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September 25, 2017

Mr. Charles "Chuck" Jordan  
Chief of Police  
Tulsa Police Department  
600 Civic Center  
Tulsa, OK 74103

Dear Chief Jordan:

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

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

The Tulsa Police Department is scheduled for a Review Committee Hearing at the next Commission Conference in Jacksonville, Florida on November 18, 2017. While the Commission does not require your attendance at this hearing, your participation helps ensure a comprehensive understanding of issues impacting your agency's candidacy. An Awards Banquet for successful organizations will occur in the evening following the Review Committee Hearing.

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

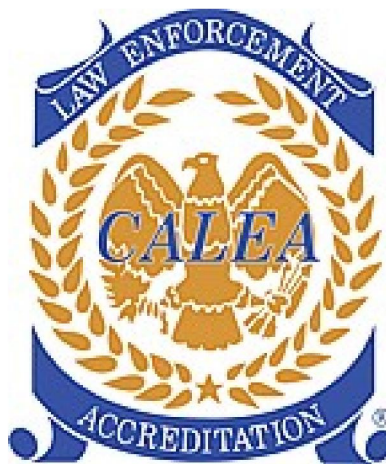
Sincerely,

W. Craig Hartley, Jr.  
Executive Director



# **Tulsa (OK) Police Department**

## **Assessment Report**



**2017**

**Tulsa Police Department  
Assessment Report  
August 2017**

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**A. Agency name, CEO and AM**

Tulsa Police Department  
600 Civic Center  
Tulsa, Oklahoma 74103

Chuck Jordan, Chief of Police

Matt Alexander, Corporal, Accreditation Manager

**B. Dates of the On-Site Assessment:**

August 13 – August 16, 2017

**C. Assessment Team:**

1. Team Leader: Bureau Chief Vince Line  
Arapahoe County Sheriff's Office  
13101 East Broncos Parkway  
Centennial, Colorado 80112  
720-874-3793  
vline@arapahoegov.com
2. Team Member: Mr. John Farrell  
Orange County Sheriff's Office  
285 Uptown Boulevard #445  
Altamonte Springs, Florida 32701  
702-510-4546  
John.farrell@ocfl.net

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

Randy Scott

Fourth reaccreditation, D size (977 authorized personnel; 784 sworn, 193 non-sworn)

5<sup>th</sup> edition Law Enforcement Advanced Accreditation

The Tulsa Police Department utilizes the PowerDMS document management system software.

## **E. Community and Agency Profile:**

### **1. Community profile**

Tulsa is the second-largest city in the State of Oklahoma. With a population of 399,682 as of July 2016, it is the principal municipality of the Tulsa Metropolitan Area, a region with 981,005 residents. The City serves as the county seat of Tulsa County. Tulsa was first settled between 1828 and 1836 by the Lochapoka Band of the Creek Native American tribe. For most of the 20<sup>th</sup> century, the city held the nickname "Oil Capital of the World" and played a major role as one of the most important hubs for the American oil industry. Economic downturns and subsequent diversification efforts created an economic base in energy, finance, aviation, telecommunications and technology. The Port of Catoosa, and the head of the McClellan-Kerr Arkansas River Navigation System, is the most inland river port in the United States with access to international waterways. The City has been called one of America's most livable large cities by Partners of Livable Communities, *Forbes* and *Relocate America*.

A mayor-council government has been in place in Tulsa since 1989. Plurality voting is used to elect mayors, who serve a term of four years. A city councilor from each of the City's nine council districts is elected every two years, each serving a term of two years. Councilors are elected from single districts. As a whole, the Council acts as the legislative body of the city government. A third body of the government, the City Auditor, is elected independently of the city council and mayor to ensure that the auditor can act in an objective manner. The auditor is elected for a term of two years.

### **2. Agency profile**

The origins of the Tulsa Police Department (TPD) date to 1898 when the Dawes Commission established the City Marshals to enforce the law. The City of Tulsa was chartered in 1909 and was granted the authority to create a police department. Within two months, a 16 member department was formed. Since that time, the agency has grown to over 900 personnel and is a modern, full-service law enforcement agency.

The Tulsa Police Department is divided into three bureaus, each commanded by a deputy chief. The Operations Bureau includes the three patrol divisions (Riverside, Gilcrease, and Mingo Valley) and the Support Operations Division. The Investigative Bureau includes the Detective Division, Special Investigations Division, Public Service Communications (911) and Fleet Operations. The Administrative Bureau includes the Headquarters Division, Training Division, Information Services Division, Forensic Lab and Property Division, and Chaplain. Internal Affairs reports directly to the Chief of Police.

### 3. Demographics

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

	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	221,700	55%	63,651	77%	565	76%	74	10%	585	76%	79	10%
African-American	60,867	15%	6,635	8%	64	9%	9	1%	72	9%	12	2%
Hispanic	61,270	15%	3,162	4%	24	3%	2	0%	23	3%	2	0%
Other	59,254	15%	8,949	11%	90	12%	13	2%	90	12%	16	2%
<b>Total</b>	<b>403091</b>	<b>100%</b>	<b>82397</b>	<b>100%</b>	<b>743</b>	<b>100%</b>	<b>98</b>	<b>13%</b>	<b>770</b>	<b>100%</b>	<b>109</b>	<b>14%</b>

\*The agency utilized the 2015 American Community Survey for Service Population and Available Workforce data, which is the latest available. Available Workforce numbers include those over 25 years of age with at least a bachelor's degree.

The Tulsa Police Department (TPD) has a workforce that very closely mirrors the available workforce in the community in which they serve. A comparison between the last assessment period and the current one does not show significant change in demographics. The agency's percentage of female sworn members has also remained relatively consistent.

### 4. Future issues

The TPD has identified the below futures issues facing the agency:

**Staffing** – In July, 2017, the authorized number of sworn positions was increased from 783 to 853, which is being facilitated by a Public Safety Tax, referred to as the "Vision Tax". As of this report the agency is 97 positions below the authorized strength. The agency has a plan to address this need by holding 3 academies per year for the next several years or until the need is met. In addition to the sworn need, there was also a recent increase in non-sworn positions, also to be paid for by the Public Safety Tax.

**Community Policing** – In the wake of recent events in the community involving the police, such as officer involved shootings, etc., the agency has placed an increased emphasis on community policing. This has led to a sergeant being specifically identified and assigned to oversee the agency's community policing efforts. The sergeant, referred to as the "Communications Sergeant", reports directly to the Operations Bureau

Chief. In addition to community policing, the Communications Sergeant oversees other initiatives related, but not limited to, social media efforts, public education events and intra-departmental communications. This position is new and is still developing. Additionally, a new non-sworn Community Education Relations position is currently being developed to assist in these efforts.

#### Technology –

Records Management System – The agency is currently undertaking a major effort to replace a legacy records management system, which was developed in-house in the late 1970s. The agency has posted a solicitation and as of this report the response period has not closed.

Body Worn Cameras - The agency is currently issuing Panasonic body worn cameras to all patrol officers. These will complement the in-car camera systems until the in-car systems meet end-of-life.

Electronic Citations – The agency will be considering an expansion to their current e-citation program in an effort to reduce traffic fatalities and improve overall traffic safety in the community.

### 5. CEO biography

Chief Chuck Jordan has 48 years of law enforcement experience. He joined the Tulsa Police Department in 1969 and served in a variety of assignments, to include being one of the first members of the SWAT team. Chief Jordan retired in 2001 and went on to serve as a regional commander in Kosovo from 2002 to 2005, during which time he was responsible for over 1,200 officers. In 2005 he returned to Tulsa and joined the Sheriff's Office, eventually attaining the rank of captain. In November 2010, he was appointed the Chief of the Tulsa Police Department. Chief Jordan has a Bachelor of Arts Degree in Criminal Justice; an Associate's Degree from Connors State College and has also attended the University of Tulsa.

### **F. Public Information Activities:**

Public notice and input are cornerstones 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 information session was held at 7:00 P.M. on Monday, August 14, 2017 in the COMPSTAT conference room located at the Police/Municipal Courts Building at 600 Civic Center, Tulsa, Oklahoma. There were no attendees at the session. The entrances to the facility were manned by agency accreditation staff to ensure attendees, if any, were escorted into the conference room, however none arrived. The assessment team was advised that the information session was covered on local media during the 6:00 P.M. news broadcast, prior to the scheduled start time.

b. Telephone Contacts

A public call-in session was conducted on Monday, August 14, 2017 between 1:00 P.M. and 3:00 P.M. The assessment team received 2 calls. The callers included a member of an Oklahoma State law enforcement agency and the current President of TALON, the Police Accreditation Coalition (PAC) the agency belongs to.

c. Correspondence

The assessment team received did not receive any written correspondence.

d. Media Interest

The assessment team was not contacted by any media representatives.

e. Public Information Material

The agency prepared a very thorough Public Information Plan. A Public Information Notice (press release) was disseminated to the local media and radio stations. Information about the on-site and related activities was also posted to the agency Facebook page and website. The agency also sent letters to State and local law enforcement officials.

f. Community Outreach Contacts

During the on-site assessment approximately 33 interviews were conducted with agency members, community members and leaders. In addition to formal interviews, the assessment team came into contact with approximately 250 agency personnel. The outside agency interviews included, but were not limited to:

City of Tulsa Human Resources Director Erica Felix-Warwick described a collaborative relationship with staff at the Police Department who she and her staff work with on a regular basis regarding recruiting and hiring efforts.

## **G. Essential Services**

### **Law Enforcement Role, Responsibilities, and Relationships and Organization, Management, and Administration.**

The Tulsa Police Department (TPD) is a professional law enforcement agency that provides a full range of Police services to the City of Tulsa. The agency organizational structure and chain of command is clearly described and is graphically illustrated to show the reporting structure in the organizational chart, which is available to all personnel.

The agency derives its authority from Oklahoma State Statutes and City of Tulsa Ordinances. All officers of the Police Department abide by an established Oath of Office, which is required prior to assuming sworn duties. Additionally, all employees are required to adhere to a Value Oath. Written directive mandates that all members attend ethics training biennially.

The agency utilizes a document management system to distribute written directives to all agency members. It is through this system that members have access to all department written directives. In addition, distribution of material and information is accomplished through electronic mail and unit manuals. The document management system also provides a method for tracking receipt of pertinent material by agency members.

The TPD has a reserve officer program referred to as the Tulsa Police Reserve (TPR) Program. The agency utilizes this program for the purpose of protecting the health, safety, and welfare of the citizens of Tulsa and to assist in the furtherance of the goals, objectives, and mission of the department. TPR officers are sworn reserve police officers appointed by the Chief of Police. TPR officers have the powers and duties to perform the functions set forth in law and as limited and directed by the Chief. These officers may exercise such powers and perform such functions only while on authorized duty. Additionally, the duty must be assigned or approved by an on-duty full time agency supervisor and the TPR officers are required to operate under the direct supervision of an on-duty full time officer. Written directive dictates that the selection of TPR recruits is done in the same manner as full-time officers. With the exception of education requirements, the selection criteria are also the same as for full-time officers. TPR officers must successfully pass a basic academy and a designated field training officer program. They are further required to complete the same annual continuing education and training that is mandated for full-time officers.

The TPD utilizes auxiliaries to augment other resources. Auxiliaries include Police Explorers, Chaplains from the Tulsa Police and Fire Chaplaincy Program and volunteers who work in a program called Volunteers in Police Service (VIPS). Written directive clearly establishes that auxiliaries are not law

enforcement officers. Written directives also cover duties and roles of the various auxiliaries.

All members of the TPD receive an annual evaluation, which is governed by written directive. All probationary members receive quarterly evaluations, which for sworn members, is accomplished through field training documentation to include daily observation reports and end-of-phase reports. While onsite the assessors were provided information about the possibility that upper management staff were not receiving annual evaluations as mandated by agency written directive. Specific evaluations were requested and subsequently reviewed by the assessment team. Based on this review it appears the agency is meeting the required standard and applicable written directives, however the agency reported that continued review related to this issue would be conducted and additional action, if appropriate, would be conducted.

Various groups within the agency are represented by unions. There are two groups represented: sworn officers and Emergency Communications employees. There are formal labor agreements/contracts in place for each group. The sworn officers are represented by the Fraternal Order of Police (FOP) and the Emergency Communications employees are represented by the American Federation of State, County and Municipal Employees (AFSCME).

### **Bias Profiling**

Agency written directive affirms the agency's commitment to unbiased policing. The directive prohibits officers from considering gender, sexual orientation, age, ethnicity, disability, political affiliation, religion, national origin, economical status, cultural group, or race as a sole cause for determining the existence of probable cause or in constituting reasonable or articulable suspicion.

#### **Biased Profiling**

<b>Complaints from:</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Traffic Contacts</b>	7	5	2
<b>Field Contacts</b>	2	1	2
<b>Asset Forfeiture</b>	0	0	0

The agency had a total of 19 biased profiling complaints during this assessment period for an average of 6.3 complaints per year. Although the number of complaints decreased each year during this assessment period, the average of 6.3 per year is a significant increase over the previous assessment period, during which the agency experienced a single complaint, which occurred in 2011. The agency perceives this increase is directly attributed to high-profile use of force incidents the agency experienced during this assessment period. Annual reviews of bias profiling are included in the annual Internal Affairs (IA) report,

however there is very little detail contained in the report to address this issue. Further the significant increase in complaints was not addressed in any of the three IA annual reports reviewed. This was brought to the agency's attention, so that, if desired, changes could be made to these annual reviews in future years. Immediately upon conclusion of the onsite assessment the agency forwarded a separate bias profiling review based on feedback provided. Upon review of the document, it appears the agency will see increased value in the bias profiling review process. This effort shows great commitment to continuous improvement and the CALEA process.

<b>2014</b>			
<b>Race/Sex</b>	<b>Warnings</b>	<b>Citations</b>	<b>Total</b>
<b>Caucasian/Male</b>	0	23,178	23178
<b>Caucasian/Female</b>	0	17,586	17586
<b>African-American/Male</b>	0	8,718	8718
<b>African-American/Female</b>	0	7,012	7012
<b>Hispanic/Male</b>	0	1,144	1144
<b>Hispanic/Female</b>	0	306	306
<b>Asian/Male</b>	0	506	506
<b>Asian/Female</b>	0	299	299
<b>OTHER</b>	0	2,762	2762
<b>TOTAL</b>	<b>0</b>	<b>61511</b>	<b>61511</b>

<b>2015</b>			
<b>Race/Sex</b>	<b>Warnings</b>	<b>Citations</b>	<b>Total</b>
<b>Caucasian/Male</b>	0	17,511	17511
<b>Caucasian/Female</b>	0	13,863	13863
<b>African-American/Male</b>	0	6,387	6387
<b>African-American/Female</b>	0	5,222	5222
<b>Hispanic/Male</b>	0	894	894
<b>Hispanic/Female</b>	0	331	331
<b>Asian/Male</b>	0	392	392
<b>Asian/Female</b>	0	275	275
<b>OTHER</b>	0	2,067	2067
<b>TOTAL</b>	<b>0</b>	<b>46942</b>	<b>46942</b>

<b>2016</b>			
<b>Race/Sex</b>	<b>Warnings</b>	<b>Citations</b>	<b>Total</b>
<b>Caucasian/Male</b>	0	18,941	18941
<b>Caucasian/Female</b>	0	15,422	15422
<b>African-American/Male</b>	0	6,683	6683

<b>African-American/Female</b>	0	5,483	5483
<b>Hispanic/Male</b>	0	835	835
<b>Hispanic/Female</b>	0	307	307
<b>Asian/Male</b>	0	468	468
<b>Asian/Female</b>	0	291	291
<b>OTHER</b>	0	2,266	2266
<b>TOTAL</b>	<b>0</b>	<b>50696</b>	<b>50696</b>

Between year one and year two of this assessment cycle the agency shows a reduction in total traffic citations of approximately 24%. The agency explains that this was due to staffing challenges. The agency does show a much less notable increase from year 2 to year 3. The agency only allows warnings to be given on equipment violations, which are not tracked.

### **Use of Force**

The TPD has detailed written directives governing the use of reasonable force by its members, which include agency policy and Oklahoma Statute. Directive states that the TPD places the highest value on the preservation of life. Written directive dictates that personnel only use force which is objectively reasonable. Written directives only allow the use of deadly force if the officer has probable cause to believe that the suspect poses an imminent threat of serious physical harm, either to the officer or others.

Procedures are established for officers to be placed on administrative leave, pending an administrative review, when death or serious physical injury results from the actions of the officer.

Requirements for the reporting of force are well covered in written directives. In 2015 the agency transitioned away from written reports to the use of electronic Blue Team reports. Use of Force reports are forwarded through the chain of command to the Chief of Police for review. Additionally all such reports are reviewed by Internal Affairs.

Only personnel who have been trained and who demonstrate proficiency, as appropriate, in the use of departmentally authorized weapons, are approved to carry such weapons. Firearms qualifications occur at least annually, as directed by the Chief of Police. Procedures are in place to deal with occasions when agency members are unsuccessful in achieving the minimum proficiency, which includes, but is not limited to remedial training and mandatory practice sessions.

Annual analyses of use of force data were conducted as required and forwarded to the Chief of Police for review. As shown in the below table, the Police Department had a total of 50,187 custodial arrests during this assessment



period, which is an approximate average of 16,729 annually. During the same span the agency used force in 1,060 incidents, which is an approximate rate of 6.3%.

#### Use of Force

	2014	2015	2016
<b>Firearm</b>	11	2	13
<b>ECW</b>	77	161	157
<b>Baton</b>	12	6	4
<b>OC</b>	62	57	41
<b>Weaponless</b>	166	186	105
<b>Total Uses of Force</b>	328	412	320
<b>Total Use of Force Arrests</b>	286	300	261
<b>Complaints</b>	62	91	73
<b>Total Agency Custodial Arrests</b>	17,801	16,679	15,707

A notable finding in the above table is the significant increase in ECW use between year one and year two. Another noted and possibly associated trend is the declining use of OC and baton. The agency experienced an annual decrease of approximately 1,000 custodial arrests each year during the assessment period. Similar to the note related to a decrease in traffic citations, the agency attributes these figures, in part, to staffing challenges.

#### Personnel Structure and Personnel Process

##### Grievances

The TPD grievance procedures are governed summarily by City written directive and in greater detail by the respective labor agreements. The agency had 21 grievances filed during this assessment cycle. This results in an average of seven grievances per year. This is a notable decrease from the previous assessment cycle, when the agency averaged 11 grievances per year. Annual analyses of the grievances and grievance procedures were completed as required.

Grievances	2014	2015	2016
Number	6	9	6

##### Discipline

The agency has a well-defined disciplinary process. The agency maintains a full time Internal Affairs (IA) function. The IA function is led by an Internal Affairs

Commander, who reports directly to the Chief of Police. Written directive mandates that all alleged or suspected misconduct by any agency personnel be promptly and thoroughly investigated. Incidents to be investigated include alleged or suspected violations of statutes, ordinances, departmental rules, civil service rules and contractual breaches. Complaints are received from a variety of means to include anonymously. All complaints of a serious nature are immediately reported to the Chief of Police by the agency member who receives the complaint. Complaints can then be assigned to Internal Affairs for investigation or to a division commander, who reviews the complaint and determines whether the complaint qualifies for an administrative investigation or the Citizen Complaint Resolution Process (CCRP). If the investigation is assigned to IA, directive mandates the investigation be complete within 90 days. If it is assigned to a division commander, the complaint must be complete within 60 days. If the complaint meets the criteria listed in the directive for the CCRP, the division commander will assign it to a captain, who reviews the complaint and assigns it to an investigating supervisor. Once complete, the investigating supervisor will schedule a meeting between the complainant and the affected agency member. The investigating supervisor will then determine any appropriate non-disciplinary action (routine verbal counseling, training, etc.) to be taken against the member. All CCRP complaints are classified as "Resolved". If the investigating supervisor determines through the investigation that the complaint is more serious in nature and no longer qualifies for the CCRP process, the complaint can be referred back to the assigning captain.

#### **Personnel Actions**

	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Suspension</b>	<b>6</b>	<b>4</b>	<b>9</b>
<b>Demotion</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>Resign In Lieu of Termination</b>	<b>3</b>	<b>2</b>	<b>6</b>
<b>Termination</b>	<b>1</b>	<b>3</b>	<b>3</b>
<b>Other</b>	<b>17</b>	<b>18</b>	<b>26</b>
<b>Total</b>	<b>28</b>	<b>28</b>	<b>44</b>
<b>Commendations*</b>	<b>306</b>	<b>308</b>	<b>130</b>

\*The agency attributes the decrease in commendations to a number of factors to include an alternate form of recognition for Naloxone saves and an increased focus on recognizing significant individual contributions to team efforts, in lieu of awarding all members of a team.

#### **Recruitment and Selection**

TPD's ongoing recruitment goal is to achieve an ethnic, racial, and gender workforce composition that reflects the community served. The agency is committed to recruiting qualified applicants to join the ranks of the Tulsa Police Department, which is evidenced by the support provided to the recruitment unit, including: recruitment trips, attendance at job fairs, social networking and other campaigns.

### Sworn Officer Selection Activity in the Past Three Years

Race/Sex	Applications Received	Applicants Hired	Percent Hired*	Percent of workforce population**
Caucasian/Male	284	45	16%	77%
Caucasian/Female	47	9	19%	
African-American/Male	27	4	15%	8%
African-American/Female	11	2	18%	
Hispanic/Male	37	5	14%	4%
Hispanic/Female	11	1	9%	
Other/Unknown	35	12	34%	11%
Total	452	88	19%	100%

\*Percentages are rounded.

\*\*From available workforce population on demographics table.

### Training

The agency operates a basic police training academy for new recruits. Agency written directives governing initial and in-service training are comprehensive. All newly sworn employees receive new employee orientation.

The agency's Field Training Program is a minimum of 16 weeks in length and includes three training phases with three separate trainers, followed by an evaluation phase. Each day of the program is guided by documentation checklists. The objective of the program is to produce police officers who can function in a safe, skillful and professional manner.

### Promotions

The Tulsa Police Department coordinates promotional testing with an outside vendor. Promotional processes are held annually and the lists are good for one year. For the rank of corporal and sergeant the candidates are promoted in ranking order. For captain and above the Chief of Police may promote from any of the top three certified candidates. All aspects of the promotional processes for the agency are well covered in written directives.

### Sworn Officer Promotions

	2014	2015	2016
<b>GENDER / RACE TESTED</b>			
Caucasian/Male	57	68	72
Caucasian/Female	7	10	11
African-American/Male	9	9	5



African-American/Female	2	2	4
Hispanic/Male	1	1	2
Hispanic/Female	0	0	0
Other/Male	4	6	4
Other/Female	0	0	0
<b>GENDER/ RACE ELIGIBLE AFTER TESTING</b>			
Caucasian/Male	51	37	45
Caucasian/Female	6	6	8
African-American/Male	7	8	3
African-American/Female	2	2	2
Hispanic/Male	1	1	2
Hispanic/Female	0	0	0
Other/Male	4	6	4
Other/Female	0	0	0
<b>GENDER/ RACE PROMOTED</b>			
Caucasian/Male	7	18	13
Caucasian/Female	3	3	2
African-American/Male	2	6	1
African-American/Female	0	1	1
Hispanic/Male	1	1	1
Hispanic/Female	0	0	0
Other/Male	0	5	4
Other/Female	0	0	0

### **Law Enforcement Operations and Operations Support**

The Tulsa Police Department is a full service municipal law enforcement agency. Geographically the agency is divided into three divisions: Gilcrease, Mingo Valley, and Riverside. Assigned officers respond to calls for service and provide other police services to include continuous around the clock patrol coverage. In order to overlap during peak call activity times, the Patrol Division has three shift times broken into Shift One (Graves), Shift Two (Days), and Shift Three (Swings) shifts. Day shift officers work 5 days a week (8.25 hour shifts) while all other shifts work 4 days a week (10.25 hour shifts). Employees can bid once a year for new shifts based on seniority. Officers are assigned a vehicle and may utilize them as take home cars provided they live within 40 miles of the geographic center of Tulsa.

The agency utilizes in-car cameras. These are beginning to be phased out with the adaptation of Body Worn Cameras (BWC) (See Future Issues). The pilot testing has been completed and during the on-site visit the agency began deploying BWCs to all patrol officers, traffic officers, and some high public contact units. Written directives cover all the required standards; however it is recommended that a full program review be conducted during the next on-site assessment. The agency has approximately 575 in-car cameras and is issuing 450 BWCs. The agency is storing videos for a 26-month retention period, which is two months longer than what is required for the State of Oklahoma.

The agency utilizes 12 canines to assist with apprehension of felony suspects, locate lost or missing persons, property searches, some serious misdemeanor situations, and in canine demonstrations as requested. The canine will be trained and certified according to the United States Police Canine Association (USPCA) Police Dog 1 Trial. The canines utilized by the agency are German Shepherds, and Belgian Malinois. The agency also has an Explosive Detection Canine Unit that requires the canine and handler to complete a 10-week school to become certified. There are currently four explosives dogs and the agency has one narcotics dog.

Entry-level mental illness training is provided at the basic academy. Additionally, the agency has provided Crisis Intervention Training (CIT) to approximately 163 members, which includes officers, reserves and dispatchers.

### **Criminal Investigations**

Supervisors in the Detective Division assign cases for follow-up based on a combination of factors that can include the necessity for specialized skill or knowledge, required training or expertise, manpower availability, or current caseload of investigators. The division is broken into several different categories of crime to include, but not limited to: Homicide, Auto Theft, Financial Crime, Robbery, and Sex Crimes. All of the uniformed divisions also have detectives that are assigned to handle minor crimes that are not being investigated by the Detective Division. Usually these cases are larceny, burglary and other crimes that seem to be minor in nature. All original documents and reports are maintained in the Information Service Division (Records), through the electronic records management system (RMS).

The agency has a detective assigned to review cold case files to see if new information or evidence processing techniques are available to help solve or develop a lead in the case. An analysis worksheet is utilized to determine solvability factors, which assists in identifying which cases have the potential to be solved. Agency cold cases go back to the 1960's. Cold cases are summarized on-line and citizens are asked to report any new facts or information.

The Special Investigations Division (SID) houses the Vice, Narcotics, and Gang units who are all responsible for organized crime and intelligence. The Division has safeguards in place for informant management and allocation of funding. Evidence obtained from these units is taken to the closest Uniform Division or the main property room, and are not stored at their off-site location.

A Family Safety Center is co-located at the agency's headquarters facility. The Family Safety Center is an independent group from the agency that works to reduce barriers faced by victims of domestic violence, sexual assault and stalking. Services provided at the center include counseling, assistance with restraining orders, legal services, and on-site sexual assault examinations and collection of evidence for processing. Services provided at the center are free to the public. The center was created in 2006 through grants and partnerships. In the past three years the center has provided services to 11,609 clients.

### **Vehicle Pursuits**

Agency directive allows pursuits to occur for any offense. Officers are required to consider the facts, seriousness of the offense, possible consequences, and the safety of citizens. Officers engaged in a pursuit will notify the dispatcher of the initiation of a pursuit and continually keep the dispatcher advised of the circumstances throughout the pursuit. A supervisor must acknowledge and monitor the pursuit. If a helicopter unit arrives and advises they are tracking the vehicle, the pursuit will terminate for all ground units, unless approved to continue by the supervisor monitoring the pursuit.

The pursuit monitor (supervisor) completes a Vehicle Pursuit Report in the Blue Team software. The pursuit report is forwarded to the initiating officer's division commander, via their chain of command, for review. All vehicle pursuits are then forwarded to the Operations Bureau Deputy Chief.

The agency has a Pursuit Review Board, which is chaired by the Operations Bureau Deputy Chief. The Board makes recommendations to the Chief on pursuit policy compliance, tactical considerations, training, supervision, and the quality of post-incident investigations. The lead Law Enforcement Drivers Training (LEDT) instructor completes an annual documented analysis of all pursuits.

#### **Vehicle Pursuits**

<b>PURSUIT</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Total Pursuits</b>	<b>121</b>	<b>135</b>	<b>199</b>
<b>Terminated by agency</b>	<b>27</b>	<b>27</b>	<b>46</b>
<b>Policy Compliant</b>	<b>114</b>	<b>122</b>	<b>173</b>
<b>Policy Non-compliant</b>	<b>7</b>	<b>13</b>	<b>26</b>
<b>Accidents</b>	<b>32</b>	<b>30</b>	<b>54</b>

<b>Injuries: Officer</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>: Suspects</b>	<b>7</b>	<b>3</b>	<b>14</b>
<b>: Third Party</b>	<b>3</b>	<b>0</b>	<b>0</b>
<b>Reason Initiated:</b>			
<b>Traffic offense</b>	<b>68</b>	<b>78</b>	<b>96</b>
<b>Felony</b>	<b>39</b>	<b>46</b>	<b>83</b>
<b>Misdemeanor</b>	<b>13</b>	<b>11</b>	<b>20</b>
<b>Inter-Jurisdictional*</b>	<b>1</b>	<b>0</b>	<b>0</b>

\*TPD assisted another agency. Reason initiated is unknown.

The agency had 455 pursuits during this assessment period, 46 of which were found to be non-compliant with policy. Pursuits rose 39% over the assessment period. The agency explains that this increase is likely due to the deployment of in-car video, which has resulted in higher numbers of reports related to pursuits. In-service pursuit training was provided throughout the assessment period.

### **Traffic**

The agency has three dedicated traffic enforcement units with one being assigned to each Uniform Division. The officers assigned to the divisions utilize covert vehicles and conduct traffic enforcement within their divisions, and handle all of the traffic crashes to include fatal investigations.

The agency also has a dedicated Motorcycle Unit (MCU), which includes 11 officers whose duties include traffic enforcement in targeted areas based upon motor vehicle crashes and traffic citation data. The agency utilizes Harley Davidson and Kawasaki motorcycles. The MCU has two shifts covering the morning and evening commutes, when the use of motorcycles can help reduce crashes and enhance enforcement activities.

### **Community Policing**

The agency recently increased emphasis on community policing (See Future Issues). This increased emphasis and additional staff adds to programs already in place, such as the Prescription Drug Box drop off program, Neighborhood Watch, and the Citizens Police Academy. The agency is also screening several implicit bias based trainings to bring to the agency, which it anticipates will assist in their increased community policing efforts.

### **Crime Statistics and Calls for Service**

During the current assessment period the agency has experienced an increase in calls for service during each year. Additionally, crime stats for each reportable category have also gone up each year with the exception of Robbery which

initially saw a decrease from year 1 to year 2; however year 3 shows an overall increase over year 1.

#### **Year End Crime Stats and Calls for Service**

	2014	2015	2016
<b>Murder</b>	46	56	71
<b>Forcible Rape</b>	313	365	439
<b>Robbery</b>	920	854	1,088
<b>Aggravated Assault</b>	1,938	2,354	2,845
<b>Burglary</b>	5,500	5,512	5,780
<b>Larceny-Theft</b>	12,494	12,729	14,516
<b>Motor Vehicle Theft</b>	2,310	2,648	3,660
<b>Arson*</b>			
<b>Calls for Service**</b>	263,790	284,383	291,740

\*Arson is handled by Tulsa Fire Department

\*\*Only includes requests for responses from citizens, not on-view or officer initiated.

#### **Critical Incidents, Special Operations, and Homeland Security**

The agency completes "All Hazard Plan" training on an annual basis for all those personnel expected to conduct operations on the scene of a critical incident. The agency has also created an Incident Management Team. This team is a group of highly trained and skilled members to manage the unique needs of a disaster. The team assists in the set-up of the ICS system and can take over the necessary roles of the Incident Command System as needed. This team also reviews all After Action Reports on Critical Incidents and makes necessary recommendations to the Chief.

Two weeks prior to the assessment, the City had a tornado that touched down in the midtown area. This area is mostly commercial and due to it touching down around 1:00 A.M., the damage was limited to property. The assessment team was shown the buildings devastated by the tornado, and was provided an overview of the Incident Command aspect, although this is still under review by the agency.

Related training includes tabletop exercises, full-scale scenario training, and classroom training. A written directive has been implemented that addresses active threats that may occur within the department's jurisdiction.

The agency utilizes a part time Special Operations Team (SOT) of 54 members of the agency. The SOT includes tactical operators and the hostage negotiation team. The agency also utilizes a Dive team, of certified officers for recovery and property dives.



### **Internal Affairs and Complaints against employees**

During this accreditation period there were 226 External Citizen Complaints and 110 Internal Complaint investigations. The agency sustained 62% of internal investigations and 13% of external complaints. The numbers of external complaints averaged 75 per year, however there was a 25% reduction from 2015 and 2016. The numbers of internal complaints averaged 36 per year, however there was a 32% increase from 2015 and 2016.

Resolved and withdrawn compliant numbers are differentiated from the normal dispositions provided. Resolved is a process for the agency Citizen Complaint Resolution Process (See Discipline Section). Withdrawn are those complaints that are brought to the attention of the agency, but subsequently withdrawn by the citizen. These complaints are still reviewed by the Captain to determine whether formal investigation should continue.

Annual reports are documented and information is made available to the public in the form of the annual report which is available on-line.

### **Complaints & Internal Affairs Investigations**

<b>External</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Citizen Complaint	62	91	73
Sustained	5	11	13
Not Sustained	9	10	29
Unfounded	7	21	65
Exonerated	11	12	8
Resolved	20	15	18
Withdrawn	10	11	7
<b>Internal</b>			
Directed complaint	23	36	51
Sustained	21	19	28
Not Sustained	2	4	13
Unfounded	0	4	18
Exonerated	0	0	1
Resolved	0	0	1
Withdrawn	0	0	0

## **Detainee and Court Related Activities; Auxiliary and Technical Services**

The agency has a written directive addressing procedures and guidelines for security and control of arrestees when they are transported. Officers routinely transport prisoners following arrest. The searching of detainees and of the transport vehicles is mandated and well documented.

The agency has no temporary detention areas located at any facility. Adult offenders are taken to the Tulsa County Jail, which is operated by the Tulsa County Sheriff's Office. Juvenile Offenders are taken to a juvenile intake facility located in the Police Headquarters building, but is operated by an outside entity to contact parents and take physical control of juvenile offenders.

## **Communications**

The Tulsa Public Safety Communications 911 Center received initial CALEA accreditation in 2016. A review of the first year proofs of compliance was completed. A review of all crosswalk related standards for the Communications Center was completed during this on-site assessment and was found to be in compliance.

## **Central Records**

The Information Service Division (Records) is open to the public Monday through Friday. All department records are stored digitally for law enforcement to gain 24-hour access, through the Booking Section, which works in conjunction with the Records Section. All police records are secured in the Records office or protected on the department's servers in the case of digital reports. Juvenile reports and records are maintained separately from adult records within the Records Section.

The agency has an on-line reporting system (Cop Logic) for minor activity. This system is for animal complaints, Burglary, Forgery, Gambling, Harassment, Identity Theft, and Lost Property, etc. The agency also offers citizens the Telephone Report Office, which is at every Uniformed Patrol Division. Some citizens who do not have Internet capability may have their report taken via phone for minor activity as well.

## **Property and Evidence**

The department's main property room contains approximately 500,000 items. A bar code system is used to help manage the property, which is entered into the inventory system through the Tulsa Regional Automated Criminal Information System (TRACIS). Property room personnel collect the property impounded by

officers at the Uniform Divisions along with the property report, and transport the evidence back to the property room. At the property room the items are double checked against the property report and the TRACIS system to verify the information is correct.

The Uniform Division property rooms have secure lockers and refrigerators for temporary storage. Property room personnel pick up property within 24 hours, except weekends or holidays unless requested due to storage issues. Once secured, only appropriate property room personnel have access to the lockers.

Only authorized personnel have access to the main property room offices and storage rooms. Appropriate security measures appeared to be in place to include controlled access and a variety of alarms. High value property is stored separately inside a locked room on the interior of the evidence vault. During the on-site, the electronic system and tracking capabilities were demonstrated. Annual unannounced inspections and annual audits of the property room are being completed, as required.

The TPD Forensic Laboratory is an ASCLD accredited laboratory and was reaccredited in January of 2016. All evidence is processed via the in-house lab that is located in the same building as the property room. This assists in transfer of evidence from the property room to the lab, without having to leave the building.

#### **H. Standards Issues:**

The agency had three standards placed into this area:

**15.1.1** - A written directive describes the activities of the planning and research function.

**ISSUE:** The agency written directive did not describe the activities of the planning and research function. Included under the definition of "Headquarters Division (HQ)" in policy 31-301A, was a "Planning and Research Unit", which as a unit doesn't exist. The function of planning and research is accomplished by various units or entities within the HQ Division, to include the Public Information Office, the Policy and Accreditation Unit, Web Design, Grants Coordinator and the Special Projects Unit.

**AGENCY ACTION:** The agency amended the written directive to adequately describe the activities of the Planning and Research function, as required by the standard, which brings the agency into compliance with the standard.

**22.3.5** - If the agency permits sworn personnel to engage in extra-duty employment, a written directive addresses the following:



- a. the requirement that sworn personnel must receive agency permission to engage in extra duty employment;
- c. approval, review, and revocation processes pertaining to officers' extra-duty employment;
- d. designation of a point of coordination or administration within the agency to oversee adherence to the aforementioned policies, processes, and other matters deemed appropriate by the agency; and

ISSUE: The agency appeared to be meeting the spirit of bullet a, with approval on requests being included on proofs provided for the file; however the permission requirement was not mandated by written directive, as required in the bullet. For bullet c, the written directive did not address review and revocation pertaining to off-duty employment. For bullet d, notification was mandated to the division commander; however the respective division commander was not identified in written directive as the point of contact.

AGENCY ACTION: The agency amended the pertinent written directive (31-313) to address the above concerns, which brings the agency into compliance with the standard.

**33.7.2** - A written directive identifies the civilian positions for which pre-service and in-service training is required.

ISSUE: The agency did not have the civilian positions for which pre-service and in-service training is required listed in written directive.

AGENCY ACTION: The agency added the two positions for which this training is required to the written directive (Procedure File No. 31-309), which brings the agency into compliance with the standard.

#### **I. 20 Percent Standards:**

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

The agency was in compliance with 66 of 71 (93%) applicable other-than mandatory (O) standards.

#### **J. Future Performance / Review Issues**

This section does not apply.

**K. Table: Standards Summary:**

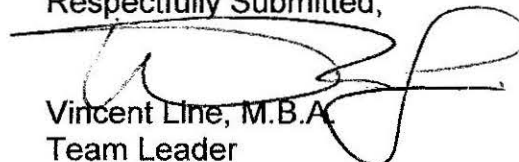
Mandatory (M) Compliance	<u>307</u>
Other-Than-Mandatory Compliance	<u>66</u>
Standards Issues	<u>3</u>
Waiver	<u>0</u>
(O) Elect 20%	<u>5</u>
Not Applicable	<u>103</u>
 TOTAL	 <u>484</u>

**L. Summary:**

The assessment team conducted an off-site file review prior to arrival at the Tulsa Police Department. With few exceptions, from a file construction standpoint, the files were well organized and only required minimal follow up with the agency prior to or during the onsite. Three files were identified as "Standards Issues". As reported, the agency is in compliance with approximately 93% of the applicable Other than Mandatory standards. The agency participated in a mock assessment using PowerDMS, which the agency reports brought value to their preparation efforts.

The assessment team interviewed approximately 33 agency members during the on-site and had contact in some form with approximately 250 agency members. Throughout these interviews, the agency was continuously portrayed in a positive light. The assessment team also got the opportunity to chat with members of other area law enforcement agencies during the phone-in session. These contacts were positive. The assessment team was also able to participate in ride-alongs with patrol officers and with the aviation unit. Agency members were found to be enthusiastic and well informed about the CALEA process, eager to be of assistance and extremely professional and friendly. It was also determined that the agency is currently exploring the possibility of moving toward accreditation through CALEA for their impressive training academy. Agency members and leadership were highly encouraged to pursue this opportunity.

Respectfully Submitted,



Vincent Line, M.B.A.  
Team Leader