



Commission on Accreditation for
Law Enforcement Agencies, Inc.
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May 27, 2016

Mr. Karl Jegeris
Chief of Police
Rapid City Police Department
300 Kansas City Street
Suite 200
Rapid City, SD 57701-2890

Dear Chief Jegeris:

CALEA Accreditation represents a commitment to professional excellence. The work of your organization toward attaining this internationally recognized credential is indicative of sound leadership, as well as practitioner support of adherence to standards.

The report accompanying this transmittal is provided only to the chief executive officer and represents observations and findings from the most recent standards-based review of the organization. It is important to review this document in its entirety with specific attention to any matter indicating compliance concerns, required policy/practice adjustments, or outcomes not reflective of the intent of standards. The Commission will use this document as the primary resource in considering your organization for accreditation. To that end, you or a qualified representative(s) should be prepared to address information contained in this report and respond to inquiries by Commissioners

The Rapid City Police Department is scheduled for a Review Committee Hearing at the next Commission Conference in Baltimore, Maryland on July 30, 2016. While the Commission does not require your attendance at this hearing, your participation helps ensure a comprehensive understanding of issues impacting your agency's candidacy. An Awards Banquet for successful organizations will occur in the evening following the Review Committee Hearing.

CALEA is *The Gold Standard for Public Safety Agencies* and we are honored to have your organization participate in this highly regarded process.

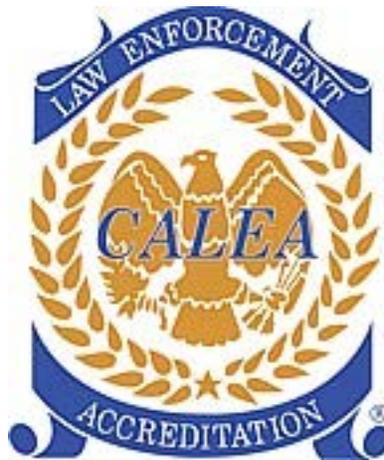
Sincerely,

A handwritten signature in black ink that reads "W. Craig Hartley, Jr." in a cursive script.

W. Craig Hartley, Jr.
Executive Director



Rapid City (SD) Police Department
Assessment Report



2016

**Rapid City (SD) Police Department
Assessment Report
March 2016**

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A. Agency name, CEO and AM

Rapid City (SD) Police Department
300 Kansas City Street
Rapid City, SD 57701

Karl Jegeris, Chief of Police
Peter Ragnone, Lieutenant and Accreditation Manager

B. Dates of the On-Site Assessment:

March 20-23, 2016

C. Assessment Team:

1. Team Leader: David Belmonte
Chief of Police
Lake Bluff (IL) Police Department
45 East Center Avenue
Lake Bluff, IL 60044
(847) 283-8688

2. Team Member: Blythe Frausto
Captain –RET.
Hobbs (NM) Police Department
9651 E. Naranja Avenue
Mesa, AZ 85212
(480) 694-3104

D. CALEA Program Manager and Type of On-site:

Tim Baysinger, Program Manager
Karen Shepard, Assessment Manager

Eighth reaccreditation, C size (154 personnel: authorized 122 sworn and 32 non-sworn).
5th edition Law Enforcement Advanced Accreditation

The agency utilizes the PowerDMS software program.

The following report reflects the Gold Standard reaccreditation model in which the traditional standard by standard file review was not conducted. Select files for off-site review were identified by the agency's accreditation team and the assessment team. Sixty-eight files were selected for off-site review by the assessment team. The selection of the 68 files was based on a new final annual report format designed to identify agency strengths, weaknesses, opportunities and threats.

E. Community and Agency Profile:

1. Community Profile

The discovery of gold in 1874 brought a flow of settlers into the Black Hills of South Dakota. Out of the gold rush grew cities, and other industries became apparent, such as lumbering, ranching and farming. John Brennan and Samuel Scott, along with a small party of men, came to the area in February, 1876. They camped in what is now known as Cleghorn Springs, did some exploring, and decided to lay out the site of the present Rapid City. A square mile was measured off and the six blocks in the center were designated as a business section. Out of a campfire conversation in 1876 by a group of disheartened prospectors, the city of Rapid City was born. Named for spring-fed Rapid Creek which flows through the city, Rapid City has become a city with the fastest and steadiest growth rate in the state. Its population, which is presently approximately 67,956 according to the 2010 census, makes it the second largest in the state. Situated well geographically, Rapid City is the natural eastern gateway to the great-growing empire known as the West River Region. Diversity of enterprise for a city of this size is the keynote to the rapid growth of Rapid City. Rapid City is the center of a wide livestock grazing area, as well as a number of small industries. It is the Black Hills headquarters for a number of utilities and medical centers and is also the home of South Dakota School of Mines and Technology, Western Dakota Technical Institute, National American University, Ellsworth Air Force Base, the South Dakota National Guard and the State Fish Hatchery. Tourism is Rapid City's main industry. Each year hundreds of thousands of tourists enjoy Rapid City and surrounding areas enroute to various sections of the beautiful Black Hills and on to Yellowstone. Mount Rushmore is located just twenty-three miles southwest of Rapid City, and attracts over two million visitors each year. The Sturgis Motorcycle Rally is located in Sturgis, SD, which is approximately twenty miles north of Rapid City. The Rally, although held in Sturgis, SD, brings between 300,000 – 500,000 people into the area during the first week of August annually. Because of the proximity and availability of various amenities, a majority of the people visit and travel thorough Rapid City during that week. The South Dakota School of Mines and Technology boasts one of the finest fossil and mineral museums in the country. A beautiful collection of Sioux art and handicrafts may be seen at the Journey Museum located near the city's center. The unusual Dinosaur Park, with life-size reproductions of dinosaurs of the Mesozoic era, sits atop skyline ridge, dividing east and west Rapid City. A children's fairyland may be found at Story Book Island where nursery rhymes come big as life. All woodcarvings used in Rapid City's Scandinavian Stavkirke Church are exact reproductions of the original structure in Norway. All of the main attractions are open free to visitors. Other amusements in the city include nine movie theaters, live theater productions, fine arts center, The Ranch amusement park, golf courses, tennis courts, baseball and softball parks and some of the world's best trout fishing streams. During the winter months skiing and snowmobiling are popular outdoor sports in the scenic Black Hills. Other draws during the winter months are the Lakota Nations Basketball Tournament and the Black Hills Stock Show, which is touted as the

second largest stock show in the region, second only to the Denver Stock Show in Denver, CO.

2. Agency Profile

The Rapid City Police Department (RCPD) was established in 1882 as a result of laws enacted by the Legislative Assembly of the Dakota Territory. Beginning with just one City Marshal, the Police Department has evolved to a current authorized strength of 150 employees, comprising 117 sworn officer and 33 civilians when fully staffed. Under the Rapid City Police Department Rules and Procedures, "The Rapid City Police Department shall enforce the ordinances of the City of Rapid City and the laws of the State of South Dakota, and carry out all duties and responsibilities attributed to the Police Department through the Mayor of the City of Rapid City pursuant to the Code of Ordinances of the City of Rapid City, South Dakota, and derives authority from the Constitution of the State of South Dakota." The Department provides protection and services for over 55.41 square miles of densely populated, urban, and suburban areas. Growth in the City has shown a steady increase, the 2010 census counted 67,956 citizens compared to the most recent data of 72,638. The Department's call load reflects incremental growth with officers responding to 118,738 calls for service in 2014 and 127,712 in 2015.

3. Demographics

The demographic compositions of the service area and agency are represented in the following table:

	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	53,358	84.3	43,175	87.5	113	92.6	6	5	107	96.4	9	8
African-American	615	1.0	396	.8	0	0	0	0	0	0	0	0
Hispanic	1,751	2.8	1,070	2.2	2	1.6	0	0	1	.9	0	0
Other	7,546	11.9	4681	9.5	7	5.7	0	0	3	2.7	0	0
Total	63,270	100	49,322	100	122	100	6	5	111	100	9	8

The most recent census data indicates that the Rapid City population composition is predominately Caucasian race. The service population is 84% Caucasian and the available workforce is 87% Caucasian. It is the goal of the Rapid City Police

Department to have a workforce who's ethnic, racial, and gender composition among the sworn law enforcement ranks are in approximate proportion to the makeup of the available workforce in the service community. Extensive efforts and a study have been conducted to improve recruitment and services to the Native American population in the Rapid City area.

4. Future issues

The Rapid City Police Department identifies two matters of concern regarding future issues. The first matter of future concern is recruiting and retaining staff. The Rapid City Police Department has a sworn turn-over of approximately twelve percent (12%) per year. This, along with a decreasing applicant pool creates a challenge to fill vacant spots. In the last few years, applicant numbers have been consistent; however, significantly lower than applicant numbers a decade ago. The agency is heavily invested in recruiting efforts. In addition to traditional methods in advertising, the agency has sworn officers that teach in all four post-secondary educational institutions with criminal justice programs in Rapid City. During 2016, the agency will be sending officers to conduct recruiting on college campuses outside the immediate Rapid City area. Also new and experimental this year, the agency will be holding a testing process on-site at Alexandria Technical College in Alexandria, Minnesota. To aid in retention the agency is continually trying to improve work conditions and employee morale. Facilities and equipment upgrades are a management priority and addressed through grants and other means on at least an annual basis. Recently, the management has authorized a four day, ten hour work schedule which is overwhelmingly popular with the officers. Additionally, employee suggestions are reviewed and given due consideration.

The second concern is minority relations. National incidents and negative sentiments of police have brought attention and a sense of urgency to this matter. The overall relationship between police and minorities in Rapid City is good. However, activists do exist and complicate recruiting efforts among minorities, and have upset civil rest to some extent on occasion with organized protests. In 2015, The Rapid City Police Department hired Vaughn Vargas to organize a "Community Advisory Committee" to better allow minority opinion to be heard and to increase agency transparency. As of this writing, the committee has been formed and scheduled meetings are underway. Although a new and experimental concept to the agency, it has already made progress through open dialog.

5. CEO biography

Chief Karl Jegeris began his career with the Rapid City Police Department in 1995, as a patrol officer. He worked his way through various positions with the agency, and on June 23, 2014, he was sworn in as Chief of Police. In addition to his responsibilities as chief of police, he serves on various boards of directors and committees. Chief Jegeris

holds a bachelor's degree in law enforcement from Mankato State University and is a graduate of the FBI National Academy.

F. Public Information Activities:

Public notice and input are a corner stone of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their law enforcement agency and to bring matters to the attention of the Commission that otherwise may be overlooked.

1. Public Information Session

A Public Hearing was held on Tuesday, March 22, 2016, at the City Hall. The hearing was called to order at 6:00 p.m. and concluded at 6:25 p.m. Four attendees spoke at the hearing. The parents of a juvenile involved in the department's cadet program spoke of the changes in their son since joining and the mentoring he has received. As a direct result, he now shows more confidence, his grades have improved, and he now has the goal to become a police officer. Two residents spoke of the involvement the police department has in the community and the positive work the officers do on a regular basis.

2. Telephone Contacts

A call-in session was conducted on Tuesday, March 22, 2016 from 3:00 – 5:00PM. One call was received during this time. A resident called to express his concern about speeding vehicles and asked the police department utilizes more unmarked vehicles for traffic enforcement efforts.

3. Correspondence

Three letters were received by the agency assessment team which were sent to CALEA. One letter was from the Grand Forks, North Dakota Police Department. The letter offer support for the Rapid City Police Department's re-accreditation and highlighted their involvement in the Rocky Mountain Accreditation Network (RMAN), as well as, "the leadership and vision of Chief Karl Jegeris and his leadership team in their commitment to maintaining the highest level of organizational excellence for the Rapid City Police Department." Another letter was from the Jefferson County (CO) Sheriff's Department and the Rocky Mountain Accreditation Network offering their support.

4. Media Interest

A reporter from the *Rapid City Journal* interviewed the Team Leader during the assessment about the assessment process. In addition, TV interviews were conducted by FOX KEVN News, KELO-TV, and KOTA-TV with the team leader about the assessment and the benefits of accreditation to the

community. In all instances, the reporters stated they have very positive interaction with the Rapid City Police Department and feel there is open two-way communication that takes place on a regular basis.

5. Public Information Material

The agency prepared news releases announcing the onsite, public hearing and call-in session which was distributed to local media contacts prior to the assessors arriving. The information was covered in several local newspapers as well as on television broadcasts and on social media.

6. Community Outreach Contacts

During the onsite, the assessment team conducted interviews with twenty-one community outreach sources. These sources included a the Sheriff of Pennington County, Rapid City Council President, State's Attorney, Community Advisory Committee, County Housing, Rushmore Mall Security, South Dakota Division of Criminal Investigation, Fire Chief, Emergency Management, Rapid City Downtown Association, the Mayor of Rapid City, news reporters, and several residents. All provided positive comments and feedback relative to the agency and expressed their appreciation for the dedication and professionalism of Rapid City Police Department members. The common theme among all was the openness of the Police Department and their willingness to assist in any way possible. It was often mentioned that the administration of the department is very willing to meet and discuss any issue that may be of concern.

G. Essential Services

Law Enforcement Role, Responsibilities, and Relationships and Organization, Management, and Administration. (Chapters 1-17)

Sworn members of the Rapid City Police Department derive their authority from the Constitution of the State of South Dakota. All sworn employees take and abide by an oath of office before assuming sworn status, which is required by state law. The oath is administered by a judge of the court. All agency members are bound by a code of conduct within the City Personnel Rules and Regulations and Department General Orders. Sworn Members abide by the IACP Code of Ethics, and civilian employees follow the City Code of Ethics. Ethics training for all personnel is conducted biennially.

The Chief of Police is appointed by the Mayor with the approval of the City Council. In the absence of the Chief of Police, the Assistant Chief assumes command of the agency with full authority and responsibility for all operations.

Each member of the agency is accountable to only one supervisor within their respective chain of command and supervisors are held accountable for the performance of the employees under their immediate control.

Under the direction of the Assistant Chief of Police are Captains who each oversee a division of the department. One Captain oversees Investigations and a second is in charge of Field Services. Lieutenants are beneath the Captains to supervise specific patrol sectors or investigative divisions.

The Police Department has concurrent police jurisdiction with the law enforcement authorities of the State of South Dakota, and the County of Pennington. The Rapid City Police Department enjoys a unique and open working relationship with the Pennington County Sheriff's Department. Not only are both agencies housed in the same building, their offices are comingled with each other. Detectives from the Rapid City Police have their offices directly next to investigators from the Sheriff's Office. Patrol facilities are located on adjacent floors, and administrative offices are also shared, along with a central dispatch facility for both and shared special response teams. In addition, monthly the two agencies conduct a joint administrative staff meeting. This allows for an unmatched working relationship and open flow of information and resources between the two agencies.

In addition to the cooperation between the Sheriff's Office and the Rapid City Police, the agency has contractual services running the Crime/Lab & Evidence functions for the western part of South Dakota, police services for the Rapid City Regional Airport, Rapid City Housing Authority and providing school resource officers to the school district.

Crime analysis is conducted by the agency through a contracted analyst. Two years ago the department entered into an agreement to contract the function through LexisNexis. One of the key functions of the Crime Analyst is to determine the means, networks, and systems to collect vital crime related data pertinent to fulfilling their responsibilities. The Crime Analyst has access to and reviews all offense/incident reports, arrest reports, calls for service, field interview cards, and any other report available within the Department, that is necessary to fulfill the function. The Crime Analyst works in cooperation with other law enforcement agencies, Probation, Parole, Department of Motor Vehicles, among others, to obtain vital sources of information required to analyze, understand and project emerging or existing crime problems for policing purposes.

Although the City of Rapid City maintains a Centralized Fiscal System in which the Finance Officer has the ultimate accountability over the City's Budget, Article I, Sec.2.20.020 of the City of Rapid City's Code of Ordinances, and SDCL 9-29-18 gives the Chief of Police the authority and power to conduct the financial business of the department. The City is in the process of switching to Priority Based Budgeting which ICMA promotes as a best practice. According to the Center for Priority Budgeting's web site, advantages to this program are:

- help organizations assess their “picture of fiscal health”
- objectively determine how to match available resources with community priorities
- provide elected officials with clearly presented information that leads to better informed decisions
- meaningfully engage citizens in the budgeting process
- escape the traditional routine of basing “new” budgets on revisions to the “old” budget

The Chief works with each "cost center" administrative supervisors in the Police Department to establish the priorities and the associated costs for the budget process.

Bias Based Profiling

The Rapid City Police policies strictly state that no person shall be subject to any stop, whether traffic or field contact, detention, enforcement action, search, asset seizure or forfeiture efforts by members when such stop, detention, enforcement action, search or seizure is based solely on the person’s race, color, sex, or national origin, or upon the member's perception of any person’s race, color, sex, or national origin. Officers must be able to articulate the specific facts and circumstances that support the reasonable suspicion and/or probable cause to justify their actions. Traffic stops, investigative detentions, arrests, nonconsensual and consensual searches and property seizures must be conducted in accordance with the tenets set forth in the Constitution of the United States.

Traffic Warnings and Citations 2013

Race/Sex	Warnings	Citations	Total
Caucasian/Male	1841	2649	4490
Caucasian/Female	1287	1825	3112
African-American/Male	87	130	217
African-American/Female	36	49	85
Hispanic/Male	54	58	112
Hispanic/Female	24	24	48
Asian/Male	24	22	46
Asian/Female	14	14	28
Native American Male	549	569	1118
Native American Female	443	761	1204
OTHER	55	42	97
TOTAL	4414	6143	10,557

Warnings and Citations 2014

Race/Sex	Warnings	Citations	Total
Caucasian/Male	2414	2403	4817
Caucasian/Female	1886	1651	3537
African-American/Male	100	114	214
African-American/Female	29	31	60
Hispanic/Male	64	67	131
Hispanic/Female	23	37	60
Asian/Male	36	23	59
Asian/Female	21	19	40
Native American Male	653	591	1214
Native American Female	462	746	1208
OTHER	12	56	68
TOTAL	5700	5738	11,438

Traffic Warnings and Citations 2013

Race/Sex	Warnings	Citations	Total
Caucasian/Male	3945	3157	7102
Caucasian/Female	3291	2365	5656
African-American/Male	163	122	285
African-American/Female	45	37	82
Hispanic/Male	86	97	183
Hispanic/Female	42	55	97
Asian/Male	39	31	70
Asian/Female	37	28	65
Native American Male	984	643	1294
Native American Female	579	715	1294
OTHER	143	217	360
TOTAL	9354	7467	16,821

The Field Services Commander conducts an annual administrative review of Department practices to ensure bias profiling is not occurring and/or to identify and analyze cases where it may have occurred. Sources for this review include citizen complaints, the results of the Citizen Surveys, referrals from Department personnel and any other communications received by the agency related to this topic. In 2015, the agency publicly released the results of a comprehensive study done through an

independent third party on police minority contacts. Researchers from the University of South Dakota were contacted and spent a great amount of time in the community. The researchers generated a thorough report on the complexities of policing in the Rapid City area. The RCPD is reviewed the recommendations made in the report and is implementing best practices where possible. For example, in 2015 the RCPD hired their first Cultural Advisor and he is in the process of putting a Cultural Advisory Board (now referred to as Community Advisory Board) together to address race issues with the Police Department.

There were no biased based policing complaints filed during this three year assessment period.

Use of Force

The policies of the Rapid City Police Department states, " officers shall use only that force that is objectively reasonable to overcome resistance from a person being taken into custody, to stop an assault of a third person, in self-defense, or as reasonable and necessary to perform their police functions. Personnel will use reasonable force when force is used to accomplish lawful objectives." The use of less lethal force options (TASER®, Oleoresin Capsicum (OC) Spray, bean bag rounds and baton) may be employed when verbal commands have failed, or when a lesser degree of force is ineffective or impractical and the subject has signaled their intention to resist the officer's efforts to gain compliance. Officers are permitted to use lethal force only in self-defense and defense of others when the officer has clear and sufficient reason to believe, the person at whom the officer uses lethal force meets the following three (3) criteria:

- a. MEANS: The suspect must possess the means (ability) to take the officer's life or the life of another person.
- b. OPPORTUNITY: The suspect must have the opportunity to take the officer's life or the life of another person.
- c. JEOPARDY: The suspect must place the officer's life or the life of another person in imminent danger (immediate probable death or serious bodily injury).

Whenever an officer, uses force or takes an action resulting (or allegedly results) in injury or death to another person, a detailed written report will be completed along with use of force checklist. The report shall specify the action taken, type of force (if force is involved) and the use of lethal or less-lethal weapons. The report will be submitted to the officer's supervisor and through the chain-of-command for review. Whenever an officer displays an ECD, less-lethal shotgun, or a firearm, officers complete a use of force checklist

The Field Service Commander or designee will review and/or investigate all uses of force. The administrative review includes a review of the action taken, type of force and the use of lethal or less-lethal weapons, or other use of force excluding firearms training, recreation, or routine disposal of an animal. The review in some cases may be

accomplished using the agency use of force checklist sign-off area. Regardless of the format, the administrative review will indicate whether policy, training, equipment, or disciplinary issues need to be addressed. Officers' use of force, which results in serious injury or death to a subject, will require an administrative investigation. The Criminal Investigation Division or other outside agency, as determined by the Chief of Police, will be responsible for the investigation of incidents where a crime may have been committed. The delegated Agency or Commander is responsible for informing the Chief of Police, as soon as possible, to be followed up with a written report detailing the chain-of-events. At the termination of an investigation, the investigating commander shall prepare and submit a final report to the Chief of Police which shall contain the findings of fact and final determination. The written firearms discharge report includes the relevant facts and circumstances surrounding the incident, and a conclusion as to whether the discharge violates any Department rule or procedure.

Use of Force			
	2013	2014	2015
Firearm	1	2	1
ECW	34	32	34
Baton	1	0	1
OC	23	34	50
Weaponless	230	232	232
Total Uses of Force	560	654	671
Total Use of Force Arrests	535	586	595
Complaints	0	1	0
Custodial Arrests	7604	6984	8471

The Rapid City Police Department averaged just over 7,686 arrests per year this assessment period. Of that total, officers only had to use force in 7.5% of those arrests. During this assessment cycle, officers were involved in five shootings (one just prior to the assessment team arriving in March which is not reflected above). Each of these shootings were independently investigated by the South Dakota Division of Criminal Investigations and reviewed by the Attorney General's office. In each incident, the incidents were found to be a justified use of force by the officer(s) involved. In all the incidents officers were assaulted by individuals with weapons and officers responded in accordance with policies for the preservation of life. The most recent incident this year involved an active shooter situation at a local shelter.

Personnel Structure and Personnel Process (Chapters 21-35)

Health Insurance for all full-time employees of the Rapid City Police Department is provided by the Group Insurance Plan for the City of Rapid City. Other health insurance

benefits are granted to all full-time employees under the appropriate collective bargaining agreements. The retirement program for full-time employees is provided by the South Dakota Retirement System. An Employee Assistance Program (EAP) is provided to employees by the City and offers services, with the condition of confidentiality, to employees experiencing problems in a variety of areas, including marital and family problems, stress issues, anxiety and depression, chemical dependency, grief and loss, and financial difficulties. In addition the agency has a police psychologist on staff to assist when applicable with issues that may arise.

The agency uses Guardian Tracking software to track employee complaints and performance issues. Based on flags delivered by this system, the personnel early warning system should be activated. A mandatory physical fitness test is conducted annually for sworn employees under the direction of a fitness instructor. The testing is optional, but encouraged for non-sworn employees.

All full-time employees and part-time sworn officers of the Department are annually evaluated using an Employee Performance Evaluation Form. The basis for the evaluation is determined by the employee's job assignment during the evaluation period and employees are evaluated by their immediate supervisor. The employee and the supervisor review the evaluation and the employees have the opportunity to make comments and sign the evaluation. The completed evaluations through the chain-of-command, for the review and signature of the supervisors.

Fraternal Order of Police, South Dakota Lodge 2A is recognized as the sole collective bargaining representative pursuant to state law for all police department employees excluding management, administrative assistants, captains, lieutenants, and part-time and temporary employees. The agency participates in the negotiations based upon the principle of "good faith" bargaining under the Taft-Hartley Act, and South Dakota law. All agreements made during negotiations are reflected in written contractual language and carried out appropriately. The Department commits to abide by the ground rules for collective bargaining that arise out of the collective bargaining process or labor arbitration.

Grievances

Collective bargaining agreements and city policies spell out the manner and steps to be taken for formal grievances.

Grievances	2013	2014	2015
Number	0	1	1

The Rapid City Police Department has a very low number of grievances which can be directly credited to the open door policy of the staff and supervisors. All employees are strongly encouraged to address any issues with their immediate supervisors, and

supervisors are empowered to attempt to resolve any issues. Grievances which have been forwarded were based upon collective bargaining agreements for pay and/or overtime which could not be addressed by frontline supervisors. All were resolved without the need for arbitration.

Disciplinary

The department's policies state that one of the primary tasks of a supervisor is the administration of discipline. Discipline can be positive or negative; it may involve encouragement, inspiration, training, or imposition of negative sanctions. It has as its immediate purpose the channeling of individual effort into effective and productive action.

Personnel Actions

	2013	2014	2015
Suspension	1	1	2
Demotion	0	0	0
Resign In Lieu of Termination	2	2	2
Termination	0	0	0
Other	0	0	0
Total	3	3	4
Commendations	12	17	29

Disciplinary issues are typically handled by the immediate supervisor and tracked as part of the early warning system. As such, the rates of incidents requiring significant intervention have remained very low on the department.

The agency has a formal recognition program that awards its members for exceptional performance, which includes a Medal of Honor Medal, Distinguished Service Cross Medal, Combat Cross Medal, Purple Heart Medal, Life Saving Medal, Meritorious Service Medal, Exceptional Duty Medal, Special Recognition/Campaign Medal, Unit Commendation, Chief's Commendation, Commanders Citation, and Community Service Award. The Rapid City Police Department Award's Committee meets quarterly to review nominations submitted for commendations. A total of fifty-eight members received commendations during this assessment period.

Appearance guidelines are specifically detailed in agency policy and adherence is evident in the professional uniform dress of all agency employees observed onsite.

Recruitment and Selection

The Assistant Chief is assigned as the agency's recruiting officer and is responsible for managing and administering the testing and selection process. The agency aggressively uses modern media, including Twitter, Facebook and the Department web site in addition to traditional job fairs in their recruitment efforts. In order to increase

diversity, specifically among the Native American population, the department has been working with local media to highlight the outreach and recruitment. Recently, the agency had a video segment on KELO TV to discuss recruitment with the Native American population, and has been on radio programs in Pine Ridge and Rosebud (Indian Reservations). In addition the agency uses YouTube for online videos and mainstream radio in Rapid City for recruitment and efforts to "humanize" the face of the Police Department.

Another attempt to diversify the testing is by offering testing offsite this year in Minnesota at a criminal justice school and allow for more applicants to complete the initial testing process

Sworn Officer Selection Activity in the Past Three Years
 2013

Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of workforce population
Caucasian/Male	124	12	9.68%	88%
Caucasian/Female	13	1	7.70%	6%
African-American/Male	5	0	0%	.4%
African-American/Female	0	0	0%	.3%
Hispanic/Male	0	0	0%	1%
Hispanic/Female	0	0	0%	1%
Native American Male	8	0	0%	1.5%
Native American Female	3	0	0%	1%
Other	8	0	0%	4%
Total	153	13	8.5%	100%

2014

Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of workforce population
Caucasian/Male	36	7	19.44%	88%
Caucasian/Female	5	0	0%	6%
African-American/Male	2	0	0%	.4%
African-American/Female	1	0	0%	.3%

Hispanic/Male	6	0	0%	1%
Hispanic/Female	0	0	0%	1%
Native American Male	5	2	40%	1.5%
Native American Female	0	0	0%	1%
Other	2	0	0%	4%
Total	51	9	18%	100%

2015

Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of workforce population
Caucasian/Male	65	12	18.46%	88%
Caucasian/Female	16	1	6.25%	6%
African-American/Male	3	1	33.33%	4%
African-American/Female	0	0	0%	.3%
Hispanic/Male	3	0	0%	1%
Hispanic/Female	0	0	0%	1%
Native American Male	4	1	25%	1.5%
Native American Female	0	0	0%	1%
Other	0	0	0%	4%
Total	91	15	16.48%	100%

In the study conducted by the University of South Dakota of the Rapid City Police Department and the Native American Community, it was stated the final approach to community oriented policing is the efforts to recruit Native officers to join the department and improve relations with the Native American Community. According to the Recruitment Plan Annual Report, the results of 2014-15 efforts were the hiring of three Native American men. These were the only three Native Community members who passed the examinations. "To restate this, 100 percent of qualified Native applicants were hired." Even with the hiring of Native officers, the annual report noted that "a lack of progress appears toward the objective of recruiting more Native American and female qualified candidates. The lack of progress is clearly not due to lack of effort, and it continues to be difficult to speculate on the overall social conditions related to the issue."

Training

In-service training is coordinated by a Sergeant who serves as the agency Training Officer. Routine in-service training has in the past been conducted during a one week period. Since the agency has changed to ten-hour shifts, a pilot program has started to

have training days broken up over several months. A list of in-service training topics is produced by the training committee to address mandated training as well as topics of current concern. Additional training is conducted outside of the Police Department at the Ellsworth Air Force Base for vehicle operations and a "shoot house" for additional firearms training. The State of South Dakota requires each sworn officer to complete forty hours of in service training every two years. The Rapid City Police Department exceeds this with most officers averaging 40-60 hours of training each year. Non-sworn employees receive initial training coordinated through the training sergeant, and then continue in-service training through their specific division, i.e. records, communications, administration.

The training sergeant also oversees the Field Training Program. This program includes a five week pre-service program before a newly hired officer attends the South Dakota State Law Enforcement Academy. The purpose is to prepare the candidate for the training academy and provide a general overview and orientation of the Rapid City Police Department. Candidates will then attend the thirteen week academy in Pierre, South Dakota. Upon successful completion of the academy, the probationary officer completes in-service training and then begins the eighteen week Field Training Program.

Promotions

The promotional process is conducted through the Chief's Office, and allows the Chief to promote any of the top candidates

Sworn Officer Promotions			
PROMOTIONS – 2013-2015			
	2013	2014	2015
GENDER / RACE TESTED			
Caucasian/Male	6	17	3
Caucasian/Female	0	2	0
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	1	0
Hispanic/Female	0	0	0
GENDER/ RACE ELIGIBLE			
Caucasian/Male	4	15	3
Caucasian/Female	0	2	0
African-American/Male	0	0	0
African-American/Female	0	0	0

Hispanic/Male	0	1	0
Hispanic/Female	0	0	0
GENDER/ RACE PROMOTED			
Caucasian/Male	4	2	3
Caucasian/Female	0	1	0
African- American/Male	0	0	0
African- American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0

Promotional lists are valid for a period of one year and are established following a process that involved candidates submitting a letter of recommendation from a supervisor, and points based upon their seniority, education, their past three evaluations, and any extra duties within the department. They are also required to submit a written essay as well as a series of interviews from within the agency as well as with external stake holders.

Law Enforcement Operations and Operations Support (Chapters 41-61)

Crime Statistics and Calls for Service

Year End Crime Stats

	2013	2014	2015
Murder	4	4	7
Forcible Rape	118	162	134
Robbery	51	59	76
Aggravated Assault	300	296	315
Burglary	559	451	453
Larceny-Theft	1639	1930	2004
Motor Vehicle Theft	154	219	223
Arson	7	3	8
Total Calls for Service	112,026	118,738	127,719

"Progress through cooperation" is not just a motto that is printed on the walls of the agency. The agency understands that criminals do not abide jurisdictional boundaries and it is obvious from observing the agency in action they try to do everything in their power to fight crime by opening their borders. They do this through allocating and sharing resources as far as they can through local, county, state and federal agencies. An interesting observation that a number of people commented on, both internal and external to the agency is that law enforcement targeting the Native American population is not the problem; it is the social issues (primarily poverty) that face this demographic. The other observation made was that a majority of the crime and calls for service all relate to the illegal drug problem in the area, much of which is exacerbated by the poverty issue. They can track most of the property crimes and many of the person crimes back to the illegal drug trade. Of interest to note is that although the Pennington County Emergency Services Communication Center, which services approximately 50 agencies, the RCPD is their largest service client with approximately 50% of the Computer Aided Dispatch (CAD) events. This trend continues throughout the shared resources in the area. The depth of the illegal drug problem in the area can be seen in the 2015 statistics showing the Unified Narcotics Enforcement Team (UNET) and RCPD seized half of the meth in the state of South Dakota. The continuing trends seen are spiking meth issues, with some heroin, marijuana and illegal use of prescription drugs. They actively use education and interdiction in an attempt to control the illegal drug traffic.

The agency currently provides patrol coverage based on a four day – ten hour work schedule, although it has created some staffing issues the moral of officer has increased. The agency utilizes sector policing and based on continuing analysis provides one to three things officers should be paying attention to. Assessors observed multiple briefings and the camaraderie that makes the agency work so well. This included the seamless use of the Bulletin Log, the use of humor in interactions and lots of opportunity for questions and discussion. In addition, the additional also staffs officers at the Rapid City Regional Airport, which is located approximately nine miles southeast of the city, and is city property.

The agency does not currently use body cameras primarily for budget reasons although they realize that at some point they will be deployed. They utilize the "L3" mobile in-car cameras which are used primarily for the investigation of traffic and other offenses. The policy provides the recording equipment shall be activated in seven specific instances, however, it provides officer discretion to use the system in other situations. Regardless, the recording must be appropriately marked. Supervisors periodically review recordings for evaluation purposes and are used as a training tool, in particular during pursuit reviews.

Members of the Criminal Investigations Division meet once a week to discuss cases - new ones, progress on existing ones and success on others- and go over staff meeting notes from the previous day. Assessors were able to observe the value of this exchange of information as one detective had information helpful to another on a case. The new Pennington County Sheriff's Office analyst assigned to the Fusion Center also

attended the meeting to introduce himself and provide information. During the onsite this meeting was also used to conduct a debriefing on the six year old who was reported missing after school the day before and although he was eventually found seven hours later at a friend's house, there were a number of indicators that there might have been foul play. The fact that the temperatures were falling as a spring snowstorm hit the area made the search even more critical. Due to the circumstances they utilized the school's automated call system. The incident generated the most interaction on social media seen by the Community Relations Specialist.

The agency uses the records management system to create photographic line-ups which generally fit the witness description of the perpetrator.

The agency maintains a confidential investigations fund to purchase contraband, information and for expenditures otherwise supporting intelligence gathering, vice and organized crime investigations. These funds are maintained by the Criminal Investigations Division and supervised by the command officer. The fund is audited on a quarterly basis and includes a breakdown of the types of expenditures. On a semi-annual basis the fund is audited by the City.

The core values of the agency are Service, Community, Integrity. Examples of these values were observed and comments made numerous times throughout the onsite. The RCPD and the Pennington County Sheriff's Office (PCSO) are so intertwined that it is sometimes difficult to tell where one agency ends and another begins. They share a facility with office space next to one another, increasing the opportunity for an open flow of communication. The two agencies staff meet at least monthly to discuss crime and trends and they share resources such as the Domestic Violence Task Force, the United Narcotics Enforcement Team. Evidence and the Forensic Lab, the Internet Crime Against Children (ICAC) Unit, Sex Offender Unit, the Street Crimes Unit and the Pennington County Emergency Service Communication Center.

Although the agency lists as a weakness the fact that they do not have a dedicated crime prevention unit, it is clear that this in fact may be a strength. The agency doesn't rely solely on a structured unit to provide crime prevention and community involvement; it is a function that is shared throughout the department thereby creating a community policing environment which is deeper than it would be otherwise.

The agency civilian Community Relations Specialist utilizes various social media (Facebook, Twitter, YouTube and LinkedIn) to connect with the community and share a mix of topics and information. He came to the agency with a background in television news and provided instant credibility to the agency. He is responsible for producing various media items such as recruiting posters and the annual report. The agency has an active Crime-Free Multi Housing program, Code Enforcement and myriad other opportunities to provide information and integrate into the community. The agency has a contract for extra patrols with the Pennington County Housing Authority which provides 650 units of housing plus another 1,250 families with rental assistance. Their director commented that the tenants are offered peace of mind and feel the officers are

accessible. During the onsite the Chief was scheduled to do a ride-a-long with the Meals on Wheels participating in an interview on the local ABC TV affiliate, KOTA, about the opportunity.

The Rapid City Area School system (RCAS), which includes Pennington and Meade County, encompasses fifteen elementary schools, five middle schools and three high schools and serves a student population of approximately 14,000. The agency and PCSO have a contract which provides financial compensation for twelve School Resource Officers (six from RCPD and six from PCSO) who primarily work in the high school and middle schools. The SRO's work closely with the schools on a variety of safety issues and this is such a long-standing arrangement and so ingrained in the culture that most don't recall a time when the SRO's weren't in the schools.

Prior to this accreditation cycle, the agency had internally conducted citizen surveys through Survey Monkey to gauge the satisfaction of citizens with the agency performance. In April 2014 the agency contracted with the Government Research Bureau at the University of South Dakota to complete a citizen survey, specific to the Native American community but also looked at other various appropriate data. Projections of the percentage of Native American living in Rapid City vary from 12% to 23.5%. The above noted report used the higher percentage based on their review of data. Of the 315 solicitations to the Native community only four did not want to participate; 76 members of the RCPD participated.

The research included two separate face-to-face surveys conducted in late 2014 and early 2015. The first survey was administered to the Native Community throughout the entire city. Survey interviews were taken in commercial and residential areas of the city, and was limited to those respondents who self-identified as (1) being a member of the Native Community and (2) being a resident of Rapid City. The second survey was administered to on-duty Rapid City Police Officers. Both surveys were taken in person over a three-day period and were designed to capture opinions of the Native Community and Officer Community.

The completed research provided eight long-term strategies to improve the relationship between the RCPD and the Native American community: the creation of a Native Advisory Council (NAC); then once the NAC is in place, the development of a five year community policing plan; the development of a certificate for officers in Native Policing; the development of partnerships with mutual benefits; development of proactive depolicing strategies; building a more diverse officer corps; developing a community policing evaluation approach which is administered yearly; and making Race a required field in victimization reports. At implementation the NAC was initially termed the Cultural Advisory Committee, then changed to Community Advisory Committee.

Vehicle Pursuits

Vehicle Pursuits

PURSUIITS	2013	2014	2015
Total Pursuits	48	41	52
Terminated by Agency	14	5	9
Policy Compliant	41	32	37
Policy Non-compliant	7	9	15
Accidents	13	13	15
Injuries: Officer	0	0	0
: Suspects	3	4	2
: Third Party	1	0	8
Reason Initiated:			
Traffic offense			
Felony	5	7	14
Misdemeanor	43	34	38

Vehicle pursuits during this assessment period remained consistent however a noticeable spike in felony offenses can be observed. The number of felony pursuits doubled from 2014 to 2015 and nearly tripled since 2013. The agency attributes this spike to the increase in drug arrests and violent crime in 2015. All pursuits involving RCPD officers are reviewed immediately by the on-duty supervisor and commander and annually by the Chief of Police. Over the course of the three year cycle, the percentage of non-compliant pursuits increased from 15% to 29%. The agency believes this increase is due to an emphasis on accountability and expanded supervisory review of video. The review of the in-car camera video is part of the pursuit review and may find no fault with policy issues but may find training opportunities. The pursuit review has always included video, however it typically reviewed only the officers directly involved in the pursuit. Reviews now include officers that may be in adjoining sectors as they have a policy that officers not involved in the pursuit are to remain in their areas, but should move to the portion of their area that is closest to the pursuit activity. If the review indicates the officer left his/her area to get closer to the pursuit the pursuit may be found non-compliant. The other change has been a decision that a write-up for non-compliant pursuit is insufficient and requires at least documented discipline. They anticipate the increase they have seen in the last three years will normalize.

Critical Incidents, Special Operations and Homeland Security

The agency participates in the Pennington County Local Emergency Operations Plan which follows the Incident Command System (ICS) protocols. During 2013 a blizzard required its activation, but otherwise there were no incidents that required the activation. They conduct in-depth training to ensure all agencies are prepared in the event of an incident.

The agency understands the implications of their close proximity to Sturgis and the annual motorcycle cycle rally as well as Mt. Rushmore and the large U.S. Parks system

it encompasses. The agency takes advantage of the many resources to ensure the safety of citizens within their service area. The agency participates in the FBI's Joint Terrorism Task Force (JTTF) which meets on a monthly basis with the statewide members to ensure an open system of communication is established with other local, county, state and federal agencies. In addition, the agency has established a relationship with the South Dakota Law Enforcement Intelligence Network (LEIN) and the Regional Information Sharing System (RISS) which meets on a quarterly basis. The regional Mid-States Organized Crime Information Network (MOCIC) is composed of nine states including North and South Dakota, Nebraska, Kansas, Missouri, Iowa, Minnesota, Wisconsin and Illinois. The participation in the MOCIC also encompasses an Event Deconfliction System. In addition, the agency has a representative to the South Dakota Fusion Center.

All intelligence entered into the RISS and RISS gang databases is vetted using both source and content reliability and ensures meeting legal requirements. The agency works diligently to ensure any information is distributed to officers.

The Lakota Nations Invitational, is another example of the agencies work within the community. This annual event which is held at the Rushmore Civic Center, has been held for 40 years, highlighting all types of athletic events. During this time an officer from the tribal police and RCPD team up to work together continuing to create opportunities. A particularly interesting interaction, posted on the agency's Facebook, from the 2015 invitational shows a two Native American youth playing basketball with an RCPD officer who creates the hoop with his arms which the youth toss the basketball through.

Internal Affairs and Complaints against employees

Complaints and Internal Affairs Investigations

External	2013	2014	2015
Citizen Complaint	4	2	5
Sustained	2	0	2
Not Sustained	1	1	0
Unfounded	0	0	1
Exonerated	1	1	2
Internal			
Directed complaint	3	5	3
Sustained	2	5	1
Not Sustained	0	0	0
Unfounded	0	0	1
Exonerated	1	0	1

The agency has a small number of complaints, both internal and external. The agency feels part of the reason for the low number of external complaints is the mistrust of the police by the Native community and therefore will not report. The low number of complaints in general may be related to hiring the right people, quality training and the fact that complaints are handled at the lowest level. In the continued openness displayed

by the agency, a summary of complaints is provided to the general public via their website. In fact, in general there were a number of items readily available via their website, such as the Crime Analysis, the Annual Report and the police minority contact study.

Detainee and Court Related Activities; Auxiliary and Technical Services (Chapters 70-84)

The agency utilizes the Pennington County Jail which is accredited through the Commission on Accreditation for Corrections and the American Correctional Association. The jail is located in the same complex adjacent to the RCPD and PCSO building.

The agency has an Intergovernmental Agreement with the Pennington Area Emergency Services Communications Center, a stand alone agency governed by a board of member agencies. The new facility, which is state of the art, is located within the county complex near downtown, about a block from the RCPD. They provide dispatch services for almost 50 agencies in Western South Dakota, RCPD is their largest client. In an effort to ensure all employees act as a cohesive group, new officers and new dispatchers spend part of their training in the other domain.

The agency takes regional information sharing to a new level as the agency shares the integrated RMS with the PCSO and other regional agencies. The Records Supervisor is the supervisor for both the RCPD and PCSO and is also a part of the management team which provides additional opportunity for sharing information. There are a total of nine Police Support Technicians (PST), five of which are strategically placed throughout the agency, such as Evidence, Patrol, and Investigations. The PST's are periodically moved which creates skill development and helps with retention of civilian staff. The ability to have these support personnel throughout the department was partly due to the implementation of a truly paperless system when the agency transitioned from New World Systems to Zuercher RMS in October 2013. It allows sworn officers to concentrate on policing duties and less on administrative. Due to South Dakota Common Records Retention and Destruction Schedule the agency was able to ensure once a paper document could be scanned, the hard copy could be destroyed. Most reports and citations are produced electronically.

Zuercher RMS appears to provide a truly seamless flow of information and is a model RMS as multiple comments were made about how inclusive and user friendly the system is. Beginning with the October 2013 implementation, including the data conversion from their old New World System RMS, there were no problems. They are still cleaning up some of the old data to ensure it is quickly accessible but there are no longer any independent stand alone systems, and all records including e-citations are all part of this RMS. Because the State Attorney's Office has access to Zuercher, this minimizes the need for police staff to distribute reports. This seamless reporting begins with the CAD entry at the communications center, to the officer completing reports, to supervisors approving. It integrates all sources of information related to a case,

including evidence, any investigative information, arrest information, etc. This system also easily creates the Bulletin Log which is used for shift briefing. These Bulletin Logs can be designed to expire on a particular date, links to photos of suspects and any cases which are related. They can also be directed to any agency that is using Zuercher or specific to a group.

Assessors did not speak to one employee who found fault with the system. Although one of the officers indicated there had been some things he would have like differently in the system, on the next update they had been included.

The agency's computerized records are backed up by City IT staff on a daily basis onto magnetic tapes and independent hard drives. Back-up tapes are then stored off-site. All records are subject to the South Dakota Common Records Retention and Destruction Schedule. In or about the first quarter of each year or as directed, the City IT Officer or a designee shall conduct an audit of computer passwords to help prevent unauthorized persons from accessing Department records. The default domain policy for RCPD ensures the past 10 passwords are remembered, maximum password age is 120 days, minimum is one day, and passwords have to be at least eight characters with special complexity (uppercase/lowercase, and at least one number).

Property and Evidence

The agency has a state of the art Evidence Section which includes an accredited lab through the American Society of Crime Laboratory Directors – Laboratory Accreditation Board (ASCLD/LAB). In what assessors continued to observe as a model for integrated resource sharing, this facility also serves Pennington County SO along with other agencies in the western region. At the time of the onsite the interim Director- the Lieutenant in Criminal Investigations - had been serving since January. A hiring process had been completed and a new Director was anticipated being in place shortly after the onsite. The facility located about a block from the RCPD headquarters, was built about three years ago and still has expansion room. The lab can process two vehicles at a time and has the ability to test most types of evidence with the exception of DNA, which is sent to the state lab. We talked with numerous employees in the lab who were engaged and seem to enjoy their jobs. They walked us through the process from intake to disposition. They utilize PropertyRoom.com to dispose of appropriate items, drugs are burned and weapons, which are not turned for training purposes, are cut up.

The agency provided numerous inspections and audits which indicate the agency is fully complying with the standards. There has not been a change in the evidence personnel requiring an audit. The 2015 annual audit consisted of 612 pieces at the various facilities and storage areas which resulted in two discrepancies discovered and subsequently addressed. During this rating cycle an issue with the humidity in the refrigerated room continued to be problematic, resulting in the inability to store property in this room; as an alternative, property is being stored in the frozen storage room.

The agency is fortunate to have the space to provide for evidence storage. There are three separate locations: the main evidence building, the off-site Police Evidence Transportation and Traffic (PETT) building (part of a larger city complex), used primarily for long-term storage and large items, and the city landfill, which is large enough to house 18 vehicles. When an officer needs to house something at the landfill facility they must contact an Evidence Specialist or the Evidence Director. Within the main evidence facility there is a large drug room and a large weapons room. Within the weapons room is a large safe for money and another one for valuables.

Although they have a lot of space, the agency is cognizant of how valuable the space is and works diligently to ensure space is provided long-term. In 2014 the total number of items in agency custody increased by about 18% compared with 2013. In 2015, the total number of items increased by about 28% over 2014. The agency attributes this rise, in part, to a continuing increase in crime, but also the fact they are now housing property for outside agencies such as the Highway Patrol and Box Elder. At the time of the on-site there were 26,749 pieces of inventory in the agency custody. In the past three months they have taken in 5,172 pieces of property and released 6,336 pieces indicating the agency continues to do a good job of turning evidence.

The agency continues with the Prescription Drug Drop-Off Program (PDDP) and bike give-away programs which are an excellent way to serve the general public directly and provide assistance to the citizens of Rapid City.

H. Standard Issues:

This section provides specific information on standards found to be in compliance after on-site "adjustments" were made. Adjustments may include modifying agency policies and directives, creating documentation, and an alteration of the physical plant.

The agency had no standards placed into this area.

I. 20 Percent Standards:

CALEA agencies must be in compliance with at least 80% of applicable other than mandatory (O) standards. The agency is free to choose which standards it will meet based on their unique situation.

The agency was in compliance with 97% of applicable other-than mandatory (O) standards.

J. Future Performance / Review Issues

No issues were identified as future performance/review issues.

K. Table: Standards Summary:

	<u>TOTAL</u>
Mandatory (M) Compliance	<u>303</u>
Other-Than-Mandatory Compliance	<u>74</u>
Standards Issues	<u>0</u>
Waiver	<u>0</u>
(O) Elect 20%	<u>2</u>
Not Applicable	<u>105</u>
TOTAL	<u>484</u>

L. Summary:

The Rapid City Police Department is a full service, community oriented law enforcement agency that clearly demonstrates competency and its commitment to the citizens in the area. Sharing resources with the Pennington County Sheriff's Office, both agencies benefit from extraordinary cooperation and cost savings in operations. This was further found to extend to the cooperation with the Fire Department in the area and the "team work" which is shared with the commitment to public service and safety.

The assessment team also found a high degree of transparency by the agency in its daily operations as well as in unusual occurrences. With the aggressive use of social media and regular interaction with traditional media outlets, information on the police department is easily accessible and promptly made available. The agency places a high value on presenting the "human side" of the agency and allowing the public to see who they are and how they operate.

Throughout the assessment, comments concerning agency personnel and practices were positive, stressing cooperation, professionalism and community involvement. The agency is very well equipped, and personnel are provided the up-to-date training in order to perform their duties. Officers observed in the field handled calls for service with professionalism and compassion towards the public.

Although there are no complaints of bias based profiling, the agency has excelled in its outreach efforts to the Native American Community through its willingness to participate in an outside study, creations of a Community Advisory Commission, outreach into the various parts of the community, and its recruitment efforts.

Chief Karl Jegeris has made clear to the Department and the community that the public's trust is not taken for granted. It was seen to carry over to all members of the department who strive each day to serve and help in any way possible.

The agency's long term commitment to CALEA and the accreditation process has resulted in a department in which professionalism and accreditation is a part of routine operations. The agency remains focused, but flexible, and strives to continually provide the best possible services.

The assessment team will submit this report to the Commission for review and decision of reaccreditation at the next CALEA conference.

A handwritten signature in black ink, appearing to read "David Belmonte", with a long horizontal flourish extending to the right.

David Belmonte
Team Leader