

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



**Oklahoma City Police Department
Oklahoma City, OK**

January 2007 Assessment Report

**DEFENDANT'S
EXHIBIT**

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COMMISSION ON ACCREDITATION FOR LAW ENFORCEMENT AGENCIES
Incorporated



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February 2, 2007

Mr. William City
Chief of Police
Oklahoma City Police Department
701 Colcord Drive
Oklahoma City, OK 73102

Dear Chief City:

This letter is to inform you that your agency has completed all of the requirements as a candidate agency. Compliance with Commission standards has been reviewed and verified by staff and a team of assessors. Consequently, your agency is ready for an accreditation hearing at the next Commission Conference scheduled for Greensboro, North Carolina, March 14-17, 2007.

If you agree, staff will schedule the Oklahoma City Police Department for a review committee hearing during the morning of March 17, 2007. At the hearing, staff will present file documents, an oral summary of events, and generally, respond to questions from Commissioners. You and/or other members of your agency are invited to attend the hearing and assist with the presentation. While the Commission does not require an agency representative's presence at the hearing, it invites their participation when they are available. If for any reason these dates are not acceptable, we will reschedule your Committee review at the next meeting.

Contingent upon the recommendation of the committee, formal presentation for accreditation to the full Commission will occur at the Awards Banquet, Saturday evening March 17, 2007.

Two important items have been forwarded to your accreditation manager for response, an information verification form for your accreditation certificates, and a form to reserve seats for your agency at the Awards Banquet. This information should be returned as soon as possible.

Please let your Program Manager know if you or other agency members are planning to attend the Greensboro Conference. You may contact Wendi Jones at extension 34 with any questions regarding registration.

We look forward to hearing from you soon.

Sincerely,

Sylvester Daughtry, Jr.
Executive Director

SD/mlg

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thorough study of potential predators. The program receives its energy from the moral responsibility and legal mandate of law enforcement to protect all citizens. This is particularly true for children. The TRAIS program is designed to be the next step in the fulfillment of that trust.

Since implementing TRAIS the personnel involved have identified ten patterns, made nine identifications, initiated five arrests, and achieved four convictions. Further, an additional three potential predators have relocated to other localities, and the Department has contacted the police departments in those locations and shared their information with them.

T. Quality of Law Enforcement Service:

Based on chapters in CALEA's standards manual, this section presents a comprehensive view of the agency and indicates the quality of service provided. When appropriate, agency and individual strengths are emphasized and areas of needed improvement discussed.

Chapter 1 Law Enforcement Role and Authority

Oklahoma City Police Department regulations restrict full police powers to police officers only. Police and job descriptions delineate those specific powers provided to Fire Marshals and others with similar limited police responsibilities. The agency has a quality bias-based profiling policy and trains officers about this policy during their initial academy training.

Use of force regulations are thorough and require that any time an officer is involved in a use of force incident, a use of force report will be completed by a supervisor of the next highest rank. Policy mandates that the report will be distributed through the chain of command to the Division Commander, with a copy of the officer's report and other pertinent documents. Each individual within the chain of command reviews the report, and the Division Commander forwards it to the affected Bureau Chief. Once the Bureau Chief is satisfied with the investigation, he forwards the report to the Screening Committee with a recommendation. The Screening Committee convenes for the purpose of reviewing all reports and other evidence on a use of force incident. If its finding is that the use of force was justified, that recommendation will be referred to the Deputy Chief of Police of the affected Bureau. If the finding is one that the use of force was not justified, the Committee can refer the finding to the Deputy Chief for further consideration or recommend that a Departmental Board be convened to review the incident. After all reviews have been completed and appropriate action taken, all reports are forwarded to the Office of Professional Standards for a use of force investigation. That report is sent to the Chief of Police for final action.

Chapter 2 Agency Jurisdiction and Mutual Aid

Geographical boundaries are clearly defined and maps delineating the specific areas of Oklahoma City that are patrolled by the police department are clearly identified. The agency is governed by mutual aid agreements and state law with regard to concurrent jurisdiction. Agreements with the University of Oklahoma were provided as proof as

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term as president, he serves the Lodge full-time and remains on the Police Department payroll. Mr. Kirby described the relationship between the department and the Union as good. He indicated there had been some issues in the past, but they had been able to work through them. He also indicated that the collective bargaining contract expired on July 1, 2006, and it was being held up over a single issue, which was being negotiated. The issue is scheduled to go to arbitration in February, and he is hopeful that the City will resolve the matter with the Union prior to arbitration. However, if required, the union is prepared to go to arbitration. Mr. Kirby indicated his support for the agency and for the Chief of Police. Although Mr. Kirby stated they don't necessarily agree on every issue, he also stated that he felt there was currently a good working relationship between the Department and the Union.

Chapter 25 Grievance Procedures

Agency policy requires that the Personnel Lieutenant, who reports to the Captain of the Planning and Research Unit, conduct an annual analysis of grievances filed in a calendar year and make a formal report of the findings. The proofs of compliance for this indicated that the agency has completed the required annual review. The reports include the types of grievances filed and decisions made relevant to each grievance. It also breaks the grievances down by sworn and non-sworn personnel. The report concludes with a statement indicating the analysis and recommendations from the Lieutenant preparing the report.

Chapter 26 Disciplinary Procedures

The agency has a very comprehensive code of conduct, which details the expectations of employees and the responsibilities of management. Policy governing recognition of employees is equally comprehensive and provides for a significant number of forms of recognition, which can be utilized to reward officers for positive contributions to the agency, the citizens and law enforcement in general. Much of what the agency does with regard to discipline is governed by Union contracts. Grievance procedures are enumerated in these contracts. If any disciplinary action results in consideration for termination, policies of the Police Department and the Oklahoma City Personnel Regulations define appropriate procedures and justifications for such termination to occur.

Chapter 31 Recruitment

The Oklahoma City Police Department is committed to actively recruiting and hiring the most qualified personnel to establish a diverse police force that is fair and impartial, while promoting the goals of the agency. The benefits of effective recruitment and selection policies have provided for a lower turn-over rate, fewer disciplinary problems, higher morale and better community relations. The department believes that while maintaining an active formal recruitment program assists in identifying the highest caliber of candidate, one of their most important resources is that of referrals received from within the agency itself. The agency is diligently attempting to improve what appears to be only a small under-utilization of Hispanics and females, through targeted recruitment efforts. The most recent graduating class of thirty-nine officers included eight new female officers.

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Chapter 32 Selection

The mission of the Oklahoma City Police Department's Recruiting Unit is to present qualified applicants to their hiring board. Applicants are selected from the general public with concern for diversity and community representation. Factors such as socio-economic conditions, political affiliation, sexual orientation, race, sex, national origin, and similar factors are not considered in accepting or rejecting an applicant. The agency has developed a comprehensive nine-stage process for applicant processing that includes everything from the initial application, physical and written testing, thorough background investigations, polygraph examinations and oral interviews.

Chapter 33 Training and Career Development

The training advisory committee for the agency consists of the Assistant Director of Training, In-Service Training Coordinator and representatives from each of the major commands within the organization. An exceptional training facility for recruits and in-service training sessions was constructed by Oklahoma City for the use of the Police and Fire Departments. The facility is equipped with state-of-the-art equipment and training aids, which are used to improve comprehension levels of trainees. The Oklahoma City Police Department conducts its own State accredited Basic Instructor Development Course and Advanced Instructor Courses. The agency's emphasis on quality training was very evident in both the agency tour and interviews with training staff personnel.

Chapter 34 Promotion

The promotional testing process appears to be very thorough and well documented. The testing is administered under the direction of the Chief and the Director of Oklahoma City's Personnel Department. Source development, testing, and scoring and/or assessments are out sourced by the department. Subsequent promotional lists are good for a two-year time. The promotional system is controlled by a Collective Bargaining Agreement (CBA). The agency solicits informal quotes from qualified vendors for the development of written promotional examinations for the ranks of Lieutenant and Captain.

Chapter 35 Performance Evaluation

A comprehensive evaluation system is being used by the agency. All employees are evaluated annually from the date of hire or date of last promotion. Evaluations are reviewed by the supervisor with the employee and the employee signs verification of review. The evaluation is then forwarded to the Division Commander and Deputy Chief for review. The employee is provided with a copy of the evaluation. Academy cadets are evaluated monthly, while probationary employees are evaluated quarterly for the first year.

Chapter 41 Patrol

The Oklahoma City Police Department is a full service agency providing the citizens of Oklahoma City and the State of Oklahoma with a state-of-the-art professional law enforcement agency that is recognized nationwide. The agency not only provides the typical law enforcement services expected of an agency of its size, but they have worked very hard to go above and beyond what would typically be considered normal.

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Chapter 46 Unusual Occurrences and Special Operations

The Oklahoma City Office of Emergency Management is under the Oklahoma City Police Department, Office of the Chief of Police, but its responsibilities are for all Oklahoma City Departments and citizens of Oklahoma City. The agency has selected personnel that provide technical support and annual plan reviews to insure that critical infrastructures and key resources are identified and protected. The National Incident Management System (NIMS) compliance is managed through the Oklahoma City Office of Emergency Management and the training is delivered to the Oklahoma City Police Department, Oklahoma City Fire Department and the Oklahoma City Public Works Department. Emergencies, whether man-made or natural, deliberate or accidental, pose unique problems for any law enforcement agency. The Oklahoma City Police Department maintains a comprehensive Emergency Operations manual addressing specific topics that assist and direct the decision-making process during the first critical hours of an emergency. The Oklahoma City Police Department's emergency preparedness was most impressive and they truly appear to be as prepared as an agency can possibly be in order to effectively deal with a catastrophic situation.

Chapter 51 Criminal Intelligence

The agency maintains a Criminal Intelligence Unit within the Special Investigations Division for the purpose of keeping intelligence relative to drugs, gangs, vice and organized crime. Information is being collected, processed and disseminated according to established standards and consistent with the Code of Federal Regulations (28 CFR Part 23), for legitimate law enforcement purposes and limited to criminal conduct related to activities that present a threat to the community.

Chapter 52 Internal Affairs

The agency's internal affairs function is consistent with the standards and has the capability to respond appropriately to allegations of employee misconduct and citizen complaints. Investigations are very thorough, well documented and consistent with agency directives governing the internal investigations process. The quality of its internal investigations function maximizes public confidence in the agency, as evidenced by the strong community support observed during the on-site assessment. Assessor observations while on-site indicated personnel are well-disciplined and professional, speaking to the effectiveness of the internal investigations function and to disciplinary control within the agency. Complaint procedures are very well described on the agency's website. All complaints not investigated by the Office of Professional Standards (OPS) are investigated by a supervisor at the unit, division or bureau level. Findings of all investigations are forwarded to the Chief of Police. The Chief may direct the OPS to review any investigations. The Chief of Police may refer a completed investigation to the Departmental Review Board. Completed investigations are filed in the OPS. A permanent complaint register is maintained in the OPS. Results of investigations are kept confidential with information disseminated only upon order of the Chief of Police. Administrative files are purged in accordance with time limits directed by Oklahoma State Statutes and the current City Records Retention Policy. The Internal Affairs facility is secure, with access restricted via card key with an alarm system. Files are stored in secure filing cabinets within the Office of Professional

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Standards and access is restricted to OPS personnel. All internal investigations and use of force reports are stored within the Unit.

Chapter 53 Inspectional Services

Inspectional services are well developed and ongoing, including regular line inspections with appropriate follow-up for deficiencies. Agency personnel observed during this on-site were well equipped, consistently presented a professional appearance and in general illustrated pride in their agency and their jobs. Agency facilities were neat, clean and well-maintained, particularly the Property Management areas and the Communications facility. Inspections are being done as established in various agency policies and the appearance and condition of agency personnel, equipment and facilities indicate line inspections are serving their intended purpose. Agency inspectional processes provide the agency's leadership with a means of regularly assessing the agency's efficiency and effectiveness and provide information necessary to effective future planning. Inspections are being conducted with clear objectives and a positive approach. The agency maintains a Staff Inspections Unit within the Planning and Research Division of the Administrative Bureau. This Unit conducts its operations with a positive approach and with the philosophy that staff inspections is a service to the unit being inspected, as well as an information gathering mechanism for agency leadership.

Chapter 54 Public Information

Captain Steve McCool is responsible for administering the agency's Public Information function through the Public Information Office. His office is staffed with three full-time employees during normal business hours and has twelve on-call Public Information Officers (PIOs), giving the local media twenty-four hour access to a public information officer on breaking news stories. Field supervisors (generally the Shift Captain or Watch Commander) can also provide on-scene media information. During 2006, all field supervisors received training in media relations, the use of staging areas at scenes, and other media related topics. Departmental news releases are sent by email and/or fax to several dozen different local reporters and media outlets, with news conferences coordinated as-needed. The agency provides a media conference room for reporters to review arrest reports and the jail blotter each morning. The agency public information officers report three major proactive initiatives to get information out to the general public. First, the agency maintains a website with information including frequently asked questions, messages from the Chief, information on unsolved homicides and other crimes, recruiting information, and a mechanism for emailing the agency with concerns on operational and crime issues. These inquiries are answered by the public information officer, who serves as a conduit for information going to and coming from concerned citizens. Crime statistics are posted online and made available to all neighborhood associations and other interested parties.

Second, the public information function maintains the Citizen Alert Program, which was started in the last year. It is an internet-based, interactive email and messaging system provided at no cost to subscribers. The system provides crime alerts and other selected information. It is geographically based so that alerts can target specific areas

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On-site Final Report Executive Summary
Commission on Accreditation for Law Enforcement (CALEA®)

Agency: Oklahoma City Police Department
Dates of assessment: January 6, 2007 – January 11, 2007
Team Leader: Deputy Chief Douglas A. Middleton
Henrico County Police, Virginia
Type of assessment: First Law Enforcement Accreditation
D size Agency, 4th Edition Standards
CALEA Program Manager: Stephen Mitchell

1. Previous assessment issues

This is the agency's first accreditation assessment.

2. File maintenance

There were sixteen files returned for additional proofs of compliance during this assessment. Each required additional documentation to fix the file. These adjustments were quickly supplied and the files repaired without any issues.

3. Performance activities

Time sensitive standards were thoroughly documented. All time sensitive reports were submitted as required and contained sufficient information to meet the accreditation standards requirements. There were no major concerns expressed by any of the assessors with regard to time sensitive reporting standards.

4. Applied discretion

There were no applied discretion issues.

5. Non-compliance

There were no non-compliance issues.

6. Items of note

Agency officers were very aware of what accreditation required, and each one questioned about the process believed that their status as an accredited agency would increase their professional standing. During the assessment, the assessors were frequently visited by the Chief of Police and his Executive Staff. They were interested in the process, the progress of the assessment team and the efforts of their Accreditation Office's team to assist and provide necessary documentation and administrative support. The assessment team was impressed by their readiness, the total commitment of all agency personnel, and the professionalism of the agency.

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7. Quality of law enforcement service and Exemplary Projects

All quality of law enforcement issues reflected an agency that is professional and committed to the accreditation process. Each service reviewed followed the principles expected by the Commission with regard to the standards and the practice of professionalism. There were no notable deficiencies noted by the assessors regarding quality of law enforcement services provided by this agency.

The agency submitted an Exemplary Project titled Threat Recognition And Interdiction System (TRIAS). This program uses data retrieved from various reports submitted to the agency's records system to identify patterns and activities that might indicate a potential predator. The uniqueness of this program is that it intends to identify and classify a predator before he or she becomes a perpetrator. Essentially, the agency is investigating a crime before it occurs. Oklahoma City Police Department is the only agency using this program and in the nearly two years it has been in place, they have recorded successes and the program has been reported in national news outlets.

8. Recommendation

The agency was well prepared for this assessment from the initial contact and off-site work to the final on-site preparations. Compliance with applicable standards was complete and appropriately documented. There are no major concerns and the agency is recommended by the assessment team for accreditation by the Commission.