



*Advancing 21st Century Policing:  
The Little Rock Police Department  
Report to the Community  
2017*



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# A Message to the Community

The Little Rock Police Department is proud to present an update to its 21st Century Policing Report to the Community.

In December of 2014, President Barack Obama appointed an 11-member task force on 21<sup>st</sup> Century Policing to respond to a number of serious incidents between Law Enforcement and the community, particularly communities of color. The goal of the task force was to identify best practices and make recommendations on how policing practices can promote effective crime reduction while building public trust and promoting officer safety and wellness. As a result, on May 18, 2015, the task force issued a National Report that outlined six pillars as a measurable guide for Law Enforcement agencies.

In 2016, the Little Rock Police Department adopted the 21<sup>st</sup> Century Policing and began an internal review process to align our agency with the established six pillars set forth in the report. These six pillars are commonly known as the “Gold Standards of Policing”.

Many individuals, both sworn and civilian members of the Little Rock Police Department, contributed to this effort. As a result, the Department as a whole has embraced the 21st Century Policing philosophy, and this report is reflective of this commitment. This report also provides transparency to the community and serves as a forum for review and discussion from the citizens of Little Rock.

I think that you will find this report informative and reflective of the Little Rock Police Department’s service to its citizens and in line with the goal of 21<sup>st</sup> Century Policing.

We thank you for your continued support and we welcome your comments and feedback on this report. Send ideas to [LRPDChief@littlerock.gov](mailto:LRPDChief@littlerock.gov).

Kenton Buckner  
Chief of Police



# PILLAR 1- Building Trust and Legitimacy

The Little Rock Police Department recognizes the importance of relationships between the citizens of our community and members of our Department, both sworn and civilian. It is our goal to engage in Community Policing as a Department wide philosophy as we work with our residents as well as the business community towards the common goal of preventing crime and overall public safety.

*Examples of our efforts towards Building Trust and Legitimacy*

## Procedural Justice

The Little Rock Police Department in 2017 implemented procedural justice as a component of its training curriculum and recognizes the importance it has in creating a framework for legitimacy. All sworn personnel, recruits, and civilian staff are learning how procedural justice exists when there is fairness, voice, transparency and impartiality.

The procedural justice instruction is based on four central principles: treating people with dignity and respect, giving citizens a 'voice' during encounters, being neutral in decision making, and conveying trustworthy motives. These principles create positive change through increased public confidence in the police, improved perception of safety, better community partnerships, and a more engaged community.

## Diverse Workforce

The Little Rock Police Department recognizes to build trust and legitimacy in our community, we must have a goal to have a diverse workforce that reflects the community that we serve.

In 2017, LRPD started three recruit classes hiring 85 new recruits. Below is the racial and gender makeup of those that were hired:

White Male:	53	62%
White Female:	7	8%
Black Male:	14	17%
Black Female	6	7%
Hispanic Male	4	5%
Hispanic Female	1	1%





## **PILLAR 1- Building Trust and Legitimacy**

### **Citizens Police Academy**

The Little Rock Police Department established the Citizens Police Academy in 1992. The Department recognized the importance of establishing relationships with citizens that we are sworn to protect. The Citizens Police Academy allows citizens the opportunity to see what police officers do on a daily basis and provides us the opportunity to have positive non-enforcement interaction with the community. The program consists of eight (8) weekly one and a half sessions of instruction and discussion presented by members of various sections of the Little Rock Police Department. The goal is to educate and inform the public, not to train the citizen in any type of law enforcement capacity. We have over 1000 citizens that have graduated from our CPA program. If you would like to get involved in the Citizens Police Academy, please call 501-918-5369 or email at [mhill@littlerock.gov](mailto:mhill@littlerock.gov).

### **Police Youth Live-In Camp**

For close to 20 years, the Little Rock Police Department has hosted the Little Rock Police Youth Live-In Camp every summer. In 2017, close to 100 Little Rock school kids between the ages of 10 and 12 and camp counselors comprised of 34 officers spent a week at the Arkansas 4-H Camp. Along with regular camp activities such as fishing, games, boating and archery, campers spend time talking about their community, the police and hold trust building exercises. Different areas of the Department also show up during the week to do demonstrations such as S.W.A.T., Aviation and the K-9 Unit. Officers are not in uniform all week until the very last night creating an atmosphere where the kids can share their feelings freely through the week. Many long term friendships with kids have developed through this activity, which in turn has strengthened community ties.



## **PILLAR 2- Policy and Oversight**

The Little Rock Police Department is committed to serving the community in a fair, informed, and unbiased manner. Ongoing in-service training and thorough investigations of any allegations of misconduct are key components to ensuring this commitment is met. The Police Department consistently relies on clear and comprehensive policies to effectively guide all of its personnel in the performance of their duties.

In order for officers to carry out their responsibilities according to established policies, those policies must reflect community values. Law enforcement agencies should collaborate with community members, especially in communities and neighborhoods disproportionately affected by crime, to develop policies and strategies for deploying resources that aim to reduce crime by improving relationships, increasing community engagement, and fostering cooperation.

### *Examples of Policy and Oversight*

#### **National Accreditation**

Accreditation is a voluntary, internal process by which agencies seek to achieve, objectively verify and maintain high quality in their operations. The process involves periodic evaluations conducted by an independent, external nongovernmental body who has established standards for those agencies that participate in the process. An accreditation is a comprehensive evaluation of an agency's policies and how these policies are put into practice every day.



Since 1998, the Little Rock Police Department has been recognized as a nationally accredited law enforcement agency through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA).

On April 3, 2016, the Little Rock Police Department was awarded Reaccreditation with Excellence (Gold Standard), the seventh consecutive reaccreditation the Department has received. The Gold Standard Accreditation demonstrates the Department's continuous commitment to meeting and exceeding established best practices.

In June of 2017, the Little Rock Police Department began the process to have our Training Division accredited through CALEA. This began a two-year period known as a "self-assessment period" to ensure the 160 standards required for accreditation. It is our goal to complete this process in 2018.

Accreditations and awards are a validation of our Department's commitment to serving the citizens of Little Rock with excellence. These types of recognitions help to reinforce our investment in the community and our dedication to equal and fair treatment.

#### **State of Arkansas Accreditation**

The Arkansas Law Enforcement Accreditation Program (A.L.E.A.P.) is a voluntary process where police agencies in Arkansas prove their compliance with Arkansas Law Enforcement's current Best Practices or Standards. These Standards were carefully developed by Arkansas Law Enforcement professionals to assist agencies in the efficient and effective delivery of service and the protection of individual's rights. In February 2017, the Department successfully demonstrated a high level of excellence and professionalism in the field of law enforcement by meeting the standards set forth by the Arkansas Law Enforcement Accreditation Program (A.L.E.A.P.).



## **PILLAR 2- Policy and Oversight**

### **Citizen's Appeal and Review of Officer Involved Deadly Force Incidents**

An example of oversight is a recent review of the City of Little Rock Civil Service Commission Rules and Regulations. The purpose of the review was to determine review/appeal options for officer involved shooting incidents involving death from an officer involved shooting incident. We were able to determine there is an option for appeal; however, it was not readily apparent to immediate family members. To make this appeal option available, a form letter was created and is currently being sent out to the appropriate next-of-kin of the victim of an officer involved shooting incident. The letter explains the investigative process and it emphasizes critical dates that preserves the right of the next-of-kin to file an appeal at the conclusion of the investigation. The City of Little Rock Civil Service Commission is responsible for the appeal hearing.

### **Early Intervention Program**

The intent of the Early Intervention System (EIS) is to ensure that the Little Rock Police Department is not faced with serious problems that reveals an escalating pattern of misconduct that could have been abated through earlier intervention. Simply put, it is a program designed to monitor employee's actions and identify potential problem employees early in the process, so that corrective action can be taken before a situation gets out of hand. It should be noted that the use of the EIS is not for punishment but to provide training, resources and counseling based upon an employee's review that results from the Early Intervention System.

### **Annual Review of Use of Force Incidents**

The vast majority of police interactions with the public do not involve an officer using force. In 2017, officers responded to a total of 155,562 calls for service dispatched by Communications. Officers initiated contact with citizens on their own (i.e. traffic stops, subject stops) 33,041 times in 2017. During those 188,603 citizen contacts, 241 resulted in officers using force. These use of force incidents represented only 0.13 of 1% of the Department's total public contacts. For every 1000 contacts with the public, force was used 1.28 times. The number of use of force incidents decreased 7.7% compared to 2016. The below chart compares the last two years:

	2016	2017	Difference	
<b>Uses of Force Incidents</b>	261	241	-20	<b>-7.70%</b>
<b>Dispatched Calls Officers Responded</b>	162,363	155,562	-6801	<b>-4.20%</b>
<b>Officer Initiated Events</b>	31,432	33,041	+1609	<b>+5%</b>
<b>Total</b>	193,795	188,603	5192	<b>-2.7%</b>
<b>Uses of Force per 1000 Calls DIS/OI</b>	1.35	1.28		
<b>Deadly Force Incidents</b>	3	6	+3	<b>100%</b>

In short, while each application of force is separately investigated and reviewed, overall the use of force by Little Rock Police officers is a rare occurrence. This finding offers reassurance that officers are implementing, in practice, the de-escalation training and tactics that are of best practices within the profession, while maintaining a high level of engaged, proactive law enforcement activity.



## **PILLAR 3— Technology and Social Media**

The Little Rock Police Department uses Technology and Social Media to support our officers and to enhance our ability to communicate with the citizens of Little Rock. Our deployment of Mobile Video Recording (MVR) equipment in our patrol cars is an invaluable tool assisting us as we endeavor to build trust within the community. Since 2014, the Little Rock Police Department has used social media platforms such as Twitter and Facebook to share information with and to engage the public in order to enhance their relationship with one another. The Department has increased its social media footprint to keep the public informed on various law enforcement initiatives and community-oriented policing programs.

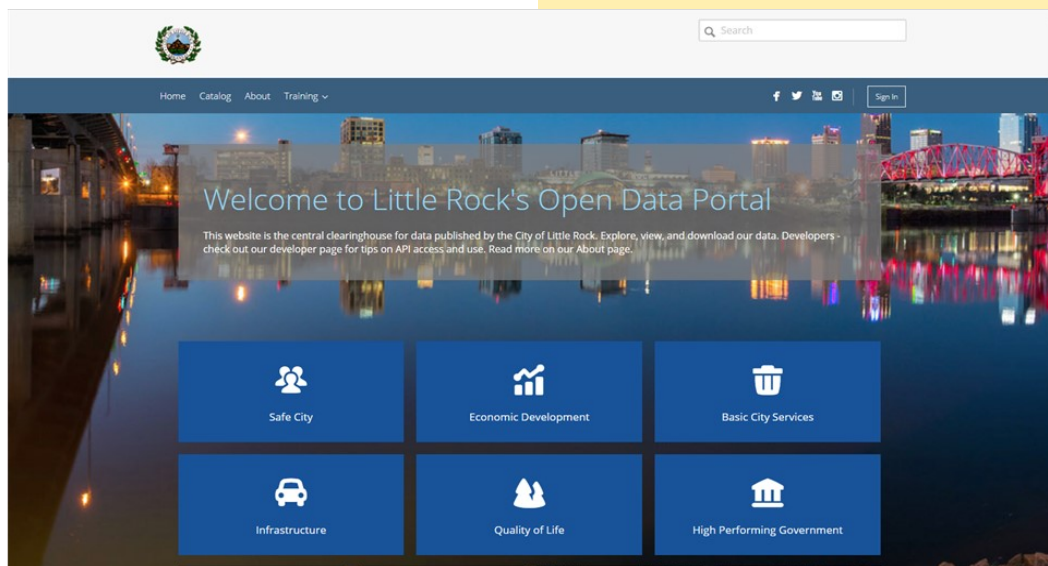
### *Examples of Technology and Social Media*

#### **Website for the Public**

The City of Little Rock has an external web site at [www.littlerock.gov](http://www.littlerock.gov) that provides the public with access to information on all city departments, including the Police Department. On the Police Department's page, the public has access to the Department's Mission Statement and Value Statement, Facebook and Twitter feeds, a Calendar of Events, Neighborhood Watches, Our Kids Programs, and other Helpful Links. The public can access Offender Watch – Sex Offender Registry, Crime Prevention/Neighborhood Watch, 21st Century Policing Initiative, Accident Reports, Crimes Reports, and Home Property Inventories. The page also provides the public with an opportunity to "Thank an Officer", research areas and divisions within the Department, and a section on Frequently Asked Questions.

#### **Open Data Portal**

The Little Rock Police Department is excited about the Open Data Portal, which allows citizens access to data from all of the city's departments, including public safety data. The Department is working with the city to provide information, in as close to "real-time" as possible on Part I Offenses. In time, the Department hopes to publish additional data sets on the Data Portal, and its companion site Citizen Connect, to allow residents of Little Rock to retrieve police data on a neighborhood level.





## **PILLAR 3— Technology and Social Media**

### **Body Worn Cameras**

In the wake of the high profile incidents across the country where police officers have used deadly force, the Little Rock Police Department began the process of researching body worn cameras for patrol officers. Our research shows that the general consensus from law enforcement agencies that have implemented body worn cameras, is that complaints from citizens, and officers' use of force were drastically reduced after the implementation. It is well known that when people know they are being recorded, they tend to follow the rules (this applies to both the officer and the citizen). The Little Rock Police Department views body worn cameras as another tool to build trust and be transparent to the citizens of Little Rock. However, there are many issues to be taken into consideration before implementation, such as, cost of equipment, training, audio/video storage and maintenance. Not to include being able to be responsive to the Freedom of Information Act Requests of citizens. As a result, the Little Rock Police Department continues its quest to research, evaluate, and purchase the most cost effective camera system to equip patrol officers as we strive to be transparent and build trust with the citizens of Little Rock.

### **National Integrated Ballistic Information Network (NIBIN)**

The Little Rock Police Department currently has access to a National Integrated Ballistic Information Network (NIBIN) system (IBIS BRASSTRAX and IBIS MATCHPOINT) through the State of Arkansas Crime Lab. Currently, the Department has one (1) certified NIBIN examiner that can utilize the technology by reserving the machine when it is available Monday-Friday. To facilitate 24-7 access to this technology, the Little Rock Police department is actively attempting to acquire a NIBIN system for exclusive use by our trained examiners. Additionally, the Department is attempting to obtain NIBIN training and certification for two (2) additional detectives.

The NIBIN technology provides the Little Rock Police Department the ability to populate the only interstate automated ballistic information system in the United States with actionable investigative leads in a timely manner. The ballistic cartridges found at a gun crime scene can be entered into the integrated ballistic identification system, where they will be correlated against evidence from the City of Little Rock, neighboring jurisdictions, as well as across the country. This will significantly improve the ability of Little Rock Police Detectives and departmental personnel to link unassociated gun crimes and significantly assist in the subsequent arrest and prosecution of individuals involved in gun crimes.

### **Social Media Networking**

The Little Rock Police Department finds immense value in social media networking sites like Facebook, Twitter, Instagram and YouTube. Social media platforms like these are being used to connect the community with their police department. Using social media allows for the sharing of crime alerts and engage the public in efforts to prevent and solve crime.

Additionally, the Public Affairs Unit highlights the great police work performed by the men and women of the Department as well as the many community partnerships. The Department also benefits from the social media commentary or feedback about the Department, its programs and issues that allows us to identify and mitigate safety concerns in the community. At the end of 2017, the LRPD had over 31,000 followers on Facebook and over 12,000 followers on Twitter. We will continue to engage the public with relevant and timely content, push to increase our followers and serve our citizens.

## **PILLAR 4— Community Policing and Crime Reduction**

The Little Rock Police Department is committed to Community Policing and embraces this as a philosophy that is deep rooted within the organization. We see every encounter we have with citizens as an opportunity to build relationships. We also recognize our efforts to reduce crime and enhance public safety and citizen's quality of life, is greatly improved with a healthy relationship with the citizens we serve.

### *Examples of Community Policing and Crime Reduction*

#### **Compstat**

The Police Department holds weekly COMPSTAT meetings, in which Command Staff and other officers talk about the previous week's crime incidents and conducts strategic planning on how to address the situation. COMPSTAT stands for Comparative Statistics. The Department posts a copy of each week's COMPSTAT Report on the City's web site, in the Crime Data section. By reviewing the report, residents can get a weekly snapshot of serious violent and property crimes in Little Rock, and track the number of incidents against the same period from the previous year.



#### **Community Oriented Policing (COP) Unit**

The COP Unit consists of four different elements. Each of the three Field Services Divisions has its own COP officers assigned to the division. These officers work closely with other City Departments and Agencies to help develop solutions to long term problems. These officers work in conjunction with the citizens in these areas to identify and drive out the criminal activity in the affected areas. These officers also plan, organize, and facilitate community/officer interactions such as Bike with a Cop, Safe Sleep Initiative, and regular child safety seat checks.



The River Market Unit has COP officers assigned to it. These officers are tasked with being a positive presence in the River Market, as well as handling law enforcement activities as they arise. The River Market COP Unit consists of foot patrol, bicycle officers, and horse mounted officers.

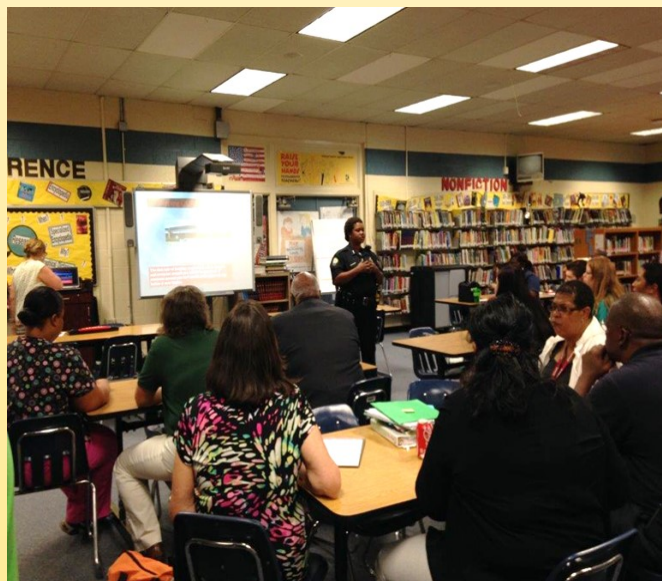




## **PILLAR 4— Community Policing and Crime Reduction**

### **School Resource Officers**

For the Little Rock Police Department, Community Policing is a Department wide philosophy. This philosophy extends from the oldest resident to the youngest. To influence the younger generations of our citizens, our School Resource Officers work within the Little Rock School District, not only to provide a safer learning environment, but to improve the officer's relationships with the students and to educate them in areas of the law that will influence them in a positive way. It's this educational component that will reduce crime in the juvenile population one child at a time. Officers are present in five high schools, seven middle schools and one alternative learning center. In these schools, officers are educating their students in the areas of bullying, conflict resolution, traffic and criminal law, drug education and more. Many School Resource Officers also volunteer on their own time to be mentors in our Department sponsored youth programs such as the OK Program and the GEMS Program, as well as in Little Rock's Boys and Girls Clubs. By constantly being present in their lives, these officers have a positive impact on both the students and the communities that they are part of by promoting positive interactions with our Department, solving problems, reducing crime and creating a higher quality of life in and out of the schools.





## **PILLAR 4— Community Policing and Crime Reduction**

### **Our Kids (O.K) Program**

The Little Rock Police Department is committed to engaging with the young men of our community through non-enforcement activities. These programs have shown to build relationships of trust between our youth and the officers that mentor them. This trust is the foundation for providing a legitimate relationship between the Department and the community we serve. Our OK Program, guided by a sergeant and one officer, gives our officers an opportunity to actively mentor African-American young men between the ages of 12 and 18 years old in five of the Little Rock School District Middle and High Schools and to train other mentors in the community to do the same. The OK Program started as a mere 20-25 young men meeting on each Saturday when the program started in 2008 and has grown to currently overseeing approximately 193 students, who then give back to their own community through neighborhood and faith-based activities. Through presentations such as “Before the Casket”, community leaders such as local judges, doctors, police officers and professionals show the young men that through positivity, hope and education, they can push through the pitfalls of life and become positive, active members of their communities who can then successfully give back to the next generation. Other presentations such as “Chances and Choices” allow the young men to hear from prior incarcerated men who have taken advantage of second chances and have made the appropriate choices to become successful in life and in their own community, so that they can make a real difference in the lives of others. These young men are an everyday part of the officers’ lives and through this involvement in the student’s home and school activities, officers have seen their first 20 participants go on to attend a local or out-of-state college.





## **PILLAR 4— Community Policing and Crime Reduction**

### **Girls Empowered by Mentoring Sisterhood (GEMS) Program**

The GEMS Program is also a trust and relationship building program like our OK Program, but with the mission of assisting the young women of our community. Our GEMS Program was first introduced in the 2015-2016 school year with a small representation of African-American young women, but has quickly grown into a program that sees 35-40 middle and high school young women between the ages of 12 and 18 years old each Saturday. GEMS is also guided by a sergeant and one officer. These young women have actively participated in both local and statewide events in their community. They were presenters with a Little Rock Board of Director's member regarding a Youth Master Plan for our city, did several presentations in local churches, and volunteered their time at the Arkansas Food Bank. Along with the police representatives involved, a goal of the GEMS Program is to train mentors in the community that these young women can also look to for guidance, help and hope. This has resulted in mentoring sessions put on by our GEMS Officers to further their reach into the community. GEMS Officers perform daily school visits and are also in the homes of their girls for counseling sessions when needed. By building these young women up and creating bonds with them in their youth, we hope to build a stronger and more positive female presence in our communities, our government and in our local professions.



### **Criminal Abatement Program**

The City of Little Rock has a Criminal Abatement Program (CAP) that utilizes resources from multiple departments specifically to target specific properties made up of single family residences, apartment complexes, hotels, and businesses that have been or in the process of being declared common nuisances.

The Criminal Abatement Program (CAP) is essential in requiring property owners to correct/eliminate the identified problem(s) or face litigation. One (1) Intelligence Detective from the Special Investigations Division is tasked with monitoring all the CAP properties enrolled in the program for the Little Rock Police Department for the meetings, which occur on the first and third Wednesdays of each month.

## **PILLAR 4— Community Policing and Crime Reduction**

### **Neighborhood Crime Watch Program**

The Little Rock Police Department has partnerships with 152 Neighborhood Associations. We place a significant value in the relationships with these individual groups. These neighborhood associations are the eyes and ears for the Department. Who better to know what is suspicious in a particular area than the people living in their neighborhood. Members of the Department attend Neighborhood Association meetings to share information and we push out informative e-mails to the associations ranging from crime prevention tips to current crime trends. If you have an interest in establishing a new neighborhood association, or working to strengthen an existing neighborhood association, please contact Laura Martin at (501) 918-5358 or at [lmartin@littlerock.gov](mailto:lmartin@littlerock.gov).



## **PILLAR 5– Training and Education**

The Little Rock Police Department understands the roles and responsibilities of law enforcement continues to expand; thus, the need for quality education and training for all officers throughout their career is critical. The Department's officers are prepared to meet a wide variety of challenges that include dealing with a growing mental health crisis, active aggressor incidents, terrorism, evolving technologies and changing laws.

### *Examples of Training and Education*

#### **Cultural Diversity**

In 2017, the Little Rock Police Department has contracted with Global Perspective Consulting Inc. to teach a course on cultural diversity to all recruits, officers, and supervisors. The owner, Dr. Robert Strauss, has taught the Department employees how to relate to all cultures not just their own. Dr. Strauss will continue to teach during the 2018 in-service and recruit school sessions.

The Department's policy strictly prohibits officers from engaging in any bias-based profiling and any complaint of a bias-based incident is investigated by the Professional Standards Unit. Training is conducted on bias-based policing during the Basic Recruit Academy and reinforced during annual In-Service training.

#### **De-Escalation Training**

Officers are provided de-escalation training in an effort to reduce the use of physical force. Officers have been trained in de-escalation and will continue to receive updated training during their annual In-Service training.

#### **Professional Leadership Development**

Developing current and future leaders within the Department is essential for success. Additional training is offered to supervisory personnel through partnerships with entities such as the FBI National Academy, Southern Police Institute, Leadership Command College, Senior Management Institute for Policing, School for Law Enforcement Supervision, and Arkansas Leader.



## **PILLAR 6– Officer Wellness and Safety**

The men and women of the Little Rock Police Department respond to risky situations and encounter tragedy on a daily basis. The wellness and safety of our officers is critical to the overall success of public safety in the 21st Century. The City of Little Rock and the Little Rock Police Department are committed to promoting a culture of health and wellness within the workforce and advocates for proactive and preventative measures.

### *Examples of Officer Wellness and Safety*

#### **Wellness Program**

The City of Little Rock's Wellness Program offers the tools necessary to help employees make lifestyle choices that can improve their overall health. Officers who choose to participate in this program can earn points by completing an annual physical exam, tracking workouts, attending health fairs and workshops. Additionally, all employees are provided access to the City of Little Rock Jim Daily recreational facility at a discounted rate.

#### **First Aid and Protective Equipment**

Recent critical incidents and several other mass casualty shootings across the United States have made it clear that law enforcement officers, like the military, must be prepared to provide immediate life-saving first aid. This need is especially important as civilian paramedics are traditionally staged away from the scene until it is safe or mostly safe to enter. This time delay can prove deadly when rapid bleeding or airway obstruction is present.

In 2017, all sworn personnel were issued and provided training on the importance of the individual first aid kits. Each kit contains the following items: 2 chest seals, 1 tourniquet, 1 quick clot gauze, 1 bandage, and 2 protective gloves. Case after case has demonstrated the need for law enforcement officers to have individual first aid kits immediately available to save lives when time is critical.

Additionally, higher level ballistic vests have been distributed to all front-line personnel and ballistic shields have been distributed throughout all three patrol divisions.

#### **Additional Safety and Protection**

The Little Rock City Board approved the purchase of ballistic helmets and protective equipment for every police officer in the field. This additional safety enhancements provide increased protection for the men and women of the Department and will allow officers to create time and space in unstable situations.

The Little Rock Police Department requires that officers wear ballistic vests when working patrol, other high-risk positions and when performing certain functions.

In addition, the Department has instituted protocols to identify and reduce incidents during high-speed vehicle operation to increase safety. These protocols have reduced the speeds in which officers operate their emergency vehicles during emergency driving.



## Our Mission

*The Little Rock Police Department is committed to protecting life and property through **Teamwork** with the community while embracing mutual **Respect** and **Understanding**. Our mission is to provide professional **Service** that is unbiased, consistent and **Transparent**. (T.R.U.S.T.)*



## Value Statement

Trust from the community we serve is essential for long term success. Every interaction with the public is an opportunity to build a relationship with the community. Public safety must be a collaboration between law enforcement and the citizens we serve. The value statement for the Department utilizing the acronym CONNECT is as follows:

### **C – Committed to our community**

The Little Rock Police Department is committed to our community by providing professional law enforcement services balanced with engaging in non-law enforcement activities to enhance the quality of life and safety for all citizens.

### **O – Objectivity**

The Little Rock Police Department is committed to providing law enforcement services in a fair, consistent, and unbiased manner.

### **N – Nurture our personnel**

The Little Rock Police Department recognizes the importance of our employees and offer a multitude of opportunities for career satisfaction and enhancement. This is accomplished through a variety of specialized assignments, educational and promotional opportunities, and established best practices in law enforcement training.

### **N – Networking**

The Little Rock Police Department works tirelessly to build bridges to establish relationships with community partners in order to provide a safe environment and enhance the quality of life.

### **E – Ethical treatment for all people**

The Little Rock Police Department advocates awareness and acceptance of all people without bias.

### **C – Committed to excellence**

The Little Rock Police Department is dedicated to providing outstanding service through continuous improvement while utilizing the industries best practices.

### **T – Trustworthy**

The Little Rock Police Department seeks to ensure officers perform their duties with professionalism while maintaining a police culture that is ethical and responsive to the community we serve.