

Report on the Police Management Study
UNIVERSITY OF OKLAHOMA, NORMAN
CAMPUS



August 2013

TABLE OF CONTENTS

August 2013

	Page
1. INTRODUCTION AND EXECUTIVE SUMMARY	1
2. AGENCY PROFILE	7
3. COMPARISON OF THE PD TO BEST MANAGEMENT PRACTICES	33
4. ANALYSIS OF THE OPERATING POLICIES AND PROCEDURES	41
5. ANALYSIS OF EMPLOYEE DEVELOPMENT EFFORTS	48
6. ANALYSIS OF THE ORGANIZATIONAL STRUCTURE	73
ATTACHMENT A – COMPARATIVE SURVEY	86
ATTACHMENT B – RESULTS OF THE EMPLOYEE SURVEY	92

1. INTRODUCTION AND EXECUTIVE SUMMARY

This document is the report for the Police Department review conducted by the Matrix Consulting Group for the University of Oklahoma, Norman Campus Police Department (OUPD). This first chapter provides an introduction and an executive summary of the report. This summary identifies the information and approaches utilized in this study and summarizes key findings, conclusions and recommendations to be found in this report.

1. INTRODUCTION.

The Matrix Consulting Group was retained by the University of Oklahoma to conduct a review of the University of Oklahoma Police Department. The primary objective of this study was to conduct a thorough evaluation of the overall operations of the University of Oklahoma Police Department – Norman Campus.

Our analysis focused on issues including pay, current staffing and deployment, training, career development, required job tasks, employee perceptions regarding the work environment and job satisfaction, roles and responsibilities within the organization, and the organizational structure of the OU Police Department. Specifically, the scope of work for this project included:

- Interview all members of the OUPD command staff, agency supervisors, civilian employees and representatives from the University and conduct ride along sessions with patrol officers and sit in to observe dispatch operations. In total over 40 interviews were conducted with OUPD employees and University staff and faculty.
- Conduct an anonymous survey of OUPD staff to document perceptions regarding recruiting, retention and organizational issues.

- Evaluate the Department's retention efforts and the factors impacting success, including policies and procedures, work environment, compensation and classification, training, supervision and management; identify improvement opportunities and make recommendations.
- Identify "best practices" for recruiting and retention efforts in a police department.
- Evaluate the organizational structure, management and staffing alternatives; identify improvement opportunities and make recommendations.

To develop this analysis the project team conducted individual interviews of sworn staff and collected detailed data in an effort to develop a comprehensive understanding of the operations of the OUPD to provide the information needed and to set the stage for this review. This included the following:

- An interview with the Chief of Police and the Associate VP for Administration and Finance to understand background issues regarding this study and the scope of work.
- Interviews with OUPD managers to obtain an understanding of functions, operations and goals.
- Individual interviews of sworn staff at all levels of the organization.
- Individual interviews of some OUPD civilian employees, including communications dispatchers and records managers and community service officers.
- Collection and review of data from the University and Police Department, including compensation levels, benefits, calls for service, budget and statistical reports.

The following section provides a summary of the major findings, conclusions and recommendations of the project team.

2. EXECUTIVE SUMMARY.

In this review the project team evaluated current recruitment methods used by OUPD and also existing measures used to retain the best employees at OUPD. The project team also evaluated the current methods used by OUPD in comparison to best

practices for policing, recruitment and retention functions. This report provides OU with an analysis of the attrition at OUPD, current employment practices, including, description of applicable recruiting and retention best practices. Additionally, the current and proposed organizational structures are evaluated in light of key principles for effective and efficient running of a law enforcement agency.

Over the last few years, the OUPD has taken steps to improve the working environment that will attract qualified candidates to apply for police officer positions and retain a high commitment level to the agency. Evidence of this was heard and seen by the project team from comments made in the individual interviews, employee survey results and in the policy/procedure changes made over the last several years. This trend toward a more professional police department should continue. The project team highlighted improvement opportunities and made recommendations that will assist the University in recruiting, retention, department organization, and also in the continued professional development of the OUPD. Continued improvement in these areas will result in reducing the number of employees who leave OUPD for employment elsewhere as a police officer.

It is important to note that during interviews with numerous Directors, Senior Vice Presidents and Vice Presidents of the University there was a recurring theme regarding the high service levels and professionalism provided to the University by the OUPD. Some of these comments include:

- There is an excellent relationship between the OUPD and Facility Management personnel. The two groups work together as part of the same team.
- The working relationship with OUPD is excellent, the Adopt-A-Cop program is running well and officers go out of their way to meet the needs of students.

- The OUPD handles dignitary issues extremely well. Their conduct in handling dignitaries is praised by everyone the agency contacts.
- Security provided by OUPD at all events is excellent.
- Members of the OUPD do a good job of breaking down barriers between officers faculty and staff and students.
- The Chief is willing to think in different ways to help the University accomplish the police mission in a more positive way for students. Especially when related to conducting threat assessments and implementing community policing strategies.
- The criminal investigators at the OUPD are excellent and compassionate.
- OUPD's best strength is the open communication and cooperation between the Police Department and University Departments.
- OUPD is very respectful of student rights and provides a good balance of protecting the safety of the University and being respectful to Students.
- The culture of OUPD is one of respect.

As shown above, the interviews with University Officials indicated there is a strong working relationship and partnership between the OUPD and University departments. During the same interviews, input for improvement opportunities was solicited from the faculty and staff. These improvement opportunities included perceptions for improvements, many of which already occur, but there may be a need to improve the communication effort:

- OUPD can improve on their awareness and needs of international students and should partner with the College of International Studies to gain this understanding.
- Are there opportunities for the OUPD to increase attention paid to 2nd level sports?
- What type of bridges can be built between the OUPD and fraternities and sororities?

- Is there an opportunity for faculty and staff to ride along with officers to learn more about OUPD? How can OUPD promote the existence of a ride-along program?
- Media requests should be directed through the University Press Secretary before interviews are provided and press releases generated to ensure factual and pertinent content.
- OUPD can improve the timeliness of informing Housing when contact is made with a student in the residence halls. Is there an opportunity to establish a single point of contact between OUPD and Housing?
- Notification of Risk Management of injuries occurring on campus so problems can be corrected quickly.

The following table provides a summary of the project team recommendations related to this study:

Chapter / Section	Recommendation
Chapter 4. Analysis of Agency Policies and Procedures	
4.1	Include language in the vehicle restraint policy regarding the use of child safety seats when the need to transport infants and children in agency vehicles occurs.
4.3	Include language in the Active Shooter Policy for Mass Notification System Activation and the handling of media responding to cover the incident.
4.4	Include language in the Motor Vehicle Collisions Policy requiring officers to wear reflective vests when investigating accidents on active roadways.
4.5	Expand the Use of Force Policy to include discussion on medical aid, written reports and removal from duty.
4.6	Update the Roadspike Policy to include the correct policy number when referencing the Roadblocks Policy.
Chapter 5. Analysis of the Employee Development	
5.1	Ensure proper succession planning for replacing key leadership positions in the agency as several supervisory and command personnel are currently nearing or are eligible to retire.
5.1	Conduct formal exit interviews (Human Resources or the Police Department) of all employees leaving the Department to improve the attrition data collected. Formally review this data each year for trends and methods that could improve employee retention.

Chapter / Section	Recommendation
5.2.2	The University administration and Police Department should establish a committee to cooperatively develop a recruiting plan for OUPD.
5.2.3	Update the recruiting flyer for the OU Police Officer position.
5.2.5	Solicit the help and participation of current OUPD employees in the recruiting of candidates for positions at the Department.
5.3.1	Continue the trend of improving the professionalism of the Department, evaluate and consider the best management practices discussed in this section for implementation. Emphasis should be made on focusing staff on the mission and goals of the OUPD, reviewing policies/procedures and revising them as necessary, increasing accountability of staff in following policies and providing training opportunities for professional development.
5.3.2	Maintain a competitive pay and benefits structure for the Department. Develop a written compensation philosophy that identifies goals and objectives for the compensation program, such as maintaining entry level, mid-step and top step salary at 90% of the average pay of surveyed agencies. Annual cost of approximately \$50,000 in salary increases.
5.3.4	Develop a written Training Plan for the Department, which includes the type of management training required for Majors and Deputy Chief.
Chapter 6. Analysis of the Employee Development	
6.3.2.1	Maintain one Deputy Chief position in the OUPD organizational structure.
6.3.4	Re-organize OUPD to enhance accountability, workload balance, risk management, and functional coordination.
6.3.5.1	Continue to Assign six Lieutenants, two per shift, to Patrol Shift Operations.
6.3.5.3	Civilianize the current supervisor of Communications and Records. Salary savings of approximately \$4,436 - \$13,299 annually.
6.6	The OUPD should civilianize the Purchasing position.

2. AGENCY PROFILE

The pages, which follow, provide a Descriptive Profile of the University of Oklahoma, Norman Campus Police Department (OUPD). The purpose of the Descriptive Profile is to accurately document the project team's understanding of the OUPD's organization, distribution of staff by unit and function, and key assigned responsibilities of staff. Data contained in the Profile was developed based on the work conducted by the project team to date in the project, including:

- Interviews with key staff in the OUPD, including all managers, as well as many supervisors and line staff. Additional follow up contacts with staff will be conducted, as needed.
- Collection of various data describing organization and staffing, workload and service levels as well as budgets. Additional information will be gathered as needed.
- Documentation of key practices as that relates to resource deployment and scheduling, policies and procedures, as well as work processes and span of control.

The Descriptive profile does not endeavor to recapitulate all organizational and operational facets of the Police Department; our work will continue to document varying OUPD characteristics. The structure of this Profile is as follows:

- Overview of the services provided to the University.
- Organizational charts at the Division and Unit levels showing all OUPD staff positions by function and shift as appropriate and reporting relationships.
- Summary descriptions of key roles and responsibilities of staff.
- Description of allocations and scheduling, as well as key workloads, additional information is provided (e.g. patrol schedules, call for services summary).
- Summarize essential budget data for the OUPD

These data will be reviewed for accuracy and completeness by management staff in the University of Oklahoma Police Department. Comments and amendments generated from staff reviews will be incorporated into the final version of this study and included in the Final Report. Information in this Descriptive Profile will be employed in the analysis of issues later in the study and serve as our factual basis for decisions moving forward.

The pages that follow describe our initial understanding of the OUPD by division, function, and position. The first section of the profile provides an overview of the overall organization of the Police Department. From that point, individual sections describe the organization and staffing within each division.

1. OVERVIEW OF THE DEPARTMENT

The University of Oklahoma Police Department provides a wide assortment of professional law enforcement services for approximately 30,000 students, faculty and staff, The National Weather Center (NWC), various research facilities, student housing and athletic venues located on campus as well as the University Airport located off campus. The increases in the University student population, as reported by the University, are shown in the following table along with local population figures:

University of Oklahoma Norman Campus Fall Enrollment

Jurisdiction	2008	2009	2010	2011	2012	% Change
OU Norman Campus Total	26,201	26,540	26,490	27,149	27,518	5%
OU Norman On Campus	25,035	23,258	23,281	23,850	24,144	-3.6%
City of Norman	107,316	109,062	111,426	110,925	113,273	5.6%

Source: University of Oklahoma & U.S. Census Bureau

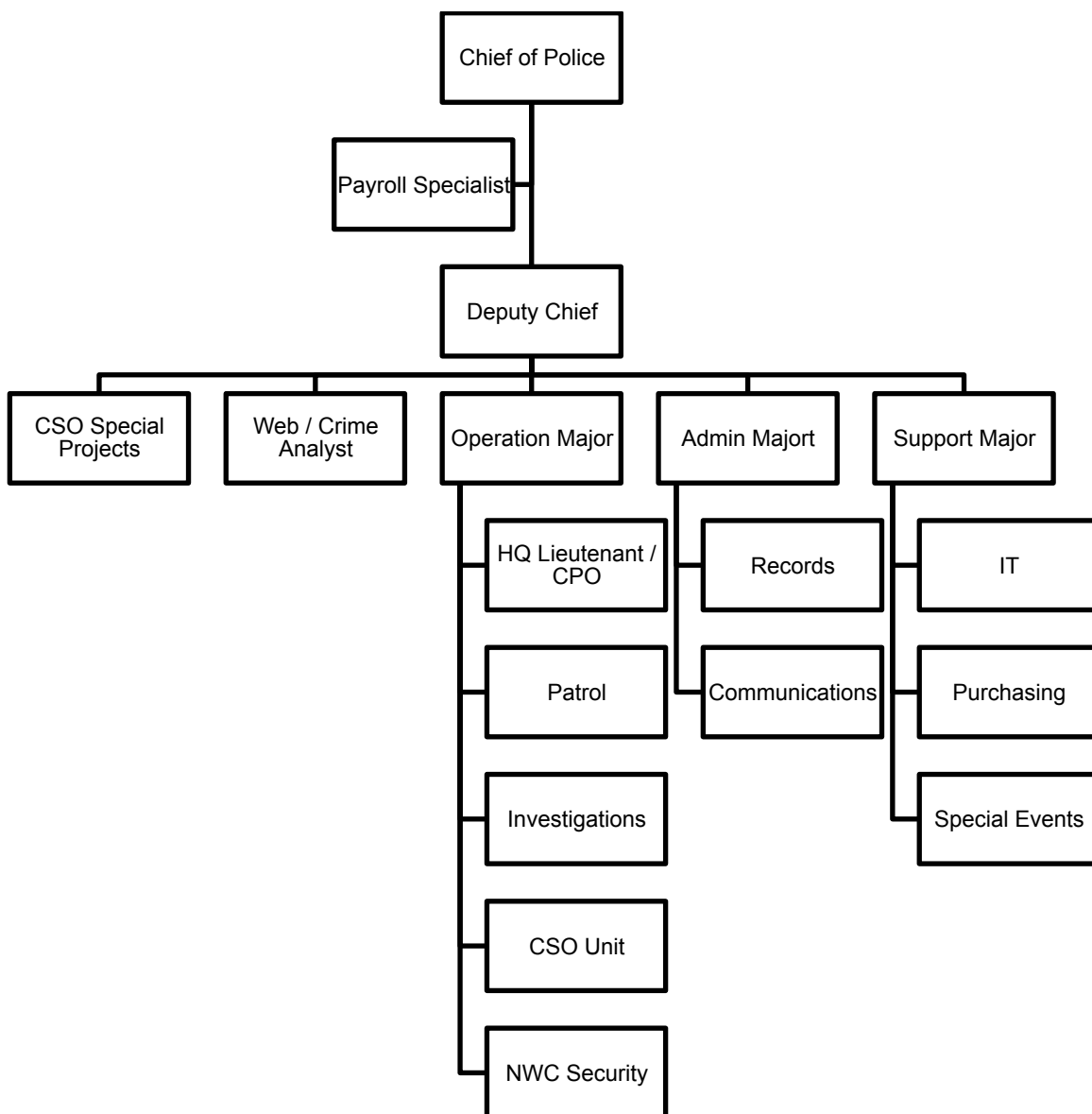
As shown above, while the overall Norman Campus population grew by 5% from 2008 to 2012, the on campus population declined by 3.6%. The population growth for the City of Norman increased by 5.6% over the same period.

2. ORGANIZATION AND STAFFING LEVELS

In total for FY 2011/12, the OUPD has an actual staffing of 77 budgeted full-time equivalents (FTEs). Employees are deployed in the following areas as shown below:

Position	Authorized	Actual	Vacant
Chief of Police	1	1	-
Deputy Chief	1	1	-
Major	3	3	-
Lieutenant	8	8	-
Police Officer	23	21	2
Detective	3	3	-
Crime Prevention Officer (HQ Sgt.)	1	1	-
Records Office Manager	1	1	-
Lead Police Communication Officer	1	1	-
Police Communication Officer	10	10	-
Payroll Specialist	1	1	-
Network Administrator	1	1	-
Webmaster	1	1	-
NWC Security Director	1	1	-
Community Services Officer III (CSO III)	1	1	-
Community Services Officer II (CSO II)	2	2	-
Community Services Officer I (CSO)	15	15	-
Research Tech	.6	.6	-
Student Aide	1	1	-
Temp Employee	1	1	-
Sworn Subtotal	40	40	-
Civilian Subtotal	36.6	36.6	1
Overall Total	76.6	74.6	2

The organization chart on the following page provides a visual of the organization of actual personnel in the OUPD (as of January 2013), which shows the number of personnel for each Bureau and classification.



3. PERSONNEL ROLES AND RESPONSIBILITIES

The table below provides a summary of the primary roles and responsibilities of personnel:

UNIVERSITY OF OKLAHOMA – NORMAN
Final Report on the Police Department Management Study

Position	Act.	Aut.	Vac.	Description
Office of the Chief				
Chief of Police	1	1	0	<p>Provides the overall leadership, guidance, management and administration of the Department personnel and police services.</p> <p>Manages and coordinates all police services at the University to meet objectives set by the University President and Board of Regents.</p> <p>Develops Department policies and procedures.</p> <p>Responsible for overall management of risk in the Department.</p> <p>Develops and maintains good working relationships with other key stakeholders in the University and peers in the region and state.</p> <p>Develops and maintains good working relationships with local business leaders and community leaders.</p> <p>Serves on the University Threat Assessment Review Committee (TARC)</p> <p>Conducts annual performance review of the Deputy Chief of Police.</p> <p>Performs routine administrative functions in the day-to-day management of the Department.</p>

UNIVERSITY OF OKLAHOMA – NORMAN
Final Report on the Police Department Management Study

Position	Act.	Aut.	Vac.	Description
Deputy Chief of Police	1	1	0	<p>Reports to the Chief of Police</p> <p>Direct supervisor for the three (3) Majors, Special Projects CSO and Web Master/Crime Analyst.</p> <p>Responsible for oversight of the annual Department budget related to planning, tracking and projections.</p> <p>Conducts strategic planning for the Department.</p> <p>Serves as a core member of the Behavioral Intervention Team (BIT)</p> <p>Attends various University meetings and serves on University committees.</p> <p>Performs final review of internal affairs complaints, serves as IA investigator on complaints against the Majors.</p> <p>Conducts annual performance evaluations on subordinates.</p>
Payroll Specialist / Administrative Assistant	1	1	0	<p>Reports to the Chief of Police</p> <p>Provides secretarial and office administrative assistance to the Chief of Police and Deputy Chief.</p> <p>Coordinates all aspects of payroll processing</p> <p>Coordinates the development and preparation of various reports, receives inquiries, processes bills and department invoices.</p> <p>Performs a variety of office administrative tasks, including the maintenance of records and files, scheduling appointments.</p> <p>Special projects as assigned.</p> <p>Answers the administrative phone line and routes the call.</p>

UNIVERSITY OF OKLAHOMA – NORMAN
Final Report on the Police Department Management Study

Position	Act.	Aut.	Vac.	Description
Web Master / Crime Analyst	1	1	0	<p>Reports to the Deputy Chief</p> <p>Maintains the Department website</p> <p>Conducts crime analysis related to campus crime trends or issues.</p> <p>Assists with researching computer related and technology needs of the Department.</p> <p>Serves as intelligence officer at the Fusion Center.</p>
Operations				
Major	1	1	0	<p>Reports to the Deputy Chief</p> <p>Direct supervisor for six patrol lieutenants, one detective lieutenant, one headquarters lieutenant and NWC Security Director.</p> <p>Reviews reports written by patrol and detectives.</p> <p>Reviews weekly time sheets prior to sending to payroll specialist for processing.</p> <p>Coordinates security needs and staffing for basketball games and smaller events at the University.</p> <p>Coordinates agency training</p> <p>Handles special projects as assigned.</p> <p>The Detective Bureau lieutenant handles the administrative duties and manages the daily operations of the Bureau.</p>

UNIVERSITY OF OKLAHOMA – NORMAN
Final Report on the Police Department Management Study

Position	Act.	Aut.	Vac.	Description
Investigations Lieutenant	1	1	0	<p>Reports to the Operations Major</p> <p>Supervises the 2 FT Detectives, 1 Rotational Detective and officer assigned to the DA Task Force</p> <p>Assigns cases requiring follow-up to the appropriate investigator.</p> <p>Monitors and assists with the cases assigned to detectives</p> <p>Reviews cases prior to cases being closed</p> <p>Forwards cases to Admin Major for filing.</p> <p>Conducts annual performance appraisals on direct reports.</p>
Detectives	3	3	0	<p>Report to the Investigations Lieutenant</p> <p>Each Detective is a Generalist and investigates all types of crimes.</p> <p>Investigate assigned cases to ensure proper follow-up, develop leads and submit cases for prosecution.</p> <p>Conduct hiring background investigations.</p> <p>Provide standby services for Human Resource personnel actions.</p>

UNIVERSITY OF OKLAHOMA – NORMAN
Final Report on the Police Department Management Study

Position	Act.	Aut.	Vac.	Description
Patrol				
Patrol Lieutenant	6	6	0	<p>Report to the Operations Major</p> <p>Supervise Patrol Officers assigned to their shift.</p> <p>Mentor, counsel and coach officers to improve performance.</p> <p>Review weekly timesheets.</p> <p>Ensure appropriate minimum staffing levels are maintained and call in overtime as needed.</p> <p>Reviews written work and reports of officers.</p> <p>Conduct performance evaluations on assigned personnel.</p> <p>Attend meetings and serve on various University Boards and committees.</p> <p>Assist with departmental training (CLEET compliance, coordinate field training program etc.)</p>
Patrol Officer, Patrol Lieutenant, K-9, & Bike	21	23	2	<p>Report to the Patrol Lieutenant</p> <p>Respond to all calls for service at the University, including crimes against persons, property crimes, and domestic disputes in the workplace, traffic collisions, and disturbances.</p> <p>Provide direct field enforcement of all applicable laws on the University Campus and University owned facilities (Airport)</p> <p>Write reports, conduct preliminary investigations of crime, conducts follow-up investigations as appropriate.</p> <p>Engage in campus focused patrols, directed patrol, traffic enforcement and other proactive activities to reduce crime.</p> <p>Respond to questions, concerns and requests from students, faculty, staff and the general public and</p>

Position	Act.	Aut.	Vac.	Description
				<p>provides information and problem resolution as necessary.</p> <p>Identify and address both criminal and quality of work and life issues on the campus.</p> <p>One day shift officer is assigned to collect money and serve as Executive Courier to the bank if the Part-time officer is off.</p> <p>One officer is assigned as the Athletic Beat Officer (part-time additional duty). This officer is the main point of contact for the athletes and coaching staffs of all sports. The officer also provides security services for the football team and coaching staff at both and away games. The officer serves as a law enforcement liaison with hosting jurisdictions at away games.</p> <p>One officer is attached to athletic department during football season and as requested and handles vehicle equipment installs and building maintenance issues).</p> <p>One officer is assigned full-time to a District Attorney street crimes task force.</p> <p>One officer is assigned to the CATE office daily from 12 noon – midnight.</p>

UNIVERSITY OF OKLAHOMA – NORMAN
Final Report on the Police Department Management Study

Position	Act.	Aut.	Vac.	Description
CSO Unit	17	17	0	<p>Reports to the CSO Lieutenant</p> <p>Responsible for general security patrols on campus</p> <p>Lock and unlock buildings as required</p> <p>Assist students, faculty, staff and the general public</p> <p>Provide general security at student housing, computer labs and University dining.</p> <p>Assist the Resident Assistants</p> <p>Enforce University Administrative rules.</p>
NWC Security	11	12	0	<p>Report to the Operations Major</p> <p>Unit is supervised by a Security Director</p> <p>Provide security for the National Weather Center (a critical infrastructure Level III designated facility)</p> <p>Staff the entrance to monitor people entering facility, issue credentials to visitors</p> <p>Raise and lower security bollards as needed</p> <p>Conduct routine patrols of facility</p> <p>Respond to incident and alarms in facility.</p> <p>Serve as alternate dock manager to accept deliveries.</p> <p>Facilitate building evacuations, escort public safety personnel to emergency incidents.</p>

UNIVERSITY OF OKLAHOMA – NORMAN
Final Report on the Police Department Management Study

Position	Act.	Aut.	Vac.	Description
Support Services				
Major	1	1	0	<p>Reports to the Deputy Chief</p> <p>Leads and manages the Support Services Section.</p> <p>Direct reports are Purchasing and Maintenance Officer and IT Network Administrator</p> <p>Serves as agency coordinator for large athletic and major events (Football, graduation, dignitary visits, concerts etc.).</p> <p>Serves as agency Accreditation Manager.</p> <p>Updates Department policies and procedures.</p> <p>Conducts defensive tactics and dignitary protection training.</p> <p>Conducts special projects as appropriate.</p>
Purchasing and Maintenance	1	1	0	<p>Reports to the Support Major</p> <p>Currently staffed with a sworn MPO.</p> <p>Serves as the training officer for the K-9 unit.</p> <p>Serves as a member of the OU/Norman hazardous device team.</p> <p>Provides support and general maintenance for the police facility.</p> <p>Orders supplies for the agency, both routine and as requested.</p>

UNIVERSITY OF OKLAHOMA – NORMAN
Final Report on the Police Department Management Study

Position	Act.	Aut.	Vac.	Description
Network Administrator	1	1	0	<p>Reports to the Support Major</p> <p>Currently staffed with a non-commissioned civilian.</p> <p>Provides general IT support to the agency</p> <p>Updates software as required</p> <p>Monitors and troubleshoots network problems.</p> <p>Provides technical support related to IT to the Department.</p> <p>Assists in assessing IT needs of the agency.</p>
Administration				
Major	1	1	0	<p>Reports to the Deputy Chief</p> <p>Supervises the records and Communication Lieutenant</p> <p>Serves as the agency PIO and works with the University VP of Public Affairs related to any sensitive issues.</p> <p>Serves as the Radiation safety Committee liaison.</p> <p>Compiles crime statistics and OUPD specific information for the university's annual Sooner Safety Report as required by the Clery Act.</p> <p>Coordinates the agency hiring process, initiates process, administers written tests, coordinates medical, psychological and polygraph testing.</p>

UNIVERSITY OF OKLAHOMA – NORMAN
Final Report on the Police Department Management Study

Position	Act.	Aut.	Vac.	Description
Lieutenant	1	1	0	<p>Reports to the Administration Major</p> <p>Supervises the Records Manager and Lead Police Communications Officer.</p> <p>Serves on the regional bomb detection team (K-9)</p> <p>Programs portable radios, coordinates with Norman PD, issues and maintains portable radio inventory.</p> <p>Produces monthly UCR report.</p> <p>Enters payroll information for Records and Dispatch for processing by Payroll Specialist.</p> <p>Serves as first level of appeal for disciplinary action in Records and Dispatch.</p>

UNIVERSITY OF OKLAHOMA – NORMAN
Final Report on the Police Department Management Study

Position	Act.	Aut.	Vac.	Description
Lead Police Communications Officer	1	1	0	<p>Reports to the Records and Dispatch Lieutenant.</p> <p>Supervises the 9 FT Police Communications Officers.</p> <p>Develops work schedule and ensures proper staffing of the dispatch center.</p> <p>Conducts annual performance appraisals on Dispatch personnel.</p> <p>Functions as a working supervisor as needed.</p> <p>Handles required disciplinary action, coaches and teaches Dispatchers.</p> <p>Conducts initial training of Dispatchers.</p> <p>Serves as the agency liaison to the Oklahoma Law Enforcement Telecommunications System (OLETS).</p> <p>Ensures all items and property are correctly entered into the National Crime Information Computer System (NCIC)</p> <p>Conducts validation prior to items being removed from NCIC by OLETS</p>

UNIVERSITY OF OKLAHOMA – NORMAN
Final Report on the Police Department Management Study

Position	Act.	Aut.	Vac.	Description
Police Communication Officer	9	9	0	<p>Provide call taking and dispatching services.</p> <p>Uses the computer aided dispatch system to create cases, monitor calls and provide appropriate disposition to all police calls.</p> <p>Answer 9-1-1 calls transferred by Norman PD, dispatches officers to calls for service and performs related requests by officers.</p> <p>Uses law enforcement systems to provide information to officers.</p> <p>Monitor local public safety radio frequencies</p> <p>Use cameras on the Campus CCTV system as required.</p> <p>Monitor the alarm panel for all alarmed buildings on Campus.</p> <p>Maintain master log of alarms</p> <p>Assist in Records as needed.</p>
Records	3	3	0	<p>Supervised by the Records Manager</p> <p>Staffed by 2 additional student Aides</p> <p>Ensures completion of crime report processing, data entry and distribution of reports.</p> <p>Ensures proper filing and storage of police records.</p> <p>Purge records according to established schedules.</p> <p>Serve as public contact in police lobby during normal business hours.</p> <p>Provide statistics to the public as requested.</p> <p>Performs special assignments as appropriate.</p>
	74	76	2	

4. DESCRIPTION OF RESOURCES

The following information was obtained through interviews with OUPD personnel, electronic data via the CAD, RMS, and case management systems, as well as any relevant documents associated with patrol (i.e., statistical reports, training records, leave time records, budgets, etc.).

(1) Administration

The Chief of Police and Deputy Chief perform the administration of the agency. Also assigned to this area are the Payroll Specialist, Web Master/Crime Analyst and a CSO for special projects.

(2) Operations Activities

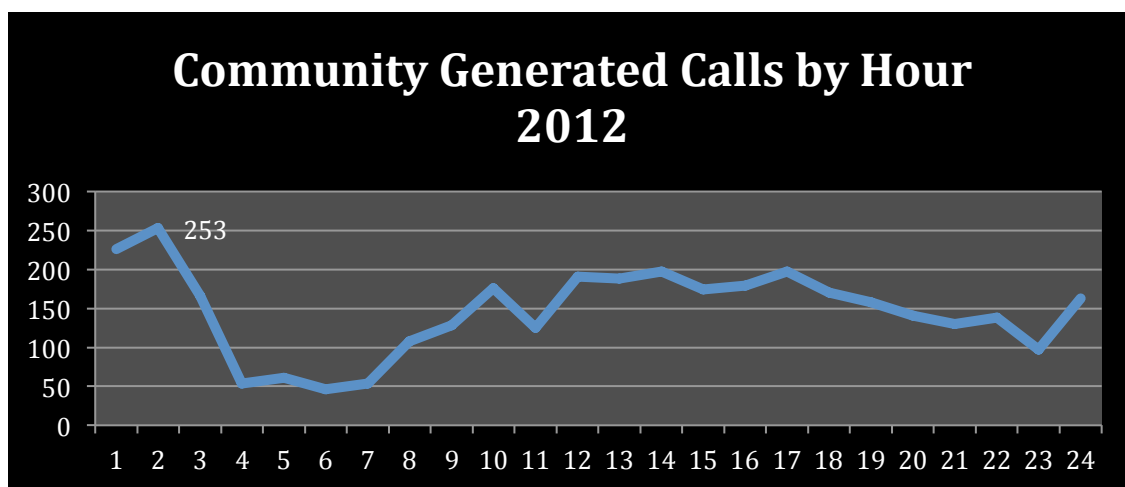
The University of Oklahoma Police Department provides a full range of policing services to a very distinctive community, comprised on students living on campus, students attending classes, faculty, staff and members of the general public working and attending events on the Campus and at the University owned airport. Patrol also utilizes a Bicycle Patrol, Segway and a Canine Team. The following provide basic community generated workloads.

The following table shows the total number of community generated calls for service (CFS) by time of day and day of week for CY 2012. The project team defined a community generated call for service as a call where at least one OUPD unit provided the primary response to an incident. The CAD system data was used to determine the number of CFS.

UNIVERSITY OF OKLAHOMA – NORMAN
Final Report on the Police Department Management Study

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Daily Avg.
0:00	22	25	12	16	15	26	47	163	0.45
1:00	42	18	22	21	34	43	46	226	0.62
2:00	51	26	23	25	28	56	44	253	0.69
3:00	26	16	11	18	24	32	39	166	0.45
4:00	5	3	8	8	5	10	15	54	0.15
5:00	8	12	8	8	11	9	5	61	0.17
6:00	7	9	8	6	8	8		46	0.13
7:00	7	11	6	5	12	9	4	54	0.15
8:00	11	14	18	23	16	17	9	108	0.30
9:00	9	27	20	22	19	15	16	128	0.35
10:00	9	30	23	23	31	36	24	176	0.48
11:00	9	23	18	21	23	22	9	125	0.34
12:00	13	48	31	37	24	25	13	191	0.52
13:00	16	40	32	31	32	18	19	188	0.52
14:00	17	40	30	28	30	32	20	197	0.54
15:00	23	31	27	28	27	23	15	174	0.48
16:00	20	22	26	25	30	29	27	179	0.49
17:00	16	24	26	31	30	38	32	197	0.54
18:00	15	22	34	25	17	23	34	170	0.47
19:00	9	20	28	20	29	24	28	158	0.43
20:00	9	25	21	20	28	15	23	141	0.39
21:00	9	18	21	22	10	21	29	130	0.36
22:00	10	11	23	11	28	27	28	138	0.38
23:00	9	13	9	17	11	10	28	97	0.27
Total	372	528	485	491	522	568	554	3,520	9.64
Avg.	7.2	10.2	9.3	9.4	10.0	10.9	10.7	67.7	

As shown the OUPD patrol officers responded to 3,520 community-generated calls for service in 2012, approximately 10 per day where an OUPD patrol officer provided the primary response. The graph below illustrates the call activity by hour.



As shown the late night hours have the highest incidence of community generated call for service workload, peaking in the 0200 hour, while the call activity is fairly stable in the daytime hours and drops dramatically after 0300.

The chart below shows the top 10 community generated calls that patrol officers responded to during 2012:

OUPD Patrol Community Generated Calls 2012		
Type	Count	% of Total
Suspicious Person	928	26.36%
Theft Reported	291	8.27%
911 Abandoned Call	224	6.36%
Contact a Subject	202	5.74%
Burglary/Intrusion Alarm	187	5.31%
Medical Assistance	149	4.23%
Fire Alarm	134	3.81%
Property Damage Traffic Collision	131	3.72%
Public Intoxication	123	3.49%
Miscellaneous Police	106	3.01%
Total	2475	70.31%

As shown above, the 10 most frequent calls for service account for 2,475 calls, just over 70%, of the total number of calls during the year. Suspicious person calls were the most common, accounting for over 26% of all community-generated calls in 2012.

The following table shows the breakdown by priority of the type of call for service. The priorities are defined as follows:

- **Priority 1** – High Priority Response
- **Priority 2** – Priority Response
- **Priority 3** – Routine Response
- **Priority 4** – Routine Response
- **Priority 5** – Delayed Response – Low Priority Incident

A summary breakdown of calls for service by priority is shown in the following table:

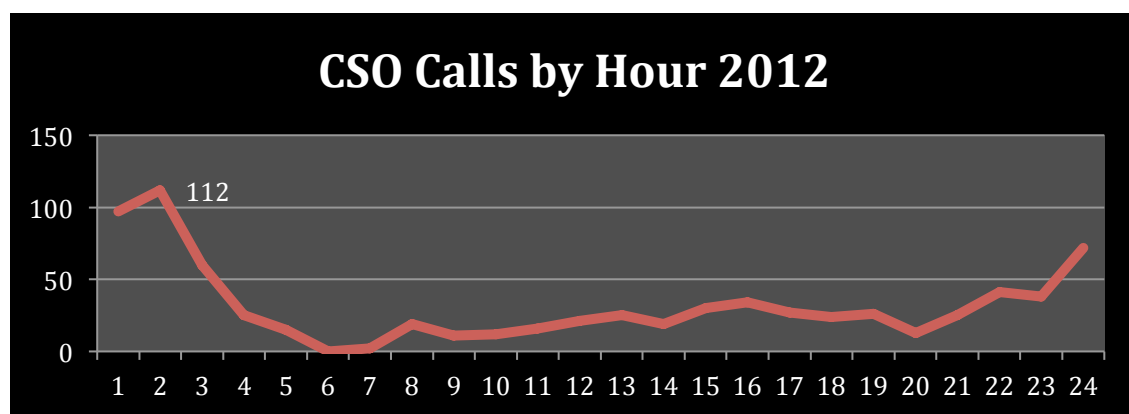
Priority	Count	% of Total
1	1,830	52.0%
2	942	26.8%
3	357	10.1%
4	5	0.1%
5	386	11.0%
Total	3,520	100.0%

Community Services Officers (CSO) also responded to community generated calls for service. The following table shows the total number of community generated calls for service (CFS) by time of day and day of week for CY 2012. The project team defined a community generated call for service as a call where at least one CSO unit provided the primary response to an incident. The CAD system data was used to determine the number of CFS.

UNIVERSITY OF OKLAHOMA – NORMAN
Final Report on the Police Department Management Study

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Daily Avg.
0:00	10	5	6	15	8	18	17	79	11.29
1:00	10	3	5	10	17	25	27	97	13.86
2:00	22	3	7	4	14	34	28	112	16.00
3:00	11	6	2	7	5	15	14	60	8.57
4:00	4		2	5	3	4	7	25	4.17
5:00		1	3	1	3	2	5	15	2.50
6:00									1.00
7:00		1	1					2	3.17
8:00		2	1	8	3	3	2	19	1.83
9:00	1	2	1	2		2	3	11	2.00
10:00		1	3	2	2	1	3	12	3.20
11:00			3	4	2	4	3	16	3.00
12:00	3	3	2	2	4	4	3	21	3.57
13:00	2	4	4	3	6	3	3	25	2.71
14:00	1	1	8	2	3	3	1	19	5.00
15:00		5	5	5	7	7	1	30	6.80
16:00		3	10	4	8	9		34	5.40
17:00		3	5	2	9	8		27	4.80
18:00		2	5	7	6	4		24	5.20
19:00		4	10	5	5	2		26	3.25
20:00		2	3	3	5			13	4.17
21:00	1	6	5	7	3	3		25	5.86
22:00	3	2	5	4	8	12	7	41	5.43
23:00	3	1	6	10	7	9	2	38	11.29
Total	71	60	102	112	128	172	126	771	
Avg.	5.54	2.82	4.38	5.04	6.05	8.09	7.82		2.1

As shown the CSO personnel responded to 771 community-generated calls for service in 2012, approximately 2.1 per day where an OUPD CSO provided the primary response. The graph below illustrates the call activity by hour.



As shown the late night hours have the highest incidence of community-generated call for service workload, peaking in the 0200 hour, while the call activity is the lowest during the daytime, when CSO staffing is limited.

The chart below shows the top 10 CFS that CSO personnel responded to during 2012:

OUPD CSO Community Generated Calls 2012		
Type	Count	% of Total
Suspicious Person	150	19.46%
Public Intoxication	60	7.78%
Contact a Subject	60	7.78%
Welfare Check	54	7.00%
Motorist Assist	50	6.49%
911 Abandoned Call	48	6.23%
Medical Assistance	35	4.54%
Fire Alarm	34	4.41%
Housing Violation Contact	26	3.37%
Indecent Exposure	21	2.72%
Total	538	70%

As shown above, the 10 most frequent calls for service account for 538 calls, just over 70%, of the total number of calls during the year. Suspicious person calls were the most common, accounting for over 19% of all community-generated calls in 2012.

(3) Investigations

The Investigations Lieutenant, who receives the cases from the Operations Major, assigns each detective cases. The Lieutenant also handles a caseload. The following table shows the investigative cases assigned to personnel assigned to investigations during 2012.

Investigator	Number Assigned
Patison	22
Kammerer	3
Gibbons	27
Lozano	5
Seal	12
Grubbs	2
Total / Monthly Avg.	71 / 5.91

As shown above, the OUPD CID group conducted a total of 71 follow-up investigations in 2012. The following table illustrates the types of cases assigned to the CID group for follow-up investigation:

Case Type	Number
Forcible Rape	3
Sex Offense	1
Assault (Other)	10
Disorderly Conduct	3
Motor Vehicle Theft	3
Larceny over \$50	22
Larceny under \$50	2
Embezzlement	5
Forger/Counterfeit	1
Fraud	1
Burglary	2
Lost/Missing Property	1
Found Property	1
Stolen Property	1
Public Accident	1
Accidental Death	1
Drugs	1
Missing Persons	2
Other Offense	10
Total	71

As shown above, larceny over \$50 is the most common offense requiring follow-up investigation by the CID group at OUPD.

(4) Records / Communications

(4.1) Communications

The Communications Division is primarily responsible for the communication link between the citizens and the patrol officers. Each dispatcher is responsible for answering all lines of communication (i.e., radio traffic, E911, etc). The unit is staffed

with a supervisor, full time dispatchers and a part-time dispatcher. Dispatchers utilize high quality equipment and dispatch programs (i.e., E911, RMS, etc). As a result, dispatchers provide timely and efficient information to citizens and the patrol officers. Dispatchers work 8-hour shifts and provide 24/7 coverage to the University. The dispatch center handled 40,708 community generated and self-initiated call activities for field service personnel in 2012.

(4.2) Records Division

The Records Division is staffed Monday through Friday from 8:00 a.m. to 5:00 p.m. The division is responsible for maintaining reports and critical statistics for the department. Records clerks also provide information and reports to the public as needed. Additionally, the unit offers support services for the different units within OUPD.

5. POLICE DEPARTMENT BUDGET

This section provides basic budget data for the University of Oklahoma Police Department, for personnel, maintenance & operations, and capital costs. The first table describes the personnel budget information for the past 3 fiscal years and the current year's budgeted amount:

UNIVERSITY OF OKLAHOMA – NORMAN
Final Report on the Police Department Management Study

Description	Actual 09/10	Actual 10/11	Actual 11/12	Actual / Budget 12/13
CASH RECEIPTS:				
WESTHEIMER	\$127,198.80	\$127,198.80	\$132,173.30	\$132,173.52
COMPUTER LAB SEC.	\$58,515.00	\$42,715.17	\$51,076.08	\$49,124.06
MISC-ATH,LN,SE	\$502,170.84	\$424,864.73	\$549,209.96	\$583,522.94
ONE PARTNERS PLACE	\$5,178.60	\$5,178.60	\$6,759.96	\$6,759.96
NATIONAL WEATHER CTR	\$361,418.67	\$370,327.92	\$395,025.21	\$398,674.32
WAGNER HALL	\$12,879.09	\$6,795.74	\$10,969.07	\$12,113.19
CROSSROADS	\$3,834.56	\$2,703.74	\$2,393.44	\$2,259.47
OHSO Grant	\$7,499.97	\$8,250.59	\$5,695.30	\$0
BURSAR Gift	\$10,000.00	\$0	\$0	\$0
IMPOUND FEES	\$4,200.00	\$4,200.00	\$4,200.00	\$4,200.00
SUBTOTAL	\$1,092,895.53	\$992,235.29	\$1,157,502.32	\$1,188,827.46
TRANS FROM E&G	\$2,352,482.04	\$2,352,482.04	\$2,697,402.00	\$2,901,660.00
ADDT'L Funding	\$0	\$0	\$67,515.80	\$0
SUBTOTAL	\$3,445,377.57	\$3,344,717.33	\$3,922,420.12	\$4,090,487.46
PREV YR BAL	\$18,631.05	\$242,472.15	\$141,322.36	\$142,025.49
TOTAL CASH RECEIPTS	\$3,464,008.62	\$3,587,189.48	\$4,063,742.48	\$4,232,512.95
CASH DISBURSEMENTS				
MO SALARY - 132-770900	\$444,283.94	\$495,892.79	\$524,695.23	\$574,078.57
HR WAGES - 132-770900	\$1,991,899.89	\$1,910,539.78	\$2,123,002.46	\$2,253,361.86
NWC SALARY - 134-730400	\$53,013.95	\$45,900.00	\$49,000.02	\$49,700.04
HR WAGES - 134-730400	\$402,715.31	\$365,834.67	\$409,295.14	\$432,631.22
BENEFITS -FRINGE on 134	\$90,441.58	\$98,127.03	\$113,397.08	\$112,696.96
OHSO GRANT OT	\$7,499.97	\$0	\$2,499.99	\$0
OVERTIME	\$81,397.18	\$73,073.01	\$86,230.34	\$87,579.00
TOTAL WAGES/SAL.	\$2,989,854.64	\$2,916,294.27	\$3,221,889.92	\$3,422,468.65
M&O EXPENSES:				
EQUIPMENT	\$42,062.92	\$170,278.37	\$159,895.12	\$216,299.82
SUPPLIES	\$57,105.45	\$67,996.63	\$35,032.11	\$93,576.39
UNIFORMS	\$17,504.28	\$8,578.41	\$8,674.18	\$11,985.33
FLEET SERVICES	\$79,633.06	\$90,369.60	\$113,215.65	\$116,178.02
TRAVEL	\$2,129.22	\$10,160.29	\$10,757.57	\$16,454.98
COMMUNICATIONS	\$60,398.22	\$62,736.08	\$80,041.38	\$51,439.51
PHYSICAL PLANT	\$1,399.12	\$1,333.92	\$2,524.11	\$4,186.69
CONTRACTUAL	\$6,368.96	\$17,320.93	\$26,221.89	\$29,407.69

UNIVERSITY OF OKLAHOMA – NORMAN
Final Report on the Police Department Management Study

Description	Actual 09/10	Actual 10/11	Actual 11/12	Actual / Budget 12/13
COMPUTER & REL.	\$68,528.09	\$86,455.04	\$128,554.12	\$107,651.49
OVERHEAD FEE	\$0	\$0	\$0	\$0
TOTAL M&O EXP	\$335,129.32	\$515,229.27	\$564,916.13	\$647,179.92
ADJUSTMENT	\$139,024.66	\$155,665.94	\$276,936.43	\$162,864.38
TOTAL CASH EXP.	\$3,324,983.96	\$3,431,523.54	\$3,786,806.05	\$4,069,648.57
ENDING BAL.	\$139,024.66	\$155,665.94	\$276,936.43	\$162,864.38

As shown above, the FY13 budget for personnel costs is \$3,422,469, an increase of 6.2% from actual expenditures in FY11/12. Operating expenses are budgeted to increase 14.6% from the actual FY 11/12 budget from \$564,916 to \$647,180. The overall department budget for FY13 is \$4,069,649, an increase of 7.5% from FY12 actual expenses.

3. COMPARISON OF THE POLICE DEPARTMENT TO BEST MANAGEMENT PRACTICES

In this section of the report, the primary operations, staffing and management of the University of Oklahoma Police Department are compared with measures of effective organizations from throughout the country. The measures utilized have been derived from the project team's collective experience and represent the following ways to identify divisional strengths as well as improvement opportunities:

- Statements of "effective practices" based on the study team's experience in evaluating operations in other municipalities or "standards" of the profession from other organizations.
- Other statements of "effective practices" based upon consensus standards or performance goals derived from national or international professional service organizations.
- Identification of whether and how the department meets the performance targets.

The purpose of this assessment is to develop an initial overall assessment of departmental operations and identify both strengths and opportunities for improvement.

Performance Target	Strengths	Potential Improvements
FIELD OPERATIONS		
The deployment of personnel is regularly evaluated, and is based on the calls for service per day, per hour and area of the City.		OUPD does not regularly measure and assess calls for service volume per hour or day, as well as ancillary requests for officers. Agency uses a fixed staffing plan for each 8-hour shift.

Performance Target	Strengths	Potential Improvements
<p>Are average response time targets (from dispatch to arrival) to calls for service being met?</p> <ul style="list-style-type: none"> • High Priority (1): 3 - 5 minutes • Medium Priority (2): 5 – 15 min. • Low Priority (3-5): 15 - 30 minutes 	<p>OUPD utilizes five (5) priorities for CFS. The following provide the average response times per priority:</p> <p>Priority 1: 2 minutes 19 seconds. Priority 2: 2 minutes 20 seconds. Priority 3: 4 minutes 09 seconds. Priority 4: 3 minutes 00 seconds. Priority 5: 4 minutes 05 seconds.</p> <p>Overall, the response time average is 2 minutes 58 seconds.</p> <p>These figures represent an excellent response time to all priorities of community-generated calls for service, especially as it relates to the lower priority calls for service. Response times are fast, providing an indicator of an adequate level of patrol resources to respond to campus generate calls for service.</p>	
<p>Lieutenant to Officer ratio is between 1:6 – 1:9</p>		<p>The ratio of lieutenants to officers on patrol is 2:5 or 1:2.5. This results in a very low span of control for OUPD lieutenants. This is common in smaller law enforcement agencies as the deployment ensures there is a supervisor on duty 24/7/365.</p>
<p>Specialized field services such as dedicated traffic enforcement, street crime enforcement, narcotics and vice operations are provided.</p>	<p>OUPD has one officer assigned to a DA task force on street crimes.</p> <p>OUPD has three officers assigned as members of the Norman/OU hazardous device team, 2 ea. SWAT and 3 ea. CRT, which is deployed as needed.</p>	
<p>Crime analysis information is made to patrol and investigation personnel on a daily basis.</p>	<p>The agency has strong relationships with University Departments who provide information regarding suspicious students and security concerns.</p>	<p>The Department does not routinely use crime analysis information to determine hot spots for crime activity at the University. Information is provided when an identifiable trend exists.</p>

Performance Target	Strengths	Potential Improvements
The standard practice is for patrol personnel to routinely conduct follow-up (thru arrest) on minor crimes.	The field patrol officers are directed to complete investigations for cases that will not require extensive time for follow-up. More extensive case are sent to the CID group for follow-up.	
Approximately 20% to 30% of community-generated calls for service are handled through alternative service delivery (i.e., civilian response, web-based police reporting, etc.)	The OUPD uses non-sworn Community Service Officers to respond to low-risk community generated calls and provide general security to buildings on campus. The CSO unit diverted approximately 21% of campus generated calls in 2012.	
The field personnel are highly engaged in issuing moving citations during their proactive time.		Officer conducted 5,501 vehicle stops in 2012, an average of 15 per day or just over 1 stop every two hours. This activity level indicates more effort can be dedicated to traffic enforcement.
SUPPORT SERVICES		
<p>The number of active cases for “generalist” detectives averages 12-15 (weighted basis of person and property crimes).</p> <ul style="list-style-type: none"> - Dedicated person crime investigators average 8-10 active cases each. - Dedicated property crime investigators average 15-20 active cases each. 		<p>The number of active cases averages approximately 5.9 per investigator, but varies when school is in session and during breaks.</p> <p>The Detectives assigned to OUPD CID group are all generalists, but conduct a variety of ancillary duties not typical of Detectives in a non-university setting such as student conduct hearings, employee discipline, and sitting in to observe student conduct when requested by faculty. This time is not tracked, but should be to illustrate appropriate use of staff resources assigned to CID.</p>
Cases are screened for quality and solvability by supervisory staff before being assigned to detectives; a Lieutenant formally reviews cases periodically.	The operations lieutenant and Lieutenant review all cases referred to investigations and assign the cases based on caseload, experience, etc. Cases are screened for quality and solvability.	

UNIVERSITY OF OKLAHOMA – NORMAN
Final Report on the Police Department Management Study

Performance Target	Strengths	Potential Improvements
Supervisors actively monitor and manage caseloads.	The unit has weekly meetings to discuss case assignments, case status, and general issues	
An automated case management system is being used to assign and track cases.	All cases are tracked in the records management system. Case status is tracked in the RMS.	
Supervisor/Detective (staff) ratio is in the 1:6 – 1:9 range.		The ratio of Lieutenant to detective positions is 1 detective lieutenant to 3 detectives in the CID group.
Specialized operations such as street crime enforcement, narcotics and vice operations are provided.	The OUPD has one officer assigned to a DA Street Crimes Task Force	.
All interviews of suspects are tape-recorded and/or video recorded.	The OUPD has interview rooms, which utilize audio and video recording capabilities.	
Records systems are automated and integrated (CAD, RMS, report writing, etc.).	The records systems are automated and integrated. Officers are able to utilize laptops in patrol vehicles to check vehicles and persons.	
Reports for in-custody persons are processed and submitted to the prosecutor within 48 hours.	The OUPD processes these reports in less than 48 hours, and typically submits the paperwork to the District Court the morning after the arrest.	
Internal hard copy report distribution is minimal and completed daily.	The OUPD patrol officers process their reports via electronic word document, which is then processed by the records personnel for input into the Records Management System (this process is primarily paperless).	
Records purging and destruction follow state guidelines.	OUPD follows the established records retention schedule for misdemeanor and felony cases.	

Performance Target	Strengths	Potential Improvements
The evidence room facility is secure and access is limited.	The OUPD evidence room has electronic locking capabilities and with access limited to the officer and detective assigned to manage the property and evidence room.	
A percentage of evidence/property is audited (annually and regular spot audits) to provide for verified chain of evidence, etc.	The Department has a policy in place requiring an annual audit of the property and evidence rooms. The policy also calls for random unannounced inspections by a ranking officer.	During interviews it was discovered that the random spot checks are not occurring. These should be continued and processes implemented to ensure they occur.
Officers receive at least 40 hours of training per year. In-service training includes hands on perishable skills training such as defensive tactics and firearms training.	OUPD provides officers with excellent training opportunities. In 2012 officers average approximately 89 hours in training per officer.	
All employees, including managers, receive an annual performance evaluation based on clear standards.	All agency personnel at OUPD receive an annual performance review.	
The Department has an active crime prevention program and is involved with faculty, staff and student groups.	All departments interviewed indicated that the crime prevention programs offered by OUPD are excellent. The agency has officers assigned to the “Adopt a Cop” program to build relationships with students in student housing.	The OUPD should work to improve programs targeting international students beyond the CESL to ensure they are aware of and understand cultural and legal issues in the United States.
MANAGEMENT / ADMINISTRATION		
The command staff structure of the Police Department has efficient and effective spans of control (approximately 1:4-6).	Command staff members have an appropriate span of control at OUPD.	

Performance Target	Strengths	Potential Improvements
Management staff developed and implements a strategic plan; annual planning session to update it.	<p>The OUPD has clear Mission and Vision statements to guide officers. The agency also has adopted values (accountability, integrity, loyalty, respect and professionalism) to serve as guiding principles.</p> <p>The Department develops a multi-year plan, which is updated annually</p>	The multi-year plan is task driven and does not provide a plan for improving agency performance or establishing performance improvement goals such as clearance rates, response times, complaints, etc.
Department supervisors and/or managers attend professional development training (e.g. courses accredited by CLEET or IACP; FBI National Academy or Executive Development, etc.)	<p>Training is received upon supervisory and management promotion.</p> <p>Based on a review of training records, supervisors and / or managers are engaged in departmental training and attend a variety of additional training for skill development.</p>	
The Department is involved in disaster preparedness / homeland security issues on campus and regionally		<p>There is little emergency management or disaster planning occurring at the University. During the study the University hired an Emergency Management Coordinator, but it was unclear what the exact roles or reporting relationships of this position would be.</p> <p>The OUPD should develop a written policy requiring a documented risk assessment and analysis for the University be conducted on a routine basis.</p>
The department has an integrated budget system and receives regular budget reports during the year; monitors expenses.	The OUPD follows the University process for budgeting and expense monitoring. The OUPD is on an annual budget cycle.	

Performance Target	Strengths	Potential Improvements
Both formal and informal complaints are followed-up by Department supervisors.	The command staff review and follow-up on all complaints against personnel and make the determination to move forward with formal internal affairs investigations. IA investigations are assigned to the appropriate Major with the Deputy Chief conducting a final review of all cases and conducting investigations if the complaint involves a Major.	
The Department is involved in partnerships with other law enforcement agencies in regional law enforcement efforts and/or cost sharing of services.	<p>The OUPD participates routinely with the Norman PD in training and regional responses. OUPD and the Norman Police have joint SWAT, HDU (Bomb Squad) and CIRT (Collision Investigation and Reconstruction Teams), where the partnership allows for enhanced capabilities, training, and professional development, while reducing personnel and equipment costs for both agencies.</p> <p>OUPD also works closely with outside agencies during large sporting and other events to ensure adequate security is provided.</p>	
An effective building security system to provide for employee safety is in place.	The police building has an effective building security system to provide for employee safety. The main lobby is accessible to the public on 24-hour basis. A key card access system is utilized for access to any area outside the main lobby.	
The costs for overtime represent less than 10% of total regular salary costs.	According to agency budgets documents, the police department is doing an excellent job of controlling overtime costs with annual averages of approximately 4% of salaries over the past three fiscal years.	

As illustrated above, the OUPD is meeting best practices in a number of areas critical to effectively operating a modern police agency, but there are a few areas where improvement can be realized. The key areas where OUPD exhibits best practices are:

- Providing excellent response times to all call priorities.
- Providing strong cooperation between the OUPD and faculty and staff to identify and assess threats due to student conduct and behavior.
- The use of non-sworn CSO personnel to divert low priority and non-hazardous calls from sworn personnel.
- Limiting access to and requiring an annual audit of the the property and evidence room.
- Providing excellent training opportunities for line and command staff members of the agency.
- Developing programs to build effective relationships between OUPD Officers and the OUPD community.
- Building effective working relationships with local and regional law enforcement agencies.
- Effectively managing overtime costs in the agency.

Areas for potential improvement include:

- Analyzing workloads on each shift to ensure sworn staff are deployed according to workload demands.
- Developing performance measures and assigning accountability as part of the multi-year planning process.
- Working with faculty and staff to customize action plans for specific buildings in cases of active shooters on campus.
- Developing programs for international students to ensure they understand differences in cultural and legal issues in the United States.

4. ANALYSIS OF THE OPERATING POLICIES AND PROCEDURES

As part of this study the project team evaluated the policies and procedures used by the OUPD to support and manage agency operations. The OUPD has a policy which allows any member of the agency to propose a policy when they identify a need. In summary the policy requires:

- Draft policies are submitted through the employee's chain of command.
- Receipt of draft policies is acknowledged in writing by Command Supervisors.
- A minimum of two Command Supervisors review and make recommendations for revisions to submitted policies.
- The draft policy is formatted by the Support Service Lieutenant and sent to the Chief for final review.
- Once approved by the Chief of Police, the policy is posted on the agency intranet and notification made to all employees that it is in effect.
- Policies and procedures are subject to review a minimum of once every three (3) years by the Chief of Police or his/her designee, with review dates noted in the master file.

1. OUPD HAS WELL DEVELOPED AND COMPLETE POLICES FOR ADMINISTRATIVE, PERSONNEL AND TRAINING MATTERS.

The review of the administrative, personnel and training policies and procedures showed well-developed policies related to personnel matters in the agency. The following table illustrates the personnel policies reviewed by the project team along with initial creation and most recent revision dates:

Policy Number	Policy Name	Initial Date	Revised Date
1001	System of Written Policies & Procedures	01/20/09	10/05/10
1002	Constitutional Compliance	04/09/12	N/A
1003	Chain of Command	02/20/97	04/15/10
1004	Release of Information	06/09/00	07/07/10
1005	Asset Management	02/16/11	N/A
1006	Law Enforcement Role, Authority &	02/16/10	08/18/11

UNIVERSITY OF OKLAHOMA – NORMAN
Final Report on the Police Department Management Study

Policy Number	Policy Name	Initial Date	Revised Date
	Credos		
1007	Organization of the Department	02/02/12	N/A
1013	Prioritization	07/23/13	N/A
1014	Post Critical Incident Procedure	04/09/12	N/A
1015	Operational Continuity	01/14/09	03/27/12
1101	Jurisdiction	04/16/98	02/06/12
1102	Mutual Aid and Task Forces	02/10/12	N/A
1103	Municipal Court Procedures	04/07/94	07/23/13
1501P	Emergency Vehicle Warning Devices	10/05/92	07/23/13
2001	Professional Standards Contract	04/29/98	08/17/11
2002	New Employee Intoxicant(s) Testing	02/10/12	N/A
2003P	Command and Control	07/23/13	N/A
2004	General Uniform Standards	04/01/98	02/06/11
2005	Uniform Wear and Appearances	10/26/11	01/25/12
2006	Inspections	02/23/12	N/A
2007	Complaint Review	03/31/98	03/24/11
2009	Computers and Electronic Messaging	06/22/10	01/03/12
2114	Sergeant Duties	11/19/12	N/A
2116	Selection of Civilian Employees	05/13/10	N/A
2117	Selection of Police Officer Trainees	08/13/93	05/13/10
2118	Promotions, Transfers, Rotations	05/13/10	N/A
2302	External Employment	02/25/97	04/06/10
2303	Holiday Pay	04/01/98	03/12/10
2304	Military Leave	01/14/09	N/A
2305	Seniority	12/12/11	N/A
2307	Limited Duty	01/10/02	02/06/12
2308	Employee Step Plan	06/02/11	12/12/11
2310	Grievance	06/22/10	N/A
2401	Employee Performance Evaluation	04/02/98	02/10/12
2502	Department Discipline	07/14/98	04/06/12
2601	Separation	05/31/90	11/19/12
3001	Training	05/12/10	N/A
3002	Fee Waivers	01/17/94	11/19/12
3003	On Duty Physical Fitness Training	10/05/10	N/A
3004	In-Service Training	06/07/94	02/10/12
3101	Department Mini-Academy	01/13/09	N/A
3103	Police Training Officer Program	07/09/09	06/21/13
3201	Firearm Qualification	04/16/12	N/A
3202	Range Procedures	02/10/12	07/23/13
3203	Weapons	02/15/12	N/A

As shown above, the personnel policies and procedures were originally created between 1982 and 2013. All administrative and personnel policies reviewed have either been created or revised in the past three years and meet acceptable practices for handling administrative and personnel matters.

2. OUPD HAS WELL DEVELOPED POLICIES RELATED TO AGENCY OPERATIONS AND SERVICES BUT SOME CHANGES SHOULD BE MADE.

The review of the operational and service policies and procedures showed well-developed policies related to how the OUPD conducts operations and provides service to the University. The following table illustrates the operational and service policies reviewed by the project team along with initial creation and most recent revision dates:

Policy Number	Policy Name	Initial Date	Revised Date
4102	Triple "I" Material Handling	08/17/12	06/13/13
4103	OSBI Criminal Records System	02/10/12	N/A
4104	Criminal Warrants	02/10/12	N/A
4105	NCIC Hit Confirmation	04/24/92	07/23/13
4107	Death Notification	10/18/04	11/13/08
4302	Uniform Crime Reporting	03/27/12	N/A
4301	Expungement of Records	02/23/12	N/A
5003	Vehicle Restraint Use	04/20/92	07/23/13
5005	Timely Warning	10/05/10	N/A
5006	Immediate Emergency Notification	04/21/11	N/A
5007	Department Owned Animals	02/10/12	N/A
5008	Crime Prevention & Community Oriented Policing	05/12/98	02/10/12
5201P	Arrest, Search and Prisoner Custody	05/05/98	04/17/12
5202	Stop & Frisk, Strip and Body Cavity Search Incident to Arrest and Probable Cause	05/13/10	N/A
5204	Obtaining/Serving of Warrants and Legal Process	03/06/98	05/13/10
5205	Medical Treatment & Transport	03/06/98	02/15/12
5206	Public Intoxication Arrest	01/14/09	N/A
5207	Detention of Foreign Nationals	12/01/97	01/20/09
5208	Juvenile Offenders	02/03/98	04/08/10
5301	Missing Persons	11/12/09	N/A
5302	Unusual Occurrences	08/17/11	N/A
5303	Domestic Violence/Protective Orders	05/15/05	02/06/12
5305	Incident Management	03/27/12	N/A
5306	Prevention of Bloodborne & Communicable Diseases	02/13/12	N/A
5309P	Medical Assistance	01/14/09	N/A
5310	Motorist Assistance Services	06/02/98	03/30/10
5312	Active Shooter Response	01/19/05	N/A
5323	Civil Disturbance	N/A	N/A
5324P	Racial Profiling	01/14/09	N/A
5401	Traffic, Pedestrian and Bicycle Enforcement	04/23/98	08/17/11
5402	DUI Enforcement	08/17/93	05/13/10
5405	Radar Speed Enforcement	10/02/96	07/23/13
5406	Traffic Control and Escorts	04/15/10	N/A
5407	Vehicle Pursuits	11/10/07	02/06/12
5502	Motor Vehicle Collisions	02/21/97	03/30/10
5503	Photographs, Digital and Audio/Video	05/10/94	10/05/10

Policy Number	Policy Name	Initial Date	Revised Date
5504	Seizure of Assets for Forfeiture	02/06/12	N/A
5505	Victims Services, During & Post Event Investigations	02/02/12	N/A
5506	Investigations Involving Drugs, Vice or Organized Crime	02/02/12	N/A
5507	Investigations & Follow-up	02/10/12	N/A
5508	Confidential Informants	04/16/12	N/A
5509	Intelligence Gathering	02/09/12	N/A
5510	Field Interviews	02/10/12	N/A
5511	Property / Evidence	10/20/98	04/08/10
5601	Use of Force	01/13/09	02/06/12
5606	Roadblocks	10/05/92	07/23/13
5608	Oleoresin Capsicum (OC) Spray	09/06/04	07/23/13
5611A	Roadspike Devices	11/01/02	N/A
5613	Use of Electronic Control Devices	06/29/07	11/12/09
5702	Bike Program	10/18/04	N/A
5703	Special Purpose Vehicles	03/28/12	N/A

As shown above, the operational policies reviewed were originally created between 1992 and 2012. All operational and service policies reviewed have either been created or revised in the past three years with the exception of the Civil Disturbance policy, which did not include a date, the Active Shooter Response policy which was created in 2005, the Roadspike Devices policy which was create in 2002 and the Bike Program policy which was created in 2004 and do not indicate any revisions since that time. The majority of these policies meet acceptable practices for handling operational and service matters. The recommended additions to policies are discussed below.

(1) The Vehicle Restraint Policy Should Include Discussion Regarding Transporting Persons Required to be in Child Safety Seats.

The vehicle restraint policy (5003) addresses the issue of using vehicle restraints which are part of the vehicle, but does not address the issue of transporting infants or children that should be restrained using a child safety seat. The agency should add language to the policy to inform officers of how infants and children should be restrained when they are required to be transported in agency vehicles.

Recommendation: Include language regarding the use of child safety seats when the need arises to transport infants or children in agency vehicles.

(2) The Active Shooter Response Policy Should Include Discussion Regarding the Activation of the University Mass Notification System and Media Relations.

While several other policies address this issue it should also be included in the Active Shooter Response Policy by reference. The Active Shooter Response Policy (5312) addresses the issue of responding to active shooter situations on campus, but not assign responsibility for ensuring the Mass Notification system has been activated as required in policy 5006. The issue of establishing an area away from the immediate response area for members of the media responding to the incident should also be discussed to ensure the needs of the media can be handled without interruption of the incident command center. The information can be included or the appropriate policies referenced where this information can be found.

Recommendation: Include language in the Active Shooter Policy for Mass Notification System Activation and the handling of media responding to cover the incident.

(3) The Motor Vehicle Collisions Policy Should Include Language Requiring Officers to Wear Reflective Vests While Investigating Accidents on a Roadway.

The Motor Vehicle Collisions policy (5502) addresses the responsibilities of officers responding to motor vehicle accidents, but does not require the officers investigating the accident to wear a reflective vest if the accident is on an active roadway. While language to this effect is included in Policy (5406), it should also be included in this policy to make it clear that the provisions in #5406 also apply to this policy.

Recommendation: Include language in the Motor Vehicle Collisions Policy requiring officers to wear reflective vests when investigating accidents on active roadways.

(4) The Use of Force Policy Should be Expanded.

Use of Force by officers is an area of law enforcement, which exposes the agency and the University to liability claims, especially if the use of force is excessive or unjustified. The Use of Force Policy should be expanded to include discussion on several key elements to ensure officers minimize the exposure to liability when force is applied. Even though these issues are discussed in other policies, (5205 and 1014), due to the liability aspect, they should also be included by reference in the Use of Force Policy. The following points illustrate areas where further discussion and explanation are warranted in this policy:

- Include language specifying the procedures for ensuring appropriate medical aid is received after the use of deadly or non-deadly force.
- Include language requiring a written report when deadly or non-deadly force is used.
- Include language informing officers of removal from duty when their actions cause serious bodily injury or death of an individual, pending Department review of the incident.

Recommendation: Expand the Use of Force Policy to include discussion on medical aid, written reports and removal from duty.

(5) The Roadspike Policy Should be Updated to include the Correct Policy Number when Referencing the Roadblocks Policy.

The Roadspike Policy includes several references to the Roadblocks policy, but the reference number is not in line with the current numbering of the policies in place by OUPD. The references to this policy should be updated to PO 5606 as compared to the PO 3506 currently referenced in the policy.

Recommendation: Update the Roadspike Policy to include the correct policy number when referencing the Roadblocks Policy.

5. ANALYSIS OF EMPLOYEE DEVELOPMENT EFFORTS

A number of articles, books and papers have been written on the subject of the successful recruitment, hiring and retention of highly qualified law enforcement employees. It is well documented that the recruitment and retention issue is one of the most difficult issues facing law enforcement agencies today. Additionally, due to the unique environment and different job tasks required of campus law enforcement, recruiting for university police officers often provides additional challenges in attracting and, even more importantly, retaining quality personnel. These issues and challenges have existed in law enforcement for many years and are ones that will remain for the foreseeable future.

The national trend over the last few years has been a reduction in the number of applications for sworn law enforcement positions. There are many reasons for this trend. People entering the labor market often are not attracted to law enforcement for a variety of reasons, including the relatively low pay for most law enforcement agencies, the type of work officers are hired to perform and the shifts they are required to work. Additionally, there is the continuing competition from private industry for college graduates and other quality candidates. As a result, law enforcement agencies are spending more time and money to recruit quality candidates to fill their new officer vacancies; law enforcement agencies cannot any longer realistically expect to obtain a sufficient number of quality candidates just by placing an ad in the local newspaper.

All agencies strive to differentiate themselves from other agencies to gain a competitive advantage in recruiting and retaining the best possible candidates. For

example, smaller agencies can stress the Department “family” theme where the benefits of a small organization and easy access to command staff is highlighted as a selling point. Larger agencies can point to the significant resources available at the Department, the variety of specialty jobs and the possibility of relatively quick advancement opportunities. The local market is extremely competitive and most law enforcement agencies face the same recruitment and retention challenges as OUPD.

In this chapter, the project team will evaluate and analyze the current employee development methods used by OUPD, the attrition rate for the sworn members of the Police Department and measures used by OUPD to retain the best employees.

1. ANALYSIS OF TENURE AT OUPD SHOWS THAT THE AGENCY HAS WELL TENURED EMPLOYEES IN MOST AREAS:

Overall, the sworn ranks of the OUPD have very good tenure. The tenure of dispatchers and CSO’s is considerably shorter than that of sworn personnel. The following table illustrates the average tenure by position in assignment at OUPD:

Assignment	Average Tenure
Command Staff	20.4 years
Lieutenant	16.78 years
Officer	7.15 years
Dispatcher	4.44 years
CSO – State Funded	1.4 years
CSO – Non State Funded	0.67 years
CSO – NWS	2.36 years
Support Staff	16.2 years

As shown the sworn positions and support staff have high tenure rates, which indicates that overall OUPD is providing a positive work environment and place of employment where personnel plan to make a career. The agency is facing the same challenges as most agencies in recruiting and retaining dispatch personnel.

The agency currently has two (2) Lieutenants with 29 and 30 years of service respectfully, two Lieutenants with 27 and 30 years of service and one (1) Officer with 29

years of service. The agency should begin to plan for potential retirements over the next few years. It will be critical that proper succession planning and employee development occur to ensure personnel are prepared to assume the leadership roles in the agency as these positions become vacant.

In the employee survey conducted as part of this study, 57% of respondents felt they could make a career at the OUPD, with 11% believing they would not make a career at the Department. The remaining respondents were neutral regarding this question. In narrative response provided by survey participants, improving recruitment was a common suggestion for improving the staffing and retention of employees in the agency.

The project team also asked employees, during the individual interviews, why Officers left the Department. This question was also asked in the employee survey distributed to all employees of OUPD. There were two primary reasons stated during the interviews – for better pay and for a greater challenge in a traditional municipal police department (i.e. “more action”).

It is clear from this data that the most significant challenge is for OUPD to develop a strategy to slow the rate at which Officers leave OUPD for another law enforcement agency.

The University and PD recently have taken significant steps to mitigate the attrition rate and have the opportunity to address additional issues that could have a positive impact in retaining the best employees at OUPD. While exit interviews are conducted with sworn personnel who leave the agency, the same is not true of civilian personnel.

Recommendation: Ensure proper succession planning for replacing key leadership positions in the agency as several supervisory and command personnel are currently nearing or are eligible to retire.

Recommendation: Conduct formal exit interviews (Human Resources or the Police Department) of all employees leaving the Department to improve the attrition data collected. Formally review this data each year for trends and methods that could improve employee retention.

2. THERE ARE A NUMBER OF OPPORTUNITIES FOR IMPROVEMENT IN THE RECRUITMENT EFFORTS FOR OU POLICE OFFICERS.

The OUPD has traditionally used a couple of basic recruitment methods to attract new officer candidates and has not spent a significant amount of time or resources in an attempt to obtain a larger candidate pool. These methods have produced many good candidates for the Department and are still viable methods to continue using. However, additional methods and approaches to recruitment that will attract additional candidates will be explored in this section.

(1) A Review of Best Management Practices Shows That Additional Recruiting Methods Should Be Used to Attract Candidates for Officer Positions.

OUPD uses the University Human Resource Office for the posting and advertising of positions currently vacant in the agency. The agency also notifies existing personnel of vacancies to allow them to notify any potential prospects they may know when there are job openings at the Department and have encouraged them to apply. These methods have provided a sufficient number of candidates to fill open Officer positions in past years. While these methods should not be abandoned, there are additional methods and steps that can be taken to obtain a larger number and broader pool of candidates. Some of these additional steps result from a comparison of best management practices in law enforcement recruiting.

The best management practices have been developed by reviewing successful programs identified in other agencies, published literature, guides and articles on the subject of law enforcement recruitment. The best management practices listed in the table below are tailored to a smaller agency police department.

Practice Area	Best Practice Target
Conduct an Agency Assessment Develop a Recruiting Plan	<ul style="list-style-type: none"> • Define advantages of working for the Department. • Professionalize the Department – ensure it is an attractive place to work (building, equipment, uniform, vehicle, atmosphere). • Analyze current agency practices, identify trends. • Develop Department hiring priorities. • Determine expectation of stakeholders. • Project number of new Officers needed over next five years; diversity needs. • Define recruitment goals. • Develop an action plan. • Identify those responsible for outcomes. • Select the right people as recruiters; good public speaking skills. • Train recruiters, attend at least one professional training course such as those offered by IACP. • Develop a partnership with the Human Resources Department. • Review and evaluate plan.
Personalize the Recruitment Process	<ul style="list-style-type: none"> • Make staff accessible to candidates to answer questions. • Keep candidates informed regarding process. • Maintain regular contact with candidates, encourage 'ride-alongs' with Officers, and provide a friendly environment. • 'Court' the candidate's family. • Assign a mentor or liaison.
Develop Partnerships	<ul style="list-style-type: none"> • Develop relationships with those who can help provide a potential pipeline of candidates such as the military, local high schools and community colleges, community based organizations. • Internships with University students in a criminal justice program. • Employee referral program: provide literature, encourage them to be ambassadors of the agency, acknowledge/reward employees who refer candidates.

Practice Area	Best Practice Target
Develop an Advertising Plan and Internet Presence	<ul style="list-style-type: none">• Develop a Department message.• Provide appropriate literature for planned methods and getting the message out to the target audience.• Recruit at job fairs, community groups, minority groups, church groups, service clubs, businesses or schools.• Ensure the Department website has online applications downloadable and current information regarding job openings, pay, benefits and the advantages of working at the agency.• Develop a recruitment DVD.• Speak at local junior colleges police academies, service clubs and community functions.• Advertise on law enforcement related employment websites.
Selection Process	<ul style="list-style-type: none">• Look for ways to speed up the recruitment and testing process so that is less than four months from application date to hire date.• Ensure that proper screening tools are in place.• Select candidates that are suited for law enforcement and the unique features/challenges of the agency.• Complete the background investigation in a timely manner.• Ensure all of the steps are necessary, eliminate those that are not.• Compare the process with other agencies in the area.• Survey candidates to determine how they learned about the job opening and how they felt about the process.

The table above summarizes general recruitment best practices that can be applied for many agencies. Improving the effectiveness of recruiting for Police Officer positions at OUPD will require a focused effort and the dedication of additional resources from both the PD and the University Human Resources Department. Utilizing the best management practices described above, the project team developed specific tasks and methods that could be used to attract a larger number, and broader spectrum, of applicants including the following:

- A recruiting plan for the OUPD, including what methods will be used, who will be involved, what resources will be used and a realistic goal(s) to measure success (e.g. a certain number of applications received).
- An attractive flyer for the Police Officer position; distribution of the flyers in various locations for viewing by potential candidates.
- A public service announcement (PSA) for airing over the OU radio station and other local government TV channels.

- Having a primary contact person and close working relationship with the University Human Resources Department to review the current process, and maintain close lines of communication regarding the needs of the PD recruiting and hiring process.
- A close working relationship with OU professors who teach in the Pre-Law program, to steer quality students into an internship at OUPD or to apply for a job.
- Selective participation with other police departments in job fairs and “college and career” days at regional colleges and universities, returning to locations that draw a significant number of inquiries.
- Speak in appropriate classes for juniors/seniors in local high schools about the law enforcement profession to develop an interest in law enforcement as a career choice, distribute flyers.
- Post job openings and advertising on appropriate law enforcement related web sites.
- Develop relationships with business owners and any neighborhood associations in the area immediately surrounding the OU campus and, over the long term, seek their assistance as neighborhood recruiters, arming them with information and flyers about OUPD job opportunities.

Some of the above steps are fairly simple and inexpensive, others will require additional time and resources to accomplish. Employment of at least some additional methods will likely increase the number and quality of candidates applying for Police Officer jobs at OUPD. Several of these specific steps will be discussed in the sections below.

(2) Develop a Recruiting Plan.

One of the most important items above is the development of a recruiting plan – having a plan will provide focus and agreed upon methods for improving the recruiting process. Development of a recruitment plan should involve University administration, Human Resources and Police Department stakeholders to conduct an agency

assessment to determine the advantages and disadvantages that exist in recruiting quality candidates. Questions to ask and answer include:

- Why would I want to work for OUPD?
- What does OUPD have to offer?
- How does OUPD go about seeking the best suited and most qualified candidates?

The recruiting plan should provide initial direction and resources (personnel and a budget) that will be dedicated to the recruiting process.

Specific recruiting tasks should be identified to use as recruiting tools. These include use of literature, radio announcements, local and regional police academy visits to non-affiliated officers and participation in job fairs. The specific tasks to take that will attract qualified candidates may change depending on the number of separations at OUPD and other factors such as when job fairs occur and when police academies are in session.

OUPD currently has one position, the Administration Lieutenant that has the primary responsibility for the recruiting process and hiring. The percentage of time and number of hours dedicated for recruiting and the hiring process should be identified and planned for as part of the total duties required of this position. The agency must provide the flexibility during certain times of the year to allow a higher percentage of time dedicated to recruiting and hiring functions.

The type of candidate that is suited for typical municipal law enforcement job may not be well suited for OUPD. Maturity, experience and individual personality traits factor into the type of individual that is not only a good candidate for a law enforcement job, but specifically a good candidate for the OUPD. There are several factors that

distinguish a police officer's job at OU compared to a municipal law enforcement agency. One of these factors is that a typical shift at OUPD will include several hours of what some OU employees refer to as "security guard work", meaning the locking and un-locking of doors on campus and building checks. This type of work is not excessive at OUPD and is a necessary part of the job tasks for campus law enforcement officers.

Another factor is that the number and variety of calls for service is fewer than in many municipal law enforcement agencies in the Oklahoma City metropolitan area. This factor was frequently mentioned in the individual interviews as a main reason why OU Officers leave for other law enforcement agencies. A candidate who has already worked as a police officer, and has experienced a high volume of calls for service and work, and desired a more relaxed pace and lower workload volume, is a better suited candidate for OUPD than a person who has never experienced frequent fast paced work shifts. These factors should be kept in mind when developing a recruiting plan and when conducting the recruiting and hiring process.

Recommendation: The University administration and Police Department should establish a committee to cooperatively develop a recruiting plan for OUPD.

(3) Develop a Recruiting Flyer for the Police Officer Position.

A printed flyer is a valuable tool to have to get the message out to the OU law enforcement community of the existence of job openings and the desire to hire quality people to work at OUPD. The flyer should clearly describe the excitement and challenge of the police officer position, current salary range and benefits, and who to contact for additional information and how to apply for a job. It should also emphasize that OU Officers have full peace officer powers; less lethal weapons (i.e. the Taser), that the Department is progressive; provides educational reimbursement for the employees;

conducts community policing; has a family atmosphere; has significant interaction with the OU staff and community and has a growing student housing population.

The flyer should communicate a consistent message or slogan that will be used to recruit new candidates. A succinct message that describes the excitement of working for the organization should be developed and used on flyers for the Police Officer position. It is important that any branding of OUPD be developed by employees so that it accurately represents the organization and is positively supported by current Officers.

The development of a recruiting flyer can also be used as a basis for other types of advertising (e.g on internet sites) and getting the message out to the community and law enforcement related organizations of the opportunities at OUPD. A well designed flyer can be used for a variety of functions and distributed to selected agencies and locations to attract candidates. Some of these locations are:

- Other law enforcement agencies in Oklahoma for posting on a clipboard (current OU Police Officers have been hired from smaller agencies in Oklahoma)
- Bulletin boards on the University Campus and at other OU campuses.
- The regional police academy(s) in Oklahoma and other Midwest states that have a shortage of police jobs.
- Community Colleges in the Oklahoma City metro area.
- Local health clubs and gyms.
- Military bases in Oklahoma and adjoining states.

Recommendation: Update the recruiting flyer for the OU Police Officer position.

(4) Advertise for Police Officers on the Internet.

The current generation of potential candidates for law enforcement positions are frequent users of the internet in their daily lives. This includes when they are deciding on careers and looking for jobs. The OUPD posts information regarding job openings on their website, but it is three (3) clicks to get to the information regarding openings. When the agency has opening, such as the current CSO opening, they should post a banner on the front page of their website to allow those interested in employment to easily find the current job openings. There are also a number of law enforcement related websites that post police officer and other local, state and federal law enforcement jobs.

(5) Use the Community Services Officers to Develop and Recruit Potential Officer Candidates.

OU has positions for and employs Community Service Officers as part of the Police Department to provide general security services on campus. When possible, the Department should hire people as CSO's who have the potential to become police officers. Interns working at the Department could be steered to apply for CSO positions if they were not ready to apply for the Police Officer position. The flyer developed for the Police Officer position could be easily modified for the CSO position at a low cost. When there are openings the flyer could be used to advertise for the position on campus bulletin boards and other no cost locations. The recruitment of CSO's should be given some attention from OUPD, such as a flyer for distribution, but not detract from a primary focus of recruitment of officer candidates.

(6) Current Employees Also Attract Quality Candidates.

It is important to remember, that for all law enforcement agencies, some of the best recruiting is done by current employees of the Department. An employee who feels proud to work for an agency expresses that pride and loyalty to others. It is also true that if employees of an agency are unhappy with their pay/benefits, work environment or other factors, they often will discourage prospective candidates from applying.

Officers who are happy working for OUPD tell his/her friends and acquaintances about the Department and that it is a good place to work. They will explain the challenges of the job, how they are treated at work, their perceptions of the equity and fairness in the Department, the work ethic of fellow employees, supervisors and managers. Those who are considering a career in law enforcement often apply as a result of this informal 'word of mouth' recruiting. OUPD has benefited from this type of recruiting as several current Officers heard about OUPD in this manner.

Current Officers and other employees should be kept informed about current recruitment efforts, application deadlines and the testing process, etc. They should also be encouraged to tell their friends about openings in the Department to solicit applications from good candidates.

Recommendation: Solicit the help and participation of current OUPD employees in the recruiting of candidates for positions at the Department.

3. THE UNIVERSITY AND DEPARTMENT CAN TAKE REASONABLE MEASURES TO HELP RETAIN THE BEST EMPLOYEES.

Most law enforcement agencies have a focus on recruitment efforts as position vacancies in a police department are very visible to managers and administrators.

What is often overlooked, however, is the impact of work practices and the overall work environment on the attrition rate. An agency that can make changes in the organization that results in retaining a higher percentage of quality employees will reduce recruiting needs, and related expenses, and provide a more stable and positive workforce in the community.

(1) Management OUPD Provides a Positive Work Environment and Have Taken Steps to Improve Organizational Operations.

Over the last few years the PD management has taken steps to address a variety of issues and concerns in the Department. This has included updating policies and procedures, buying new equipment (Tasers and rifles), providing additional skills training and career enhancement training opportunities, moving to the Peer Training Officer program and, in the process purposely creating a more professional police department. In fact, during interviews conducted with faculty and staff at the University, positive comments regarding the Chief, Command Staff and professionalism of the agency were often the first given when asked about positive attributes of the OUPD.

Opportunities to implement additional best management practices exist within OUPD. The table below reviews employee retention related best management practices for a smaller law enforcement agency such as OUPD.

Practice Area	Best Practice Target
Basic Training Process	<ul style="list-style-type: none"> • Continue to ensure daily/weekly involvement and contact. • Assign a mentor or liaison, in addition to the formal Department contact. • Develop/maintain contact with family of recruit. • Continue to select and train high-quality field training officers. • Continue to monitor program to ensure a positive training environment.
Job Challenge and Career Development	<ul style="list-style-type: none"> • Opportunities for personal growth and development provided to all. • Managers work with supervisors to develop a plan and job challenge; supervisors work with officers. • Provide training opportunities for Officers to develop special skills that enhance their development and provide in-house resources for the PD; e.g. firearms trainer, police academy instructor, acting supervisor. • Reading professional literature. • Educational incentives offered. • Participate in professional organizations and service organizations in the community. • Offer and encourage employees to learn about supervisory functions; develop and provide training for an acting supervisor position.
Pay Plan and Advancement	<ul style="list-style-type: none"> • Develop a reasonable pay structure and pay ranges for each classification. • Establish a salary range for each position (e.g. 40% from low to high; with 8 steps from entry level to top step). • The pay plan's defined pay steps have a time frame to achieve the salary increases, e.g. six years from entry level to top step for good performers. • Officers' pay at the three year anniversary contains a extra salary incentive to remain with the agency. • There is a reasonable pay incentive to promote to higher level positions; i.e. a Lieutenant performing well makes more than a Sergeant within three years. • Conduct an annual salary and benefits comparison with other agencies that are competing for the same candidate pool. • Ensure the entry level salary is appropriately adjusted, and also that tenured employees' salary is appropriately adjusted to maintain a percentage spread above entry level salary. • Conduct a comprehensive salary and benefits compensation survey every three to five years. • Evaluate and consider allowing off-duty employment.
Benefits Plan	<ul style="list-style-type: none"> • Competitive health, dental, life and vision insurance. • Holidays or 'in-lieu of holiday' pay. • Competitive retirement program. • Attractive vacation and sick leave accrual. • Emergency Family Leave of reasonable duration.
Mentoring Program	<ul style="list-style-type: none"> • Develop a formal program to promote professional growth of new and current employees. • Create program structure and procedures. • Define mentor/protégé roles and responsibilities. • Select and train mentors; pair mentors and new hires. • Goals: assimilate new employees into the Department, develop a career plan, inspire personal motivation.

Practice Area	Best Practice Target
Facilities, Vehicles and Equipment	<ul style="list-style-type: none"> • Headquarters facility is functional, clean, provides adequate space to carryout functions and store reports, evidence, etc. • Access provided to the public at least five days a week during business hours. • Facilities are secure. • Radio, CAD and records system is reliable and functional. • Vehicles are safe, repaired promptly, replaced in the 80,000 – 100,000 mile range or when unsafe. • Department presents a professional appearance: building is clean, vehicles are clean and look sharp. • Officers' present a professional appearance: well groomed, uniforms clean and look good. • Replacement funds are established.
Work Environment and Employee Recognition	<ul style="list-style-type: none"> • Clarify the agency's mission statement, focus and future direction. • Management solicits and address employee concerns and issues. • Comprehensive communications system to keep all employees informed of routine and significant incidents, events and changes. • Develop/maintain positive co-worker relationships. • The existence of worker friendly policies (e.g. the ability to work half time). • Career opportunities are announced and selections made based on performance. • The agency promotes and practices a 'level playing field' concept; favoritism is avoided. • Managers, supervisors and Officers are mutually supportive of each other and the different roles and responsibilities. • Develop a positive image of the Department in the community – top three are Officer conduct, vehicle appearance and uniform appearance. • Develop an employee recognition program where supervisors have the primary responsibility to inform management; ensure consistent management involvement and recognition.
Training	<ul style="list-style-type: none"> • Annual training is provided to maintain required peace officer certification. • Training updates are provided to stay current with changes in the law and other requirements. • A Department training coordinator is designated. • Managers provide specific training and development of new Sergeants; includes field observation and interviews of the Sergeant's direct reports. • Supervisory and management training is provided in-house and through the regional police academy and other organizations such as the Southern Police Institute, IACP, Institute of Police Technology and Management. • Professional development training is provided for managers through the Northwestern University Center for Public Safety, FBI National Academy and the Southern Police Institute.

Practice Area	Best Practice Target
Performance and Evaluation	<ul style="list-style-type: none">• Clear policy and expectations for Officer conduct.• All employees responsible and accountable for displaying a good work ethic and attitude.• Written work is high quality and follows policy/procedures.• Discipline is appropriate and consistent.• Remedial training needs are identified and carried out.• Regular management involvement with line employees at their work site.• Maintain a formal written annual evaluation based on objective criteria and written scoring guidelines.• Use the evaluations as a criteria for pay advancement, specialized job assignments and promotional opportunities.
Succession Plan	<ul style="list-style-type: none">• Identify and project 3-, 5- and 10-year staffing needs.• Evaluate service needs and priorities.• Assess attrition rate and vacancy trends.• Identify future promotional opportunities.• Consider significant changes in the community that may impact the workforce.

Many of the best management practices described above are already employed by the OUPD, but it is important to view the list collectively to ensure these practices continue and the additional best management practices described above assist the agency in retaining the best employees for longer periods of time.

The project team found, both in individual interviews and also reflected in the employee survey (although less noticeable) that generally employees believed the changes made by management over the last few years reflect a movement toward best management practices and have improved working conditions. Employees believe the changes have been positive and have brought the Department into the mainstream of law enforcement agencies. However, as in all organizations, there remain many other improvement opportunities. These include greater accountability of officers and supervisors, more visibility of supervisors in the field when not working on projects and career development.

Overall, the Department has made progress in changing policies, procedures, operations, which has improved operations and the working environment. This progress should be continued and should further address professional conduct and appearance of the Department by ensuring consistent enforcement of department policies, providing skills training and career development training for members of the Department.

Recommendation: Continue the trend of improving the professionalism of the Department, evaluate and consider the best management practices discussed in this section for implementation. Emphasis should be made on focusing staff on the mission and goals of the OUPD, reviewing policies/procedures and revising them as necessary, increasing accountability of staff related to following established policies and providing training opportunities for professional development.

(2) Pay and Benefit Package for Employees.

In the Oklahoma City metropolitan region there are many agencies competing to employ high quality police officers. The salary and benefit package for OUPD must be competitive with these agencies in the region, and other comparable University law enforcement agencies, to attract and retain the highest quality employees.

Police officer candidates will typically accept the first job offer from an agency, as most people need a job. However, after completing the training process and probationary period for their agency they will begin to evaluate their salary compared to other police agencies in the region. If there is a significant pay difference, many officers will begin to apply to one or more agencies where the salary is higher. This has been one of the reasons for turnover at OUPD. Salary was one of the first items mentioned by current employees as a reason to stay or a reason to leave for a job at another agency.

The project team conducted a salary survey to compare OUPD to other regional police agencies which were listed as the primary competition for hiring quality police officers. Six Oklahoma agencies (Edmond, Moore, Norman, Oklahoma City, Midwest City and Yukon) were selected.

The project team obtained salary data for salary for these agencies to provide a current picture of the OUPD class and compensation compared to the other agencies. A review of the data shows that OUPD is paying lower salaries when compared to other police agencies in the area. The rest of this section provides detailed information about the salary and pay range for Officers.

The salary information for the surveyed agencies and OUPD is listed in the table below. The columns on the right show where the OU mid-point salary and top step salary is in comparison to the other surveyed Police Departments for the police officer position:

Police Officer/Deputy Salaries

Agency	Entry	Midpoint	High	% OU is above or below mid-point	% OU is above or below top step
Edmond	\$45,879	\$59,563	\$75,727	-30.9%	-34.3%
Moore	\$40,996	\$60,498	\$80,000	-31.9%	-37.8%
Midwest City	\$41,181	\$44,461	\$47,741	-7.4%	4.2%
Norman	\$43,250	\$51,220	\$66,606*	-19.7%	-25.3%
Oklahoma City	\$47,878	\$51,313	\$54,747	-19.8%	-9.1%
Yukon	\$36,065	\$47,303	\$58,540	-13.0%	-15.0%
OU	\$32,613	\$41,175	\$49,736*		

* Includes MPO step increases

The comparison is made with mid-point salaries and top step salaries, as employees are less likely to leave and transfer to another agency if OUPD is paying its employees at or near the salary ranges for comparative police departments that are hiring lateral officers. The data indicates that in all the surveyed agencies, the OU PD's salary structure is below their salary in terms of starting and midpoint salary. OUPD has a higher top step salary than one of the surveyed agencies.

When compared to the salary of the other agencies, OUPD is paying a lower starting salary than all the agencies. The average starting salary of the surveyed agencies is \$42,542, 30.4% higher than the starting salary offered by OUPD. The average mid-point salary is \$52,393, 27.2% higher than the mid-point OUPD salary. Finally the average top base pay for the surveyed agencies is \$63,894, 28.5% higher than the top salary for an OUPD MPO.

A significant issue relating to progression through the salary range concerns employees with less than four years of service. After an employee completes probation (typically 12 months after the hire date) the employee is more marketable to other law

enforcement agencies as a higher paid lateral officer. The three year anniversary date (36 months tenure) is a critical time in an employees' career in determining if he/she will remain at the agency or apply and attempt to transfer to another police department. An additional salary increase of 4% - 5% near the three year anniversary date of high performing Officers is another retention measure that should be considered. This provides an additional retention incentive for fully trained, increasingly seasoned and high quality employees to remain with the OUPD.

One other related issue was observed by the project team during the analysis and also mentioned as employee concerns was that of pay compression between the ranks of Sergeant and Lieutenant. Currently there is 1.5% increase from the top Sergeant pay (\$49,736) and the starting Lieutenant pay (\$50,500). This type of compression occurrence should not be common. Industry norms and best practices dictate that a higher ranking position should receive a pay increase commensurate with the additional duties and responsibility.

It is essential that the OUPD maintain a competitive pay and benefits structure to attract, retain, and motivate top quality employees. One way to demonstrate that commitment to maintaining a competitive market position is to develop a written compensation philosophy that is adopted by the organization. In the agency multi-year plan there is a goal of compensating officers at 80% of competing agencies pay rates. As the data above indicates, the University is currently behind on meeting the 80% goal. It is the belief of the project team that this goal should gradually be increased to 90% when compared to the competitive agencies as the current goal of 80% leaves too much financial incentive to move to a competitive agency. Moving toward this 90%

would require and increase of \$5,979 to the mid-point salary of officers at OUPD. The following types of principles should govern an organization's compensation program:

- Competitive (paying 90% of current pay) at the minimum, midpoint and maximum salaries, with emphasis on the midpoint of the salary range of comparator organizations in the primary labor market.
- Administration should be able to recommend that other comparators be utilized in cases where the primary market information is considered insufficient to attract/retain specific positions or classification groups.
- The organization will use benchmark jobs to obtain information on the minimum, midpoint, and maximum salary for an assessment of pay competitiveness through reliably published compensation survey data.
- Every 2 years the organization will conduct a comprehensive compensation study of the pay structure to determine the competitive posture of the organization and propose a plan of action, if needed, to bring any classes or classification series into competitive alignment and to address employee retention and turnover as needed.

In addition, a comprehensive compensation philosophy should include statements about general salary adjustments that would be made annually. Those adjustments can be based on a combination of factors, including the overall competitive posture of the organization, cost-of-living changes, to maintain market competitiveness, and financial affordability. A compensation philosophy should also include how the pay scales are administered and how employees will move through the salary ranges, if career development increases are granted (through career ladders and/or developmental milestones), what types of education and tuition assistance programs are offered, what types of pay incentives are offered.

Recommendation: Maintain a competitive pay and benefits structure for the Department. Develop a written compensation philosophy that identifies goals and objectives for the compensation program, such as maintaining entry level, mid-step and top step salary at 90% of the average salary of surveyed agencies.

(3) Developing Organizational Commitment and Loyalty Results in Retaining Employees.

An employee's pride in working for an agency results in commitment to the organization. This is a significant factor in determining if they will remain working at an agency and also positively portray their experience in the Department to others (and recruit them to the agency). One recent study found that the level of an employee's commitment to the police department decreased as time in the organization increased. It was also shown that the strongest levels of commitment to the Department were found in employees who felt that the organization supported them and valued their contribution.¹ The findings of this study are not at all surprising and police managers who wish to improve the commitment level of their employees should identify specific factors in the work environment that demonstrate value and support to employees.

Maintaining commitment and loyalty to the organization positively impacts retaining quality employees, as an employee's commitment level is a significant factor in determining if they will separate from the Department or remain for a career. It also relates to whether or not current employees will be good or poor recruiters for the Department. The feeling of value and support is a factor in determining if current employees, potentially the Department's best and most effective recruiters, will present a positive image of the OUPD or a negative one to potential candidates. The organization should make a concerted effort to ensure that employees believe they are supported by the Department and University and that their contributions to the organization are important. Identifying and addressing issues in the workplace that employees find problematic is an excellent place to begin. In the survey distributed to

¹ The Development of Organisational (sic) Commitment: The Impact of Experience of the Police Organisation, Karen Beck and Carlene Wilson, Australasian Centre for Policing Research.

employees of the OUPD 32% of the employees felt the University viewed the Police Department as a high priority and 41% felt the Department was well supported by the University. This data shows that there is an opportunity for the University to make the Police Department employees feel more valued as an overall component of the University of Oklahoma organization.

(4) Professional Development Training.

The development of Officers, Sergeants and Lieutenants begins with initial training when hired or promoted into these positions. The time working in these positions provides real life experience and growth of the individual. Continual professional training is required by the State to maintain job knowledge, stay current on changes in criminal statutes, maintain skills, and demonstrate proficiency on equipment used in the job (e.g. Tasers, firearms). Additional professional development training is also needed for specialty positions such as a Peer Training Officer or Detective, supervisors and managers. This type of training is important to maintain and develop skills of officers to provide high quality services to the OU community.

The OUPD has provided these types of training opportunities for sworn members of the agency as shown in the training records received by the project team. In fact, in the narrative responses of the employee survey one of the main responses related to strengths of the Department was “well-trained” officers. Officers are welcome to request training at any time and if the class is appropriate for that Officer and funding is available they will be scheduled to attend, based on the needs of the Department. This process has ensured Officers are continually attending skill development classes and growing as law enforcement professionals. This process should continue, but it is also

important for management to develop a Department Training Plan, to ensure that needed skills in Officers, Sergeants and Deputy Chiefs are planned, scheduled and accomplished.

The OUPD has a policy for employees to progress through the step plan. This policy is essentially a training plan for the agency as certain training requirements must be met for personnel to progress through the compensation plan. The policy requires documented training and attainment of certain criteria, which is reviewed annually before any step increases are approved.

Training of Majors and the Deputy Chief in management skills is also an important part of any Training Plan. Providing proper and sufficient training to Majors and the Deputy Chief who are already in these positions is critical to maintaining a progressive organization that is employing 'state of the art' supervision and management practices. These types of training courses are provided by a variety of law enforcement training providers in the Midwestern United States. The Southern Police Institute, located in Louisville, Kentucky and the Institute for Law Enforcement Administration in Plano, Texas as well as the The International Association of Chiefs of Police (IACP) offer 10-week and 12-week management courses that provide an extensive and intensive training program for police managers. Professional development training is also provided for managers by the Northwestern University Center for Public Safety (School of Police Staff and Command – one week a month for 10 months) and the FBI National Academy (10 weeks).

The training opportunities at OUPD through the rank of Lieutenant are well structured, but a more formal plan is needed to ensure the Department has the skills

developed in their personnel to perform in the field and effectively manage the organization at all levels.

Recommendation: Develop a written Training Plan for the Department, which includes the type of management training required for Majors and the Deputy Chief.

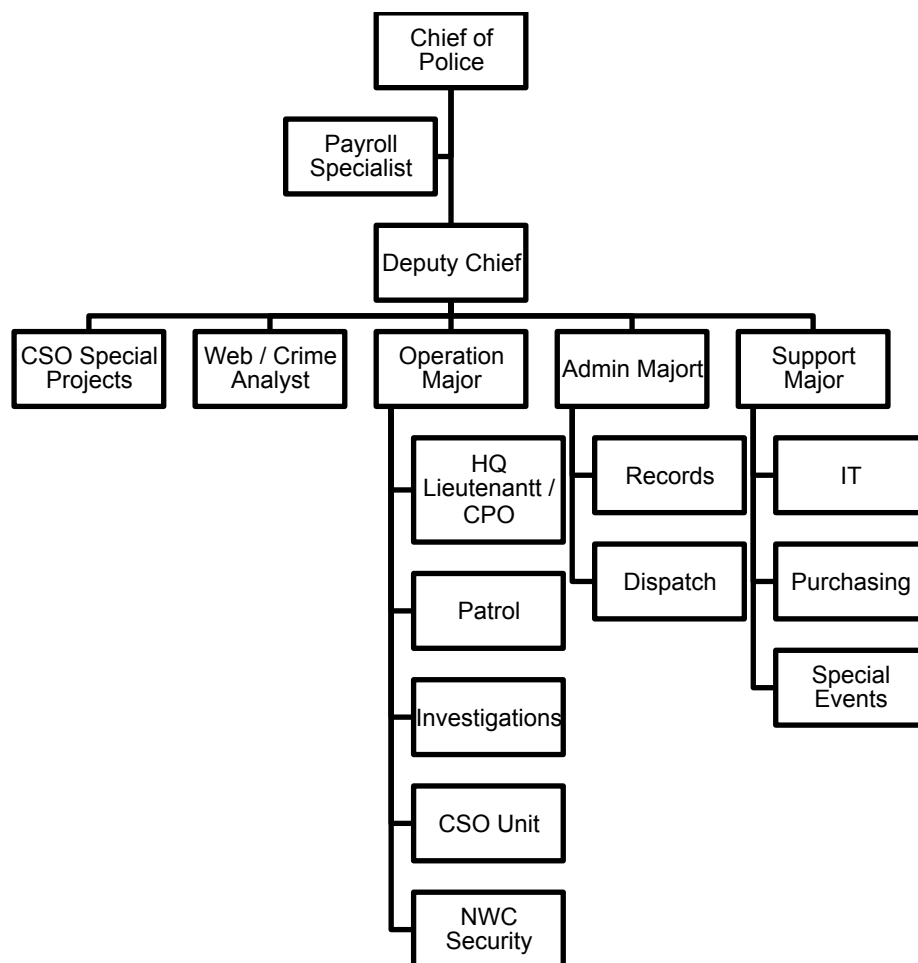
6. ANALYSIS OF THE ORGANIZATIONAL STRUCTURE

This chapter of the report provides the project team's analysis of the OU Police Department's organizational structure, management and staffing alternatives.

1. THE OU POLICE DEPARTMENT HAS CONSIDERED VARIOUS ORGANIZATIONAL STRUCTURES OVER THE PAST FEW YEARS.

(1) The Existing Organizational Structure is Composed of Varied Management and Supervisory Positions with Different Spans of Control.

The following organizational chart shows the organizational structure for the OUPD.



The following is noted regarding the current organizational structure:

- The organization is overseen by the Chief of Police with one Deputy Chief assigned to directly reporting to the Chief.
- The Deputy Chief oversees the Special Projects CSO, webmaster/crime analyst and three Lieutenants who are responsible for operations, administrative services and support services in the agency.
- Currently six Lieutenants are assigned to Day, Evening and Midnight Shift of Patrol Operations. With two Lieutenants being assigned to each shift to ensure a supervisor is always scheduled on the shifts.
- One Lieutenant position is assigned as the Headquarters Lieutenant and Crime Prevention Officer.
- One Lieutenant is assigned to Criminal Investigations and reports to the Patrol Operations Major. This position is responsible for the suite of duties related to investigative services, background investigations, victim assistance and other similar duties.
- One Lieutenant is assigned to the Administrative Major and supervises the Records Manager and Lead Communication Officer.

The current organization of the department provides clear lines of communication, but has some issues related to span of control, which are common in smaller police agencies.

2. THE DEVELOPMENT OF AN ORGANIZATIONAL STRUCTURE SHOULD BE BASED ON KEY PRINCIPLES.

The purpose of an organizational structure is not only to provide the traditional command and control of the Department, but also help define job duties and responsibilities, ensure efficient and effective workflow, establish a reporting hierarchy, and ultimately determine appropriate lines of authority and accountability. To accomplish this, the design of an organizational structure and placement of employees within the organization should be established on key principles that provide the organizational cohesion necessary to accomplish the primary mission of the Department. These principles include:

- **Responsibility and Authority:** A structure must have clear lines of responsibility to accomplish the mission and goals of the organization; and the authority within the organization to manage assigned operations to accomplish the organizational mission and stated goals.
- **Accountability:** A structure that provides clear lines of accountability among management and supervisory staff. While this is highly dependent upon the individuals assigned to the functions, the organizational structure itself should facilitate, and not impede, general supervision of employees and the daily performance of an organization.
- **Complementary Functions:** Like functions are grouped together to support regular interaction for planning and scheduling approaches and for effective service delivery.
- **Coordination of Work Efforts:** The organization structure should facilitate communication and working relationships among staff and work units. Many functions need close or indirect alignment in order to maximize efficiency and effectiveness. The structure should also provide easy identification of job function to people outside the Department, including other Departments in the University and other law enforcement agencies.
- **Complexity of Work:** Greater complexity in work generally requires the use of specialist assignments and closer supervision to ensure quality and timely delivery of service.
- **Degree of Organizational Risk:** This relates to how much risk a function incurs if an activity is not performed or is performed poorly. Risk might involve tactical, financial or political concerns. Generally, higher risk functions have closer management oversight.
- **Degree of Public Scrutiny:** This factor is concerned with the degree to which public attention is routinely paid to a given activity. Activities with high public scrutiny may be best performed by specialist(s) under closer supervision.
- **Supervisor and Management Span of Control:** This relates to whether supervisors are fully devoted to overseeing a select few primary activities or a broader set of duties and responsibilities. Appropriate spans of control are related to both the number of staff directly supervised as well the complexity of activities overseen.
- **Degree of Centralization:** The geographic or physical dispersal of functions also relates to supervisory and management requirements – the greater the level of physical decentralization, the greater the number of managers and/or supervisors are generally required.

Based on these principles, various organizational questions can be asked and discussed, ultimately resulting in an organizational structure that meets the unique needs of the organization and also the community served by the organization.

3. OUPD ORGANIZATIONAL ALTERNATIVES OFFERED ARE DRIVEN BY THE KEY PRINCIPLES TO ULTIMATELY ADDRESS FUNDAMENTAL ORGANIZATION STRUCTURE QUESTIONS.

In the context of the above key principles, the project team addressed the following organizational structure questions with relevant recommendations to revise the existing structure.

(1) Is the OUPD Organized in a Manner to Effectively Perform its Mission and Duties?

The project team believes that the Department is generally organized in a manner to effectively communicate the Department's mission, goals and values. This includes its placement within the University system as well as its internal operating structure. A university structure is different from a municipal structure but the same critical functions are performed and it is important that a university organizational structure provide regular opportunity for the Chief of Police to access and engage the highest levels of the university administration. This is due to the depth and breadth of complex duties and responsibilities undertaken, as well as the high public profile nature and inherent risk of public safety service delivery. During interviews, it was clear that the current organizational structure provides adequate opportunity for the Chief of Police to meet with University leaders and provide input.

(2) Is the OUPD Too “Tiered” or Too “Flat” from a Command and Supervisory Perspective?

This question entails a review of the rank structure used in the Department as well as, in general, the number of positions in each rank. The following points are noted.

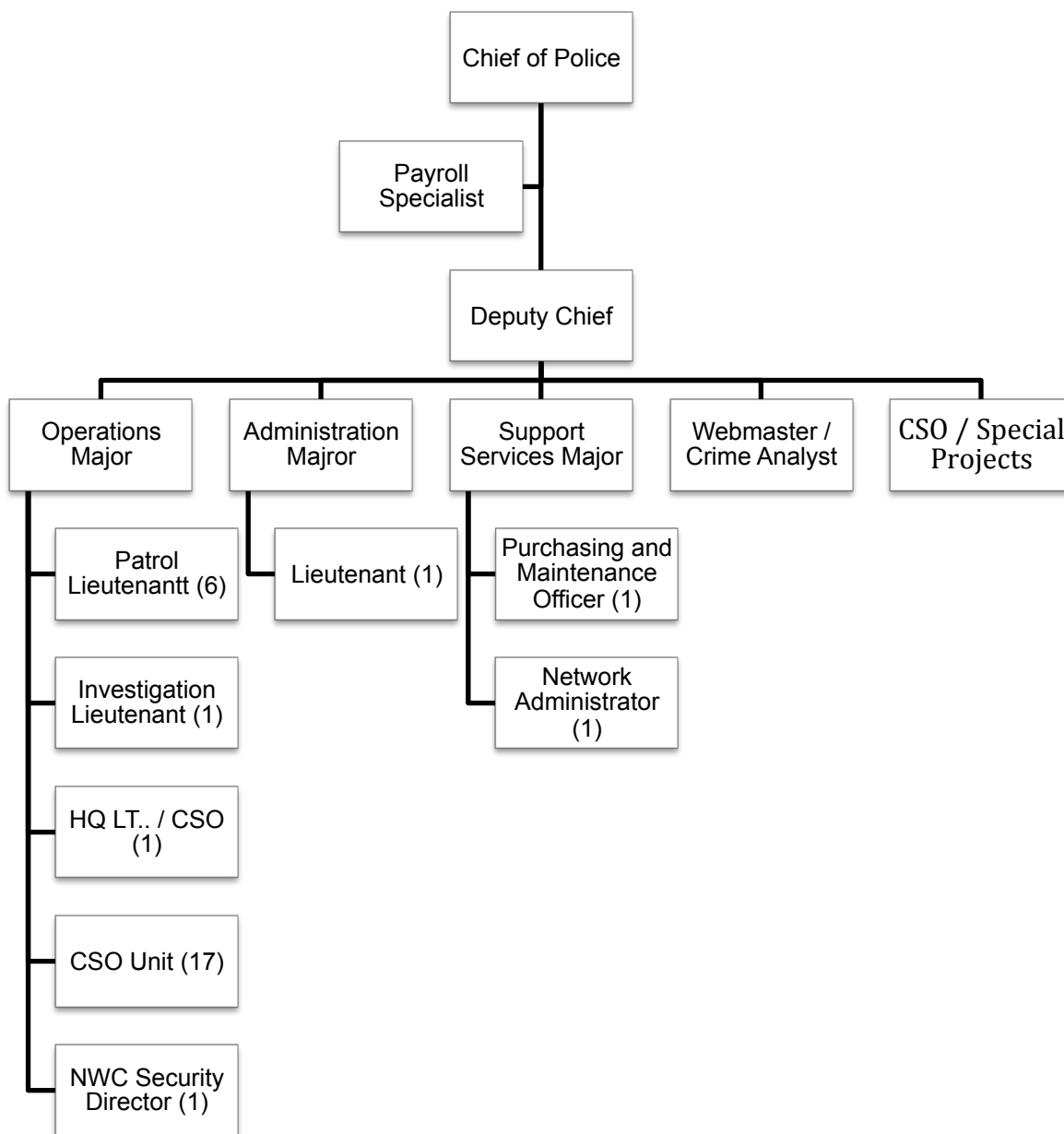
(2.1) The Single Deputy Chief Position is Appropriate for OUPD.

The project team does not believe additional Deputy Chief positions are necessary in the OUPD organizational structure. The Deputy Chief position provides appropriate oversight for specific law enforcement functions as displayed in the previous organizational chart and serves as a clear second in command for the agency during the absence of the Chief of Police. The span of control for the Deputy Chief is appropriate for this command position at 1:5, indicating that the position is able to provide appropriate managerial oversight to the Bureaus falling under his command. Adding additional positions at this level would result in functional oversight that is too narrow in scope and in number of staff to manage and supervise. Given the key principle of supervisory and management span of control, we believe that the current functions organized under the Deputy Chief position are appropriate with the exception of the Web Analyst, which is discussed later in this chapter. This is based on both the importance of the functions and their respective complexity.

Recommendation: Maintain one Deputy Chief position in the OUPD organizational structure.

(3) Are Spans of Management and Supervisory Control Too Broad or Too Limited?

Reviewing the current organizational structure, shown below, indicates that spans of control for management staff should be refined.



The following points are noted.

- The Administrative Major supervises the Lieutenant assigned to oversee Communications and Records composed of 11 civilian staff with two of those being direct reports: one Lead Communications Officer and one Records Manager. The position is responsible for administrative services, which includes Dispatch, Records and Information Systems activities. Additionally, the Major is

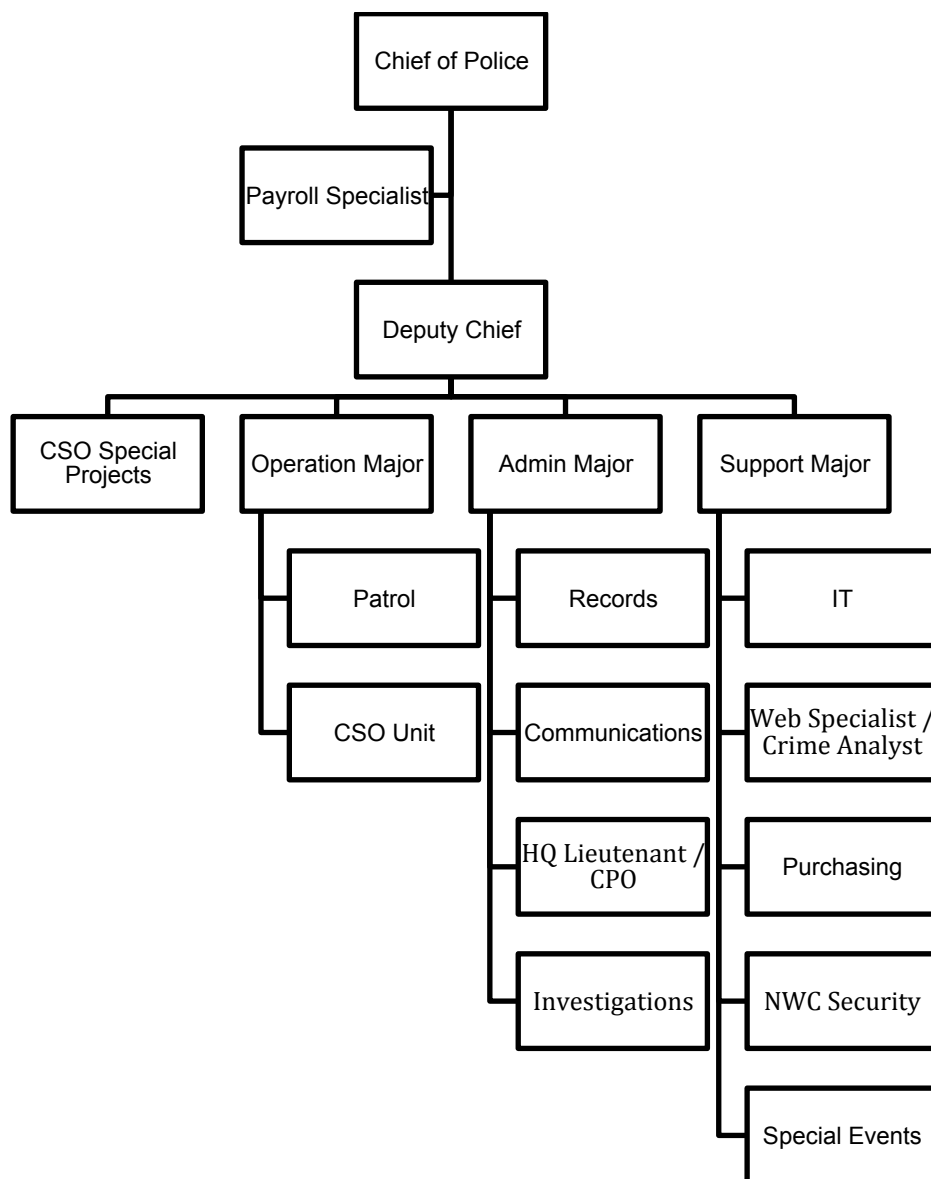
directly responsible for hiring, serves as the agency PIO and compiles crime statistics for the University for inclusion in the annual Clery Act report. Despite some of the complex activities undertaken by Administrative Support, the actual span of control for the Administrative Lieutenant is somewhat limited in comparison to his Patrol counterpart. It should be noted that some of the duties undertaken directly by the Administrative Lieutenant are time consuming. Some of these duties should be re-located, as discussed below, and spans of control for this Lieutenant position increased.

- The Operations Major, conversely, has too broad a span of control, essentially overseeing all other major police functions to include Patrol, Crime Prevention, and Investigations. Typically Patrol and Investigations are the two major functions of any law enforcement agency, and given their complexity most often requires independent management to ensure appropriate focus. Given both of the major endeavors report to one Major, the span of control is far too broad given the number of staff involved and the functions overseen.
- The Support Services Major also has a limited span of control, supervising one sworn officer and one civilian employee. The officer is responsible for purchasing and general maintenance of the police facility and the non-commissioned employee provides general IT support for the agency. Civilian personnel can perform both of these functions, as the officer assigned is not required to utilize police powers in this assignment.

Some re-organization is warranted given span of control issues. Furthermore, given opportunities to logically group functions, there is room for organizational improvement. This is discussed further in the following sub-section.

(4) Are Functions Grouped Logically?

Based on the project team's review of the organizational structure in the context of the noted key principles, the project team recommends the following major functions be placed under the respective command staff positions as depicted in the functional organizational chart on the following page.



Without consideration for supervisory staff requirements, to be discussed in a further sub-section, the project team recommends the above functional organization chart for the Department. The following points are noted:

- The primary mission of the OUPD lies in patrol operations and field services, and the numerous duties and responsibilities associated with that function. Given the complexity of the function, the degree of organizational risk, the public scrutiny of police actions, the need for training of new Lieutenants, and the need for organizational control and accountability, patrol operations and the CSO unit, which directly supports patrol should be the sole responsibility of the Operations Major. This includes related functions such as training and evaluation of employees.

- Increasing the span of control for the Administrative Major is appropriate, particularly given various functions that can be logically grouped. By example, the Investigations Section performs background investigations of new candidates. Additionally, the consolidation of all direct support functions can logically be located under one Major position. The duties of the Headquarters Lieutenant include crime prevention and largely administrative tasks.
- The Support Services Major can also benefit from increasing the span of control. This will include adding the webmaster / crime analyst and NWC security director to report to this position. Further additions to this position are not warranted as special event planning takes a considerable amount of time, especially during football season.

Given the key principles associated with an efficient and effective organization, OUPD should be re-organized to enhance accountability, workload balance, risk management, functional coordination, and spans of control. The following sub-section discusses other staffing requirements to ensure an effective re-organization.

Recommendation: Re-organize OUPD to enhance accountability, workload balance, risk management, and functional coordination.

(5) Are Appropriate Staff Positions Overseeing the Necessary Functions?

Upon establishing a functional organization, the appropriate staff positions need to be in place to ensure the accomplishment of the agency's vision and mission. The project team has previously identified the necessary command staff managers and has re-organized responsibilities around these executive management positions. Subordinate supervisory staff, however, needs to be in place to carry-out the directives of these executives. To that end, the following information regarding staffing by function is presented.

(5.1) Six Lieutenants Should Be Deployed to Patrol Shift Operations.

Currently six Lieutenant positions are deployed on shift operations, with two Lieutenants each assigned to Day, Evening and Midnight Shift. This staffing contingent ensures a minimum staffing level of one Lieutenant is scheduled for each shift with overlap days available for the Lieutenants to focus on assigned ancillary duties. The staffing plan of the Lieutenants also ensures the Operations Major can function in an appropriate management capacity without being responsible for the day to day supervision of patrol officers and CSO personnel and should continue.

Recommendation: Continue to Assign six Lieutenants, two per shift, to Patrol Shift Operations.

(5.2) Hire a Civilian to Supervise/Manage Administration and Communications and Records.

As noted previously, a Lieutenant position is currently performing various administrative functions including overseeing the Records and Communications functions of the agency. These types of positions have been widely civilianized in many law enforcement agencies throughout the nation. The project team believes there is opportunity for civilianization of this position through attrition when the current position becomes vacant.

The current roles and responsibilities of the Admin Lieutenant position would be performed by this civilian supervisor. These duties include managing Department records, maintaining technology systems (i.e. the Records system and the Dispatch CAD system), providing statistical reports, maintaining/reporting crime statistics, special projects and supervision of Communications.

The civilian supervisor would also be responsible for managing the Communications (dispatch) operations of the agency, while serving as a single point of contact for dispatch staff to appropriately address dispatch issues with the Administrative Major who is functionally responsible for Communications management.

Recommendation: Civilianize the current supervisor of Communications and Records. Salary savings of approximately \$4,436 - \$13,299 annually.

Recommendation: Re-organize OUPD with eleven sworn managers / supervisors and two civilian supervisors (Dispatch & NWC) in the suggested functional positions.

(6) Are There Other Opportunities to Civilianize Positions Currently Staffed with Sworn Personnel?

This section of the report focuses on positions identified as having the potential to be handled as effectively and efficiently by civilian personnel at a lower cost than can be achieved by using sworn personnel. As discussed earlier, the OUPD currently has positions staffed with sworn personnel that the project team assessed to determine if the job functions can be handled by civilian personnel, specializing in these activities. One position has a sworn officer providing building maintenance and the purchasing for the agency. In order to assess this position, the project team posed a series of questions, including:

- Does the position require the level of training provided to police officers?
- Does the position require the power for arrest and other law enforcement powers?
- Does the position come into frequent contact with suspects or others who might present physical danger to the employee?
- Does the work schedule make it more efficient to use sworn police personnel to staff the position?

- Is there a more cost-effective way to obtain the services currently provided by the sworn officer?

In the table, which follows, the project team provides the assessment of the positions compared to the above criteria:

Position/Criteria	Webmaster	Building Maint/IT	Purchasing
Police training required to perform function?	No	No	No
Require police powers to perform function?	No	No	No
Frequent contact with suspects or danger?	No	No	No
Work schedule more efficient for officer use?	No	No	No
More cost effective alternative to provide services?	Yes	Yes	Yes

As shown, there are opportunities to civilianize these positions in the OUPD. These positions do not require the presence of a sworn officer and can be effectively accomplished by civilian personnel. It is the opinion of the project team that the building maintenance function should be handled by existing University maintenance personnel who are performing like services on all other facilities on the OU Campus, which would allow the IT person to focus on the implementation and servicing of the IT needs of the agency. The OUPD should develop a service level agreement for facility maintenance issues, which impact emergency operations of the agency to ensure they are addressed in a timely fashion as part of transitioning to the use of the OUPD facilities maintenance staff. The project team projects savings of 15 – 20% for these positions when civilianized, resulting in annual salary savings of \$18,525 - \$24,705 for the agency when using the midpoint police officer salary.

Recommendation: OUPD should civilianize the Purchasing position.

ATTACHMENT A – COMPARATIVE SURVEY

This chapter presents the results of the comparative survey for the University of Oklahoma, Norman. Eight universities were chosen for this comparative survey to develop a meaningful comparison to OU. The university agencies were selected because they compare to OU in student population, city population, location, and/or police department size. The following two tables present agencies surveyed and status of the response.

Surveyed University Department	Response
Oklahoma State University	Completed Survey
Texas Tech University	Completed Survey
University of Kansas	Not Reported
Kansas State University	Online Information
University of Nebraska – Lincoln	Online Information
University of Arkansas	Online Information
University of Missouri	Online Information
Iowa State University	Completed Survey

The project team gathered the responses via email, over the phone and from agency websites.

1. STAFFING.

The surveyed agencies were asked to provide some basic information in regards to the number of sworn positions, officer of sworn officer to student ratio and how the staffing levels for sworn positions are determined. The following two subsections provide a summary of the information gathered.

(1) Sworn Positions.

The surveyed agencies were asked to report the total number of sworn authorized positions.

University	# of Authorized Sworn Positions
Iowa State University	35
Oklahoma State University	33
Texas Tech University	52
University of Missouri	34
University of Nebraska - Lincoln	32
University of Kansas	Not Reported
Kansas State University	22
University of Arkansas	38
University of Oklahoma	39

The number of sworn positions ranged from a low of 22 at the Kansas State University to a high of 52 at Texas Tech University. The University of Oklahoma PD had the second most sworn officers at 40. It is also worth mentioning that all of the agencies reported having full Peace Officer status to enforce all laws of their state.

(2) Sworn Staff to Student Ratio.

The responding agencies were asked to report the number of sworn staff as compared to the on campus population of students. The following table presents a summary of the responses among the comparative agencies.

University	Campus Population	Sworn to Student Ratio
Iowa State University	30,450	1:870
Oklahoma State University	25,014	1:758
Texas Tech University	31,980	1:615
University of Missouri	34,986	1:1,029
University of Nebraska – Lincoln	24,608	1:769
University of Kansas	25,448	N/A
Kansas State University	24,300	1:1,105
University of Arkansas	24,537	1:646
University of Oklahoma		1:619
Average Ratio		1:801

Important points to note concerning the data contained in the table are presented below.

- Among the surveyed agencies, there as a large variety in the ratio of sworn officers to the on campus student population, ranging from a ratio of 1 officer for every 615 students at Texas Tech to a ratio of 1 officer for every 1,105 students at Kansas State University.
- The average sworn officer to student ratio was 1 sworn officer for every 801 students at the Universities surveyed.
- The University of Oklahoma has one of the higher officer to student ratios at 1 officer for every 619 students.

2. GENERAL INFORMATION.

During interviews, specific information was requested to be solicited from comparative universities in regards to performance measures, goals, prevention programs and other policing activities, which occur on college campuses to determine how the OU Police Department compared with other universities in providing these programs/services. It is important to note that Iowa State University, Oklahoma State University and Texas Tech University were the only agencies that provided this additional information to the project team.

The following table illustrates the responses related to these questions:

Question	Iowa State University	Oklahoma State	Texas Tech
How does your agency determine the number of officers needed?	Population, community needs, calls for service, overtime usage.	Used various methods, most often comes back to budget... usual methods show 15 officers deficient	Increasing sworn officers by 5 over next year. 3 shifts, 3 beats 10 officers per shift.
What performance measures are used to determine effectiveness of the police department (patrol, detectives, crime prevention, dispatch etc.)?	Case clearance rate, response times, length of time on call(s), community response to police services, report rates of certain crimes (sexual assault, domestic abuse, threat assessment), timely follow up with victims/witnesses/suspects/ reporting party, etc.	Officers – tickets written, building checks, reports written – compared to others on their shift Investigations – closure rates (past vs. current) witness, RP contacts, reports written. Dispatch - # of complaints, call handling, review recordings.	Investigators - case load, number cleared Patrol – public contacts, review reports, customer service surveys, public recommendations Dispatch – call sheet entries, review call logs, listen to calls
Are there established goals for response times, etc? Please explain.	There are no established numbers; however, field supervisors and command staff review response times to ensure timely responsiveness.	No. Less than a minute generally (Bikes, segways, foot)	Average is 1.5 to 2 minutes to anywhere on campus
What types of programs exist to engage the police department with students, faculty, staff?	Residential Liaison Program, Violence Incident Response Team (VIRT), SAFE-T and FASST (threat assessment teams), annual spring campaigns to encourage responsible behavior and other programs.	Foot officer to beat officer, constantly in contact with students. Various programs given to Greek programs, staff, faculty. Officers adopt clubs or programs. Officers act as advisors to various groups (bike club, ham radio club)	Crime prevention officer, new student orientation (freshman and parents), alcohol awareness classes, active shooter response classes, interviews with journalism students. Substation at student union (7 – 4) Health Science center has own station.

Question	Iowa State University	Oklahoma State	Texas Tech
How is emergency management for the University handled? Who is responsible? How often are drills conducted?	This is a multi-disciplinary team that is comprised of members of the police, Dean of Students Officer, Provost, Environmental Health & Safety, Human Resources and Legal. The drills are usually tabletop (unknown frequency).	Public Safety Department – emergency management director. At least one table-top per year. Usually do activity staging more often, especially for game management. At least one for severe weather, or bombings every three years.	Emergency Management person is University employee. PD has own annex that is attached, ops center is attached to PD. Table top drills once a year, also join in City and County drills on occasion.
Who is responsible for coordinating responses to on campus emergencies (active shooter etc.)? How often do drills occur?	Depending on the type of emergency, various other departments may respond. Clearly, during an active killer incident, ISU Police, as well as other LE agency would respond. ISU PD conducts these types of trainings quarterly with other LEOs.	Police Department Train once a year for active shooter. Mandated training with local PD and dispatch. Last year brought in FBI for training as well.	University Police Department Usually lumped into emergency management. Active shooter drills are twice a year.
What types of crime prevention programs are in place at the University?	VIRT, Safety Escort,	Risk assessment surveys, RADS, crime prevention talks to living groups. Freshman orientation, at least 4 classes, with different topics (victim prevention, opportunity crimes, active shooter, tornado, alcohol).	Security deficiency notices on unlocked doors. Campus safety presentations, spring break safety, new student orientation, bicycle registration.
How involved are patrol officers in the follow-up investigation of crimes at the University?	Patrol officers are as involved as they want to be in their cases.	Depends on scenario. Supervisors review cases and determine if it should be handled by investigations. Try to work hand in hand.	Officers generally follow-up on leads, unless subjects or unknown, then handled by Investigations.
What types of activities are patrol officers expected to engage in during their available proactive time?	Traffic enforcement, community outreach, education	Building checks, patrol student union and library at least once during each shift. Surveillance assignments, for burglaries, assaults.	Each beat has special checks – at least 2 – 3 times per shift. Dorm parking lots, check / walk through buildings, credit union. Traffic enforcement.

UNIVERSITY OF OKLAHOMA – NORMAN
Final Report on the Police Department Management Study

Question	Iowa State University	Oklahoma State	Texas Tech
Does the agency engage in traffic enforcement on campus? Do they utilize speed monitoring devices (radar / laser)?	Yes, we utilize both radar and laser detection. A speed sign (displays a vehicle's current speed) is utilized in high traffic/pedestrian roadways to encourage drivers to slow down.	Yes. Radar	Yes, both. Cars are equipped with radar, also have hand held laser speed detection devices.

ATTACHMENT B – RESULTS OF THE EMPLOYEE SURVEY

As part of the University of Oklahoma’s Police Department’s Operational Study, the project team developed and distributed a survey to the employees of the police department. This survey was distributed in February 2013.

1. AN ANONYMOUS SURVEY WAS CIRCULATED TO ALL EMPLOYEES.

An anonymous survey was circulated to all University of Oklahoma Police Department employees to supplement individual interviews already conducted to provide any additional input as well as the ability to quantify employee perceptions regarding a number of organizational aspects.

The employees were asked to rate statements (using a scale of 1 to 10), ranging from Strongly Disagree to Strongly Agree, from Poor to Excellent, in the following categories:

- Service to the Campus
- Management / Administration
- Organization, Staffing, and Operations
- Workloads, Programs and Services, and Equipment and Facilities

Status:	
Sworn	29
Non-Sworn	14
No Response	1
Total	44

There were a total of 81 surveys distributed, of which 44 individuals responded, resulting in an overall response rate of 54%. The following tables show the breakdown of employee responses based on status and current department assignment.

Department:	
Administration / Support	9
Operations	34
No Response	1
Total	44

The following sections summarize the results of the employee survey.

2. RESPONDENTS GENERALLY AGREED THAT THE DEPARTMENT MEETS THE SERVICE EXPECTATIONS TO THE CAMPUS COMMUNITY INCLUDING PROVIDING A SAFE ENVIRONMENT BY RESPONDING QUICKLY TO CALLS AND VISIBLE PATROLLING OF CAMPUS.

Respondents were provided with a series of statements concerning the level of service to the campus. The survey questions in this category and their responses are summarized in the table below:

Statement	Agree	Disagree	Neutral
1. The OU Police Department meets the service expectations of the University.	70%	0%	30%
2. The University views our Department as a high priority.	32%	30%	18%
3. The Department is well supported by the "University Community".	41%	18%	41%
4. Our approach to policing improves the quality of life for students attending the University.	68%	7%	25%
5. Our approach to policing provides University staff a safe place to conduct their business.	82%	2%	16%
6. Our approach to policing provides a safe environment for visitors to the campus.	82%	5%	13%
7. We effectively manage special events to ensure a safe environment for those attending the event.	82%	0%	18%

The following points summarize the statistical information provided in the table, above:

- The majority of respondents, 70%, agreed with question #1, "The OU Police Department meets the service expectations of the University." Since none of the respondents disagreed, the remaining 30% of respondents all remained neutral regarding the issue.
- There was no clear majority in regards to question #2, "The University views our Department as a high priority," with approximately 32% of the respondents agreeing that the University views their department as a high priority, 30% disagreeing, and 18% remaining neutral.

- However, when responses are filtered by function, a clear majority emerges, and approximately 55% of the administrative respondents agreed that University viewed their department as a high priority.
- Approximately 18% of the respondents disagreed with question #3, “The Department is well supported by the ‘University Community’.” However, it is interesting to note that 41% agreed and 41% also remained neutral regarding the issue.
- Similar to question #2, approximately 55% of the administrative respondents agreed that the department is well supported by the University Community. The disparity in responses is a direct result of there being significantly more respondents from operations relative to administrative function.
- A majority of respondents, 68%, agreed with question #4, “Our approach to policing improves the quality of life in for students attending the University.” Only 7% disagreed and a quarter of the respondents remained neutral. This response pattern was expected due to question #1’s response because improving the quality of life of students attending the university is directly relating to the department being able to meet the service expectations of the University.
- A strong majority of the respondents, 82%, agreed with question #5, “Our approach to policing provides University staff a safe place to conduct their business.” Only 2% of the respondents disagreed and 16% were neutral. This response was expected to mirror the response from #4; however, it is interesting to note that there is a much stronger majority in agreement in this response, which can possibly be attributed to the fact that this question more directly relates to the function of the police department in providing a safe campus.
- Approximately 86% of the respondents agreed with question #6, “Our approach to policing provides a safe environment for visitors to the campus.” Only 5% disagreed and 13% remained neutral. Since, this question simply replaces University staff with visitors, it was expected that the response pattern would be similar.
- None of the respondents disagreed with question #7, “We effectively manage special events to ensure a safe environment for those attending the event.” About 82% agreed and 18% had no opinion. Similar to the last set of questions it was expected that any aspect related to providing a safe environment is one of the key expectations of the department and thus the majority of the department would agree that it is fulfilling that expectation.

In addition to these questions, as part of the service expectations to the University, the respondents were asked an open-ended question to rank the three most

important tasks to meet the campus' service expectations. The following points summarize the most common tasks:

- Most common tasks to meet campus' service expectations:
 - Quick response times to calls for service
 - Increasing visible patrolling of campus
 - Training of officers
 - Increasing awareness of OUPD services to the campus community
 - Conducting thorough investigations of any campus crimes

In summary, the majority of employees believed that they were meeting the service expectations of the University and provided an appropriate approach to policing that ensured a safe environment for all. The respondents also identified quick response times and increasing visible patrolling of campus to be the two most important tasks associated with their position to meet those service expectations of the University. While the majority of overall respondents had mixed responses regarding the department being a high priority for the University and receiving support from the University, the majority of the administrative employees agreed that the University viewed their department as a high priority and also received support from the University Community.

3. THE MAJORITY OF RESPONDENTS AGREED THAT THE DEPARTMENT HAS A CLEAR VISION AND PLANS INNOVATIVELY FOR THE FUTURE; HOWEVER, RESPONDENTS HAD MIXED REACTIONS REGARDING POLICIES AND PROCEDURES INCLUDING RETENTION OF EMPLOYEES.

Respondents were asked to respond to a series of statements relating to the administrative procedures and the management style of the University of Oklahoma's Police department. The responses to the statements in this category are summarized in the following table:

Statement	Agree	Disagree	Neutral
9. Our department has a clear vision / direction for the future.	52%	14%	34%
10. I am kept informed of important Departmental information.	41%	36%	23%
11. My opinions are listened to and considered in this Department.	39%	23%	38%
12. My work performance expectations are made clear.	68%	2%	30%
13. When problems and issues arise, they are resolved quickly.	41%	19%	40%
14. Staff at all levels of the organization are held accountable for their actions.	30%	52%	18%
15. Our Department seems to be innovative and progressive.	57%	9%	34%
16. Our Department does a good job planning and scheduling our work assignments.	64%	9%	27%
17. Our Department does a good job making decisions in a timely manner.	50%	27%	23%
18. Our policies and procedures are up to date.	43%	25%	32%
19. Our policies and procedures are consistently followed by staff.	45%	30%	25%
20. Department personnel have a strong sense of teamwork.	52%	14%	34%
21. The Department does a good job of recruiting and hiring personnel.	36%	23%	41%
22. The Department does a good job of retaining personnel.	36%	20%	44%
23. Employees of the Department are fairly compensated for their work.	30%	36%	34%

The following points summarize the statistical information provided in the table, above:

- A slight majority of respondents, 52%, agreed with question #9, “Our Department has a clear vision / direction for the future.” Since a 100% of the administrative division respondents agreed with this statement, the 14% that disagreed and 34% that remained neutral were all operation division’s respondents.
- Respondents had a mixed reaction to question #10, “I am kept informed of important Departmental information.” Approximately 41% of the respondents agreed, 36% disagreed, and 23% were neutral.
- However, when responses are filtered by function, a clear majority emerges, and approximately 55% of the administrative respondents agreed that they are kept informed of important Departmental information.
- Approximately 39% of respondents agreed with question #11, “My opinions are listened to and considered in this Department.” About 23% disagreed, with 38% remaining neutral.
- Filtering the responses shows that 67% of administrative respondents agreed that their opinions were listened to and considered in this Department. It would be expected that there would be a greater majority of agreement in the administrative function with the management questions, as many of the administrative respondents deal regularly with these management.

- A majority of respondents, 68%, agreed with question #12, “My work performance expectations are made clear.” Only 2% disagreed, but 30% did remain neutral on the issue.
- Respondents had a mixed reaction to question #13, “When problems and issues arise, they are resolved quickly.” About 41% agreed, 19% disagreed, and 40% were neutral.
- Similar to the previous questions, 55% of the administrative respondents agree that the problems and issues are resolved quickly. This majority does not translate to overall majority because of the strong weight of the operational respondents.
- A slight majority of the respondents, 52%, disagreed with question #14, “Staff at all levels of the organization are held accountable for their actions.” About 30% of respondents agreed, and 18% remained neutral.
- It is interesting to note that in this instance when the responses are filtered by administrative compared to operational divisions, there is a clear divide in administrative respondents as 44% agree, 44% disagree, and 12% remain neutral.
- A majority of the respondents, 57%, agreed with question #15, “Our Department seems to be innovative and progressive.” Only 9% disagreed, while 34% were neutral.
- A clear majority of the respondents, 64%, agreed with question #16, “Our Department does a good job planning and scheduling our work assignments.” Only 9% disagreed and 27% remained neutral.
- Since none of the administrative division respondents disagreed with this statement, all the disagreement stems from the operational division.
- There was no clear majority regarding question #17, “Our Department does a good job making decisions in a timely manner.” Approximately 50% of respondents agreed, 27% disagreed, and 23% were neutral.
- Filtering the responses by division, shows that 67% of administrative responses agree with this statement compared to 44% of the operational division respondents. This type of statement again directly relates to the function of the administrative / support division suggesting that there is greater chances of those respondents agreeing with these statements.
- Respondents had a mixed reaction to question #18, “Our policies and procedures are up to date.” About 43% of respondents agreed, 25% disagreed, and 32% were neutral.

- Approximately 67% of administrative responses agree with this statement compared to 35% of the operational division respondents.
- Approximately 45% of overall respondents agreed with question #19, “Our policies and procedures are consistently followed by staff.” 30% of respondents disagreed and 25% were neutral.
- Since this question is similar to question #18, it is expected that the responses would mirror each other, as such, approximately 55% of administrative responses agree with this statement compared to 41% of the operational division respondents.
- A slight majority of respondents, 52%, agreed with question #20, “Department personnel have a strong sense of teamwork.” Approximately 14% of respondents disagreed, and 34% were neutral.
- Approximately 41% of respondents remained neutral regarding question #21, “The Department does a good job of recruiting and hiring personnel.” About 36% agreed, and 23% disagreed.
- Filtering these responses by function reveals that 67% of administrative respondents agree with this statement compared to just 26% of operational respondents. This large variance in response could be due to the fact that there were more respondents in the operational category, spreading out the responses a bit more.
- Respondents had a mixed reaction to question #22, “The Department does a good job of retaining personnel.” About 36% of respondents agreed and 20% disagreed.
- Approximately 55% of administrative / support respondents compared to 29% of the operational respondents agreed with this statement. The variance in responses among the different divisions is lower compared to question #21.
- Approximately 36% of respondents disagreed with question #23, “Employees of the Department are fairly compensated for their work.” About 30% agreed and 34% were neutral.
- While a clear majority, 67%, of administrative / support respondents agreed with this statement, only 21% of the operational division employees agreed with this statement. It can be assumed that the difference in opinion is reflective of the fact that there are different compensation levels in the different divisions of the department.

In summary, the majority of the respondents generally agreed with the management statements related to the vision and direction of the department including making decisions and planning within the department. However, there was a clear difference in opinion for statements related to staff accountability, retention, and compensation among the different division, with the administrative / support division generally agreeing with these statements, while the operational division had no clear majority.

4. MAJORITY OF RESPONDENTS AGREED WITH EVENT STAFFING LEVELS, HAVING A GOOD WORKING RELATIONSHIP WITH NORMAN PD AND THAT THEY COULD MAKE A CAREER AT THE POLICE DEPARTMENT.

Respondents were asked to respond to several statements regarding organizational structure, staffing levels, department operations including working with relationship with Norman Police Department, and career aspirations at the University of Oklahoma's Police Department. The survey questions in this category and their responses are summarized in the table below:

Statement	Agree	Disagree	Neutral
24. Our organizational structure is appropriate for a department our size.	45%	25%	30%
25. We have the staff we need to perform safely and effectively during incidents.	39%	32%	29%
26. We are able to staff major athletic events and special events appropriately.	55%	27%	18%
27. We have a positive working relationship with the Norman Police Department.	77%	2%	21%
28. We do a good job of anticipating issues facing our agency.	47%	14%	39%
29. Our personnel have a strong work ethic.	64%	2%	34%
30. Our Department effectively utilizes performance measures to improve service to the University.	41%	20%	39%
31. I can make a career at the University of Oklahoma Police Department.	57%	11%	32%

The following points summarize the statistical information provided in the table, above:

- Approximately 45% of overall respondents agreed with question #24, “Our organizational structure is appropriate for a department our size.” 25% disagreed and 30% were neutral.
- However, when responses are filtered by function, a clear majority emerges, and approximately 55% of the administrative respondents agreed that the organizational structure is appropriate for a department their size.
- Respondents had a mixed reaction to question #25, “We have the staff we need to perform safely and effectively during incidents.” About 39% of overall respondents agreed, 32% disagreed, and 29% remained neutral.
- Even when the responses are filtered by function, there is no clear majority in any category for either administrative / support respondents or operation respondents. This suggest that there truly are mixed sentiments regarding appropriate staffing levels for incidents.
- A majority of respondents, 55%, agreed with question #26, “We are able to staff major athletic events and special events appropriately.” About 27% disagreed and 18% were neutral. Taking into consideration the previous statement’s response, it seems that while there might be appropriate staffing level for special events the respondents are unsure if that staffing level is also appropriate for incidents.
- A majority of the respondents, 77%, agreed with question #27, “We have a positive working relationship with the Norman Police Department.” Only 2% disagreed and 21% were neutral.
- Respondents had mixed reactions to question #28, “We do a good job of anticipating issues facing our agency.” Approximately 47% of respondents agreed, 14% disagreed, and 39% remained neutral.
- Approximately 67% of administrative / support respondents agreed with this statement, compared to 41% of operation division’s respondents. Since this statement directly relates to administrative functions it is expected that administrative / support employees would have a stronger tendency to agree with the statement due to their greater exposure to those administrative tasks compared to the operations division employees.
- A majority of respondents, 64%, agreed with question #29, “Our personnel have a strong work ethic.” Only 2% disagreed and 34% were neutral.
- It is interesting to note that in this instance, none of the operational division respondents disagreed with this statement, meaning that the disagreement percentage stems from the administrative / support division.

- Approximately 41% of respondents agreed with question #30, “Our Department effectively utilizes performance measures to improve services to the University.” About 20% of respondents disagreed and 39% were neutral.
- However, when responses are filtered by function, a clear majority emerges, and approximately 55% of the administrative respondents agreed that department effectively utilizes performance measures. Similar to question #28, this statement also deals with administrative / support related tasks, suggesting that there would be a stronger tendency for administrative and support respondents to agree with the statement because of their increased familiarity with these functions.
- A majority of the respondents, 57%, agreed with question #31, “I can make a career at the University of Oklahoma Police Department.” About 11% of respondents disagreed and 32% were neutral.

In summary, respondents generally agreed that the department had the capability to appropriate staff special and athletic events, that it had a positive working relationship with the local (Norman) Police Department, that personnel had a strong work ethic, and there was a possibility for making a career at the Police Department. However, in terms of appropriate staffing levels for incidents, respondents across the divisions had mixed responses, whereas for statements relating to administrative and organizational needs, the majority of administrative / support respondents agreed, while overall there were mixed responses.

5. RESPONDENTS BELIEVE AT TIMES WORKLOAD IS HEAVY, BUT THEY ARE STILL ABLE TO KEEP UP WITH IT.

Respondents were asked to respond to a question regarding their typical day-to-day workload. The survey question in this category and its response is summarized in the table below:

Statement	% of Responses
About the right balance between time available and the amount of work.	26%
I am always overloaded. I can never catch up.	10%
I could handle more work without being overloaded.	8%
Sometimes my workload is heavy, but most of the time I can keep up.	56%

In summary, only 8% of overall respondents felt that they could handle more work compared to 10% of the respondents who felt that they were always too overloaded; however, the majority of respondents, 56%, felt that their workload was heavy, but they were able to keep up most of the time.

6. EMPLOYEES GENERALLY HAD MIXED RATINGS REGARDING MOST OF THE PROGRAMS AND SERVICES, BUT NONE OF THE RESPONDENTS RATED RESPONSE TIMES, AVAILABILITY OF BACKUP, AND TRAINING AS POOR.

Respondents were asked to respond to a series of statements evaluating the quality and / or effectiveness of the programs and services of the Police Department.

The following table summarizes the programs and services and their ratings:

Programs / Services	Poor	Fair	Good	Excellent	No Opinion
33a. Response times to calls for service.	0%	0%	20%	66%	14%
33b. Availability of backup for officer safety.	0%	11%	20%	55%	14%
33c. Availability of municipal police agencies to provide backup when needed.	5%	14%	11%	57%	13%
33d. Capabilities of the Department for selective enforcement of targeted problems on campus.	9%	20%	23%	32%	16%
33e. The amount of proactive time available to effectively deal with issues.	2%	18%	30%	32%	18%
33f. The way officers interact and deal with students.	0%	11%	36%	39%	14%
33g. Ability to effectively deal with student housing issues.	2%	16%	30%	34%	18%
33h. The depth and quality of criminal investigations.	5%	5%	27%	45%	18%
33i. The security of the police facility for staff and evidence.	2%	9%	18%	57%	14%
33j. Quality of dispatch services.	2%	14%	39%	32%	13%
33k. Availability and content of training.	0%	14%	18%	55%	13%
33l. Crime analysis and use for proactive policing efforts.	18%	20%	16%	23%	23%
33m. Coordination with regional agencies (i.e., for athletic event security, narcotic enforcement, etc.).	2%	9%	18%	52%	19%

The following points summarize the statistical information provided in the table above:

- A majority of the respondents, 66%, rated #33a, “Response times to calls for service” as excellent, while none of the respondents rated it as poor or even as fair, 20% rated it as good, and 14% had no opinion.
- A majority of respondents, 55%, rated #33b, “Availability of backup for officer safety” as excellent, none of the respondents rated it as poor, 11% as fair, 20% as good, and 14% had no opinion.
- A majority of respondents, 57%, rated #33c, “Availability of municipal police agencies to provide backup when needed” as excellent. Only 5% rated it as poor. 14% chose fair, 11% good, and 13% remained neutral.
- There was no clear majority regarding #33d, “Capabilities of the Department for selective enforcement of targeted problems on campus.” Only 9% rated it as poor, 20% as fair, 23% as good, 32% as excellent, and 16% had no opinion.
- Even when the responses are filtered by function, no clear majority emerges in any category. It is consistent that the greatest proportion of responses is either in the good or excellent category.
- Only 2% of respondents rated #33e, “The amount of proactive time available to effectively deal with issues” as poor, 18% rated it as fair, 30% as good, 32% as excellent, and 18% had no opinion.
- Even when the responses are filtered by function, no clear majority emerges in any category. It is consistent that the greatest proportion of responses is either in the good or excellent category.
- None of the overall respondents felt that #33f, “The way officers interact and deal with students” was poor. 11% rated it as fair, 36% as good, 39% as excellent, and 14% had no opinion.
- Filtering the responses by different divisions, a clear majority emerged as 55% of administrative / support respondents rated officer interaction and dealings with students as good.
- Only 2% of respondents ranked #33g, “Ability to effectively deal with student housing issues” as poor, 16% as fair, 30% as good, 34% as excellent, and 18% had no opinion.
- Approximately 55% of administrative / support function respondents ranked the ability to effectively deal with student housing issues as good, while there was no clear majority in any category for operation function respondents.
- Respondents had a mixed reaction to #33h, “The depth and quality of criminal investigations.” The same proportion of respondents, 5%, rated this as poor and

fair. Almost a majority of respondents at 45% rated it as excellent, 27% as good, and 18% had no opinion.

- Approximately 55% of administrative / support rated the depth and quality of criminal investigations as good. Yet, considering that the function of this program more closely relates to the operational division, it is interesting to note that there is no clear majority in any category. Although the majority of the responses are either rated as good or excellent.
- A majority of respondents, 57%, ranked #33i, “The security of the police facility for staff and evidence” as excellent. Only 2% rated it as poor, 9% as fair, 18% as good, and 14% had no opinion.
- Only 2% of respondents qualified question #33j, “Quality of dispatch services” as poor, 14% qualified it as fair, 39% as good, 32% as excellent, and 13% remained neutral. Even though, there is no clear majority, combining the good and excellent percentages it can be seen that the majority of responses fell into those categories.
- A majority of respondents, 55%, rated #33k, “Availability and content of training” as excellent, 0% as poor, while 14% of respondents ranked it as fair, 18% as good, and 13% had no opinion.
- Respondents had a mixed reaction to #33l, “Crime analysis and use for proactive policing efforts.” Approximately 18% ranked it as poor, 20% as fair, 16% as good, 23% as excellent, and 23% had no opinion.
- Even when the responses are filtered by function, no clear majority in emerges in any category, and even combining categories such as good and excellent does not provide a majority of responses. It then becomes clear that in this category there is truly a mixed reaction regarding crime analysis and proactive policing.
- A majority of respondents, 52%, chose to characterize #33m, “Coordination with regional agencies (i.e., for athletic event security, narcotic enforcement, etc.)” as excellent, 2% as poor, 9% as fair, 18% as good, and 19% had no opinion regarding the program.

In summary, for half of the programs and services there was no category in which there was a clear majority, even when the responses were filtered by function, most of the responses hovered between the good and excellent categories. For the programs and services, which did have a clear majority in a single category, such as

response times, availability of backup, security of police facility, availability of training, and coordination with regional agencies, that category was good.

7. RESPONDENTS HAD MIXED RATINGS REGARDING EQUIPMENT AND FACILITIES, EXCEPT FOR POLICE FACILITIES AND OFFICER PERSONAL EQUIPMENT WHICH THE MAJORITY OF RESPONDENTS RATED AS EXCELLENT.

Respondents were asked to rate the quality of equipment and facilities available to the Police Department. The items in this category and their ratings are summarized in the table below:

Item	Poor	Fair	Good	Excellent	No Opinion
34a. Vehicles	2%	14%	36%	34%	14%
34b. Radios	2%	30%	30%	25%	13%
34c. Officer personal equipment (e.g., vests)	5%	5%	25%	52%	13%
34d. Mobile Data Computers	0%	14%	34%	39%	13%
34e. Police Facility	0%	2%	30%	57%	11%
34f. Software and technology updates	7%	25%	23%	32%	13%

The following points summarize the statistical information provided in the table above and on the previous page:

- Only 2% of the respondents rated Vehicles (#34a) as poor, 14% as fair, 36% as good, 34% as excellent, and 14% remained neutral.
- The majority of the administrative / support respondents, 55%, rated vehicles as good, compared to 32% of the operation respondents. However, it is important to note that it can be assumed that operational division respondents would use vehicles more often; hence, their response may be more reflective of the actual condition of the vehicles.
- Only 2% of the overall respondents rated the Radios (#34b) to be poor, 30% as fair, 30% as good, 25% as excellent, and 13% had no opinion.
- Even filtering the responses by different function did not generate a clear majority in any area. However, the majority of responses were consistently either fair or good.
- A majority of respondents, 52%, rated Officer personal equipment (#34c) as excellent, 5% as poor, 5% as fair, 25% as good, and 13% were neutral.

- Approximately, 39% of respondents qualified Mobile Data Computers (#34d) as excellent, 0% as poor, 14% as fair, 34% as good, and 13% were neutral.
- Even filtering the responses by administrative or operation functions a clear majority did not emerge. However, responses consistently were either good or excellent.
- An majority of respondents, 57%, stated Police Facility (#34e) to be excellent, 0% ranked it as poor, only 2% as fair, 30% good, and 11% had no opinion.
- Respondents had a mixed reaction to Software and technology updates (#34f) with only 7% rating it as poor, 25% as fair, 23% as good, 32% as excellent, and 13% were neutral.

In summary, the majority of respondents had mixed responses regarding the vehicles, radios, mobile data computers, software and technology updates, but mostly they were rated as either good or excellent. However, in regards to Officer personal equipment and Police facility, the majority of respondents ranked the quality as excellent.

8. NARRATIVE SURVEY RESPONSES.

In addition to the survey's forced choice questions, respondents were asked to provide narrative responses to four open-ended questions (#10 to #13). The responses to the questions were grouped by common themes and summarized by the project team.

(1) Please indicate what you believe are the most important strengths of the Department:

Those who chose to answer the open-ended questions stated that the greatest strength lay in the high level of dedication of these officers to their job and their commitment to providing a safe environment on campus. Some of the additional common themes are summarized below:

- Greatest strengths of the Department:

- Dedicated force
- Commitment to providing a safe environment for campus
- Well-trained
- Fast response times
- Strong teamwork within department
- Cooperative with external police departments
- Updated equipment

In summary, the majority of respondents stated that the strong sense of dedication of the personnel of the department along with their commitment to the campus and the students was the greatest strength of the department. Additionally, being well-trained, having fast response times, with a strong sense of teamwork enables the department to meet the expectations of the University and campus community as discussed in the earlier portion of the survey.

(2) Please indicate what you believe are the most important improvement opportunities facing the University of Oklahoma Police Department:

Many different responses were generated for this question but the most frequent set of responses related to increasing staffing and conducting recruitment and improving compensation levels. The comments are summarized below.

- Most important opportunities for improvement:
 - Increasing staffing through improved recruitment
 - Compensation structure
 - Leadership
 - Consistency in policies and procedures
 - Increasing more efficient and effective use of technology
 - Increased patrolling of campus

In summary, the respondents stated the primary concern to be the current staffing level and its ability to actually meet the University Community's expectations. As a previous question had asked regarding adequate staffing levels, there were mixed responses regarding whether the current staffing level met the needs during incidents.

In addition to staffing levels, there was great concern regarding re-evaluating the current compensation structure and also looking at leadership and management. As part of the leadership and management evaluation there were some concerns regarding policies and procedures, improved use of technology and increasing patrolling of campus.

(3) Please indicate any functions, services, resources, etc. you believe can be shared or consolidated with other agencies to enhance service levels and / or manage costs:

The general consensus of respondents for this question was that the Department provided unique services and thus it could not effectively consolidate any more than it already has done. The most common themes are summarized below.

- Functions, services, resources that can be shared with other agencies:
 - No functions, services, or resources (that already have not been consolidated)
 - Traffic enforcement with city
 - Use Norman PD's database of recruits
 - Merge training between the two police departments
 - Consolidate CAD Software among the local law enforcement agencies
 - Paperwork is currently duplicated being sent to multiple agencies, it should be centralized

In summary, the majority of respondents felt that OUPD had already consolidated and combined resources where they could and that there is no scope for further consolidation. However, some of the respondents did have additional suggestions that related to collaborating with Norman City's Police Department, such as using their database of recruiting and their recruiting system, merging training, or even consolidating CAD software.

(4) Please provide your vision of the issues and opportunities facing OUPD over the next 5 years:

The majority of respondents believed that due to the expansion of the University and campus including increasing student population there would naturally be expansion within the department. The most common themes are summarized below.

- Issues and Opportunities facing OUPD over the next 5 years:
 - Growth of the department due to campus expansion
 - Salary levels not competitive enough to retain and recruit employees
 - Will need to recruit new employees as the majority of the workforce will be retiring
 - An emphasis on training for not only just new recruits, but individuals transitioning into supervisory roles
 - Due to budget cuts, need to make the most of technology and be up to date on all progressive and innovative policing tactics, especially related to campus policing

In summary, the respondents stated the primary issue and opportunity in the next 5 years will be that the department will grow in staffing and there will be a need to fill those staffing positions with appropriate recruits and proper training. In order to attract recruits and retain the current employees there will also need to be a focus on compensation.