

OKLAHOMA CITY POLICE DEPARTMENT
 ALFRED P. MURRAH BUILDING BOMBING
 AFTER ACTION REPORT
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Oklahoma City Police Department Alfred P. Murrah Federal Building Bombing After Action Report

EXECUTIVE SUMMARY

On Wednesday, April 19, 1995, at 0902 hours, a powerful explosion ripped through downtown Oklahoma City. The blast was detonated from a Ryder rental truck parked in front of the Alfred P. Murrah Federal Building located at 200 N. W. 5th Street. The explosion not only demolished the Murrah Building, but caused major damage to adjacent structures, touched off car fires, and blew out glass windows and doors in a three-square-mile area on the north side of downtown Oklahoma City.

All available on-duty and off-duty police, fire, and medical personnel from throughout the metropolitan area responded to the scene. Citizens and rescue crews teamed up to ensure the injured were treated and transported as quickly as possible. Medical teams from local hospitals and Tinker Air Force Base set up triage stations. Police and fire crews evacuated downtown buildings and began the long tedious search for victims. The Murrah building was sifted through, piece by piece, in order to remove the rubble and to recover victims. Given the extent of damage to the building, few survivors were located and personnel established a temporary morgue in the Methodist Church just east of the Murrah Building.

Command Posts for the Federal Bureau of Investigation (FBI), Oklahoma Highway Patrol (OHP), Oklahoma City Police (OCPD), and Oklahoma City fire Department (OCFD) began to establish field operations when a possible second explosive device was reported at 1028 hours. As rescue crews and volunteers fled the scene, law enforcement officers seized the opportunity to secure the inner scene and to establish an outer perimeter reaching several blocks in each direction around the site. When rescue operations were resumed at 1125 hours, officers limited perimeter access to essential rescue, medical, construction, and law enforcement personnel.

The efforts of the three lead agencies were coordinated through a loosely formed unified command. The Oklahoma City Fire Department (OCFD) took responsibility for search/rescue and recovery operations; Oklahoma City Police (OCPD) established a perimeter and security for the scene, while Federal Bureau of Investigation (FBI) agents conducted the criminal investigation.

The teamwork between agencies, the business community, and citizens began immediately. By noon, the Police Chaplain and responding Clergy took charge of food, drinks, and other supplies as they were donated to the site. Throughout the incident, all emergency workers did was mention a need and the community literally flooded the site with donations. The Salvation Army, Red Cross, and Feed the Children all quickly mobilized and began coordinating donations and providing for the needs of rescue workers.

By mid-day, April 19th, Oklahoma Governor Frank Keating declared the site and immediate area a disaster. State resources were authorized, which included activation of National Guard units. At 1630 hours, Central Standard Time, President Bill Clinton declared the site a national disaster and directed Justice Department and Federal Emergency Management Administration (FEMA) officials to coordinate the Federal response. FEMA activated 11 Urban Search and Rescue (USAR) Task Forces. These units provided manpower, K-9 search teams, and additional extrication equipment.

Command Post operations for OCPD, OCFD, OHP, and the National Guard were established at Southwestern Bell Telephone's administrative offices, One Bell Central, located two blocks north of the Murrah Building. Through the joint effort of relief organizations, clergy, local businesses, and citizens from throughout the country, Bell Central became a "City within the site." Every need was addressed by volunteers from food to

clothing; medical, including masseuses and chiropractors for relaxing massages; and Chaplains and debriefing teams to tend to the emotional needs of rescue workers. As the incident progressed, mail from throughout the country flooded the site as Americans young and old wrote to offer words of encouragement and thanks.

In review of data collected on site and reports generated in the days to follow, the tasks performed were truly incredible and demonstrated interagency cooperation which will set a new standard for public safety. The statistics are staggering: 168 dead, over 490 treated at local hospitals, the nine-story Murrah Building (valued at \$30 million) completely demolished, over 460 tons of debris sifted for evidence, 324 buildings damaged including 10 structures collapsed and 13 condemned, 86 cars burned or destroyed, and an estimated 50,000 people evacuated from the downtown area.

On Sunday, April 23rd, a National Memorial Service was held at the State Fairgrounds Arena. The service, attended by President Clinton, prompted activation of OHP and OCPD recruit classes. These recruits were assigned to perimeter security posts while veteran personnel provided security for the Memorial Service and Presidential Motorcade.

Beginning Monday, April 24th, Police began releasing vehicles and personal effects from within the outer perimeter. Business owners were allowed limited access to survey damage and to begin repairs. OCPD and FBI issued over 20,000 assorted access passes and released 432 vehicles from within the perimeter.

Throughout the incident, weather played an important role in decisions pertaining to rescue operations, scene security, and requirements for personnel. As the rescue and recovery work progressed, there were a number of occasions where operations were halted due to the weather. The primary concerns were the winds and the instability of the building.

Over the 17 days, rescue crews sifted through the debris to remove rubble in search of victims. As bodies were located, Police and Medical Examiner's personnel directed the recovery. Initially, bodies were placed in the temporary morgue and later transported to the State Medical Examiner's Office for identification. Identification Teams used fingerprints, DNA testing, X-rays, and medical and dental records to ensure positive identity of victims.

From April 19th to May 5th, 165 bodies were recovered. Three remaining victims were recovered on May 29th after the Murrah Building was demolished by implosion. The last victims were located in an area determined to be too unstable for recovery until after the implosion on May 23, 1995. On May 30th, a severed leg was located leading investigators to believe there may be an additional victim.

This incident was unique in that command was divided and shared by three agencies that in turn oversaw large numbers of personnel from multiple agencies. OCPD Command coordinated law enforcement activities for scene and perimeter security utilizing a daily average of 238 OCPD personnel and 258 officers from 73 municipal agencies, 33 sheriffs' departments, 8 different state agencies, and the National Guard.

There were 52 persons arrested at or near the incident site between April 19, 1995 and May 5, 1995, on mostly misdemeanor charges. Those arrested included several media representatives caught trespassing into unauthorized areas. There were 20 Oklahoma City Police Officers injured in the incident. Only three officers were hospitalized. The remainder were treated and released or filed an injury report to document their exposure to smoke, dust, and asbestos. Two officers were involved in vehicular accidents while responding to the scene. Following the implosion, one Bomb Technician was hospitalized for stress and chest pains.

In conclusion, the immediate response to the scene, the prompt securing of the perimeter, and the effective utilization of personnel from many agencies are testimony to the outstanding working relationship of all law enforcement agencies. As with any major incident, especially those involving multiple agencies, there will always be problems of varying degrees and room for improvement. Throughout this incident, every effort was made to resolve problems as they arose and to ensure all efforts remained focused on the rescue and recovery of victims.

From day one of this incident, praise is due to countless police, firefighters, and citizens who, at great risk to themselves, participated in the initial rescue operations. Likewise, praise is due to City leaders for the City's state of preparedness and commitment to the incident. Praise is due to the community and citizens who displayed such strong support for all Public Safety personnel during these trying times.

Factors that contributed directly to the successful rescue operation include increased levels of manpower



and equipment for police and fire resulting from the public safety sales tax; the OCPD take-home car program, which aided the prompt response of officers; the expertise of the many specialized units; the training and equipment of units such as the Emergency Response Team; the commitment and support from our community, state, nation, and the whole world; and last but not least, the dedication and commitment of police personnel. Whether assigned to the incident or working in support of those at the site, the law enforcement community pulled together as one unified force.

It is likely the truth will never be fully known as to the acts of bravery and heroism performed on April 19th. One can only report the performances as exceptional. The unified efforts have set a standard of excellence for emergency service that will last for years and has already become known throughout the country as the "Oklahoma Standard."

OVERVIEW OF INCIDENT

At 0902 hours, April 19, 1995, a bomb was detonated at the Alfred P. Murrah Federal Building, 200 N. W. 5th Street. At the time of the detonation, the Oklahoma City Police Department, the largest police agency in the State of Oklahoma, had 995 sworn personnel, 302 civilian personnel, and 43 police recruits in training. Of that total number of personnel, 380 sworn personnel, 119 civilian personnel and 43 police recruits were on duty.

On-duty and off-duty personnel from all Bureaus responded immediately to the Murrah Building. Communications documented first on-duty units arrived at the scene by 0904. Arriving personnel immediately began rescue operations in the Murrah Building. Responding officers and civilians participated in rescue and evacuation operations for the YMCA building, Journal Record Building, Water Resource Building and Regency Towers. Reports indicate responding personnel aided injured persons throughout the area, helped set up triage stations, and later established a temporary morgue on the Murrah Building day care playground.

From Police Reports, the Department has been able to identify 69 officers who were involved in initial rescue operations in the Murrah Building and adjacent buildings. Additionally, 61 officers aided injured persons and eight officers were identified as having transported injured persons to area hospitals. A total of 364 Oklahoma City Police personnel responded to the site. Of this total, 220 were on duty and 144 were off duty.

An additional 36 officers and 9 supervisors responded to the Patrol Divisions to assist in taking routine calls for police services.


At 0919 hours, Major Larry Gramling activated the Department's Command Post, and it responded from the Police Training Center. The Oklahoma City fire Department (OCFD) requested that Police establish Command Post operations at N.W. 6th and Harvey adjacent to fire Command Post operations. Command Post personnel arrived at N.W. 6th and Harvey, northwest corner, in a parking lot at 0931 hours. Command Post operations personnel were quickly identified and began limited operations immediately.

At 0919 hours, the Emergency Response Team (ERT) was activated by Deputy Chief R. Neill Griffith. ERT units staged personnel and responded from the Department's Training Center. As officers responded, they were assigned to a squad and proceeded to designated assignments. The Commander of the Emergency Response Team, Major Garold Spencer, arrived at the Command Post and began formulating response plans. The first squad arrived at approximately 0945 hours. All but two of the first Contingency of Emergency Response Team Officers, consisting of 64 officers, 6 supervisors, and 4 staff members, had arrived and were deployed by approximately 1030 hours.

Immediately following the blast, the Oklahoma City Police Department Headquarters was evacuated by Major Don Pennington, and most commissioned personnel were directed to report to the Command Post for assignments. A bomb search was conducted at Police Headquarters and no device was found. Civilian personnel were permitted to return to their assignments or go to a blood institute and donate blood.

Investigative personnel began arriving at the Command Post. They attempted to locate and interview any person who may have been a witness to the explosion. They canvassed the immediate area in an effort to locate video surveillance cameras. Since many of the investigative personnel did not have handheld radios, the Property Room was notified, and 20 radios were immediately delivered to the Command Post.

Investigative personnel aided in setting up the initial temporary morgue on the Murrah Building day care playground. By 1032 hours, personnel had moved six bodies from the playground to the first Methodist Church located at N.W. 4th and Robinson.



This church site was utilized as the on-site morgue for the remainder of the incident. Investigative personnel took responsibility for staffing the temporary morgue throughout the incident.

Beginning April 19th, Technical Investigations personnel were assigned to the Medical Examiner's Office to process remains recovered from the blast site. Personnel photographed all body parts and remains, rolled fingerprints of victims, and printed victim's residences to obtain latent prints to use in the identification process. Technical Investigators staffed the Medical Examiner's Office through Friday, May 5th. Investigators returned to the morgue on May 30th to process the last three of the 168 bodies.

Investigation's personnel established and maintained a liaison with the Police Command Post throughout the incident to coordinate and assist in assigning manpower. Initially, Investigative personnel were assigned to hospitals in an effort to identify injured persons and to identify any potential witnesses to the explosion. Investigators were sent to Baptist, St. Anthony's, Oklahoma Memorial, Southwest Medical Center, and Deaconess Hospitals. This work proved to be unnecessary as the hospitals had staff in place to identify all injured persons. These assignments were discontinued late on the afternoon of April 19. Hospitals provided lists of those treated directly to the Red Cross centers.

All lanes of traffic were kept open for responding medical, rescue, and recovery personnel with one exception. A partial traffic blockage was noted by Traffic Supervisors in the 500 to 600 blocks N. Robinson. This blockage was caused by the manner in which various responding agencies parked vehicles. The center portion of the block was open; however, only one vehicle could travel through the block at any given time. This problem was corrected by 1030 hours.

At 1028 hours, rescue crews reported finding a second suspected explosive device in the debris. Command Post personnel then directed all officers to evacuate and clear a four block area, due to the possibility of another blast. The officers had been in the process of gaining control of the inner perimeter, and seized the opportunity to mark and secure the scene when this evacuation occurred. Police Supervisors advised that the inner perimeter, being the block around the Murrah Building, was secured at 1040 hours by officers that remained during the evacuation. Likewise, the Police Command Post itself was moved and rees-

tablished by 1110 hours in a lot in the 800 block of N. Harvey.

As emergency personnel retreated, an outer perimeter was established from N.W. 7th Street on the north, Robert S. Kerr on the south, and from Walker on the west, to Broadway on the east. Emergency Response Team personnel set this perimeter and then controlled access into the area utilizing OHP Troopers and all assisting law enforcement agencies. As emergency crews retreated, supervisors staged emergency crews in various locations around the perimeters. All ambulances were routed to the 900 block N. Robinson, fire equipment to the 800 block N. Harvey, utility crews to 200 to 300 blocks N. W. 10th Street, heavy equipment to 5th Street, Walker to Classen, and medical personnel to N.W. 9th and Walker and N.E. 5th and Oklahoma. Police personnel were routed to perimeter locations to position equipment, establish a physical barrier around the perimeter, and to aid in controlling traffic. Control of this outer perimeter was gained at 1120 hours.

Traffic supervisors altered the existing traffic perimeter as non-police emergency crews and civilians retreated from the area following the report of a second device. The traffic perimeter was set at Walker on the west, N.W. 10th on the north, Robert S. Kerr on the south, and was expanded from Broadway east to Oklahoma. This change in the traffic perimeter was completed by 1200 hours.

At 1122 hours the Command Post reported no explosive device had been found. OCPD Bomb Technicians reported finding simulator devices and dummy rounds, but no bomb. Rescue operations were resumed at 1125 hours. Officers on the outer perimeter controlled access allowing entry to only essential rescue personnel, medical personnel, construction crews, and law enforcement personnel. The Command Post documented that all rescue operations had resumed by 1144 hours. At 1123 hours, Agency Department Heads met in the Command Post. The Federal Bureau of Investigation (FBI) assumed jurisdiction for the crime scene, evidence collection and criminal investigation, Oklahoma City Police (OCPD) accepted responsibility for scene and perimeter security, with the Oklahoma City Fire Department (OCFD) taking responsibility for rescue and recovery operations.

OCFD Fire Rescue personnel established an Incident Command System in an intact loading dock on the west end of the first floor of the Murrah Building.

On the northwest corner of 5th Street and Harvey, medical personnel and police set up a "field hospital" in a damaged Post Office building. This site became a triage and treatment area early on, only to be turned into a temporary morgue by mid-afternoon. Later, the Methodist Church at N. W. 4th and Robinson was designated the temporary morgue. Medical personnel remained at the Post Office until May 5th, to provide treatment and supplies to rescue workers.

The OCPD Chaplain, Jack Poe, utilized the Negotiators van to establish an assistance and support center adjacent to the Command Post at N.W. 8th and Harvey. The Chaplain and arriving clergy immediately took charge of food, drinks, and other supplies arriving at the Command Post complex.

By mid-afternoon, storms moved into the area, prompting the Chaplain's center to move to the covered parking area at Southwestern Bell administrative offices, One Bell Central. The Chaplain's operation remained and continued its operation from Bell Central through May 5th.

At 1430 hours the Police Command Post was moved to the One Bell Central parking lot located in the 800 block of N. Harvey. This location was selected by communications personnel due to the availability of utility services, and Southwestern Bell offered all existing land-lines from their building. This location became the main command post complex with Police, fire, Highway Patrol, and National Guard Command Posts all established at the location. Southwestern Bell arranged for temporary fencing of the parking lot.

At 1630 hours, CST, President Clinton held a National Press Conference in Washington D.C. during which the site and immediate area were declared a Federal Disaster. The President ordered Federal resources made available through FEMA.

By mid-afternoon on April 19th, Oklahoma Governor Frank Keating had declared the area a State Disaster and ordered the mobilization of National Guard Units. The first National Guard units began arriving on site by 1800 hours. State Emergency Management officials began coordination with Oklahoma County Emergency Management personnel to ensure all required City, County, and State resources were made available. The State Funeral Directors' Disaster Response Teams were mobilized to provide assistance to families and to the State Medical Examiner's Office.

Utilizing Red Cross, Salvation Army, Police and Sheriff's Office personnel, the Clergy and Funeral Di-

rectors' Team established a victims' assistance center at the first Christian Church located at N.W. 36th and Walker. This center became an assembly point for families and friends awaiting information from the rescue and recovery operation. Medical Examiner's Office staff coordinated the notification of families from this location. This center continued operation through May 5th.

The Communications Unit, E-9-1-1, recorded over 1,800 calls or attempts during the first hour. Only 488 of these calls were answered immediately. Communications reported the volume of 911 phone calls averaged twenty percent above normal for three days.

The Department's K-9 Units assisted in providing security on all perimeters. These units were involved in the initial rescue operations, coordinated supplies for out-of-state search and rescue dog teams, and searched other buildings in the area.

The Bomb Disposal Unit was assigned and participated in evidence recovery teams, assisted in the search for and recovery of victims, and assisted Federal Agents in the investigation of the bombing. Since April 19th, the Bomb Disposal Unit has worked closely with bomb technicians from the Alcohol, Tobacco, and firearms (ATF), and OHP to inspect and search government buildings.

Within minutes of the blast, media from throughout the country converged on Oklahoma City. Due to the number of media vehicles, parking lots on the north and south side of N. W. 7th just west of Harvey were selected as the central media assembly point. This area was designated for media personnel only and secured by police personnel throughout the incident.

The only other entity permitted to set up within the outer perimeter was Feed the Children. Feed the Children volunteers stockpiled supplies and aided Red Cross workers in meeting the needs of rescue workers, using a tractor-trailer parked inside the outer perimeter.

Entry passes were required for medical workers, construction crews, and personnel from businesses to enter the outer perimeter area. The passes were initially issued from the Command Post beginning the afternoon of April 19th. Due to the demand for passes, this operation was moved to One Bell Central's covered parking area to minimize the number of persons in the Command Post. These passes were originally issued by patrol officers; however, Investigations personnel assumed this duty on April 20th. Also on April

20th, the FBI began issuing a separate photo identification pass at their Command Post located at #11 N.E. 6th Street. This ID was contained in a color-coded, laminated card. Clear was for law enforcement, green for perimeter security, yellow for utility and construction crews, and red for relief agencies such as Salvation Army, Chaplains, and the Red Cross. These laminated cards permitted access for the duration of the incident.

On Friday, April 21st, the OCPD began issuing color-coded day passes due to earlier passes being copied and altered. The color of the passes changed daily at midnight and was reported to all agencies. The daily passes continued to be issued until the Command Post ceased operations on May 5th. Oklahoma City Police personnel issued approximately 4,000 single-day passes prior to the FBI issuing passes.

On Sunday, April 23rd, permits moved to the Oklahoma Publishing Company (OPUBCO) Building, at 4th and Broadway, where the operation was consolidated with the FBI Photo ID section. The FBI reports having issued 16,026 photo passes during the incident.

Beginning on April 19, at 1600 hours, Press Briefings were held at Civic Center Music Hall. City, State, and Federal officials participated in these conferences. Security for the press conferences was provided by Investigators throughout the incident.

Beginning April 21st, Property Management Unit personnel began processing all personal property recovered from victims and from the Murrah Building. Additionally, the Unit took custody of all personal property recovered from damaged vehicles located in parking lots around the blast site. This Unit received and processed in excess of 440 separate property cases. Cases ranged from personal effects to large containers of effects recovered from desks and office areas. The contents of these cases filled over two semitrailers.

On Saturday, April 22nd, the Multi-Agency Coordination Center (MACC) was established by OCFD and FEMA at the Myriad Convention Center. Each agency working in the rescue/recovery operation provided a liaison. Requests for resources were funneled through the Center. The MACC operated at the Myriad through Friday, April 28th. It was then relocated to the Police Communications Emergency Operations Center. The MACC officially ceased operations Tuesday, May 2nd.

On Sunday, April 23rd, President Clinton traveled to Oklahoma City to participate in a National Memo-

rial Service at the State Fairgrounds Arena. Personnel working the site and perimeter were reduced to provide manpower for the Presidential visit. All Solo Motorcycles, Parking Enforcement, K-9, and Bomb Disposal personnel were assigned to protection details. Perimeter security was augmented by utilizing Training Center staff and all Police recruits for the day shift.

On Monday, April 24th, a system was established for the release of vehicles left within the crime scene perimeter. The media notified the public by publishing maps showing areas approved by the FBI for vehicle release. Owners reported to City Hall, where Investigators verified ownership, authorized the release, and then directed the owners to perimeter access points. At each designated point, car owners were met by Officers and escorted by Police Officers or Recruits to obtain their vehicles. This release program continued through Tuesday, May 2nd, and documented the release of 432 vehicles. Auto Theft Investigators identified and released 86 additional vehicles that were damaged or destroyed in the blast and ensuing fires.

Personnel from the Special Projects Unit assisted Drug Enforcement Administration (DEA) by providing facilities for a DEA Command Post, guarding families of deceased agents, and assisting out-of-town agents.

The number of Police assigned to the incident remained fairly consistent through May 1st. On May 2nd, units began downsizing as recovery work shifted to daylight hours. Operations continued to slow until Friday, May 5th, when recovery was halted. All but three bodies had been recovered. The area where the remaining bodies were entombed was marked and secured for recovery following demolition of the building by implosion.

On Friday, May 5th, rescue and recovery personnel participated in a Memorial Service at the site. Following the service, actual site security was turned over to Federal authorities. Outer perimeter security and traffic control around the site was continued through May 8th using uniformed officers from the Operations Bureau, OHP, and National Guard units. A second Memorial Service was held for the victims' families on Saturday, May 13th. The Department provided security for this service.

On Monday, May 22nd, Oklahoma City Police Officers reclaimed the outer perimeter and secured the area for the Murrah Building's implosion. At 0702 hours, Tuesday, May 23rd, the Murrah Building was reduced to a pile of rubble through controlled implosion. FBI,

ATF, and OCPD bomb technicians combed the rubble for additional evidence, as contractors immediately began clearing the site. Agents continued the search through Monday, May 29th, when the remaining three bodies were recovered from the rubble.

There were 52 persons arrested at or near the site between April 19th and May 5th. The arrests were for offenses including public drunkenness, trespassing, obstructing officers, traffic offenses, curfew violations, outstanding warrants, and one theft. Some media members were arrested for obstructing and trespassing when caught in unauthorized areas. Disposition on those arrested included being transported to the DETOX Center, released to parents, released on bond, or booked into the City Jail. All charges were filed by the Municipal Attorney's Office or the State District Attorney's Office.

Damage

Police Headquarters, located approximately seven blocks southwest of the Murrah Building, sustained minor damage in the blast. Damage to Headquarters included broken windows and fallen ceiling fixtures and tiles. Damage to other Police facilities included broken windows, damaged walls, and ruptured water lines at 616 Colcord. Building repairs to Police facilities totaled approximately \$4,700.00.

Injuries

There were 20 Oklahoma City Police Officers injured in the incident. Only three officers were admitted to the hospital. One officer suffered a ruptured spinal disk, one was admitted due to breathing problems, and one bomb technician was later hospitalized for chest pains from stress. Three officers reported lower back injuries, one officer suffered a fractured ankle, one officer was injured in a bicycle accident, one officer was treated for stress, and other officers reported they came into contact with asbestos and/or suffered smoke/dust inhalation. Two officers were involved in vehicular accidents while responding to the site.

Manhours/Costs

OCPD Personnel were required to complete a Supplemental Report for each day they were assigned to the site. Personnel documented their assignments, regular duty hours, and the number of hours overtime on this incident. Officers who were called in to handle routine calls for police service on April 19th were documented as a part of this incident. Police personnel and payroll created an overtime code (J-26) which was used

by all personnel on matters related to the incident. Using this code, payroll computers tracked and provided a listing of all overtime accumulated on the incident.

Personnel from every Police Bureau participated and were assigned various tasks. Operations personnel provided the bulk of the manpower through the use of all Emergency Response Teams, IMPACT Teams, and Divisional Uniformed personnel. As the rescue operation shifted from a rescue to a recovery operation, manpower levels slowly declined. On April 19, OCPD staffed the scene with 454 officers and slowly reduced the number to the last day, May 5th, when 103 OCPD officers were assigned.

Beginning 1630 hours on May 5th, field personnel provided perimeter security, traffic control, and security at the FBI Command Post. Eight field officers and one supervisor were assisted by OHP and the National Guard through Sunday, May 7th. field personnel continued the assignment until 0700 hours May 9th. Two Will Rogers Division officers continued security at the FBI Command Post through 2130 hours May 10th.

A final Memorial Service was held on May 13th for family members of the victims. This service was held at the blast site. OCPD provided eight officers and one supervisor for security at the service.

The number of manhours and cost have been calculated based upon the reports provided by police personnel.

POLICE PERSONNEL	HOURS*	COST*
Manhours On-duty	25,488.00	\$480,721.32
Manhours Off-duty	22,332.70	\$642,005.31
TOTALS	47,820.70	\$1,122,726.63

*Figures for hours and costs were derived as follows:
 On-duty hours – Compiled from Officers daily Supplemental Reports.
 Off-duty hours – Total "J-26" overtime hours paid to personnel.
 On-duty costs – On-duty hours multiplied by officer's pay rate.
 Off-duty costs – Total "J-26" overtime paid to personnel.

Daily Staffing Levels

Total OCPD Personnel On Site averaged 232 officers per day with most officers working at least ten hours per shift. Mutual Aid assistance from other Law Enforcement Agencies averaged 258 officers per day. Based on records from the site and information provided by the individual agencies, mutual aid

personnel averaged working 2,318 manhours each day.

Vehicle expenses were calculated based upon the number of personnel assigned to the incident and an average of 25 miles per vehicle per day. Based upon this calculation, it is estimated that Oklahoma City Police personnel drove approximately 101,300 miles in relation to this incident.

Resources

Officers performed a number of tasks relating to the rescue and recovery of victims, securing the perimeter, traffic control, and providing overall security for the site. OCPD, Oklahoma County Deputies, and OHP Troopers were assisted by Federal agents from ATF, DEA, FBI, U.S. Customs, U.S. Marshals, and Federal Protective Services. In the following 17 days, 73 municipal agencies, 33 sheriff departments, the National Guard, 8 state agencies and 2 Indian Tribal Police Agencies assisted OCPD personnel with law enforcement tasks. Local, County, and State agencies contributed an average of 258 personnel each day, who worked on site in excess of 44,244 manhours.

Responding OCPD personnel utilized assigned take-home vehicles and most pool cars. The take-home program contributed to the large number of vehicles and personnel that could immediately respond to the scene. All on-duty bicycle units, foot patrol officers and personnel from the Operations Bureau responded. Operations Administration personnel were assigned to the Command Post throughout the incident. The Emergency Response Team truck was utilized to store supplies.

Logistical supplies included immediate needs for disposable gloves, first aid supplies, crime scene tape, lighting equipment, and communication equipment such as radios and cellular telephones. All crime scene tape and gloves were brought to the scene. Emergency Medical Services Administration (EMSA), local hospitals, and clinics provided medical supplies and personnel throughout the incident. Small equipment, such as wheelbarrows, shovels, etc., was provided by City Public Works and donated by local vendors and private citizens. Public Works provided traffic control barricades, snow fencing, and yellow tape to aid in securing the perimeter. Public Works personnel and fire Logistics Command coordinated heavy equipment needs and scheduling.

Southwestern Bell Telephone Company made all company resources available to the rescue operations.

The One Bell Central Building, opened for the Command Post Center, was utilized as a dormitory in the beginning and housed support services such as the Chaplains, food services, critical incident debriefing, and medical services for workers. Telephone and electrical needs for the Command Post Complex were provided by Bell, and utility lines were run from their building. Oklahoma Gas and Electric (OG&E) made all electrical connections and made personnel available for any electrical needs. Bell employees provided computers and personnel to address computer needs.

American Freightways provided one 28-foot semi-trailer to be used as a temporary property room at N.W. 6th and Robinson. Later, a 40-foot trailer was placed on the west side of the Department's Property Room to house additional property recovered from the incident. Security for the trailer was provided by Sonitrol and wired into the existing alarm system for the Property Management Unit.

On the afternoon of April 19th, DONCO Trucking donated two refrigerated semitrailers to be used at the temporary morgue. Two additional refrigerated trailers were provided and utilized at the State Medical Examiner's Office for storage of bodies.

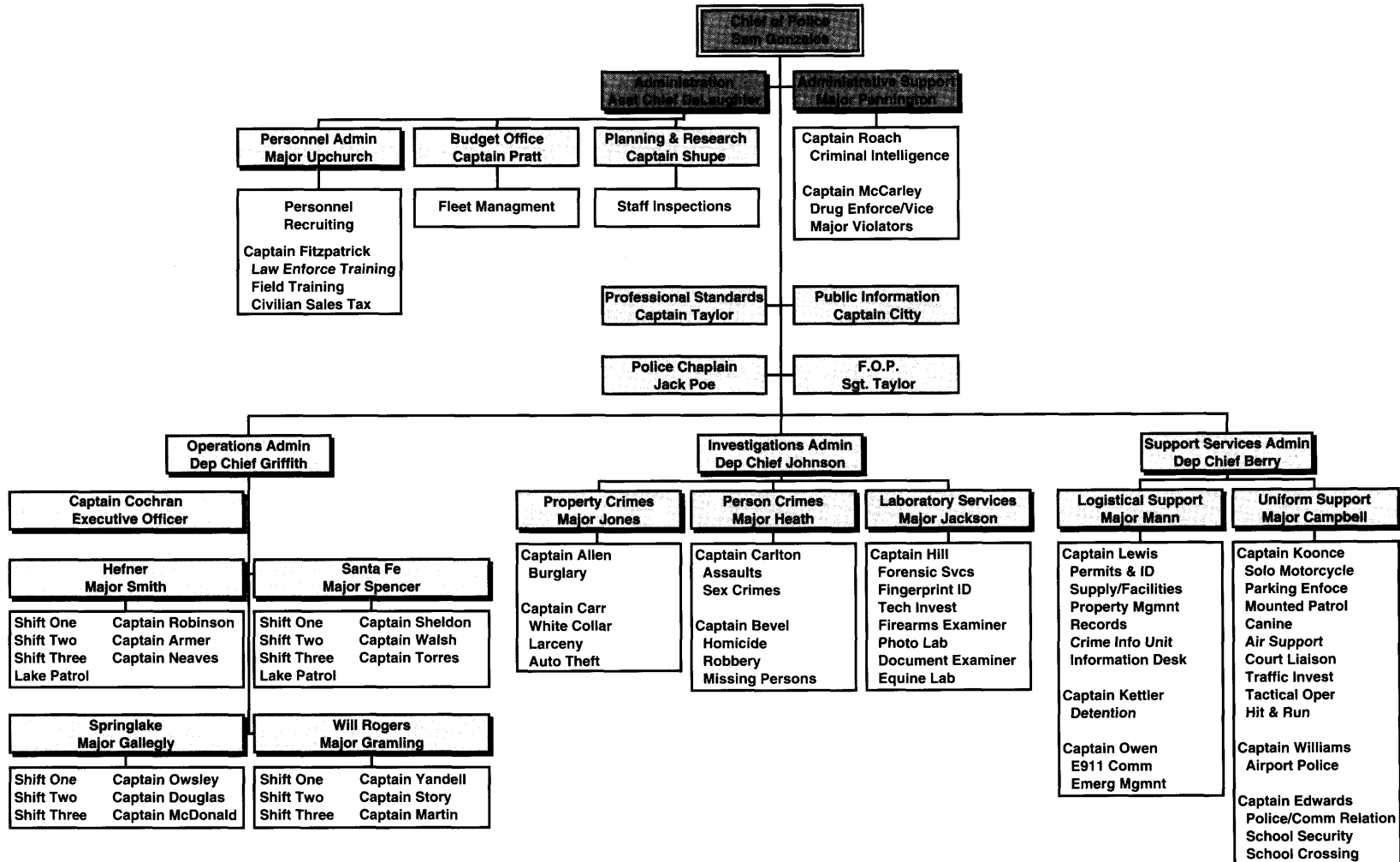
The Oklahoma State National Guard provided a multitude of resources and supplies throughout the incident. Resources provided included manpower, vehicles, tents, stretchers, body bags, and medical supplies.

MISSION AND FUNCTIONS OF THE POLICE DEPARTMENT

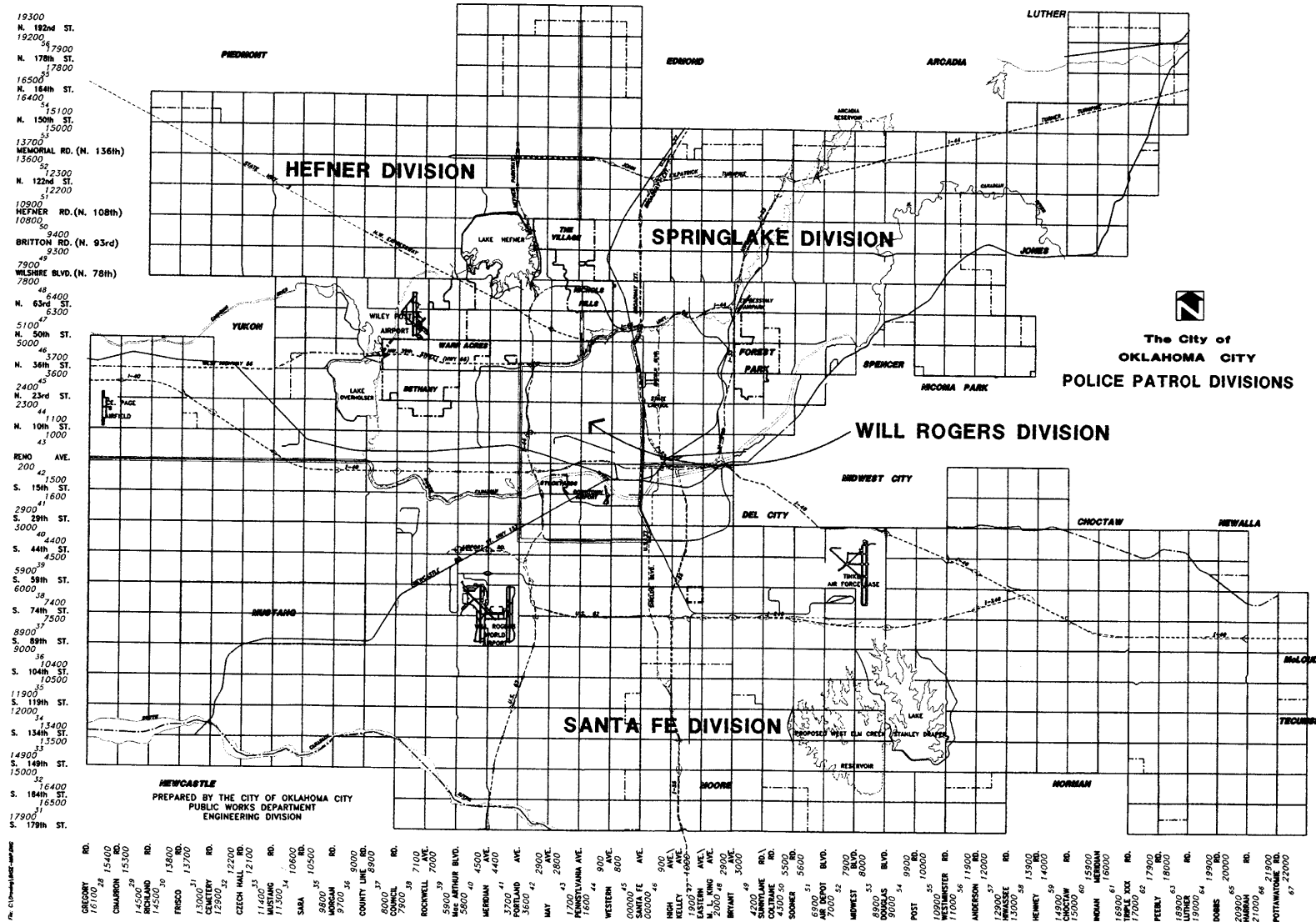
It is the mission of the Oklahoma City Police Department to protect the lives and property of the citizens of Oklahoma City. To accomplish this mission, the Police Department is organized into the Office of Chief of Police and four Bureaus. The Bureaus are: Administration, Operations, Investigations, and Support Services.

Following the bombing of the Alfred P. Murrah Building, Oklahoma City Police took responsibility for traffic control and security of the site to ensure access for rescue workers, to protect property and prevent looting, and to aid in the collection of evidence needed for the apprehension and prosecution of the perpetrators. The tasks and duties performed by the individual units are described within the Bureau to which the unit is assigned.

Oklahoma City Police Department Organization Chart FY 94/95



Police Divisions Map





Office of the Chief of Police

The Office of the Police Chief includes the Chief, Public Information Officer, Office of Professional Standards, Special Projects, Criminal Intelligence and Gang Enforcement, the Police Chaplain, and CHAPPS. This Office has 66 commissioned personnel and 9 civilian employees. There were 37 commissioned personnel and 6 civilian personnel on duty at the time of the explosion. Approximately seven percent of the Department's sworn personnel are assigned to the Office of the Chief of Police.

Chief of Police

Within minutes of the blast, Police Chief Sam Gonzales responded to the scene. Arrangements were made for a meeting with City leaders and agency heads to address responsibilities. During this meeting the morning of April 19th, Chief Gonzales, fire Chief Gary Marrs, and FBI Agent-in-Charge Bob Ricks created a loosely knit unified command to coordinate their agencies responses.

The Department's initial response included the Police Chief establishing and conducting initial briefings for local and national news media. The Police Chief was available for all press conferences and participated, as needed, to address different issues throughout the remainder of the incident.

The Police Chief received daily briefings from his Executive Staff at 0900 hours. During these briefings, updates were provided on the incident, manpower committed, and the status of resources and normal calls for police service were reviewed. Additional issues discussed included budget issues, the establishment of the Multi-Agency Coordination Center, and the incident's impact on routine police operations such as investigations and jail population.

With the FBI taking responsibility for the criminal investigation, all information pertaining to suspects was coordinated through the Police Department. The Chief attended daily briefings by the FBI at 0700 and 1900 hours at the FBI on-site Command Post. Additional information was disseminated through the Chief participating in the daily teleconferences between the various FBI field Offices involved in the investigation.

Other responsibilities of the Police Chief included meeting with the victims' families throughout the incident. Following the completion of search and recovery operations, the Chief worked to coordinate an on-site Memorial Service for the family members.

Public Information Office

Captain Bill Citty, the Public Information Officer (PIO), immediately responded to the scene. As with all major incidents, the PIO staff responded to the Command Post and began organizing the release of information. Media demands were extensive due to the number of media converging on the site. Media from throughout the country responded, bringing with them a tremendous demand for access to the area, locations for satellite trucks, and personnel. A location suitable to the needs was selected, this being the parking lot areas on the north and south sides of N.W. 7th, west of Harvey.

This incident created a unique scenario for PIO officers. With the responsibilities for the incident divided between three agencies, police, fire, and the FBI, all media activities had to be coordinated. FBI and U.S. Attorneys coordinated the release of all information pertaining to the investigation and any evidence. Additionally, they coordinated information with FEMA.

Due to the magnitude and duration of the incident, additional personnel from Planning and Research, Uniform Support, and Operations were summoned to assist the PIO. Personnel worked around the clock to coordinate release of information regarding perimeters, police activities, release of property from within the perimeter, and access to the area for the destruction of the Murrah Building.


Throughout the incident, the PIO coordinated media contact with officers who were involved in the initial rescue of victims. This task of coordinating appearances and interviews is still on-going. There was no significant demand for information on other police activities during this incident.

Office of Professional Standards

The personnel in the Office of Professional Standards were not assigned any official responsibilities in the initial stages of the incident. As activity progressed, officers were used to assist in increased security at the police headquarters building and information desk. The unit commander was assigned as a liaison at the MACC on April 22nd. He performed those duties until April 28th, when the MACC was deactivated.

Special Projects

An officer from Special Projects was one block away from the Murrah Building at the time of the blast. He immediately assisted with rescue and scene security. All other personnel on duty were directed to report to



the Special Projects office, and await assignments. Shortly after the blast, injured Drug Enforcement Administration Personnel arrived at the Special Projects office. There, Officers immediately assisted with caring for the injured Agents. Due to the total destruction of the DEA office, a temporary office was established within the Special Projects office. The Special Projects Commander was assigned as Liaison with DEA, and Special Projects ceased all normal operations until April 24, 1995 when routine investigative work was resumed.

Starting on April 20th, Special Projects personnel were assigned to protect the residences and families of all DEA personnel in the Oklahoma City area or to assist in coordinating activities with DEA. On April 22nd, some personnel were assigned liaison duties with the Secret Service in preparation for the President's visit on April 23rd. Twenty-three officers were assigned to dignitary protection duties during the Presidential visit.

Criminal Intelligence and Gang Enforcement

Immediately after the bombing, 7 of the 14 unit members on duty reported to the scene and assisted in initial rescue and recovery efforts. Additionally, several officers who were members of special units, such as ERT and the Bomb Disposal Unit, were activated and reported to the scene with those units. By 1000 hours, the Unit had received assignments to establish liaisons with the Mayor's Office and to coordinate all activities between Federal agencies relating to gathering intelligence information. Five Investigators were assigned to man phone lines gathering intelligence on suspects in the bombing. A supervisor and three officers were assigned to Will Rogers Division to assist in handling routine calls for police service. The unit commander remained at the office to coordinate police intelligence operations with federal agencies.

On May 1, an Investigator was assigned to the United States Attorney's office for an indefinite period to assist in the on-going investigation. Two other officers were assigned to the FBI Task Force indefinitely as liaisons to coordinate activities. All other routine unit assignments and joint OCPD-FBI investigations were suspended due to the bombing. Routine gang enforcement activities were resumed April 28th.

Police Chaplain

Following the bombing of the Murrah Building, Police Chaplain Jack Poe responded to the scene. His wife assisted employees at Headquarters, then she went to the scene. As clergy and volunteers began ar-

iving, the Chaplain coordinated the response and arranged for supplies. These supplies included food, water, protective gear, and construction tools. Upon making the needs known, the public literally flooded the scene with supplies.

The Police Chaplain, his wife, the FBI Chaplain, and Fire Chaplain established "Chaplain's Corner," a supply center adjacent to the Command Posts at Bell Central. This center was established April 19th and remained throughout the incident. It was staffed by volunteers from area churches and family members of rescue workers. Hot meals were provided at Bell Central, while volunteers took food and supplies to the perimeter locations to ensure all rescue crews were fed and that their needs were addressed. These efforts were coordinated with the Red Cross, Salvation Army, and United Parcel Service.

A local minister was appointed by the Mayor to establish a Victims Notification Center and to aid in coordinating the local clergy. The Victims Center was established in the First Christian Church to provide a location away from the site for families to gather while awaiting information. Local clergy, Police, and Military Chaplains manned the center and assisted family members with their needs.

A number of Police Chaplains from throughout the country responded and came to Oklahoma to offer assistance. Police Chaplains served at the temporary morgue and addressed numerous issues on-site to spiritually support the rescue and recovery workers. Chaplains counseled the workers and conducted daily services, both on site and at the Myriad.

As the recovery operation drew to an end on May 5th, the Police Chaplain assisted in planning and conducting a Memorial Service for rescue workers. A second Memorial Service was conducted on May 13th for families of those killed or injured in the blast. Following the family service, the Police Chaplain arranged for flowers and toys placed at the building site to be stored so that they could be included in future memorials.

During the incident, the Police Chaplain reported having dealt with over 25 Police Chaplains, over 400 local clergy, and having personally conducted 17 memorials or funerals. Based on surveys of local clergy, the Police Chaplain reports over 75,000 contacts and/or visits conducted by clergy during this incident. Additionally, the Police Chaplain, and Cops Helping Alleviate Police Problems

(CHAPPS) personnel have coordinated the distribution of toys and gifts for children which were mailed to the Police Department.

CHAPPS

Within minutes of the bombing, CHAPPS (Cops Helping Alleviate Police Problems) personnel responded to address the mental health needs of law enforcement personnel at the incident. CHAPPS coordinated their response with the Police Chaplain and local clergy to ensure each need was promptly addressed. The response teams answered calls around the clock and provided officers someone with whom they could talk candidly about the incident. This effort was continued throughout the incident and provided confidential peer assistance and professional referrals to a number of law enforcement officers.

This incident presented a variety of needs due to the number of law enforcement personnel killed in the blast, the number of responding agencies, and the tasks police and fire personnel had to address over the 17 days on-site. By Friday, April 21st, CHAPPS, and City Risk Management personnel had coordinated and arranged through NOVA (National Organization for Victims Assistance) for Critical Incident Stress Debriefing (CISD) sessions for law enforcement personnel. The debriefings were scheduled and made available to anyone working on-site and their family members.

As the incident continued, CHAPPS personnel worked to coordinate clergy and mental health counselors in dealing with personnel on-site and in arranging confidential one on one sessions as requested. Once the on-site work was completed, CHAPPS began scheduling the stress debriefings for all Oklahoma City Police Department employees. The debriefings were conducted by CISD teams from throughout this region. CISD teams from Iowa, Illinois, New Mexico, Texas, and Oklahoma conducted 97 sessions. Approximately 1,200 police employees were debriefed.

Effects on Routine Operations

The impact on routine operations for employees assigned to the Office of the Chief of Police varied by work sections. The incident required some work sections to commit all employees and to cease routine operations. In the case of the Public Information Office, additional personnel from other Bureaus were placed on special assignment to assist in handling the demands. Personnel from other units either were assigned to the incident or worked in support of the incident.

Administration Bureau

The Administration Bureau provides a broad range of management and administrative services within the Department; provides for recruiting, hiring and training of personnel, and provides administrative, personnel, and budgetary support for the Department. The Bureau, under the direction of Assistant Chief Richard DeLaughter, includes the Budget Office, Fleet Management, Planning and Research, Staff Inspections, and Personnel Resources.


The Bureau has 52 commissioned personnel, 18 civilian employees, and 43 recruits. There were 34 commissioned personnel, 13 civilian personnel, and 43 recruits on duty at the time of the explosion. Approximately five percent of the Department's sworn personnel are assigned to the Administration Bureau.

Planning and Research

The unit commander, Captain David Shupe, was immediately assigned to assist the Public Information Office with coordinating press responding to the scene. The remaining personnel assisted in the evacuation and establishment of security around the Police Headquarters and Municipal Courts complex. Beginning on Thursday, April 20th, all unit personnel were assigned to assist with public information duties. Duty hours were extended and included the weekend due to the number of requests by the media. On April 22nd, the Multi-Agency Coordination Center (MACC) was established at the Myriad Convention Center. All unit personnel were given assignments relating to the operation of the MACC. Personnel remained assigned to the MACC through April 28th, when the center was downsized and relocated to the Police Communications EOC. Following closure of the center at the Myriad, routine unit activity was resumed.

Staff Inspections

Law enforcement personnel who responded to the disaster were particularly susceptible to emotional trauma due to their frontline responsibilities and direct contact with victims. Such traumatic experiences, when left untreated, may cause future physical and psychological complications. In an effort to assist Departmental employees in dealing with the incident, Staff Inspections Lieutenant Hardin Lovelace began plans to deal with this stress by contacting the National Organization of Victims Assistance (NOVA) for assistance. This effort was merged with the efforts of CHAPPS and the Chaplain.



Staff Inspections personnel identified all officers involved and their level of involvement. Debriefings were organized for all police personnel, using the assistance provided by NOVA. These efforts included police family members as well. Through local resources and counseling services, arrangements were made for private counseling on an as-needed basis. The debriefing services were organized in a manner which provided for long-term psychological counseling when needed.

Fleet Management

Captain Charles Foley and the staff from Fleet Management were instructing the Hostage Negotiations Unit members on Command Post operations at the time the bomb blast occurred. They all promptly proceeded to the scene, manned the Command Post, and ensured that communications equipment and the Command Post became fully operational. Personnel provided logistical support and maintenance on the Command Post until deactivated on May 5th.

Fleet Management personnel also organized logistical support for police operations at the blast site. This effort included obtaining and maintaining the fleet of golf carts provided by city golf courses and private donors. Golf carts were utilized to transport supplies and to deliver food to the perimeters. Golf carts were also utilized by Commanders of the lead agencies and used to transport visiting dignitaries. Additional support included coordination and control of numerous items of equipment, donated for the relief effort, and their prompt repair. These items included cellular telephones, faxes, radios, and power generators.

Support for the police fleet and equipment needs of officers assigned to the incident was provided. Fleet Management arranged for the City Garage to stay open 24 hours a day for the first week of the incident. This ensured that equipment was repaired as quickly as possible and minimized the impact of down time on operations. A 24-hour maintenance operation benefited officers working the site as well as those working throughout the City. Because of the demand for vehicles, home storage of pool cars was permitted during the incident.

Personnel Services

Personnel Services, which includes all Police Training activity, was affected minimally by the incident. Staff members participated as part of the Emergency Response Team (ERT) and were on site for the first five days. Police recruits were activated to assist with pe-

rimeter security and the release of vehicles from within the perimeter.

On April 19th, all in-service classes were dismissed as officers responded to the blast site. The Division Commander, Major Steve Upchurch, assured the Training Center met the needs of the ERT personnel which was staging for response to the scene. Once the ERT Unit was briefed and had left, the recruits were dismissed and the Training Center was closed and secured. Training Center staff went to the scene and assisted in a logistics capacity for the remainder of their shifts. The Division Commander responded to assist in ERT Unit deployment and operations.

Only scheduled in-service and special training schools were canceled for two weeks. Recruit classes resumed on April 20th and 21st. On Sunday, April 23rd, the entire training staff and recruit class were activated and assigned perimeter security duties. Beginning Monday, April 24th, all personnel were assigned to assist victims and citizens in obtaining the release of personal property and/or vehicles from within the perimeter. This assignment continued through 1200 hours April 26th, at which time IMPACT officers assumed that responsibility. All recruit training activity resumed the afternoon of April 26th. Four training days for recruit Class Number 111 were lost due to these assignments.

Budget Office

The Budget Officer and staff remained at Headquarters and identified funds for emergency purchases. The incident immediately required an unusual amount of supplies. In order to expedite the process, purchases were made outside normal purchasing procedures. The Budget Office provided liaison with City Purchasing agents and aided in acquiring emergency purchase orders. Initially, there were some difficulties; however, once the procedures for emergency purchases were established, purchase orders were expedited and faxed to vendors. This coordination of purchasing efforts ensured proper supplies were acquired quickly to prevent disruption of operations. On April 22nd, the Budget Officer was assigned as a liaison at the MACC Center and remained in that assignment until the center was moved April 28th.

Effects on Routine Operations

The impact on routine operations for Administration Bureau employees varied by work sections. The incident required some work sections to commit all employees and to cease routine operations. An example being Planning & Research, where all employ-



ees were committed to assisting the PIO and manning the MACC Center. Personnel from other units were either assigned or provided a substantial amount of work in support of the incident. Essential daily functions were minimized as personnel focused on the incident.

Operations Bureau

The Operations Bureau is responsible for providing protection to the citizens of Oklahoma City through the use of vehicular, foot, and bicycle patrol units. The Bureau is commanded by Deputy Chief R. Neill Griffith, with each of the four patrol divisions commanded by a Major. Operations Bureau has 623 Officers, or about 63 percent of the Department's sworn personnel. Of that total, 119 Officers and the 9 assigned civilians were on duty at the time. Sixty-nine Operations Bureau personnel were identified as having entered buildings to conduct search and rescue activities immediately following the explosion. Some of these personnel sustained back injuries, exposure to asbestos, and/or smoke and emotional trauma.

Because The Alfred P. Murrah Federal Building is located within the Will Rogers Division, Will Rogers Division Major Larry Gramling took charge of Command Post operations at the scene on April 19th. Within minutes following the bombing, the Emergency Response Team and Command Post were activated. The Emergency Response Team is commanded by the Santa Fe Division Major, Garold Spencer, who responded to direct deployment of the ERT units. Additionally, the Training Major responded to the Command Post to assist in deployment of personnel. The Deputy Chief of Operations assumed command of on-site Police Operations.

With the activation of all available Operations Bureau personnel, resources were stretched to the maximum. Most days off and special leaves were canceled through May 5th. Working hours for most day shift personnel on April 19th and all Emergency Response Team members were extended. As OCPD personnel assigned to the site were placed on 12-hour shifts, the three Majors were placed on 12-hour shifts which were offset from other personnel. This was done to provide for briefing shifts and to ensure orderly changes in command.

Divisional personnel assigned to the incident after April 19th worked in an on-duty capacity for their routine 10-hour shift. Emergency Response Team squads were placed on 12-hour shifts with rotations at 0600 and 1800 each day. ERT Personnel were rotated

out for one day by utilizing field officers for relief. This rotation ensured each position maintained one officer who was knowledgeable of the position's needs and working relationships with other agencies.

Immediately following the bombing, The Deputy Chief of Operations authorized the suspension of all nonpriority calls. Only priority calls ranking 1, 2 and 3 were dispatched to field officers. All other calls were suspended indefinitely or reports taken by telephone. It is interesting to note that the number of calls for police service dropped dramatically beginning April 19th and remained at a reduced level through the first week following the bombing.

Each field Division has an investigative team of six officers and a Lieutenant referred to as IMPACT Teams. IMPACT, an acronym for Initiating Multiple Police Actions Against Criminal Targets, are raiding teams that concentrate on street crimes in the specific geographic areas. Most IMPACT investigations ceased as IMPACT personnel were assigned to the scene. Two Divisional IMPACT teams were used throughout the incident and the other two teams were utilized on a rotating basis.


For reporting purposes, the Operations Bureau assignments are broken into three areas: Command Post Operations; Emergency Response Team; and field Divisions. Included is a summary of manpower utilized by Operations during the incident.

Command Post Operations

Command Post Operations began April 19th, at 0931 hours and continued through 1630 hours Friday, May 5th. During this time, uniformed Field Division personnel were utilized to operate the Command Post. Divisional Supervisors and Bureau Administrative Staff oversaw the operation and coordination of the Command Post's activities with other agencies.

OCPD utilizes a mobile Command Post vehicle for special events and major incidents. A new Command Post was purchased in the fall of 1994 and received shortly before the incident. The 1995 Barth 33-foot Motor Coach is equipped with a 15 kilowatt generator, 6 workstations, 7 cellular telephones, 9 radios covering all bands, 9 telephones with automatic line switching an intercom system, and 4 Mobile Data Terminals (MDTs). The vehicle is divided into three work areas: dispatching, conference room, and galley.

Deputy Chief Griffith ordered the activation of the Command Post within minutes of the bombing. At the



time of the activation, the Fleet Management Supervisor was conducting a training exercise for the new Command Post at the Police Training Center. Hostage Negotiations Unit personnel responded with the Command Post and initially manned the unit.

Command Post operations were initially hindered due to lack of supplies. Since the Command Post was new, the unit had not been adequately stocked with office supplies, report forms, computer equipment, portable fax, or sufficient resources to sustain a major operation. Supply room personnel and detectives obtained necessary supplies as they were needed. However, over the first two days, adequate supplies were obtained and stockpiled in the unit.

The Command Post was initially set at N.W. 6th and Harvey, adjacent to the Fire Command Post, at 0931 hours. At the beginning of the incident, personnel had difficulty in utilizing the cellular telephones. Due to the high number of calls, cell switching equipment was overloaded and calls in the downtown area would not go through. Cellular One and Southwestern Bell Mobile systems personnel quickly made arrangements to expand the cellular access capacity. Dedicated cellular channels were established for those working the incident. When telephone communication was finally established with Communications (9-1-1), the cellular telephone line was kept open continuously with an operator at each end. Also, a local amateur radio operator arrived and provided assistance. He was equipped with his own radios and was allowed to operate out of the Command Post. The ham radio operator assisted in relaying some emergency radio traffic and provided communications with the Red Cross and Salvation Army operations in the early hours.

At 1028 hours, a possible second explosive device was reported, prompting the Command Post to relocate to N.W. 9th and Broadway. It remained at this location until 1110 hours when it was moved to a parking lot on the west side of the 800 block N. Harvey. At this point, the media gained access to the Command Post cellular telephone numbers and broadcast the numbers to the public to call for information on victims. Command Post radio operators periodically broadcast instructions to the media to announce telephone numbers for the Red Cross. Once the Command Post was moved to a parking lot at N.W. 7th and Harvey, land-lines for communications were installed and the cellular telephones were disconnected.

Police officers from departments throughout the state, as well as off-duty Oklahoma City Police Department officers, reported to offer assistance. Command Post supervisors attempted to assign personnel; however, when ERT supervisors began reporting the perimeter was secured, Oklahoma City Officers were advised to return to their normal assignments. By 1330 hours, supervisors began advising officers from other agencies that the situation was under control and that they could return to their agencies. However, most elected to remain and offered whatever assistance they could.

At approximately 1430 hours on April 19th, the Command Post was relocated to the parking lot of One Bell Central at 7th and Harvey. This move was made to provide better utility services and consolidation of all command posts in a lot which could be secured. Late in the afternoon of April 19th, Southwestern Bell established new land-line telephones for all the command posts and the numbers changed again. The six lines provided did not have a "roll over" feature, which made it necessary to publish all six phone numbers to other agencies. These numbers remained the same through April 25th, at which time the Command Post phones were connected to the City's telephone exchange.

Initially, six field officers and one supervisor manned the Command Post on each shift. On April 24th, the number of personnel was reduced to three officers and one supervisor for the remainder of the incident. Command Post personnel coordinated assignment of law enforcement officers from other agencies, made assignments of field personnel assigned to security posts, and coordinated police activities throughout the incident. Maps of the perimeter were utilized by staff members to conduct daily briefings for City leaders, agency heads, and police commanders.

From the first day, Southwestern Bell Telephone made all their facilities and personnel available to the rescue and recovery effort. The facility at One Bell Central quickly became the center of activity for all agencies due to the location of the Command Posts and the physical layout of the building. The covered parking area was utilized for a supply warehouse and a feeding center. With the inclement weather, personnel used the covered area to position tables and chairs for eating, taking breaks, and completing reports. Southwestern Bell provided a generator and technicians for initial Command Post power and then left them in place for a backup power supply.



Late on the afternoon of April 19th, Command Post personnel were faced with requests for access into controlled areas by local business owners. Given the amount of structural damage, owners were requesting access to secure businesses, allow insurance adjustors to survey damage, and for employees to make repairs in order to reopen the businesses. An outer perimeter pass was implemented initially by ERT Captain C. E. Hill. There was a lack of specific instructions on who were and who were not issued passes. The decision to issue passes was based solely on the supervisor's discretion. No passes were required for uniformed law enforcement personnel or firefighters. Due to the demand and the intrusion on Command Post operations, the issuance of passes was moved to the FBI Photo ID Center on Sunday, April 23rd.

By the third day, a need to receive printed material and to print police reports became crucial to the operation of the Command Post. Southwestern Bell arranged for Micro Age Computers to equip the Command Post with two lap top computers.

By Saturday, April 22nd, the Multi-Agency Coordination Center (MACC) had been established at the Myriad Convention Center. OCPD Command Post personnel began utilizing the MACC to coordinate functions; however, the MACC had difficulty in making contacts. The Command Post supplied a listing of telephone numbers to aid the MACC. The MACC was moved to the 9-1-1 Center on April 28th, and operated there through May 1st.

Command Post operations began downsizing on Wednesday, May 3rd, when the OCFD Command Post ceased operations. Law Enforcement Command Posts were closed on Friday, May 5th, following the Memorial Service. The Command Post was removed at 1630 hours as assigned personnel were released.

Emergency Response Team

All Emergency Response Team squads were activated immediately following the blast. ERT was assigned responsibility for perimeter and scene security. Supervisors coordinated the assignment of responding police personnel in establishing and maintaining the perimeters. On April 19th, an initial perimeter was immediately established around the crime scene. Over the next seventeen days there were several different perimeters established and numerous changes to these perimeters. These changes were a result of rescue operations, the need to protect physical evidence, eco-

nomics factors relating to area businesses, and the news media.

Of utmost concern was access for emergency equipment involved in the rescue operations, safety and welfare of rescue workers, and contingency plans for the collapse of the building due to its instability. The weather also played an important role in establishment of the perimeters. During the incident, there were three distinct perimeters established and maintained. The perimeters were an inner perimeter, an outer perimeter, and a traffic perimeter.

Inner Perimeter

The inner perimeter was established by some of the first responding units. Photographs of the incident document officers placing barrier tape and securing areas even prior to the car fires being extinguished. The initial perimeter was the 200 block of N. W. 5th Street; however, within minutes this perimeter was expanded to include the 200 block of N. W. 6th Street. The perimeter was expanded due to injuries in the adjoining buildings such as the Journal Record Building. As the numbers of injuries grew and medical personnel flooded the area to set up triage stations, the perimeter again grew. Security for the inner perimeter was maintained by Oklahoma City Officers working with U.S. Marshals.

Outer Perimeter

The outer perimeter was established around 1120 hours on April 19th, as rescue workers retreated with the report of a secondary device. Officers utilized crime scene tape, buildings, and natural barriers to secure this enlarged area. This expanded area provided a buffer for the inner perimeter, better control of traffic, greater security for the command posts, and containment of the media. This perimeter changed five times over the 17 days.

The buffer zone between the two perimeters provided an area where rescue equipment could be staged and directed into the scene. Resources, such as manpower and equipment, could be assembled and rotated in and out with minimal problems. This secure area provided a buffer for rescue workers being rotated out. This was necessary to limit media contact with the workers until they were debriefed. The physical landscape of this buffer isolated the rescue operations from media cameras and permitted the recovery of bodies to take place out of the media's view.



Traffic Perimeter

A traffic flow perimeter was established within minutes of the bombing. This perimeter was set up ranging from N.W. 10th Street on the north to Main Street on the south. Officers sealed off Broadway and Walker on the east and west sides. Traffic corridors to St. Anthony's Hospital and to the University Hospital complex were kept open. Local radio clubs, such as REACT, aided in traffic control by manning outer boundaries and diverting traffic from areas such as the FBI Command Post.

Perimeter Changes

The first, and most extensive, outer perimeter was established on the morning of April 19th. The boundaries were Walker on the west, Broadway on the east, N.W. 8th Street on the north, and Main Street on the south. The combined resources of OCPD personnel, State Troopers, and responding local agencies were required to secure and maintain this large area. Due to the manpower required, efforts to reduce this perimeter began almost immediately.

Within 24 hours, the outer perimeter was reduced by moving the west boundary to Hudson, the north boundary to N.W. 7th Street, and the south boundary to Robert S. Kerr. As search teams located potential evidence on N.W. 5th Street, west of Hudson, this portion of the perimeter was enlarged to encompass the search area.

The east perimeter was relocated to the west curb line of Broadway to reestablish a traffic flow. Later, Broadway had to be closed as search teams located potential evidence. This perimeter remained in place from April 20th through April 24th.

Later, the perimeter was reduced in size in an effort to accommodate as many local businesses as possible. Perimeter changes were made at night when there was less traffic and were coordinated with City Public Works.

On the morning of April 24th, the west perimeter was pulled to the east curb line of Hudson, thereby permitting traffic flow on Hudson. The east perimeter was moved to the west curb line of Broadway, which permitted vehicular traffic on Broadway.

On April 25th, further reductions to the outer perimeter were made to provide access to the Federal Courthouse complex. These changes provided not only access to businesses, but access to parking areas for the employees and repair crews. This perimeter re-

mained unchanged through May 4th. With recovery operations nearing completion, the perimeter was significantly reduced on May 5th. The perimeter was reduced to N.W. 6th Street on the north, N.W. 4th on the south, Broadway on the east, and Hudson on the west. This was accomplished through an agreement with Federal authorities in preparation for shifting building security responsibility to the General Services Agency (GSA) and Federal Protective Police. OCPD ERT personnel maintained this perimeter until relieved by OHP Troopers and on-duty Division officers at 1630 hours May 5th. On May 9th, security was released to the Federal Protective Police and private security companies.

Divisional Personnel

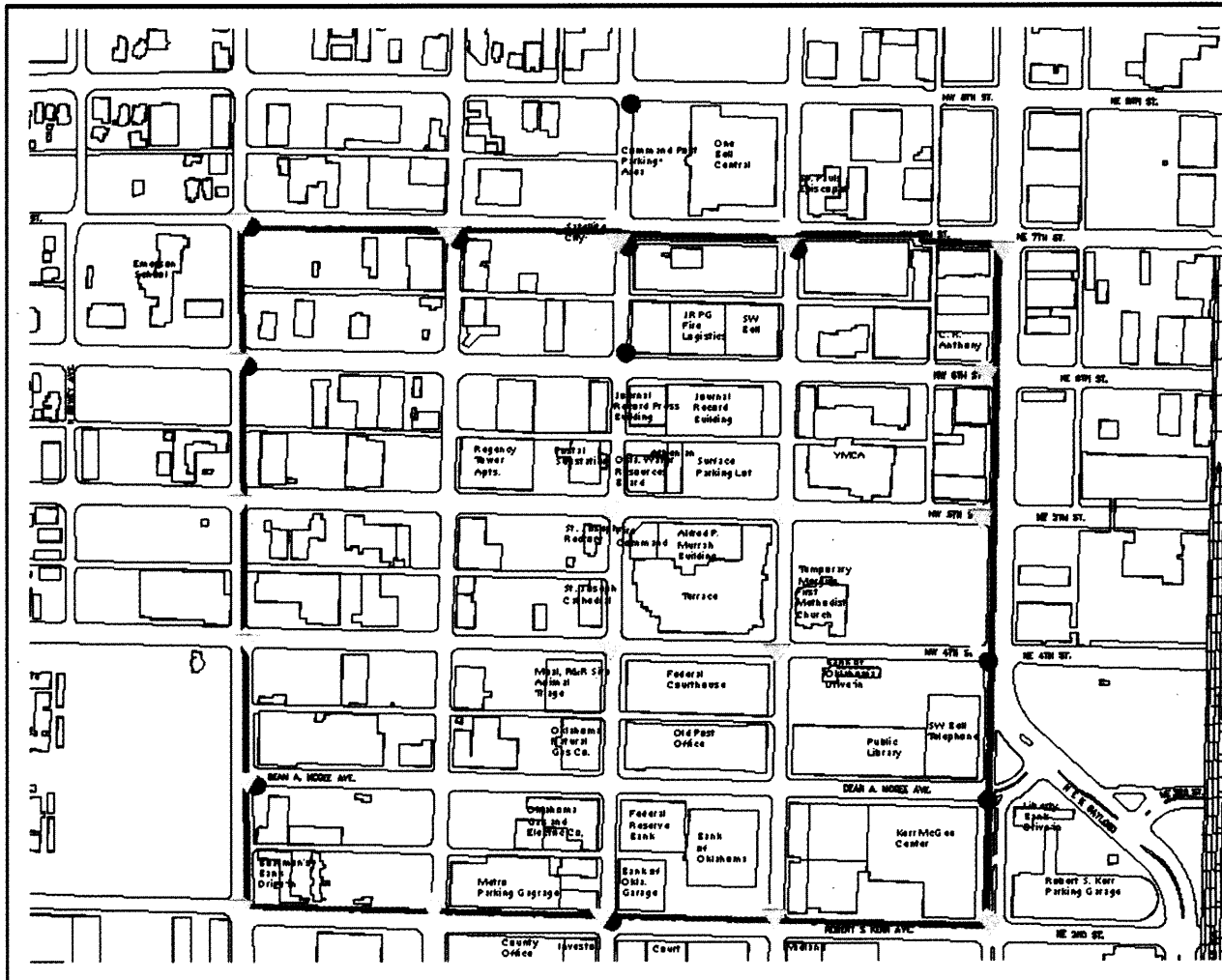
The number of personnel who responded to the scene or who were assigned to the scene on April 19, totaled approximately 217 Operations personnel. An additional 36 officers and 9 supervisors responded to the Patrol Divisions to take routine calls. These numbers are derived from the reports of activities made for actions on April 19. By 1800 hours, Operations personnel assigned to the incident were identified, relief scheduled, and rotation of personnel begun. Day shift personnel were relieved by second shift officers. ERT members were divided into two 12-hour shifts.

Day shift personnel were classified as those generally assigned at 0600 hours and relieved at 1800 hours. Night shift personnel were classified as those generally assigned at 1800 hours and relieved at 0600 hours. Personnel were assigned from all Divisions on their regular work schedules. Divisional Personnel from Shift One were counted on the incident's day shift count. Divisional Personnel from Shifts Two and Three were counted on the incident's night shift count.






Beginning May 2nd, staffing levels began declining with the recovery operation nearing the end. Downsizing continued until the Command Post was closed on Friday, May 5th. As operations were reduced, personnel assigned to the incident were returned to their Divisions. It is worth noting that the other agencies began dramatically reducing their numbers at the same time. With the reduction by OHP and the National Guard, Public Works reconfigured the snow fencing to aid in maintaining the perimeter security.

Divisional IMPACT Teams initially aided clergy and relief workers in establishing the victims' assistance center located at the first Christian Church, N.W. 36th and N. Walker. Throughout the incident, IMPACT teams

04/19/95 POLICE PERIMETER

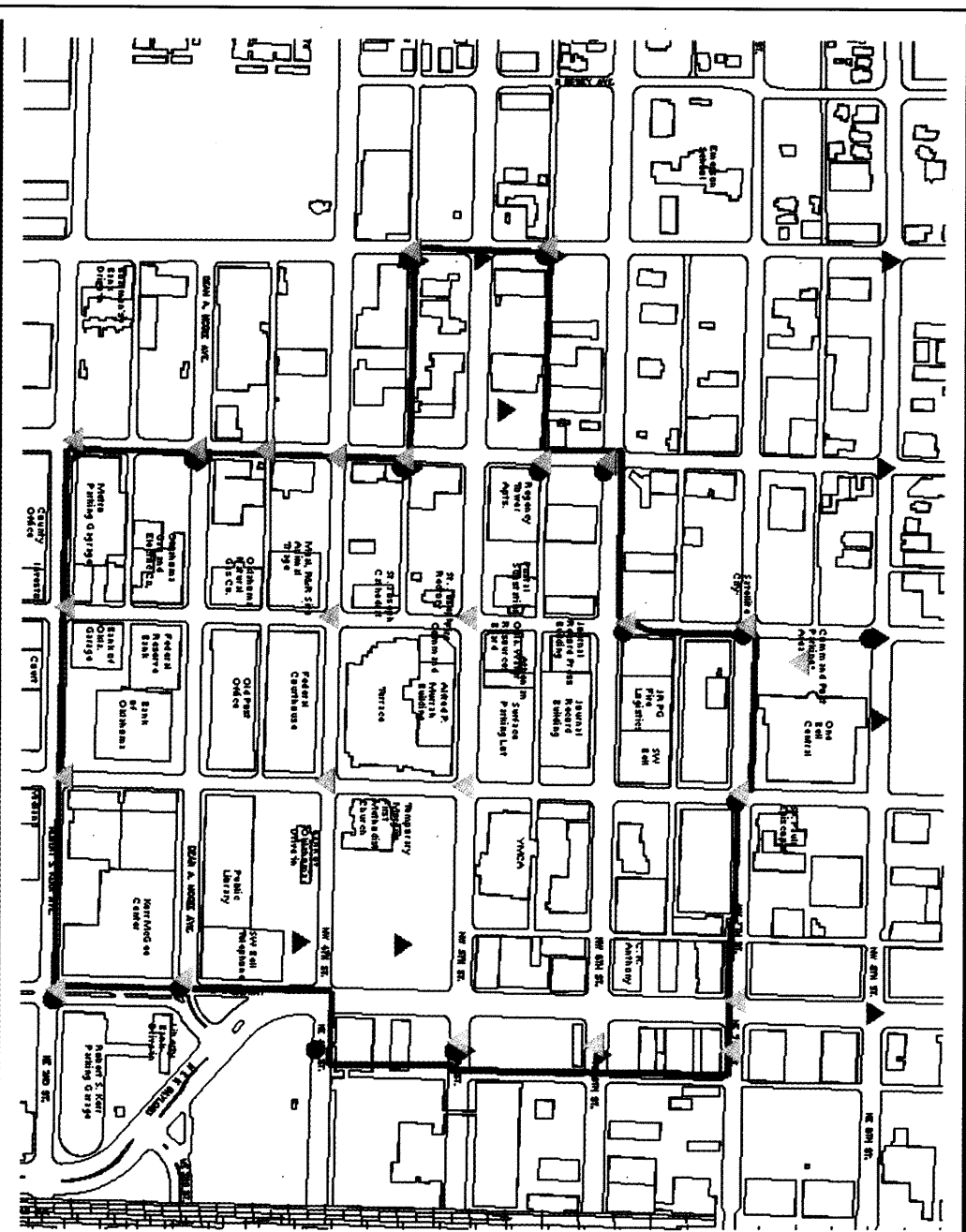


LEGEND

-  Oklahoma City Police Dept.
-  Oklahoma Highway Patrol
-  Military
-  Other Law Enforcement
-  Police Perimeter



Data compiled by Public Works Department



04/20/95
POLICE
PERIMETER

- LEGEND**
- ▲ Oklahoma City Police Dep
 - Oklahoma Highway Patrol
 - ▲ Military
 - ◆ Other Law Enforcement
 - Police Perimeter



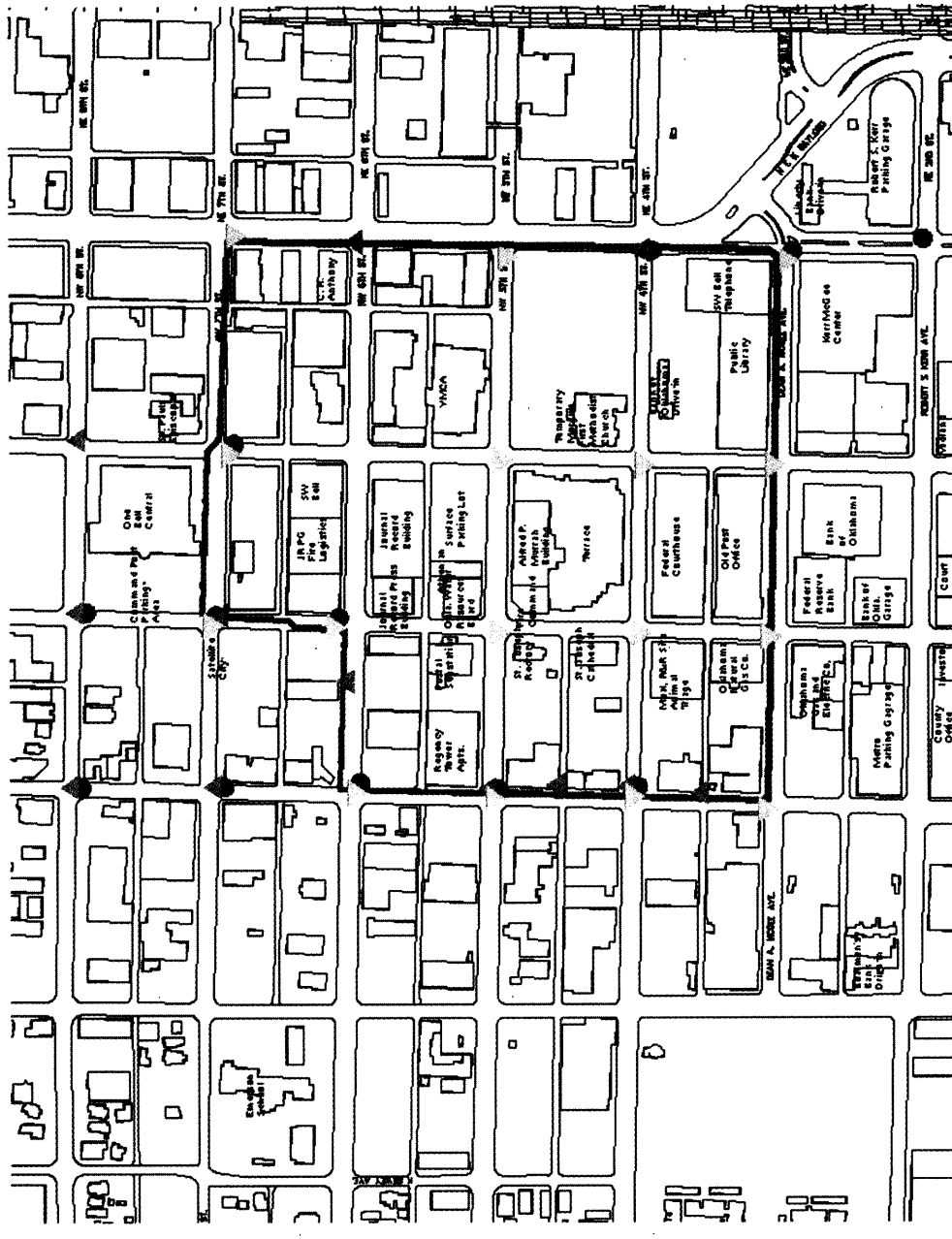
The City of
OKLAHOMA CITY
 Data compiled by Public Works Department

04/24/95 POLICE PERIMETER

- LEGEND**
- ◀ Oklahoma City Police Dept.
 - Oklahoma Highway Patrol
 - ▲ Military
 - Other Law Enforcement
 - ▬ Police Perimeter



The City of
OKLAHOMA CITY
Data compiled by Public Works Department



04/25/95 POLICE PERIMETER

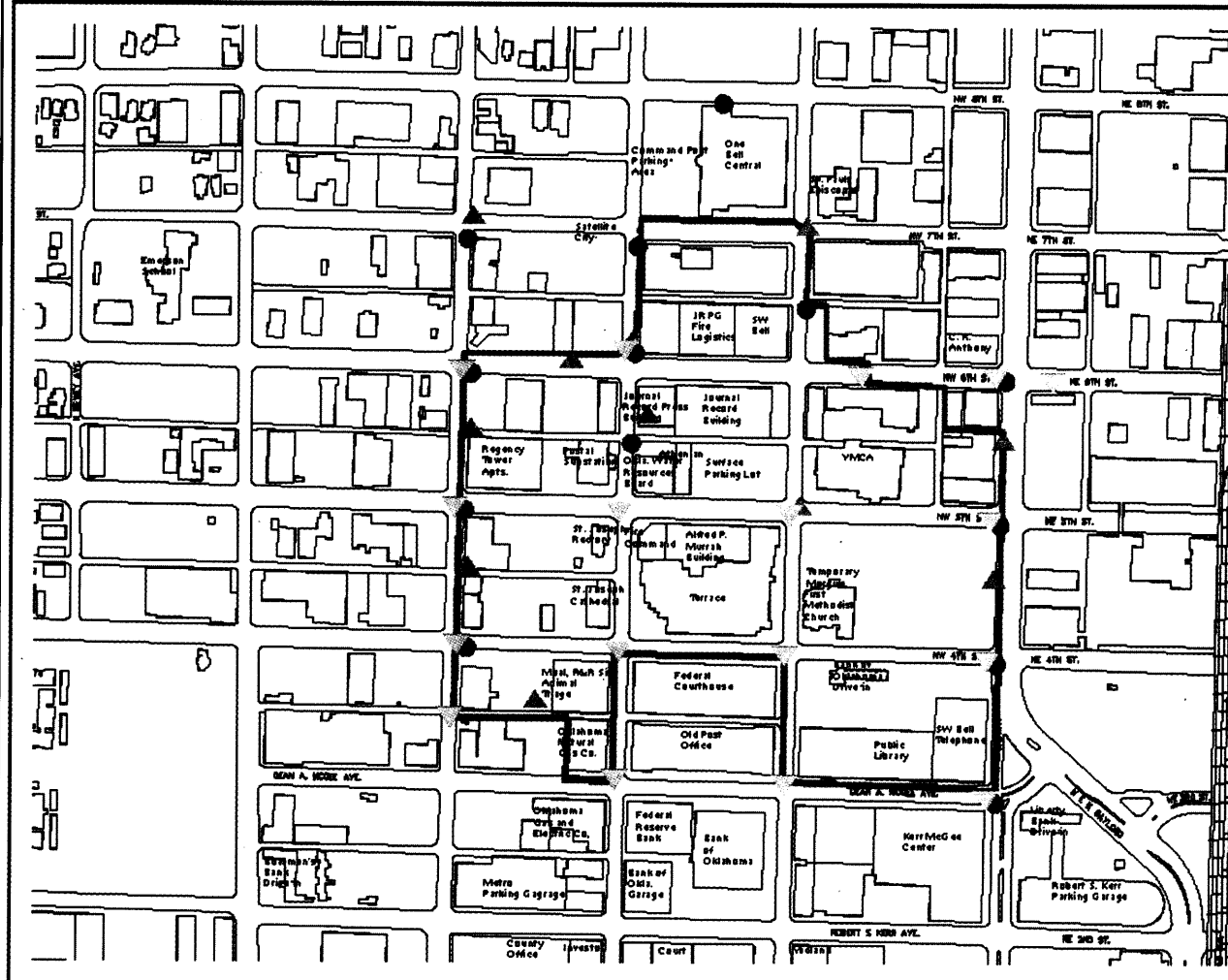
LEGEND

- Oklahoma City Police Dept.
- Oklahoma Highway Patrol
- ▲ Military
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The City of
OKLAHOMA CITY

Date compiled by Public Works Department



Alfred P. Murrah Federal Building Bombing



	Restricted/Closed		Temp Logistics Area		Water		Forward OPS Staging
	DFO		Cell Phones		Morgue		ATF
	Media		Task Force Logistics		Decon		FBI Badging
	ICP		Red Cross Rehab		Medical		
	Canteen		R&R Area		Law Enforcement CP		

were assigned to shifts and rotated through various assignments which included the Command Post, scene security, and security at the victims' center.

Personnel were tracked from day one by name and assignment. Beginning on Sunday, April 23rd, a daily staffing count was implemented. This daily count was originated in an effort to determine the number of meals needed for law enforcement personnel. Efforts were made to reconstruct the count for prior days. This staffing level report was continued through May 5.

Effects on Routine Operations

The Operations Bureau is divided into three sections: Patrol officers, IMPACT teams, and Administrative personnel. Based on the computation of the data provided, the Operations Bureau staffing level reports listed an average of 263.37 Patrol officers scheduled to work each day. An average of 70.88 officers were placed on special assignment throughout the bombing incident. This depleted the nonsupervisory personnel available to answer calls for service by 26.9 percent.

IMPACT staffing level reports reflect an average of 7.00 officers per Division were scheduled to work each day. An average of 5.27 officers were placed on special assignment throughout the bombing incident, which depleted the nonsupervisory personnel available for regular duty by 74.75 percent.

Staffing level reports reflect the Operations Bureau Administrative personnel averaged 9.35 officers scheduled to work each day. An average of 9.05 officers were placed on special assignment during the bombing incident, which depleted nonsupervisory personnel for regular duty by 97 percent.

Investigations Bureau

The Investigations Bureau is responsible for conducting follow-up investigations for criminal activity relating to crimes against persons and crimes against property. Additionally, the Laboratory Services Division conducts all scientific testing for the Department. The Bureau is Commanded by Deputy Chief Lawrence Johnson, and each of the three Divisions — Crimes against Persons, Property Crimes, and Laboratory Services — is commanded by a Major. The Investigations Bureau has 150 commissioned personnel and 41 civilian employees. Approximately 16 percent of the Department's sworn personnel are assigned to the Investigations Bureau. There were 128 commissioned personnel and 27 civilian personnel on duty at the time of the explosion.

At the time of the explosion, the Bureau Chief was out of state at a seminar. The Division Commander, Major Mike Heath and the normal complement of Unit Commanders and investigative personnel were on duty. After the explosion, 85 Investigations Bureau personnel went directly to the bombing scene. Some Investigators, secretaries, and support personnel remained at headquarters.

At approximately 0930 hours, an evacuation of the law enforcement complex, including municipal courts, was ordered. Personnel were not permitted to reenter the building until the area was searched by members of the bomb unit. The jail was not evacuated. A Unit Commander was designated to assist Departmental employees who had friends or relatives in the Murrah Building. His duties expanded when civilians began arriving at Police Headquarters to inquire about their relatives and how they could obtain information from the scene.

Commanders monitoring radio traffic from the scene were advised that additional manpower was needed at the scene. Supervisory personnel accompanied all available Investigators to the Command Post. Remaining staff members learned City Hall and other City buildings had been evacuated.

By 1030 hours, civilian employees began returning to their work sections. Some civilian employees immediately offered to respond to the call for blood donors and were permitted to do so. At approximately 1100 hours, Police Command permitted those employees traumatized by the incident to go home; however, all essential job functions continued to be staffed.

Some Investigators responding to the Command Post were initially assigned to direct traffic, protect portions of the scene, and assist injured persons in the area. Nineteen Investigators have been identified as having entered the building to conduct search and rescue activities immediately following the explosion. Some investigative personnel sustained injuries in the form of smoke inhalation, minor cuts and abrasions, and emotional trauma. One Investigator was hospitalized overnight for smoke inhalation.

Investigative personnel assisted in locating and removing numerous injured and/or dead persons from the building. Some personnel searched adjacent buildings and assisted injured people from those businesses. These rescue efforts continued until approximately 1200 hours. As the Investigators were

released from the scene, they were sent home due to being mentally and physically exhausted.

Upon locating numerous bodies, Investigators quickly established a temporary morgue. This was initially located on the day care center playground on the south side of the Murrah Building. The morgue was relocated to the Methodist Church following the evacuation of the area due to the suspected second device. Some bodies were initially taken to the medical triage station located in the Post Office. By 1200 hours, all bodies were transferred to the morgue located in the Methodist Church. This site remained the temporary morgue through the remainder of the incident.

Due to the large number of Federal agents arriving at the scene, most Investigators were released around 1300 hours to return to routine assignments. By mid-afternoon on April 19, Investigators had assumed a number of assignments, which they continued throughout the incident. These assignments included: FBI Command Post Liaison, Police Command Post Liaison, Security for press conferences, issuance of perimeter access permits, participating in vehicle identification/evidence teams, coordination of vehicles released from within the crime scene perimeter, duties related to bomb evidence collection and disposal, temporary morgue duties, and processing of remains at the State Medical Examiner's Office. For reporting purposes these assignments will be individually discussed.

Police Command Post Liaison

The Homicide Unit Captain, Tom Bevel, was assigned as investigative liaison with the Department's Command Post during the late morning hours of April 19th. Initial duties included assignment of investigators to area hospitals in an effort to identify victims for interview. This task proved to be futile as the hospitals were operating in near epidemic like conditions. Investigators could not interview victims because they were being treated or were surrounded by family and friends. Each hospital had personnel responsible for identifying the victims treated and forwarded their lists to the Red Cross. This information was later obtained through the Health Department and Red Cross, permitting later interview.

Other initial tasks included obtaining supplies for police personnel such as hand-held radios, spare radio batteries, chargers, and cellular telephones for field communications. With the large number of bodies being recovered, additional body bags were needed.

Tinker Air Force Base was contacted, and they quickly supplied several hundred more bags. Assignments were also made for investigators to assist with Command Post security and coordination of literally hundreds of law enforcement volunteers that arrived at the Command Post. This continued throughout the incident.

FBI Command Post Liaison

April 20th, the FBI conducted a briefing for all agencies at its Command Post at #11 N.E. 6th Street. At that time, an Investigative Commander was assigned as a liaison officer to the FBI Command Post. This was a 24-hour-a-day assignment shared by three Investigative Unit Captains. Captain Charles Allen, Captain Phil Carr, and Captain Ted Carlton worked the FBI Command Post through May 4th.

Tasks performed over the duration of this assignment included: coordinating intelligence information among OCPD and the FBI; liaison with other federal and state law enforcement agencies involved in the investigation; providing investigative assistance at the local level; coordinating communications between the OCPD Command Post and FBI Command Post; attending daily briefings at the FBI Command Post; conducting local inquiries on suspects and witnesses; fielding inquiries from citizens, media, and volunteers; and keeping a log of all actions. There were over 600 entries logged and included in the Captain's After Action Report.

Scene Permits and Identification

Once the outer perimeter of the crime scene had been secured by uniformed officers, it was apparent that some type of identification would have to be created to allow only authorized persons into the scene. An initial system was used by the OCPD Command Post utilizing the photo ID equipment from the Oklahoma City Police Department's Permit and ID Section. This lasted through the first evening when supplies were exhausted.

On Thursday, April 20th, Property Crimes Investigators on both day and evening shifts began issuing scene passes and ID. The Operations Bureau staffed this activity on the third shift. The location for issuing the scene passes changed three times due to rain and lighting conditions. It was finally moved to the vacant Oklahoma Publishing Company (OPUBCO) building at N.W. 4th and Broadway on Sunday, April 23rd. The reason for the move was to house OCPD personnel and FBI photo ID personnel in one location. It remained at

OPUBCO through May 5th, when the function was discontinued.

The process was as follows: volunteers appeared at the Permits and ID location and filled out a permit form with their name, agency, and destination. This permit form was submitted along with a photo ID. The Investigator would inquire as to reasons for accessing the scene. The permit would be approved or denied based on the reason and destination. The Investigator entered the information into a logbook, signed the permit, and sent the volunteer to the FBI photo section for their photo ID. If there were questions about the admittance of a person, the FBI made the final determination.

Due to the number of persons requesting entry, the limited resources for processing permits, and lack of guidelines, this process generated complaints. Complaints came from rescue workers and volunteers about the length of time to obtain a permit and the restrictions on the permit. Different colored passes were issued for each day after April 20th to discourage people from returning to the site when they had no current assignment. There were approximately 20,000 passes issued during the 17-day period.

In order to issue permits to the large numbers of volunteers seeking entrance to the crime scene, it was necessary to have an indoor facility large enough to accommodate 100 or more people. Chairs, tables, notebooks, and permit forms were part of the equipment needed to perform the function. In addition, a cellular phone and a police radio helped in the communications effort when trying to check on whether a volunteer should gain access to the scene. Ample supplies of ID badges and photo equipment were mandatory. The entire process would probably have gone more smoothly had investigators been able to utilize lap top computers to enter the necessary data on the volunteers.

Vehicle Identification and Evidence Teams

On April 20th, the FBI and ATF evidence units contacted Police Auto Theft Captain Phil Carr requesting assistance in identifying vehicles that had been severely damaged. The duty hours were primarily from 0600 to 1800 daily. One Investigator was assigned to each of two Federal Evidence Collection Teams. Six Investigators were assigned to an Evidence Team that involved locating VIN numbers and hidden numbers on completely gutted vehicles and vehicle parts. In some instances, sophisticated tools had to be used to cut cars

apart in order to raise hidden VIN numbers. Federal officials took custody of evidence as it was discovered. Federal officials praised the expertise of the members of the Auto Theft Unit. Auto Theft Investigators processed and examined 86 vehicles for identification purposes.

Vehicle Releases

On Sunday, April 23rd, personnel from the Burglary Unit were assigned the responsibility of checking registrations and releasing vehicles parked within the outer perimeter and crime scene area. Personnel setup operations on the second floor of City Hall beginning on Monday, April 24th. The Public was notified through the media of the release procedures, location, and hours of operation. The operation was manned by six investigators and one supervisor.

Vehicle owners would report to City Hall where they would present proof of ownership and identification. Investigators would confirm the ownership through vehicle registration checks via mobile data terminals (MDTs). A vehicle release form was completed in duplicate and signed by the Investigator. A copy was provided to the owner, and a copy retained by the Police Department. The owner was then directed to a predesignated perimeter location. A copy of the release form was presented to Police recruits just outside the perimeter location. The recruits would then escort the owners to their vehicles. Recruits would verify the Vehicle Identification Number and inspect the vehicle. The owner would then sign the release form indicating he/she was taking the vehicle. The recruit would then escort the owner and vehicle outside the perimeter.

Completed releases were returned to the Auto Theft Unit secretary. A daily log listing the owner's name, address and telephone number was created. This log was forwarded to the FBI Command Post. Investigators released 432 vehicles between Monday, April 24th and Tuesday, May 2nd.

Press Conference Security

On April 20th, Investigators from the Burglary Unit were assigned security (in uniform) for several press conferences in the Civic Center. Press conferences began at 1600 hours on Wednesday, April 19th, and occurred periodically throughout the incident. Investigators were assigned to all entrances to ensure that only those agencies involved in the incident and the media were present during the conferences. Investigators were used for this each time major press conferences were scheduled.



Bomb Disposal Unit

Almost immediately after the explosion, Investigators assigned to the Department's Bomb Disposal Unit were mobilized. Bomb Technicians worked on activities related to the bombing from April 19th through May 8th. They conducted sweeps of all municipal buildings and assisted federal agencies at the bomb site. For more information on their function see the section on Support Services Bureau.

Temporary Morgue Duty

Due to the devastation of the Murrah Building, rescue crews estimated the casualties to be in the hundreds. Investigations' personnel established a make-shift temporary morgue in the Methodist Church at N.W. 4th and Robinson on the morning of April 19th. This site was utilized for initial receipt and processing of all victims recovered during the incident. Due to limited space at the State Medical Examiner's Morgue, arrangements were made for refrigerated trailers at both morgue sites.

The Medical Examiner's Office had specifically requested Investigators from Crimes Against Persons Division be assigned to the temporary morgue. This was because these Investigators were more accustomed to working with the Medical Examiner's Office. Crimes against Persons Division personnel coordinated morgue activities with Medical Examiner Field Agents, and staffed the temporary morgue site 24 hours a day. Investigators assisted in the examination of the recovered bodies and body parts, maintained the chain of custody, documented the personal effects recovered from the bodies, and provided security for the temporary morgue site. In addition to Investigations personnel, FBI, ATF, OHP, Oklahoma County Sheriff's Office, and OCPD patrol officers provided 24-hour security for the temporary morgue.

The initial system developed for the processing of each victim included logging the date/time of recovery, location of recovery, and assigning the victim a number. The number was spray painted on the body bag and marked on all items of personal effects from the body. A complete description of the body, such as injuries, tattoos, scars, clothing, and property found on the body, was recorded. A toe tag was attached to each body bearing the number and any tentative identification. Body parts recovered from the scene were placed in red "bio-hazard" bags and marked with a "P." Documentation on where the parts were recovered were attached to the bag. Property recovered from the body was left with the remains.

Property recovered near bodies was collected and marked with an "E" prefix and placed in paper bags, sealed, and stored in the temporary morgue. All property was later transferred to the OCPD Property Room.

The bodies of victims were held in refrigerated trailers at the temporary morgue site until they could be transported to the State Medical Examiner's morgue. All transportation and removal of bodies to the State Morgue was done during daytime hours. The temporary morgue processed a total of 165 bodies from April 19th through May 5th. A total of 26 Investigators staffed the temporary morgue the first day, and staffing decreased daily, with 5 Investigators remaining the last day.

One week after the establishment of the temporary morgue, a military contingent from Virginia (Graves Registration Unit) was brought in to augment the police personnel. After several days, the unit returned to Virginia, and the Oklahoma City Police investigators continued their morgue assignments.

Technical Investigations

Immediately following the blast, on-duty personnel including Captain C.E. Hill, supervisors, investigators, and civilian Photo Lab personnel responded to the scene. As off-duty investigators became aware of the bombing, they responded and were partnered with on-duty personnel. Officers who were attending the Technical Investigations school at the Police Training Center also responded to the scene. A total of 19 officers from agencies throughout the state were in attendance at the Technical Investigations school. All of these officers responded and assisted the first two days.

Technical Investigations personnel transported all available crime scene tape, latex gloves, cameras, film, and other supplies, such as disinfectant soaps and evidence bags, to the scene. Originally, it was the intent of Technical Investigations to establish and maintain control of the scene and to document the scene with photos. The Technical Investigations crime scene van was driven to the scene to be used as a base of operations; however, officers arrived in such a timely manner that the priority changed to locating and assisting the injured. One Laboratory Services employee entered the building and participated in the rescue and recovery of children. Other Technical Investigations personnel immediately began taping off the area and assisted in establishing an area for medical triage and a temporary morgue. Investigators and Photo Lab personnel began to document the incident with photos.

taken from the ground. Aerials from the helicopter were taken within the first hour. Technical Investigations personnel were assigned to work both the temporary morgue at N.W. 5th and Robinson and the State Medical Examiner's office located at N.E. 8th and Stone-wall. With the exception of one investigator, personnel worked in the morgue fingerprinting and photographing all victims. Technical Investigators manned both morgues around the clock through Sunday, April 23rd, and made all initial identifications. The process of identifying the bodies included civilian fingerprint technicians and latent examiners who aided in fingerprinting bodies, locating fingerprint records, and making the identity through comparison of prints. Technical Investigators were faced with going to the residences of some victims in order to obtain latent fingerprints that were used for comparison to prints obtained from unidentified victims. Investigators took over 1,100 photographs.

On the evening of April 19th, all Technical Investigations personnel were placed on 12-hour shifts starting at 0700, Thursday, April 20th. This schedule continued until the recovery activities slowed on Sunday, April 23rd. Beginning on April 23rd, second and third shifts returned to their routine shift assignments.

Technical Investigations' routine calls for service were restored on Monday, April 24th, with one investigator on each shift covering police calls. All other personnel were rotated for days off and assignments at the morgue.

Responsibilities shifted to only manning the State Medical Examiner's office with the Army Grave Registration Unit arriving over the weekend. However, Investigators still responded to the temporary morgue on an as-needed basis throughout the incident. Technical Investigations Supervisors assisted at both morgue locations, and responded to requests for such duties as locating additional crime scene tape, getting photo slides developed in the middle of the night, transporting other agency personnel, and locating additional Polaroid and 35mm film.

Photo Lab personnel, in addition to their initial actions at the scene, assisted by taking aerial photographs. They were also assigned shifts both at the temporary morgue and the State Medical Examiner's office. After the removal of victims from the building slowed, the photo lab reverted to duties that included special photo assignments and processing an extraordinary amount of film for the Department and other agencies

such as the fire Department, FEMA, DEA, and FBI

The latent fingerprint examiners were assigned duties with the Medical Examiner's office assisting in identifying victims by fingerprints. Out of the 168 victims processed, fingerprints were utilized for positive identification in 109 of the cases. The remaining victims were identified by dental records, x-rays, and DNA testing. In all fingerprint cases, latent examiners or Technical Investigations personnel participated and made either the first or confirming second comparison.

Miscellaneous Assignments

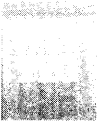
On Thursday, April 20, investigators contacted the leaders of the Islamic community in Oklahoma City. Initially, it was reported that a radical faction of the religious group might have been responsible for the bombing. There were reports of death threats sent to Islamic leaders. Investigators contacted two Islamic leaders in Oklahoma City offering any assistance they thought might be appropriate to prevent any violent acts against their members. Both leaders indicated they appreciated the offer, but they did not feel a police presence, other than normal patrols, would be necessary.

Effects on Routine Operations

The impact on routine investigative operations was significant in both the Crimes Against Property Division and the Crimes Against Persons Division. Most routine cases involving crimes against property were placed on hold. The majority of suspects placed in jail on nonviolent felony crimes were released after 24 hours "pending further investigation." These suspects were formally charged at a later time and warrants issued for their re-arrest. Suspects placed in jail on violent felony crimes were investigated as usual. There were minor delays due to the District Attorney's office being closed and there were fewer investigators, thereby increasing the length of time to complete the case.

It should be noted the suspects averaged greater length of incarceration due to the District Attorney's office closure and manpower issues with the Sheriff's Office during this incident.

Laboratory Services Personnel and Homicide Investigators experienced two homicides during the bombing incident. These homicides significantly impacted personnel who had to process the bodies at the Medical Examiner's office in Tulsa, Oklahoma. This was done because the Medical Examiner's office



in Oklahoma City transferred all nonbombing related cases to the Tulsa office. Routine case assignments were delayed because of the number of personnel on special assignment to the incident. As special duties concluded, Investigators resumed normal assignments and quickly reduced the backlog of assignments.

Support Services Bureau

The Support Services Bureau manages and oversees the functions of special work sections for the Department. The Bureau is commanded by Deputy Chief M.T. Berry, and each Division, Logistical Support and Uniform Support, is commanded by a Major. The Bureau has 104 commissioned personnel and 225 civilian employees. There were 61 commissioned personnel and 86 civilian personnel on duty at the time of the explosion. Approximately ten percent of the Department's sworn personnel are assigned to Support Services.

The Uniform Support Division consists of Solo Motorcycles, Parking Enforcement, Mounted Patrol, K-9, Air Support, Court Liaison, Traffic Investigations, Tactical Operations, Airport, Community Relations, and Campus Security.

The Logistical Support Division consists of Records Management, Permits & ID, Supply, Property Management, Crime Information Unit, Detention Unit, and E-9-1-1 Communications Center.

Solo Motorcycles

The Solo Motorcycle Unit provided initial scene and outer perimeter traffic control beginning immediately after the event. All on-duty Solo Motorcycle officers were utilized on Wednesday, April 19th.

Beginning Thursday, April 20th, all officers were assigned to fixed posts around the perimeter to maintain the traffic flow pattern. Traffic flow was coordinated with Parking Enforcement personnel, supervisors, and Traffic Management personnel for the City.

Officers assigned to fixed posts were, in most areas, joined by officers from outside police agencies such as the Highway Patrol and Oklahoma County Sheriff's deputies. The officers from other agencies provided relief for personnel and were assigned by Command Post personnel.

All leaves were canceled, as motorcycle officers and off-duty supervisors were placed on overtime. fixed

traffic control posts were assigned and continued through Saturday, April 22nd.

On Sunday, April 23rd, all Solo Motorcycle Officers were assigned to escort the Presidential motorcade and assist with security at the Memorial Service.

Beginning on Monday, April 24th, all officers were assigned to line patrol areas on all four sides of the outer perimeter and continued those assignments through Sunday, May 7th. Throughout this period, officers were also assigned funeral escorts for victims as requested.

All solo motorcycle officers remained on 12-hour shifts with leave canceled through Friday, April 28th. Personnel returned to their routine schedule with all on-duty personnel assigned to the incident through May 8th. Between May 8th and the implosion of the building on May 23rd, officers returned to routine assignments and responded to the perimeter as needed.

Parking Enforcement

Police Service Technicians (PSTs) initially responded and were involved in treating the injured, coordinating barricades for street closings, and perimeter control. The Unit supervisor was the Emergency Response Team Officer assigned to barricade coordination with City Traffic Management. Initially, all streets were blocked on the inner and outer perimeters using emergency equipment and barricades supplied by City Streets, Traffic Management, and Flasher, Inc. Access ramps from I-235 were blocked with police equipment until the State Department of Transportation could place barricades.

Beginning around 1200 hours, April 19th, the Parking Enforcement Unit manned fixed posts and provided outer perimeter traffic control. fixed post duties were assigned and continued through Saturday, April 22nd. On Sunday, April 23rd, all PSTs were assigned to traffic control for the Presidential Motorcade and National Memorial Service at the State Fairgrounds Arena.

From April 24th through April 28th, all PSTs were assigned to patrol all four sides of the outer perimeter and to assist with traffic control as needed. Personnel utilized Cushman scooters equipped with emergency lighting, barricades, and signing to direct and maintain traffic flow around the site. Using barricades, the unit secured intersections around the perimeter and established checkpoints that were manned by officers from a number of agencies. The PST units worked closely with other Oklahoma City Police officers, Okla-

homa Highway Patrol, FBI, U.S. Marshals, Oklahoma County Sheriffs, and the Oklahoma National Guard on the fixed post assignments.

K-9

Throughout this incident, dog teams, whether local or out of state, proved invaluable in locating victims in the rubble. Several factors significantly impacted the role the animals played in the location of victims. First and foremost was the great concern for each animal's welfare due to the glass and sharp objects throughout the building and immediate area. This made the work slow and tedious.

Assignments for the five K-9 dog teams included assisting in initial rescue operations, searching adjacent buildings, and assisting in providing security for the inner and outer perimeters throughout the incident. Additional duties included assisting in the search for victims during recovery efforts, assisting and coordinating supplies for out-of-state search and rescue dog teams, and crowd control for the Presidential visit.

Beginning shortly after the blast, K-9 Units participated in the initial rescue operations. Victims were found and aided in the Murrah Building and adjacent structures. K-9 teams also participated in the human chain that passed out rubble piece by piece in order to access some victims. K-9 teams were directed by fire personnel to leave the building because the officers did not have sufficient protective gear. After leaving the Murrah Building, officers aided in securing the perimeter, in crowd control, and assisted Bomb Technicians in checking area buildings for other explosive devices.

Throughout the remainder of the incident, K-9 Units were assigned to the scene to aid in perimeter security. As out-of-state dog teams responded, officers assisted in coordinating supplies and veterinary services for the teams. Due to the limited access to supplies and the large number of dog teams, officers utilized the PIO and media to request assistance from the public. Each time requests were made for items such as dog food, veterinary services, or protective gear for the animals the response was overwhelming. Supplies for officers were coordinated through the Red Cross to ensure all crews were adequately equipped.

Two K-9 Units remained at the scene throughout the rescue and recovery operation. All other units returned to regular field assignments and were returned to the scene as requested. After all out-of-town teams

left, K-9 units assisted in the search of the rubble following the implosion on May 23rd. On May 29th, K-9 teams assisted in locating and recovering the last three bodies from the rubble.

Mounted Patrol Unit

The Mounted Patrol Unit, which consists of five horse patrol teams, was utilized for crowd control, perimeter patrol, general patrol of the areas, security at on-site press conferences, and assisting with Presidential security.

Mounted Patrol Officers arrived on scene within thirty minutes of the blast. As Mounted Units approached the scene, they began moving crowds gathering on the west side of the building back at least one block. The horses proved invaluable in quickly moving the gathering crowds and patrolling areas around the blast until the hard perimeter was established. The horses were able to move through the debris and continued to aid in escorting medical personnel into the area.


For the duration of the incident, all Mounted Patrol Officers were assigned to the scene. All leave was canceled for the unit, and personnel were placed on 12-hour shifts. Throughout the incident, unit personnel worked closely with the Oklahoma County Mounted Patrol Unit to ensure adequate coverage each day. Normal assignments were suspended through May 8th.

As Officers patrolled the area, Mounted Units were utilized on several occasions to secure small areas outside the outer perimeter. These areas were held for short periods of time while evidence collection teams searched for debris and fragmentation related to the blast. Mounted Units proved capable of controlling sizable areas without drawing manpower away from other assignments.

Mounted Patrol Officers were utilized for crowd control and Presidential security at the National Memorial Service on Sunday, April 23rd. Upon returning to the scene, unit personnel assisted officers in escorting citizens into secured areas for release of property and vehicles.

Property Management Unit

Initially, Federal Authorities began taking custody of property, while personal property from victims was transported with the remains. This procedure quickly proved to be impractical. As rescue and recovery operations proceeded, it became apparent an on-site property room would be needed to handle the volume.



Additionally, procedures for release needed to be set up with families coming to a remote site to claim the personal effects. Property Management Personnel were contacted and arrangements made for a semitrailer to store the property at both the site and the property room locations.

Beginning April 21st, the Property Management Unit began to handle all personal property recovered during the incident. Property included personal effects from victims, personal effects of employees from the Alfred P. Murrah Federal Building, and all personal property recovered from damaged vehicles near the building. Property Management Unit employees set up collection points at the Temporary morgue, FBI evidence tent, Temporary property room on site, FBI seizure office, sift sight at the County Sheriff's gun range, U.S. Marshal's office, and at the Murrah Building site.

Utilizing the Unit supervisor, five Police Sergeants, and three Property Room Clerks, Property Management personnel collected property from 0700 to 2300 hours each day. After hours, personnel were subject to call out and were contacted on several occasions. Examples of after-hour callouts included rescue crews finding large safes, gun caches, and the credit union cash drawers in the middle of the night.

Once property was collected and marked, investigators and property management unit personnel secured the items in semitrailers. American Freightways loaned one 28-foot trailer, which was used as a temporary property room near N.W. 6th and Robinson. An additional 40-foot trailer was placed on the west side of the Police property room at 700 S. Hudson. Security onsite was provided by officers securing the inner perimeter. The trailer placed at the property room was wired to the existing property room alarm system.

Property Management Unit personnel relied on assistance from agents and officers from a variety of agencies in order to accomplish their mission. Outside agency personnel collected the property, marked the items as directed by OCPD personnel, aided in securing the property, and assisted in the physical movement of the property. Assisting agencies included the FBI, OHP, ATF, U.S. Marshal's, U.S. Army, State Medical Examiner's Office, Oklahoma County Sheriff's Office, Oklahoma City Fire Department, and the various rescue units that responded from across the nation.

Property that was readily identifiable was promptly released to family members. Additionally, personnel worked with agency staff members to identify property

from the various work stations. With the volume of property and number of inquiries, all nonessential routine operations were suspended. This continued from April 21st through May 18th, when all personal property was transferred to GSA for disposition. Property Management personnel still processed seized property and made releases as directed by investigators and the courts.

Communications Unit (E-9-1-1)

The Emergency Management Unit is responsible for answering all 9-1-1 calls directed by Bell Telephone. Calls for Fire and Emergency Medical Services (EMSA) are immediately transferred to the respective dispatch unit. All calls for police service are processed and dispatched by unit personnel. All calls coming into the unit are recorded and documented utilizing a Computer Aided Dispatch (CAD) System.

Beginning April 19th, the 9-1-1 Center was inundated with calls. During the first hour of the incident, 488 calls were placed to police communications. Normal call volume activity on a Wednesday morning usually averages around 80 calls per hour. Normal 24-hour activity is around 1,800 calls. The 24-hour activity for April 19th was 2,969 calls. For the next three days, call volume consistently remained about 20 percent above normal. The call volume statistics are for 9-1-1 Center emergency lines only and do not include calls to administrative lines or emergency calls placed directly to Fire or EMSA dispatch centers.

It should be noted that the call statistics for the initial hour of the incident are deceptive in that the numbers reflect only the calls which were answered. During the first hour of the incident, there were over 1,800 calls attempted on 9-1-1 lines alone. At least 1,212 callers received a busy signal due to all incoming trunk lines (15 9-1-1 lines, 7 nonemergency lines, and 2 overflow lines) all being used. This cannot be avoided in future incidents without adding additional trunk lines and additional personnel to man the lines.

Call volume jumped from 35 in the half-hour preceding the incident, to 338 in the first half-hour of the incident. Of the initial calls, 83 9-1-1 calls were initially abandoned (caller hung up before a dispatcher could answer). Per existing unit policy, call-backs to abandoned calls were made as off-duty personnel responded for duty. Two dispatchers were assigned to returning the abandoned calls with first priority given to those numbers in the downtown area as they were more likely to have been from bombing victims. Other

abandoned calls were called back in a priority based on telephone prefixes as they radiated outward from the blast site. This process took several hours to complete, and no bombing victims were located by these measures. Other measures to handle the overload included immediate referral of all press and media calls to the PIO with a prompt disconnection.

Routine calls for police service were reduced by immediately suspending the processing of all lesser calls, these being the priority 4, 5, and 6 calls. This measure was continued for approximately the first 24 hours of the incident.

Due to problems in making outgoing cellular telephone calls from the scene, it was necessary for Communications to keep one dispatcher assigned to monitoring an openline to the Police Command Post. This assignment continued for several days due to the limited number of telephone lines and the volume of traffic to the Command Post. Many requests unique to this incident were made of dispatchers such as the need for dump trucks, portable restrooms, lighting equipment, heavy equipment, etc. These requests were coordinated with fire Dispatchers and could have been expedited with an Emergency Resources Catalog listing contacts. Similarly, the Major Disaster Call-Out List had not been updated because the Emergency Management Coordinator position is vacant.

Since a crime was involved, criminal intelligence information began coming into dispatchers. Initially, this was a concern, since there was no centralized investigative command post. As the FBI set up operations, dispatchers referred information to Federal officials.

Other initial call demands included the activation of the Emergency Response Team (ERT). The activation required a dispatcher to set off the various team pagers prompting 70 officers to call into an already overloaded system. All ERT members had to call Communications to find out where they would stage. Additional confusion was created when a change in the staging location occurred. On April 19th, 15 Dispatch personnel were on duty at the time of the incident. Within the first 90 minutes, 17 additional Dispatchers were either called in or voluntarily reported for duty. Eight others either reported early for Shift 2, stayed late, or both. Had the communications crisis lasted for another 12 hours, it would have required personnel to go to 12-hour shifts in order to provide for rotation of personnel.

At the time of the April 19th bombing, Communications Center security was an issue. From the beginning of the incident, the electronic front gate was locked open, since a security camera has a full view of the gate area. An offer for military police at the site was declined. Security for the center would have become a concern had there been a threat or had the initial crisis lasted longer than 12 hours. All tours and unauthorized personnel were denied entrance to the facility through May 5th.


Included in the 9-1-1 Center is the City Emergency Operations Center (EOC). EOC routinely dispatches for other city departments, monitors weather, coordinates emergency crews from utilities, and answers City Hall phones after business hours. On April 19th, one person was on duty in EOC.

Immediately following the blast, all dispatching for other City departments was suspended. Only emergency radio traffic was handled in an effort to address needs at the scene. One of the more immediate problems encountered was when most of City Hall was closed after the report of a second explosive device. All offices were evacuated and employees were directed to go home. The telephones at City Hall were forwarded to EOC, as per normal operating procedures. This caused two immediate problems: difficulty in reaching City workers in some areas, and the massive increase in call volume to EOC. Most of the calls were requests which could not be answered from EOC.

Increased calls to EOC further added to the dispatcher workload when the two City Hall telephone numbers were publicized for call-ins by persons who were in the Federal Building at the time of the bombing. Dispatchers were not notified in advance and had no instructions or information for the callers. This situation took nearly two hours to correct.

Air Support Unit

The Air Support Unit used the Department's two helicopters throughout the incident to provide aerial support functions. Within minutes of the blast, there were reports of persons trapped on roofs of buildings. These reports prompted a search of the area and plans for rescue attempts. A search of roof tops did not identify anyone in need of rescue. However, aerial surveillance did provide direction for responding ground units. Flight crews identified an area northwest of the scene for a medi-flight landing zone and coordinated medi-flight evacuation of victims from the area.



As officers on the ground retreated, due to the suspected second device, air units began photographic flights for police personnel to document the damaged areas. With both helicopters airborne, one operated as a high observation platform providing support for the ground units. The other ship provided aerial patrol to protect against possible looting in the immediate area.

Within minutes of the blast, personnel contacted FAA Air Traffic Control and advised them of the incident. FAA was advised of the unit's need for special air traffic control and handling. Air Traffic Control responded by placing the immediate area around the blast site in a restricted airspace status. All private aircraft were restricted from the area, as a one-mile, 3,000-foot ceiling restriction was implemented. This restriction remained in effect throughout May 1995. Throughout the incident, Air Support personnel coordinated aircraft entering or leaving the downtown restricted area with air traffic control.

As the magnitude of the incident became known, military medical crews and supplies were dispatched to Oklahoma City from area military bases. Unit personnel quickly established a base of operation for other agencies' aircraft at the Downtown Airpark. Personnel coordinated arriving aircraft and crews to ensure the medical supplies were quickly forwarded to the scene. Some medical supplies were transferred to police helicopters and immediately taken to the scene. A parking lot adjacent to the County Courthouse was secured as a landing zone for supplies shuttled to the scene. On one occasion, a crew was dispatched to pick up needed medical supplies flown into Will Rogers Airport. Due to the urgent need, the crew flew the items to a parking lot that patrol officers had secured. By mid-afternoon on April 19th, helicopter crews began providing officials aerial tours of the damage. These aerial assessments enabled the Mayor and staff to determine the total area of damage and aided in seeking the Federal disaster declaration. Aerial tours of the damaged areas continued throughout the incident as various agencies and officials needed additional information or photographs.

Night shift crews continued to patrol the secured areas utilizing FLIR (Forward Looking Infra Red) and search lights to guard against looting or unauthorized entry. Additionally, the "Nightsun" search lights were used to provide illumination for rescue workers on several occasions.

Throughout the remainder of the incident, the Air Support Unit flew a variety of missions in support of the numerous agencies involved in rescue, recovery, and investigation of the blast. Agencies supported include the Fire Department, Mayor's Office, ATF, DEA, FBI, FEMA, U.S. Customs, U.S. Marshal, Secret Service, Air Force, Army, Army National Guard, and Oklahoma Highway Patrol.

As a suspect was taken into federal custody, both helicopters provided an aerial escort for a prisoner transport to the Federal Correctional Center at El Reno. Aircraft were used as observation and communication platforms for prisoner movements in support of the U.S. Marshals and FBI.

On Sunday, April 23rd, air support and escort was provided for the Presidential motorcade. U.S. Secret Service agents rode as observers when the motorcade traveled from Tinker Air Force Base to the Oklahoma State Fair Grounds for the National Memorial Service.

Air Support Unit routine assignments were suspended throughout the incident. Personnel worked 10-hour day and night shifts to provide maximum coverage. Personnel were placed on a call-out schedule for off hours, and working hours were adjusted as needed in support of the incident. All routine assignments were suspended through May 5th. Since that date, the Air Support Unit still flies missions in support of the incident as requested.

Two pilots who are also members of the Bomb Disposal Unit were activated during this incident. Both officers were initially assigned to evidence collection teams. One officer was later assigned to assist rescue crews by utilizing a hand-held FLIR unit. This infrared device proved of assistance in locating victims trapped and buried in the rubble.

Information Desk

Under the command of Information Desk supervisors are three different units. The units are the Information Desk, the Permits and Identification Unit, and the Supply Room.

Beginning on April 19th, security was tightened for the Police Complex including the Municipal Courts Building. Information Desk personnel screened persons coming to Police Headquarters and patrolled the complex. Access to the Police Complex was restricted by securing all outside doors and blocking drives to alleys and parking bays. Additional personnel were utilized from Public Integrity, Jail, and Staff Inspections.



On April 19th, Permits and Identification personnel were requested to assist with establishing a photo identification system. Police equipment and Polaroid cameras were taken to the FBI Command Post where the photo IDs were initially issued. Police personnel were integrated into the permit system and utilized throughout the incident to aid in issuance of credentials.

The Supply Room clerk provided additional supplies as requested by the Command Post and field supervisors. Supplies included office supplies, report forms, payroll records, radios, batteries, flex cuffs, and a variety of special order items. The Supply Room clerk coordinated purchases between Budget employees and area vendors to ensure prompt acquisition of supplies. Replacement of uniforms damaged in the incident was arranged through the Supply Clerk.

Detention Unit

The Detention Unit, while having limited involvement in the incident, was impacted by the bombing. Personnel processed all arrested subjects from the blast site. Of the 52 arrests at the scene, those incarcerated were booked into the Oklahoma City Jail. While most posted city bonds, several of those arrested were held on state charges until disposition was made by prosecutors.

While overall criminal activity was down, the Detention Unit population count remained consistently high during the incident. There were three primary factors which resulted in the jail population remaining higher than usual. First, there were fewer investigators available to conduct follow-up investigations. Second, the staff at the Courthouse, both District Attorney's Office and Courts, were reduced as the buildings closed for several days. Third, once the warrants were issued, there were fewer Deputies available for prisoner movements.

Investigative personnel cooperated with the Detention Unit and aided in keeping the population down by releasing prisoners to liberty pending further investigation on some property crimes. Investigators also aided in transporting prisoners to the County Jail once the warrants were issued.

Bomb Disposal Unit

The Bomb Disposal Unit was assigned to assist in the search and recovery of explosive devices, search and recovery of victims, and to aid Federal Agents in the investigation of the bombing of the Alfred P.

Murrah Federal Building. On April 19th, the Bomb Disposal Unit was activated at 0905 hours. All current and past team members responded to the incident. In addition to the Murrah Building, team members were dispatched to other downtown buildings due to reports of bomb threats. Unit members aided building personnel in searching Police Headquarters, Municipal Court Building, City Jail, Main Post Office, Civic Center, City Hall, and Bank One of Oklahoma. No devices were found in any of the locations. Due to the number of requests for building and package checks, bomb technicians were divided into shifts for 24-hour coverage. This enhanced coverage at the scene, as well as ensuring prompt responses citywide.


Bomb Disposal Unit personnel, who proceeded to the Murrah Building scene, dealt with the reports of secondary explosive devices found in the rubble. Unit personnel determined the devices to be simulator or dummy rounds and advised the Command Post the scene was "clear." Unit members remained at the scene and assisted in the search and recovery of victims. Beginning April 20th, Bomb Technicians were paired with ATF and FBI bomb technicians and organized into investigative and evidence collection teams.

These teams immediately began a search pattern, working from the outer limits of the blast toward the Murrah Building. As the search teams cleared outlying areas, citizens were permitted in to claim personal items or to make repairs. Once the search teams reached the area immediately surrounding the Murrah Building, personnel assisted in sifting rubble and recovering victims and body parts. As evidence was located, it was turned over to FBI Evidence Recovery Teams.

On April 23rd, Bomb Disposal Technicians were assigned to assist Military Explosive Ordinance Detail (EOD) personnel in providing Presidential security for the National Memorial Service at the State Fairgrounds Arena.

Throughout the incident, Bomb Technicians responded to calls of suspicious packages at the Post Offices, City Hall, Police Department, Fire Department, Will Rogers World Airport, and a hospital.

On May 5th, Bomb Disposal Unit Team debriefings and downsizing of recovery operations were concluded. Personnel assisted in preparation of the site for the Law Enforcement and Rescue Worker Memorial Ser-



vice. Following the Memorial Service, personnel were given days off.

Beginning on May 8th, Unit members assisted Federal Investigators in continuing the search for evidence and in preparing the building for demolition by implosion. The area where the last three victims were believed to be entombed was painted with orange paint to aid in the location of the victims.

Following the implosion on May 23rd, Bomb Disposal Technicians assisted Federal Agents in sifting through the rubble. This process continued through June 3rd. On Memorial Day, May 29th, the bodies of the last three victims were located and removed from the scene. Following the completion of sifting at the scene, the building was turned over to the GSA and wrecking crews for removal of the debris.

Airport Unit

Officers assigned to the Will Rogers World Airport were placed on a heightened state of alert immediately following the bombing on April 19th. This unit remained on that alert throughout the incident.

Effects on Routine Operations

The impact on routine operations for employees assigned to Support Services varied by work sections. The incident required some work sections, such as Mounted Patrol and Bomb Disposal, to commit all employees and to cease routine operations. Several units initially committed all personnel to the site; however, personnel were released to resume normal duties after the National Memorial Service. Even though regular assignments were resumed, personnel frequently performed tasks in support of the rescue/recovery operation. Essential daily functions were still conducted utilizing civilian personnel.

Implosion

On Tuesday, May 23, 1995, at 7:01 a.m., the Alfred P. Murrah Building was imploded to complete the destruction of the building, and to facilitate the recovery of the bodies of the last three victims. To prepare for the scheduled implosion, pre-incident meetings were held with Federal officials and Police supervisory per-

sonnel. Police personnel assumed responsibility for re-establishing an outer perimeter and coordinating traffic flow around the site.

Emergency Response Team personnel were activated and assembled May 22nd at 2400 hours. ERT members were assigned perimeter posts and searched the area to secure the "safe" zone required around the site. This outer perimeter was secured using Public Work's crews to erect barricades and snow fencing, and to help string crime scene tape. By 0400 hours, May 23rd, Sheriff's Deputies and OHP arrived to enhance the perimeter security and to aid in coordinating security.

Entry to the secured area was limited to only those with special passes issued by the demolition company. The media was permitted access to their original media area and to designated sites on N.W. 5th Street. The public and media were permitted access to the east curb line of North Broadway and to the west curb line of North Hudson. Media was also permitted access to other pre-arranged areas and roof tops approved by the demolition company and Federal authorities.

Police personnel assisted in escorting and assuring access for the Mayor, family members, and other VIPs to special viewing areas located within the Regency Towers. Uniform Support personnel coordinated traffic control for the implosion. Solo Motor Officers and Parking Enforcement personnel maintained some outer perimeter posts to provide traffic control. The actual implosion of the building occurred at 0702 hours. All perimeter posts and traffic posts were maintained through 0900 hours. Once traffic was restored, the public was permitted to access the outer area, with inner scene security still maintained by the Federal Protective Police. There were no major incidents or arrests made during the implosion.

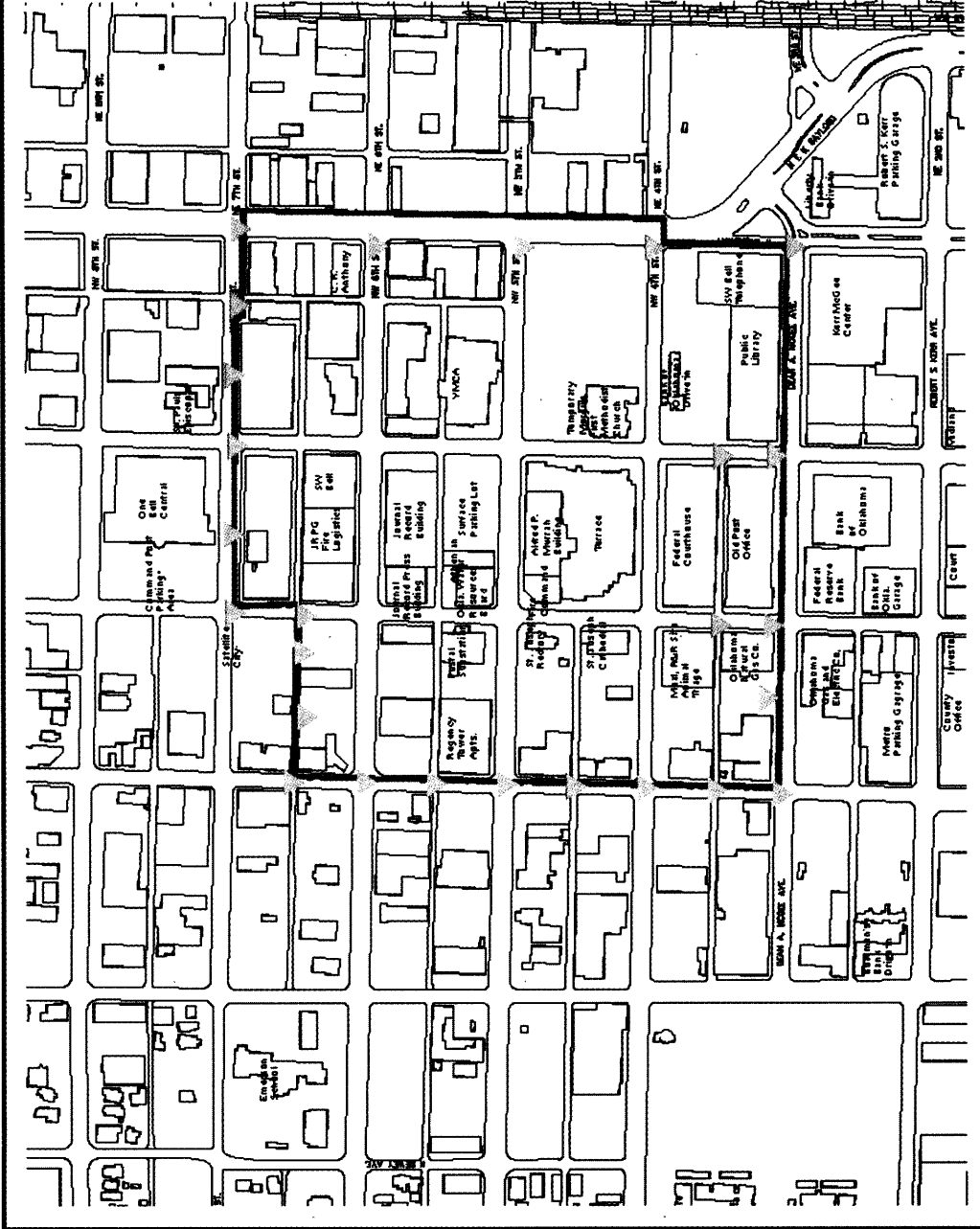
The Oklahoma City Police Emergency Response Team utilized 82 police officers/sergeants and 10 supervisors for the implosion outer perimeter security. The Oklahoma County Sheriff's Office assigned 39 reserve deputies and supervisors on the scene and the Oklahoma Highway Patrol assigned 5 Troopers.

IMPLOSION POLICE PERIMETER

- LEGEND**
- ▲ Oklahoma City Police Dept
 - Oklahoma Highway Patrol
 - ▲ Military
 - Other Law Enforcement
 - Police Perimeter



The City of
OKLAHOMA CITY
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Working Relationships With Other Agencies

The initial response to the scene included on-duty and off-duty personnel from every public safety agency in the metropolitan area. Within hours, members from State and Federal Law Enforcement agencies, Military Personnel, Police and fire Departments from throughout Oklahoma, Texas, Kansas, Arkansas and Missouri responded. Within 24 hours the FBI reported over 750 agents had arrived to participate in the Bureau's largest murder case.

During the initial rescue, Police personnel performed a multitude of tasks and interacted with each other and the public, often with total disregard for their own personal safety. A classic example of this were the human chains which passed the injured, bodies, and rubble out of the building. Other examples include rescue and evidence recovery teams comprised of local, state and federal officers.

Throughout the country, agencies mobilized resources and personnel in an effort to provide assistance. FEMA mobilized their Urban Search and Rescue Teams, while the Military provided heavy equipment, supplies and personnel. The Red Cross, Salvation Army and Feed the Children coordinated relief groups while the Oklahoma Restaurant Association handled feeding the rescue workers. Private industry mobilized cranes, equipment and supplies including hundreds of cellular telephones and two portable towers to enhance communications. Each and every one of the agencies interacted in a number of ways with very little friction over the 17 days at the site. Each agency promptly worked to resolve the problem to ensure the rescue and recovery operations were not interrupted.

Other Law Enforcement Agencies

Law enforcement agencies responding initially checked in with the Police command post for assignments. The Oklahoma County Sheriff's Office established their command post at N.W. 10th and Harvey where Deputies, Auxiliary Deputies, and Sheriff's explosive experts reported. This post, on the outer perimeter, served as the check-in point for additional officers to receive assignments. Additionally, the Sheriff's Command Post served as a collection point when the public brought donated supplies to the site. This location was utilized until relief agencies could

establish locations away from the scene. As the incident progressed, Sheriff's Deputies served on evidence collection teams, constructed sifting screens used in the search for evidence and provided their gun range for a sifting site.

The Oklahoma Highway Patrol (OHP) Command Post was located adjacent to the Police Command Post at One Bell Central. Assignments of Troopers was handled there. Other state agencies such as the Alcohol Beverage Law Enforcement (ABLE) Commission, Oklahoma Bureau of Narcotics, Department of Corrections, Department of Human Services, Attorney General Investigators and Corporation Commission investigators all provided assistance. Each of these law enforcement agencies coordinated their personnel assignments through the Police Command Post. Coordination of manpower was made possible through daily meetings and communications with agency commanders. Each agency performed in a commendable manner to provide security for crime scene. The Oklahoma State Bureau of Investigation (OSBI) provided agents to assist in sifting evidence, to follow-up investigative leads and to aid in victim identification. This effort was coordinated by the FBI working closely with investigators from the Police department and the Medical Examiner's office.

The Oklahoma County Sheriff's Office, OHP, OSBI and the United States Marshal's Office, provided the majority of assistance to the Oklahoma City Police Department. A brief background on each organization, along with a more in-depth account of their involvement follows.

Oklahoma County Sheriff's Office

The Oklahoma County Sheriff's Office located at 201 N. Shartel, about 5 blocks southwest of the Murrah Building, is charged with the protection of lives, property and enforcement of laws in Oklahoma County. This agency of 450 employees is headed by the County Sheriff, and consists of seven divisions that provide Patrol Service, Investigative Service, Detention Service, Communications, and Training. Within the Training Division, specialty units including the Bomb Squad, the Canine Unit, and the Weapons Range became involved in the response to the bombing on April 19. From the Operations Division Communications and Property Control also became involved in the response to the disaster.

The initial response by the Sheriff's Office began at the time of the blast when Deputies on duty in the

downtown area responded to the site. Working with others at the scene, these deputies helped to evacuate persons from the building and surrounding areas, rendered first aid to injured persons, and aided in the initial search efforts at the building. Other Deputies, arriving shortly thereafter, assisted in establishing the initial perimeter around the Murrah Building. Arriving soon after the first responders, the Bomb Squad provided the Sheriff's Bomb Truck and trailer, portable x-ray unit, and protective equipment. This was followed shortly by the arrival of the Sheriff's explosive detection dog and handler. Several times during the incident the combined use of the canine and the bomb squad located and removed from the wreckage ammunition, firearms, or training ordnance that had been dislodged from law enforcement offices in the Murrah Building. The Sheriff's Office response was managed by the Bomb Squad Commander who coordinated activities with the Police Department, Fire Department, and numerous other Public Safety agencies.

After the initial response, the Sheriff's Office located its Mobile Command Post on NW 10th Street near Robinson and activated the disaster plan for Oklahoma County Emergency Management. By locating their Command Post on this outer perimeter, the Sheriff's Office provided a needed command and control point at that boundary as well as an additional point for supplies to be received during the first 72 hours of the disaster. Through the entire operation this outer post coordinated the assignment of officers arriving from agencies outside the metro area by working closely with the Police Command Post at One Bell Central. During the following days, the Sheriff's Office continued to operate radio communications from this post, as well as coordinate the actions of the Sheriff's divisions in connection with the operation. Supplies used during the incident consisted of hard hats, eye protection, gloves, rope, small tools, lights, radios, cellular phones, rain gear and generators.

As the investigation of the bombing was developing, the Sheriff's Office became instrumental in providing the off site location where rubble was taken to be sifted for evidence. This function included the construction of sifting screens for use by the investigators in the search for evidence among the debris removed from the site. This effort required round-the-clock security of the sifting site, also provided by the Sheriff's Office. The Sheriff's Office also indicated that they operated six secure storage areas for government property from the building. All of this was accomplished

while continuing to operate the County Jail as well as other regular functions of the Sheriff's Office.

The response by the Sheriff's Office involved 378 personnel over the course of the incident. During that time, the shifts worked were 12 hours, with specialized units such as the Bomb Squad working longer if needed. The Sheriff's Office incident commander attended the daily briefings conducted by the Fire, Police and FBI Command to coordinate the activities of the agencies and individuals involved. Sheriff's Deputies assigned to perimeter security included the Sheriff's Mounted Patrol. These Deputies on horseback provided valuable assistance with crowd control and perimeter security. The Sheriff reports that one Deputy was treated and released for a foreign object in the eye. Specialized equipment already on hand was used at the outset of the incident. As the effort continued, resources from the Multi-Agency Coordination Center were used.

The Sheriff's Office reported a total of \$26,000 in expenses for equipment and supplies in support of the operation. The involvement of the Sheriff's Office became scaled back on May 5th when the Fire Command Post operations ceased, and the site was turned over to the GSA. The involvement of the Sheriff's Office Specialists continued off site with FBI and ATF, as the sifting for evidence was completed.

The Sheriff's Office was again called on at the time of the implosion of the Murrah Building, Tuesday, May 23, 1995. Although there was no use of the Command Post for this event, there was use of a number of Deputies to assist in security around the site. After the implosion at 7:02 AM, the debris pile was removed to the Sheriff's Gun Range for sifting. This effort called for additional support by those Sheriff's Investigators assisting at the sift site. While the deployment of Deputies for the implosion ended later in the day on May 23, the work of the investigators continued for several days more at the sift site. The Sheriff's Office continued in this capacity until they officially demobilized from the operation on June 4, 1995. After the debris at the Gun Range was thoroughly sifted for evidence, it was removed for disposal. The Sheriff indicates that the damage to the Range from this activity was later repaired and the site released back to the Sheriff's Office.

Oklahoma Highway Patrol

The Oklahoma Highway Patrol is the statewide uniformed law enforcement agency charged with the

protection of lives and property, enforcement of motor vehicle laws, protection of public officials, and support for other enforcement agencies throughout the state. The Highway Patrol is under the command of the Commissioner of Public Safety. The agency accomplishes its mission by the use of 651 Troopers assigned to work in the various Divisions. The major Divisions within the OHP are the Patrol Divisions consisting of 13 Troops across the state; The Turnpike Division, consisting of 4 Troops across the state; The Capitol Patrol Division located in Oklahoma City; The Lake Patrol Division in Oklahoma City; and the Tactical Team and Bomb Squad in Oklahoma City. These elements are supported by the Training Division; Criminal Intelligence; Vehicle Inspection; Size & Weights; Driver License Fraud Division; and the Public Information Office.

The Oklahoma Highway Patrol has State Headquarters located at N.E. 36 and Martin Luther King, Oklahoma City. The April 19th explosion at the Murrah Building was felt at their office, some 5 miles northeast of the downtown area. The response of Troopers in the City area was immediate, with all of the on-duty units from Troop A (Oklahoma County), Capitol Patrol Division, as well as other administrative officers driving to the scene. In addition to the on-duty response, additional Troopers responded from off-duty status as well as from the County Courthouse. This was followed shortly by response of additional Troopers from surrounding counties, as word of the disaster spread.

Because of this immediate response, the first Troopers on the scene became involved in the initial rescue efforts, rendering first aid to the injured and helping remove them from the area. Other duties included facilitating traffic flow around the site, securing of the Crime Scene, and assisting the other law enforcement agencies.

As more Troopers began arriving, the Highway Patrol Commanders activated the Disaster Plan and called for the OHP Mobile Command Post. The Command Post from the Oklahoma City Headquarters arrived in the first few hours of the incident, and was followed up by 2 Command Posts from outside the Oklahoma City area. These Mobile Command Posts were set up in the One Bell Central parking lot, at NW 7th and Harvey, along with the Command Posts of Oklahoma City Police and Fire Departments. The location, within the outer perimeter but outside of the crime scene perimeter, provided good access to the operation while maintaining a secure and effective work area for those charged with Command and Control of the numerous

law enforcement officers. The OHP Command Post became responsible for tracking the arrival and deployment of volunteer Police Officers from other cities, as well as the assignments of the Highway Patrol Troopers.

The Oklahoma Highway Patrol Bomb Squad was also activated early in the incident. This Unit assisted the FBI and ATF with collection and marking of evidence at the scene, as well as checking objects found within the debris by the rescue and recovery personnel. The Patrol also provided security assistance to the Multi Agency Coordination Center (MACC) at the Myriad while assisting the Medical Examiner's Office at the temporary Morgue. The DPS Public Information Office was responsible for two daily briefings at the Family Assistance Center, NW 36 and Walker.

The Highway Patrol Command met daily with the Commanders from the other Public Safety Agencies involved to coordinate the activities of those agencies. At these briefings, perimeter changes, manpower, deployment, and special needs were discussed. The Highway Patrol reports that a total of 584 employees worked at the incident. These included Patrol Troopers, Administrative Personnel, Communications Technicians, and Clerical Personnel, at a cost of \$429,994. There were no reports of injuries to Troopers involved in the response to the bombing. In addition, the OHP reports expenditures of \$2,469 for supplies; \$19,188 for lodging; \$1,135 for food; and \$37,473 for mileage. These costs have been submitted to and reimbursed by the Federal Emergency Management Agency (FEMA).

The demobilization of the Oklahoma Highway Patrol at the bombing scene was done incrementally as the need for security diminished. The decision to demobilize was made upon consultation with the other commanders at the incident, as a part of the Unified Command Structure used to address security, recovery, and investigative needs. The involvement of large numbers of Highway Patrol Troopers was decreased steadily until the only detail left was the Bomb Squad working with the ATF and FBI. By the end of May, this effort was concluded as well.

The Oklahoma Highway Patrol was coincidentally instrumental in the location and arrest of the first suspect in the bombing. A short time after the blast, a Trooper in Northern Oklahoma stopped a vehicle being driven without a license tag displayed. This Trooper arrested the driver of that car when it was found that the driver had a loaded firearm in the car with him. That driver was then placed in the Noble County Jail to

await arraignment and bond. While that driver was incarcerated, the FBI located and identified a piece of the truck believed to have transported the bomb to the Murrah Building. The piece was traced to a rental truck from Kansas, leading to the name of the driver arrested by the OHP. A subsequent check by the FBI located that named person in the Noble County Jail, where he was taken into Federal custody on Friday April 21.

The Oklahoma Highway Patrol reports that it was generally satisfied with the performance of its personnel during this disaster. They advise that they implemented the relevant portions of the Disaster Response Plan contained in their command posts, and that they also coordinated well with the other law enforcement agencies involved, including the National Guard. The OHP identified the communication problem between agencies as the most burdensome and chronic problem experienced. The example cited was the different interpretation of orders issued in the joint meetings. This caused some conflicting orders to be issued to Troopers and Officers, resulting in a lack of coordination on certain perimeter assignments. This problem recurred several times during the operation, and was resolved each time with no permanent resolution discovered.

Oklahoma State Bureau of Investigation


The Oklahoma State Bureau of Investigation is the primary statewide investigative agency charged with investigations of criminal acts under the Oklahoma Statutes. It also serves the various police and sheriffs' offices in criminalistics including physical evidence, photography, serology and DNA testing. The OSBI also serves as the collection point for the statewide Uniform Crime Reporting and the maintenance of criminal records submitted from statewide law enforcement agencies. All of the above functions are supported by the Administrative Division of the Bureau located in Oklahoma City. Investigative field offices of the OSBI include McAlester, Tulsa, Woodward, Antlers, Lawton and Oklahoma City, while laboratory sites are maintained at Oklahoma City, McAlester, Durant, Lawton, Tahlequah, and Enid.

On April 19, 1995 at about 9:02 AM the Oklahoma City office of the OSBI, located about 5 miles north of the Murrah Building, was shaken by the blast that had occurred downtown. The various agents working at the time quickly responded to the site, while other agents at the Headquarters stepped up security at that loca-

tion. First agents on the scene arrived swiftly enough to become involved in some of the rescue and first aid efforts being conducted by Police, Fire and numerous other people. This self dispatching of the agents in the field saved time, and created a supply of agents available at the site for the follow-up duties that the OSBI performed. The OSBI advised that they understand their role and tasks, and that they began those tasks early in the first day.

The OSBI reports that after the first evacuation of the bomb site at about 10:30 AM, their agents began to coordinate with the Federal Bureau of Investigation Agents who had arrived at the Joint Command Post. The first major mission undertaken by the OSBI was the effort to establish a method by which persons who had been in the Murrah Building could contact officials to "report in," and thus help to construct an accurate list of missing persons. This was accomplished by the coordination with City Officials, and the use of the News Media to publish the telephone numbers for people to call. The OSBI provided agents to man these phones and collect this information so that the rescue command would have some indication of the number and location of occupants that were missing. This effort also enabled the FBI to identify, for later interview, persons in or around the building at the time of the blast. These early efforts on the first day of the disaster required a staffing level of 40 from the OSBI.

As the response continued into the second and third days, as many as 73 OSBI members were involved in the response. The phone-in effort to identify occupants at the time of the blast continued, and the other tasks done by the OSBI were added. These tasks included assistance in the identification of deceased from fingerprints and DNA analysis from the Criminalistic Division. Coordination with the Command Post, the Medical Examiner's Office, and the fire-Rescue Command was extraordinary, resulting in positive identification of all deceased persons by fingerprint, DNA, or other scientific method. To achieve this, there was close cooperation with the OSBI and the Oklahoma City Police technicians, since latent fingerprints had to be lifted from the residences of deceased to obtain prints for comparison when no file prints existed for some victims. Meanwhile, the telephone efforts had begun to produce information that was turned over to the FBI as investigative leads to be pursued by FBI and ATF agents. As these leads were accumulated, they were investigated by those agencies, with some assistance provided by the Investigative Service Division of the



OSBI. This effort continued as needed through the entire incident. Along with this service, the OSBI provided assistance with the preparation and publication of composite drawings, and later with suspect line-ups both in person and by photo. The OSBI also reported involvement in taking and processing numerous photos for the FBI and ATF as the investigation proceeded. In addition, OSBI housed ATF trace explosive equipment and assisted in the collection of physical evidence as the debris from the site was combed upon removal. Finally, the OSBI reported assistance from their Information Services Division that consisted of creation and modification of time line charts used by the FBI for the investigation and prosecution of the case.

The assistance provided by the OSBI involved Agents, Analysts, Criminalists, and Support persons, all of whom coordinated their efforts with the Joint Command Post. Their assistance from April 19, 1995 to May 9, 1995 involved from a low of 9 persons, to a high of 73 persons. They reported that they continued to have up to 3 members involved in the case through the end of May. Equipment use reported by the OSBI included vehicles, radio, phones, computers, cameras, office equipment, and laboratory equipment.

United States Marshal Service

The United States Marshal Service, as the nation's oldest law enforcement agency, has a mission that consists of enforcement of Federal Criminal Laws, Federal Process Service, Federal Fugitive Investigation, Federal Witness Relocation and Protection, and Security of Federal Courthouses. Additionally, in times of disaster, it acts as the law enforcement/security division under the Federal Emergency Management Agency. The Marshal for the Western District of Oklahoma in Oklahoma City directs the activities of 20 Deputy Marshals in this Judicial District. On April 19, 1995, the Chief Deputy and 18 other Deputies were on duty at the Federal Courthouse, 200 NW 4th, Oklahoma City. At the time of the explosion at the Murrah Building, just across the street, the Deputies were involved in regular daily activities at the Courthouse.

At 9:02 AM, the explosion at the Murrah Building shook the Courthouse with such force that virtually all the suspended ceilings caved in, the windows blew out, furniture was tossed about, and the electric service was momentarily interrupted. Since one of the duties of the Marshal is security of the Courthouse, the Deputies began to evacuate the building using the existing evacuation plans, and then conducted a check to be

sure that all persons had escaped the building. As this was being done, the Chief Deputy had two Marshals' cars brought from the garage and parked on Harvey at the southwest corner of the building. This was done so as to have radio and cellular phone capability, effectively creating an initial command post at that location. The scene across the street at the Murrah Building was described as very chaotic with smoke billowing, debris falling, and numerous people, many with obvious injuries, fleeing across the south grounds of the building. There were also a number of people, both rescue officials as well as civilian, entering this south side and assisting those both on the grounds as well as in the heavily damaged Murrah Building.

After the evacuation and accounting of personnel from the Courthouse, a process that took about 10 minutes, the Chief Deputy allowed Marshal Deputies to go and assist at the Murrah Building across the street. He required, however, that deputies be formed up into teams of at least 2, so that someone would know if any deputies became lost or missing in the rescue effort. This rescue effort involving the Marshal's Deputies ended about 30 minutes later, when a large piece of falling concrete nearly struck a Deputy. This caused the Chief Deputy to issue the order for the Deputies to evacuate the site, and return to the command post at the west side of the Courthouse. At this point, the Chief Deputy observed that some of the law enforcement officers had begun to place the yellow crime scene tape around the area. He then had his deputies begin to assist in removing civilians from the dangerous area, and set out to locate the Fire Department command post.

Upon learning that the Fire-Rescue Command Post had been set up at 6th and Harvey, the Chief Deputy went there to make his services available to the Fire Commander. This had to be done in person because of the lack of a common radio channel and the congestion of the cellular network. Upon contacting the Fire Command, the Marshal Service was tasked with the responsibility for scene security at the actual site of the Murrah Building. The Marshal's Deputies began to try and establish the inner perimeter at the actual site. This was done with the help of the Emergency Response Team from Oklahoma City Police. The Marshal reports that an effective scene had been established shortly after 10:30 AM, when a second bomb scare caused everyone to flee the site of the Murrah Building. The Marshal added that the site perimeter was held throughout this bomb scare, and that when the all clear

was given by the Police and Highway Patrol Bomb Technicians only firemen in bunker gear were permitted to return into the site. This was controlled by the use of a single entry point at the northwest corner of the site which would be at NW 5th and Harvey. This method was selected by the Fire Command in order to establish accountability and to know who was on the site in the event of further collapse of the Murrah Building.

As the congestion was cleared away, the need for an outer traffic perimeter became apparent. This was quickly established by the Oklahoma City Police, the Highway Patrol, and the Sheriff's Office. This outer traffic perimeter was altered at times, but maintained throughout the incident. This effort at security was coordinated at the Unified Command Post located at the One Bell Central Building. The Marshal Service was initially located at that site until the arrival of their self-contained Command Post, "Red October," on Saturday April 22. Once the Marshal Service Command Post arrived from Atlanta, it was set up at 5th and Broadway, near the ATF and FBI Command Posts.


As the operation continued, the Marshal Service began to operate on 12-hour shifts, a change facilitated by the arrival of additional Deputies temporarily assigned to the incident. The Marshal reports that in addition to the Deputies from this district, there were approximately 105 additional personnel from other districts. Throughout the incident, the Marshal Service continued to be tasked with the site perimeter security. The Marshal advises that they were assisted in this effort by additional local and state officers, and maintained the site perimeter per the Fire Command requirements for the first two days. At this point in the incident, the Marshal was requested by the FBI and ATF to establish a second point of entry/exit from the site perimeter. The reason for the request was to shorten the path taken by agents as they came and went from the site during the search for evidence. After some discussion, the second access point was established at the northeast corner of the site perimeter. According to the Marshal, this created a serious problem with accounting for persons on the site, since workers could now enter at one point and leave from another with no accurate record of their departure. The Marshal, as well as FEMA, opposed this change for accountability and safety reasons. The Marshal reports that once the recovery efforts concluded on May 5, they turned the site perimeter over to the General Service Administration for continued security of the site pend-

ing demolition. This standing down of the Marshal's effort occurred on Sunday May 7 at 0800 hrs.

The Marshal noted that the response of the emergency officials was generally good, but did have some specific suggestions for improvement. The first observation made was that there needed to be a pre-designated field command structure that all involved agencies understood and implemented. This pre-planning would have eliminated the need for agencies to have to select certain persons at the time of disaster, and would permit the various agency representatives to know each other, understand each others' roles, objectives, and resources needed for success. He observed that this determination of agency representatives occurred fairly quickly, and that each did what was asked but often with little knowledge of the others' functions. He suggested that the Multi-Agency Coordination Center should have opened sooner, that each participating agency should be familiar with the design and operation of such a center, and have a regularly assigned pre-designated member. The Marshal also suggested the establishment of at least two mutual aid radio frequencies for law enforcement. He described the radio communications as being fragmented, with messages being relayed from one agency radio system to another, and losing some of the meaning in the process. He described the use of the cell phones as mitigating this situation to a degree, but noted that the cell phones had to be dialed individually and could not be used effectively for general broadcast of information to all units at once. The Marshal also expressed concern for security of radio communications, noting that until the arrival of the Red October Command Post, the radio communications were capable of being monitored by anyone with a scanner. Once the command Post was set up, however, the capability of digital voice privacy was used to encode the transmissions of sensitive information being broadcast.

Fire Departments

The rescue and recovery efforts of Fire Department and USAR Teams were well supported by the efforts of the law enforcement agencies. Again, the daily meetings of the fire-Rescue command with the Police-Investigative Commands allowed the law enforcement efforts to be tailored to the changing needs of the situation. Included in these meetings were perimeter adjustments, manpower needs and deployment of personnel. Fire personnel coordinated contacting construction crews and initially issuing perimeter permits



for equipment operators. Special considerations such as weather, structural changes, staging of equipment, and feeding arrangements were also handled in such meetings.

Military

From the onset, Tinker Air Force Base made every resource available as well as personnel to operate equipment. Air Force Aircraft were utilized to fly in medical teams, FBI and ATF National Response Teams and FEMA's USAR Teams. The air base provided shuttle buses for movement of rescue workers, fire rescue teams from the base as well as construction companies worked to remove rubble and provided a manpower pool to perform tasks as needed.

With the Governor's activation of National Guard units, M.P. companies were dispatched to aid in perimeter security. Guard units worked side by side with law enforcement personnel at check points and in patrolling the effected areas. Guard units provided logistical support with vehicles and tents.

Utility Services

From the earliest moments of the incident, the assistance of the Utility services was essential. Workers from Oklahoma Gas and Electric, Oklahoma Natural Gas, and Oklahoma City Water and Waste Water Utilities Department were called on to secure the utilities disrupted by the blast. These utilities provided continued support by staging command posts on N.W. 10th in order to serve the needs at the site as well as inspection and cut-off services to many damaged structures in the area. The Oklahoma City Public Works Department also worked closely with the police command to ensure adequate barricades for traffic and perimeter control. The willingness of these utility workers to communicate and coordinate efforts was remarkable.

Equally remarkable was the communication support by Southwestern Bell, Southwestern Bell Mobile Systems and Cellular One. Early in the incident, cellular service was overburdened with calls. Quick steps were taken to provide priority cellular service for the rescue effort, and a short time later two portable cellular towers were added to accommodate the additional cellular phones that were delivered to those working at the site. The telephone representatives responded quickly and effectively to all requests by law enforcement, thus ensuring continuous, dependable communications.

Relief Organizations

The relationship between the Police and relief agencies was extraordinary throughout the entire incident. Through efforts of the Red Cross, Salvation Army, Feed the Children, and the Oklahoma Restaurant Association, officers had food and water provided near the site. With the assistance of United Parcel Service delivery trucks, hot meals were provided to officers on perimeter posts. This effort required that law enforcement officials work closely with these groups in order to accomplish this mission several times each day.

All of these relationships with other responding agencies were characterized by the same selfless teamwork seen in the first moments of the disaster. Each person performed whatever task was required or requested regardless of organization or rank. The resulting success is indeed testimony to the commitment, competency, and communication skills of those involved.

Areas Of Improvement

Command Structure

At the time of the incident, the Major of the Will Rogers Division assumed command of the Command Post operations at the scene. Within minutes following the bombing, the Emergency Response Team and Command Post were activated. The ERT is commanded by a Major who directed deployment of the ERT Units. The Deputy Chief of Operations assumed command of on-site Police operations. All agency and Department heads assembled in the Police Command Post at 1123 hours. The FBI assumed jurisdiction for the evidence collection, OCPD assumed responsibility for crime scene and perimeter security with the Fire Department assuming responsibility for the rescue and recovery operation. From this meeting, a loosely formed unified command was formed. On Saturday Evening, April 22nd, a Multi-Agency Coordination Center (MACC) was set up in the Myriad Convention Center to coordinate the agencies' responses.

A command structure, while created early on, should be communicated to all field supervisors. The Multi-Agency Coordination Center would have been of greater benefit to on-site operations had it been established earlier in the incident.

It is recommended in future incidents involving multiple agencies that a unified command and Multi-Agency Coordination Center be established immediately. Policy would be established by the unified

command staff and communicated to those staffing the Multi-Agency Coordination Center. The MACC center should be staffed by agency commanders who would direct their agencies' responses and work to ensure that adequate resources were available to accomplish each agency's mission. MACC personnel would communicate the objectives to the Operational personnel for implementation.

Command Post Operations

- A.** At the time the Mobile Command Post was activated, the Department was in the process of identifying and training operational personnel in the use of a new command post. With the unit being new, there were no operational guidelines, procedures and supplies.

It is recommended that the Department continue the process of identifying and training command post operational personnel. A complete inventory of supplies should be maintained at all times. Standard forms such as the assignment logs, radio logs, arrest logs and perimeter entry passes should be developed and a supply maintained in the command post.

It is recommended a portable computer be maintained in the Command Post. This computer should have word processing and database programs installed and operable. Access by modem to police records would improve the efficiency and operation of the Command Post. The computer should have print capabilities that double as a fax.

- B.** Early on a need for someone to coordinate the acquisition of supplies and needed resources became very important. Staff members had to make contacts to arrange for the resources, thus taking away from overseeing and managing operations in the early hours. Needs include supplies for the incident, equipment and personnel needs of personnel such as food, drinks and portable toilets. As the incident progressed, daily meal counts were needed to ensure the Red Cross and Salvation Army provided enough hot meals.

It is recommended this function be included in the training for command post operation personnel.

- C.** The placement of the Command Post at a major incident plays a key role in the functionality of the operation. Careful consideration as to placement should be given to minimize set-up time and to ensure the safety of personnel. The Command Post,

while in close proximity, should be on the outer boundaries of the perimeter so as to limit interference in the operation. The location has to be secure but accessible to all agencies involved in the incident.

It is recommended that placement of the Command Post be included in the training program for Operational personnel and Staff members.

Personnel/Assignments

- A.** Throughout this incident, there was a constant concern as to the number of officers on-site, their locations and duties. It was determined that personnel from a number of agencies were reporting to the site, perimeter and special assignments at all hours. Field personnel frequently utilized the personnel without on-site command post personnel being advised.

It is recommended that Officers responding to a major incident report to an established central point for assignment. This will resolve conflicts in assignments, maximize use of personnel, ensure that personnel are rotated, and provide a means for tracking manpower hours and costs for the incident.


- B.** Officers were given assignments on perimeters and in positions limiting access to the scene. Given the nature of the disaster, some officers and supervisors left their posts to participate in the rescue operations. Some Officers appeared to become emotionally involved and had difficulty following instructions.

It is recommended that training continue to emphasize the importance of following directives and maintaining scene security.

- C.** After the initial response, Investigative personnel assigned to the incident continued to report to assignments in civilian attire.

It is recommended that after the initial response, Investigative personnel used in support of the incident be required to respond in uniform.

- D.** The response by ERT was slowed by requiring officers to report to the Training Center. This required some officers to drive past the scene to report for activation. There were limited communications with the scene from the Training Center, thereby slowing the assignment of personnel.



It is recommended that alternate sites for ERT responses be selected throughout the city area. Notification of the sites could be done through utilizing alpha/numeric pagers during the activation. Plans need to be created and should include provisions for securing personal vehicles and equipment.

- E.** Some officers reported difficulty in initially contacting communications for assignments. Communications personnel reported that the activation of specialized units increased the additional incoming calls to an already overloaded system.

It is recommended that specialized units create a code system whereby officers would respond to predetermined locations based upon the coded number. Additional callouts of personnel could be accomplished utilizing records bureau personnel. Some routine calls and requests for information could be routed to records personnel.

Scene Security

From the onset, we were overwhelmed with requests for access to the scene and access within the perimeters. Requests included rescue workers, construction crews, Red Cross workers, Chaplains and volunteers. By the first evening, a temporary pass system had been set up at the Command Post complex. The temporary passes were granted for one-day access primarily to construction and rescue crews. There was confusion as to who should be issued passes and little coordination with other agencies.

It is recommended that Fire and Police create a standard access permit form which both agencies would readily recognize. Procedures for implementation, who issues the passes and points of access need to be established very early in any future incident.

Communications

There were a variety of problems dealing with communications. Issues included the volume of calls to 9-1-1, radio traffic and coordination of assignments for responding units, other city departments, assisting agencies, and communicating with personnel on-site.

- A.** The volume of calls at 9-1-1 presented problems in two areas. first, the volume of calls about the incident and officers activated created an overloaded system. Many callers reached busy signals, thus slowing the response for some officers. Second, the evacuation of City Offices and forwarding of their telephones to EOC created an overload in this area.

It is recommended that procedures for activation of officers be reviewed, see recommendations listed under personnel/assignments. An alternate site for forwarding of City Office telephones needs to be identified or provisions made for City employees to aid in manning the lines in emergency situations.

- B.** From the very beginning, responding police and fire personnel could not talk to Federal Agencies or one another. It was late on the first afternoon before a communications network could be established. In the interim runners were dispatched to the various command posts and to sites to deliver directives.

Recommend the Department provide portable data terminals and operators to all responding agencies' command centers. All authorized actions could be broadcast on these data terminals to command centers for dissemination to their personnel. This would provide a secure network for communication between command centers. A radio channel could be identified for all City Department vehicles. This would permit communication with Traffic Control and Public Works. The acquisition of an 800 MHz trunking system for City Departments would provide access to a greater number of frequencies, permit channels to be dedicated to specific functions required for the incident, and provide inter-departmental communication.

- C.** Communication with personnel on-site was hampered by the lack of each officer having a handheld radio. Some officers had pagers and/or cellular telephones.

It is recommended that all officers working at the site report to the Command Post. This would ensure that a means of communicating with the officers was established prior to the officer beginning an assignment.

News Media

On April 19th, 1995, within minutes of the blast, media from throughout the country converged on Oklahoma City. Parking lots on the north and south side of N. W. 7th just west of Harvey were selected to accommodate the large number of media vehicles. This area was designated for media personnel only and secured by police personnel throughout the incident. The only other entity permitted to set up within the perimeter was the Feed the Children.

The Public Information Offices (PIO) were overwhelmed with the number of media representatives. Problems occurred when PIO's from all agencies didn't coordinate their actions with the other agencies and performed actions that contradicted previous orders.

It is recommended in future incidents involving multiple agencies, that the PIO's from all agencies establish a location where all release of information could be coordinated.

Temporary Morgue

Initially there were two morgue sites and concerns about securing personal effects. In an effort to aid identification of the victims, personal property found on or near the body was transported to the morgue with the body.

It is recommended that a joint policy be created by OCPD and the Medical Examiner's Office detailing job responsibilities and supervision of personnel assigned to morgue duties. A process of recording and collecting property that is not recovered on the bodies of the victims needs to be created to deal with mass casualties. Such a process and procedure would streamline the handling of property and aid in the identification process. This policy should be incorporated into the City's Disaster plan.

Documentation

Due to the magnitude of the incident, personnel tended to the various tasks required of the incident. It was several days before supervisors began collecting documentation of the incident and personnel assigned. It is recommended that procedures be developed for collecting documentation from the beginning of all major incidents. The recommendations for this would be in line with those mentioned in the Command Post, personnel, and financial unit sections.

Financial Unit

By Friday afternoon, April 21st, the Command Post became concerned that no one was tracking manhours worked or the cost associated with these manhours. A computer program was created at the Command Post to document the hours and costs for personnel assigned to the incident. Additionally, there were some initial problems with obtaining supplies and making emergency purchases.

It is recommended that procedures be developed for tracking personnel, and that supervisory personnel be trained in these procedures. Also, a computer pro-

gram should be obtained to capture personnel information. Training should include familiarization with city emergency budget procedures.

Donated Goods

From the very onset, the public support was overwhelming in services provided and donated supplies. As needs were identified, the media broadcast needs to the public who literally flooded the scene and collection sites with the needed supplies. The supplies were stockpiled, sorted by volunteers and transported to the site as needed. Unfortunately some items, such as perishable foods, were wasted or spoiled before they could be used. Additional health concerns arose from donated foods and the lack of monitoring their shelf life.

It is recommended that a policy for handling donated goods and services be created and implemented into the City's Disaster Plans. This policy should provide for a single agency to assume responsibility for donated goods from the onset, including inspection of perishable and "homemade" items by health officials. Development of

Daily Staffing Levels: Total OCPD Personnel On Site			
	Days	Nights	Total
April 19, 1995	364	90	454
April 20, 1995	157	99	256
April 21, 1995	148	99	247
April 22, 1995	150	104	254
April 23, 1995	133*	84	217*
April 24, 1995	204**	80	284**
April 25, 1995	191**	80	271**
April 26, 1995	198**	81	279**
April 27, 1995	141	87	228
April 28, 1995	129	86	215
April 29, 1995	113	92	205
April 30, 1995	106	78	184
May 1, 1995	123	74	197
May 2, 1995	117	66	183
May 3, 1995	123	74	197
May 4, 1995	116	58	174
May 5, 1995	103	0	103

* Sunday, April 23rd, the reduction in personnel at the site was due to the Presidential visit.

** Increases in manpower, from April 24th through April 26th, were due to recruits being utilized for vehicle releases.

Mutual Aid Assistance by Date

Date	Total Personnel	Total Hours*
April 19, 1995	552	4,591.75
April 20, 1995	451	3,311.25
April 21, 1995	442	3,327.00
April 22, 1995	372	3,273.00
April 23, 1995	404	3,558.00
April 24, 1995	341	2,103.00
April 25, 1995	309	2,372.00
April 26, 1995	327	2,591.00
April 27, 1995	342	2,751.50
April 28, 1995	291	2,244.00
April 29, 1995	303	2,397.50
April 30, 1995	283	2,125.00
May 1, 1995	166	1,279.50
May 2, 1995	153	1,132.00
May 3, 1995	166	1,055.50
May 4, 1995	115	889.50
May 5, 1995	86	402.50
Average	258.94	2,317.88*

* Some agencies provided only the total number of personnel. Average hours is known to be greater than listed.

OPERATIONS BUREAU

Average non-supervisory personnel

	On Duty	Assigned to Site	% of Manpower
Will Rogers	65.00	23.93	36.80
I.M.P.A.C.T.	7.00	7.00	100.00
Santa Fe	68.59	15.65	22.80
I.M.P.A.C.T.	6.00	3.00	50.00
Springlake	60.66	14.24	23.50
I.M.P.A.C.T.	7.69	3.75	49.00
Hefner	69.12	17.06	24.70
I.M.P.A.C.T.	7.31	7.31	100.00
Administration	9.35	9.05	97.00

INVESTIGATIONS BUREAU

Average non-supervisory personnel

	On Duty	Assigned to Site	% of Manpower
Person Crime	50.70	11.30	22.30
Property Crime	43.10	21.50	49.90
Lab. Services	11.58	3.80	32.80

SUPPORT SERVICES BUREAU

Average non-supervisory personnel

	Commissioned			Civilian		
	ON	SITE	%	ON	SITE	%
Motorcycles	6.70	6.70	100.00	0	0	0
Helicopter	4.18	2.00	47.84	2	0	0
K-9/Horse	3.17	3.12	98.84	0	0	0
Parking Enfor.	0	0	0	7.61	6.64	85.94
Communications	2.00	.12	0.03	43.65	1.46	0.03
Property Man.	3.53	3.06	86.68	2.94	2.59	88.09
Administration	0	0	0	3.94	0	0
Airport	9	0	0	4.00	0	0

Effects on Routine Operations

Based on the computation of the data provided, the Operations Bureau (Divisions) staffing level reports listed that an average of 263.37 field officers were scheduled to work each day. An average of 70.88 officers were placed on special assignment throughout the bombing incident, which depleted the non-supervisory personnel available to answer calls for service by 26.9 percent.

the policy should be a collective process with input from Police, fire, EMSA and local relief agencies. Supervisory training in this area would familiarize personnel with procedures and ensure knowledge of support available through relief agencies.

I.M.P.A.C.T. staffing level reports reflect an average of 7.00 officers were scheduled to work each day. An average of 5.27 officers were placed on special assignment throughout the bombing incident, which depleted the

non-supervisory personnel available for regular duty by 74.75 percent.

Staffing level reports reflect the Operation Bureau Administration personnel averaged 9.35 officers sched-

uled to work each day. An average of 9.05 officers were placed on special assignment throughout the bombing incident, which depleted the non-supervisory personnel available for regular duty by 97 percent.

MUTUAL AID ASSISTANCE BY AGENCY

AGENCY WITH MAILING ADDRESS	TOTAL OFFICERS	TOTAL HOURS	AGENCY WITH MAILING ADDRESS	TOTAL OFFICERS	TOTAL HOURS
ABLE Commission 4545 N.Lincoln Blvd. Suite 270 Oklahoma City, OK 73105	60	3225.75	Chandler Police Department P.O. Box 441 Chandler, OK 74834	4	78
Ada Police Department 13th and Townsend Ada, OK 74820	6	60	Choctaw Police Department 2436 North Main Choctaw, OK 73020	7	87
Altus Police Department 121 North Grady Altus, OK 73521-3906	4	104	Cleveland County Sheriff's Office 203 South Jones Norman, OK 73069	38	1544
Atlanta County Sheriff's Office Atlanta, GA	(Observers Only)		Corporation Commission Motor Carriers Office	1	12
Alva Police Department 415 4th Street Alva, OK 73717-2399	3	36	Creek Nation PD	5	*
Arcadia Police Department P.O. Box 268 Arcadia, OK 73007	1	110	Cushing Police Department P.O. Box 311 Cushing, OK 74023-0311	4	101
Bartlesville Police Department 100 East Hensley Bartlesville, OK 74003-2605	9	276	Custer County Sheriff Office P.O. Box 40 Arapaho, OK 73620	12	183
Bethany Police Department 6700 N.W. 35 Bethany, OK 73008	5	60	Dallas Police Department Dallas, TX	(Observers Only)	
Blackwell Police Department 224 West Blackwell Blackwell, OK 74631-0604	2	24	Del City Police Department 2800 Epperly Drive Del City, OK 73115	16	*
Blanchard Police Department P.O. Box 480 Blanchard, OK 73010	5	89	Dibble Police Department P.O. Box 57 Dibble, OK 73031	2	*
Bixby Police Department 116 West Needles Bixby, OK 74008-4410	1	24	Department Of Corrections Inspector General's Office 3400 M.L. King Avenue Oklahoma City, OK 73136	299	*
Calumet Police Department Drawer D Calumet, OK 73014-0190	3	132	Durant Police Department 120 S. 5th Durant, OK 74701	5	300
Canadian County Sheriff's Office 208 West Rogers El Reno, OK 73036	2	*	Edmond Police Department 100 East First Edmond, OK 73083-2970	27	858
Carter County Sheriff's Office 106 North Hinkle Ardmore, OK 73401	4	*	Ellis County Sheriff's Office PO Box 335 Arnett, OK 73832	4	*
			El Reno Police Department 116 North Evans El Reno, OK 73036	4	185

MUTUAL AID ASSISTANCE BY AGENCY

AGENCY WITH MAILING ADDRESS	TOTAL OFFICERS	TOTAL HOURS	AGENCY WITH MAILING ADDRESS	TOTAL OFFICERS	TOTAL HOURS
Enid Police Department P.O. Box 649 Enid, OK 73702	3	287.5	Kingfisher County Sheriff Office 119 South Main Kingfisher, OK 73750	1	19
Fort Worth Police Department Fort Worth, TX	(Observers Only)		Kingfisher Police Department 117 West Miles Kingfisher, OK 73750	1	17
Garfield County Sheriff's Office	1	*	Kingston Police Department P.O. Box 638 Kingston, OK 73430	5	150
Goodwell Police Department Box 759 Goodwell, OK 73939	2	32	Kiowa County Sheriff's Office County Courthouse Hobart, OK 73651	3	*
Granite Police Department 418 North Main Granite, OK 73547	1	32	Lawton Police Department 10 South Fourth Lawton, OK 73501	17	359
Greer County Sheriff's Office County Courthouse Mangum, OK 73554	7	*	Leflore County Sheriff's Office PO Box 129 Poteau, OK 74953	2	*
Guthrie Police Department 323 South 2nd Guthrie, OK 73044	14	487	Lincoln County Sheriff's Office 801 Steele Chandler, OK 74834	1	*
Gwinnett County Sheriff's Office Gwinnett County, GA	(Observers Only)		Logan County Sheriff's Office 301 East Harrison Ave. Guthrie, OK 73044	10	112
Hall Park Police Department 1410 North Porter Norman, OK 73071	4	110.5	Los Angeles Police Department Los Angeles, CA	(Observers Only)	
Harper County Sheriff's Office PO Box 413 Buffalo, OK 73834	5	*	Los Angeles County Sheriff's Office Los Angeles, CA	(Observers Only)	
Harrah Police Department P.O. Box 636 Harrah, OK 73045	6	72	Luther Police Department P.O. Box 56 Luther, OK 73054	2	18
Holdenville Police Department 100 North Creek Holdenville, OK 74848	3	120	Madill Police Department 207 N. 4th Madill, OK 73446	1	24
Hughes County Sheriff's Office PO Box 628 Holdenville, OK 74848	3	*	Major County Sheriff's Office 500 West Broadway Fairview, OK 73737	3	*
Iowa Tribal Police Department	1	*	Mangum County Sheriff's Office County Courthouse Mangum, OK 73554	2	*
Jones Police Department 110 South State Street Jones, OK 73049	1	18	Mangum Police Department 105 South Penn Mangum, OK 73554	5	80
Kay County Sheriff's Office Newkirk, OK 74647	1	*			

MUTUAL AID ASSISTANCE BY AGENCY

AGENCY WITH MAILING ADDRESS	TOTAL OFFICERS	TOTAL HOURS	AGENCY WITH MAILING ADDRESS	TOTAL OFFICERS	TOTAL HOURS
Mannford Police Department P.O. Box 327 Mannford, OK 74044	1	19	OBND 4545 N. Lincoln Blvd., Suite 11 Oklahoma City, OK 73105	21	168
McCurtain County Sheriff's Office 108 North Central Idabel, OK 74745	5	*	Oklahoma City Housing Authority 1700 N.E. 4 Oklahoma City, OK 73117	4	247.5
McIntosh County Sheriff's Office PO Box 507 Eufaula, OK 74432	1	*	Oklahoma County Sheriff's Office 201 N. Shartel Oklahoma City, OK 73102	211	11,460
Midwest City Police Department 100 N. Midwest Blvd. Midwest City, OK 73140	54	486	Oklahoma Highway Patrol 3600 N. Martin L. King Oklahoma City, OK 73111	109	13,992
Moore Police Department 117 E. Main Moore, OK 73160	14	98	Okmulgee County Sheriff's Office 7th & Seminole, County Courthouse Okmulgee, OK 74447	5	*
Murray County Sheriff's Office Court House Sulphur, OK 73086	7	184	Okla.State Bureau Investigation 6600 N. Harvey Oklahoma City, OK 73116	73	*
Mustang Police Department 470 West State Highway 152 Mustang, OK 73064	9	52	Oklahoma State University PD Owasso Police Department	1 4	* *
National Guard 179 Infantry 745 MP Company 445 MP Company	102 25 24	* * *	Pardon and Parole 4040 North Lincoln Oklahoma City, OK 73105	77	1592.5
Newcastle Police Department 901 N. Carr Newcastle, OK 73065	6	80	Pittsburg County Sheriff's Office 1210 North West Street Mcalester, OK 74501	3	*
Nicoma Park Police Department P.O. Box 250 Nicoma Park, OK 73066	18	214	Ponotoc County Sheriff's Office PO Box 535 Ada, OK 74821	5	*
Noble Police Department 115 North Second Street Noble, OK 73068	1	12	Purcell Police Department 104 South 3rd Purcell, OK 73080	1	8
Norman Police Department 201-B West Gray Norman, OK 73069	65	1203	Roland Police Department PO Box 581 Roland, OK 74954	1	*
Nowata Police Department 113 South Pine Nowata, OK 74048	2	84	Sand Springs Police Department 100 East Broadway Street Sand Springs, OK 74063	6	186
New York City Police Department New York City, NY	(Observers Only)		Sarnia Police Department Sarnia, Canada	(Observers Only)	

MUTUAL AID ASSISTANCE BY AGENCY

AGENCY WITH MAILING ADDRESS	TOTAL OFFICERS	TOTAL HOURS	AGENCY WITH MAILING ADDRESS	TOTAL OFFICERS	TOTAL HOURS
Seminole County Sheriff's Office 110 South Wewoka Wewoka, OK 74884	2	*	University Of OK, Health/Science 1100 N. Lindsey, P.O. Box 26901 Oklahoma City, OK 73190	22	*
Sequoyah County Sheriff's Office 120 East Chickasaw Sallisaw, OK 74955	4	*	Village Police Department 2304 Manchester Drive The Village, OK 73120	*	*
Shawnee Police Department P.O. Drawer Shawnee, OK 74802-1448	7	180	Virginia Beach Police Department Virginia Beach, VA	(Observers Only)	
Spencer Police Department PO Box 660 Spencer, OK 73084	5	*	Wagoner County Sheriff's Office 307 East Cherokee Wagoner, OK 74467	2	*
St. Louis Police Department St. Louis, MO	(Observers Only)		Warr Acres Police Department 4801 N. Reeves Dr. Warr Acres, OK 73122	23	873
Stephens County Sheriff's Office Stephens County Durant, OK 73533	14	280	Washington County Sheriff's Office 420 S Johnstone Bartlesville, OK 74003	16	*
Stillwater Police Department 723 S. Lewis, P.O. Box 1725 Stillwater, OK 74076	7	231	Weatherford Police Department P.O. Box 569 Weatherford, OK 73096	2	60
Stilwell Police Department 503 West Division Stilwell, OK 74960	4	144	Weleetka Police Department 816 Seminole Weleetka, OK 74880	2	80
Sulphur Police Department 400 W. Muskogee Sulphur, OK 73086	3	13.5	Wetumka Police Department 202 North Main Wetumka, OK 74883	3	120
Taurus Police Department Taurus, FL	(Observers Only)		Wewoka Police Department 201 E 2nd Wewoka, OK 74884	4	105.5
Tucson Police Department Tucson, AZ	(Observers Only)		Yukon Police Department 100 South Ranchwood Yukon, OK 73085	12	92
Tulsa County Sheriff's Office 500 South Denver Tulsa, OK 74103	5	*	University of Central Oklahoma Campus Police Department 100 North University Drive Edmond, OK 73034	13	221
Tulsa Police Department 600 Civic Center Tulsa, OK 74103	12	1391			

TOTAL AGENCIES 114 TOTAL PERSONNEL 1655 TOTAL HOURS 42,304.75

Total Police Departments 73
 Total Sheriff's Offices 33
 Total State Agencies 08

* not available at time of report

