

Initial Organizational Assessment

The Riley County Police Department

APRIL 2023

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1. Purpose

An initial organizational assessment of the Riley County Police Department (RCPD) was conducted so to gauge its status and health. Information gathered from this assessment will assist in formulating leadership priorities for myself and the department, and will also be used for strategic planning.

This assessment drew upon several data sources, including but not limited to, discussions with RCPD personnel and external stakeholders, overview research, observations of departmental culture, recent targeted statistical reporting, conversations with respected peers in policing, and review of current department policies and procedures.

Any benchmarks for comparison are based on standards defined in the President's Task Force on 21st Century Policing (published May 2015),¹ and best and evidence-based practices endorsed by the International Association of Chiefs of Police (IACP),² the Police Executive Research Forum (PERF)³, and the Commission on Accreditation for Law Enforcement Agencies (CALEA)⁴. The President's Task Force on 21st Century Policing report is recognized as the benchmark framework for law enforcement by the International Association of Chiefs of Police,⁵ the American Bar Association (ABA),⁶ the National Organization of Black Law Enforcement Executives (NOBLE),⁷ The Police Executive Research Forum (PERF), The National Association for Civilian Oversight of Law Enforcement (NACOLE),⁸ and the National Alliance on Mental Illness (NAMI)⁹.

2. Director's Qualifications

Director Brian Peete has a Bachelor of Science degree in Sociology with an emphasis on Employment Relations, and a Masters of Arts degree in Police Psychology. While serving as a commissioned officer in the U.S. Air Force, Brian conducted several military Operational Readiness Inspections at various installations as well as compliance assessments of detachments within the Air Force Office of Special Investigations (OSI). Brian was also the Chief Forensic Audit Investigator for Police Accountability for the City of Chicago Inspector General's Office, charged with auditing the Chicago Police Department's reform and accountability efforts immediately prior to the Department of Justice Consent Decree. Brian has other relevant and significant training and experiences to include Internal Affairs Investigations, Ethical Issues in Use of Force, Compliance Auditing, Performance Auditing and Corporate Fraud Investigations from the Associations of Inspectors General, Program Evaluation, Auditing Police Performance, Fraud Prevention and Detection, and Auditing and Investigation practices from the Institution of Internal Auditors. He is a member of the IACP and PERF, served on the Vermont League of Cities and Towns Public Safety Policy Committee as well as peer selected to serve as the President of the Vermont Association of Chiefs of Police. Director Peete was invited by the U.S. Department of Justice, Bureau of Justice Assistance, the University of Cincinnati, PRA Associates, and the IACP to serve on an August 2020 panel to explore current practices, challenges, and best-practice resources for successful law enforcement responses and interactions with people with behavioral health issues and developmental disabilities.

¹ https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf

² <https://www.theiacp.org/>

³ <https://www.policeforum.org/>

⁴ <https://calea.org/>

⁵ <https://www.theiacp.org/sites/default/files/all/i-j/IACP%20GMU%20Evidence%20Assessment%20Report%20FINAL.pdf>

⁶ https://www.americanbar.org/groups/leadership/office_of_the_president/publictrust/

⁷ "The playbook for police reform already exist(s).....and NOBLE helped write it!" –Dwayne Crawford, Executive Director at National Organization of Black Law Enforcement Officers, June 2020, LinkedIn, in reference to <https://www.nytimes.com/2020/06/04/opinion/police-reform-obama-task-force.html>

⁸ https://www.nacole.org/president_s_task_force_on_21st_century_policing

⁹ <https://www.nami.org/Support-Education/Publications-Reports/Public-Policy-Reports/Preparing-for-the-Unimaginable/Preparing-For-The-Unimaginable>

3. Findings

The organizational health of the Riley County Police Department is exceptionally strong with no indication of negative cultural indexes¹⁰ that hamper the Department's ability to provide safety to the Riley County community, nor visible circumstances which bring about an erosion of legitimacy or public trust. Not only has RCPD long subscribed to best and evidence-based practices and policies found in the 2015 President's Task Force Report on 21st Century Policing, but it has implemented several intelligence-led practices prior to the publication. In many ways, RCPD has been at the tip of professional innovation, training, and community-led and trauma informed policing before such phrases were specifically coined and emphasized in modern popular police research. Morale appears to predominantly be "moderate" to "high" based on a basic climate assessment survey. There also appears to be an internal departmental culture that weeds out those who cannot meet self-imposed high demands of proficiency and integrity, or the community's high demands for dignity preservation, mutual respect and professional service.

Crime and Perception

In 2022, RCPD reported all Part I crimes, with the exception of arson, were at least 9% below the average, with some as low as 50%.¹¹ Based on reporting data, social media posts and community discussions, the perception of crime appears to be low.¹² Niche.com¹³ rated Manhattan as one of the best places to live in Kansas, and Citytistics.com graded the city as an A+ in terms of low crime.¹⁴ Several YouTube videos also lauded Manhattan as among the top places to live in Kansas.¹⁵ These rankings are based in part on Crime Reporting data submitted to the FBI.¹⁶ The Kansas Bureau of Investigations (KBI) cited RCPD's reporting data of a violent crime rate per 1,000 residents at 2.8 with a property crime rate per 1,000 residents of 15.9, with the State average of 4.3 per 1,000 residents for violent crime and 21.4 for property crime.¹⁷ For national comparison, in 2021, the U.S. DOJ reported 16.5 violent crimes for every 1,000 Americans ages 12 or older,¹⁸ and 19.33 per 1,000 residents.¹⁹

Department Credibility

Based on interviews with Peer Agencies such as the FBI, KBI, the Kansas Law Enforcement Training Center, the County Attorneys' Office, as well as with the District Court and County Public Defender's office, there is strong external confidence in the competence and credibility of RCPD staff. There are no obvious indications of systemic integrity²⁰ or ethical issues. NOTE: I am in the process of scheduling a meeting with the U.S. Attorney (Kansas).

¹⁰ Common indicators include sustained patterns of excessive force, First and Fourth Amendment violations, sustained patterns of discrimination against minorities and other protected groups, and questionable practices which deviate from state and federal open records-related acts.

¹¹ https://twitter.com/RileyCountyPD/status/1622704575101763587?ref_src=twsrc%5Etfw%7Ctwcamp%5Etweetembed%7Ctwterm%5E1622704575101763587%7Ctwgr%5E152366c1f10f07595c6afa9d76d1261115972f9e%7Ctwcon%5Es1_&ref_url=https%3A%2F%2Fwww.wibw.com%2F2023%2F02%2F07%2Frcpd-releases-2022-crime-stats%2F

¹² Please note RCPD serves an entire county, therefore statistics involving Manhattan were readily available and not those of other communities within the county

¹³ <https://www.niche.com/places-to-live/manhattan-riley-ks/>

¹⁴ <https://www.citytistics.com/city/manhattan-kansas/>

¹⁵ <https://www.youtube.com/watch?v=MgO2-RZvGQ> and <https://www.youtube.com/watch?v=WpxMpBEBFWs>

¹⁶ <https://www.fbi.gov/services/cjis/ucr>

¹⁷ <https://www.kansas.gov/kbi/stats/docs/pdf/2021%20Crime%20Index.pdf>

¹⁸ <https://bjs.ojp.gov/content/pub/pdf/cv21.pdf>

¹⁹ <https://bjs.ojp.gov/sites/g/files/xyckuh236/files/media/document/ncvsnibrscpc21.pdf>

²⁰ <https://www.lexipol.com/resources/blog/brady-giglio-and-you-how-the-duty-to-disclose-exculpatory-information-impacts-police-disciplinary-files/>

Early Warning System Indicators

Riley County, KS has a population of 72,208. As of July 2022, U.S. Census data racial estimates²¹ 83.7% White, 6.8% Black/African American, .7% American Indian and Alaska Native, 4.7% Asian, and .3% Native Hawaiian and other Pacific Islander. 3.8% were classified as two or more races, 8.7% as Hispanic or Latino.

The below tables and charts provide basic traffic warnings and citation data from 2020 through 2022.

Legend

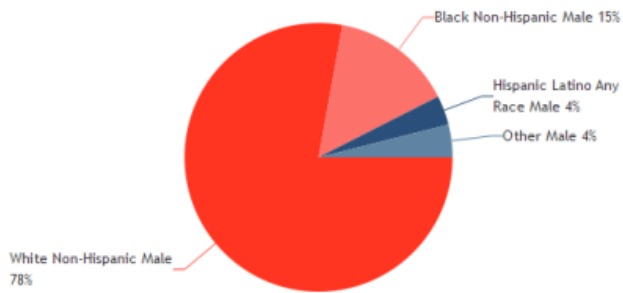
White Non-Hispanic Male	
Black Non-Hispanic Male	
Hispanic Latino Any Race Male	
Other Male	

Data Collection Period: 1/1/2020 - 12/31/2020

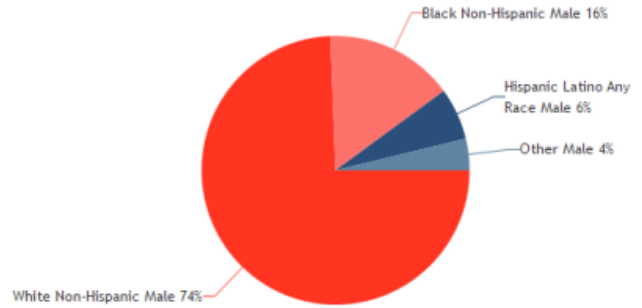
Race/Sex	Warnings	Citations	Total
White Non-Hispanic Male	1252	1294	2546
Black Non-Hispanic Male	236	271	507
Hispanic Latino Any Race Male	57	109	166
Other Male	63	66	129
White Non-Hispanic Female	951	914	1865
Black Non-Hispanic Female	105	140	245
Hispanic Latino Any Race Female	37	52	89
Other Female	29	44	73
TOTAL	2730	2890	5620

²¹ <https://www.census.gov/quickfacts/rileycountykansas>

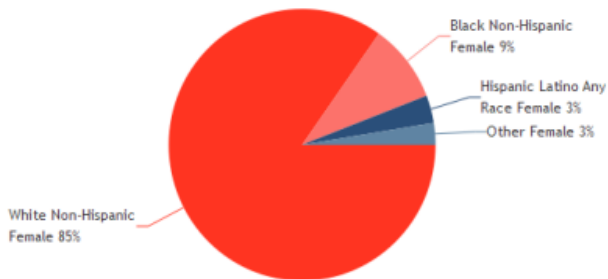
Male Warnings



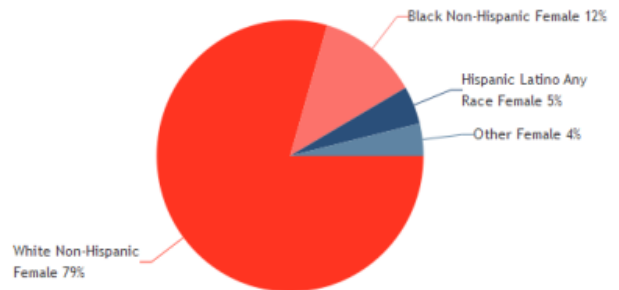
Male Citations



Female Warnings



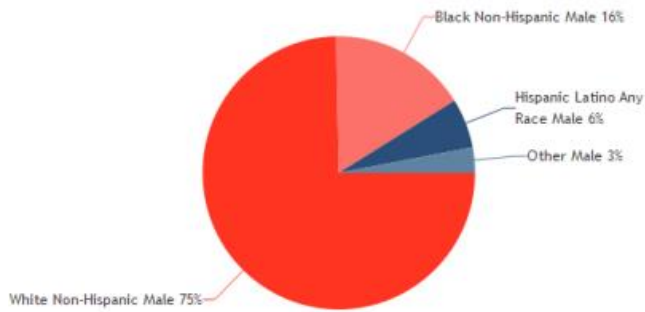
Female Citations



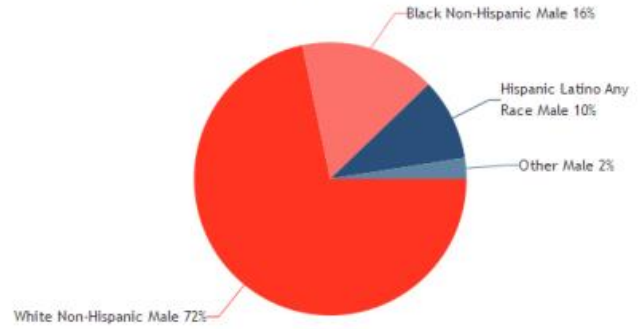
Data Collection Period: 1/2/2021 - 1/1/2022

Race/Sex	Warnings	Citations	Total
White Non-Hispanic Male	1350	1455	2805
Black Non-Hispanic Male	297	327	624
Hispanic Latino Any Race Male	106	197	303
Other Male	54	50	104
White Non-Hispanic Female	1051	984	2035
Black Non-Hispanic Female	99	155	254
Hispanic Latino Any Race Female	40	53	93
Other Female	41	42	83
TOTAL	3038	3263	6301

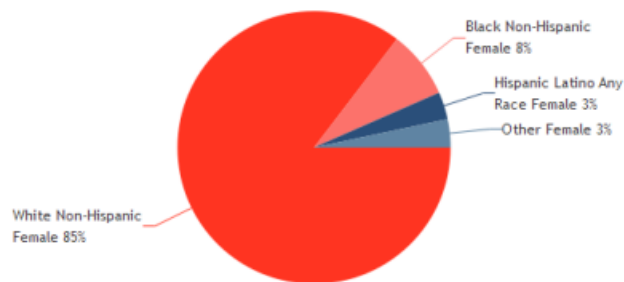
Male Warnings



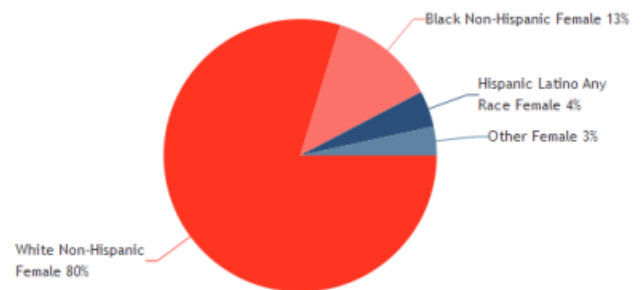
Male Citations



Female Warnings



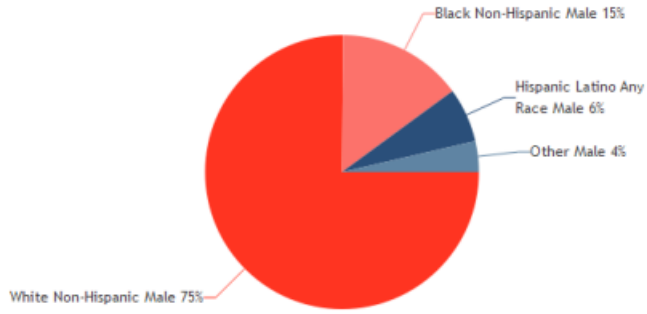
Female Citations



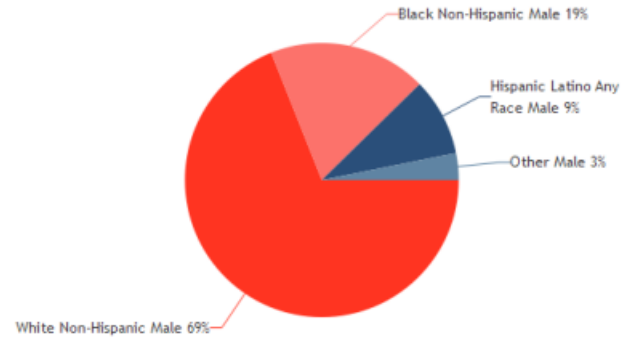
Data Collection Period: 1/1/2022 - 12/31/2022

Race/Sex	Warnings	Citations	Total
White Non-Hispanic Male	1780	1745	3525
Black Non-Hispanic Male	351	473	824
Hispanic Latino Any Race Male	152	232	384
Other Male	86	80	166
White Non-Hispanic Female	1395	1220	2615
Black Non-Hispanic Female	154	184	338
Hispanic Latino Any Race Female	76	110	186
Other Female	54	61	115
TOTAL	4048	4105	8153

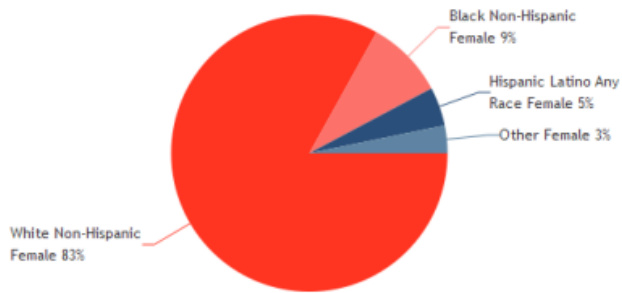
Male Warnings



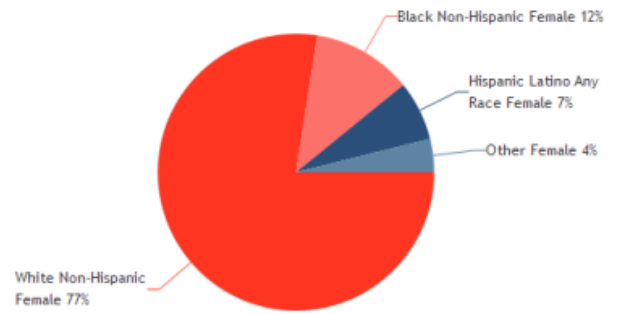
Male Citations



Female Warnings



Female Citations



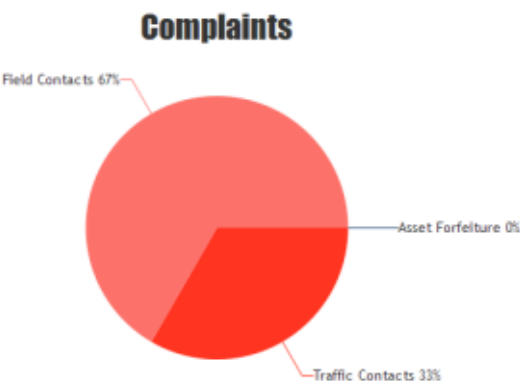
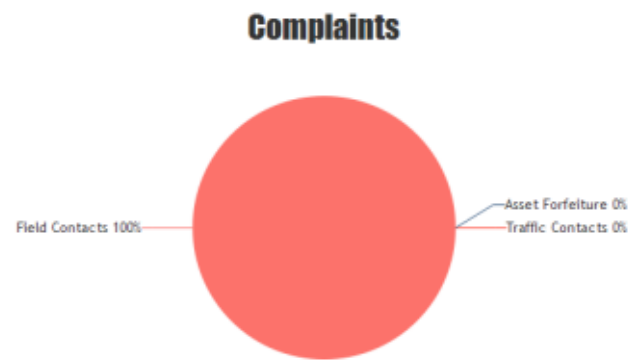
Biased Based Profiling

Year 1 Data Collection Period: 1/1/2020-12/31/2020

Year 2 Data Collection Period: 1/1/2021-12/31/2021

Year 3 Data Collection Period: 1/1/2022-12/31/2022

Complaints from:	Year 1	Year 2	Year 3
Traffic Contacts	0	2	1
Field Contacts	1	4	
Asset Forfeiture	0		



Legend

Traffic Contacts	
Field Contacts	
Asset Forfeiture	

In addition to personal observations, as well as preliminary review of traffic-related data, I can confirm that RCPD does not engage in the targeting of minority and historically disadvantaged populations. When studying traffic data, there are numerous variables that must be considered such as accounting for individuals who visit the county and/or students who may not have officially registered their respective residence within Riley, the race or sex of the officer issuing the citation, and the reasons as to why the stop initially occurred. Additionally, one must study whether the infraction(s) which led to a traffic stop mandated (by law) a citation rather allowing officers to use discretion to issue a simple warning. These are key contextual sets to consider so to avoid confirmation bias. It should be noted that RCPD has incorporated *Benchmark Analytics*, which utilizes evidence-based research findings to develop algorithms that assist in identifying staff who may show patterns of unprofessional and biased conduct. Of further note, RCPD has an independent Internal Affairs and complaint-based system, maintains a strong cooperative relationship with a Community Advisory Board and other organizations which represent the interests and protection for historically marginalized populations, and also works with a community-based Fair and Impartial Policing group. Based on the data collected in this report, I do not see a need to conduct targeted or more detailed audits in this area.

Finally, RCPD plans to work and collaborate with the Manhattan-Riley county Coalition for Equal Justice to ensure its policies, procedures and practices are transparent, based in dignity preservation and mutual respect, and are free of bias and implicit bias with the goal of systemic equity to all we are sworn to protect.

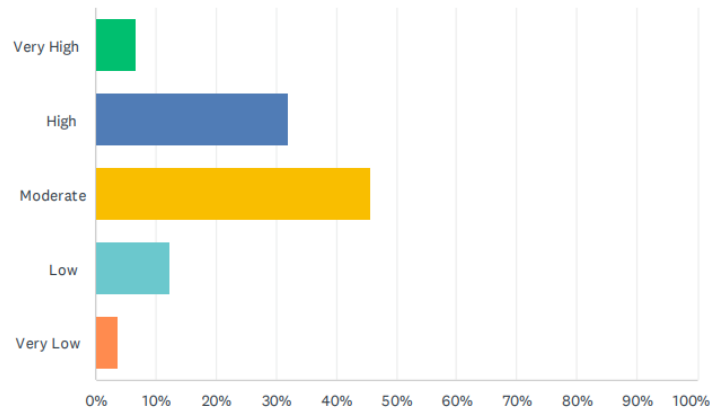
Morale and Internal Culture

I begin by noting RCPD has a robust and self-sustaining Peer Support network as well as a Chaplaincy program. Both provide assistance to all staff members. In the first quarter of 2023, a preliminary internal climate assessment survey was conducted. RCPD is authorized 225 personnel, with 138 personnel participating in the survey. The below twelve (12) questions were asked of staff followed by charts capturing the responses.

1. How would you rate the current level of morale in the department?
2. I'm free and comfortable providing my ideas and feedback to my chain of command or to the Director.
3. My ideas and feedback reach the level, office, or supervisor(s) I intended to reach.
4. When I submit concerns, ideas, or feedback, my chain of command and/or parties involved are responsive.
5. I receive clear direction on what I'm expected to accomplish.
6. As a supervisor, I have clear direction, authority, and autonomy to make proper decisions.
7. The Department's direction is effectively communicated to me.
8. The Department does a good job explaining why decisions are made.
9. I have the necessary equipment and technology to perform my assigned duties.
10. I have received the proper training necessary to keep me safe in performing my assigned duties.
11. My section has an adequate amount of people to perform our assigned duties.
12. My significant other and/or family supports my decision to work at RCPD.
13. I'm seriously thinking about leaving RCPD within the next five years.

Q1 How would you rate the current level of morale in the department?

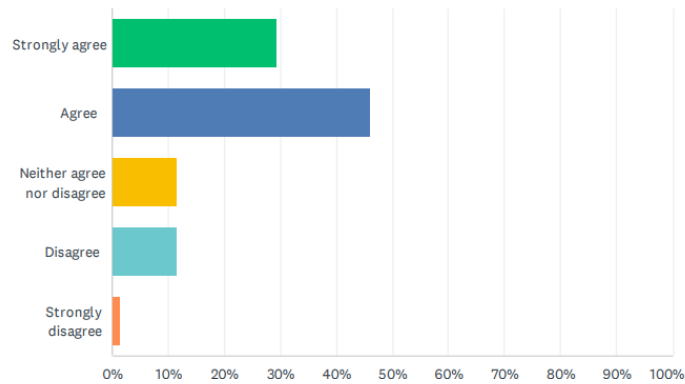
Answered: 138 Skipped: 1



ANSWER CHOICES	RESPONSES	
Very High	6.52%	9
High	31.88%	44
Moderate	45.65%	63
Low	12.32%	17
Very Low	3.62%	5
TOTAL		138

Q2 I'm free and comfortable providing my ideas and feedback to my chain of command or to the Director.

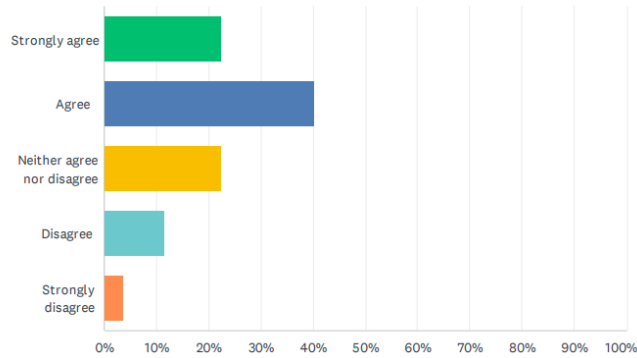
Answered: 139 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	29.50%	41
Agree	46.04%	64
Neither agree nor disagree	11.51%	16
Disagree	11.51%	16
Strongly disagree	1.44%	2
TOTAL		139

Q3 My ideas and feedback reach the level, office, or supervisor(s) I intended to reach.

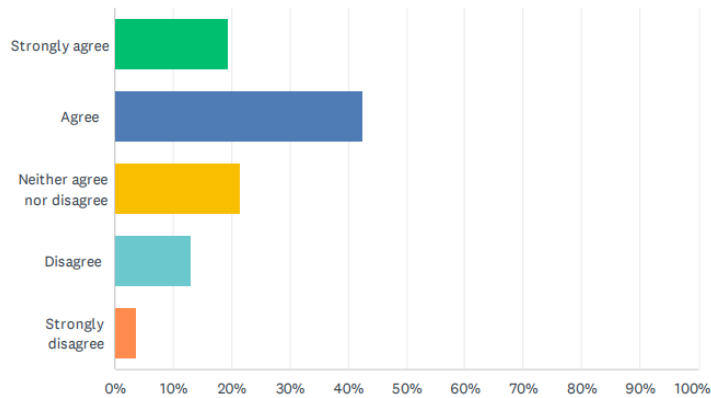
Answered: 139 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly agree	22.30% 31
Agree	40.29% 56
Neither agree nor disagree	22.30% 31
Disagree	11.51% 16
Strongly disagree	3.60% 5
TOTAL	139

Q4 When I submit concerns, ideas, or feedback, my chain of command and/or parties involved are responsive.

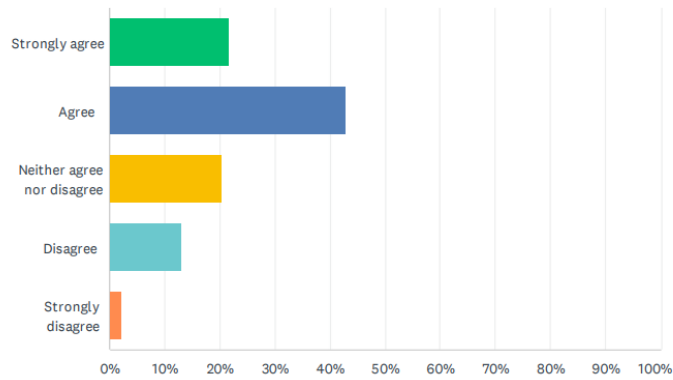
Answered: 139 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly agree	19.42% 27
Agree	42.45% 59
Neither agree nor disagree	21.58% 30
Disagree	12.95% 18
Strongly disagree	3.60% 5
TOTAL	139

Q5 I receive clear direction on what I'm expected to accomplish.

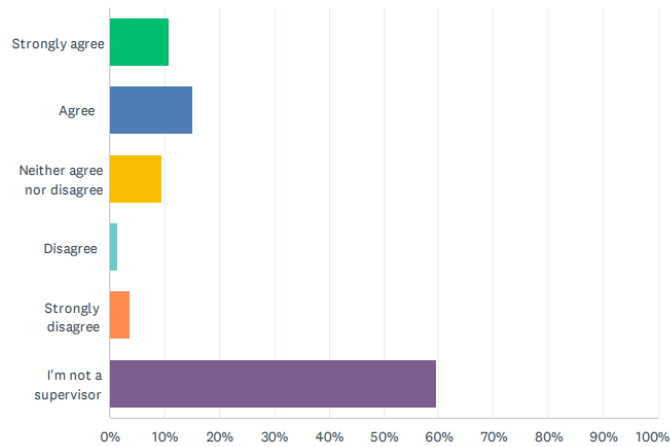
Answered: 138 Skipped: 1



ANSWER CHOICES	RESPONSES
Strongly agree	21.74% 30
Agree	42.75% 59
Neither agree nor disagree	20.29% 28
Disagree	13.04% 18
Strongly disagree	2.17% 3
TOTAL	138

Q6 As a supervisor, I have clear direction, authority, and autonomy to make proper decisions.

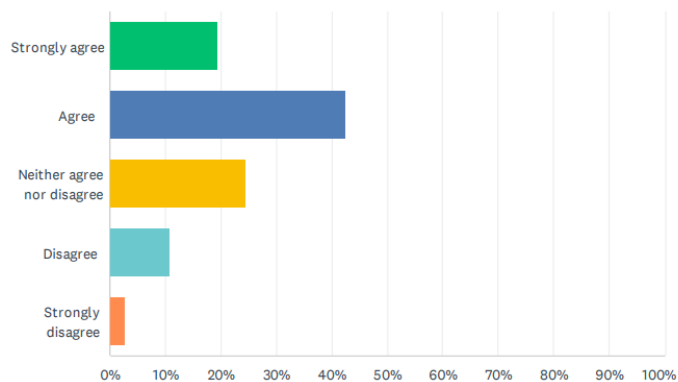
Answered: 138 Skipped: 1



ANSWER CHOICES	RESPONSES
Strongly agree	10.87% 15
Agree	15.22% 21
Neither agree nor disagree	9.42% 13
Disagree	1.45% 2
Strongly disagree	3.62% 5
I'm not a supervisor	59.42% 82
TOTAL	138

Q7 The Department's direction is effectively communicated to me.

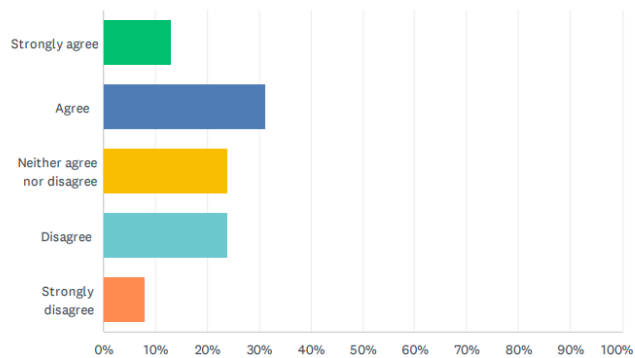
Answered: 139 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	19.42%	27
Agree	42.45%	59
Neither agree nor disagree	24.46%	34
Disagree	10.79%	15
Strongly disagree	2.88%	4
TOTAL		139

Q8 The Department does a good job explaining why decisions are made.

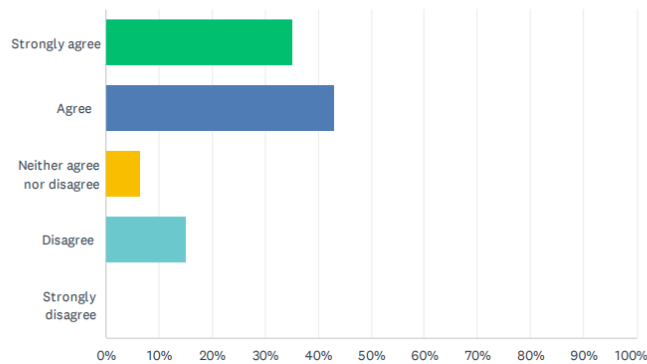
Answered: 138 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly agree	13.04%	18
Agree	31.16%	43
Neither agree nor disagree	23.91%	33
Disagree	23.91%	33
Strongly disagree	7.97%	11
TOTAL		138

Q9 I have the necessary equipment and technology to perform my assigned duties.

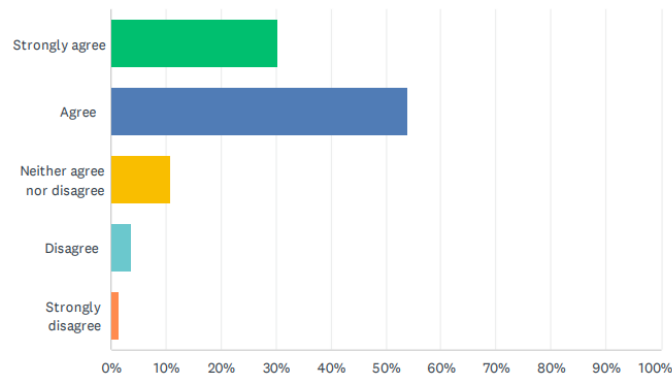
Answered: 139 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	35.25%	49
Agree	43.17%	60
Neither agree nor disagree	6.47%	9
Disagree	15.11%	21
Strongly disagree	0.00%	0
TOTAL		139

Q10 I have received the proper training necessary to keep me safe in performing my assigned duties.

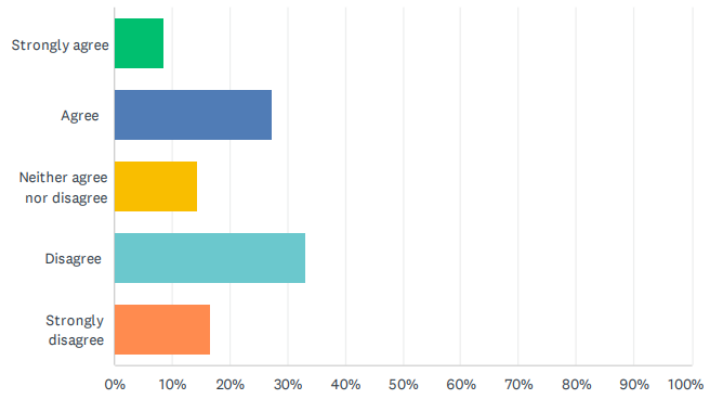
Answered: 139 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	30.22%	42
Agree	53.96%	75
Neither agree nor disagree	10.79%	15
Disagree	3.60%	5
Strongly disagree	1.44%	2
TOTAL		139

Q11 My section has an adequate amount of people to perform our assigned duties.

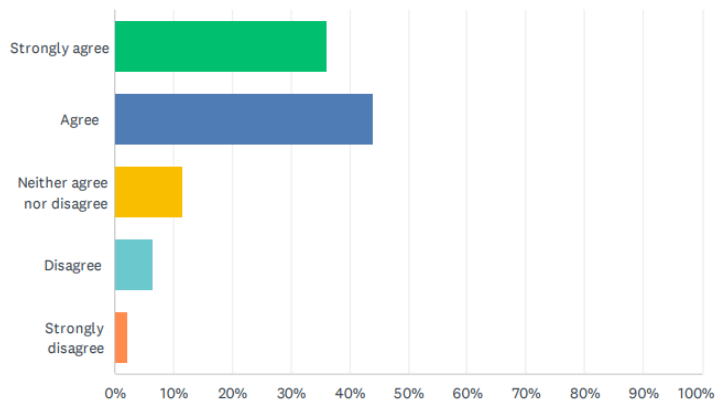
Answered: 139 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	8.63%	12
Agree	27.34%	38
Neither agree nor disagree	14.39%	20
Disagree	33.09%	46
Strongly disagree	16.55%	23
TOTAL		139

Q12 My significant other and/or family supports my decision to work at RCPD.

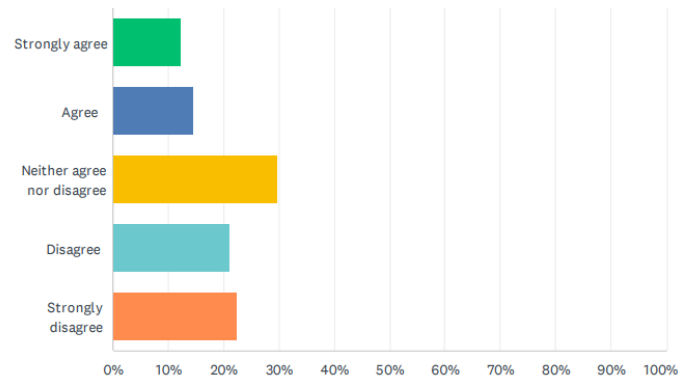
Answered: 139 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	35.97%	50
Agree	43.88%	61
Neither agree nor disagree	11.51%	16
Disagree	6.47%	9
Strongly disagree	2.16%	3
TOTAL		139

Q13 I'm seriously thinking about leaving RCPD within the next five years.

Answered: 138 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly agree	12.32%	17
Agree	14.49%	20
Neither agree nor disagree	29.71%	41
Disagree	21.01%	29
Strongly disagree	22.46%	31
TOTAL		138

The climate survey also allowed for anonymous input and critique. The following chart *categorically summarizes* specific feedback.

Concerns	Number of Staff Who Mentioned the Topic/Concern
Increase number of line workers/Overworked/Can't take time off/Quality of life with family	28
Dissatisfaction/critique of Squad-based Policing	10
Decrease response/priority to non-criminal matters	1
More training/Improve training program	7
Communicate what decisions are made and why/Allow for input/Transparency	13
Implement more of the salary survey/COLA/Pay-related issues	9
Extra-curricular activities to boost morale/Find ways to make it closer nit working environment/improve feelings of being valued	12
More SROs and Investigators	1
Increase positive recognition/Thank the staff	9
Improve the promotion system	9
Return to proactive policing practices	2
Clear goals/performance evaluation/feedback/accept feedback, ideas, opinions	18
Hold all management accountable to enforce standards, productivity, expectations, consistency	38
Stop constantly moving people around/allow to stay in preferred positions/qualified for position	5
Management to exercise good/better leadership/positive leadership	11
Elements of nepotism are present/Old ways of doing things culture	3
Low morale from external factors	1
Autonomy/No Micromanagement/Trust us as adults	12
Increase EAP benefits	1
Director & Mgmt be more visible/interactive w/ staff	12
Quality of vehicles/take home car	2
A lot of additional duty requirements and asks	4
More working space/parking	2
Systemic issues with how women are treated in the Department/belittlement + disparaging remarks	1
Communicate with County Atty Office-training for winning cases + making strong cases	1
Better fitting uniforms	1
Supervisors should mediate tense relationships between subordinates	1
Stagnation/More internal opportunities	1
Mission creep (sections doing work for others)/others are carrying their weight	11

Community Feedback and External Peer Perspectives

I conducted townhall public meetings in each municipality within Riley county. Feedback was overwhelmingly positive with almost all individuals expressing support for RCPD. Specific positive cites were the department's immersion into the community, staff being friendly, knowledgeable, and professional. Other remarks complimented supporting/security in the schools, and favorable interactions with individuals suffering from mental illness (CIT). There were several accolades singling out the compassion of RCPD's Victim Coordinator, though some members (who were victims of crimes) believed officers and investigators were not following up with them in a timely manner. In further summarizing these discussions, members in each municipality believed the department placed too much of its attention within Manhattan. Many perceived the city of Manhattan as often pushing its own agenda at the expense of other towns and thus wanted assurances RCPD would continue to dedicate resources to them so they would not be "forgotten about." All expressed a desire for the Director to be visible, approachable, responsive to their needs, and to be within their communities more than "just one time a year." Several residents in Ogden alleged RCPD as sometimes being dismissive, non-responsive, and negative towards their community with one citing an involvement where an RCPD officer allegedly wished Ogden would have been damaged after a gas leak incident several year ago (No Further Information). Ogden residents also expressed concern about narcotics, school shootings, response times to calls for service, and traffic in and out of Fort Riley's Ogden gate with a request for more patrols to monitor speeding. Ogden did approach RCPD and offered, at its expense, space, furniture and logistics to be used as a substation for RCPD. The municipalities of Leonardville, Randolph, and Riley were especially adamant that they receive service from officers who "wanted" to be in their communities. They provided many accolades to the RCPD officers assigned to the north county, but expressed concern for thefts and burglaries. Prevalent concerns for Manhattan residents revolved around traffic enforcement, visibility, and for officers to be courteous, responsive, and positive. Lastly, several community members did describe a perception that RCPD was sometimes very defensive, unapproachable, and often inflexible in answering questions or in receiving feedback. There were also some conversations revolving around RCPD's diversity (race and sex) especially within supervisory positions.

RCPD conducted a Community Survey late 2022 which consisted of thirty (30) questions, of which 1,311 community members voluntarily participated. The results of that survey are attached to this report. Based on that survey, the relative perception of crime in the county is low to moderate with concerns related to having a car or home broken into, being assaulted or robbed, the sale or abuse of illegal drugs, and the illegal sale or use of firearms. Most residents wanted more face-to-face interaction between RCPD and the community, reported positive interactions with law enforcement, and were satisfied with the department's services. Lastly, the top five services community members wanted RCPD to focus on fighting crime, drug enforcement, sex trafficking, police response to mental health-related calls for service, traffic enforcement, and engagement with schools.

Feedback sessions were also conducted with several family members of RCPD staff; some were formal requests, and others were impromptu conversations which happened coincidentally in the public. The majority of feedback was positive as to the efficiency and professionalism of the department; however, several reported the morale of the department was not as encouraging as it may appear because many staff members did not feel comfortable sharing feedback with supervision. Some spouses also stated there was a perceived "good ole' boy" structure within the department where preferred individuals were selected for promotion and good assignments, and though the previous Director did make some helpful changes, it was believed there were still substantial elements of it present. Spouses also expressed concern that their significant others were always working and may be experiencing burnout. They also preferred that their spouses not spend as much time conducting additional duties because that took them away from being at home, and that their shifts or assignments constantly changed making it difficult to make family plans. Lastly, many spouses expressed concern relating to whether the new Law Board would continue with the implementation of the salary survey.

Discussions with School District officials are summarized with numerous positive accolades for School Resource Officers (SROs), response to calls for service, and involvement/cooperation with staff and students. Officials did express a desire for RCPD to focus on combating narcotics use and trafficking, proactive investigations and joint responses to active shooter threats, trauma-informed interactions with students, and continued use of CIT-based models in dealing with students with mental health-related needs. There was also an expressed desire to research the addition of an additional SRO for the Manhattan Middle Schools.

The County Attorney's office complimented RCPD's professionalism and integrity, was very complimentary of RCPD, and did request for the department to be proactive in human/sex trafficking investigations.

There were also feedback sessions with federal, state, and local peer agencies, each providing accolades to RCPD for its professionalism, capabilities, and willingness to assist. In summarizing received critical feedback, there is a perception among the state's law enforcement community that RCPD "always throws their CALEA certification in everyone's face," that the department is sometimes aloof believing themselves to be better than everyone else, and that the department can often be "arrogant."

Feedback from the Community Advisory Board (CAB) was primarily positive with accolades to the department for exhibiting professionalism, working to maintain the respect and dignity of those staff interact with, and the department seemingly holding itself accountable for negligence. Accolades also included inclusion of mental health collaboration. The CAB also emphasized for RCPD to continue transparent communications and a strong relationship with the CAB, and businesses and community members. There were concerns revolving around not adding to the militarization of police (to include tactical appearances), being on guard for/minimizing a culture of "us vs them," finances related to security in schools/deterrence, and avoiding automated technologies such as red-light cameras and Automated License Plate Readers or ALPRs. One CAB member questioned the use of a "BBQ Team," civil forfeiture, and RCPD's policy of officers turning off body worn cameras during calls for service. The CAB also expressed an interest for RCPD to resume work revolving around Fair and Impartial Policing (and its working group), and to partner with local community members and organizations in this endeavor.

Finally, the newly convened Law Board was solicited for their expectations and strategic priorities. In summarizing the Board's feedback, RCPD was asked to work towards leveraging technology to improve legitimacy and capabilities, for better service and safety, and to help augment staff. Other topics were to look for opportunities to increase lighting and safety downtown and in Aggieville, combating fentanyl, focusing on school safety and mental health-related issues, working to address issues relating to homelessness, and for the department to be mindful (of how to provide safety to) the increased development within Aggieville and downtown, as well as other attractions and businesses coming to the City of Manhattan. There were also discussions regarding the feasibility of speed cameras in school zones, maintaining responsible budgets and spending, and conducting assessments prior to finalizing priorities. Other focuses were for the department to monitor itself in what it needs and what it may no longer need, and to provide anticipated needs for the City and County governments so that both may effectively gauge future budgeting. Finally, RCPD was expected to focus on public safety, working to reduce crimes (such as shootings) at/around bars and other high-density locations within the county, and for presence and quick response at critical locations and events.

The basic take-away from these interactions, and the survey, is for RCPD to root its strategic priorities in ways that will positively address both internal and external concerns and feedback. We must also be proactive in regularly soliciting feedback and providing good communication throughout the chain of command. I must also exert more effort in establishing stronger professional relationships and bonds with all members of the department.

4. About the Department

Mission

To reduce crime and improve the quality of life for the citizens we serve.

Strategic Goals

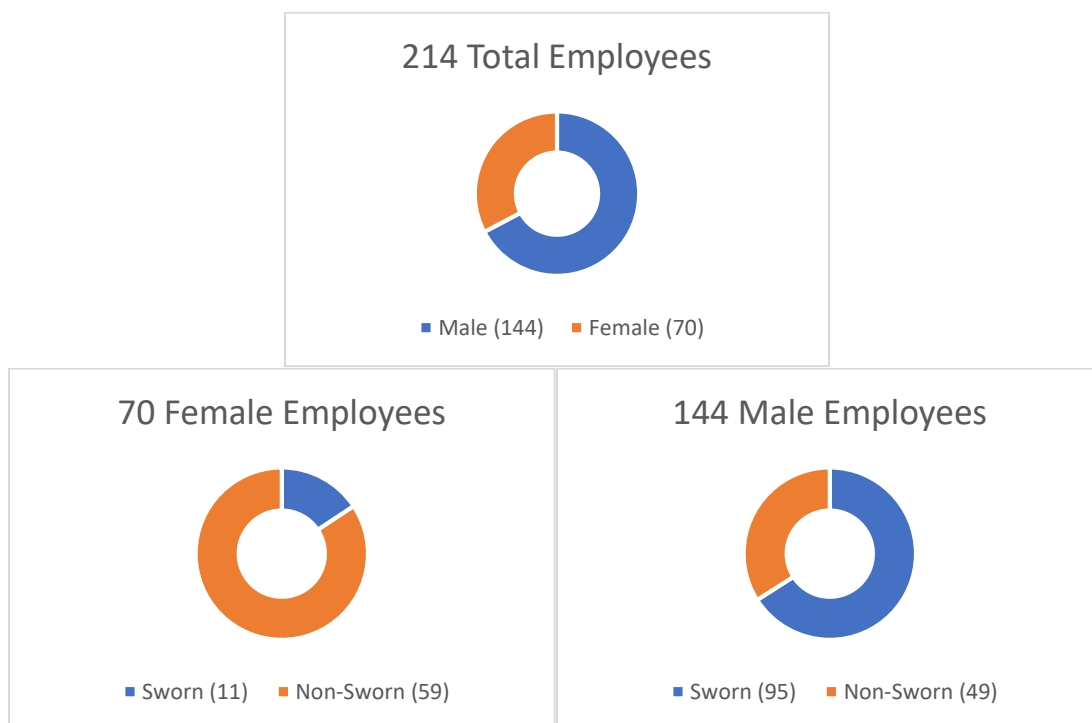
Maintain a safe and secure community

Promote legitimacy in the eyes of the public

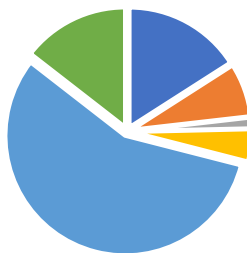
Create a culture of service throughout the organization

Minimize the financial and social cost of public safety

RCPD is a consolidated law enforcement agency located in the city of Manhattan, KS and nationally accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) which ensures high professional standards and promotes community advocacy. RCPD serves approximately 72,208 residents of Riley County and is authorized 110 police officers, 51 corrections officers, 24 dispatchers, and 38 professional staff. RCPD is an evidence-based policing agency whose mission is to: “Reduce Crime and Improve the Quality of Life for the Citizens We Serve.” We are a law enforcement agency committed to being effective in our mission with procedural justice for citizens being paramount to our success.

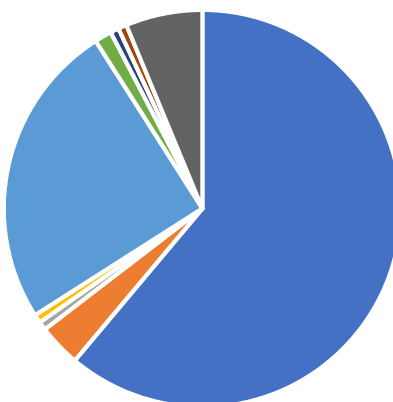


Female Employees (RACE)



- Sworn White Female (11)
- Non-Sworn Black/African American (5)
- Non-Sworn Two or More Race Not Hispanic/Latino (1)
- Non-Sworn Hispanic/Latino (3)
- Non-Sworn White (39)
- Non-Sworn UnDisclosed (10)

Male Employees (RACE)



- Sworn White Male (88)
- Sworn Black/African American (5)
- Sworn Native Hawaiian/Other Pacific Islander (1)
- Sworn Hispanic/Latino (1)
- Non-Sworn White (36)
- Non-Sworn Black/African American (2)
- Non-Sworn Native Hawaiian/Other Pacific Islander (1)
- Non-Sworn Hispanic/Latino (1)
- Non-Sworn Did Not Disclose (9)

NOTE: This data is based on voluntary self-reporting and is not information required for employment.

5. Summarized Arrest Data and Corrections Population Data

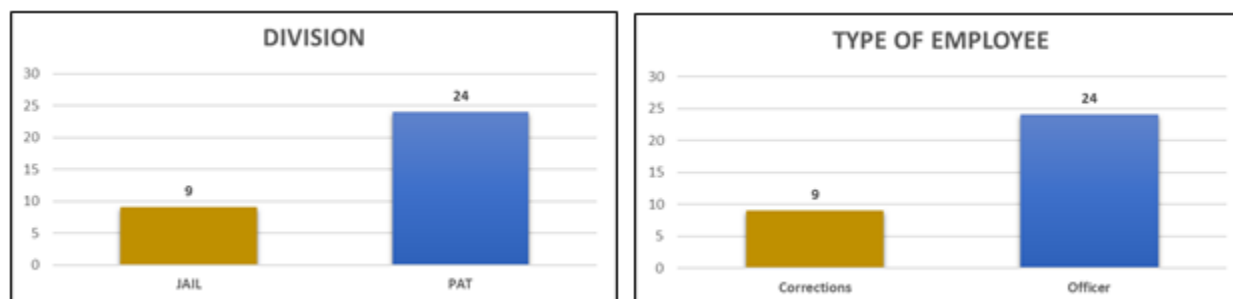
Per the Annual 2022 IA report, arrest data indicated that 1,724 people were arrested and booked into the Riley County Jail. Of the 1,724 people booked into the Riley County Jail 1,521 were persons arrested by RCPD officers. The other 203 people were arrested by agencies other than RCPD. The Kansas Highway Patrol, the Pottawatomie County Sheriff's Office, and the Kansas State University Police Department share portions of RCPD's jurisdiction. The Kansas Highway Patrol arrested 53 people. The Kansas State University Police arrested 18 people, and the Pottawatomie Sheriff's Office arrested 14 people. The remaining 118 people were arrested by agencies throughout the state of Kansas. This is likely attributed to these agencies arresting these individuals as a result of a warrant for their arrest stemming from charges within Riley County which was investigated by RCPD. These arrest numbers include probable cause arrests, warrant arrests and juveniles who were taken into custody. These numbers do not include those who were issued a notice to appear, those who were forced to appear before a court under the power of a summons, those who were sentenced and remanded in our custody, and those that were detained and released. RCPD is monitoring a climbing (and apparently sustained) increase in the Average Daily Population (ADP) (see below chart).

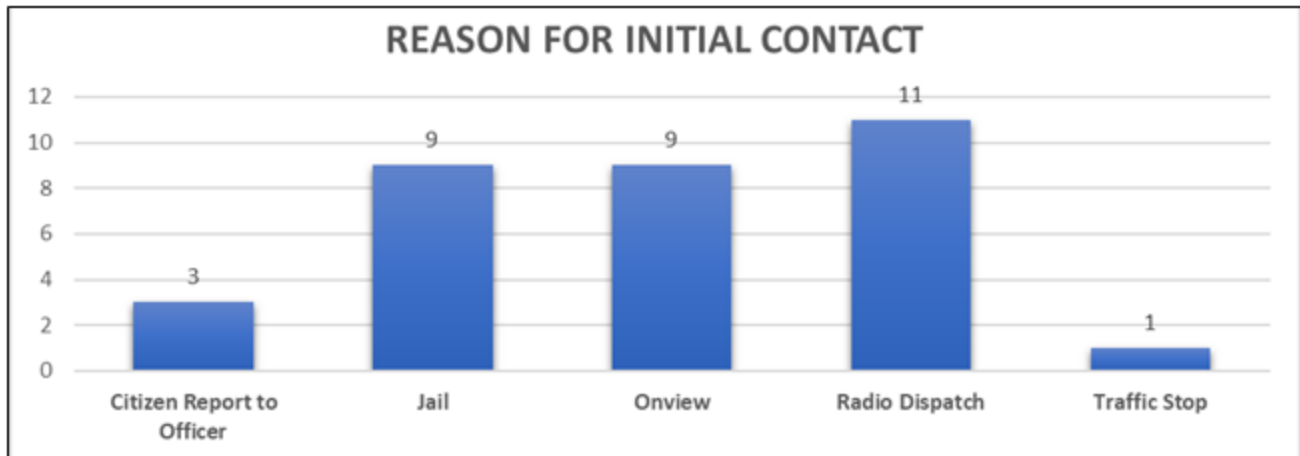
Year	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Annual ADP	76.85	64.2	75.4	81.8	77.7	79.15	78.9	60.9	80.5	105.8	~102 average

Additionally, Corrections is severely limited to implementing programs that decrease recidivism (in partnership with community partners) due to operational space. Based on these numbers, I anticipate the need for additional space and corrections staff within the next few years.

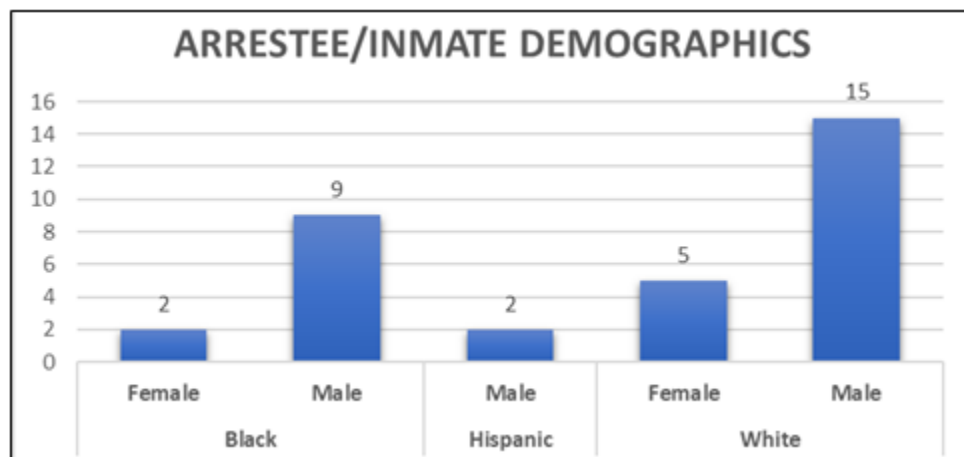
6. Assaults/Battery on Officers and Staff

In year 2022, RCPD had a total of thirty-three (33) incidents of assault/battery on officers. Twenty-four (24) of these incidents involved police officers, nine (9) involved corrections officers and zero (0) involved police service aides. The primary interaction types of which officers were assaulted/battered were dispatch based on call for service, on view observation, and approaching subjects to intervene during an unlawful behavior (e.g., fight in progress). See the below figures.





As a result of these incidents, five (5) police officers and three (3) corrections officers sustained injuries, though each injury was classified as minor (e.g., bruising, small lacerations, soreness, etc.). Of those who assaulted RCPD employees, males accounted for 72% of the incidents, while females accounted for 21% (see below figures). In 2021, the FBI found a fifty-one (51%) increase in the number of officers killed in the line of duty.²² Corrections departments across the country reported rises in assaults against their officers. It is imperative to note that Corrections Officers must work in confined spaces with the very individuals arrested for assaults against sworn law enforcement. It is recommended RCPD continue to remain proficient in proper/appropriate Use of Force tactics, as well as look for resources, opportunities, and increase in the training budget to research and incorporate modern Use of Force tactical concepts so to increase safety for Correctional and Sworn Officers.



7. Sworn Officer Staffing levels and Calls for Service

RCPD averages 1.5 sworn officers per 1,000 residents, which is far below the national consistent average of approximately 2.4 officers per 1,000 residents.²³ As calls for service numbers are trending higher (see following chart), I am very concerned that officers have been “doing more with less” at a dangerous burnout rate.

²² <https://www.fbi.gov/contact-us/field-offices/dallas/news/press-releases/fbi-releases-statistics-for-law-enforcement-officers-assaulted-and-killed-in-the-line-of-duty>

²³ <https://ucr.fbi.gov/crime-in-the-u.s/2019/crime-in-the-u.s.-2019/topic-pages/police-employee-data>

Year	Calls For Service
2020	49,813
2021	54,756
2022	55,711

8. Preliminary Audit Inquiries

An internal audit revealed no obvious patterns of call-off or sick leave abuse. Basic reviews of RCPD's policies are ongoing, and due to CALEA accreditation requirements as well as RCPD's incorporation of *PowerDMS*, the department routinely schedules reviews of key policies. A review of annual Use of Force data, sick leave, time off and overtime revealed no readily apparent violations or concerns of force violations or systemic abuse. I am currently assessing other items of review including release from custody, arrests without charging, and Information and Technology protections (patches/updates) and IT workloads.

As a note, the policies which often cause the greatest risks for the department revolve around Nepotism and Fraternization, Duty to Report and Duty to Act, Body Worn Cameras, Vehicle Pursuit, Evidence, Responding to mental health-related calls for service, Asset Forfeiture, Use of Force, Giglio and Brady reporting requirements, Investigations and Interviewing, Search and Seizure, Officer Safety, Risk Management, the Family Marriage and Leave Act, the Americans with Disability Act, the Pregnancy Discrimination Act, Hiring and Termination, Performance Evaluations, Due Process and Training (see *Ohio v. Harris*), Unmanned Aerial Systems, Social Media, and Active Shooter Response. These policies are often based on state and federal case law, and are constantly changing. For RCPD to ensure its policies are current and rooted in both the law and best practices, they require ongoing review by subject matter and legal experts. Such reviews are crucial to minimize risks to officers (especially for Qualified Immunity protections) and staff, and the department itself.

9. Internal Affairs and Administrative Actions Data

Per the Annual 2022 Internal Affairs (IA) Summary, RCPD received twenty (20) cases for Administrative Action (AA) or Investigation. Of those twenty (20), three (3) were reported by the public with one involving a police officer, and the other two involving corrections officers.

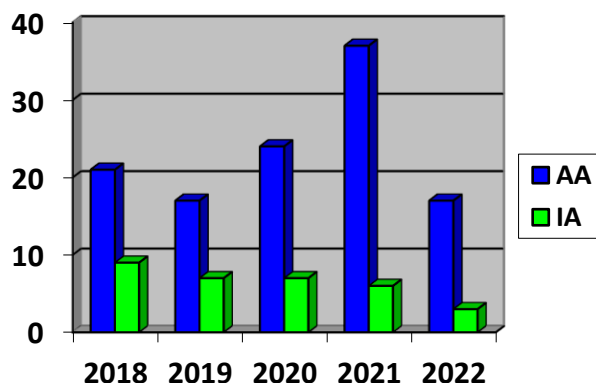


Seventeen (17) cases were reported internally with eleven (11) involving police officers, four (4) involving corrections staff, and single complaints involving a dispatcher and a support personnel respectively. The below chart summarizes the categories of complaints. Please note some of the complaints and/or investigations revealed the accusation of more than one policy violation, thus the total on the chart is twenty-three (23) not twenty (20).

In total, of the three IAs, there was an exoneration and two findings of improper conduct resulting in one no action taken, one written reprimand, and the third resulted in resignation. In the seventeen AAs, there was an exoneration, two unsubstantiated complaints, and fourteen allegations of improper conduct. Of those, three resulted in no action, one resulted in counseling, six resulted in a written reprimand, five resulted in suspension without pay, one resulted in suspension held in abeyance, and one was dismissed.

Allegations	Allegation Total	Unfounded	Exonerated	Unsubstantiated	Improper Conduct	Disposition Pending
Failure to Take Appropriate Action	3	1			2	
Obedience to Policies	1				1	
Collection of Evidence Property	3				3	
Reporting for Duty	1				1	
Use of Force	1		1			
Submission of Reports						
Courtesy	1			1		
Operation of Department Vehicles	1				1	
Neglect of Duty						
Dissemination of Information	1				1	
Misdemeanor Crime	2				2	
Escape of Prisoners						
General Rules of Conduct						
Supervision						
Abuse of Alcohol While Off-Duty						
Use of Department Computer						
Discrimination						
Felony Crime						
Insubordination						
Immoral Conduct	2		1		1	
Conformance to Laws	3				3	
Unprofessional Conduct	3				3	
Truthfulness						
Care of Department Equipment	1				1	
Total:	23	1	2	1	19	

The following chart details the last five (5) years of IA cases.



A review of IA data implies RCPD has a self-policing and accountable-based culture. I also note the majority of IAs and AAs were internal which suggests an organizational culture of accountability and broad adherence to policy and professional conduct. Overall, a review of the RCPD Annual 2022 report suggests no alarming trends or patterns that suggest a department-wide bias towards minority and historically disadvantaged populations.

10. Recommendations Will Be Based on The Six Pillars of 21st Century Policing

As the Director, I will ensure RCPD utilizes the concepts contained with the President’s Task Force on 21st Century Policing, specifically the six pillars identified in the report, and a foundation in the development and tracking of its strategic priorities. Below is a summarization of those pillars²⁴.

Pillar One: Building Trust and Legitimacy

“Building trust and nurturing legitimacy on both sides of the police/citizen divide is the foundational principle underlying the nature of relations between law enforcement agencies and the communities they serve. Decades of research and practice support the premise that people are more likely to obey the law when they believe that those who are enforcing it have authority that is perceived as legitimate by those subject to the authority. The public confers legitimacy only on those whom they believe are acting in procedurally just ways.”

We will strive for continued transparency and accountability: RCPD has upgraded its website just last month making it easier for the public to consume the large amounts of posted data. The SRO program is absolutely critical in meeting this pillar as well, as SRO’s facilitate conversations to continue exposure and building bridges with the very conscience and active youth of this community. SROs are also vital leaders in guiding restorative justice programs and conflict resolution. However, SRO primary responsibilities revolve around the protection of students and staff.

Pillar Two: Policy and Oversight

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

²⁴ http://www.americanbarfoundation.org/uploads/cms/documents/executive_summary_policing_task_force.pdf

We will continue to maintain and update policies based on ever changing case law, and leverage our strong working relationships with community organizations to ensure legitimacy. This is an area where an in-house Legal Counsel is critical.

Pillar Three: Technology and Social Media

“The use of technology can improve policing practices and build community trust and legitimacy, but its implementation must be built on a defined policy framework with its purposes and goals clearly delineated. Implementing new technologies can give police departments an opportunity to fully engage and educate communities in a dialogue about their expectations for transparency, accountability, and privacy. But technology changes quickly in terms of new hardware, software, and other options. Law enforcement agencies and leaders need to be able to identify, assess, and evaluate new technology for adoption and do so in ways that improve their effectiveness, efficiency, and evolution without infringing on individual rights.”

RCPD will look for ways to augment staff levels by incorporating technology that assists in proactive and reactive investigations. RCPD should also add a Community Resource Officer (CRO) to assist the Public Information Officer in maintaining strong relationships with the community and providing the maximum amount of information with minimal delay.

Pillar Four: Community Policing and Crime Reduction

“Pillar four focuses on the importance of community policing as a guiding philosophy for all stakeholders. Community policing emphasizes working with neighborhood residents to coproduce public safety. Law enforcement agencies should, therefore, work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community. Specifically, law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety. Law enforcement agencies should also engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors.”

As previously mentioned, RCPD should add a CRO. We must also continue to work with community and faith-based organizations which include the CEJ and FIP. RCPD must maintain its current professional culture which emphasizes mutual respect and dignity preservation in all interactions with community members. This legitimacy creates trust with the public, thus increasing cooperation in working to combat crime. RCPD should also add additional officers (both Sworn and Corrections) to respond to the increasing workloads.

Pillar Five: Training and Education

“As our nation becomes more pluralistic and the scope of law enforcement’s responsibilities expands, the need for expanded and more effective training has become critical. Today’s line officers and leaders must be trained and capable to address a wide variety of challenges including international terrorism, evolving technologies, rising immigration, changing laws, new cultural mores, and a growing mental health crisis. Pillar five focuses on the training and education needs of law enforcement. To ensure the high quality and effectiveness of training and education, law enforcement agencies should engage community members, particularly those with special expertise, in the training process and provide leadership training to all personnel throughout their careers.”

An increase in the budget is necessary to allow more advanced training for officers. Training improves safety, minimizes risks, and increases the technical expertise of our staff so to combat crime. As good stewards, RCPD must also look for outside funding opportunities to support advanced training. Training

should be scenario-based, and incorporate modern concepts that increase officer safety while meeting the public's expectations of applying only the amount of force necessary to gain control or affect an arrest. Training opportunities also increase morale and instill confidence. RCPD should also ensure a robust succession plan is in place, and revamp its promotion policy.

Pillar Six: Officer Wellness & Safety

"The wellness and safety of law enforcement officers is critical not only for the officers, their colleagues, and their agencies but also to public safety. Pillar six emphasizes the support and proper implementation of officer wellness and safety as a multi-partner effort."

This is one of my highest priorities and responsibilities, as without this pillar, the others would not exist. RCPD will look for ways to provide more options for staff and their families to include additions to the Employee Assistance Program (EAP). RCPD should continue to promote its awards program to continue to recognize and celebrate the many accomplishments of its members. It is critical to know that Officers (Corrections and Sworn) and Dispatchers²⁵ suffer higher rates for suicide²⁶, PTSD, substance abuse, depression and other anxiety-based disorders. These disorders often extend into their personal lives resulting in divorce and withdrawal from friends and family, which magnifies mental health problems. According to Bluehelp.org,²⁷ in 2020, one (1) Dispatcher, thirty-four (34) Corrections Officers, and 145 Sworn Officers committed suicide, in 2021, twenty-two (22) Corrections Officers and 143 Sworn Officers committed suicide, and in 2022, two (2) Dispatchers, eight (8) Corrections Officers, and 159 Sworn Officers committed suicide. More officers have consistently died by suicide than in the line of duty for the past several years. While there is an existing Peer Support group and Employee Assistance Program (EAP), RCPD should look for ways to increase the robustness of its EAP for more coverage for staff and their families, and implement best-practice programs for mental health,²⁸ such as wellness trainings, trainings for supervisors on suicide indicators, routine mental health checks (to include families), financial planning and living will seminars, and de-stressing programs such as yoga, meditation and exercise regiments. There are also app-based programs which can help guide officers in meditation techniques to help decrease anxiety. RCPD should also take proactive steps to aid and support its retirees, who are also at higher risk. It should be noted that personnel limitations also lead to repetitive overtime which can compound issues and lead to lack of sleep, poor judgment in tactics and dealing with the public, which increases liability and adds to the need to increase the number of officers within the department.

11. Strategic Priorities

The above information provided summarized recommendations rooted in 21st Century Policing Concepts. I will expound more on those recommendations, as well as identify additional strategic priorities RCPD should pursue. These recommendations are not listed in any order of importance as strategic plans must be fluid.

Prioritize COLA and the Salary Survey Increases:

RCPD will work towards the full implementation of the Arnold Group's recommended salary survey to retain current employees, and to attract qualified candidates that meet the department's rigorous professional and competency standards. RCPD has proven it can attract and retain sworn officers even in the midst of the turmoil of police hiring, but the salary increases are vital for us to remain competitive. PERF (Police Executive Research Forum) conducted a national survey regarding trends in staffing, hiring, retirement, and resignation in law

²⁵ <https://healthland.time.com/2012/03/29/study-911-dispatchers-experience-ptsd-symptoms-too/>

²⁶ <https://www.addictioncenter.com/news/2019/09/police-at-highest-risk-for-suicide-than-any-profession/>

²⁷ <https://bluehelp.org>

²⁸ <https://www.policeforum.org/assets/PreventOfficerSuicide.pdf>

enforcement agencies through 2019 to 2021 and found agencies still face staffing issues.²⁹ The hiring of new officers seemed to rebound in 2021 after falling sharply in 2020. However, increases in resignations and retirements continued to put pressure on overall staffing levels of officers. According to the survey report, the total number of hiring decreased by 20.5% from 2019 to 2020, with the number of hiring largely rebounding in 2021, increasing 20.8% but still, almost 4% fewer officers were hired in 2021 than in 2019. PERF concluded officers are now more willing to leave for other agencies if they are offered higher pay. RCPD's numbers are consistent with this survey, and we project an estimated thirty-five percent (35%) attrition rate of our staff over the next five years. The following charts summarize some of the information included in PERF's report.

Key Findings

Total numbers of officers

- The total number of officers in responding departments decreased 1.75% during 2020.
- The number of officers decreased again during 2021, by 1.76%.
- Thus, there was a total decrease of 3.48% in officer staffing levels over the two-year period of 2020 and 2021.

Hirings

- Hirings of new officers during 2020 decreased 20.5%, compared to the year before.
- However, hirings then *increased* 20.8% during 2021.
- The number of hirings during 2021 was 3.9% lower than in 2019.

Resignations

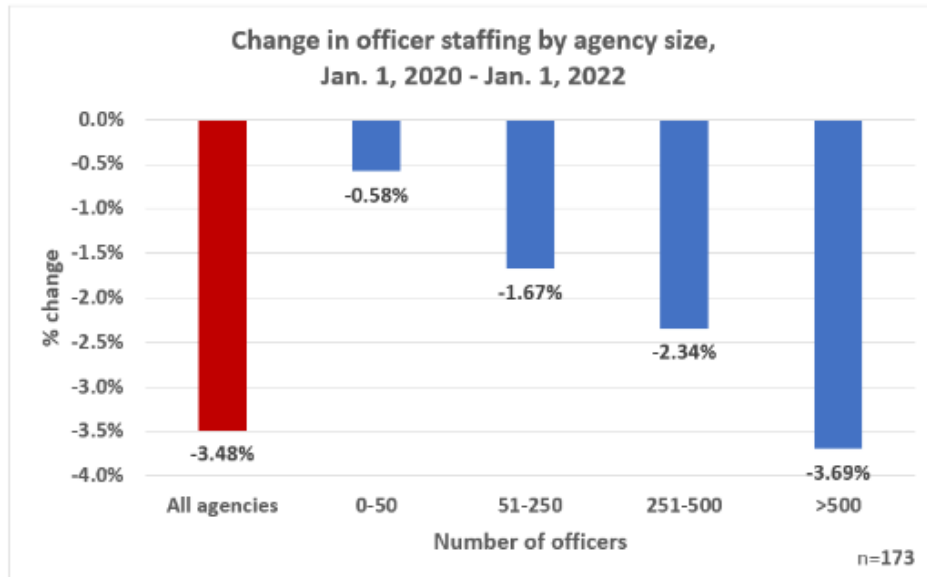
- Resignations increased slightly (1.7%) in 2020, compared to 2019.
- Resignations increased significantly (40.4%) from 2020 to 2021.
- Thus, there were 42.7% more resignations in 2021 than in 2019.

Retirements

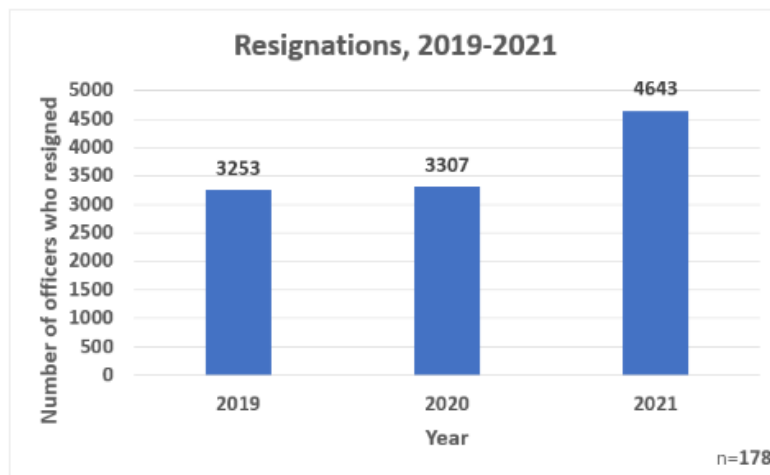
- Retirements increased sharply (31.0%) from 2019 to 2020.
- Retirements decreased slightly (5.7%) in 2021.
- Thus, the overall two-year trend was that there were 23.6% more retirements in 2021 than in 2019.

Key findings in 2021 PERF survey report shows steady staffing decrease over past two years.

²⁹ <https://www.policeforum.org/workforcemarch2022>



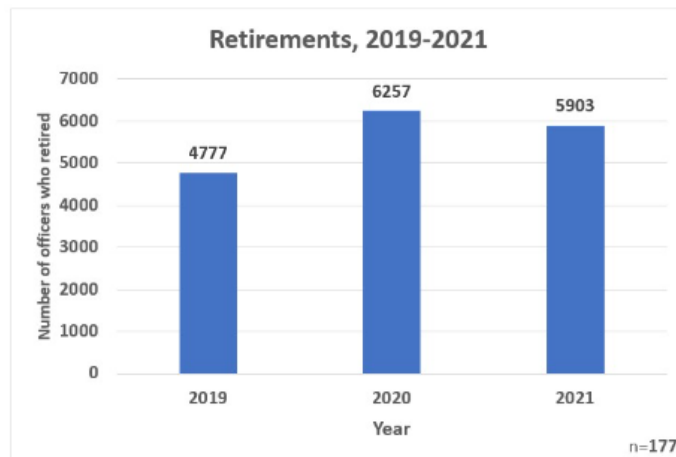
PERF’s survey study found staffing at agencies in the Midwest and West decreased more than the overall average.



PERF’s survey found the total number of resignations increased 1.7% from 2019 to 2020, and “shot up” by 40.4% in 2021.

	% Change, 2019-2020	% Change, 2020-2021	% Change, 2019-2021
All agencies	+1.7%	+40.4%	+42.7%
0-50 officers	+46.9%	+30.6%	+91.8%
51-250 officers	+18.6%	+29.0%	+53.1%
251-500 officers	-5.0%	+26.4%	+20.1%
>500 officers	-0.8%	+44.1%	+43.0%

PERF’s Survey found agencies of all sizes reported substantial increases in resignations from 2019 to 2021.



PERF's Survey found a 31.0% increase in retirements from 2019 to 2020, and in 2021, retirements decreased by 5.7% from 2020, but were still 23.6% higher than in 2019.

When it comes to Corrections Officers, Benchmark Analytics (a company RCPD contracts with for Early Warning System reporting) wrote in January 2022 that turnover rates in some regions are approaching a crisis level as some corrections departments saw annual attrition rates greater than fifty percent (50%).³⁰ RCPD itself is facing a crisis situation in relation to Corrections personnel having just recently reduced from mandatory twelve (12) hour shifts, with approximately thirteen (13) vacant positions as this report. That same article also wrote the need to retain Corrections Officers bears a lot in common with arguments for retaining law enforcement officers. Corrections Officers often leave the profession seeking better pay and working conditions along with greater access to opportunities to develop skills and career advancement opportunities. Lastly, Benchmark Analytics noted retention challenges also contribute substantially to staffing shortages which are a primary source of stress among corrections officers, creating a cycle that is difficult to "break." Other cited contributors to stress for corrections officers were: the need to train/basic and advanced training opportunities, burnout and officer wellness, overcrowded facilities, and a need to pursue research-driven solutions. A 2022 article by Urban.org³¹ noted the national attrition rate for US Correctional Officers is high with rates ranging from twenty percent (20%) to as high as fifty-eight (58%) in some states. Since February 2021, the turnover rate for Corrections Officers in RCPD has been 80.16%.

Creation of a Legal Council Position:

I provided the Law Board with two memorandums outlining the necessity of hiring a full-time Legal Counsel. In summarizing those memorandums, this new position would be vital in managing risks for all of staff, the department, and the community. Counsels are considered a best practice and exists within several departments and counties in our area. Law Enforcement and Corrections represent the highest risk to government and the communities they serve. With expectations of law enforcement agencies and case law changing on a near monthly basis, it is imperative that RCPD have immediate access to an inhouse counsel specializing in practice relevant to this profession. Please note that a Legal Counsel would provide legal training and updates to staff on a routine basis. The creation of this position was recognized by the Judges of the Riley County District Court as a valuable asset for RCPD staff and endorsed and supported by RCPD's insurance carrier as well as one of this state's foremost legal experts who specializes in advising and representing law enforcement.

³⁰ <https://www.benchmarkanalytics.com/blog/issues-facing-corrections-officers-in-2022/#:~:text=While%20potential%20causes%20of%20staffing,attrition%20rates%20greater%20than%2050%25>

³¹ <https://www.urban.org/urban-wire/why-does-no-one-want-be-correctional-officer>

Add at least three (3) additional Sworn Officers and add Corrections Officers as soon as staffing levels within Corrections stabilizes:

As noted earlier within this assessment, RCPD responds to high call for service volumes with sworn staffing levels at almost half of the national average of officers per one-thousand (1,000) residents. The input received from the department in the climate assessment survey (as well as feedback from spouses) warned of concerns of not enough staff to handle the call load. The department can utilize two of newly allotted positions to onboard a new SRO as well as a CRO which frees up officers to respond to calls for service, and further provides safety and community immersion as well as information dissemination. It should also be noted the ambitious plans within the City of Manhattan to attract new businesses equates to an increase in the population. It is vital RCPD remain ahead of the curve in this area, as one of the key elements new corporations insist on is a safe community with an effective and competent police department. Full adoption of the salary survey is crucial in meeting this strategic goal for attraction and retention purposes and to remain on par or higher than other agencies. RCPD has proven it can attract and maintain sworn staff, and I am confident that competitive wages in corrections will have a positive hiring impact.

Increase line item funding for investigations to pay for the increasing costs of current operational contracts, and to procure technology that improves investigative capabilities and augments law enforcement strategies:

Riley County is home to two (2) of the country's most critical infrastructures: The National Bio and Agro-Defense Facility (NBAF) and Fort Riley. Manhattan is also home to KState and its Biosecurity Research Institute, the Kansas Department of Agriculture, and several schools. RCPD is in the process of applying for federal grants to procure FUSIS; a real time information system that allows RCPD to be both proactive and reactive to these critical infrastructures, as well as high population density locations, such as Aggieville, which are locations often frequented by students, military personnel, and government employees. This technology would be the equivalent to adding several officers to the streets for a fraction of the costs. However, to appropriately aggregate the data and information from this technology, Investigations would also need to add a new analyst position.

Increase line item funding for training:

RCPD must focus on providing all staff with the best possible training to improve safety and minimize risks. In terms of Use of Force-related training, RCPD should prioritize scenario-based training models and may elect to consider procuring virtual reality training systems to maximize costs and conduct its own inhouse training. It is imperative that RCPD adopts modern Use of Force training concepts that lend to de-escalation and avoid contact and pressure on deadly-force areas of a subject's body (e.g., avoid knees on head, neck, or spine when handcuffing active resistors) while being effective against ever popular mixed martial arts techniques. RCPD often encounters military-trained subjects, and therefore training for officers must be capable of negating military tactics and combat. RCPD should look for grant opportunities to assist in paying for these types of training.

Increase line item funding for inmate food, vehicle maintenance, fuel, operational contracts (to include analysts, the Victim Witness Coordinator, and mental health co-responders):

These services are essential to RCPD, and the costs of these services has risen to the point that line item increases are necessary.

Increase line item funding for RCPD's Specialized Emergency Response Units:

Due to the numerous critical infrastructures within RCPD's Area of Responsibility (AOR), it is vital these units receive the best possible equipment and training. RCPD should also look to grant funding to offset costs.

Review recruiting strategies and look for ways to streamline the department's hiring process.

Implement strategies designed to hire, train, and promote qualified individuals so that RCPD reflects the communities it serves.

Install internal communication procedures and ensure feedback is solicited.

Incorporate leadership training opportunities at all supervisory levels and implement new promotion and performance evaluation process.

Review/reneegotiate all existing contracts upon renewal to look for cost savings: products or services that cost less but provide the same level of capability/technology and service or better.

Partner with academic bodies to continue RCPD's practice of incorporating evidence-based practices that will improve policies, procedure, and culture.

Review and update the department's maternity leave policy to attract and retain working families, as well as to aid in improving morale.

Provide specialized training in human and sex trafficking, as well as training in crime and the dark web.

Provide Active Bystander for Law Enforcement (ABLE) training for staff, and implement a "Whistleblower" policy to encourage staff to report administrative or criminal infractions:

RCPD has had a good pattern of self-reporting potential violations, however the results of the climate assessment survey suggest additional steps may be needed to increase staff confidence, as well as to discourage potential infractions and negative behaviors relating to preferential treatment. It is vital that all members of the department have trust in the systems in place and in our leadership to adhere to our processes.

Seek grant and external funding opportunities to construct a larger Public Safety facility:

RCPD has outgrown its current space, and indicators and strategic needs highlight the need for a larger and modern building. RCPD insists that all divisions are housed in a central location. There are also opportunities to incorporate other public safety-related agencies into a design to cover or offset costs and maximize logistics, mutual aid and cooperation (e.g., house the County Courts, federal law enforcement, NBAF, etc.). Of the most pressing concern is the climbing trend of inmate housing and needs.

Summary

It is imperative that the Law Board continue to support RCPD's push towards best practices rooted in 21st Century Policing concepts. Foremost is to ensure the safety and wellbeing of staff. Efforts must also include maintaining the Department's culture of professionalism, service, and competency, a "Guardian-Based" mindset³² and servant-based practices. The strategic goals outlined in this assessment are ambitious, but there should be no doubt that the women and men of the Riley County Police Department are up to the task of incorporating them. It is crucial that they receive support and resources so that allows for continued success and the implementation of these programs. RCPD must also continue its dedication and resolve towards CALEA certification. The CALEA certification Manager has done phenomenal hard work in solidifying RCPD's positive reputation, and is a linchpin in the continued maintenance and progress of our agency. Our adherence to CALEA is vital for risk management, morale, progression and legitimacy.

³² <https://www.sciencedaily.com/releases/2019/02/190226155011.htm>