

**The Commission on Accreditation
for Law Enforcement Agencies, Inc.**



**Assessment Report for the
Rapid City (SD) Police Department**

2010

**Rapid City (SD) Police Department
Assessment Report
April 2010**

Table of Contents

Section		Page
A	Agency name, CEO, AM	1
B	Assessment dates	1
C	Assessment team	1
D	Program Manager	1
	Type of Assessment	1
E	Community and Agency Profile	2
	Community Profile	2
	Agency Profile	2
	Demographics	3
	Future Issues	3
	CEO Biography	4
F	Public Information	4
	Public Information Session	4
	Telephone Contacts	5
	Correspondence	5
	Media Interest	5
	Public Information Material	5
	Community Outreach Contacts	5

G	Essential Services	6
	Chapters 1 – 17	6
	Biased Based Profiling	8
	Use of Force	10
	Chapters 21 – 35	11
	Grievances	12
	Discipline	13
	Recruitment/Selection	14
	Training	15
	Promotions	15
	Chapters 41 – 61	17
	Crime Statistics	20
	Calls for Service	20
	for Service	
	Vehicle Pursuits	20
	Critical Incidents, Special	
	Operations and Homeland	
	Security	21
	Internal Affairs	22
	Chapters 70 – 84	23
	Property and Evidence	24
H	Applied Discretion	24
I	Non-compliance	24
J	20 Percent Standards	24
K	Future Performance/Review Issues	25
L	Standards Summary Table	25
M	Summary	25

A. Agency name, CEO and AM

Rapid City (SD) Police Department
Steve Allender, Chief of Police
Ray Cornford, Lieutenant and Accreditation Manager

B. Dates of the On-Site Assessment:

April 24-27, 2010

C. Assessment Team:

1. Team Leader: D. Scott Bowen
Chief of Police
Lebanon Police Department
406 Tennessee Blvd.
Lebanon, TN 37087
(615) 453-4321
bowens@lebanontn.org

2. Team Member: James C. Wachuta
CALEA Manager
Iowa Department of Public Safety
215 East 7th Street
Des Moines, IA 50319
(515) 725-6184
wachuta@dps.state.ia.us

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

Maya Mitchell

Six reaccreditation, C size (141 personnel; authorized 111 sworn and 32 non-sworn)
5th edition Law Enforcement Accreditation

The agency utilizes the CACE-L software program

E. Community and Agency Profile:

1. Community profile

Rapid City is the gateway to the intermountain west and was founded in 1876 by a group of disheartened prospectors that came to the Black Hills in search of gold. The city was named for the limestone spring stream that passes through the city and originates high in the Black Hills. In June 1972, the city was struck by a severe flash flood after heavy rains caused the collapse of two nearby earth dams. More than 200 lives were lost and property damage was estimated at \$120 million.

The economic base in Rapid City remains fundamentally the same as it was in the 1800's. Since its beginning, Rapid City has been a center for medical care, commerce, culture, transportation, and education for the entire high plains. Rapid City enjoys a diverse economy that includes agriculture, forestry, government, tourism, healthcare, manufacturing and an extremely strong service sector. The city is also the tourist center of the Black Hills and the gateway to many attractions, including Mount Rushmore National Memorial, Crazy Horse Monument, the Badlands National Monument, Custer State Park, Jewel Cave, and Wind Cave National Park.

An elected mayor and ten part-time council members representing five wards govern the city. The mayor serves as the chief executive officer and city department heads report directly to that office.

2. Agency profile

The Rapid City Police was established in 1882 because of legislation enacted by the Legislative Assembly of the Dakota Territory. Beginning with just one City Marshal, the agency has evolved to a current authorized strength of 143 employees, comprised of 111 sworn officers and 32 non-sworn

The agency is divided into three major components:

Support Services functions report directly to the Chief of Police. This position is filled by Captain Ed Hofkamp. Reporting to the Support Services Captain is Accreditation, Evidence, Training, Crime Prevention, and Records. Captain Hofkamp is also the Public Information Officer for the agency.

Investigations are currently commanded by Captain Deb Cady. Reporting to the Investigative component are the Drug Unit, Property Crimes, Persons Crimes, the Child Abuse and Sexual Assault Unit, two Compliance Officers, Juvenile Crimes, Cadets, and School Liaison Officers.

Captain Doug Thrash is currently Field Services Commander. Reporting to the Field Services Commander are three patrol shifts, Canine Officers, the Desk Officer, Traffic Section, Meter Enforcement, Accident Investigations, Crossing Guards, Part-time Officers, Police Auxiliary, and Volunteer Chaplains.

Each of these three components report directly to the Chief of Police. The Captains may serve in the role as acting Chief when Chief Allender is absent. This person is designated by the Chief prior to an absence.

The City is providing for the future needs of a growing agency that shares a facility with the Pennington County Sheriff's Office. A major renovation and addition, which doubled the size of the facility, was completed in 2006. The additional space has been absorbed by the agency creating a more conducive environment for quality production.

3. Demographics (sworn personnel, service population, available workforce).

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

Demographics Report

	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	50266	84.3	40675	87.5	103	93.6	10	9	105	88	12	10
African-American	579	1	373	.8	0	0	0	0	0	0	0	0
Hispanic	1650	2.8	1008	2.2	1	0.9	0	0	4	3	1	0.8
Other	7109	11.9	4409	9.5	6	5.5	0	0	10	9	1	0.8
Total	59607	100	46465	100	110	100	10	9	119	100	14	11.6

The agency is committed to recruiting, selecting and retaining the most qualified candidates available. The agency has a demographic makeup that mirrors its service area. The agency does have a recruitment plan in place.

4. Future issues

The Rapid City Police Department addressed three future issues that face the agency.

Due to financial difficulties there are funding concerns and the agency's budget has decreased. The agency must prepare for budgetary constraints while maintaining quality services and protection of the community.

The agency must also prepare staff for leadership positions as changes occur due to retirements. Several members of the Command Staff are eligible for retirement and upon their retirement the agency is tasked with replacing their law enforcement experience and leadership abilities.

Last but not least, the agency must continue improving communications and understanding with the minority community. The agency has placed great emphasis on developing programs aimed at working with minority groups in a collaborative effort.

5. CEO biography

Chief Steve Allender was appointed as a patrol officer for the Rapid City Police on May 28, 1985 and has worked his way through various assignments and positions within the agency during his career. On July 17, 2007, he was appointed Chief and continues to serve in that position. Chief Allender has a Bachelor's degree in Management from National American University. He is a graduate of the 219th session of the FBI National Academy. Chief Allender is involved with the community and civic life of Rapid City.

In addition to his responsibilities as Chief of Police, he serves on various boards of directors, such as Working Against Violence Inc. (WAVI), Community Relations Council, Criminal Justice Coordinating Committee, Emergency Services Communication Center Joint Services and Users Boards, Western Dakota Technical Institute Advisory Committee, Pennington County Emergency Management Advisory Committee, City/County Drug and Alcohol Programs Advisory Board, Seniors and Law Enforcement Together (S.A.L.T.) Committee and is a recent past board chairman for the Mid-States Organized Crime Information Center (MOCIC) in Springfield, MO.

F. Public Information Activities:

Public notice and input are corner stones 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.

a. Public Information Session

A public hearing was conducted at 6:00 p.m. on Monday, April 26, 2010. The hearing was conducted at the City/School Administration Building. During the public information, no one took the opportunity to address the Assessment Team and the meeting ended at 6:20 p.m.

b. Telephone Contacts

A public call-in session was conducted from 1:00 p.m. until 3:00 p.m. on Monday, April 26, 2010. Assessors received three calls from out-of-state law enforcement professionals during the call-in session. Callers praised the agency and Lieutenant Conford for dedication to the accreditation process. All three callers were members of the Rocky Mountain Accreditation Network (RMAN) and had received assistance from Lieutenant Conford related to the accreditation process.

c. Correspondence

The Commission received three letters prior to the on-site assessment that were forwarded to the team leader. All three letters received were from out-of-state law enforcement professionals. The letters praised the agency for the professional manner in which they provide quality and innovative service to the members of their community. The letters spoke to the commitment to professional excellence that the agency and its staff display. The letters complimented the agency for being a leader and proponent of accreditation in Rocky Mountain Region.

d. Media Interest

The Team Leader conducted three interviews with local television affiliates during the on-site. Questions presented by the reporters were related to the accreditation process and not specifically about the agency. Articles appeared in the local newspaper just prior to the assessor's arrival and after the public hearing. The articles contained interviews with Chief Allender and Lieutenant Conford about the accreditation process. The articles also contained information related to the public information sessions.

e. Public Information Material

The Public Information Officer, Captain Ed Hofkamp, distributed a comprehensive public information plan. A media release was made to several media sources throughout the agency's service area, including print, radio and television media. The plan allowed both employees and members of the agency's service area an opportunity to provide comments related to the agency's performance. The plan included public notice postings in locations throughout the city. Letters announcing the public information sessions were sent to various area and statewide professional law enforcement agencies.

f. Community Outreach Contacts

The assessment team found occasions to interview several members of the agency, as well as members of the community. In the discussions, a common conclusion was the fact Rapid City Police Department provides a high level of service to the community. The assessment team was able to ride along with officers. In the observations, it was clear to the assessment team

that the members of Rapid City Police Division are very competent and skilled in providing quality law enforcement services to the community.

The assessment team was able to speak with several members of other law enforcement agencies. A common theme echoed by the outside law enforcement professionals was the ability of the agency to work in conjunction with and lend a hand to other agencies. The assessment team also spoke casually with various members of the community, including hotel staff, restaurant staff, and members of other entities within the city government. Everyone spoke in support of the agency and commented on the professional demeanor of the agency employees.

G. Essential Services

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

The agency and the city have a code of ethics that employees must abide by. Ethics training is conducted to all personnel and includes employee responsibilities, proper working environment and employee and employer expectations.

The agency is working with the City's Community Resources Department and Community Development Division, Pennington County agencies, State agencies, Federal, State and County prisons and detention facilities, local health and human services agencies, and non-profit service providers in the community to develop an Offender Re-Entry Program to help offenders from the federal and state prison system reintegrate into the community and succeed in creating a new, productive life. The County's Rebound Program is already providing such services to people exiting the County jail.

A Re-Entry Program works with the returning offenders to help schedule and get needed medical and mental health appointments, secure employment and affordable housing, and connect them with transportation. Offenders will also be offered the opportunity to have a mentor who will help them handle issues and help increase their involvement with mainstream society.

The agency shares concurrent jurisdiction with the Pennington County Sheriff's Department, the South Dakota Highway Patrol, and Federal agencies. The State of South Dakota has controlling legislation governing mutual aid. The agency has not utilized federal law enforcement services during this accreditation period.

The agency has agreements in place with the Transportation Security Administration (TSA) and the Pennington County Housing & Redevelopment Commission. The TSA contract provides for law enforcement services at the Rapid City Regional Airport. The contract with the Housing Commission provides for services in a drug elimination and crime prevention program within public housing.

Rapid City Code vests the authority and responsibility for the management, direction, and control of the operation and administration of the police department to the Chief of Police. Agency directives establish command protocol in the absence of the Chief of Police and in exceptional situations, in situations involving personnel from different functions, and on day-to-day operations. Cooperation and coordination between divisional components is encouraged by the agency and was observed by assessors during the on-site.

Agency directives are issued, modified, and approved at the direction of the Chief of Police. Written directives are available to all personnel and can be accessed electronically through the agency's computer system. Established procedures are in place for indexing, purging, and distributing written directives to all affected personnel.

The Support Services Division Captain is responsible for administering the Planning and Research Function and serves as the principal advisor to the Chief of Police. Planning and Research implements a five-year staff plan that includes long-term goals, anticipated workload and population trends, anticipated personnel levels, capital improvements and equipment needs. All personnel are given an opportunity to contribute to the management and operation of the agency by providing input into the agency's annual goals and objectives. Each division commander, prior to the semi-annual goals meeting, submits progress reports to the Chief of Police with a final progress report submitted annually.

Agency personnel are allocated throughout the agency by documented workload assessments. The workload assessments include current workload trends, current personnel allocated, and future needs. The agency identifies 13 specialized assignments that include Honor Guard, Special Response Team, Canine, School Liaison Officer, and Bicycle Patrol. Specialized assignments vacancies are announced agency wide and are selected by the Chief of Police. Selection is based upon formal education, length of experience required, career development and past performance evaluations. Agency employees assigned to specialized assignments display a high level of knowledge and ability, which was evident during the on-site assessment.

The agency maintains a force of part-time reserve police officers comprised of sworn officers, trained in police work and possessing State of South Dakota Law Enforcement Officer Standards and Training Certification. Part-time reserve officers aid and assist regular officers in normal police duty, in emergency situations and for staffing the Rapid City Regional Airport. The agency has 20 volunteers who are classified as auxiliaries. Most of the volunteers are Citizen Police Academy graduates. The auxiliaries help increase police responsiveness, service delivery, and information input. The agency recently began a Neighborhood Speedwatch Program in which auxiliaries go into areas with radar guns and clock vehicles. If a vehicle is identified as speeding, the auxiliary takes the vehicle information and a letter is sent to the violator. The program's goal is to reduce speeding, raise community awareness about speeding, and free up officers

for other duties. Orientation training is provided to all volunteer personnel with additional training provided depending upon the type of function the volunteer is asked to perform.

Rapid City maintains a Centralized Fiscal System in which the Finance Officer has the ultimate accountability over the City's Budget. The City's Ordinance does allow the Chief of Police the authority and power to conduct the financial business of the Police Department.

The Chief of Police prepares, submits for approval, and administers the agency's budget. Each agency component submits written budget recommendations to the Chief of Police. The Chief utilizes input received from the Command Staff and the written recommendations to develop the agency's budget.

The agency maintains eight separate petty cash funds. Cash activity procedures are in place and include documentation requirements, persons responsible for disbursements, and authorization requirements. Quarterly audits are conducted on all cash funds.

Bias Based Profiling

The agency has strict policies that prohibit bias based profiling. Sworn employees receive cultural sensitivity training upon selection and annually during in-service training. The training is not geared toward a specific minority, but is designed to give officers an awareness of different cultures. The agency is actively involved in hearing and responding to concerns in their community. Agency members participate in meetings with legislators and attend legislative hearings related to bias based policing issues.

The agency recognizes the major issues and challenges in dealing with persons from various cultural backgrounds. In Rapid City, the Native- American population is comprised of multiple tribes, each with its own inherent biases, both positive and negative, towards police. The agency recognizes and is clearly responding to these challenges.

Former Mayor Jim Shaw conducted a series of public meetings, which he titled "Undoing Racism" to establish a forum for all citizens to express concerns about racism and profiling. Bias based policing was discussed at each of the meetings. From the meetings, the former Mayor formed the Community Relations Council (CRC). The CRC was formed to address continuing concerns of minorities, specifically Native Americans. The CRC established a mechanism to file complaints about law enforcement and the criminal justice system. Chief Allender is a member of council and meets regularly to hear, resolve and mediate complaints. The results of the meetings and the complaints generated are referred to and discussed with the Command Staff. The agency participates in a statewide group to address "Disparate Minority Contact (DMC)" in the juvenile justice system.

The Field Services Commander conducts an annual administrative review of agency practices to ensure bias based profiling is not occurring and/or to identify and analyze cases where it may have occurred. Sources for the review include citizen complaints, results from citizen surveys, and communications received by the agency related to the topic. The reviews conducted during this accreditation cycle found that the agency has investigated all complaints thoroughly, has conducted annual training, and continues to participate in programs aimed at finding ways for agency employees to understand other cultures with the goal of fairly implementing law enforcement practices to all people.

Traffic Warnings and Citations 2007

Race/Sex	Warnings	Citations	Total
Caucasian/Male	5564	6956	12520
Caucasian/Female	4075	4731	8806
African-American/Male	212	279	491
African-American/Female	67	78	145
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
Asian/Male	39	34	73
Asian/Female	30	37	67
OTHER	2022	4181	6203
TOTAL	12009	16296	28305

Traffic Warnings and Citations 2008

Race/Sex	Warnings	Citations	Total
Caucasian/Male	303	5698	6001
Caucasian/Female	274	4151	4425
African-American/Male	5	235	240
African-American/Female	3	80	83
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
Asian/Male	1	37	38
Asian/Female	1	28	29
OTHER	5664	3331	8995
TOTAL	6251	13560	19811

Traffic Warnings and Citations 2009

Race/Sex	Warnings	Citations	Total
Caucasian/Male	0	4126	4126
Caucasian/Female	0	2778	2778
African-American/Male	0	216	216
African-American/Female	0	43	43
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
Asian/Male	0	38	38
Asian/Female	0	16	16
OTHER	0	2828	7665
TOTAL	4837	10045	14882

The chart for 2009 only shows overall warning ticket numbers due to warnings not being put into the agency's RMS. This occurred due to re-organization and a backlog in entering warnings into the RMS.

For all years, the agency's system does not capture or count for Hispanic. Hispanic by definition is Caucasian, and is counted as Caucasian.

Traffic warnings and citations steadily declined from 2007- 2009. This decline is based on a change in Administration and in agency direction. The agency is working more toward a sector or true community policing response to issues identified within its jurisdiction. As a result of this strategy, citations and warnings are more directly correlated to issues or problems within respective areas. The result is fewer citations and warnings, but more public contact.

Biased Based Policing Complaints

Complaints from:	2007	2008	2009
Traffic contacts	1	0	0
Field contacts	0	2	2
Asset Forfeiture	0	0	0

The agency has received five complaints related to bias based policing during this accreditation cycle. Four of the complaints were related to field contacts with one related to a motor vehicle stop. All five complaints were investigated and were determined to be unfounded. The agency does not conduct asset forfeiture. This is a statutory responsibility of the State and County.

Use of Force

Agency policy mandates that force is used when it is reasonably necessary 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. The agency provides several weapons options including aerosol pepper

spray, baton, k-9, and electronic control devices. Applicable use of force and weapons training is completed in accordance with applicable standards.

Assessors were able to attend a scenario based video training session related to less lethal weapons with recruit officers. Sergeant Wayne Asscherick designed and implemented the training program. The program is designed to allow recruit officers the opportunity to participate in hands-on real life scenario based training prior to entering the basic law enforcement academy.

Type of Use of Force	Use of Force		
	2007	2007	2009
Firearm	2	0	0
ECW	25	33	18
Baton	0	1	0
OC	20	12	19
Weaponless	305	432	435
Total Uses of Force	352	478	472
Total Use of Force Arrests	426	478	472
Complaints	6	3	4
Total Agency Custodial Arrests	9582	9781	8140

The agency has reported a total of 1,302 use of force incidents during this accreditation cycle. The primary type of force used is weaponless, accounting for 90 percent of all use of force incidents. The agency had two firearms uses with one being for the destruction of an animal. The other firearm use occurred in April 2007 and was investigated by an outside agency which found the use to be justified.

Personnel Structure and Personnel Process (Chapters 21-35)

The agency's classification plan categorizes employees based on similarities in duties, responsibilities, and qualification requirements. The City's Human Resources Department is responsible for the updating of all job descriptions and job task analysis for police agency employees. The agency has current job descriptions on file for each position within the agency and is available to all employees. These job descriptions clearly define job duties, required knowledge, skills and abilities, and acceptable experience and training.

Applicable collective bargaining agreements and City Policy dictate compensation plans, leave, and benefits. The agency has an Employee Assistance Program (EAP) that assists police personnel and their immediate families who experience personal, emotional, psychological or related medical problems. The program provides confidential assistance and when appropriate, referral to professional and/or available community services. Supervisors may make referrals based on request from personnel and can make mandatory referrals based on apparent presence of personal, emotional, psychological or related medical problems affecting job performance. The EAP works in conjunction with the agency's Early Identification System (IDS). Supervisory training

in the Employee Assistance Program and the Early Identification System was conducted in 2009.

Off-duty and extra-duty employment related policies are clear and concise including employee behavior and activities. Extra duty job requests are sent by the Division Commanders through the Chain of Command to the Chief of Police for approval.

The agency's bargaining team is appointed by the Mayor and customarily includes the City Attorney, the Chief of Police, and the Personnel Director. The City Attorney serves as the Chief Negotiator. The Fraternal Order of Police, South Dakota Lodge 2A is recognized as the sole collective bargaining representative pursuant to state law for all police employees, excluding management, administrative assistants, captains, lieutenants, and part-time and temporary employees. The current collective bargaining contract was approved in January 2010 and expires in December 2013.

There is a clear commitment by the agency to abide by, in letter and spirit, all negotiated labor agreements. Written agreements are properly disseminated to managers and supervisors of the affected personnel. Written directives are reviewed and revised, if necessary, with each new labor agreement to ensure no conflicts with the agreements exist.

Grievances

The Chief of Police is responsible for coordinating grievances within the agency. Grievance procedures are defined by agency policy and by current collective bargaining agreements. Procedures are clearly articulated and define specific timelines for each step in the process, allowing for appeals at each step. Employees begin the grievance process with their immediate supervisor, and continue up the chain of command. If the grievance is not resolved within the agency, the aggrieved employee can appeal to the Mayor. If the employee disagrees with the decision of the Mayor, the employee can file an appeal with the South Dakota Department of Labor, whose decision is binding on the employee and the city.

Annually, the Command Staff meets to conduct an analysis of grievances filed by employees. The purpose of the analysis is to determine any trends so steps may be implemented to minimize causes of job dissatisfaction in the future. Analyses during this accreditation cycle did not determine any patterns, trends or concerns. The Command Staff commented that the agency has over 140 employees but has only seen seven grievances filed in the past three years.

Formal Grievances

Grievances	2007	2008	2009
Number	6	0	1

The grievance filed in 2009 was related to an employment termination. The grievance was denied at both Levels I and II and has been filed with the South Dakota

Department of Labor. In 2007 four of the grievances filed were related to a selection of an opening inside the agency. All six grievances filed were in reference to interpretation of the applicable collective bargaining contract. In one instance it was agreed that the agency was in violation of the contract and one resulted in a clarification to agency policy.

Disciplinary

The agency has a Code of Conduct that governs employee behavior and appearance guidelines. The agency has an extensive program aimed at rewarding employees for exceptional job performance. The program includes awards, distinguished citations, commendations and letters. Nominees for awards are submitted to an Awards Committee. The Committee reviews the actions and determines by majority vote if they endorse the award. The Committee's recommendation is forwarded to the Chief of Police for final determination.

The agency prohibits sexual and any other forms of workplace harassment. Employees can report harassment allegations to their immediate supervisor or can report the allegations to a higher-ranking supervisor if the allegation involves their supervisor. Employees may also report the allegation to the Mayor or Director of Human Resources. Once reported, the facts are forwarded to the Chief of Police for investigation. Employees are provided a copy of the city's Sexual Harassment Policy during their orientation. No harassment complaints have been filed during this accreditation cycle.

Personnel Actions

	2007	2008	2009
Suspension	1	1	2
Demotion	0	0	0
Resign In Lieu of Termination	0	1	3
Termination	0	0	1
Other	10	6	2
Total	11	8	8
Commendations	7	7	16

The agency utilizes a progressive discipline system. Most disciplinary action begins with minimal corrective action, such as counseling and/or remedial training. Four employee suspensions have occurred during this accreditation cycle with one employee's employment terminated. The agency places emphasis on rewarding employees whose actions are recognized as commendable. The agency has issued 30 commendations to members of the agency over the past three years.

Recruitment and Selection

The agency places great emphasis on recruitment of personnel and is committed to being fair and impartial in all relations with applicants for employment. It is the policy of the agency to provide quality police services through quality employees. The agency maintains a commitment to being an equal opportunity employer and ensures people of all protected classes are treated fairly. The agency currently has an ethnic and gender composition in the sworn law enforcement ranks in approximate proportion to the makeup of the available workforce in its service area. The agency should be complimented for their recruitment efforts.

The City Human Resource Department produces a Selection Manual for the agency's selection process. The Chief of Police maintains full selection authority for final hiring decisions. All elements of the selection process for sworn personnel use rating criteria and qualifications that are job related.

At the time of their formal application, candidates are provided written notice explaining all elements of the selection process, including selection stages, process duration, confidential nature and extent of certain elements, preparation recommendation for written and physical exams, and the agency's re-testing policy.

Trained members of the Criminal Investigations Division conduct thorough background investigations on all candidates prior to appointment. The background investigation includes verification of qualifying credentials, a review of any criminal and non-criminal records, and the interview of at least three personal references. Background information on selected employees is maintained permanently.

The agency does not utilize polygraph examinations for pre-employment purposes. Upon an offer of conditional employment, candidates must submit to a medical examination, psychological examination, optical examination, drug screen and hearing test. The agency securely maintains the results of medical and psychological examinations indefinitely on all personnel selected.

Sworn employees serve an 18-month probationary period with non-sworn serving 12 months.

Sworn Officer Selection Activity in the Past Three Years

Race/Sex	Applications received	Applicants hired	Percent hired	Percent of workforce population
Caucasian/Male	103	24	23.3	42
Caucasian/Female	18	3	16.7	45
African-American/Male	1	0	0	1
African-American/Female	0	0	0	0

Hispanic/Male	4	0	0	1
Hispanic/Female	0	0	0	1
Other	22	1	4.5	5
Total	148	28	18.9	5

The agency has received 148 applications for employment during this accreditation cycle with 28 being selected for employment. Of the 28 candidates selected for employment 27 or 96% were Caucasian with three being females.

The agency continues to place special interests on the recruitment of females and Native Americans. Recently the agency began an exchange program with area Native American Tribal Police Officers. Officers from each agency participate in ride-alongs with officers from the other respective law enforcement agency. This program allows officers to build working relationships with members of the Native American Tribes. Female officers have attended recruitment seminars conducted by the National Center for Women in Policing and are members of the Rocky Mountain Women in Law Enforcement Association.

Training

The Training Committee is supervised by the Training Administrator and consists of members from various workgroups, which allows a vast array of input and ideas from different agency functions. The collective bargaining agreement and the City's Travel and Training Regulations dictate travel reimbursements.

The agency uses remedial training as a way of training employees in areas they have demonstrated deficiencies. Generally, supervisors recognize the need for remedial training through routine job performance. Remedial training is not considered punitive discipline, but rather discipline that assures behavior of employees behaviors are consistent with expected employee performance in carrying out their daily duties and responsibilities

Upon completion of orientation, newly hired personnel attend the agency's entry-level classes prior to attending the basic police course. Course topics include agency policies and procedures, rules, and regulations. Recruits are then sent to the basic law enforcement academy, for 12 weeks of training. Upon completion of the basic law enforcement academy recruits are assigned to the Police Training and Evaluation Program for 15 weeks. The 15-week program is broken into four phases with a mid-term and final evaluation.

Promotions

The Support Services Captain or designee shall have the responsibility to oversee the design, development, and implementation of the promotion process and will facilitate updating test questions, posting testing dates, proctoring the tests, compilation of test scores, and arranging interview boards. All facets of the promotional process are

designed to be job related and to have no adverse impact on employees. The selection procedure for sergeant consists of seven categories. The selection process for Command Staff is determined, announced and administered by the Chief of Police. The selection procedure consists of categories similar to the categories for sergeant but may not include all seven aspects.

Eligibility lists are established by aggregating the scores of the written/practical tests and file review, along with the scores of the oral interview. Candidates are contacted confidentially regarding their eligibility ranking. Candidates achieving the highest cumulative scores in the first six categories will move to the oral interview with a minimum of twice as many candidates as open positions. There is no promotional point system for command positions. The rank order is determined by board members based upon the oral interview. The Chief of Police has the final discretion based on the recommendations of the interview board. The selection for promotion shall be made from this list, but not necessarily in order of score. Final selection shall be based on a consideration of performance of all stated categories and is made by the Chief of Police.

Sworn Officer Promotions			
	2007	2008	2009
GENDER / RACE TESTED			
Caucasian/Male	N/A	23	0
Caucasian/Female	N/A	1	0
African-American/Male	N/A	0	0
African-American/Female	N/A	0	0
Hispanic/Male	N/A	0	0
GENDER/ RACE ELIGIBLE AFTER TESTING			
Caucasian/Male	N/A	6	0
Caucasian/Female	N/A	0	0
African-American/Male	N/A	0	0
African-American/Female	N/A	0	0
Hispanic/Male	N/A	0	0
Hispanic/Female	N/A	0	0
GENDER/ RACE PROMOTED			
Caucasian/Male	N/A	4	0
Caucasian/Female	N/A	0	0
African-American/Male	N/A	0	0
African-American/Female	N/A	0	0
Hispanic/Male	N/A	0	0
Hispanic/Female	N/A	0	0

The agency is unable to provide data for 2007. The agency made several changes in 2007 involving several promotions. In 2008 the agency promoted four candidates with all being Caucasian males.

All agency employees are evaluated using the approved Rapid City Police Department Employee Performance Evaluation form. Evaluations are done for the specified timeframe appearing on the Employee Performance Evaluation. The basis for the evaluation is determined by the assigned position during the listed evaluation period.

Agency employees are evaluated by their immediate supervisor on an annual basis. The employee and the rater review the evaluation and employees have the opportunity to make comments and sign the evaluation. Raters will forward the completed evaluations through the chain-of-command for the review and signature of the supervisors. Supervisors will have the opportunity to make comments and sign the evaluation. Evaluations are placed in the employee's personnel file and become part of the employee's permanent personal record. Employees will receive a copy of the final evaluation report.

The agency utilizes an Early Identification System, which provides systematic reviews of specific, significant events involving employees. The system is necessary for the agency to exercise its responsibility to evaluate, identify, and assist employees who exhibit signs of performance and/or stress related problems. Employees are the agency's most important resource. A comprehensive Early Identification System (EIS) is an essential component of good discipline in a well-managed law enforcement agency. The agency utilizes a computerized system to track employee performance. The system tracks several different employee performance factors, including uses of force, formal complaints, motor vehicle crashes, attendance, and discipline.

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

The Field Services Division's patrol function utilizes a Community Policing approach. To better identify and address enforcement issues in various parts of the city, a sector-policing concept was instituted in late 2007. The city was divided into three sectors and nine districts with the intent of identifying and focusing efforts in reducing calls for service and improving community safety by correcting problems unique to specific areas of town. Based on calls for service analyses on a six month cycle utilizing special scheduling software, shifts are adjusted, created or eliminated as necessary to accommodate seasonal staffing needs. The most recent adjustments occurred in April 2010 and resulted in the elimination of one power shift, added specially designated DUI officers, and a new six member Street Crimes Unit (SCU). The new officers were added to accommodate peak periods of calls for service and to address other specifically identified crime problems. The DUI team is focused on addressing impaired driving violations. The SCU focuses its attention in the city's core downtown area. The SCU has already seen noticeable success in suppressing street crimes in the designated area, especially with panhandling and transient related criminal activity.

A challenge to a senior sector patrol officer from his Shift Lieutenant resulted in what is referred to as the Lemmon Street neighborhood revitalization project. Working in partnership with Neighbor Works Dakota Home Resources the agency's initiative has

worked to eliminate a multitude of minor problems resulting in a renewed sense of pride for residents and a reduction in calls for service.

Within 90 miles of Rapid City lies a major Indian reservation of 30,000 to 40,000 residents who patronize shopping and entertainment venues. In 2009, a visit by Chief Allender and other command staff members to the Pine Ridge Reservation Tribal Council ultimately resulted in the establishment of a patrol officer ride-along exchange program. One of the mutual benefits of the trust built from these ride-alongs has been the partnering of tribal police with the agency during major events that draw as many as 12,000 Native Americans to Rapid City.

The Rapid City Police Department's Criminal Investigations unit is divided into Person and Property Crimes units. The Investigations Division has sworn investigative personnel that provide vice, drugs and organized crime investigations, child abuse, sexual assault and domestic violence investigations, as well as other crime categories. The agency often shares personnel and other resources with the Pennington County Sheriff's Department. Non-sworn compliance investigators assigned to this division conduct alcohol and sex offender registry compliance investigations. The Criminal Investigations unit also houses a Domestic Violence and Child Abuse/Sexual Assault unit.

The Investigations Unit participates in an off-site UNET (Unified Narcotics Enforcement Team) Task Force, along with the SD Office of Attorney General, Division of Criminal Investigation (DCI), and the Pennington County Sheriff's Office to suppress narcotics trafficking in the Pennington County area. Several command and supervisory members of the Investigations Division have extensive experience from prior UNET assignments, bringing with them the knowledge and experience gained in working with technical equipment, confidential sources, and undercover operations, which has enhanced the division's ability to conduct decoy and undercover operations in adult oriented business (AOB) and prostitution enforcement operations without the need for assistance from UNET officers.

The Juvenile Officer works closely with the six officers assigned to the School Liaison Officer program. The School Liaison Officers are responsible for conducting school related investigations. A truancy enforcement program called ACT Now (Abolish Chronic Truancy) was developed for children up to age 18. Detectives hold membership in the South Dakota Child Abduction Response Team (CART). Other youth programs include Youth Outreach Academy, School Threat Assessment Response, which is a proactive program to address credible threats in schools to prevent violent acts, and the Rapid City Law Enforcement Cadets Explorers Post 110.

The Disproportionate Minority Contact Committee, funded by the State of South Dakota, is comprised of a number of Native American leaders, social services resources, and is chaired by a Captain. The function of this committee is to provide proactive family services intervention where troubled Native American youths have

been identified. The goal is to keep the troubled youth from requiring initial police contact, as statistics show that a very high proportion of Native American youth with police contacts remain in the criminal justice system at a much higher rate than mainstream youth. This fairly new program holds the police and social services agencies accountable to the Native American community and has shown some early signs of the potential for success.

The agency conducts a number of proactive crime prevention and suppression activities and participates in many active and productive crime prevention programs that engage a diverse group of citizens within the community. The Unified Narcotics Enforcement Team (UNET) conducts Adult Oriented Business (AOB) checks and undercover narcotics operations. The agency is an active participant in the Coordinated Response Teams/Effort (CRT) regarding Stop Violence against Women Grant Program, which is administered through the Department of Social Services. The agency utilizes the Crime Free Multi Housing Program, which utilizes Crime Prevention Through Environmental Design (CPTED) assessments and recommendations by officers. The Citizens' Police Academy and Youth Outreach Academy are designed to engage and familiarize community members with police issues and practices.

Victim's rights are codified in South Dakota law. The Pennington County Victim Assistance Program is located in the same building as the agency. Members review case reports daily and proactively contact victims of violent crime. The CARE Team is a joint domestic violence team comprised of agency personnel, Pennington County Sheriff's Department personnel and Working Against Violence Incorporated (WAVI) victim advocates. The Team utilizes domestic violence checklists to ensure investigative and support services are adequately addressed. Domestic violence referral packets are provided to victims and provide information including victim's right, services and compensation programs. A Victim Assistance Coordinator acts as liaison with Pennington County Victim Assistance Coordinator to assure victims' needs are met.

In April 2010, the traffic section was dissolved to accommodate needs identified through the calls for service analysis. Annual Traffic Enforcement Reviews with collision data are used to identify high accident rate intersections to focus enforcement efforts. The Traffic Section within the Field Services Division was recently disbanded and personnel reassigned to sector patrol shifts or other units are now responsible for traffic enforcement in their assigned areas. Traffic supervisors attend the South Dakota Department of Public Safety Roadway Safety Committee meetings. The DUI Task Force is supplemented with a state grant that allows for large-scale checkpoints that are conducted in conjunction with major activities/events (Black Hills Stock Show, St. Patrick's Day, Sturgis Motorcycle Rally). Three non-sworn crash investigators are scheduled during heaviest crash period. When on-duty, they respond to traffic related incidents including traffic crashes, abandoned vehicles, roadside assistance and they provide Total Station documentation of major crash and crime scenes. They are members of the Critical Accident Reconstruction Team (C.A.R.T.) and may assist the

Pennington County Sheriff's Department and the South Dakota Highway Patrol if needed.

Calls for Service and Crime Statistics

The agency captures calls for service and also captures officer activities. Officer activities include calls for service where multiple officers respond to a call. The agency has experienced a slight decrease (9.8 percent) in calls for service over the past three years while officer activities have shown a slight increase (9.9 percent) over the past three years. Based on calls for service analyses on a six month cycle utilizing special scheduling software, shifts are adjusted, created or eliminated as necessary to accommodate seasonal staffing needs. The most recent adjustments occurred in April 2010 and resulted in the elimination of one power shift, added specially designated DUI officers, and a new six member Street Crimes Unit (SCU).

Calls for Service

Year	Calls for Service Incidents
2007	122256
2008	131458
2009	119488
Year	Calls for Service Officer Activity
2007	138496
2008	147291
2009	140259

The agency places great emphasis on crime prevention and reduction. The agency developed several programs aimed at crime prevention. Year-end crime statistics for the last three years shows a decrease in most violent crime categories including murder, rape, and aggravated assaults. The agency has experienced an increase in thefts, including larcenies and motor vehicle thefts.

Year End Crime Statistics

Crime Type	2007	2008	2009
Murder	4	4	3
Forcible Rape	77	81	75
Robbery	39	51	41
Aggravated Assault	159	189	149
Burglary	431	412	447
Larceny-Theft	1895	2366	2460
Motor Vehicle Theft	127	113	136
Arson	16	21	20

Vehicle Pursuits

The agency's pursuit policy authorizes pursuits when criminal and traffic offenders fail to yield upon receiving proper notice. However, officers must constantly evaluate a number of factors to determine if the pursuit should be continued or terminated. Pursuits may be terminated by the pursuing officer, a senior officer or supervisor. Mechanical tire deflators and roadblocks are authorized for use in terminating a pursuit in specified situations. Vehicle pursuit reports, supervisory reviews and analyses are completed as required. No lawsuits relating to pursuits have been initiated during the reporting period and no issues have been raised by the community relating to the current pursuit policy.

Vehicle Pursuits

PURSUIITS	2007	2008	2009
Total Pursuits	39	21	25
Terminated by agency	7	4	5
Policy Compliant	39	21	25
Policy Non-compliant	0	0	0
Accidents	5	5	6
Reason Initiated			
Injuries: Officer	0	1	0
: Suspects	0	2	3
: Third Party	0	0	1
Traffic offense	33	12	22
Felony	3	1	3
Misdemeanor	2	20	0

The agency was involved in 85 vehicle pursuits during this accreditation cycle. A review by the agency found all pursuits to be compliant with agency directives. Traffic crashes occurred in 16 pursuits (19%) with injuries identified in six of those.

Critical Incidents, Special Operations and Homeland Security

The Field Services Division Commander is responsible for planning unusual occurrences. With the recent dissolution of the Traffic Section, the current Traffic Commander is now responsible for the planning of special events.

The agency participates as an active member in the FBI's regional Joint Terrorism Task Force and attends monthly meetings. No critical incidents requiring the establishment of the Incident Command System has occurred during this reporting period. Annually, at least one critical incident multi-jurisdictional exercise is conducted where the NIMS incident command training is exercised. In addition, various tabletop exercised are conducted along with NIMS training.

Internal Affairs and Complaints against employees

Due to the few number of internal complaints received, there is no separate Internal Affairs Unit. Complaints and cases are assigned individually to agency commanders by the Chief. All complaints are investigated thoroughly with the complainant notified of the results. Internal Affairs files are maintained in the administrative assistant's office.

Complaints and Internal Affairs Investigations

External	2007	2008	2009
Citizen Complaint	11	8	7
Sustained	2	3	1
Not Sustained	3	5	0
Unfounded	4	0	4
Exonerated	1	0	2
Internal			
Directed complaint	1	2	6
Sustained	0	2	6
Not Sustained	0	0	0
Unfounded	1	0	0
Exonerated	0	0	0

Twenty-six citizen complaints were filed during this accreditation cycle along with nine directed complaints. Six of the citizen complaints were identified as sustained while eight of the nine directed complaints were identified as sustained.

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

Prisoner transport policies are well written and provide detailed direction in all required areas. I-Bar leg restraints are provided and used as an option for violent resistive or self-destructive detainees. All vehicles routinely used to transport prisoners are equipped with prisoner cages. Transporting prisoners in vehicles without cages is discouraged but good guidance is provided on prisoner positioning to reduce officer risk and liability. Specific guidance is provided and officer discretion is allowed to accommodate mentally ill, sick, injured or disabled detainees, including necessary medical treatment and related security. A MOU has been signed between the agency and the Rapid City Regional Hospital that addresses dangerous prisoners and patients requiring medical or mental health treatment. Escapes of detainees during transport are rare but those documented in the files indicate proper notifications, reporting, and follow-up investigations.

The agency does not operate a temporary detention or holding facility and does not have courtroom security responsibility.

In 1992, an Intergovernmental Agreement allowed the formation of the Pennington County Area Emergency Services Communications Center (ESCC). The ESCC is

housed in the co-located quarters of the agency and the Pennington County Sheriff's Office. They provide 24/7 emergency communications services for 64 agencies. The center logs calls for service and dispatches in a computer-aided dispatch (CAD) program which assigns unique control numbers for tracking purposes. All employees assigned field duty have two-way radio communications with the Center through an assigned portable or mobile radio. Specific high-priority policies are in place for a variety of law enforcement or medical emergency situations.

Mobile Data Computers (MDC) are utilized by the department. The MDC's have Chat and Mapping functions and operate on their CAD system. The center provides alarm monitoring services for bank hold up or panic alarms, and school and public building fire alarms. Response protocols are established, as well as false alarm ordinance enforcement, which involves a \$50 fee for a third and subsequent false alarms to the same premises in a 12-month period. Personnel are certified Emergency Medical Dispatchers and provide emergency first-aid instruction. Backup systems and procedures are in place to establish a temporary off-site public safety answering point (PSAP) if necessary. The center operates on 54 multi-channel frequencies and has the capability to select any combination of frequencies for simulcasting. Message playback from digital recording media is available for radio calls as well as the eight emergency phone lines and ten non-emergency phone lines used by center personnel to answer calls from the public. The center digitally maintains recorded phone and radio messages for one year.

The Records Section consists of hardcopy adult and juvenile files as well as records stored electronically in the record management system. Hardcopy adult files are maintained manually for a period of time after data gleaned from handwritten and field reports are input into the Record Management System (RMS) by Police Support Technicians. Future plans are in place for officers to complete reports electronically directly into the RMS. In November 2009 all patrol vehicles were equipped with an Advanced Public Safety (A.P.S) automated citation system which is integrated into the Department's RMS system. Voided, damaged, lost and stolen citations are accounted for by the Records Section or a written report. The agency has an automatic numbering system, assigned by their RMS, to identify each person arrested. The system uses the designations "A" and "J" at the end of the number to identify adult and juvenile records. Restrictions and procedures for the release of records are documented in South Dakota law and agency policies.

Officers are provided training and equipment for evidence collection. There are evidence technicians and accident reconstructionists on-call to process major scenes. The Evidence Building houses a controlled access room for officer processing and temporary storage of seized property. The accommodations and procedures are very well designed to hold, protect and process held property. A variety of temporary storage drying and refrigerated compartments are available to accommodate a variety of sizes and types of property acquired. A process is in place to return improperly packaged or documented property to the seizing officer for correction.

Trained Evidence Section personnel are available to respond to crime scenes, if needed, for fingerprint and other physical evidence collection and processing. On-site qualified lab technicians are available to perform chemical testing of blood and drugs. Fingerprint processing includes input into regional and national automated fingerprint identification systems. A well-equipped crime scene van is available for response with evidence personnel.

Property and Evidence Control

The Evidence Building operates as a regional evidence storage facility supporting the agency and the Pennington County Sheriff's Department. The agency also accepts evidence from any other law enforcement agency in the western South Dakota area. The facility, which houses 11 staff members, was specifically designed for this purpose. Two full-time evidence custodians are currently responsible for approximately 15,000 property items. They also facilitate the evidence disposal process. Marked shelving and caged areas are well designed to accommodate all sizes and manner of collected property, including cash, weapons, drugs, and evidence requiring refrigeration. Access is controlled and documented. A change of custodian audit was conducted in November 2008 and improvements were made under newly assigned management. A tour of the building and operation was conducted and demonstrated a high level of organization, efficiency of operation, and adherence to sound practices in compliance with standards requirements. Two off-site storage areas are under the control of the agency evidence function and include a long-term bulk storage site and a secure vehicle impound yard. All inspections and audits were completed in a timely manner.

H. Applied Discretion Compliance Discussion:

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 identified as applied discretion.

I. Standards Noncompliance Discussion:

The agency had no standards that were identified as noncompliant during the on-site assessment.

J. 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 94.6% of applicable other-than mandatory (O) standards.

K. Future Performance / Review Issues

This section reports on directives that appear to meet the intent of standards but the directives initial established time line for completion of required activities has not be met ("wet ink"). These requirements are reported to emphasize that these activities must be completed in the appropriate time frame.

The agency had no standards with future performance or review issues.

L. Table: Standards Summary:

	<u>TOTAL</u>
Mandatory (M) Compliance	303
(M) Noncompliance	0
Waiver	0
Other-Than-Mandatory Compliance	70
(O) Noncompliance	0
(O) Elect 20%	4
Not Applicable	87
TOTAL	464

M. Summary:

The on-site assessment team's review of the Rapid City Police Department finds that the agency is in compliance with all applicable mandatory standards and 94% of applicable other than mandatory standards. The Assessment Team did not identify any file maintenance or applied discretion issues during this on-site. The last on-site revealed one file identified as applied discretion and four as file maintenance. The team's interviews, interactions and observations of the Rapid City Police Department were very positive. Assessors were highly impressed with the professionalism displayed by the agency's personnel. All personnel were forthcoming with knowledgeable information related to their duties.

The Rapid City Police Department is a full service professional law enforcement agency that prides itself on delivery of services. The agency utilizes a Community Policing Model which identifies problems and then looks for innovative ways to address those issues. The agency has developed and implemented several programs that have had a positive impact on the community. During the on-site assessment the Assessment Team was able to speak with the staff and citizens about the positive effects that these programs have brought to Rapid City. In late 2009 the agency conducted a citizen

contact survey. The overall survey addressed a variety of issues with respect to overall agency performance; overall competence of agency employees; citizens' perception of officers' attitudes and behavior; community concern over safety and security within the Department's service area; and citizens' recommendations and suggestions for improvements. Respondents were complimentary towards the agency and its employees including several approval ratings in excess of 90 percent.

Assessors found that the agency enjoys an extraordinary amount of support from the community in which it serves. It was obvious to the assessment team that the agency is committed to maintaining or exceeding those standards set forth by the Commission on Accreditation of Law Enforcement Agencies Inc.



D. Scott Bowen
Team Leader
June 28, 2010