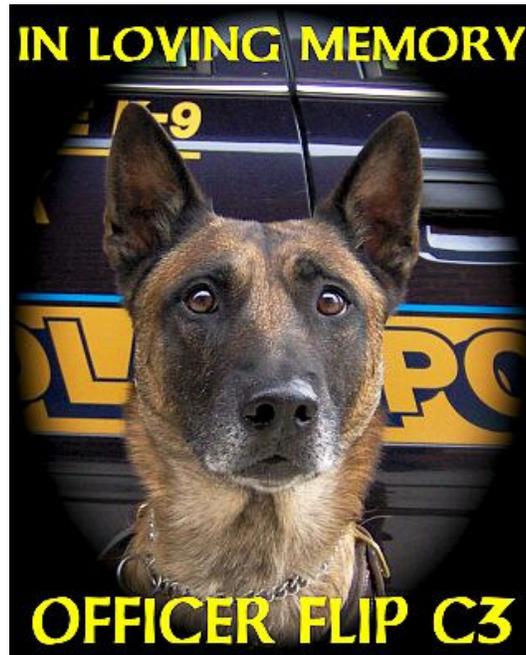


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FINDLAY  
POLICE  
DEPARTMENT

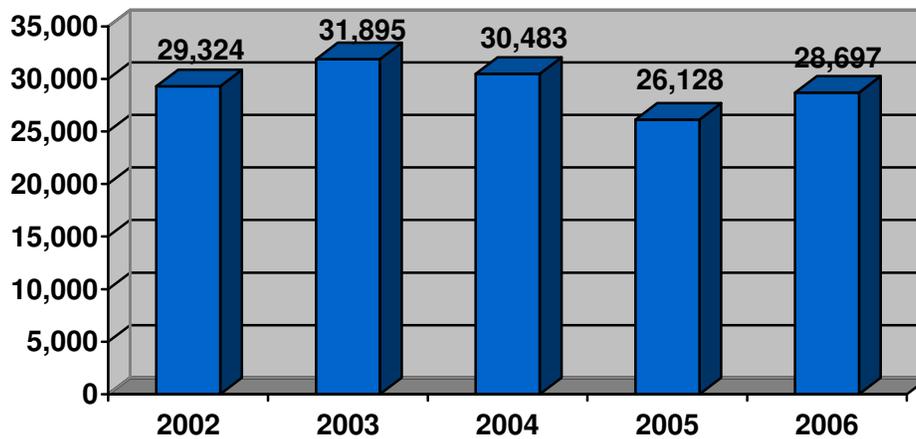


2006  
ANNUAL REPORT

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## PATROL DIVISION

The Patrol Division experienced an increase of activity in 2006 with a total of 28,697 calls for service. This was an increase of 2,569 calls over the previous year. This surge in activity is significant when considering the fact that the Department adjusted services to compensate for a shortage in manpower. The Patrol Division operated with fewer officers than in previous years, with 41 street officers and seven sergeants patrolling the City. This manpower shortage did not come without a price, as the Department paid out a total of \$178,008 in overtime this year. This was an increase of \$24,421 over the 2005 payout. It should be noted that this increase in overtime was without having security details at the 2006 Cruise Night. Had the Department supplied officers for this event, overtime costs would have increased approximately \$10,000.00.

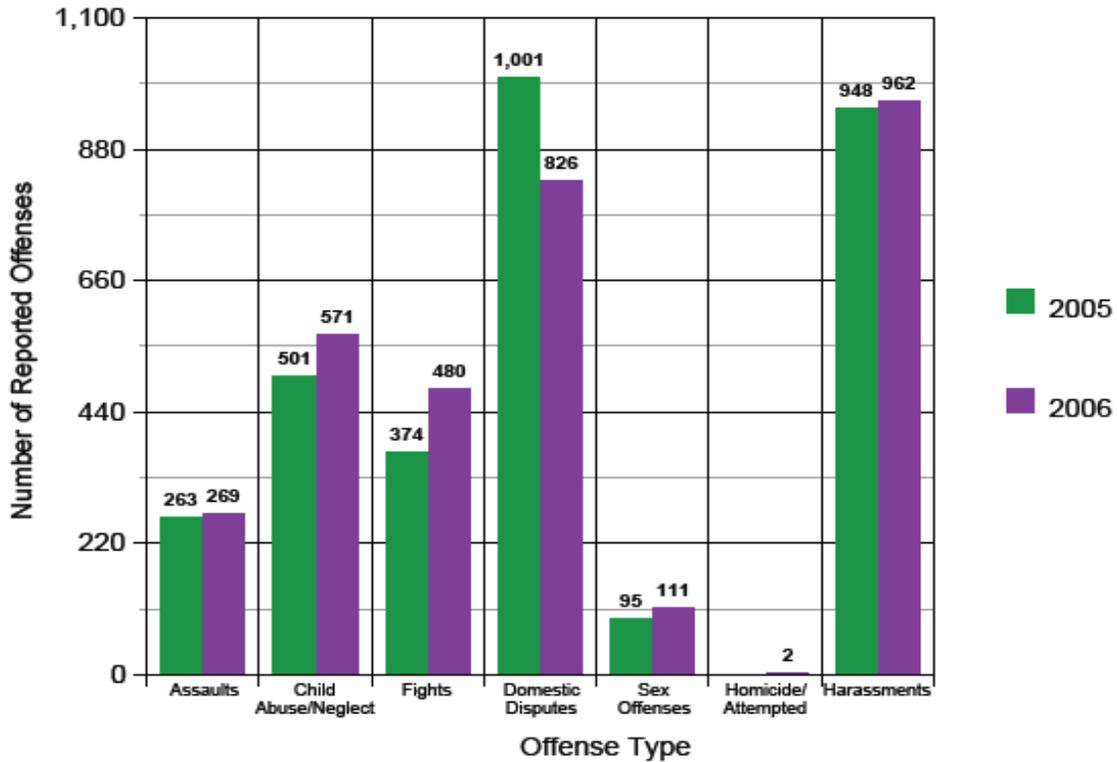


Calls for Service

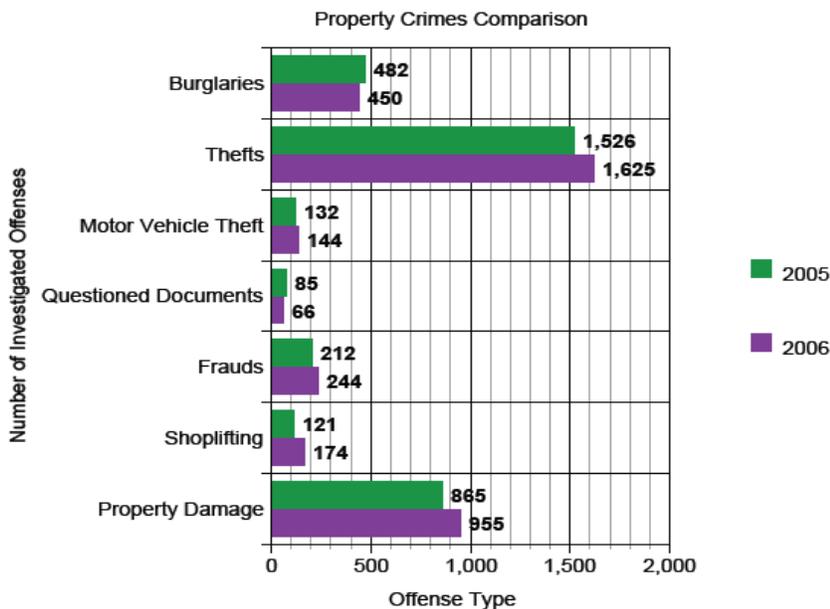
2006 proved to be a record breaking year in several areas of criminal activity. Crimes of Violence and Property Crimes increased, with Patrol officers investigating 480 fights and 379 assaults. In addition, a total of 108 sexual assaults and 826 domestic disputes were investigated. Legal changes in the domestic violence law resulted in a decline in the number of domestic violence cases.

On a disturbing note, Findlay Police officers confiscated a total of 159 firearms used in criminal incidents throughout the year. The Patrol Division handled one completed homicide and one attempted homicide in 2006. Both homicide suspects were apprehended within minutes of the offense. A third homicide suspect was apprehended by Findlay officers in 2006, after committing a double homicide in Massillon, Ohio. The graph below provides comparisons in reported violent crimes between 2005 and 2006.

Violent Crime Comparison 2005 to 2006



Property crimes also rose considerably in 2006. Officer's investigated a record-breaking 1,625 thefts, 144 motor vehicle thefts, and 244 frauds. Police responded to 450 unlawful entries and a total of 955 property damage complaints. The number of questioned document complaints fell slightly due to the change in the Department's bad check policy. The graph below provides a comparison between property crimes in 2005 and 2006.



Street level narcotic abuse continued to rise in 2006. Patrol Officers began to target areas known to have a high volume of drug traffic. Uniformed officers were sent to 141 drug investigations, but through aggressive drug interdiction, officers generated 182 drug reports. Cocaine and marijuana appear to be the most common unlawful drug of choice for illegal drug users.

Changes in the volume and the severity of calls limits the amount of free patrol time an officer has during a shift. Approximately 350,000 miles were driven by patrol officers during 2006; this was considerably lower than the 400,000 miles reported in 2005.

A total of 1,983 crashes were investigated this year, reflecting a decrease of 229 crashes. There were no notable changes in the severity of crashes, however, with officers responding to 225 injury crashes. This was slightly above the 220 crashes reported in 2005. The decrease in property crashes can be attributed to proactive enforcement by patrol officers. Officers targeted problem areas making 6,574 traffic stops and issued 4,478 traffic citations and 1,780 warnings. There were 268 intoxicated drivers arrested by Findlay Police during 2006. All told, Patrol officers made 1,745 arrests in 2006, a considerable increase from the 1,417 arrests made in 2005. Officers also served 1,356 warrants and summons throughout the year.

Commuter traffic within the City of Findlay is estimated in excess of 50,000 people during business hours. The number of non residents patronizing Findlay businesses is apparent in police/citizen contacts. A total of 13,658 reports were generated during 2006 with 6,300 of those involving non-residents of the City of Findlay. Findlay saw the opening of a second Wal Mart on Trenton Ave. and the Northwest corridor continues to develop.

The K-9 program took a tragic turn in 2006 with the untimely death of the Department's only K-9, Flip. Flip had a 97% efficiency rating in narcotic detection and apprehensions. He was used on 72 separate occasions by the Findlay Police Department, The Hancock County Sheriff's Department and the Ohio State Highway Patrol. Since losing Flip, our dog handler, Officer Bryon Deeter began working with Spike, also a Belgian Malinois. Spike was loaned to the Findlay Police Department by Lynwood Kennels and became an official member of our Department in December.

Training continued to be a primary focus of the Findlay Police Department. Officers were sent to Identity Theft Training, Sex Crimes Training, Alcohol Detection, Firearms, Drug Interdiction and Driving Courses. Officers also attended Crisis Intervention Training which proved helpful with 180 attempted suicide investigations and 110 events involving the mentally ill.

The Patrol Division is committed to providing a professional police service to the citizens of Findlay and the Division's focus continues to be quality as opposed to quantity.

## **Goals and Objectives**

- Continue ongoing training
- Purchase and implementation of Tasers
- Increase complement of patrol officers

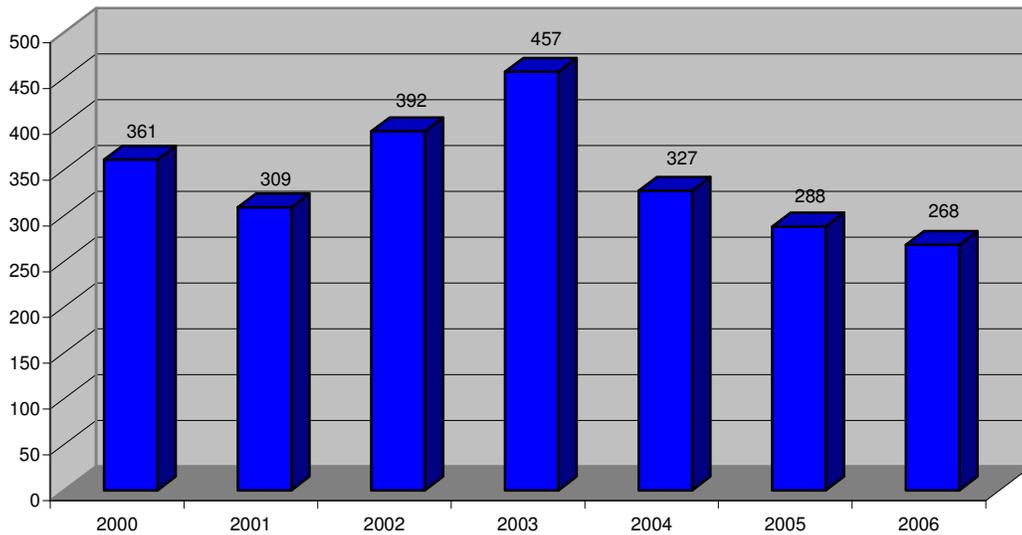
## **DETECTIVE DIVISION**

The Detective Division conducts in-depth investigations on major crimes such as homicides, robberies, burglaries, rapes, assaults, child abuse, thefts, computer crimes, and frauds. Most investigations initiate in the Patrol Division, but may also come from outside sources such as Children Services, Crime Stoppers, social service agencies, prosecutor's offices or attorneys. The original reporting officers in the Patrol Division investigate many crimes. Investigations assigned to detectives are usually those that require extensive time, travel, or expertise in specific areas. All criminal reports are reviewed by the Detective Lieutenant for solvability factors and assigned based upon those factors.

The Detective Division was staffed in 2006 with the Detective Lieutenant and six detectives. The Vice-Narcotics Unit is part of the Detective Division and the Sergeant of the Vice-Narcotics Unit reports to the Detective Lieutenant and is second in command of the Detective Division. The senior detective retired in March of 2006. His replacement was assigned in July of 2006, meaning that the Division spent much of the first half of the year working with five detectives. A secretary is assigned to the Detective Division and assists the Vice-Narcotics Unit.

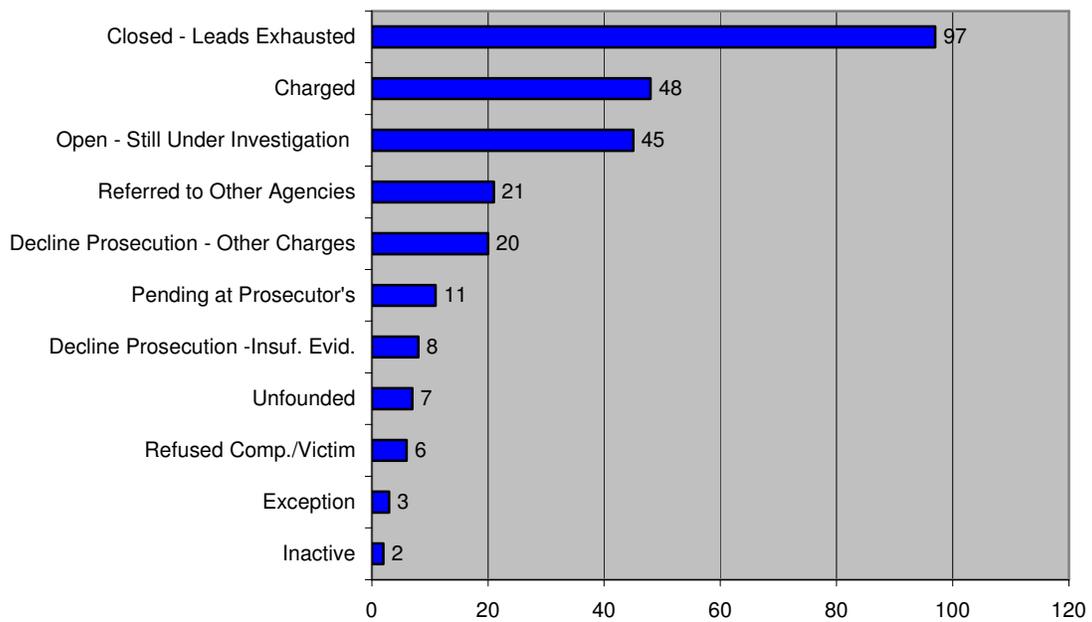
There were 268 investigations assigned to detectives during the year of 2006. This number declined from past years as a result of the decrease in staffing within the Division. (See accompanying chart) This averaged to approximately 49 investigations per detective for the year. Additional assignments that detectives were responsible for during the year included background investigations of new hires within the police department; juvenile court officer; and pawnshop reviews.

**Detective Division Case Assignments 2006**



Case dispositions for those investigations assigned to detectives are shown in the following chart. Based upon these figures, there was sufficient evidence to request charges in 34% of the cases, an increase from last year.

**Detective Division Case Dispositions 2006**



The Detective Division continued to work closely with the Hancock County Prosecutor's Office and Hancock County Job and Family Services in the investigation of child abuse and child sexual abuse cases. In 2006 alone, these types of investigations accounted for over 25% of the case assignments in the Detective Division. Specialized training is required to conduct these investigations. The Center for Safe and Healthy Children was established to conduct these investigations. Child victims and their families now have a "one-stop shop" where they can take their child for these investigations.

The Detective Division was successful in solving many serious crimes during 2006. One homicide occurred during the year that was solved and prosecuted successfully. Several armed robberies, felonious assaults and sexual assaults were solved and prosecuted successfully. Several suspects were prosecuted for a string of burglaries within the city.

Some goals and objectives for the Detective Division were met in 2006, and some were not. The solvability factor for prosecution of cases did increase to a level of 34%, up from the previous 29%. The Center for Safe and Healthy Children is now operational and detectives take a very active role in the success of this operation. Goals that were not met included the addition of a seventh detective in a rotating assignment capacity; and the securing of advanced training in specialized areas. In both of these cases, circumstances beyond the Division's control prevented it from reaching these goals, such as budget constraints and staffing levels.

## **Goals and Objectives**

- As staffing levels permit, reinstate the rotating assignment within the Detective Division.
- Provide training in specialized areas to enhance the skills and expertise of the Division.
- Establish and staff an operations center for the investigation of Internet sexual predators of children.
- Continue to improve upon the solvability factor of investigations conducted within the Detective Division.

## **Vice Narcotics Unit**

The Vice Narcotics Unit is a part of the Detective Division of the Findlay Police Department and is comprised of four Detectives from the Findlay Police Department and one Deputy from the Hancock County Sheriff's Office. The Unit is assigned the task of investigating violations of laws involving narcotics, gambling, weapons, prostitution, and gangs. Detective Sergeant Thomas Blunk from the Hancock County Sheriff's Office is the Access Officer for the Hancock METRICH Enforcement Unit. Detective Sergeant James Mathias became the Unit Supervisor, replacing Sergeant Scott Lowry upon his promotion to Lieutenant in February of 2006.

This Unit is part of a ten county drug task force called METRICH Enforcement Unit. METRICH is one of the only de-centralized task forces in the state promoting a Community Policing philosophy approach to task force operations. METRICH, the largest drug task force in the State of Ohio, celebrated its 20<sup>th</sup> anniversary in October.

The Findlay Police Department and the Hancock County Sheriff's Office joined METRICH in October 1999. METRICH is funded through the Office of Criminal Justice Services under Chief Phil Messer of the Mansfield Police Department.



**Our mission is to improve the quality of life for the citizens in Findlay and Hancock County by reducing the availability of illegal drugs and weapons through community partnerships; thus promoting safe and secure neighborhoods.**

The Unit handled 344 events, an increase from 292 in 2005. The Unit investigated cases: 226 narcotics, 7 pharmacy/prescription, 3 prostitution, 1 gambling, 70 field interviews/sources of other information to obtain intelligence, and 18 calls and/or e-mails to Crime Stoppers or other related tip lines received from the public.

The following was seized from drug investigations:

- 365.6 grams of Crack Cocaine,
- 515.3 grams of Cocaine,
- 22,879.7 grams of Marijuana (including 60 pounds intercepted through the mail),
- 61 grams of Psilocybin/Mushrooms,
- 11 grams of Methamphetamine,
- 85 tablets of MDMA – Ecstasy,
- 43 tablets of Soma,
- 30 tablets of Methadone,
- 25 tablets of Percocet,
- 20 unit doses of LSD,
- 20 tablets of Seroquel,
- 16 Marijuana plants,
- 8 tablets of Xanax,
- 5 tablets of Clonazepam,
- 1 tablet of Darvon,
- 10 altered prescriptions.

There were 274 suspects developed from 231 criminal investigations (compared to 174 criminal investigations last year); resulting in 124 felony and 9 misdemeanor charges requested. Currently, there are 99 2006 investigations that are still open. The Unit conducted 7 high risk buy-bust operations with the assistance of the patrol divisions and K-9 units from the Findlay Police Department and Hancock County Sheriff's Office. The Unit was issued 5 search warrants within the City. Four (4) were served with the assistance of the Findlay Police Department's Emergency Response Team. Seizures for 2006 totaled \$6,696.55 in U.S. currency and 5 vehicles.

While comparing the statistics from 2005 to 2006 the Unit has increased in the number of total investigations, requested felony charges, seized Crack Cocaine, Cocaine, Marijuana, Psilocybin Mushrooms, Methamphetamine, and prescribed narcotics & altered prescriptions. High risk buy-bust operations and search warrants have also increased over last year. There was a slight decrease in seized tablets of Ecstasy, Heroin, and Marijuana plants.

In August the Unit completed an extensive investigation into an enterprise involved in a pattern of corrupt activity through the sale and distribution of Cocaine and Crack Cocaine in Findlay and Hancock County. The investigation was named "Operation Rock Crusher", due to the amount of Crack Cocaine (Rock) being sold and distributed. Eleven people are facing 52 counts of felony drug indictments; which included RICO, Trafficking in Drugs, Possession of Drugs, and Complicity. Ten of the eleven have been arrested and/or are awaiting prosecution. Only one suspect wanted in this investigation has not been captured as of the end of 2006. Through this investigation additional information is being obtained and several more suspects involved in this same enterprise could be facing similar charges in the near future.

We have been working harder with street level narcotic abuse as well with more communication with Patrol Officers and Deputies on road patrol on the target areas known for high volumes of drug traffic. An additional 182 narcotic reports were followed up on which were generated by the Findlay Police Department alone.

The Unit assisted the following agencies with additional manpower: Seneca METRICH Enforcement Unit, Wyandot County Sheriff's Office, Carey Police Department, and the Bluffton Police Department. Agencies that assisted the Unit the past year included: BCI&I (Bowling Green, OH Office), D.E.A. (Toledo Office), Ohio Investigative Unit, Lima PACE drug unit, and Seneca METRICH Enforcement Unit. The majority of this combined effort is to identify sources from the surrounding communities of Fostoria, Lima and Toledo which directly affect drug crimes in Findlay and Hancock County. The Unit again assisted Bluffton Police Department at "The Ripplefest". This operation resulted in 16 misdemeanor alcohol arrests, 1 minor misdemeanor drug possession, and service of a felony warrant.

METRICH Detectives received training in two NARCO conferences, three surveillance classes held at the Regional Counter-Drug Training Academy in Meridian MS, and in-house training conducted at the Findlay Police Department. Detectives also

spoke at organizations in reference to illegal narcotics through the use of a visual presentation and handout information.

## **Goals and Objectives**

- To increase drug removals
- Increase investigations aimed at reducing the availability of weapons through the use search warrants
- Encourage more use of forfeitures (money and property)
- Increase pharmaceutical diversion cases and seizure of diverted drugs
- Continued cooperation with Federal, State, and local agencies to reduce narcotic activity
- Increase number of search warrants served

## **SPECIAL SERVICES DIVISION**

The Special Services Division is comprised of several smaller but vital and important units that contribute to the Police Department as a whole. These units include: Crime Prevention, N.E.A.T., Court Officer, Records, Parking, Property Officer, Training, Communications and Crossing Guards.

## **CRIME PREVENTION UNIT**

The Crime Prevention Bureau continued to be a dynamic and essential part of the police department and community.

The Bureau was very active in 2006 in the public and private school system educating school age children about Crime Prevention issues. A prevention booklet was organized and each student along with their prospective teacher received one. There was a monthly topic following the virtues that each would encounter during their year. Some of the virtues were self-discipline, responsibility, courage, compassion, perseverance, respect, integrity, hope, and diversity. Topics were taught to all 3<sup>rd</sup>, 6<sup>th</sup>, and 8<sup>th</sup> grade students monthly. Each grade was instructed at their level of comprehension with numerous positive results. Some of the topics taught were as follows:



### 3<sup>rd</sup> Grade Program

Turning Failure into Success  
We Can All Get Along  
Put Yourself In Someone Else's Shoes: Building Character  
Harassment Hurts: Gossiping, Taunting, and Bullying  
Stress-busters  
What To Do About Anger  
Seatbelt Safety  
What about Tobacco?  
What Should I Do? Making Decisions: Summer Safety

### 6<sup>th</sup> Grade Program

Say No and Keep Your Friends  
Drugs, Your Friends, and You  
The Law and Court Terms  
The Truth about Marijuana  
Respect: The Real Deal  
When Anger Turns to Rage  
The Truth about Inhalants  
Drinking and Driving—Josh Meyers Video  
Vision Goggles/Alcohol Dangers with Peer Pressure

### 8<sup>th</sup> Grade Program

Change Your Attitude: Change Your Life  
Respect: Why Does It Work?  
Taunting, gossiping, and Hazing: It's Harassment  
The Law and Court Terms—Criminal Law Dictionary  
Teen Adult Conflict: Working It Out  
If You Drink...Anything Can Happen  
Anger Management Skills  
Internet Safety—What You Don't Know May Hurt You  
Facts about Drugs and What You Need To Know

A tour of the police department was given to all 6<sup>th</sup> grade students in the City and St. Michael's school system. At the end of the school year a police academy was given to the students involving four officers outside the Crime Prevention Bureau. This was organized and given in a half-day increment with each officer teaching a 45 minute session about their prospective topic. The topics offered during the academy were:

Alcohol/tobacco/drug prevention  
The K-9 officer and Flip Demonstration  
Crime Scene Investigation  
Crash Scene Reconstruction

The instructors along with the Crime Prevention officer ate lunch with the students and teachers after the academy allowing them to answer any questions that we did not have time for. This allowed the students to personally meet the officers. The schools collected “pop-tabs” and turned them in for money which was donated to the Crime Prevention Bureau for supplies.

There were approximately 550 eighth grade, 500 sixth grade, and 450 third grade students taught during the school year. The Crime Prevention Bureau officer also taught classes or assisted at the Findlay High School, Brown Mackie College, University of Findlay, and Owens Community College affecting approximately 300 students.

### Public Relations

The Crime Prevention Bureau is also active during the year in many organizations and committees such as:

Triad, File of Life, Red Ribbon Campaign, Ohio Crime Prevention Association, Hancock County Community Partnership, Just Say No Club, Safety Town, Safe Kids, Pre-School and Adult Education, Health and Safety Fairs, Block Watch, Family Month Task Force, Millstream Employer Advisory Team, Independent Living through Findlay High School, Walking School Bus, Project “Happy” Weekend, Home Depot Safety Day, Sterling Store Safety Day, Best Buy Safety Fair, Job Fairs, National Night Out, Adult Cluster, Senior Solutions, Crime-Stoppers, Boy Scout Merit Badge seminars, Home Security, Robbery Prevention Training w/Banks and Credit Unions, And Business Security Inspections

The Crime Prevention Bureau position has also allowed the officer to assume positions of leadership as President of Safety Town and board membership on many of the committees listed above.

Donations were received by many organizations and individuals during the year. The Wal-Mart Corporation was a very large contributor to our unit as we were able to purchase a Kodak digital camera, a lap-top computer used for power-point programs, a television with VCR and DVD capabilities, and numerous smaller items which were

given to the public as promotional items. This was very much appreciated by our Bureau with the money put to important use.

We were also involved with a fund-raising program to buy books for the 6<sup>th</sup> and 8<sup>th</sup> grade students in Findlay and St. Michaels. The Community Safety Net along with the Findlay Police Department-Crime Prevention Bureau was able to raise approximately \$24,000 in donations from civic-minded organizations, businesses, and individuals in order to purchase personal and drug safety books which were given to each individual student. This campaign was very successful and illustrates the importance placed on prevention within our community. Two of the biggest donations came from Ball Metal and the Findlay-Hancock County Community Foundation.

### Fingerprint—Background Checks

Fingerprinting individuals for criminal record checks and employer checks is another well known function of the Crime Prevention Bureau. The computerized system called the “Web-Check” continues to be utilized. Criminal checks are done for taxi licensing, solicitor’s licenses, and for employers. A minimum of two hours were devoted weekly to performing this task.

Many important relationships have been established within the community through the Special Services Division and Crime Prevention Bureau. By presenting a positive and helpful image, the Crime Prevention officer can instill trust and responsibility within our school age children and provide education for the adults of our community.

## **Goals and Objectives**

- Continued training for the Crime Prevention Officer
- Continue to teach and develop new programs for all ages of children
- Research new policing techniques and up to date community policing objectives
- Continue the public relations area within our department and community by staying involved with committees and groups
- Continue to update our “photo board” with new programs and to make new “books” showing the Bureau’s programs during the year

## **N.E.A.T.**

The Neighborhood Enhancement & Abatement Team (N.E.A.T.) handles complaints of junk on premises, junk vehicles, weeds, overgrowth, dilapidated structures, trash, etc. It is staffed by a police officer and a clerk/secretary. N.E.A.T. received 1189 complaints throughout the year. The breakdown is as follows:



## **Goals and Objectives**

- Continue to provide a efficient and professional service to the community through both education and enforcement

## **COURT OFFICER**

The Police Department supplies an officer to the Findlay Municipal Court whose duties include courtroom security, court paper service such as summonses, subpoenas, eviction notices, prisoner escort, and copying reports for officers and the Law Director's Office. Activity generated by the court officer includes the following:

## **GOALS AND OBJECTIVES**

- Continue good relations between the Court and the Police Department
- Examine procedures so as to insure streamlined productivity

## **RECORDS**

The Records Room is comprised of one (1) Supervisor and two (2) Clerks. The records management system software allows officers to make direct entries into the system. This has decreased the record room workload to a manageable level. With the current system, reports are essentially ready when the officer completes them, decreasing the time considerably for the public's access to those reports.

Even though the records management system software allows direct entries, there are still records that require Clerks to enter into the system. Clerks are still responsible for entering some traffic citations, warning tickets, private property crashes, crash waivers, gun registrations and bicycle licenses.

The total amount of money brought into the Records Room amounted to \$81,706.13. A breakdown of those amounts is as follows:

Fingerprint Fees	8,780.00
Report Copies	1,097.20
Bicycle Licenses	34.00
Miscellaneous Fees	318.15
Impound/Tow Fees	165.00
Cone Rental Fees	170.00
Parking Bad Check Fees	150.00
Parking Lot Rental	18,051.00
Parking Violations	48,490.78
False Alarm Fees	4,450.00

## **GOALS AND OBJECTIVES**

- Provide service in a professional and timely manner
- Destroy hard copy records that can be destroyed

## **PARKING ENFORCEMENT**

The Parking Division is staffed by two Parking Violations Representatives. These Representatives are responsible for the enforcement primarily in the downtown area and all city owned parking lots.

The total number of parking tickets issued by the Department in 2006 was 6914 of which 6049 were written by Parking Violations Representatives for 87% of all tickets issued.

### **GOALS AND OBJECTIVES**

- Continue to provide a professional approach to parking enforcement

## **PROPERTY OFFICER**

All property such as impounded vehicles, evidence from crime scenes and recovered bicycles is the responsibility of the Property Officer. The Property Officer also has the responsibility of running the city auctions. Total proceeds from the two (2) auctions this year amounted to \$15,113.50. The Police Department's contribution to the total was \$5,555.00. Twenty-five percent of the Police Department's auction proceeds (\$1,388.75) are donated to the Crime Stoppers Program.

### **GOALS AND OBJECTIVES**

- Manage property in an efficient and effective manner

## **TRAINING**

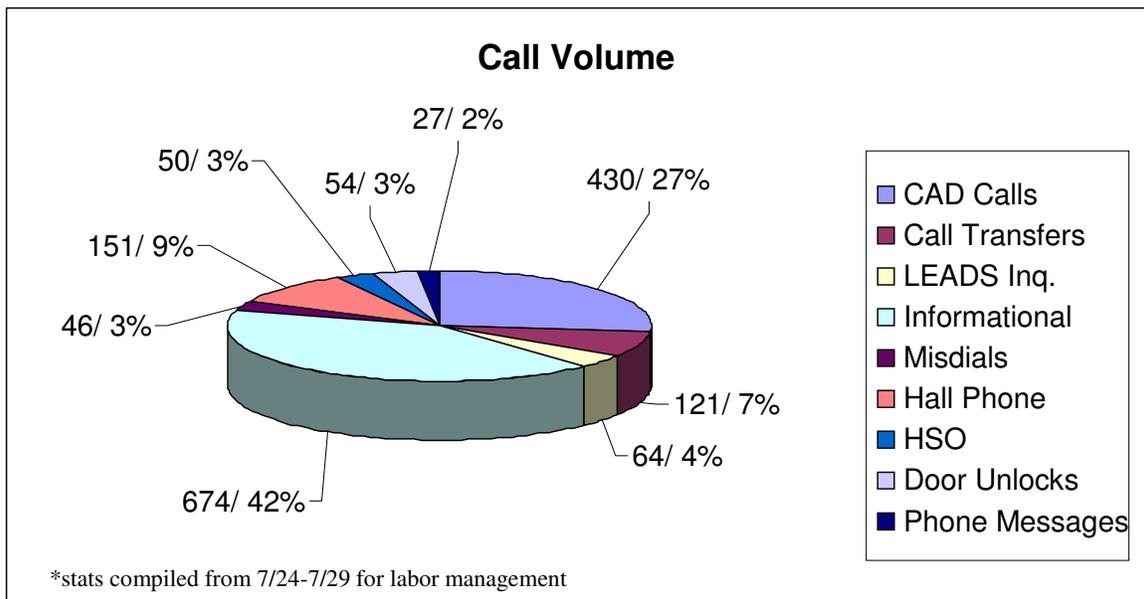
Two new Officers were hired in 2005. Both were OPOTA certified. The ERT (Emergency Response Team) attended monthly training sessions on various topics. Officers attended schools throughout the year covering a wide range of law enforcement topics. In house training consisted of National Incident Management System (NIMS) and Incident Command System (ICS), all which is required training by FEMA. All Officers were trained in room clearing techniques, response to active shooters and crowd control management.

## GOALS AND OBJECTIVES

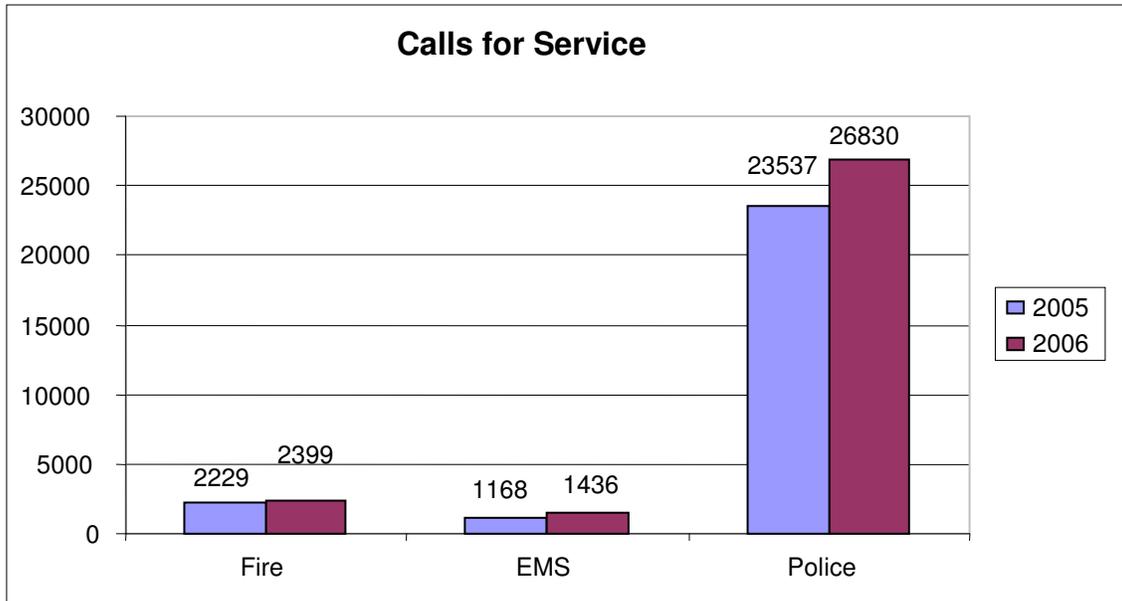
- Incorporate and maintain in house certified trainers.
- Create a training curriculum that challenges the Officers

## COMMUNICATIONS DIVISION

The Findlay Police Communications Center is the central answering point for public safety agencies within the City. The Center receives requests for emergency services from the public through an Enhanced 911 telephone system. In addition, non-emergency calls for police, fire and other departments are handled by the Center. Generally, the volume of calls to and from the Center ranges from 100-200 calls per day. That number can increase substantially during emergency situations.



In 2006, there were 28,697 calls for service. This was an increase from the 26,128 calls generated in 2005. In addition to the public's request for service, 3,866 special assignments were entered for police follow-ups and general duties, 342 entries were made for paper service and 19 entries were made for court duties.



Communications Officers use a Computer Aided Dispatch (CAD) system to assist in call taking and dispatching operations. This system provides a quick and accurate way to document location and other incident information provided by the caller. It also helps track available and dispatched officers and fire/rescue units. An upgrade to the newest version of the CAD software was completed in December of this year.

All Findlay Police Communications Officers have obtained certification in Emergency Medical Dispatching. Call-takers are able to assess the type of problem the caller is experiencing and discern whether basic or advanced life support services are needed. In addition, the communicators are able to give pre-arrival instructions to the caller. During the year 2006, there were several instances in which lives were saved through CPR instructions, and Dispatcher Heather Rhoads was thrilled to assist in a child birth.

In the Spring of 2006, the Department added a Mobile Command Center to its fleet. The Mobile Command Center is a 27 ft. trailer equipped with computers, radios and a fax/printer and is designed for use during large scale events, as well police incidents including hostage/barricade situation, warrant services and etc.



As an addition to the Mobile Command Center, the Communications Division created an All-Hazards Tactical Dispatch Team. Tactical Dispatchers attended 24-48 hours of formal training conducted by First Contact 911 and have obtained advanced certification in the Incident Command System through the Federal Emergency Management Agency (FEMA). They also attend in-house training once a month. Tactical Dispatchers responsibilities include: set up and tear down of the Mobile Command Center, conducting all radio traffic and documentation during Emergency Response Team call outs/high risk warrant services and handling resource allocation and Federal documentation in the event of a natural disaster.

Communicators attended a seminar, "Managing Crisis Caller", which highlighted ways to deal with domestic violence, suicidal callers, a hostage taker or possible Suicide by Cop detail. The instructor gave the communicators ways to de-escalate a crisis caller from a state of anxiety to a relative state of calmness. They also practiced the use of "Active Listening Techniques" developed by the FBI's Hostage Rescue Team which focuses on ways to gain the trust and rapport of callers in crisis and to get the information needed for an appropriate response

Customer Service in the Dispatch Center was another area of focus as the communicators attended a seminar designed to assist them in dealing with the public, as well as co-workers. Communicators discussed who the Center's customers are and how so much of what the communicator does involves HOW something is said. Communicators were also given tips on how to get and keep motivated.

In addition to formal training, all Communications officers have completed 12 hours or more of continuing education. This included monthly quizzes supplied by the Association of Public Safety Communications Officials; classes offered on-line through the FEMA and ride along program with the Patrol Division and local EMS providers.

## **GOALS AND OBJECTIVES**

- Restructure Fire Dispatch.
- Upgrade radio equipment.
- Increase the complement of Tactical Dispatchers.
- Implement continuing education seminars.
- Acquire interoperability equipment for use in the Mobile Command Center.