

TO: Commission on Accreditation for Law Enforcement Agencies, Inc.
(CALEA®)

FROM: Tim Hazlette, Assessment Team Leader

DATE: 18 April 2005

SUBJECT: On-site Assessment Report for the Ohio State Highway Patrol;
Columbus, Ohio

A. Dates of the On-Site Assessment:

April 10 – 14, 2005

B. Assessment Team:

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C. CALEA Program Manager and Type of On-site:

Steve Mitchell

Fifth (5th) reaccreditation, D size (1521 sworn;1145 non-sworn), 4th Edition Standards

D. Agency Profile:

1. Community history and description.

The story of Ohio's statehood dates back to the Ordinance of 1787 and the creation of the Northwest Territory--a large body of unsettled land that encompassed what is now Ohio, Indiana, Illinois, Michigan, Wisconsin, and part of Minnesota.

A governor, a secretary, and three judges, who were all appointed by Congress, ruled the territory. These five officials performed the executive, legislative and judicial functions of government. It wasn't until 1798--after the male adult population of the territory reached 5,000--that the settlers were given the right to elect a house of representatives. The first meeting of the legislature convened in Cincinnati in 1799. The body elected Edward Tiffin as Speaker of the House and William Henry Harrison as the territory's representative to Congress.

Though the territorial government was just getting on its feet in 1799, Ohio settlers were already clamoring for statehood. And just a few years later, in 1802, Congress passed an enabling bill that authorized the formation of a state government in Ohio. Ohio's first constitutional convention convened in Chillicothe in November of that same year. Ohio was admitted to the Union in 1803.

Chillicothe served as the temporary capital for the new state until 1810 when the legislature moved the capital to Zanesville. The capital was shuttled back to Chillicothe in 1812, while the legislature searched for a more centralized location. The legislature finally decided to build a new capital on "the high banks of the Scioto River." Columbus became Ohio's permanent capital in 1816.

Ohio is home to the country's largest Amish population providing an unique opportunity to see this truly unique juxtaposition of a simple life side by side with the 21st Century. In cities across Ohio, ethnic neighborhoods provide eateries, arts offerings and cultural experiences that provide a unique look into the homelands of US immigrants.

2. Governmental organization.

In 1967, voters approved a constitutional amendment creating a 99-member House and 33-member Senate -- the membership balance as we know it today. Later voters approved a proposal requiring the governor and lieutenant governor to run together beginning with the 1978 election. Since this change, the Senate majority leader has been presiding officer of the Senate (Senate President).

The Chief Justice and six Justices are elected to six-year terms on a non-partisan ballot. Two Justices are chosen at the general election in even-numbered years. In the year when the Chief Justice runs, voters pick three members of the court. A person must be an attorney with at least six years experience in the practice of law to be elected or appointed to the Court. Appointments are made by the Governor for vacancies that may occur between elections.

The Supreme Court occupies the Ohio Judicial Center located at 65 South Front St. in Columbus. This new center was opened on February 17, 2004.

3. Biography of CEO.

Colonel Paul D. McClellan, the 14th Superintendent of the Ohio State Highway Patrol (OSHP), is known nationally for his work to reduce traffic crash deaths. Ohio's crash fatality rate dropped significantly in his first two years as the leader of the Patrol.

Colonel McClellan is a 30-year veteran of the Patrol who has served at every rank. Prior to his promotion to Colonel, he managed all operational aspects of the Patrol for the entire state. He is also prominent for his work developing commercial motor carrier enforcement programs as well as safety partnerships with the trucking industry.

As a trooper, he was Post and District Trooper of the Year twice. In 1981, he achieved recognition as State Trooper of the Year. He earned the Division's ACE Award for excellence in auto larceny investigation twice and has been recognized with three Certificates of Recognition for efforts above and beyond the call of duty.

His first command assignment was at the Springfield Post where he served for eight years. While there as a lieutenant and post commander, he was recognized by the National Commission Against Drunk Driving for helping to establish the "Mock Fatal Crash" program now used throughout the nation in high schools. Over the last decade, he moved rapidly through four management level positions, including his service as Assistant Superintendent.

Governor Bob Taft appointed him to serve on Ohio's Motor Carrier Advisory Committee, the AMBER Alert Task Force, and the Ohio Police Officer's Training Commission. Colonel McClellan also chairs the first responder sub-committee of the State of Ohio Security Task Force which helps develop Ohio's strategy to address homeland security issues.

Colonel McClellan is a member of the International Association of Chiefs of Police (IACP), the Ohio Association of Chiefs of Police, the IACP Highway Safety Committee, the FBI National Academy Associates, and the FBI National Executive Institute Associates organizations.

A native of Columbus, Colonel McClellan is a graduate of the FBI National Academy and FBI National Executive Institute. He earned a bachelor's degree in business administration from Franklin University. He is married to his wife Margie and has one grown daughter.

4. Agency history and description.

In 1933, the 90th General Assembly considered the Bill which eventually created the Ohio State Highway Patrol. HB 270 outlined a highway patrol which would enforce: state

laws relating to registration and licensing of motor vehicles; laws relating to motor vehicle use and operation on the highways; and all laws for the protection of highways.

The first duties of the new patrolmen was to travel around their counties, become familiar with the geography, and (more importantly) establish positive contacts among the people they would serve and local law enforcement agencies. Much importance was placed on "selling the Patrol," and public speeches and appearances were arranged whenever possible.

Traffic safety was the primary mission of the Highway Patrol. The first order of business was to finally establish a "permanent" training facility. Located on several acres of land, the new Academy offered sufficient space for all aspects of training and provided a sense of permanence, which would allow instructors to "settle in" and develop a training routine, which could remain fairly consistent from class to class.

A significant advancement -- one which provided immeasurable gains in the field of law enforcement -- was the approval of a grant request to the U.S. Department of Transportation for \$838,000 to develop and install a completely automatic law enforcement information retrieval and communications system. Dubbed LEADS (Law Enforcement Automated Data System), the system became operational in 1968.

In July 1989, accreditation was granted at the national CALEA meeting held in Columbus. Maintaining the exacting, professional standards outlined by CALEA proved to be an excellent foundation on which to build a more efficient and effective agency.

An outgrowth of accreditation was the development of a strategic planning process to outline Patrol growth and development. CALEA accreditation and the Five- Year Strategic Plan would prove invaluable as division operations became greatly expanded in the 1990s. The Patrol current services include:

- Statewide traffic services to keep roadways safe;
- Statewide emergency response services and support services to the public and the criminal justice community;
- Investigation of criminal activities on state-owned and leased property throughout Ohio, and;
- Security for the Governor and other dignitaries.

The Patrol is a division of the Ohio Department of Public Safety, which is administrated by a director who holds a cabinet-level position in state government. The commander of the Patrol holds the rank of Colonel and is referred to as the Superintendent. The superintendent is selected from the Patrol ranks upon the retirement or death of a predecessor. Although personnel strength varies, the Patrol maintains a uniformed complement of about 1,400 officers. In addition, about 1,000 support personnel, including driver examiners, load limit inspectors, motor vehicle inspectors, motor carrier enforcement inspectors, dispatchers, electronics technicians, and civilian specialists

complete the Patrol's personnel strength. An all-volunteer auxiliary force, originally formed during World War II to assist officers after many entered the armed services, continues to donate thousands of hours of service to the citizens of Ohio.

Patrol General Headquarters is located in Columbus. The state is subdivided into 10 districts, with seven districts containing six posts, two districts containing five posts, and a regional headquarters which is (in eight of the nine districts) located at one of the posts. The Ohio Turnpike comprises the 10th district with three posts. Each district is commanded by a captain and each post by a lieutenant. Training is conducted at the Patrol Academy, also located in Columbus.

The Ohio State Highway Patrol enjoys an excellent reputation through out the state concerning its traffic and highway safety mission in addition to the other very specialized and technical support services it offers. The overall management and leadership of the organization and its diversity is organized in into two (2) commands, Administration and Operations.

5. Future issues facing this agency and its service environment.

The Ohio State Highway Patrol has the reputation of being the flagship law enforcement agency in the state. With few exceptions, the patrol has the highest regard among local agencies, prosecutors, elected officials and the courts. They have immense public support as was articulated during the public comment portion of the onsite. The continuation of their abilities is tied to three central areas, sustainable financial support, personnel staffing and technology.

- a. State government budgets across the United States have suffered unilaterally during the past six (6) years. Ohio is no exception although the economy appears strong, many other governmental services and mandates compete for budget dollars which are not growing at the same rate as the demand. The Patrol is continually seeking avenues to identify funding streams to support their programs and initiatives to bring forth services necessary for public safety in their state and to sustain the current activities their constituency has grown to expect. Continuing rising fuel costs are sure to impact the Patrol budget and may restrict their abilities to provide preventative and responsive services at the level of expectation by their customer base.
- b. Like many other police agencies across the country, the shrinkage of the applicant pool trend is a concern. Tied to funding, the Patrol is faced with the challenge to maintain the level of quality applicant and Trooper consistent with its history. Federal and local agencies compete for the same applicants in many cases; however, they are often able to offer benefits and compensation, which exceed that of the Patrol. State Police and Highway Patrols are the *Marine Corps* of policing in America. It is believed that the ratio of Troopers to citizens is

equal to or less than it was in the 1950's – according to one caller who expressed concern over the availability of Troopers.

- c. Also tied to funding is Technology. The Patrol is migrating from antiquated systems of communication and record keeping toward modern and efficient means to communicate and record their activities. A new 800 MHz radio network is being installed in phases. This replaces old low band equipment first placed into public service in the 1940's. The new radio network improves the ability to overcome communication barriers with local departments and provide interoperability during time of crisis. In addition, the Patrol is installing Computer Aided Dispatch to assist in the recording keeping of calls for service and Trooper activities. The application of Mobile Computer Terminals (MCT's) is also in progress. These are the first phases of many technological advances being made by the Patrol. The need still exists for the Patrol to apply more technology applications to other functions, which will make their service delivery more efficient and effective. Although technology is no substitute for personnel, it can provide a strong supplement for the current workforce to accomplish more.

E. Agency Demographics:

According to the 2003 Census, the population in the state of Ohio is 11,435,798. As of February 2005, the authorized strength for sworn personnel was 1583. The actual sworn strength (filled) was 1521. This represents a vacancy of sixty-two (62) positions or four percent (4%) of the total sworn complement. The available workforce by race and gender is Caucasian 83%, African-American 12%, Hispanic 3%, Other 2% and Female 14%. This compares favorably with the agency's current staffing, which consists of Caucasian 84% (1153), African-American 11% (159), Hispanic 3% (46) Other 2% (31) and Female 10% (148).

Of the African-American sworn members, 49 occupy supervisory ranks (Sergeant and above). Thirty-six females occupy supervisory ranks (Sergeant and above). The ratio or breakdown has remained consistent for the past three (3) years.

OSHP has an aggressive recruitment plan that targets military bases, colleges and universities in Ohio and across the country. During panel reviews, it was revealed a more aggressive and refined approach to recruiting was under research and development. OSHP currently has two (2) recruit classes in session. The 143rd Cadet Class began on 1 December 2004 with fifty (50) recruits. Thirty-eight (38) cadets remain and are scheduled to graduate on 3 June 2005. The 144th Cadet Class began on 23 March 2005 with forty-two (42) recruits. The 144th has thirty (30) cadets remaining, with graduation scheduled 7 October 2005.

F. CALEA Agency Annual Report

Each accredited or recognized agency submits an accreditation Annual Report to CALEA on the first and second anniversary of its accredited status. The annual report

is a statement by the agency outlining its compliance status and significant events for the previous year. This section reviews, compliance and or non-compliance issues reported by the agency.

The agency submitted comprehensive annual reports for 2003 and 2004, with the 2003 report noting a re-organization of the Division. The re-organization did not impact the application or compliance of standards. It was designed and implemented to clarify division of labor and chain of command. Also significant in 2003 was the appointment of a new Superintendent. Colonel Paul McClelland was appointed Colonel of OSHP after the departure of Kenneth Morckel who was appointed as Director of the Department of Public Safety. Additionally, the Accreditation Manager changed. Lieutenant Virginia Fogt was promoted to Staff Lieutenant and assigned to the Recruitment Unit. OSHP named a non-sworn replacement in Kathy Mahl, a career OHSP employee who has diligently assumed command of the Accreditation unit. Lastly for 2003, the department successfully negotiated and accepted new labor contracts with the FOP, OSTA, and AFSCME/OCSEA, which equated with representation of both sworn and non-sworn personnel below the rank of Lieutenant.

G. Pre-assessment Planning:

In preparation for its fifth on-site assessment, four CALEA trained and experienced assessors participated in a productive mock assessment during the week of January 9 – 13, 2005. Conducting the mock assessment were four practitioners, including CALEA assessors.

As a regular business practice, Mrs. Kathy Mahl, Accreditation Manager, each year distributes a comprehensive list of time sensitive activities and reports that are required from division, Post, and unit supervisors, as well as the frequency of reporting. Supervisors are required to submit reports and documentation on a timely basis to the Accreditation Manager. It is noted that CALEA standards are an integral part of OSHP's policy directives and daily police operations.

H. Previous Assessment Issues

This section identifies areas that were reported as problematic during the previous on-site assessment to facilitate review and comparison with the current assessment.

There were no previous assessment issues as this agency only had four files returned for file maintenance and no standards in applied discretion.

I. On-site Assessment Summary:

1. Off-site standards review

Mrs. Mahl mailed a total of 175 standards to the team members for review prior to the on-site. The files were received in sufficient time to permit a thorough review and return to OSHP. There were no significant issues identified during the off-site review process.

2. Assessor and agency orientation

Prior to arrival for the on-site, team members received from Mrs. Mahl several items of background information about OSHP and Ohio in general. These materials provided a good understanding of the organization and specialized support functions OSHP provides to police agencies across Ohio. Additionally, Mrs. Mahl and her staff provided rapid response to electronic mail requests for information and/or clarification in preparation for the on-site.

On Saturday evening, April 9, 2005, the team leader met with team members and conducted a briefing with the members and reviewed the schedule, assignments, process for review and CALEA requirements for assessment teams.

3. Agency tours and displays

On Sunday April 10, 2005, Mrs. Mahl met the assessment team at the hotel and escorted them to the OSHP Academy to view the static display. The tour began at 8:30 AM and provided the team the opportunity to view and inspect ten (10) vehicles, one (1) aircraft and related equipment in addition to interviewing several Troopers and support personnel about their equipment, vehicles and roles within the Patrol. During the static display, members of the team asked questions about training requirements, inventory logs, call out procedures and other issues related to specific standards. The display included the following equipment and personnel:

Helicopter	Sergeant Dana Steele, Aviation
Command Vehicle	Electronic Technician Manager Carlton Stroop
Special Response Team	Lt. Brian Charles
K-9 Vehicle and Bomb dog	Trooper Matt Lehman
Crime Laboratory van	Criminalist Brandon Werry
Marked OSHP Cruiser	Sgt. Darby & Col. Tom Forbes, Auxiliary
Motor Vehicle Inspection	Trooper Carl Cardinal, District 4 Motor Vehicle Inspector Iric Fidram

Unusual Occurrences	Staff Lt. Steve Rosta, Field Ops
Criminal Intelligence	Sgt. Rudy Zupanc, Intelligence
Recruitment/Selection	Sgt. Chris Johnson, Academy
Promotions	Dr. Theresa Martelli, Career Development
Pursuits	Sgt. Jeff Shane, Post 49
Biased Based Policing	Lt. Clifton Spinner, Academy
Criminal Investigation	Capt. Rick Munk, Investigative Services
Crime Prevention/Public Information	Lt. Gary Lewis, Post 23
Internal Affairs	Lt. Rodney Tyler, Administrative Investigations
Inspections	Staff Lt. Corey Davies, Field Ops
Traffic Enforcement	Capt. Robert Maxey, District 2
Traffic Enforcement	Trooper John Westerfield, Post 6
Alcohol Enforcement	Sgt. Steve Mahl, Post 45
Communications	Radio Dispatcher Tanya Birchfield, Post 45
Evidence Collection	Capt. James Brink, Crime Laboratory
Property and Evidence Control	Sgt. Rick Logston, Post 17

Throughout the day, the team received and observed excellent presentation. OSHP personnel appearing before the panel possessed a thorough knowledge and understanding of their subject matter, the related standards, and written directives governing each. The briefings were very helpful and insightful for the team members to better understand the issues relating to OSHP services and administration.

6. Key activities

On Sunday April 10, 2005 at 7:30 AM, Mrs. Kathy Mahl met the assessment team at the Embassy Suites Hotel and escorted them to the OSHP Academy located adjacent to the Ohio State Fairgrounds in Columbus, Ohio. There the team was met by Lieutenant Colonel Michael W. Finamore, Assistant Superintendent for Administration and Major J.P. Allen, Commander of Planning and Research. The static display was assembled at the Academy gymnasium and parking area. Some fifty (50) observable standards were visually inspected. The static display included ten (10) different OSHP vehicles and one aircraft which represented a dozen functional units within the Patrol. The static display concluded at 10:30 AM. Mrs. Mahl escorted the team to the OSHP general headquarters located within the Department of Public Safety office complex. The team

was assigned to a conference room complete with all files to be reviewed, a reference library of manuals and other documents and audiovisual equipment for viewing electronic media sources. The team began file review at approximately 11:00 AM and concluded at 8:00 PM.

On Monday April 11, 2005, the team members met the senior staff members at the training academy for introductions and meeting. The meeting began at 8:00 AM. Team members had the opportunity to interact and get acquainted with all senior staff members. Lieutenant Colonel Finamore facilitated the exchange. Team members gave a brief introduction of themselves and their professional background. At 9:00 AM, Assessors Hazlette and Daly toured the Training Academy. Assessor Jarsocrak toured the Crime Lab. The team concluded their tours at 10:30 AM and traveled to the general headquarters facility to continue file reviews. File reviews resumed at 11:00 AM. At 1:00 PM a public comment time was scheduled until 5:00 PM. The team received a total of twenty-four (24) calls. The team continued to review files until 7:30 PM.

On Tuesday April 12, 2005 the team arrived at the Training Academy at 7:00 AM to meet with staff members who would serve as liaison meeting began at 8:00 AM. Team members had the opportunity to interact and get acquainted with all senior staff members. Lieutenant Colonel Finamore facilitated the exchange. Team members gave a brief introduction of themselves and their professional background. At 9:00 AM, Assessors Hazlette and Daly toured the Training Academy. Assessor Jarsocrak toured the Crime Lab. The team concluded their tours at 10:30 AM and traveled to the general headquarters facility to continue file reviews. File reviews resumed at 11:00 AM. At 1:00 PM a public comment time was scheduled until 5:00 PM. The team received a total of twenty-four (24) calls. The team continued to review files until 7:30 PM.

On Tuesday April 12, 2005 the team arrived at the Training Academy at 7:00 AM to meet with staff members who would serve as liaison in a conference room not far from the original workroom. A total of eighteen panels were scheduled to present covering a total of sixty-six (66) standards. Panel reviews were scheduled on thirty (30) minute intervals and included two breaks and a lunch period. The team concluded with panel reviews at 4:30 PM. The team reconvened back in the file workroom and continued file review until 6:00 PM. The Superintendent requested to meet with the team at 6:00 PM for a group photo and an exit interview due to a scheduling conflict he could not avoid on Thursday morning. The team was taken to the 5th floor which houses the Superintendent's office. A group photo was taken in the Superintendents conference room. Immediately following, the team conducted an exit interview with the senior command of OSHP. The team was transported to suburb restaurant for dinner with the Superintendent and selected members of his staff.

On Thursday April 14, 2005, team members reconvened at OSHP headquarters to finish file reviews beginning at 8:00 AM. Files were reviewed and administrative tasks completed. The OSHP vehicle assigned to the team was returned to the Accreditation unit for return to the fleet management facility. The assessment team finalized its work and exchanged file review information. The team dispersed at 2:00 PM.

7. Public Information

Pursuant to CALEA requirements, OSHP prepared a public information plan which included a press release to major circulation newspapers and other newspaper outlets. In addition, public notices were posted in facilities and other locations to inform both employees and citizens of the public information session on Monday April 11, 2005 from 1:00 PM to 5:00 PM. The patrol established a toll free telephone number connected to a telephone in the assigned file workroom. The published number was 1-866-906-6446. The team received a total of twenty-four (24) calls. Moreover, the Patrol and CALEA received six (6) letters of support.

8. Team/agency conflicts

All participants of this team conducted themselves in a very professional manner. There were no conflicts or incidents among the team or with any member of the OSHP.

9. Exit interview

The exit interview was conducted on Wednesday evening at 6:00 PM immediately after the group photo in the Superintendent's conference room on the 5th floor of headquarters. Colonel McClellan and his senior staff was present with the assessment team. Team Leader Hazlette introduced the exit interview by providing an overview of the team's work and specifically noted the excellent cooperation and responsiveness the team members had received from the staff and Accreditation Manager. Hazlette provided an overview of the chapters assigned him. A suggestion of consolidating directives from multiple documents to one covering a single subject matter was discussed.

Lt. Marianne Daly gave a brief overview of the chapters assigned her and noted how the standards were incorporated into the daily practices of the OSHP. Daly informed the Superintendent of a "wet ink" issue in a directive where language had to be added to match the agency practice of producing a report every three (3) years. The standard required this reporting frequency and OSHP was complying, however their directive was absent the language to support their practice.

Mr. Gerald Jarsocrak provided an overview of the chapters assigned him. He commented on the need for follow-up by the OSHP of security issues concerning radio dispatch facilities. Some posts visited were undergoing renovation and did not have a door to secure the radio communication room from other personnel. Although it should be noted that all facilities were secured from random entrance beyond a vestibule point, it was pointed out that radio communication rooms must be securely enclosed with a lockable door. Additionally, Jarsocrak emphasized the need to monitor the security of radio towers located at posts to include a secure fence or remote monitor.

Tim Hazlette reviewed the chapters assigned and provided general suggestions related to policy manual language and consolidation of fragmented directives. The intent was to

emphasize this as an improvement for OSHP personnel to more easily locate and adhere to the directives and not as a criticism of the content. Hazlette also informed the Superintendent of several file maintenance issues, which were resolved on-site. Lastly, Hazlette and the team members shared with the Superintendent that their reaccreditation was not a decision of the team but rest solely with the Commission. The meeting ended at 7:00 PM and the group left the headquarters building to accompany the Superintendent for dinner.

J. Table: Standards Summary:

	<u>TOTAL</u>
Mandatory (M) Compliance	__294__
(M) Noncompliance	__0__
Waiver	__0__
Other-Than-Mandatory Compliance	__77__
(O) Noncompliance	__0__
(O) Elect 20%	__2__
Not Applicable	__73__
 TOTAL (Equals number of published standards)	 <u>446</u>

K. File Maintenance:

This section reports on the condition of the agency's files presented to verify proof of compliance with accreditation standards. This includes organizing and marking files for review, clerical issues, the adequacy, correctness, and currency of proofs used for compliance. Generally, this section indicates preparation and understanding of the accreditation process. This section does not indicate compliance with standards or report on agency practices.

The files presented by OSHP were in very good condition with only nine (9) files returned for additional proofs of compliance, which were already in possession of OSHP.

L. Performance Activities:

The accreditation process has 50 time sensitive issues that require some type of agency action within specific time frames. Included are reports, analysis, reviews, inspections ranging in a time frame from weekly to periodically, or once in three years. These activities are important to agency operations, public safety, and liability concerns. This section reports on, summarizes the quality of the reports, and describes impact on the agency.

The accreditation process has forty-nine (49) time sensitive issues that require some type of agency action within specific time frames. Included are reports, analysis,

reviews, inspections ranging in a time frame from incidental to weekly to periodically, or once in three (3) years. These activities are important to agency operations, public safety, and liability concerns. This section reports on, summarizes the quality of the reports, and describes impact on the agency.

The on-site assessment team carefully evaluated all time sensitive standards, including the reports required by agency written directives and as proof of compliance necessary for accreditation. The time sensitive files were found to be in excellent condition.

An OSHP policy requires all newly appointed officers receive instruction and acknowledgement of their understanding of its Biased Based Policing Policy (1.2.9 b) requirements. The content is reinforced annually during in-service training in addition to basic recruit school. Administratively, OSHP performs quarterly administrative reviews of arrest and search data with respect to race and ethnicity to identify if any deviations in policy are occurring. In addition, an annual review is also conducted during the compilation of the quarterly reports. There were no incidents reported or identified to suggest the need for training modifications or policy revisions.

The files contained sufficient proofs to demonstrate a completed "Response to Resistance" (Use of Force) form is submitted after each occurrence, per departmental policy anytime a Trooper applies non-lethal or lethal – including the discharge of a firearm. (1.3.6). The investigation report is reviewed by a series of organizational units to determine the need for policy revision/review, training or disciplinary action. A Response to Resistance committee review each incident documented on form OHP 1166 (1.3.7) which eventually is signed off by the Superintendent. Files clearly documented that Troopers are required to demonstrate proficiency at least annually with all lethal weapons they are issued and authorized to carry. The annual qualification occurs each year during in-service training at the Academy. Included in the instruction is Use of Force and Response to Resistance policy review and acknowledgement. However, policies are also covered during quarterly meetings at each post. A quarterly training regimen is conducted at each District/Post to demonstrate each Trooper is proficient in handcuffing techniques, proper use of Oleoresin Capsicum (OC) spray, proper use of the ASP baton, and the use of TASERS. Moreover, monthly drills are performed by Troopers to maintain proficiency for weapon loading and self-defense techniques (1.3.11). The Commander of the Administrative Investigations Unit performs an annual analysis of all uses of force (response to resistance) and vehicular pursuits (1.3.13).

The responsibility for ensuring all time sensitive reports are completed and forwarded to the Accreditation Manager has been vested with the Inspectional Services Unit within the Field Operations Command and the Accreditation Unit. To that end, Staff Inspections are conducted biennially to confirm and determine that all accreditation standards are in compliance. Annually, the Accreditation Manager reviews and solicits reports from all organizational units to support compliance and to retrieve proofs of compliance (11.4.3). Each organizational component reviews and submits their respective goals and objectives each January 15th. The Planning Services Unit receives, complies, and authors a state-wide OSHP plan for publication to the agency members

on or about February 15th each year (11.5.1). OSHP analyzes all crime reports generated and use the data for the publication of an annual report distributed throughout the agency and the Superintendent. Specific feedback regarding data interpretation is sought from the posts for clarification. The annual crime analysis report examined in the proofs was comprehensive and complete. The report dealt specifically with weapons, assaults, and narcotic incidents. It identified specific areas where problems occurred but left the tactical solutions to the respective post (15.1.1).

The OSHP directs all organizational components to assess their staffing needs as a biennial exercise in preparation of their budget. However, each time a recruit class graduates, a district manpower allocation analysis is conducted to determine staffing needs and graduating Troopers are assigned accordingly (16.1.2). The OSHP does not recognize special assignments and therefore was not required to perform an annual review of specialized assignments (N/A by Function) (16.2.1).

The files confirm the OSHP components are solicited annually for budget requests, which include personnel, equipment, and maintenance and capital projects. Input opportunities are provided and documentation indicates all commands have equal opportunity. Final decisions are made by the senior command staff in conjunction with the Ohio State Office of Budget and Management (17.2.2). State regulations require monthly accounting reports and the OSHP complies with those regulations with a very effective process (17.4.1).

The OSHP Office of Human Resource Management conducts an annual review and analysis of departmental grievances. The analysis report is provided annually to each union group representing OSHP personnel. Grievances are broken down into various types with narratives identifying the causes and impact. The analysis performed by OSHP appears clearly sufficient to address their needs (25.1.3).

Training is viewed very seriously by the OSHP as is evidenced by their state-of-the-art Training Academy. Although originally constructed in 1965 with additions being added since, the facility does not reflect its age. The Training Academy generally conducts a minimum two(2) day annual in-service training program which includes a variety of topics determined based on agency identified needs or subject matter in need of emphasis. Generally, these programs include legal updates, critical incident management, hazardous materials, and interrogation and interviewing techniques. Firearms are always an annual topic and include weapon inspections and qualifications. Proofs included training notification bulletins with dates and curriculum in addition to morning reports and training records confirming Trooper attendance (33.5.1).

OSHP personnel are subject to a performance evaluation occurring twice during probation and annually thereafter. The frequency is governed by Ohio State Regulation (35.1.2). The Office of Human Resource Management – Administrative Investigations Unit conducts a data scan monthly to identify any individuals who may present characteristics indicative of behavior patterns needing or requiring intervention. A board comprised of different organizational groups reviews the data reports and makes recommendations for follow-up or action. Each October, an annual report is generated

to reveal analytical data, which depicts actions taken to remedy behaviors identified by individuals (35.1.15c).

Vehicular pursuits are closely monitored for training, compliance, and safety concerns. Troopers are required to advise dispatchers of details of each pursuit and those details are relayed to the duty supervisor. All patrol vehicles are required to be conspicuously marked and equipped with a roof mounted emergency light. Pursuits may be terminated if the identity of the suspect is known, conditions indicate futility, or a clear and present danger exists for the suspect, motoring public or the Trooper. Supervisors compose detailed critique reports of each pursuit and cover all points of the policy directive (41.2.2j). In addition, the OSHP gathers pursuit statistics and annually publish raw data. A detailed annual analytical report was completed on 2004. Data from pursuits is incorporated into the Employee Incident Reporting System (EWS) program. Training has improved through the use of simulators, which may be responsible for the reduction of pursuits. A committee reviews pursuits on a per incident basis to determine training needs, compliance with policy, performance deficiencies, or violations of law (41.2.3).

OSHP had established its juvenile driver awareness initiative as its primary prevention and enforcement program. Specifically, the Patrol requires each Commander to evaluate juvenile programs annually with regard the targeted driving programs designed to reduce crashes involving youthful drivers and Operating a Vehicle Under the Influence (OVI) of intoxicants (44.1.3). Moreover, all crime prevention programs are evaluated monthly by Post Commanders who submit quarterly reports to their District Commanders, which are utilized for annual evaluations of effectiveness. Each post has an aggressive community involvement function. New or renovated posts are constructed with "community rooms" for use by the public to hold gatherings or conduct meetings. The Superintendent has issues a directive for all personnel to be actively involved in traffic crash reduction efforts and those expectations are posted at all facilities. Post Commanders are actively involved with other law enforcement agencies to provide public education on topics covering cooperative enforcement of OVI and seatbelt laws, fatal crash simulations at high schools, DARE, driver education, and any other public safety issue appropriate as identified by the Post (45.1.1).

The equipment designated for use in unusual occurrence situations is inspected monthly for operational readiness and is documented on prescribed forms of the OSHP (46.1.6). The files contained substantial proofs verifying each special event requires a written plan which details all required information for operational effectiveness. Moreover, plans included for proofs included special events such as rallies, races, and horse shows (46.1.10). The OSHP has in place an incident command system as detailed by policy directive requiring an after action report at the conclusion of an Incident Command System (ICS) incident. All command and line personnel have received training on the performance of the ICS, however, given the limited jurisdiction of OSHP, no reportable occurrences have occurred since its implementation (46.1.11e). The annual training delivered for ICS is limited to the Special Response Team members – since they are most likely to be involved in a multi-jurisdictional operation. However, it is recommended this training be expanded to include more personnel (46.1.11f). The

Incident Command System directive requires the Commander of Field Operations to evaluate and analyze incidents and training exercises. Since this policy went into effect in 2004, it will not be due for a three (3) year report until 2007 (46.1.11g). The Administrative Investigations Unit compiles an annual statistical summary report for distribution within the department. The same summary is posted on the OSHP internet website for public viewing (52.1.11). Staff inspections are an integral portion of the OSHP accountability system. OSHP has traditionally performed inspections of all organizational units biennially. However, beginning in 2005, all units and posts will be inspected annually. Nineteen (19) items are the focus of the inspection to include the evaluation of progress toward goal and objective attainment in the newly developed "LIFE-STAT" policing program. LIFE-STAT is the OSHP version of the much-acclaimed COMP-STAT and is adapted to the role and function of the OSHP mission relating to highway and traffic safety (53.2.1). Additionally, OSHP incorporates the analysis of its victim and witness assistance program as part of the Staff Inspection, which is completed every two (2) years (biennially) but is being revised for annual completion (55.1.2).

OSHP does not have or utilize school crossing guards as part of their traffic enforcement duties (61.3.5). OSHP documents each escape per incident with all the required bullets being addressed and classified in a manner that immediately identifies it is an escape case (71.1.7). OSHP does not operate or possess holding facilities (Chapter 72) nor does it perform a court security function (Chapter 73).

Each OSHP facility with a communication center has an alternate power source installed. These generators are tested each week for approximately one-half hour. This program has proven beneficial as described by one Post, which discovered its generator was not functioning properly during the weekly test. Repairs were made and in a few days following were required to operate from generator power for three (3) days (81.3.2). The Department of Public Safety and the OSHP have in place computer records audits mechanisms conducted on a frequency described as regular, special and annual audits (82.1.6). Each investigation conducted by the OSHP contains a crime scene report prepared by the investigating officer (83.2.6). All evidence collected by OSHP must be logged in pursuant to policy directive or submitted to the Crime Laboratory by the end of the respective shift. Documentations and interviews verify compliance. Failure to comply with this directive subjects the offending officer to disciplinary action (84.1.1c). The facility commander or District Lieutenant performs inspections of property control procedures on a semi-annual frequency (84.1.6a). Additionally, each occurrence of a custodian change, a complete property inventory is completed (84.1.6b). During line inspections conducted annually, a OSHP officer not affiliated with the property function conducts a property audit (84.1.6c). These are complimented by unannounced inspections performed by the Staff Inspector as directed by the Superintendent's inspection schedule (84.1.6d).

M. Applied Discretion Compliance Discussion:

This section provides specific information on standards found to be in compliance after on-site "adjustments" were made. Adjustments may include modifying agency policies and directives, creating documentation, alteration of the physical plant, deficiencies in performance activities, and "wet ink" issues, where the written directive is newly issued. Upon review of 41.2.8, *a written directive for interaction with persons suffering from mental illness (M)*, The agency's policy did not include a provision to require retraining every three years as required. The policy was updated to include the three-year retraining cycle. As this is a new standard, the three-year retraining will not be required until 2008.

N. Standards Noncompliance Discussion:

This section does not apply.

O. Waiver Concurrence/Nonconcurrence Discussion and Recommendation:

In unusual situations, the Commission may grant the agency a waiver from complying with a standard or parts of a standard. Assessors must verify all Commission approved waivers.

The Commission granted no waivers.

P. Standards Status Changed by Assessors:

This is primarily a CALEA administrative section that indicates changes to standards applicable to the agency. Changes result from modifications of agency responsibilities and operations, assessor reevaluation of a situation, and revisions of standards by the Commission.

The assessment team changed the status of standard 21.1.1 from 20% to Compliance based on the following justification:

34.1.7 Task analysis of every class of sworn employee in the agency, a thru c
(O)

OSHP was under the impression the agency did not meet the spirit of the standard based on a misinterpretation. All documents within the standard were found to exist and the standard was placed in compliance.

Q. 20 Percent Standards:

CALEA agencies must be in compliance with at least 80% of applicable other than mandatory (O) standards. The agency is free to choose which standards it will meet based on their unique situation. This section administratively clarifies these standards for the agency, assessors, and CALEA Commissioners.

The OSHP is in compliance with the 96.2% of applicable Other than Mandatory (O) standards, with only two (2) standards elected in the twenty (20%) percent category.

The following two standards placed in the twenty percent (20%) category by the OSHP prior to the current on-site assessment.

- 42.2.6 The agency has a system that provides for periodic attendance of criminal investigators at shift briefings conducted for patrol officers.

- 34.1.7 Outside assistance in developing juvenile programs.

R. Public Information Activities:

Public notice and input are a corner stone of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their law enforcement agency and to bring matters to the attention of the Commission that otherwise may be overlooked.

1. Public Information Session

Since OSHP is a state agency, a public hearing was not scheduled.

2. Telephone Contacts

The Public Comment session was held on Monday April 11, 2005 between 1:00 PM and 5:00 PM, utilizing a dedicated telephone line located in the assessor workroom. The team received twenty-four (24) calls during the session and most were considered favorable toward the OSHP and the services provided to support other police agencies.

(1) Chief Conrad Straube, Willoughby Ohio Police Department called to compliment the Patrol for its valued assistance to his department from the local Post. However, the Chief was critical of the administration of the LEADS network and particularly of the regulations concerning the testing of equipment by vendors and "running" test queries. Apparently this resulted in an investigation by OSHP for violation of a regulation, which led to the subsequent suspension of LEADS access. The chief suggested a review of the LEADS policy and procedure regulations for what is believed a more liberal view of technology testing and technology advancements.

(2) Bob Hoffman (citizen) called to express he believed the OSHP was more interested in ticket writing to the point of a "police state" for motorists. He commented about a Trooper involved in a collision with no punishment and insinuated a double standard existed between the public and the OSHP. He expressed the need for OSHP to embark on better public relations and that violation "warnings" would suffice in most instances. He closed by saying the "Patrol is good", but the agency places too much emphasis on enforcement.

(3) Michael Myers, Coplay-Jackson Township called to express his concern over staffing levels and the reduction in available assistance. He also cited that since the Post was relocated OSHP Troopers do not spend as much time in Coplay. Mr. Myers was very interested in having OSHP assign Troopers to Coplay again.

(4) Sharon Gehrit – Canton, OH called to express her concern for Troopers who she believes are being injured unnecessarily during traffic stops on the interstate. She suggested implementation of a law requiring violators to be pulled over at exits rather than on the shoulder of the highway. She stated the OSHP does a great job!

(5) Judge John Adkins, Circleville, OH called to say the OSHP is very professional and hires good persons. However, he questioned the reasoning of the OSHP for reassigning Troopers from Patrol duty to the Capitol and Supreme Court for security duty. Judge Adkins further expressed his concern over the Legislature for not funding additional Troopers and elevating the authorized strength for the Patrol. He said he believed the staffing, based on population compared to the number of Troopers may be less than it was in the 1950's. Judge Adkins stated he supported the OSHP standards and expressed his desire for standards to be maintained although he was concerned that perhaps some persons were retained, who may not perform to the level the OSHP has historically maintained. Lastly, Judge Adkins was somewhat critical in what he termed a "kinder – gentler" approach to policing by OSHP. Specifically he cited the reduction in payable citations, which has impacted the Courts budget. He believes the OSHP leadership should confer with those who receive and depend on fine receipts before altering enforcement strategies that could result in fewer citations.

(6) Maria Pugh – Navarre, OH called to express her husband (a truck driver) says that Ohio is the safest state in the United States. She was very complimentary of OSHP.

(7) Robert Newman – Canton, OH called to say "Good Job."

(8) Edward Guilloz; Pandora, OH called to express appreciation for OSHP saying he thinks they are "Great!". He suggested stricter enforcement in work zones and a crackdown on drivers who read while driving. He said he continues to "pray for all police officers."

(9) Carmen Speck; Canton, OH – National Safety Council Board Member – called to express that OSHP was above and beyond reproach. Known for their knowledge, appearance, and courtesy.

(10) Barry Evans; Canton, OH called to say “they’re great!”. He does not understand how they accomplish all they do. He says Troopers are always neat, cars clean, polite and knowledgeable. He also commented he likes the white cruisers best.

(11) Rhonda Shelby; St. Mary’s, OH (retired school teacher) says several Troopers live in her area. In her teaching career she has often called on OSHP Troopers to intervene with troubled youth and she affirms the Troopers have gone “out of their way” to counsel these young persons. Mrs. Shelby says Troopers are always volunteering in the community. She says she has taught several Troopers in school and is very proud of their service.

(12) Betty Gragg; Antwerp, OH called to say OSHP has always been available to provide motorist assistance. She conveyed personal experiences where Troopers aided her by securing a tow truck and standing by until arrival – even offering a ride to her residence. “Very Courteous.”

(13) Mollie Mallon; Canton, OH called to express OSHP is doing an excellent job!

(14) Betty Doseey; Findlay, OH called to confess she has received her share of “tickets” but believes the OSHP does a “wonderful job” and is a very professional agency.

(15) Chief Ken Teets; Bucyrus Ohio Police Department called to express his appreciation for the OSHP especially Post 17. He said cooperation is excellent as is access to equipment and services. OSHP staff is very conscientious and polite. Few misunderstandings exist between agencies.

(16) Eddie Yarbough; North Carolina State Highway Patrol; Raleigh, NC called to express his gratitude to OSHP for their unwavering assistance to NCSHP in its accreditation efforts. He considers OSHP always helpful and a great resource.

(17) Chief Dwight Holcomb; Upper Arlington, Ohio Police Department called to express his admiration for the OSHP and how well it is “run.” Troopers are always willing to provide assistance. He stated that he admires the agency’s well-defined organizational chart, its media relations and its ability to provide timely services.

(18) Steven W. Schierholt; Ohio Peace Officer Training Commission called to express his support for the OSHP and admiration for agency staff for their professionalism, guidance and willingness to help other agencies.

(19) Sheriff Bob Bruttof; Ottawa County Ohio called to express his positive relationship with the OSHP, especially the Sandusky Post. He appreciates the agency's acceptance of crash investigations in his county, OSHP assistance when needed and the volume of work Troopers do in his county.

(20) Debra Gevheiser, Ohio Bureau of Criminal Identification and Investigation called to express her observation of OSHP being the professional and premier agency in the state. She stated her agency has had a long-standing relationship with OSHP in the crime lab and in the accreditation process. Both agencies are working jointly on an Intelligence Center.

(21) Bobby Osborne; Louisiana State Police – Accreditation Manager called to express his gratitude for OSHP assistance to LSP during its accreditation process. He stated he had visited several state police agencies for the purpose of networking and was at OSHP on September 11, 2001. Despite the distractions on that infamous date, OSHP staff remained focused and very helpful to his efforts. These two state agencies continue to network and support each other's accreditation efforts.

(22) Colonel McLesh; Delaware State Police called to express his admiration to the OSHP and their outstanding work. The Colonel cited specifically the OSHP presentation of the I-270 Sniper shooting investigation and how outstanding their work on the case was. He frequently uses information gained from OSHP for incorporation into the DSP.

(23) Captain Tim Baysinger; Missouri State Highway Patrol called to say OSHP was a model agency and how important OSHP involvement is in the State Accreditation Association.

(24) Chief Jim O'Dell; Kettering Ohio Police Department called to say OSHP enjoys a very good reputation. The Chief was very complimentary of the role OSHP played in SOAR (State of Ohio Accreditation Resource) and that the agency's members demonstrate professionalism and work extremely well with local departments.

3. Correspondence

The assessment team and CALEA received six (6) letters supporting the OSHP and its accreditation pursuits. The Ohio Association of Chiefs of Police wrote to offer "strong support." The State Agency Accreditation Coalition wrote to provide its support for the OSHP reaccreditation. Executive Director Howard Shearer from the Ohio Bailiffs and Court Officers Association corresponded to endorse the OSHP reaccreditation efforts. The Chief of Police at Worthington, Ohio and the Chief from Lorain Ohio Police departments both articulated their interest and support for the OSHP reaccreditation. Lastly, the State of Ohio Accreditation Resource (SOAR) submitted a firm endorsement for the OSHP reaccreditation.

4. Media Interest

There were no contacts between the accreditation assessment team the news media during the on-site.

5. Public Information Material

There was a reasonable effort to inform members of the public, news outlets, other government agencies, and departmental staff of the on-site scheduled for April 10 – 14, 2005 and for their opportunity to provide input. This was communicated through news releases and public notices posted at all OSHP facilities and at the GHQ building. Additionally, notices were sent to government and community leaders. All communication contained the address for written comments to be sent directly to CALEA.

S. Exemplary Policies/Projects/Procedures:

An exemplary project is a unique or extraordinary program, practice, or procedure that enhances some aspect of law enforcement professionalism, or service, or impacts positively on the community. Exemplary projects do not have to address specific CALEA accreditation standards but they must meet established guidelines with measurable results. Exemplary projects are voluntary and the lack of exemplary projects does not affect an agency's ability to become accredited nor suggest the agency is somehow deficient.

The Ohio State Highway Patrol submitted four (4) exemplary projects; Mandatory Motor Coach Inspection; OhioSafe Commute; Law Enforcement/Public Safety Job Expo; and DUI Establishment Tracking System (DETS) for review and consideration by the on-site assessment team. The assessment team is recommending one of those four programs as an exemplary program:

Project: Mandatory Motor Coach Inspection Program – Recommended and Accepted by CALEA

Statement of problem: Prior to 2001, buses traveling Ohio's roadways were subject to periodic spot inspections. Most buses were not inspected during the year. The safety of these vehicles was brought into question as a result of several high profile crashes occurring in other states. The State Highway Patrol, with the support of the Ohio Bus Owners Association, desired to improve the safety of motor coaches and maintain the public's trust in motor coach travel.

Identify target group or problem: The target group is motor coach operators. The problem was too many motor coach crashes and poor maintenance of the vehicles.

Goals and objectives: To develop an inspection process that will ensure the upkeep and safe operation of buses in Ohio.

Methods of implementation: In 2000, the House Transportation and Public Safety Committee sponsored legislation that would require annual safety inspections of all privately owned buses and shuttles that carry more than 15 passengers. This legislation was supported by the Ohio State Highway Patrol and the Ohio Bus Owners Association. The bill became law in September, 2000. Bus owners were notified of the new law and the motor coach inspection process. All motor coach registrations expire on May 31 of each year. In order to renew the vehicle registration, the bus must first be inspected. The bus owner completes an application for inspection and mails it to the Office of Licensing and Commercial Standards with the \$100 fee. The owner receives a receipt and contacts the local Commercial Enforcement Coordinator Sergeant for an inspection. The following areas are inspected: passenger area, lights and turn signals, exhaust system, wheels, tires and rims, brakes and air system, steering system, suspension and frame.

The annual renewal process begins in November 21 the preceding year and ends June 30 of the current year. Only buses that have no defects are passed. Two decals are issued to motor coaches that pass. One decal is placed on each side of the vehicle. After a successful inspection, the bus owner takes a copy of the inspection to the Bureau of Motor Vehicles and purchases license plates. After May 31, a bus may not be operated without the current year decal.

Administration: The State Highway Patrol conducts all motor coach inspections. The Patrol currently has 76 inspectors certified to conduct motor coach inspections. Each inspector has taken and passed a three-day course administered by the Federal Motor Carrier Safety Administration. The inspectors must conduct at least eight (8) motor coach inspections each fiscal year to maintain certification.

Measures: The Patrol conducted nearly 10,000 motor coach inspections in the first three years of the program. Church and school buses are not part of the program; they are inspected by the State Patrol under other programs. Although the results of this program are not readily measurable in terms of crash reduction, the public is aware that the State of Ohio is serious about safety. The inspection program gives the public confidence in the motor coach industry and also ensures that those who travel in a motor coach are as safe as possible.

Critical issues: Ensuring all motor coach owners were aware of the program and were in compliance. As with any new program, there were many questions regarding the inspection process.

Length of time in effect: The program has been in effect for four years.

Resources committed or necessary: The Patrol currently has 76 inspectors certified to conduct motor coach inspections. The patrol has purchased bus inspection ramps and currently transports the ramps in four vans.

Summary of impact or success: The Ohio State Highway Patrol conducted 2,248 motor coaches inspections in 2001. 3,079 motor coach inspections were conducted in 2004. Initially, a large percentage of the motor coaches failed the inspection. Companies were allowed four re-inspections the first year. After 4 years of the program very few motor coaches fail the inspection. Companies are now only allowed one re-inspection. The program also resulted in many older buses being taken out of service by their owners.

Contact Person: Jim Feddern Motor Carrier Enforcement Manager
Licensing and Commercial Standards
(614) 752-4882

The assessment team recommends the Motor Coach Inspection Program be accepted as an exemplary project. This project has been in effect since 2001 and has proven to be effective in preventing traffic collisions by ensuring only safety inspected motor coaches are licensed in Ohio. This program is also a very positive public relations program for OSHP.

While the DUI Establishment Tracking System (DETS) promises to be a model exemplary project, the on-site team believed it more appropriate to postpone recommending it for a future date since it began in 2005 and has not existed long enough to determine impact and measured results.

The on-site assessment team chose to not recommend the other project submissions based on content, scope and impact pursuant to CALEA Exemplary Project criteria.

T. Quality of Law Enforcement Service:

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

Chapter 1 Law Enforcement Role and Authority

The OSHP is governed by Ohio Revised Code and Administrative Regulation. Pursuant to these references both Troopers and Dispatchers are required to subscribe to and sign the Ohio State Highway Patrol Oath of office. Ohio state statute requires signing the Oath of Office for Police officers other than Troopers. The Code of Ethics applies for both Troopers and Auxiliary Officers. An Ohio State code articulates the authority and powers of arrest for Troopers and describes the powers of Special Police Officers of the OSHP. Ohio Administrative Code authorizes the carrying of weapons pursuant to regulations promulgated by the Superintendent. Subsequently, an OSHP general order identifies the specific requirement for weapon use.

Bias Based Policing is monitored aggressively by the Patrol. Statistics are gathered and reviewed on a quarterly basis. Officers are identified who report more activity than is determined within the normal range for their district/post and are evaluated. Command Staff review quarterly reports as well as annual reports and those results are posted on the OSHP web-site for public viewing. A well established use of force continuum is in place and all personnel review policy annually at roll-call training or when revisions are made. Any use of force the officer believes may rise to the level of review reports such incidents to their Sergeant who determines the extent of further review. Response to Resistance investigations are conducted after every use of force encounter. The Division Armorer is a member of the Academy Staff who conducts annual maintenance on all firearms. All secondary weapons are evaluated and approved by the firearms instructors. OSHP officers must demonstrate proficiency in the use of all issued weapons before authorization is granted to carry them on duty. Those who do not qualify are placed on administrative leave. Officers are trained quarterly in pistol, shotgun and defense weapons skill proficiency. Those who fail to qualify are assigned to a mandatory three (3) day remedial training program at the Academy. OSHP also prohibits the use of neck restraints as a defensive tactic procedure. Annual analysis of both response to resistance (use of force) and pursuits are conducted and reviewed by the chain of command.

Chapter 2 Agency Jurisdiction and Mutual Aid

Pursuant to Ohio State Revised Code the State Patrol has state wide jurisdiction for enforcement of traffic laws, traffic crash investigation and criminal acts committed on state property, rest areas and on the highways. Troopers and facilities are distributed strategically across Ohio with a post facility is nearly every county. OSHP follows state revised code for the execution of their duties and has established protocol for interacting with other police agencies when responding to calls for service. An Incident Command System is put in place when circumstances necessitate. Ohio State Revised Code provides a mechanism for local and other police agencies to request assistance from OSHP in locales outside their normal jurisdiction. OSHP does not have the authority to make a direct request for federal assistance, but must follow procedures outlined in the Ohio Emergency Response Guide as maintained by the Ohio Emergency Management Agency. The Governor must approve all requests for mutual aid assistance.

Chapter 3 Contractual Agreements

OSHP provides contractual patrol services to the Ohio Turnpike Commission as prescribed by Ohio Revised Code. The contract prescribes the number of personnel, the reimbursement rates for training, equipment and operational costs. Reports are forwarded from OSHP to the Commission per contract language. The contract is renewed on set time intervals. Personnel assigned are supervised and under the control of OSHP. Sworn members of the Patrol and other personnel are represented by a labor contract currently held by The Ohio State Troopers Association. The contract language

insures employee rights are protected in contract services. Further, Ohio Revised Code stipulates OSHP retains all rights and privileges for their personnel.

Chapter 11 Organization and Administration

OSHP is organized in the traditional paramilitary style. Clear lines of authority, chain of command and span of control are clearly defined. The state is divided into 10 districts commanded by Captains. Rank is appropriately used to establish lines of authority and responsibility. By October 1 of each year, the manager of an organizational unit shall review their organizational chart for structure accuracy. The Office of Human Resource Management annually reviews organizational structure and make revisions as necessary. Duties are defined in detail and specify what each person is responsible and accountable for and to whom they answer and for the absence of commanders through the designation of an Office in Charge. A General Order defines supervisory responsibility toward subordinates. Planning Services is responsible for the establishment and maintenance of all departmental forms. A General Order requires the review of all directives and forms every two (2) years and a library of on-line forms is maintained. All forms revisions must be approved by the Superintendent after a form is attached to a routing cover page used to solicit Command Staff review and input. The Superintendent determines participation in accreditation and selects the Accreditation Manager to coordinate and oversee the process. All Commanders delegate a staff member to review and maintain compliance with accreditation standards and report to the Accreditation Manager annually. This function is supported by the Inspections Unit through the biennial inspections of all field components. The Assistant Superintendent of Operations is delegated to review and resolve any instance where compliance is not observed. Each January 15th all commanders are responsible for an annual review of their respective strategic plan. On February 15th of each year the Planning Services Unit compiles the state-wide plan for the Patrol with all offices receiving the finished plan. The Office of Planning and Information Services house the Planning Services Section which contains the Research and Development Unit with delineated detailed listing of activities and responsibilities describing the function of the planning and research organization. The Office of Planning and Information Services is attached to the Assistant Superintendent for Administration.

Chapter 12 Direction

Ohio Revised Code vests the Superintendent as the CEO of the OSHP with the power and authority to administer the department, its personnel, equipment and chartered responsibilities. An OSHP General Order outlines methods of communication and protocol for routing communication. Daily administrative reporting is transmitted via the departmental intranet and is disseminated across the department. Weekly and monthly administrative reports are prepared and disseminated to reflect current events and statistical data on selected areas of interest and measure. There are many useable avenues of communication available for all personnel of the OSHP which includes an extensive policy for the development and review of written directives. Authority for the

approval of directives is vested with the Superintendent. All directives are reviewed biennially and OSHP policies are maintained in electronic form at web-site <http://web/dspolicies>. In addition, a paper copy is maintained at the Columbus Communication Center (EOC). Employees are required to read and sign a declaration of acknowledgement of policy review and supervisors possess the capability to query the policy website to determine employee review and receipt of directives.

Chapter 15 Crime Analysis

Although the Ohio State Highway Patrol's primary function is highway safety, a portion of their duties involve criminal investigations, both traffic related and street level. The patrol conducts investigations of criminal activities on state-owned and leased property throughout Ohio, including state capitol properties and roadway rest areas. The majority of analysis within the OSHP consists of traffic related incidents; however, a portion does include what is considered "street crimes", occurring on state owned property. Because of the limited opportunity to establish specific patterns, the Office of Investigative Services, Intelligence Unit, prepares a primarily yearly statistical report with limited analysis that is distributed to all districts and affected components for review, interpretation, and action. When a pattern or trend is established during reviews of statistics, a presentation by a crime analyst is made to the Superintendent or his designee and necessary steps are taken in consultation with affected components of the Patrol. This system seems to meet the needs of the agency.

Chapter 16 Allocation and Distribution of Personnel

Ohio Revised Code stipulates OSHP may employ the number of Troopers necessary to carry out the mission of the Patrol, but shall have at least 880 Troopers. Weekly vacancy reports depict separations from the department. A Career Interview process is in place to determine assignment and development interests of each employee. Non – traditional (specialized) assignments are announced through written communication to all OSHP components and Commanders survey their personnel for interest and make recommendations based on individual knowledge, skills and abilities. Temporary specialized assignments are not required for advertisement. Generally postings last for seven (7) days from which selections are based on position requirements, qualifications of employee and applicable labor agreements. Some assignments are a minimum for ninety (90) days (at the Training Academy). Special Assignments are evaluated after six (6) months and then annually thereafter. OSHP Auxiliaries are governed by Ohio Revised Code and General Orders, are not sworn and perform specifically defined duties under the direct supervision of OSHP employees. Auxiliary officer groups are required to meet a minimum of four (4) times each year for training pertaining to their duties. Auxiliary personnel are distinctive in their uniform dress standards and are clearly separated from OSHP Trooper uniforms.

Chapter 17 Fiscal Management and Agency-owned Property

The Budgetary processes are determined by the Ohio Department of Budget and Management which establishes a yearly submission of budget requests from state agencies and their subdivisions. Agency directives place authority to prepare annual budget requests in the Fiscal Services Section of the Office of Finance/Logistic Services. Fiscal Services provides instructions to the various components of the Patrol. The OSHP follows state guidelines in the procurement and purchase of agency equipment and supplies, through contracted supply requests, quotes, bids and emergency expenditures. The agency also uses the state's system to track its expenditures and available balances from its approved budget line categories. The agency maintains good controls over its Receipts for Revenue Funds, Miscellaneous Revenue Funds Form and Petty Cash Fund accounts. State accounting systems do not show beginning balances as a dollar figure, but this is determined by reviewing the unencumbered balance of the previous month. The agency conducts financial and property inventory in accordance with Ohio State regulations, which assures compliance with CALEA regulations. All issued items and property are carried on inventory lists. Accountability for agency property is clearly established. The state auditor, in compliance with state law, on an annual basis conducts Independent audits.

Chapter 21 Classification and Delineation of Duties and Responsibilities

Ohio Department of Administrative Services has the responsibility of determining job classification specification for all state government jobs pursuant to Ohio Revised Code. Additionally, the Ohio Revised Code also establishes salary schedules for state employees. OSHP makes requests and recommendations for classification changes or creation based largely upon the criteria contained in the job task analysis on file for all permanent ranks and for OSHP Police Officers (the non – Trooper component).

Chapter 22 Compensation, Benefits, and Conditions of Work

Issues concerning compensation and benefits are clearly and specifically addressed by both collective bargaining agreements, Patrol Standard Operating Procedures State personnel documents. All employees are advised of those benefits through various booklets provided by state government or the agency, on such subjects as the state retirement system and health care options. The agency offers a "Member Assistance Team" program to provide support services to employees and families through peer counseling and professional mental health caregivers and the state provides an Employee Assistance Program. The Patrol has a written directive concerning fitness that includes specific fitness criteria for all sworn personnel, from Trooper to Colonel. Members are only allowed off duty employment that requires no potential for police power use, no conflicts of interest, no policy conflicts, and no potential for ethics violations. Extra Duty employment can only be accomplished by assignment through the patrol as an overtime detail.

Chapter 24 Collective Bargaining

The agency has three collective bargaining units: the Ohio State Troopers Association, Incorporated; the Fraternal Order of Police, Ohio Labor Council, Incorporated; AFSCME, Local 11, AFL-CIO; and other personnel are protected through the Ohio Civil Services Employees Association. Negotiations are conducted by the state Office of Collective, part of the Department of Administrative Services. The Ohio Highway Patrol Office of Human Resource Management, Contract Administration represents the OSHP in contract negotiations. Department policy reiterates the Ohio Revised Code defining "To bargain collectively" as in 'good faith'. The Code provides for 'ground rules' to be established. Preambles in contracts provide for a commitment to abide by the letter and spirit. Documentation in the file showed the OSHP modifies its directives to include any changes made as a result of negotiated collective bargaining agreements and arbitrations, and provides personnel with ample notification.

Chapter 25 Grievance Procedures

The collective bargaining agreements adequately cover grievance procedures for employees in the agency who are members of collective bargaining units and the state's civil service system addresses procedures for non-union employees. The Human Resource Management Executive Officer coordinates and prepares an annual analysis of grievances. Copies of the annual reports for the last three years were in the file provided for each of the unions. Grievances were broken down into various types with narratives identifying the causes and impact. The analyses contained statistical data (types, locations, percentages), and some analysis of causes.

Chapter 26 Disciplinary Procedures

The Ohio State Highway Patrol subscribes to the general philosophy held by all state highway patrol and state police agencies that appearance commands respect and emphasizes this through a General Order prescribing grooming standards. An Ohio Administrative clearly articulates the Code of Conduct and Ethics, and describes work rules. Ohio Public Safety policy expressly prohibits sexual or other forms of harassment. Procedures for reporting incidents are outlined and the remedies for sustained infractions. Additionally, the address and contact information for the Equal Employment Opportunity Commission is included in the directive and available to all personnel. OSHP incorporates progressive discipline in their adjudication of conduct violations. Policy and labor contracts define the types of offenses and sanctions applicable. Ohio Administrative Regulation stipulates supervisory responsibility for command and good order including discipline issues, while labor contracts serve as the guide to appeals of disciplinary actions and the time frames of each. Additionally, the State Personnel Board is established by Ohio Revised Code with jurisdiction to hear appeals and adjudicate discipline actions. Recipients of discipline constituting dismissal receive notice in writing of the intended action while verbal and written reprimands are retained

in file for twelve (12) months contingent upon no additional actions against the employee. Suspensions and demotions are retained for twenty-four (24) months contingent upon no subsequent actions. Administrative investigations are retained for a period of four (4) years plus the current year.

Chapter 31 Recruitment

OSHP has five (5) full time recruiters assigned and during recruiting season, utilizes part time recruiters assigned from field posts. Agency sponsors it's own job fair annually, and attends regional fairs in an attempt to reach minority and women candidates. All recruiters receive training on EEO policy and agency benefits. Unit has detailed annual goals.

Chapter 32 Selection

All cadet applicants are advised of the process in writing at the time of application. Stanard and Associates handle the written exam. Medical exams are included in the selection process. All background investigators are trained to do them. Candidates receive polygraph questions on-line and bring their responses with them to the exam. Psychological exams are handled by Psychotherapy, Inc and retained for five (5) years. Cadets are on probation for 365 days.

Chapter 33 Training and Career Development

The training academy has been modernized to keep up with technology and as such, so have the requirements for in-service training. The academy is responsible for monthly roll call training and supplies materials to cover a six month period. All troopers return to the academy for a two day in-service to cover all mandatory topics. Training is available for specialized skill development/career development.

Chapter 34 Promotion

OSHP promotions are governed by Ohio Revised Code, General Order and Ohio Administrative Code vesting the Superintendent with the authority and responsibility to enact all promotions. A Board is established by the Superintendent to administer the process as promulgated by General Order and Administrative Code. OSHP has established promotional eligibility criteria which are evaluated by written exam, assessment center and an applicant potential evaluation. OSHP has recently initiated the use of a software program called PEOPLE-SOFT to support its human resources function. It provides an electronic medium for supervisors and raters to complete evaluation ratings and document performance for use in promotion decisions. OSHP offers an open book promotional examination, which is pass/fail. Officers who pass are scheduled for an Assessment Center comprised of multiple exercises. The entire promotional process is described as "developmental" in construction since the candidates are not rank ordered by score or other distinguishing methods. Officers may

submit their requests for promotion assignments and are selected based on their geographic choices and other information considered by the Promotion Board. All promotional components are supported by a job task analysis. OSHP publishes announcements for promotional vacancies and Ohio Administrative Code establishes probationary periods. Probation periods range from four (4) to six (6) months depending on classification and grade. However, pursuant to state statutes the requirement for a 180-day probationary period is established and longer probationary periods not to exceed one year are at the discretion of the appointing authority.

Chapter 35 Performance Evaluation

OSHP General Order supported by Ohio Administrative Code describes the Performance Evaluation process. Forms have been developed and instructions promulgated to determine rater responsibility and use of the system. An Ohio Revised Code requires all employees to have their performance rated twice during the probation period and once during each calendar year. Non-sworn employees are evaluated twice during their probation (six (6) months). Sworn personnel are evaluated quarterly during their probation period of one (1) year. This is in conjunction with Field Training Officer evaluations. OSHP has developed an O.P.E.R.A.T.I.O.N.S. evaluation which thoroughly describes the rating dimensions and rating criteria and procedural guidance. In addition, labor contracts provide some stipulations in general of how performance evaluations will be viewed. Department of Public Safety employees are rated on a time specific schedule as specified by Ohio Revised Code. During probation it occurs twice for non-sworn and every ninety (90) days for sworn. Unsatisfactory performance is rated and the employee notified at least ninety (90) days before the rating period ends. All performance ratings are supported by written comments and Commanders are required to sign the completed evaluation form with comments permitted by review officers. A General Order provides for employee feedback and counseling pertaining to performance and requires the employee to sign the evaluation and retain a copy. Goal setting and improvement plans are discussed as are expected or potential performance areas, which are identified for the next (new) reporting period. A Career Development School is available for Troopers after four (4) years of service. Additionally, there is a Trooper Career Interview to assess the officer's career plans and to identify areas of personal career interest. Ohio Revised Code provides for an evaluation review at the request of the rated employee within fifteen (15) days of the rating. DPS policy and corresponding labor agreements provide for appeals of evaluations at the request of the employee within seven (7) days of the end of the rating. Evaluations are retained for a period of two (2) years plus the current year as prescribed by policy. Raters are evaluated by either their superior or the Personnel officer. Reviews are intended to insure consistency and accuracy. Performance data is reviewed each month by the Administrative Investigations Unit for patterns of behavior, which may indicate performance concerns. Criteria are established for the requirements of mandatory reporting into the Early Warning System and are outlined in General Order. The Office of Human Resource Management – Administrative Investigations Unit conducts an annual evaluation of the Early Warning System data in October each year.

Chapter 41 Patrol

The patrol function is very structured. All posts are manned 24/7 with scheduling dependant upon operational needs. All troopers are required to purchase body armor from an approved list and wear it when in uniform. Cruisers are all marked and equipped with a required list and standard placement of equipment. With the upgrade to Mobile Data Terminals (MDT's,) roll calls are held as needed with a training roll call once per month.

Chapter 42 Criminal Investigation

All troopers are expected to conduct their own criminal investigations. Exceptions are those that are very complex or require extra manpower to complete. The on-call schedule for detectives is posted in six-month intervals. Habitual offenders, given jurisdiction, are primarily OVI offenders. Posts document these arrests and photographs are available in processing rooms of the most frequent offenders. OSHP supplies investigators to various task forces, but limits participation to those that impact the agency.

Chapter 43 Vice, Drugs, and Organized Crime

OSHP has a program and equipment to investigate complaints that occur primarily in rest areas since jurisdiction is limited. Policy for operations is detailed. The Colonel is advised in writing quarterly of operations.

Chapter 44 Juvenile Operations

All agency employees are encouraged to develop programs that affect juveniles. Posts are actively involved in underage drinking and other motor vehicle awareness programs. Troopers also teach DARE. Reduction of juvenile OVI and injury/fatal accidents, are a priority. Post commanders evaluate programs annually.

Chapter 45 Crime Prevention and Community Involvement

All new post construction includes a large room for community use and presentation of programs. Crime prevention is not directed to residential nor business communities, given limited jurisdiction. Reduction of crashes is a priority and all post commanders evaluate data and develop strategy specific for the area. Program to reduce fatal accidents is widely promoted both within and outside the agency.

Chapter 46 Unusual Occurrences

Field Operations is responsible for planning special occurrences. Jurisdiction limits operations, generally to state property and events such as the State Fair, OSU sporting

events. Each post keeps and updates plans annually. ICS policy is detailed but has not been evaluated as standard is new and is required every three years.

Chapter 51 Criminal Intelligence

The policy for criminal intelligence is structured to fit the agency's limited jurisdiction and functional responsibility in this area. Criminal Intelligence Unit members are trained in CFR 28 compliance and the agency maintains records to that standard. CFR (Code of Federal Regulation) 28 is the governing regulations for Criminal Intelligence Operations.

Chapter 52 Internal Affairs

Complaints can be lodged toward agency personnel via the web-site, verbally, or in person. Generally, all complaints are preferably signed – however, if sufficient information is present, an investigation may be initiated without a signed complaint. At the conclusion of the inquiry or investigation a decision is made of whether the allegations are “chargeable or non-chargeable”. The complaining party receives notification of receipt of the complaint and is notified at the conclusion of the results. All cases are reviewed each week and have a fourteen (14) day completion deadline. Extensions of 30 days may be requested. Complaining parties are consulted during the investigation. District personnel conduct most of the investigations. The Administrative Investigations Unit, housed in the Human Resource Management Office, personnel investigate only the most serious conduct violations. The Administrative Investigations Unit commander has the authority to speak directly with the Superintendent. The Superintendent is immediately notified of complaints of a specific and serious nature and a decision is made for assignment based on the circumstances. A weekly complaint and investigation log is disseminated among headquarter staff for informational purposes. OSHP by General Order may place an officer on administrative leave when circumstances dictate. This applies to the deadly use of force and the failure to qualify with department weapons, in addition to other conditions. Complainants receive a letter from either the Commanding officer of the employee who is the subject of the complaint or the commander of Administrative Investigations. All cases are reviewed for status each week (on Tuesday). Notification is communicated to the complaining party at the conclusion of the investigation and its disposition. Investigative records are maintained for a period of four (4) years. Administrative Investigations Unit prepares an annual statistical summary of internal affairs case.

Chapter 53 Inspectional Services

Inspections are conducted by the Field Operations Command – Inspections unit. A staff inspector and other officers assigned conduct staff inspections biennially. However, beginning in 2005, inspections have moved to annually and incorporate the evaluation of goal attainment and mission accomplishment. This is in addition to determining that policy and procedures are followed. A total of nineteen (19) items are reviewed. Deficiencies identified are articulated in the report and provided to the District

Commander for resolution. At the conclusion, an exit interview with the District and Post commanders is conducted by the Field Operations Commander. Operational units are inspected by the Inspectional Services Staff. Non-operational units complete a self-inspection and are reviewed by the Inspectional Services Staff. Monthly inspections of the property lockers are conducted at the Posts. Vehicles are inspected weekly and often daily (ongoing). Uniforms and Equipment are inspected both annually and ongoing by the post commanders.

Chapter 54 Public Information

All OSHP Post Commanders receive public affairs and media training. None of the posts have dedicated public affairs/information officers. This duty resides with the Post Commander or Sergeant as delegated. Posts coordinate a series of media relation events to foster support and understanding of the OSHP mission and role. This is accomplished by ride-a-longs and frequent meetings. Mutual interaction protocols are in place and are established to foster a working relationship, which serves to remove barriers to effective media – police relations.

Chapter 55 Victim/Witness Assistance

OSHP maintains a comprehensive listing of available victim's assistance agencies. It further conducts a biennial analysis of the victims and witness assistance pursuant to General Order and is incorporated as part of the Staff inspection. OSHP maintains confidentiality of crime victims. The Attorney General publishes and distributes through the media and law enforcement and other agencies the official publication for crime victim's assistance and victims of crime compensation fund. Ohio Revised Code requires all law enforcement agencies to provide assistance information to all victims, their families and/or dependents and the Patrol has incorporated these services into policy requiring assistance from consolation to protection by assigning personnel. OSHP makes timely and appropriate notification to victims after suspect arrests are made, in addition to other support services they provide. OSHP makes personal notifications to next of kin in cases of death or when circumstances require. Procedures are in place for handling out of state notifications and for those originating from other agencies.

Chapter 61 Traffic

OSHP has developed a concept of Problem Site identification (PSI) and Problem Behavior Identification (PBI) as part of its overall traffic enforcement strategy. This is supported by other initiatives like Ohio Life Savers and DUI Establishment Tracking System (DETS). These activities combine to establish good partnership opportunities and assist in selective enforcement activity identification. OSHP personnel receive two types of training to enhance their performance capabilities. Ohio Revised Code permits circumstances for citation issuance and circumstances, which may require an arrest. However the decision to arrest or cite is left with the officer dependent on the

circumstances. Written and verbal warnings are used under specific circumstances for specific violation categories. Ohio Revised Code allows OHSP Troopers to issue citations to violators who reside in states who are members of the Non Resident Violators Compact except for violations exempt from compact coverage. Juveniles may be cited for traffic violations; however, legislators are exempt from citation/arrest while traveling to and from sessions. The uniform citation serves as informational document to inform violator of court location, contact information and fine schedule. OSHP provides guidance in the enforcement of traffic laws to assist their troopers to remain consistent and within reasonable parameters, while placing strong emphasis on good public relations and interaction with law violators. Policies go into great detail in support of this philosophy. OSHP utilizes a variety of speed measuring devices and Officers are trained in the operation, care, and maintenance of each. Device calibration is performed on scheduled twelve (12) month intervals. Operators are certified by OSHP and Troopers receive forty (40) hours of training in preparation of their alcohol enforcement responsibilities. This includes but is not limited to alcohol observations, court testimony, standardized field sobriety tests and methods to help determine the Problem Site Identification (PSI) and Problem Behavior Identification (PBI). Usually those identified locations or behaviors are focused on for ninety (90) days. An OSHP General Order sets forth guidelines for the re-examination of drivers who demonstrate a reduced capability to operate a motor vehicle safely. Drivers who demonstrate deficiencies are reported to the Ohio Bureau of Motor Vehicles. Typically, re-examinations are resultant from medical conditions. OSHP has a comprehensive traffic collision investigation reporting system. Ohio Revised Code requires all traffic crashes which occur outside municipal limits to be investigated by OSHP. OSHP has two (2) full-time reconstruction investigators who are available to respond for assistance and follow-up. In addition, these officers conduct follow-up in cases where additional information is discovered. OSHP also recognizes the impact of engineering relating to highway safety and has promulgated a General Order establishing procedures for reporting engineering problems and hazards. Traffic engineering and speed zone changes are reported to the Ohio Department of Transportation (ODOT). Fatal crashes are reported to ODOT regional and district offices as soon as practicable after the collision. The uses of roadblocks are clearly defined and must meet specific criteria dependent on circumstance and the incident. OSHP is a traffic safety partner and leader as demonstrated by participating in local and regional advisory groups. Troopers make it a practice to stop and render aid to motorists, which is enhanced by the requirement for Troopers to monitor the Citizens Band Radio channel 9 to receive motorist assist requests. Highway hazards are reported to a variety of agencies that have jurisdiction and/or expertise in the resolution of the hazard. Troopers recognize the hazards presented by abandoned vehicles and as such require they must be removed within forty-eight (48) hours from time of notification. Abandoned or towed vehicles are tracked through the Towed/Immobilized Vehicle (TIV) file.

Chapter 71 Prisoner Transport

OSHP Troopers search vehicles before and after shifts and any type of transport. Appropriate security procedures are required of officers when transporting prisoners to various types of facilities and their responsibilities are clearly documented upon arrival and transfer of prisoners. Various methods are used for securing adult prisoners, with exceptional circumstances clearly defined. The Patrol does not have vehicles that are used exclusively for transporting prisoners but they do have vehicles equipped with prisoner transport barriers. All cars have the capability to prevent prisoners from opening the rear door of vehicles without barriers. The directive regarding the transportation of prisoners is clear and comprehensive.

Chapter 72 Holding Facility

This chapter is Not Applicable by function. The team's observations and interviews with personnel supported the agency's contention that detainees are under the constant supervision of a member, as required by agency policy.

Chapter 73 Court Security

The Ohio Highway Patrol provides no court security, so all the standards in this chapter are N/A.

Chapter 74 Legal Process

Patrol directives and the Ohio Revised Code provide guidelines for the execution of the various types of criminal process used by Ohio Highway Patrol personnel in carrying out their duties. Service of search warrants was well documented. By statute, the Patrol does not serve civil process or seize property through writs. This is done through court bailiffs, or municipal and sheriffs' departments.

Chapter 81 Communications

An effective communications system is critical to a statewide police agency, serving a large, state. The documentation and observations demonstrate a high priority accorded to the communications function. OSHP currently has radio operations in each of its Post locations where Radio Dispatchers take phone calls and dispatch officers in response to calls for service around the clock. The Ohio highway Patrol does not provide radio dispatch services for any other agency. They receive their emergency calls from county-run 911 centers or directly from the public. Inter-jurisdictional radios include the statewide Law Enforcement Emergency Radio Network (LEERN), which was observed during ride-along, Post visits, and in the Mobile Command Post. Officer status indicators are not part of their traditional dispatch system. Dispatchers rely on Troopers to call in their locations. The Multi Agency Radio Communications System (MARCS) is a project

coordinated by the Department of Administrative Services and includes the Highway Patrol as a major user of the planned system. The new system will allow the Division to use modern communications technology that will benefit the field personnel in their daily operations. Included in this upgrade is an 800 MHz trunked radio system, a Computer Aided Dispatch (CAD) system, installation of Mobile Computer Terminals (MCT's) in patrol vehicles, and an Automated Vehicle Location (AVL) system. The new system will establish a communications link between the Highway Patrol and other agencies such as the State and County Emergency Management Agencies, the Ohio Department of Natural Resources, and County Sheriff's.

All locations visited had systems to record incoming telephone calls and radio traffic and all of them had the required immediate playback capability which was demonstrated at most Posts that were visited. Tactical dispatch information is located in the dispatch area and was observed at several Posts. Troopers have access to NCIC, through the Ohio Law Enforcement Automated Data System (LEADS) criminal justice information system, observed at all sites visited. LEADS provide access into 12 other criminal justice files, besides NCIC.

It was noted that several of the newer installations did not have their dispatch areas in secure rooms, but that they were separated from the installations by the arrangement of consoles. Doors on the dispatch area at some of the locations were not closed. The Patrol's directives provide for access as designated by the Post commander. It is understood that this includes dispatch personnel, Troopers, and persons having duties in the dispatch area. It was suggested that a review be conducted to decrease access and increase physical security. However, it should be noted that all Posts are secured and allow the general public to enter only on business and with escort.

Directives indicated towers with the new MARCS radio system were alarmed, however not all Posts have been upgraded. Recommended an evaluation of the towers at the stations to assure some type of security system (alarm, fencing, and cameras) is installed at all. Documentation provided showed daily checks as required by Standard Operating Procedures. Several off-site towers were observed from air; all were fenced.

Chapter 82 Records

The Ohio Highway Patrol has an institutionalized system for reporting and meeting all applicable standards. Agency directives cover the privacy and security of records kept by the Patrol. All the locations visited by the assessors demonstrated the separation of juvenile records required by standard. Records and records handling were consistent throughout the agency and met the requirements of the standards. Release of records to the public or agency members is controlled and in accordance with the law.

OSHP uses a software program called Records and Information Management System (RIMS) to collect and submit UCR and NIBRS data. The agency has very thorough procedures in place for computer security and for computer use. Policies restrict use of

Internet sites and the introduction of unauthorized software in the system. The Patrol has guidelines for backups and storage of computer files. The field reporting system and outlined procedures meets the standard requirements.

Chapter 83 Collection and Preservation of Evidence

Troopers requiring the service of technical specialists and reconstructionists contact a supervisor, who in turn contact techs from District and General Headquarters, available at all times throughout the state. Procedures for lifting latent fingerprints are well defined and the subsequent handling of those prints is clearly explained in the agency's directives. Equipped with state-of-the-art mobile crime scene units, criminalists respond to and conduct on-scene evidence collection. All equipment necessary for the professional evaluation and preliminary analyses of crime scenes is carried readily for a multitude of scenes. On-site video review and duplication can also be completed. In addition to crime scenes, the unit is also capable of responding to assist other agencies in natural disasters requiring mass identification procedures.

The Ohio State Highway Patrol Crime Laboratory provides forensic services to the Division and approximately 150 other law enforcement agencies. The Crime Lab conducts forensic analyses across several disciplines, including drug chemistry, toxicology; trace analysis, microscopy, latent prints, and firearms/ammunition analysis.

District Headquarters have areas for evidence processing and security measures to ensure integrity of the chain of custody. Drugs and items requiring analysis are shipped or taken to the Crime Lab, located in Columbus.

Chapter 84 Property and Evidence Control

Property control directives and practices are consistent with the requirements of the standards in this chapter. The temporary and permanent storage areas were observed in various District Headquarters and Posts. All had extra security measures including safe deposit boxes for cash, wires and locks for firearms, and lockable boxes for jewelry and other valuable items. All Post temporary evidence lockers were consistent in make and operations and evidence "closets" were neat and well organized. Property disposition was well documented and defined in policy as the responsibility of Property Custodians. Property rooms were well organized and consistent in all post indicating knowledge of the applicable directive. All temporary and permanent evidence areas were locked during our site visits. Inspections, inventories, and audits were conducted in compliance with the standards and agency policy.

U. Summary and Recommendations:

This was a most pleasurable experience for all members of the assessment team. The Accreditation Manager, Kathy Mahl, her staff and her chain of command were gracious and convincingly dedicated to the accreditation process. We collectively determined during this on-site that the Ohio State Highway Patrol and its leadership have an excellent reputation throughout the state for providing the highest level of law enforcement services to the citizens and local police and Sheriffs. The continuation of this caliber of service will be difficult to sustain without a substantial commitment for funding which can be applied to increased personnel and support functions and equipment.

The team conducted a thorough review of the operation of OSHP and its compliance with CALEA standards and concluded there is a sincere effort to maintain the highest standards of the police service and law enforcement accreditation. The team further concludes the OSHP has complied with all applicable mandatory and other-than-mandatory compliance standards.

The Ohio State Highway Patrol experienced a good on-site assessment with no major concerns. The women and men of the OSHP were very helpful and cooperative during the on-site and based on the review of the files, they are unequivocally highly trained to fulfill the mission before them. The enthusiasm, dedication and commitment exhibited by all we came in contact with illustrate the quality of leadership at the OSHP. The agency is recommended for re-accreditation.

Colonel Paul McClellan understands clearly that the Commission on Accreditation of Law Enforcement Agencies has the final accreditation decision and the team's recommendation may be modified or not accepted.

Respectfully submitted,

Tim Hazlette, Team Leader

File Maintenance:

34.1.7 Weapons and ammunition authorized by the agency be used by agency personnel in law enforcement responsibilities;
File Bullet A lacks the proofs of weapon specifications. The policy does not adequately specify the criteria for non-agency owned weapons approved for carry.

File Bullet C lacks proofs to depict the non-owned "second" weapon is inspected or approved.

PANEL REVIEW clarified the selection and approval method for secondary weapons. Proofs added to verify method of approval and qualification criteria.

34.1.8 Agency personnel demonstrating proficiency in the use of agency-authorized weapons.

File lacks proofs of lesson plans and/or qualifications course.

PROOFS added which outlines the "course of fire" for qualification.

34.1.7 Agency personnel authorized to carry lethal and less-than-lethal weapons be issued copies of and be instructed in the use of force policies. > file lacks proofs to show policies are supplied or instructed for weapons.

PROOFS in the form of Lesson Plans were added to demonstrate how policies are instructed and covered. This instruction occurs annually during Civil Disturbance Training and at the annual firearms qualification.

17.1.1 – Added state law providing fiscal authority and responsibility of superintendent.

17.4.2 – Added missing policy OSP-502.06 which was listed on the ISSR, but not in the file. Policy was replaced by accreditation manager.

22.3.1 – Contained only payment for medical examinations related to physical fitness. Directive was added regarding required Internal Affairs examination payments.

34.1.1 Agency's role in the promotion process for sworn personnel. Ohio Revised Code 4501:2-6-04 added to file. File did not include the Ohio Administrative Code 4501:2-6-04 which specifically governs promotions.

34.1.7 A six-month probationary period is required of all sworn personnel. Proof added to file to confirm probationary duration for all ranks at six months.

71.4.2 – Did not have the ISSR included. Replaced