agencies Regarding the Use of Race, Ethnicity, Gender, National Origin, Religion, Sexual Orientation or Gender Identity."

<ul style="list-style-type: none"> • Restricts officers' ability to use race/ethnicity in establishing reasonable suspicion or probable cause to those situations in which trustworthy, locally relevant information links a person or persons of a specific race/ethnicity to a particular unlawful incident(s); • Applies the restrictions above to requests for consent searches and even those "nonconsensual encounters" that do not amount to legal detentions; • Articulates that the use of race and ethnicity must be in accordance with the equal protection clause of the 14th Amendment; and • Includes provisions related to officer behavior during encounters that can serve to prevent perceptions of biased policing. 	
<p>Personnel staff should carefully evaluate applicants' character, reputation and documented history as they relate to racially biased attitudes and behavior.</p> <ul style="list-style-type: none"> • Police recruitment messages should appeal not merely to potential applicants' desire for the adventure of policing or the wages and benefits offered, but also to a spirit of fairness, justice and racial equality. • Police executives should solicit input from the community, particularly minority communities, as well as from professional advertisers and marketers in crafting and delivering recruitment messages. <p>Background investigations should explore many facets of applicants' lives and may include:</p> <ul style="list-style-type: none"> • What people of other races and cultures say about the applicant; • Whether the applicant has ever experienced being in the racial minority in any setting; • Whether the applicant has ever been in a situation where there was a racial tension 	<ul style="list-style-type: none"> • The LMPD has a Recruitment and Selection Unit that carefully evaluates each applicant's character in order to ensure that he/she does not have any racially biased attitudes/behavior. This process includes a background check of each applicant's employment history and use of social media. • Police applicants are required to undergo psychological testing as a pre-requisite for employment.

<p>or conflict, and if so, how the applicant handled the situation.</p>	
<p>Police executives should strive to hire a workforce that reflects the highest professional standards and the racial and cultural demographics of the community they serve.</p> <ul style="list-style-type: none"> • Conveys a sense of equity to the public. • Increases the probability that the agency will be able to understand the perspectives of its racial minorities and communicate effectively with them. • It increases the likelihood that officers will come to better understand and respect various racial and cultural perspectives through their daily interactions with one another. 	<ul style="list-style-type: none"> • The LMPD has increased the hiring of minority officers and requires its employee composition to be representative of the community's demographics as a whole pursuant to SOP 2.27.1. • The LMPD shall strive to actively recruit and select applicants based on the best qualified applicant pool, which is representative of the demographics of the community as a whole. • The LMPD creates a department census report and posts that on the transparency link contained on our public website.
<p>Police executives should ensure that special recruiting initiatives designed to attract minority applicants supplement the agency's general recruitment program.</p> <ul style="list-style-type: none"> • Police recruiters should reflect the community's racial and cultural makeup. • Recruiting materials should depict a diverse group of police officers from the agency. • An agency's hiring standards need not and will not be lowered to achieve racial diversity. • Try to get police union support for minority recruitment. <p>Examples of minority recruitment strategies include:</p> <ul style="list-style-type: none"> • Recruiting at historically black colleges and universities. • Recruiting through military channels. • Recruiting through current minority police officers. • Recruiting through the religious community. • Recruiting from other fields. 	<ul style="list-style-type: none"> • The LMPD regularly posts job openings at community colleges, social service agencies and in print media. SOP 2.27.3 states the following: Louisville Metro HR is responsible for posting employment vacancies on the city's website. Louisville Metro HR and/or the LMPD Recruitment and Selection Unit also advertise employment vacancies through other electronic media, print media and community/social service organizations. • The LMPD Recruitment and Selection Unit have a diverse mix of both male and female officers that includes different races of white, black and Hispanic.
<p>Personnel selection processes should be geared principally to select in qualified and desirable applicants rather than screen out unqualified applicants.</p>	<ul style="list-style-type: none"> • The LMPD strives to recruit the best qualified applicants as stated in SOP 2.27.1: The LMPD strives to actively recruit and select applicants based on the best qualified

<ul style="list-style-type: none"> The proactive approach is designed to select qualified and desirable applicants, and allows recruiters to focus on attracting the best candidates. 	<p>applicant pool, which is representative of the demographics of the community as a whole.</p>
<p>Police executives should periodically audit the personnel selection process to ensure that the hiring qualifications and standards are both valid and fair to applicants of all races and cultures.</p> <p>An audit of the personnel selection process should gauge:</p> <ul style="list-style-type: none"> The validity of each job qualification and testing standard; The fairness of each aspect of the selection process and whether the process as a whole, or at any stage, disproportionately disqualifies minority applicants. 	<ul style="list-style-type: none"> The LMPD command staff reviews every applicant file to ensure that the best qualified candidates are selected. The LMPD Training Division shall produce an annual report of the personnel hiring process.
<p>Police executives should audit the personnel selection process to ensure that neither the sequencing of the testing stages nor the length of the selection process is hindering minority hiring objectives.</p> <ul style="list-style-type: none"> The audit should assess whether the time between an initial application and a job offer is too long, resulting in qualified and desirable applicants being lost to employers who hire more expeditiously. 	<ul style="list-style-type: none"> The LMPD requested that Metro HR work with the Recruitment and Selection Unit in order to streamline the hiring process. The LMPD continues to work with Metro HR in order to identify hiring barriers and to correct them. LMPD has amended the job requirements for police officer and now consider alternative options to college that allows for a broader pool of applicants.
<p>Police executives should consider using financial and other incentives to advance worthwhile higher education and community residency objectives, and in any case, ensure that these objectives do not hinder minority hiring objectives.</p> <ul style="list-style-type: none"> With respect to both higher education and residency requirements, it may prove more effective and equitable to advance these worthwhile goals through financial incentives to applicants rather than mandatory requirements. 	<ul style="list-style-type: none"> Metro Government offers financial reimbursement to qualified employees to advance their education. LMPD offers a variety of educational opportunities for sworn employees to include: <ul style="list-style-type: none"> Southern Police Institute (SPI) FBI National Academy LMPD Training Academy And other local and non-local training opportunities that are relevant and necessary for job function The LMPD currently allows officers to participate in a take home vehicle program if

	<p>they have a minimum three (3) years of sworn service and are residents of Jefferson County. Non- residents are not allowed to take their vehicle out of county.</p>
<p>Police executives should avail themselves of sound legal and professional advice when making decisions affecting personnel selection.</p> <ul style="list-style-type: none"> The entire personnel selection process is the subject of much legislation and litigation, sound legal advice should be sought. 	<ul style="list-style-type: none"> The LMPD has a full time legal advisor on its staff to provide counsel to the Chief as necessary. The LMPD can utilize the County Attorney as necessary for legal counsel and opinions.
<p>Police executives should determine whether minority recruits are disproportionately dismissed from the agency during recruit training, field training and probationary employment periods, and if so, determine why and seek ways to reduce that disparate impact.</p> <ul style="list-style-type: none"> Unless and until police officer applicants are serving on the street as permanent officers, their presence in the police organization does little to advance the goal of having a police workforce that reflects community diversity. 	<ul style="list-style-type: none"> The LMPD regularly consults with legal professionals, such as the Civil Service Board, Metro Human Resources, the departmental Legal Advisor and the County Attorney's Office on such matters. The LMPD Training Division shall produce an annual report of the personnel hiring process.
<p>Police agencies should develop and deliver education and training programs relating to racial bias in policing as a means to help personnel understand and address a complex issue, without being accusatory.</p> <ul style="list-style-type: none"> Education and training programs should not convey an accusatory tone; they should engage personnel in discussion, rather than preach to them. 	<ul style="list-style-type: none"> The LMPD Training Academy offers classes on community relationships, racial profiling, respect for all people, ethical behavior and interpersonal discipline and communication. All LMPD personnel received procedural justice, implicit bias and de-escalation training in 2015. These philosophies are now ingrained into all aspect of LMPD training. LMPD In-service and basic training focuses on philosophies in the President's Report on 21st Century Policing.
<p>Police and community perspectives must be incorporated in education and training programs relating to racial bias. We further recommend that education and training programs should be tailored to agency and community-specific needs, concerns and experiences.</p>	<ul style="list-style-type: none"> The LMPD Training Academy offers classes on community relationships, racial profiling, respect for all people, ethical behavior and interpersonal discipline and communication. The LMPD Training Division now has a Citizens Advisory Board.

<ul style="list-style-type: none"> • Good programs and materials cannot merely be taken off a shelf and presented locally; they should be customized for each agency and community. 	
<p>Police agencies should integrate education and training relating to racial bias in policing into a wide range of curricula, although a single course of instruction may suit immediate needs.</p> <ul style="list-style-type: none"> • Fully integrating discussions of racial bias in policing into other education and training courses takes time, so it may be necessary to develop a single course of instruction for immediate needs. 	<ul style="list-style-type: none"> • The LMPD Training Academy offers classes on community relationships, racial profiling, respect for all people, ethical behavior and interpersonal discipline and communication. • All LMPD personnel received procedural justice, implicit bias and de-escalation training in 2015. These philosophies are now ingrained into all aspect of LMPD training. • LMPD In-service and basic training focuses on philosophies in the President's Report on 21st Century Policing.
<p>All police personnel should receive academy and supplemental recruit training that conveys the message that the protection of human and civil rights is a central part of the police mission, not an obstacle to it.</p> <ul style="list-style-type: none"> • The founding principles of modern policing should be revisited, as should the mission and value statements adopted by the trainees' own agencies. • Police personnel should understand that the protection of human and civil rights is a central and affirmative part of the police mission, not an obstacle to effective policing. 	<ul style="list-style-type: none"> • LMPD SOP 8.4.2 mentions the importance of protecting individual rights: It is the policy of the department to protect the rights of all individuals regardless of their actual or perceived race, ethnicity/national origin, immigration status, language fluency, gender, gender identity/expression, sexual orientation, religion, socio-economic status, housing status, occupation, disability, age, politics, or other similar personal characteristics. Any crimes designed to infringe upon these rights are viewed seriously and given high priority. • The LMPD Training Academy offers classes on community relationships, racial profiling, respect for all people, ethical behavior and interpersonal discipline and communication and is also considering future classes and Training Bulletins on the topic. • The LMPD Training Division offers First Amendment training and the Department of Criminal Justice Training (DOCJT) offers protest training. • The LMPD has embraced the recommendations from the Presidents Report on 21st Century Policing. These principles

	<p>encourage police to step away from a warrior mentality and to train on de-escalation, implicit bias and procedural justice.</p>
<p>Education and training programs relating to racial bias in policing should more precisely define the numerous dimensions, complexities and subtleties of the problem.</p> <p>Personnel must understand that racial bias is a complex issue, one that takes many forms.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • Targeting motorists for traffic stops on the basis of racial profiles; • Applying discretionary enforcement on the basis of race; • Tolerating different degrees of disorder and deviance on the basis of race; • Interfering with citizens; routine activities on the basis of race (e.g. stopping, questioning and searching citizens without adequate cause); • Assuming someone is dangerous on the basis of race. 	<ul style="list-style-type: none"> • The LMPD Training Academy offers classes on community relationships, racial profiling, respect for all people, ethical behavior and interpersonal discipline and communication. The LMPD utilizes the Strategies and Tactics of Patrol Stops (S.T.O.P.S.) lesson plan, as outlined in SOP 7.12.7, when stopping violators: <ul style="list-style-type: none"> ○ The officer will greet the violator and identify himself/herself by name. ○ The officer should explain the reason for stopping the violator. ○ The officer will ask the operator of the vehicle if there was a legitimate reason for doing what he/she did. ○ The officer will ask where the driver's license, insurance and registration information is located before asking him/her to retrieve any of them. ○ The officer will give instructions to the violator to follow (e.g. remain in the vehicle and buckle up) as he/she reviews documentation and decides what action to take. ○ The officer will issue the appropriate warning or citation and let the violator know that the traffic stop is over.
<p>Education and training programs should present the available data about racial bias in policing and throughout the criminal justice system.</p> <ul style="list-style-type: none"> • Racial bias in policing does not manifest itself the same way in every jurisdiction; local data should be presented. • Discussions of racial bias in the prosecutorial, judicial and correction functions of the criminal justice system may be beneficial. 	<ul style="list-style-type: none"> • The LMPD participates in the Disparate Minority Confinement Committee and related Crime Commission initiatives. • All LMPD personnel received procedural justice, implicit bias and de-escalation training in 2015. These philosophies are now ingrained into all aspect of LMPD training. • LMPD In-service and basic training focuses on philosophies in the President's Report on 21st Century Policing.
<p>Education and training programs relating to racial bias in policing should convey the impact</p>	<ul style="list-style-type: none"> • The LMPD Training Division shall incorporate real perspectives from individuals in future training classes. LMPD SOP 8.8.1 discusses

<p>the problem has on individual citizens, police and the community as a whole.</p> <ul style="list-style-type: none"> • Personal testimonials from minorities who have suffered the effects of racial profiling or other forms of racial bias in policing can be effective in personalizing the problem and emphasizing the real harm caused to real people. • Police personnel should consider how the level of public trust in the police affects their ability to carry out their duties. 	<p>how profiling affects citizens and law enforcement:</p> <p>Biased law enforcement practices impair investigative effectiveness, alienate citizens, foster a distrust of law enforcement, and may subject officers to civil or criminal liability. Most importantly, biased law enforcement practices are unethical. The protection and preservation of the constitutional rights of individuals remains one of the paramount concerns of government and law enforcement. The Louisville Metro Police Department (LMPD) prohibits any type of biased law enforcement practices.</p> <ul style="list-style-type: none"> • All LMPD sworn members received training on implicit bias, procedural justice and de-escalation in 2015. The philosophies have been ingrained into every training that LMPD offers.
<p>Education and training programs relating to racial bias in policing should explore the reasons it exists, especially at the institutional, organizational and social levels.</p> <ul style="list-style-type: none"> • Discussions of the reasons for racial bias in policing commonly start with the biases and prejudices of individual police officers. • Today's police personnel should not be made to feel personally responsible for racial bias in policing, but should be able to recognize that larger societal forces – beyond those of individual police officers – have been responsible for some degree of racial bias in policing. • One approach to addressing how police should respond to social and institutional pressures that can lead to racial bias in policing is to have officers consider the costs and benefits of being right and wrong about race-based suspicions. 	<ul style="list-style-type: none"> • The LMPD prohibits prejudice in SOP 5.1.20: <p>Members will not express any prejudice concerning an individual's actual or perceived race, ethnicity/national origin, immigration status, language fluency, gender, gender identity/expression, sexual orientation, religion, socio-economic status, housing status, occupation, disability, age, politics, or other similar personal characteristics.</p> • The LMPD Training Academy classes on racial profiling and respect for all people explore the issue of racial profiling and how this behavior undermines the mission of law enforcement. • All LMPD sworn members received training on implicit bias, procedural justice and de-escalation in 2015. The philosophies have been ingrained into every training that LMPD offers.
<p>Education and training programs relating to racial bias in policing should identify the key decision points at which racial bias can take effect, at the incident level.</p>	<ul style="list-style-type: none"> • The LMPD utilizes the Strategies and Tactics of Patrol Stops (S.T.O.P.S.) lesson plan, as outlined in SOP 7.12.7, when stopping violators:

<p>At the incident level, racial bias can play a part at several key decision points for police officers including:</p> <ul style="list-style-type: none"> • Deciding who is worth surveilling; • Deciding whom to contact or detain; • Deciding what attitude to adopt during contacts and stops; • Deciding what actions to make suspects take during stops; • Deciding whether and how to explain to citizens the reasons for contacts or stops; • Deciding how long stops will last; • Deciding whether to search or ask for consent to search; • Deciding how dangerous suspects are (level of force, if necessary); • Deciding what enforcement action to take; • Deciding what charges to file. <p>Education and training programs should cover relevant laws and agency policies that guide and constrain police enforcement decisions where racial bias might come into play.</p>	<ul style="list-style-type: none"> ○ The officer will greet the violator and identify himself/herself by name. ○ The officer should explain the reason for stopping the violator. ○ The officer will ask the operator of the vehicle if there was a legitimate reason for doing what he/she did. ○ The officer will ask where the driver's license, insurance and registration information is located before asking him/her to retrieve any of them. ○ The officer will give instructions to the violator to follow (e.g. remain in the vehicle and buckle up) as he/she reviews documentation and decides what action to take. ○ The officer will issue the appropriate warning or citation and let the violator know that the traffic stop is over. <ul style="list-style-type: none"> • The LMPD has developed a public information brochure regarding what to do when a citizen is stopped by a police officer and shall incorporate these and other relevant points into future training classes. All officers shall complete Honing Interpersonal Negotiating Techniques (HINT) training in 2015. • All LMPD sworn members received training on implicit bias, procedural justice and de-escalation in 2015. Those philosophies have been ingrained into every training that LMPD offers. • Every sworn member of LMPD receives annual legal updates on clearly established law from the department legal advisor.
<p>Police should review how operational strategy can contribute to racially bias policing and the perception thereof.</p> <p>The discussion of how police operational strategy might contribute to racial bias in policing should begin by having police personnel challenge some of the assumptions underlying conventional police strategy, which emphasizes criminal and traffic enforcement as the primary means to control crime and disorder.</p>	<ul style="list-style-type: none"> • The LMPD recognizes that some policing initiatives might be perceived to target a particular location or group (e.g. hot-spot policing); however, these initiatives are separate from the demographics of the area and are only used to target a particular type of criminal activity. • The LMPD utilizes strategies of procedural justice when dealing with the public.
<p>Education and training programs relating to racial bias in policing should teach police ways</p>	<ul style="list-style-type: none"> • The LMPD Training Division has a block regarding identifying the legal and moral consequences of discriminatory attitudes and

<p>to reduce misunderstanding, conflict and complaints due to perceived racial bias.</p> <ul style="list-style-type: none"> • Officers should be well trained to articulate, verbally and in writing, what specific information they relied on to establish reasonable suspicion and probable cause. • Officers should receive training that emphasizes the importance of providing citizens with adequate explanations for why they have been stopped. 	<p>behaviors (i.e. hate crimes) in police work and society.</p> <ul style="list-style-type: none"> • LMPD SOP 8.8.3 states the basis for reasonable suspicion and probable cause: All investigative detentions, traffic stops, searches, seizures and arrests shall be based upon reasonable suspicion or probable cause. • In addition, LMPD SOP 8.8.7 requires officers to complete a Vehicle Stop Reporting form for each, and every, traffic stop, regardless of whether a citation is written or an arrest is made. • Open communication is the key to a successful law enforcement stop. SOP 8.8.3 stresses the importance of communicating with citizens: • Providing citizens with an explanation as to why they were stopped improves relations with the community and reduces the perception of bias on the part of the police. Therefore, officers should make a reasonable effort to provide an explanation as to why the citizen was stopped, unless doing so would undermine an investigation or jeopardize the officer's safety. • The LMPD continues to expand upon these issues in its training. • All LMPD personnel received procedural justice, implicit bias and de-escalation training in 2015. These philosophies are now ingrained into all aspect of LMPD training. • LMPD In-service and basic training focuses on philosophies in the President's Report on 21st Century Policing.
<p>Education and training programs relating to racial bias in policing should present alternative operational strategies, in particular, community and problem-oriented policing strategies.</p>	<ul style="list-style-type: none"> • The LMPD embraces the community-oriented policing approach and offers several ways that the public can correspond with the department, including the website, 574-LMPD Crime Tip Line and the city's Ethics Line.

<ul style="list-style-type: none"> • Community and problem-oriented policing strategies call for police personnel to develop a comprehensive knowledge of the area of the jurisdiction to which they are assigned. • Actively solicit community input about crime and disorder problems. 	<ul style="list-style-type: none"> • LMPD participates in Metro Government's One Love Louisville Program. Under goal 12 of this program, LMPD leads or participates in numerous community outreach efforts. Many of these efforts focus on the youth with an emphasis of allowing interaction with police in a non-enforcement environment.
<p>Police executives should publicly acknowledge that the potential for racial bias exists in policing, and commit themselves to reducing that potential. We further recommend police agencies should inform the public about their responsibilities and rights during an encounter with the police. They should reinforce the idea that effective crime control strategies need to be compatible with the protection of human rights and civil liberties.</p> <p>Public information/training should:</p> <ul style="list-style-type: none"> • Inform citizens of what they are obliged to do upon lawful police request; • Emphasize the need for positive police-community interactions, and encourage citizens to work with the police towards common goals; • Be disseminated through the mass media, community meetings, citizen police academies and personal contacts between police and citizens. 	<ul style="list-style-type: none"> • The Chief has talked about racial bias issues and implicit bias in interviews and at public forums. These issues shall continue to be addressed by the LMPD. • The LMPD utilizes the Strategies and Tactics of Patrol Stops (S.T.O.P.S.) lesson plan, as outlined in SOP 7.12.7, when stopping violators: <ul style="list-style-type: none"> ○ The officer will greet the violator and identify himself/herself by name. ○ The officer should explain the reason for stopping the violator. ○ The officer will ask the operator of the vehicle if there was a legitimate reason for doing what he/she did. ○ The officer will ask where the driver's license, insurance and registration information is located before asking him/her to retrieve any of them. ○ The officer will give instructions to the violator to follow (e.g. remain in the vehicle and buckle up) as he/she reviews documentation and decides what action to take. • The LMPD has developed a public information brochure regarding what to do when a citizen is stopped by a police officer and shall incorporate these and other relevant points into future training classes.
<p>Police executives should publicly acknowledge that the potential for racial bias exists in policing and commit themselves to reducing that potential. Police agencies should inform the public about their responsibilities and rights during an encounter with the police. They should reinforce the idea that effective crime control strategies</p>	<ul style="list-style-type: none"> • The LMPD has developed a public information brochure regarding what to do when a citizen is stopped by a police officer and shall incorporate these and other relevant points into future training classes.

<p>need to be compatible with the protection of human rights and civil liberties.</p> <ul style="list-style-type: none"> • Trust between the police and the community is built through long-term engagement. • Allowing citizens to participate in decision-making affecting how they are policed ensures a shared responsibility between the police and the community. • Police departments' efforts to provide significant means for community input into police operations and policy decisions are the backbone of community engagement. 	
<p>Police department personnel should strive to achieve competence in the areas listed below.</p> <ul style="list-style-type: none"> • The ability to communicate with residents in their primary language. • An understanding of cultural issues relating to policing and public safety. • A respectful approach to relationships with residents. • The ability to be fair and provide equal treatment. • The willingness to examine assumptions about links between race/ethnicity and crime in the jurisdiction, in order to bring stereotypes to light. • Interpersonal skills and a sincere interest in engaging with the community. • The willingness to focus community outreach activities on traditionally underserved populations. • A departmental approach to human resources that conveys the same respect for diversity that the department is trying to convey to the community at large. <p>The competencies listed are necessary for the police to effectively interact with minority groups. Some items apply to all department personnel including administrative, records and communications staff as well as line staff and commanders.</p>	<ul style="list-style-type: none"> • The LMPD utilizes bilingual officers and the Language Line in order to communicate with individuals whose primary language is not English. • The LMPD utilizes strategies of procedural justice when dealing with the public. All LMPD personnel regularly receive Procedural Criminal Justice training. • The LMPD Mission Statement and the Law Enforcement Code of Ethics stress the importance of protecting the constitutional rights of all, prohibiting personal feelings or prejudices from affecting decisions, the importance of ethical behavior and accountability, showing respect for all people and being objective through fair and impartial enforcement of laws without bias. • The LMPD Training Division offers a block on community issues, which addresses interacting with and distinguishing members of the community whose culture and life experiences may be different from their own. In addition, this block defines the perception of the LMPD and law enforcement in general from the viewpoint of the community collectively, as well as specific groups/individuals of the Louisville Metro population. The LMPD shall continue to work with the Training Division on in-service classes regarding these issues.

<p>Police departments should organize police-citizen task forces to identify how the jurisdiction can effectively respond to racially biased policing and the perceptions thereof.</p> <ul style="list-style-type: none"> • Police departments should have long-term sustained programs for reaching out to minority communities. 	<ul style="list-style-type: none"> • The LMPD routinely engages department-citizen discussions including the Interdenominational Ministerial Coalition to identify areas for improvement. The LMPD offers Citizens Police Academies for certain groups in order to let participants have a greater understanding of law enforcement and responding to criminal behavior. • LMPD participates in Metro Government's One Love Louisville Program. Under goal 12 of this program, LMPD leads or participates in numerous community outreach efforts. Many of these efforts focus on the youth with an emphasis of allowing interaction with police in a non-enforcement environment.
<p>Police departments should use a combination of contemporary and progressive approaches to provide multiple opportunities for minority group interactions with the police.</p>	<ul style="list-style-type: none"> • The LMPD produces the Blue Report, which covers all aspects of community policing. The LMPD also actively participates in many activities, such as the Dirt Bowl, West End Appreciation, Crime Prevention College, National Night Out, Citizens Police Academies, Team Street Safe and youth chats with the LMPD, in order to foster minority interaction with the department. • LMPD participates in Metro Government's One Love Louisville Program. Under goal 12 of this program, LMPD leads or participates in numerous community outreach efforts. Many of these efforts focus on the youth with an emphasis of allowing interaction with police in a non-enforcement environment.
<p>Police executives, in collaboration with citizen leaders, should review the pros and cons of data collection and decide in light of the agency's political, social, organizational and financial situation, either to initiate data collection or to allocate available resources to other responses to racially biased policing and the perceptions thereof.</p> <ul style="list-style-type: none"> • Agency executives may responsibly choose to invest resources in responses other than data collection however, while 	<ul style="list-style-type: none"> • The LMPD has participated in various vehicle stop studies and requires its officers to complete a Vehicle Stop Reporting form on each traffic stop. These statistics are then analyzed. • The LMPD conducts citizen satisfaction surveys to allow citizens to rate their experiences and express their opinions regarding departmental operations.

<p>rejecting a full-fledged data collection system, they might consider a small scale and/or periodic data collection effort as one aspect of an overall assessment and response effort.</p> <ul style="list-style-type: none"> • Police executives have concerns that questionable data interpretations will be used irresponsibly by agency critics, including the media, and/or used in lawsuits against the agency. 	<ul style="list-style-type: none"> • The LMPD gathers and tracks many different data sets on a regular and on-going basis. Many of these data sets are shown in the Mayor’s LouieStat Forums and are also shown on both the department’s website as well as Metro Louisville open data portal.
<p>If agencies are mandated or choose to collect data, they should consider targeting <u>all vehicle stops</u>. This includes all detentions and arrests of motorists, including stops for traffic violations, criminal violations and suspicious person/activities. It does not include pedestrian stops or nonconsensual encounters that do not amount to detentions.</p> <ul style="list-style-type: none"> • Traffic Stops-many agencies that collect data focus on traffic stops only. • Vehicle Stops-Collecting data for traffic stops excludes obtaining information about general investigative stops of motorists. • Detentions-Collecting data on all detentions including traffic, vehicle and pedestrian stops. • Nonconsensual Encounters-When an officer engages a citizen in a manner not invited by the citizen but that does not amount to a legal detention. 	<ul style="list-style-type: none"> • LMPD requires the use of a “STOPS” form on every traffic stop. This documents the details of the stop and occupants of the vehicle to include race and whether or not a search was conducted. • LMPD has an annual contract with the University of Louisville to analyze the STOPS data and produce a report which explains the data.
<p>Agencies that choose or are mandated to collect data should include data elements and response options. See pages 126-134 for more detail.</p> <ul style="list-style-type: none"> • The data should be just one aspect of an “early warning system” for racially biased policing. • Policing and statutes that link individual officer “results” directly to disciplinary measures are unfair and misguided. 	<ul style="list-style-type: none"> • The LMPD conducts a monthly review of reports prepared by the Professional Standards Unit (PSU). • A monthly report is created and aggregate data is analyzed to identify issues that need to be pursued by the Professional Standards Unit and the Training Unit.
<p>Police departments should consider the pros and cons of linking data to officer identify. If a department chooses not to collect data with link to individual officers, the data should be linked to units of the department such as assignment or beat.</p>	<ul style="list-style-type: none"> • Biased law enforcement data is linked to the patrol divisions and not directly linked to the officer’s identity.

<ul style="list-style-type: none"> • Assessing racially biased vs. equitable policing requires looking not only at whom police engage, but also at what happens during the engagement. • It is critically important for command staff to understand that their data collection system cannot rule out all competing hypotheses that might explain why data for an officer indicate disproportionate stops of racial/ethnic minorities. 	
<p>Agencies should obtain independent researchers assistance for analyzing their racial bias data.</p> <ul style="list-style-type: none"> • The analyst(s) should be trained in social science methods and has general knowledge of law enforcement as well as knowledge of specific issues associated with analyzing police detention/stop data. • Capable analysts are most likely to be associated with a college or university or independent research firm. • The researcher(s) should work in conjunction with a police-citizen task force. • The police-citizen group should advise the agency executive, and the executive should set clear parameters for the group regarding the type of input being sought. 	<ul style="list-style-type: none"> • The LMPD consults with Dr. Keeling and the University of Louisville to analyze data and conduct research for the department. This allows an unbiased view of the data and increases transparency. • The LMPD routinely utilizes outside researchers when completing special projects: Alexander Weiss conducted the 2014 Staffing Study.