



*The way we do business*

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# Police Department

## Strategic Business Plan

Effective Date: July 1, 2020

### **Oklahoma City Vision**

Oklahoma City seeks to further progress as a vibrant, diverse, safe, unified and welcoming community.

### **Oklahoma City Mission**

The mission of the City of Oklahoma City is to provide exceptional service to residents and visitors. We do this by ensuring the safety of the public, delivering quality services, and maintaining infrastructure to support the growth of the city.

### **Department Vision**

The vision of the police department is to ensure Oklahoma City is one of the safest cities in the country through strong community relationships, innovative strategies and healthy, well-trained officers.

### **Department Mission**

The mission of the Oklahoma City Police Department is to deliver exceptional police services to our community with integrity, compassion, accountability, respect, and equity. **Department Core Values**

Integrity

Compassion

Accountability

Respect

Equity

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## Issues, Strategies, and Results

### Issue 1: Greater Need for Police Presence and Services

The growing demand for police presence and services coupled with the increasing scope and complexity of police services, if not adequately addressed, will result in:

- Delayed police response times
- Increasing crime rate and reduced percentage of crimes solved
- Decreased resident satisfaction with police services and feelings of community safety
- Decreased traffic enforcement resulting in increased number of collisions

#### Strategies

- Continue the use of various resources to address high crime areas to improve the public perception and foster trust.
- Increase traffic enforcement citywide.
- Increase personnel in Investigations, Operations and community-based programs.
- Build strategic relationships with local and national public and private partners.

#### Strategic Results

By 2022, police presence and services will adequately increase while maintaining the level of core services citywide, as evidenced by:

- 55% or more of residents citywide report they feel safe.<sup>1</sup>
- 72% or more of residents will be satisfied with quality of police services citywide.<sup>1</sup>
- 80% or more of life-threatening calls (Priority 1) will be responded to within 9 minutes 30 seconds from the time a 911 call is answered to officer arrival.
- Property crime clearance rate equal to or above the national average of comparable cities, 17.6%.<sup>2</sup>
- Violent crime clearance rate equal to or above the national average of comparable cities, 45.5%.<sup>2</sup>
- 55% or more of residents will feel safe in the Downtown area<sup>1</sup>

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<sup>1</sup>Based on the Resident Survey Results. This measure includes the categories of safe and very safe or satisfied and very satisfied.

<sup>2</sup>Based on 2018 statistics from the latest available data published by the FBI.

## Issue 2: Violent Crime

A continued trend of violent crime, if not adequately addressed, will result in:

- Increased aggravated assaults and homicides
- Increased demand on public services
- Decreased feeling of public safety

### Strategies

- Improve public perception and foster trust by increasing community engagement along with police presence, and enforcement in strategic areas using various initiatives and grant programs.
- Increase efforts to reduce crime through community-based programs, social outreach opportunities, and public and private partnerships.
- Develop strategies to improve the recruitment, hiring and training of new officers to fill vacancies.
- Improve federal partnerships to address violent crime.
- Increase communication between various departmental units to improve efficiency and effectiveness
- Renew focus on data-driven approaches to identify and investigate violent crime

### Strategic Results

- Annually, the Police Department will address the rise in violent crime by ensuring aggravated assaults per 100,000 residents in Oklahoma City are equal to or below comparable cities nationwide.

## Issue 3: Procedural Justice/Community Policing

Procedural justice is defined as the idea of fairness in the processes that resolve disputes, engage the community, and allocate resources. It is a philosophy and practice which promotes integrity, compassion, accountability, respect, and equity.

The continuing need to implement and promote procedural justice, if not addressed, will result in:

- Negative public perception
- Decreased ability to recruit candidates
- Decreased resident trust, confidence, and cooperation
- Decreased actual or perception of unfair and inequitable policing services



### **Strategies**

- Review and revise department directives for best practices
- Participate in community outreach through community programs and partnerships.
- Reinforce scenario-based de-escalation training and practices for employees through all aspects of training.
- Enhance the Body Worn Camera program through updates and expansion.

### **Strategic Results**

- By 2022, 72% or more residents will be satisfied with the quality of police services citywide.
- By 2022, 100% of all captains and lieutenants will receive leadership development training.

## Accomplishments

### Mission/Vision/Core Values

- The Police Department has evolved to meet the ever-changing nature of police work, and as such the department adopted a new mission statement, vision statement, and core values. This change is to highlight the department's resolve to continue to serve this community through clear, concise and fundamental values embedded in the fabric of the agency and emphasize the most basic principles and expectations of its employees.

### Violent Crime Response

- In early spring of 2020, the Oklahoma City Police Department experienced a budgetary reduction of 5 million dollars due to anticipated tax shortfalls as a result of the COVID-19 epidemic. Department leadership was forced to find a creative alternative to fund the annual "violent gang initiative" operation used to suppress violent crime during the summer months. OCPD partnered with the US Marshals Service and their Operation Triple Beam which focuses on violent offenders in high crime areas. OCPD used Triple Beam funds to schedule extra officers from the Violent Crime Apprehension Team (VCAT), Violent Crime Investigations, and criminal analysts in order to identify, locate and apprehend wanted violent felons in high violent crime areas. This 60-day operation reduced violent crime in the Oklahoma City metro area by producing 262 arrests of violent offenders (141 confirmed gang members) and recovering 72 firearms.

### Central Interdiction Team of Central Oklahoma

- In the summer of 2020, the Oklahoma County District Attorney's Office made the decision to no longer manage the Central Oklahoma Metro Interdiction Team (COMIT) due to budgetary constraints. This action nullified COMIT. In an effort to continue enforcing highway crime, the Oklahoma City Police Department (OCPD) and Oklahoma County Sheriff's Office worked towards forming a new partnership named the Central Interdiction Team of Central Oklahoma, with OCPD being the lead agency managing the team. In a period of one month a new agreement was created and approved by both the Oklahoma City Council and the Oklahoma Board of County Commissioners. The new team was selected and is off to a great start.

### Special Operations Division Restructure

- In the spring of 2020, OCPD leadership made the decision to restructure Special Investigations and refocus proactive efforts to better respond to, investigate, and decrease violent crime in Oklahoma City. A new team was created, comprised of motivated, well-trained officers who possessed positive attitudes and a professional demeanor. This new team was designated the Violent Crime Apprehension Team (VCAT) due to its expanded mission of supporting Patrol and Investigations, without the limitation of a gang-nexus for response. Additionally, investigators in the new division (now called Special Operations Division) respond to all drive-by shootings and

other violent crimes. Additional crime analysts were hired in order to enhance identification and location efforts of violent felons. The restructuring of this division has produced a greater degree of efficiency and effectiveness in responding to and investigating violent crimes and thus was a strong contributing factor to lowering violent crime in Oklahoma City during the summer months.

### **Laboratory Services Division Restructure**

- The Police Department restructured the Laboratory Services Division in April 2020. This involved enhancing accountability, structure, and integration by adding a division commander (rank of Major) to oversee it, and reallocating oversight of numerous other related personnel from the Investigations Division to the Laboratory Services Division. The existing Lab Director plus supervisors and personnel in the Drug, DNA and ID Unit (Fingerprint and Firearm) labs were merged together with a sworn Captain plus supervisors and personnel in the Property Management, Property Crime Specialists, Digital Evidence Management, and Crime Scene units. This enabled the new division commander to have close proximity to areas of responsibility among two adjacent police facilities. These reforms facilitated a renewed focus on key priorities. Backlogs in fingerprint and firearm cases are being addressed through simplified reporting and case prioritization methodologies. Screening a large quantity of older sexual assault kits is underway. Coordination meetings between the Lab Services and Investigations divisions are held. Better utilization of the NIBIN (National Integrated Ballistic Information Network) specialized computer network now occurs for ballistic intelligence information. All of the City Auditor recommendations related to needed reforms at the Property Room have been implemented.

### **Use of Force Policy**

- In February 2020, the Oklahoma City Police Department implemented an updated use of force policy. The new policy was the product of a yearlong review process in cooperation with the Municipal Counselor's Office, the Oklahoma County District Attorney's Office, the collective bargaining units, and CALEA. The revisions brought the policy up to date with current trends and case law. Significant updates included further definition of what it means to use objectively reasonable force as required by the 4<sup>th</sup> Amendment, having officers consider, prior to using force, factors such as the nature and severity of the crime or problem at issue, whether there was an imminent threat to the safety of officers or others, and whether a person has medical conditions or is mentally ill, and requiring officers who witness other officers using excessive force to intervene if they have a realistic and safe opportunity to do so and report it to their supervisors.

### **Response to COVID-19**

- On March 11, 2020, the World Health Organization declared the COVID-19 outbreak a pandemic. The OKC MACC was activated on March 16, 2020 and the OKC MMU was established on March 18, 2020 with the assistance of police emergency management personnel. The MMU was responsible for developing guidance and monitoring employee COVID-19 related exposures and illness. Simultaneously, department command began evaluating the circumstances and developing protocols and revising existing procedures to maintain department operations and

keep employees safe. Due to the magnitude of changes and the pace at which they were changing, a comprehensive guide was established and maintained. Significant new measures included implementation of sanitization procedures, temperature checks, large-scale PPE procurement and management, mask-wearing protocols, revised training formats, teleworking and remote access capabilities, and emergency proclamation enforcement. In addition, appropriate modifications were made, among other things, to patrol lineups, meetings, community events, leave procedures, screening 911 calls, responding to incidents, and transporting persons.

### **Officer Wellness**

- With the surge across the country emphasizing the importance of officer wellness, including its inclusion as one of the six pillars of 21<sup>st</sup> century policing, the department restructured its outreach programs to our officers, employees and their families to create a holistic approach to recognizing issues specifically related to the law enforcement field. This includes promoting the recognition of issues amongst peers to further negate the outdated stigma of asking for assistance as a weakness. The newly created wellness unit takes a proactive role in outreach with a goal of identifying issues prior having a negative impact on the employee or the department. This role includes educational awareness, counseling services, one-on-one interaction, chaplaincy, critical incident response, and peer-to-peer accountability.

### **OCPD/DHS/NorthCare Pilot Program**

- In 2019, Chief Gourley met with Director Brown and Terry White at Oklahoma DHS. A pilot program was established to support field patrol officers with OKDHS resource coordinators and NorthCare mental health crisis intervention specialists. With this partnership, officers in the field make referrals directly to the partnering agencies to provide immediate resources to community members in a crisis or near a crisis. If these families or individuals get needed help immediately, critical incidents may be avoided. The resource coordinators are allowed office space by MetroTech so they can be in the community for better responsiveness. Officers make the referrals; the partnering agencies manage the clients. The referrals are staffed weekly in a multidisciplinary setting currently accomplished by zoom call. The first referral was on August 1, 2020. To date, sixty-six referrals have been made. Thirteen are in process. Seventy-seven percent of the referrals have resulted in a client being interviewed and triaged by a member of the partnering agency. Forty-one families or individuals have been positively affected by this program in the first four months.



## Lines of Business and Programs

### Department Organization

#### **Administrative Line of Business**

- Executive Leadership Program
- Emergency Management Program
- Human Resources Program
- Professional Standards Program
- Public Information Program

#### **Investigations Line of Business**

- Investigations Program
- Investigations Support Program
- Special Investigations Program

#### **Operations Line of Business**

- Court Enforcement and Investigations Program
- Courthouse Security Program
- Crime Prevention and Awareness Program
- Patrol Program
- Traffic Safety Program
- Youth Services Program

#### **Public Safety Support Line of Business**

- 911 Communications Program
- Inmate Processing/Incarceration Alternatives Program
- Permit Services Program
- Records Management Program
- Training Program

## Administrative Line of Business


The purpose of the Administrative Line of Business is to provide leadership, support and information to the department so it can achieve its strategic and operational results.

### Programs and Key Measures

#### Executive Leadership Program

 % of key measures and strategic results achieved

#### Emergency Management Program

 % of Federal and State required all hazard emergency or disaster plans reviewed and updated

#### Human Resources Program

 % of applications received from minority applicants

 % of performance evaluations completed by the review date

#### Professional Standards Program

 % of administrative investigations completed within six months

#### Public Information Program

 # of views per Facebook post

## Executive Leadership Program

The purpose of the Executive Leadership Program is to provide planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

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Program Manager: Wade Gourley

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Program Budget: \$18,496,020 (FY21)

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Program Services:

- Agenda Items / Packets
- Audit Responses
- Budget Proposals
- Resident Responses
- Continuity of Operations Plan
- Contract Compliance Reviews
- Contracts, Leases, and Agreements
- Executive Reports
  - City Manager Reports
  - Ad Hoc Reports
  - Special Project Reports
  - Performance Reports
- FMLA Authorizations
- Grant Applications
- Grant Status Reports
- Grievance Resolutions
- Internal Investigation Reports
- Legislative Recommendations
- Needs Analyses
- Open Record Responses
- Plans (i.e. Master, Strategic Business Plans)
- Personnel Transactions
- Policies & Procedures
- Presentations
- Project & Financial Impact Analyses
- Union Negotiations & Recommendations

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### Family of Measures

Results

 % of key measures and strategic results achieved

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% of underutilized vehicles in the fleet

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## Emergency Management Program

The purpose of the Emergency Management Program is to provide prevention, protection, mitigation, preparedness, response and recovery services to emergency responders and the community so they can improve community resilience and effectively respond to and recover from emergencies and disasters.

Program Manager:	Patrick Stewart
Program Budget:	\$635,285 (FY21)
Program Services:	<ul style="list-style-type: none"> <li>▪ Community Preparedness Training, Education and Outreach Programs</li> <li>▪ Emergency and Disaster Preparedness Plans</li> <li>▪ Emergency Operation Plans</li> <li>▪ Large Scale Disaster Planning, Response and Recovery Services</li> <li>▪ Mutual Aid Agreements and Memoranda of Understanding</li> <li>▪ <b>Multi-Agency Coordination Center (MACC) Services</b></li> <li>▪ Situation Reports</li> <li>▪ U.S. Department of Homeland Security (USDHS) Exercise and Evaluation Programs</li> <li>▪ USDHS/FEMA Grant Programs and Reports</li> <li>▪ USDHS/FEMA Hazard Mitigation Plans</li> <li>▪ USDHS Prevention and Protection Mission Area Services</li> <li>▪ USDHS Citizens Corp Programs</li> </ul>

Family of Measures	
Results	 % of Federal and State required all hazard emergency or disaster plans reviewed and updated
Outputs	# of exercises conducted
	# of residents contacted through public education and outreach presentations, events or opportunities
	# of responder training courses coordinated or conducted
	# of responses to significant events, emergencies or disasters
	# of impressions made from the OEM Twitter Account
	# of reaches made from the OEM Facebook Account

## Human Resources Program

The purpose of the Human Resources Program is to provide employee support services and strategic and intentional recruiting efforts to department personnel so they can receive timely and accurate performance assessment, compensation, and benefits as well as address diversity and staffing goals.

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Program Managers:	Ryan Boxwell and Mike Stroope
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Program Budget:	\$1,475,153 (FY21)
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Program Services:

<ul style="list-style-type: none"> <li>▪ Applicant Background Investigations</li> <li>▪ Applicant Hiring Boards (Recruits)</li> <li>▪ Applicant Testing Sessions</li> <li>▪ Discipline &amp; Grievance Hearings</li> <li>▪ Employee Consultations</li> <li>▪ Employee Performance Evaluations</li> <li>▪ FMLA Authorizations</li> <li>▪ Job Application Evaluations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Job Postings</li> <li>▪ Recruiting Efforts</li> <li>▪ Payroll Authorizations</li> <li>▪ Personnel Records</li> <li>▪ Personnel Transactions</li> <li>▪ Polygraph Examination Findings &amp; Reports</li> <li>▪ Training Sessions</li> </ul>
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Family of Measures	
Results	 % of applications received from minority applicants
	 % of performance evaluations completed by the review date
Outputs	# of minority recruits hired
Demands	# of applications for sworn positions received by department

## Professional Standards Program

The purpose of the Professional Standards Program is to provide internal criminal and administrative investigative services to the Chief of Police and Command Staff so they can make informed decisions regarding employee conduct.

Program Managers:	Beto Balderrama and Russell Neal
Program Budget:	\$1,395,678 (FY21)
Program Services:	<ul style="list-style-type: none"> <li>▪ Internal Administrative Investigations</li> <li>▪ Investigative Findings</li> <li>▪ Criminal Investigations</li> <li>▪ Annual Reports</li> </ul>

Family of Measures	
Results	 % of administrative investigations completed within six months
Outputs	# of administrative investigations
	# of criminal investigations

## Public Information Program

The purpose of the Public Information Program is to provide media and open record response services to the public so they can be aware of Police Department programs, activities, and cases being investigated.

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Program Manager: Dan Stewart

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Program Budget: \$1,003,137 (FY21)

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Program Services:

- Resident Engagement
  - Resident Responses
  - Crime Stoppers Information Rewards
  - Crime Stoppers Suspect Information
  - Crime Tip Services
  - External Websites
  - Imaged Documents
  - Media Responses
  - News Releases
  - Open Record Responses
  - Social Media Communications
  - Survey Reports
  - Survey Responses
- 

### Family of Measures

Results	 # of views per Social Media post
	# of Social Media posts
	# of media requests responded to
	# of resident requests responded to
	# of written news releases produced through the PIO

## Investigations Line of Business

The purpose of the Investigations Line of Business is to provide criminal investigative services to crime victims and prosecutors so they can achieve successful prosecution of criminal offenders.

### Programs and Key Measures

#### Investigations Program



% of person crimes cleared by arrest, prosecution or other means



% of property crimes cleared by arrest, prosecution or other means

#### Investigations Support Program



% of peer reviewed validated crime lab results delivered within time standards

#### Special Investigations Program



# of drive-by shootings per 100,000 residents



## Investigations Program

The purpose of the Investigations Program is to provide investigative services to crime victims and prosecutors so they can achieve successful prosecution of criminal offenders.

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Program Manager: Jeff Becker



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Program Budget: \$19,700,453 (FY21)

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Program Services:

- Assaults Investigations
  - Auto Theft Investigations
  - Burglary Investigations
  - Child Abuse Investigations
  - Domestic Violence Services
  - Domestic Violence Investigations
  - Homicide Investigations
  - Larceny Investigations
  - **Limited English Proficiency Services**
  - Metal Theft Investigations
  - Missing Persons Investigations
  - Offender Registrations and Investigations
  - Organized Retail Crime Investigations
  - Robbery Investigations
  - Sex Crime Investigations
  - Victim Services/Referrals
  - Video Technician Specialists Responses
  - White Collar Crime Investigations
- 

Family of Measures	
Results	 % of person crimes cleared by arrest, prosecution or other means
	 % of property crimes cleared by arrest, prosecution or other means
Outputs	# of investigations conducted (all investigations including Municipal Court charges as well as State and Federal Court charges)
Demands	# of incidents routed for review

## Investigations Support Program

The purpose of the Investigations Support Program is to provide investigative and technical support services to investigators so they can receive accurate and timely information to resolve criminal investigations.

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Program Manager: Jeff Becker

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Program Budget: \$9,376,585 (FY21)

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Program Services:

- Automated Fingerprint Identification System (AFIS) Fingerprint Search Results
  - AFIS Fingerprint Entries
  - Firearms Lab Analyses
  - Blood Alcohol Analyses
  - Combined DNA Indexing System (CODIS) Search Results
  - Crime Scene Investigations
  - Digital Evidence Management Services
  - DNA Lab Analyses
  - Drug Lab Analyses
  - Latent Fingerprint Analyses
  - National Integrated Ballistics Information Network (NIBIN) Search Results
  - Property Crime Specialists Responses
  - Property Management Unit Services
- 

### Family of Measures

Results	 <b>% of peer reviewed validated crime lab results delivered within time standards</b> <ul style="list-style-type: none"> <li>– Fingerprint within 30 days</li> <li>– Controlled substance within 30 days</li> <li>– DNA within 90 days</li> <li>– Firearm examinations completed within 30 days</li> </ul>
Outputs	# of crime lab tests conducted <hr/> # of firearms entered into the National Integrated Ballistic Information Network

## Special Investigations Program

The purpose of the Special Investigations Program is to provide investigative services, intelligence assistance and crime data analysis to executive staff, divisions and other agencies so they can achieve successful prosecution of criminal offenders.

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Program Manager: Bobby Tompkins

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Program Budget: \$11,206,174 (FY21)

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### Program Services:

- Child Predator Investigations
  - Computer Forensic Services
  - Covert Technical Support Services
  - Crime Data Analyses
  - Criminal Intelligence Reports
  - Criminal Nuisance Abatement Services
  - Drug Court Support Services
  - Drug Interdiction Investigations
  - Drug Investigations
  - Gang Awareness Presentations
  - Gang Field Interview Cards
  - Gang Intelligence Reports
  - Violent Crimes Investigations
  - Gang Overtime Patrols
  - Graffiti Investigations
  - Graffiti Removal
  - Highway Drug Interdictions
  - Jail Interview Services
  - Multi-Agency Task Force Investigations
  - Violent Crimes Enforcement Patrols
  - Vice Investigations
- 

### Family of Measures

Results	 # of drive-by shootings per 100,000 residents
	# of Special Projects' illicit drug cases presented for prosecution per 100,000 residents
	% of graffiti crimes cleared by arrest, prosecution, or other means
Outputs	# of computer, digital, electronic and other media device forensic examinations completed
	# of criminal nuisance abatement cases
	# of graffiti crimes cleared by arrest, prosecution, or other means
	# of graffiti investigations conducted by Special Investigations

## Operations Line of Business

The purpose of the Operations Line of Business is to provide law enforcement and public safety education services to the Oklahoma City community so they can feel safe and secure.

### Programs and Key Measures


Court Enforcement and Investigations Program

 % of total warrants cleared of total received

Courthouse Security Program

 # of security breaches

Crime Prevention and Awareness Program


 % of crime prevention and awareness training participants who report they received important/useful information

Patrol Program

 # of aggravated assaults per 100,000 residents

 % of residents citywide reporting they feel safe

 % of residents reporting they are satisfied with the quality of police services citywide

 % of Life-Threatening calls (Priority 1) responded to within 9 minutes 30 seconds from the time a 911 call is answered until officer arrival

Traffic Safety Program

 % of residents that are satisfied with traffic enforcement

 # of traffic collisions per 1,000 residents of Oklahoma City


Youth Services Program

 # of youths served in education programs

## ***Court Enforcement and Investigations Program***

The purpose of the Court Enforcement and Investigations Program is to provide warrant enforcement for the Municipal Court’s delinquent cases, along with delivery of in custody prisoners scheduled to appear before a magistrate.

Program Manager:	Nick Elias
Program Budget:	\$570,318 (FY21)
Program Services:	<ul style="list-style-type: none"> <li>▪ Prisoner Transports</li> <li>▪ Prisoner Escorts</li> <li>▪ Enforcement Actions</li> <li>▪ Warrant processing</li> <li>▪ Other agency assistance and warrant inquiries</li> </ul>

Family of Measures	
Results	 % of total warrants cleared of total received
Outputs	# of warrants cleared by officers
Demands	# of warrants received by officers

## ***Courthouse Security Program***


The purpose of the Courthouse Security Program is to provide, protection and security services to Court Staff and all individuals conducting business with the Court ensuring a safe and secure environment.

Program Manager: Nick Elias

Program Budget: \$526,692 (FY21)

Program Services:

- Courtroom/Building Security Services
- Service Responses
- Safety Plans
- Security Escorts

Family of Measures	
Results	 # of security breaches
Outputs	# of service responses

## Crime Prevention and Awareness Program

The purpose of the Crime Prevention and Awareness Program is to provide training and education to the community so they can be informed, empowered, and involved in crime prevention.

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Program Manager: Ron Bacy


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Program Budget: \$1,115,792 (FY21)

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Program Services:

- Crime Prevention Through Environmental Design Training and Evaluations
  - Neighborhood Crime Reports
  - Neighborhood Watch Training Sessions
  - **Police Community Outreach Services**
  - Public Relations Presentations
  - Senior Resident Crime Prevention Training Sessions
- 

Family of Measures	
Results	 % of crime prevention and awareness training participants who report they received important/useful information
Outputs	# of crime prevention and awareness participants trained

## Patrol Program

The purpose of the Patrol Program is to provide first responder law enforcement services to the residents and visitors of Oklahoma City so they can experience a prompt and professional response and have a feeling of safety and security in the community.

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Program Managers: Brian Jennings

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Program Budget: \$97,167,663 (FY21)

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Program Services:

- Action Center Complaint Responses
- Agency/Mutual Aid Responses
- Arrests
- Body Worn Camera Recordings
- Calls for Service Responses
- Community Outreach Efforts
- Crime Scene Protections
- Criminal Citations
- Domestic Violence Lethality Assessments
- (ERT) Emergency Response Team Deployments
- Explosive Device Responses Field Based Reports
- Field Interviews
- Helicopter Patrols
- (IMPACT) Initiating Multiple Police Actions Against Criminal Targets Investigation Reports
- Incident Reports
- Information Assistance Services (Ambassadors) Contacts
- Mental Health Interventions and Transports
- Mutual Aid Responses
- Patrols
- Prisoner Hospital Guards
- Public Relations Education
- Special Event Security Tactical Team Responses
- Traffic Collision Investigations
- Traffic Enforcement Activities

### Family of Measures

Results	 # of aggravated assaults per 100,000 residents
	 % of residents citywide reporting they feel safe
	 % of residents reporting they are satisfied with the quality of police services citywide
	 % of Life-Threatening calls (Priority 1) responded to within 9 minutes 30 seconds from the time a 911 call is answered until the officer arrival
	% of officers that achieve the minimum performance standards for their patrol shift and division
Outputs	# of calls for service answered
	# of hours of time on call provided
	# of self-initiated contacts provided



	# of special event security hours provided
	# of mental health calls
	# of mental health transports

## Traffic Safety Program

The purpose of the Traffic Safety Program is to provide education, investigation and enforcement services to the motoring and pedestrian public so they can safely travel throughout the community.



Program Manager: Patrick Stewart

Program Budget: \$15,219,748 (FY21)

### Program Services:

- Collision Investigations
- Continuing Education for Officers
- Derelict Vehicle Enforcement
- DUI Enforcement
- Handicap Parking Enforcement
- Hit & Run Investigations
- Parking Enforcement
- School Crossing Guard Services
- Traffic Commission Support Services
- Traffic Control Responses
- Traffic Enforcement
- Traffic Escorts

### Family of Measures

Results	 # of traffic collisions per 1,000 residents of Oklahoma City
	 % of residents that are satisfied with traffic enforcement
	# of traffic contacts per 1,000 residents of Oklahoma City
	# of traffic fatalities per 1,000 residents of Oklahoma City
Outputs	# of traffic collision investigations completed
	# of traffic contacts made

## Youth Services Program


The purpose of the Youth Services Program is to provide security, education, mentoring services, and foster trust with the youth of Oklahoma City so they can attend safe schools and learn to avoid criminal activity and victimization.

Program Manager: Ron Bacy

Program Budget: \$5,211,888 (FY21)

### Program Services:

- After School Tutoring Sessions
- Family Awareness and Community Teamwork (FACT) Interventions
- Juvenile Intervention Programs
- Martial Arts and Mentoring Classes
- Police Athletic League School Based Sports Programs
- Police Cadet Programs
- School Resource Officer Patrols
- Truancy Interventions

Family of Measures	
Results	# of crimes reported to School Resource Officers in schools per 1,000 students
	% decrease in truancy rate of students served by truancy officers
Outputs	 # of youths served in education programs
	# of students served by truancy officers
	# of youths processed through the Community Intervention Center
	# of youths served by the Juvenile Intervention Program
	# of youths served by the Police Athletic League

## Public Safety Support Line of Business

The purpose of the Public Safety Support Line of Business is to provide public safety support and training services to law enforcement and other government agencies so they can efficiently respond to public safety incidents.

### Programs and Key Measures

#### 911 Communications Program



% of 911 calls answered within 10 seconds



% of life threatening (Priority 1) calls dispatched within 2 minutes 30 seconds

#### Inmate Processing/Incarceration Alternative Program



# of arrestees processed

#### Permit Services Program



% of alarm responses with alarm permits

#### Records Management Program



% of reports validated within 24 hours

#### Training Program



% of officers who rate advanced training as high or very high in supporting the knowledge and skills needed to provide public safety services

## 911 Communications Program

The purpose of the 911 Communications Program is to provide emergency response, dispatch and emergency notification services to anyone needing City services so they can receive a proper service response and a timely dispatch.

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Program Manager: Adam Griffith



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Program Budget: \$12,471,115 (FY21)

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Program Services:

- 911 Abandoned Calls (Call Backs)
  - 911 Dispatcher Training Sessions
  - 911 Emergency Call Transfers
  - 911 Record Requests
  - Emergency Call Assessments
  - Emergency City Service Requests
  - Police Patrol Dispatches
  - Severe Weather Notifications
  - Specialized Unit Notifications
  - Telephone Inquiry Responses
  - Wrecker Dispatches
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Family of Measures	
Results	 % of 911 calls answered within 10 seconds
	 % of life threatening (Priority 1) calls dispatched within 2 minutes 30 seconds
Outputs	# of calls serviced


### ***Inmate Processing/Incarceration Alternative Program***

The purpose of the Inmate Processing/Incarceration Alternative Program is to provide arrestee intake, detention, incarceration alternatives, and release services to criminal justice agencies so they can have accurate management of inmate processing.

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Program Manager:	Nick Elias
Program Budget:	\$2,944,037 (FY21)
Program Services:	
<ul style="list-style-type: none"> <li>▪ Inmate Processing Reports</li> <li>▪ Inmate Bookings and Releases</li> <li>▪ Inmate Holdings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Probable Cause Affidavits</li> <li>▪ Public Inebriate Alternative Admissions (Detox)</li> </ul>


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Family of Measures	
Results	% change in the number of people incarcerated for municipal charges
	% of all arrestees booked into the Oklahoma County Detention Center, by any law enforcement agency, who are accurately identified at the time of booking/intake
Outputs	 <b># of arrestees processed</b>
	# of Detox admissions provided
	# of inmate days utilized by Oklahoma City at the Oklahoma County Detention Center

## Permit Services Program

The purpose of the Permit Services Program is to provide identification and permit management services to City employees and residents required to obtain permits so they can be in compliance with City policy or ordinance.

Program Manager:	Nick Elias
Program Budget:	\$900,580 (FY21)
Program Services	
<ul style="list-style-type: none"> <li>▪ Administrative Hearings</li> <li>▪ Alarm Notification Letters</li> <li>▪ Alarm Permits</li> <li>▪ City Permit Application Reviews</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identification Badges</li> <li>▪ Identifications and Vehicle Inspections</li> <li>▪ Vehicle for Hire Driver Permits</li> <li>▪ Vehicle for Hire Inspections</li> </ul>

Family of Measures	
Results	 % of alarm responses with alarm permits
	% of total alarm responses that are false alarms
Outputs	# of all permits processed

## Records Management Program

The purpose of the Records Management Program is to maintain, validate and disseminate information to law enforcement, other government agencies and the public so they can obtain accurate and timely information needed to investigate and document public safety incidents.

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Program Manager: Nick Elias

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Program Budget: \$6,900,386 (FY21)

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Program Services:

- Criminal History Checks
- Criminal Record Verifications
- Distribution of Copies and Reports
- Document Scanning
- Information Bulletins
- Inter-Agency Releases
- National Crime Information Center/OK Law Enforcement Telecommunication System (NCIC/OLETS) Entry Inquiry Responses
- Open Record Requests
- Record Destructions
- Records Expungements
- Victim Protection Order Verifications
- Report Validations

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### Family of Measures

Results	 % of reports validated within 24 hours
Outputs	# of reports validated


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## Training Program

The purpose of the Training Program is to provide basic and continuing education services to public safety personnel so they can receive and maintain the knowledge and skills needed to provide public safety services.

Program Manager:	Ryan Boxwell
Program Budget:	\$2,038,591 (FY21)
Program Services:	
<ul style="list-style-type: none"> <li>▪ Accident Investigations Trainings</li> <li>▪ Basic and Advanced Technology Trainings</li> <li>▪ Bilingual Trainings</li> <li>▪ Blood Borne Pathogen Exposure &amp; Reporting Trainings</li> <li>▪ <b>De-escalation</b> Custody and Defensive Tactics Trainings</li> <li>▪ Fair and impartial scenario Trainings</li> <li>▪ Field Trainings and Evaluations</li> <li>▪ Firearms Trainings</li> <li>▪ Homeland Security &amp; WMD Trainings</li> <li>▪ In-Service Trainings</li> <li>▪ Instructor Development Trainings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Intoxilyzer Trainings</li> <li>▪ Law Enforcement Driver Trainings</li> <li>▪ Leadership Development Trainings</li> <li>▪ Less Lethal Trainings</li> <li>▪ Mental Health Awareness Trainings (Crisis Intervention)</li> <li>▪ Online Trainings</li> <li>▪ Professional Development Trainings</li> <li>▪ Radar Trainings</li> <li>▪ Recruit Trainings</li> <li>▪ Resident Educational Trainings</li> <li>▪ Records</li> </ul>

Family of Measures	
Results	 <b>% of officers who rate advanced training as high or very high in supporting the knowledge and skills needed to provide public safety services</b>
	% of Lieutenants and Captains who have been provided Leadership Development Training each year
Outputs	# of recruits that graduate from the Police Academy
	# of training hours provided