

Toledo Police Department

1998 Annual Report



A Year of Reaching Out

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Message from the Chief



★ ★ ★ ★ CITY OF TOLEDO ★ ★ ★ ★



DEPARTMENT OF POLICE OPERATIONS SAFETY BUILDING

CARLETON S. FINKBEINER
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I am pleased to have my first opportunity since becoming Chief of Police to present the Toledo Police Department's annual report. The theme for 1998's report is "A Year of Reaching Out," symbolizing our continued commitment to the philosophy of community policing. The information contained within will provide you with some insight into the organization of the department, highlight activities that occurred during the year, and detail corresponding year-end statistics.

Throughout 1998, the department faced many challenges, emphasizing the importance of developing and strengthening community partnerships, collaborative strategies and information sharing. With this continued cooperation, the overall crime rate in Toledo declined by nearly 8% in 1998, proving challenges can be met through dedication and perseverance.

We will continue to capitalize on opportunities afforded us through grants and partnerships while working to improve upon the delivery of police services throughout the city. All members of the Toledo Police Department are to be commended for an exceptional year, representing the department with professionalism, integrity, commitment, and respect.

Yours from Toledo,
Our All-America City,

Michael J. Navarre
Chief of Police

E-mail: tpd@toledolink.com



The **MISSION** of the Department of Police Operations is to enhance the quality of life in the City of Toledo by working in partnerships with the community to preserve life, enforce the law, provide quality services, reduce the fear of crime, and promote joint problem-solving for safe, secure neighborhoods.



Sgt. Timothy Hanus and Sgt. Kevin Smith at their promotion ceremony.

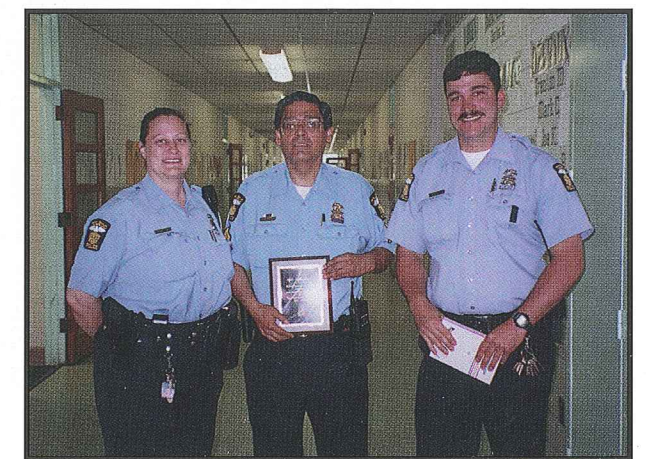


Detective Doug Allen and Governor George Voinovich discuss new gang legislation.

The **MOTTO**, "To Protect and To Serve," states the essential purpose of the Toledo Police Department. The department protects the right of all persons within its jurisdiction to be free from criminal attack, to be secure in their possessions, and to live in peace. The department serves the people of Toledo by performing the law enforcement functions in a professional manner, and it is to these people that the department is ultimately responsible.

The Toledo Police Department's **PHILOSOPHY:**

A large urban society free from crime and disorder remains an unachieved ideal; nevertheless, consistent with the values of a free society, it is the primary objective of the Toledo Police Department to as closely as possible approach that ideal. In so doing, the department's role is to enforce the law in a fair and impartial manner, recognizing both the statutory and judicial limitations of police authority and the constitutional rights of all persons. It is not the role of the department to legislate, to render legal judgements, or to punish.



Officer Carol Speaks, Sgt. Frank Sifuentes, and Officer Michael Ritson being recognized for their efforts at Mayfair School.

Mayor and City Council



Mayor Carleton S. Finkbeiner



Bob McCloskey, Edna Brown, Pete Gerken, Jeanine Perry, Peter Ujvagi, Gene Zmuda, Tina Skeldon Wozniak, Louis Escobar, Rob Ludeman, Betty Shultz, C. Allen McConnell, and Wilma Brown

About Toledo, Ohio ...

Population

(1997 U.C.R.)
324,986

(2000 Forecast)
318,592

Age Distribution

0-18	26.5%
18-24	10.2%
25-34	15.6%
35-49	20.7%
50+	27%

Demographics

White	- 76%
Black	- 19%
Hispanic	- 4%
Other	- 1%

Households

125,300

Median

Household Income
(1990 Census)
\$24,819

Unemployment Rate

3.9% (1998)

HISTORY

The area around what is now Toledo was opened to pioneer settlement after the Battle of Fallen Timbers, a conflict between white settlers and Native Americans fought nearby in 1794. Fort Industry, located at the mouth of Swan Creek (what is now downtown Toledo), was settled after the War of 1812. Two villages, Port Lawrence and Vistula, were united in 1833 and named for Toledo, Spain. This new, consolidated community was incorporated as a city in 1837.

Ohio's decision to include the Toledo area (then part of the Michigan Territory) in the state's canal system resulted in a fierce boundary dispute (the Toledo War of 1835) between Ohio and Michigan. Residents of the city mobilized to transfer political control of the lower Maumee River from the Michigan Territory to the State of Ohio. Michigan's Governor sent troops to put down the uprising. Ohio Governor Robert Lucas responded by calling out the militia. The Ohio state legislature organized most of the disputed area into a new county named after Lucas himself, with the present Ohio line as the northern boundary. Troops poured into the area, but before blood was shed, President Andrew Jackson settled the dispute in favor of Ohio. Michigan was compensated for the loss by being awarded the Upper Peninsula and admission to statehood.

Industrial development was spurred in the 1830s and '40s by the arrival of railroads, the construction of the Wabash & Erie and Miami & Erie canals, and by the discovery of deposits of gas and oil in 1844. Today, major industries include glass, automobiles, auto parts, petroleum, and plastics. Toledo is one of America's fifty largest cities and is an integral part of the midwestern economy.

About the Toledo Police Department ...

Employees	
Total	821
Sworn	701
Civilian	120

Police Rank	
Chief	1
Deputy Chief	3
Captain	13
Lieutenant	35
Sergeant	96
Officer	553

Higher Education (Sworn Personnel)	
Associate	128
Junior Status	31
Bachelor's	153
Advanced	19

Salaries	
Trainee	-\$34,380
Patrol	\$36,531 - \$45,210
Sergeant	\$46,363 - \$52,447
Lieutenant	\$58,075 - \$60,313
Captain	\$65,626 - \$68,155

HISTORY

The need for a regular police force became apparent to the City of Toledo in 1852, and on May 13th of that year City Council passed an ordinance "for the establishment of volunteer police in the city." This force was comprised of various companies under a captain and a lieutenant and was vested with full police powers.

Having acquired a population of 20,000 by 1866, Toledo was advanced to the grade of a city of the first class and invested with what was known as the Metropolitan Police System. This was, in effect, the first paid police force.

In 1900 the Toledo Police Division was composed of 114 officers and protected 28 1/4 square miles. Today, Toledo encompasses 86 square miles and is served by 701 officers.

The first Toledo Police Academy class graduated 20 officers in 1938. The largest class in the history of the department was appointed in 1983 when 131 cadets became the 38th class.

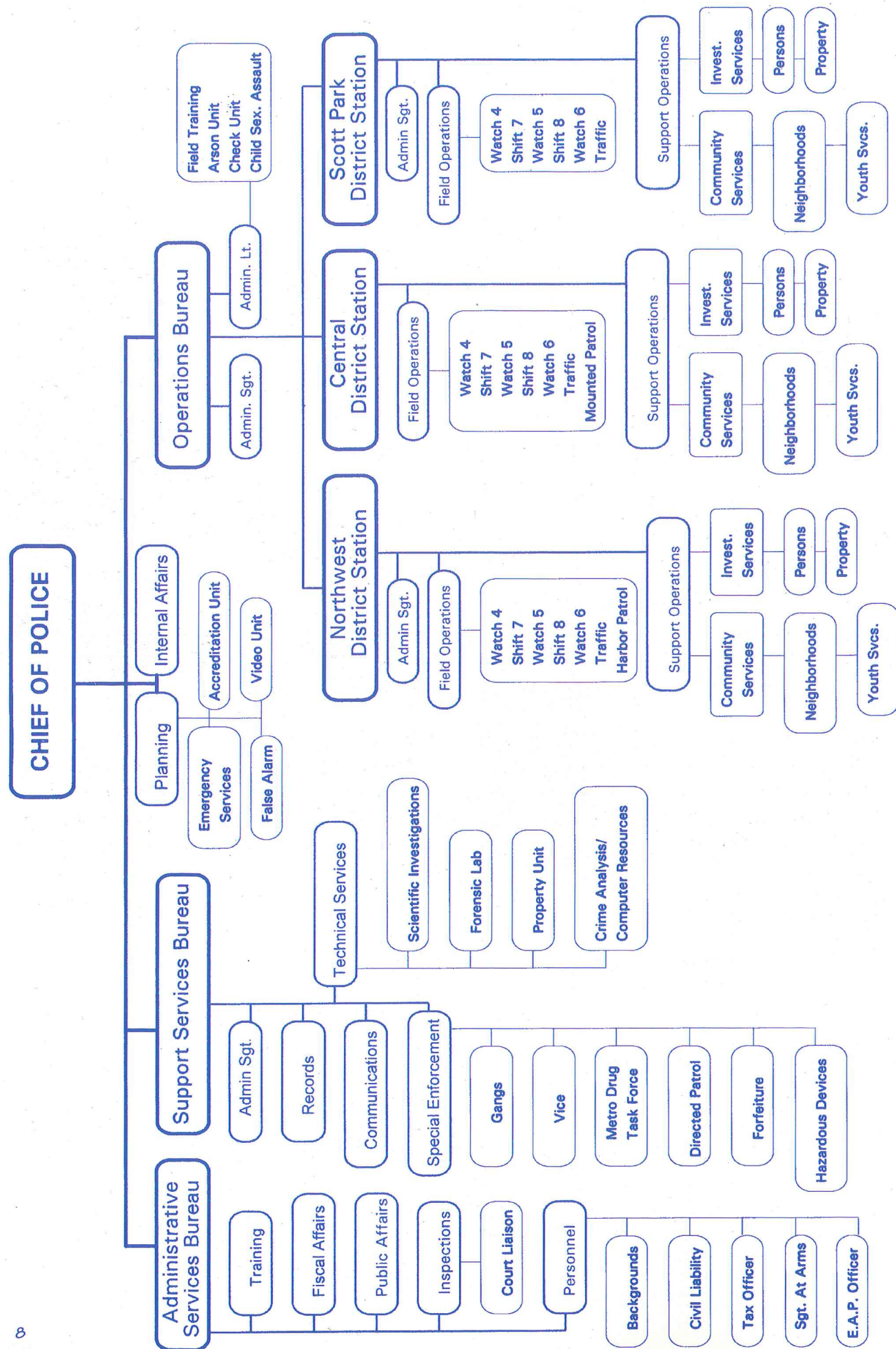
The badge and hat pieces currently worn by Toledo Police officers were designed in 1938 and have carried the same design since issuance on December 28, 1959. Minor changes have been made to command officer badges and hat pieces but the basic design remains. The shoulder patch worn by Toledo Police officers has remained the same since 1960 when it was added to the uniform.

TODAY

The Toledo Police Department changed dramatically beginning in 1995 with the decentralization of police services. Today, the city is divided into three districts, each having its own district station providing 24-hour police service to citizens. There are two substations which, built in cooperation with St. Vincent Mercy Medical Center and The Toledo Hospital, are open during normal business hours.

The city is divided into seven sectors containing seven neighborhood offices. These offices are each staffed by a sergeant during the day, available to citizens in their respective areas. All police facilities are strategically located throughout the city, bringing uniformed patrol, investigators, community services, and traffic functions closer to the public they serve.



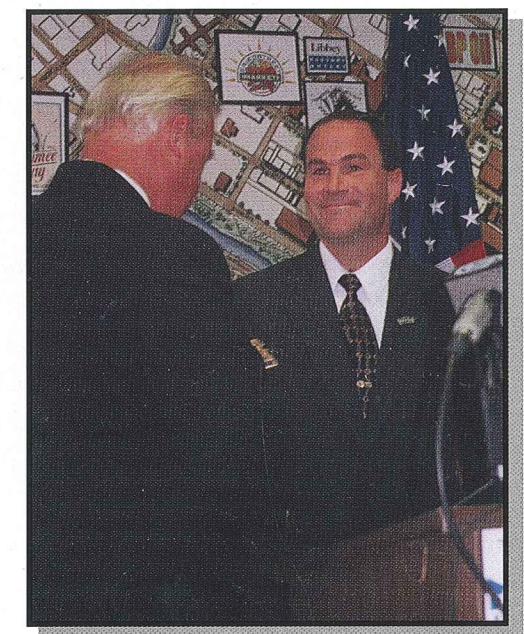


The Organization

The Toledo Police Department is organized into four main areas including the Office of the Chief of Police, Administrative Services, Support Services, and Operations.

OFFICE OF THE CHIEF

The chief's office experienced changes during 1998. In May, Deputy Chief Michael Navarre was appointed Acting Chief of Police when Chief Gerald Galvin left the Toledo Police Department to become Chief in Albuquerque, New Mexico. A six-member search committee evaluated over forty resumes submitted from across the country and narrowed the field to four candidates. After extensive interviews and evaluations, Michael J. Navarre was named Chief of Police on December 22, 1998. Areas of operation reporting directly to the Chief's Office are Internal Affairs and Planning and Research.



Chief Michael J. Navarre

INTERNAL AFFAIRS

The Internal Affairs office is staffed by police supervisors who investigate internal and external complaints received concerning police department personnel. During 1998, this office received 232 administrative and 125 citizen complaints. The handling of complaints and inquiries by this section provides for a higher degree of consistency in both investigation of complaints and subsequent disciplinary actions when necessary. Disciplines issued for the year totaled 82 verbal reprimands, 46 written reprimands, 25 suspensions, and 1 termination. This equates to nearly a 1.5% decrease in disciplines issued compared to 1997 totals.

PLANNING & RESEARCH

Planning & Research is responsible for researching new ideas, laws, and methodologies; conducting policy review and development; pursuing and overseeing grants; producing various reports; and making recommendations that assist management in their decision making that is in the best interest of the department and the citizens of Toledo. Other organizational components under the direction of Planning & Research are the Office of Emergency Services, the False Alarm Office, the Video Unit, and the newly established Accreditation Unit.

In 1998, Captain Louise Eggert was awarded the Governor's Community Policing Award of Excellence for "Community Policing Mentor." This award formally recognized the commitment Captain Eggert has made to community policing and her efforts to help others be successful in their community policing strategies and initiatives.

Office of Emergency Services

In 1998, the Office of Emergency Services developed and conducted Team Effort '98, a full-scale hazardous material response exercise which included the Toledo Police Department, Toledo Fire & Rescue Department, area hospitals, and an evacuation of the Stickney Avenue Jeep facility and adjacent neighborhoods. The exercise proved to be an effective tool in identifying participating agencies' strengths and/or weaknesses when dealing with this type of emergency situation.

The process of upgrading the city's outdoor warning siren system continued in 1998 with the installation of 15 new warning sirens. The increase from 38 to 53 sirens will significantly improve Toledo's warning and notification capability.

False Alarm Office

The City of Toledo holds businesses and residents accountable for any false alarms recorded at their address. The False Alarm Office is tasked with enforcing the false alarm ordinance, which was enacted in March of 1997. A schedule of fines has been developed that encourages alarm owners to ensure their systems are in good working condition and that all people having access to the alarmed structure know how to properly operate the alarm system. This ordinance has caused a dramatic drop in the number of false alarm calls received at the police dispatch center, thus allowing officers to spend more time on legitimate calls for service.

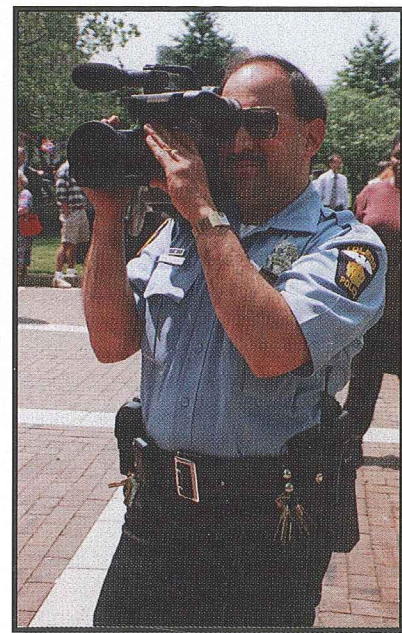
Video Unit

Videos have been produced by the department since 1987, but in 1998 the Video Unit was formally established. The Video Unit is an invaluable tool in developing training presentations for department personnel. In 1998, a total of 13 roll call training videos was produced ranging from a Pursuit Policy Update to information about the Electronic Monitoring System. Videos provide a very efficient method of distributing training throughout the department.

The Video Unit also assists the Investigative Sections with duplicating tapes for use in court trials and identification of suspects on surveillance video tapes involving thefts and robberies.

Accreditation Unit

In 1998, the department embarked on an effort to achieve international accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA). The unit has begun working toward compliance of approximately 439 standards necessary to achieve accreditation. Accreditation status is a means of bringing our policies and procedures up-to-date with the most current and professionally accepted law enforcement standards and is a reflection of the department's commitment to achieve and maintain an internationally recognized level of excellence.



Officer Randy Navarro videotapes various events for the department.

ADMINISTRATIVE SERVICES BUREAU

Administrative Services is responsible for the management of various department functions through Training, Fiscal Affairs, Public Affairs, Inspections, and the Personnel Section.



Deputy Chief Linda Mason

On November 6, 1998 Captain Linda Mason was promoted to Deputy Chief, the first female deputy chief in the history of the Toledo Police Department. Deputy Chief Mason was hired by the department on July 12, 1977 and has worked in Field Operations, Internal Affairs, Investigative Services Crimes Against Property, Records, and Personnel. Her broad background and experience has prepared her for her duties as Deputy Chief of Administrative Services.

TRAINING SECTION

The Training Section is primarily responsible for the training of recruits and incumbent officers. Although no police class was hired in 1998, the Training Section kept busy by hosting/conducting various training seminars offered not only to Toledo Police Department personnel but also regional agencies. Total on-site student contact hours amounted to 39,096 for 1998, including the annual firearms qualifications required of Toledo Police Department officers. Several training subjects were funded by the Training Section at off-site locations, expanding opportunities for department personnel to advance their professional expertise.

INSPECTIONS

The Inspections Section is responsible for inspecting and reviewing different facets of police department operations and also supervises the Court Liaison Office. In addition, outside employment requests from members of the department are reviewed and processed through this office.

Court Liaison

Court Liaison officers monitor the service and return of subpoenas, review precipes for subpoena filed by department members, and eliminate unnecessary witness appearances. In so doing, a total of \$137,060 in overtime savings was realized in 1998.

FISCAL AFFAIRS

The Fiscal Affairs Section prepares the department's budget. Budgeting procedures were changed in 1998 for fiscal year 1999 with each section being provided with their entire budget by account. The purpose of the new procedure is to give each individual section commander greater control and responsibility over their own budget. Fiscal Affairs now has responsibility for overseeing total expenditures and coordinates the purchase of equipment and supplies.

PERSONNEL AND PUBLIC AFFAIRS

The Personnel Section is responsible for all functions relating to the hiring, discharge, and retention of department personnel. Under the supervision of this section is Background Investigations, which conducts thorough checks on potential police and fire department employees to insure they meet required standards; Civil Liability; the Tax Officer; Sgt. at Arms; and the Employee Assistance Program (E.A.P.) Officer, who coordinates counseling for police department employees and their families and assists with stress management for officers involved in shootings or other critical incidents.

The Public Affairs Section coordinates contacts with the media, issues press releases, and coordinates various charity campaigns. Public Affairs also oversees such programs as P.A.L., Safe-T-City, the L.M.H.A. Police Substation, and the Domestic Violence Program.

Safe-T-City is a safety course for children entering kindergarten in the fall and is one of the most popular programs offered in Toledo. Certified teachers, police officers, and guest speakers discuss topics such as pedestrian, bicycle, bus, electrical, fire, and water safety, and stranger danger. The children learn through songs, poems, art projects, stories, movies, and experiences in an outdoor miniature city complete with streets, sidewalks, small buildings, traffic lights, and stop signs.



Officer Starr Mitchell instructs a class at Safe-T-City.

Money allocated from the Lucas County Law Enforcement Trust Fund (\$5220) was presented to the department by Lucas County Prosecutor Julia Bates to refurbish two remote control "Sparky" cars which are used during safety demonstrations at Safe-T-City.

The Toledo-Lucas County Police Athletic League (PAL) program is one of the largest and most successful juvenile delinquency prevention resources in the country. The program relies heavily on athletics and recreational activities to create a bond between the police department and children in the community. Officers, assisted by community volunteers, assume the role of mentor and role model to counter the gang influence, substance abuse, and potential violence that can occur in the under-served areas of our community.

SUPPORT SERVICES BUREAU

Support Services is commanded by Deputy Chief Michael Schroeder and provides support functions for departmental operations. Components of Support Services include Records, Communications, Technical Services, and Special Enforcement.

RECORDS

The Records Section is responsible for maintaining departmental records and reports. Emphasis is continually being placed on finding ways to better serve the public and increase efficiency. In 1998, several things were done to assist in this endeavor. A pilot program was started with the Oregon, Ohio, Police Department in which summonses are issued instead of arrest for nonviolent misdemeanors. The program was very successful and has since been expanded to include all area police departments. Another program instituted in 1998 required vehicle owners to submit proof of car insurance before receiving their impounded vehicles. This simple step helps keep uninsured drivers and junk vehicles off city streets. Even by conservative estimates, the number of junked or auction vehicles held increased by over 75%.



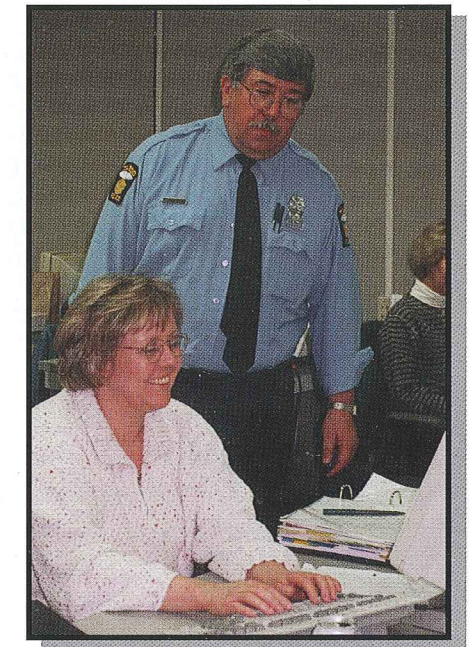
Deputy Chief Michael Schroeder

On July 1, the Records Section formed a four-officer warrant squad. During their six months of operation they served 29 felony warrants, made one felony on-view arrest, served 210 misdemeanor warrants, made six misdemeanor on-view arrests, issued 431 summonses, and took over 700 crime reports and 122 accident reports.

COMMUNICATIONS

Emphasis was placed on continuing civilianization of the Communications Section in 1998. On January 2, 33 civilian communications operators began answering 9-1-1 calls at the City of Toledo Public Safety Answering Point (PSAP). Throughout the year, a total of 52 operators were hired and trained with the ultimate goal of the entire dispatch function being performed by civilian employees. This will allow uniformed officers to be returned to street duty.

Total calls for service in 1998 were 312,722, a reduction of 5,009 (-1.58%) compared to 1997 totals. This was accomplished through greater scrutinization of calls and call-handling practices.



Officer Fred Janiszewski provides training to civilian communications operators.

TECHNICAL SERVICES encompasses Scientific Investigations, the Forensic Lab, the Property Unit, and Crime Analysis/Computer Resources.



Toledo Police Department Scientific Investigations officers pose with Dr. Henry Lee, Forensic Scientist. Front Row: Detective Jerry Schriefer, Detective Scott Smith, Dr. Henry Lee, Sergeant Keefe Snyder, and Detective Terry Cousino. Back Row: Detectives Chad Culpert and Bill Goetz.

Scientific Investigations

Officers of the Scientific Investigations Unit are responsible for responding to crime scenes to locate, preserve, document, and collect physical evidence. Each of these steps is an integral part in the successful prosecution of criminals. The technicians process all major scenes for the presence of latent fingerprints, still the most positive form of personal identification known to man. In 1998, 264 positive identifications at felony crime scenes were made, a 318% increase over 1997 figures! This increase is due, in part, to the implementation of AFIS (Automated Fingerprint Identification System), a computerized system that searches latent crime scene prints through a state database. Many cases were solved in 1998 using AFIS, demonstrating the value of this system.

In October, this unit hosted a three-day forensic seminar at Owens Community College for the Ohio Identification Officers Association (O.I.O.) Many speakers gave presentations in their area of expertise, including Toledo Police Officer Terry Cousino who spoke about the fine art of drawing composites. In addition, Dr. Henry C. Lee, nationally known forensic scientist and author, was on hand to give a presentation on crime scene reconstruction and advances in forensic science.

Forensic Lab

The Toledo Police Department Forensic Laboratory conducts analyses on items of evidentiary value. The types of analyses conducted range from firearms identification to rape analysis. In 1998, 2,669 cases were investigated for the Toledo Police Department and 32 cases were investigated for outside agencies. This is a 37% increase over 1997 totals.

Crime Analysis/Computer Resources

Crime Analysis is responsible for the tabulation, compilation, and analysis of U.C.R. Part I and Part II crimes. In 1998, the unit improved dissemination of crime information and/or trends to department members through the increased use of pin maps to map suppressible crimes. The maps are now printed weekly instead of monthly enhancing officer awareness. The "Coffee Cup Award" was resurrected by the Crime Analysis Unit, recognizing outstanding police work by Toledo Police officers.

Computer Resources personnel assisted with ordering and installing much-needed computer equipment in 1998. New personal computers were received by Internal Affairs, the Property Unit, and various administrative offices, and a total of 57 laptop computers were ordered and distributed to Investigative Services and School Resource Officers at all three district stations. This unit also created and maintains the department's Internet web page, providing a very attractive and professional appearance to this information resource.

Property Unit

The Property Unit is responsible for the safekeeping and disposition of all property and evidence received by department members. There were over 9,800 separate cases handled by the property room in 1998, a 20% increase from 1997. Over the course of the year one jewelry auction and four property auctions were held in an attempt to reduce the property inventory. The jewelry auction alone generated over \$42,000 which was deposited into the city's general fund.



Officer Dennis Zygula inspects guns scheduled for destruction, several of which were turned in during the gun "buy-back."

The department conducted a gun "buy-back" in conjunction with E. B. Brown Opticians and Hearing Centers which donated a \$50 voucher to anyone turning in an operable gun. The effort to reduce crime by voluntarily removing guns from circulation produced 53 guns this year, bringing the total to 1,021 guns collected during similar programs that were conducted in previous years.

The Property Unit also manages the Motor Pool officer who coordinates all motor vehicle resources for the department. Vehicle availability continued to improve in 1998 with many of the fleet's older vehicles being retired and replaced by newer models and improved equipment.

SPECIAL ENFORCEMENT The Special Enforcement Division consists of the Gang Unit, Vice/Narcotics, Directed Patrol, the Metro Drug Task Force, Forfeiture, and Hazardous Devices.

Gang Unit

During 1998, the Gang Task Force continued its successful efforts in suppressing gang-related violence. In each year since the unit's inception in 1995, the city has seen a reduction in random gang-related violence. This is due primarily to aggressive and coordinated enforcement of all state and local statutes. On May 11, 1998, another tool was made available to police when Ohio Governor George Voinovich signed House Bill 2, an anti-gang bill, into law. A ceremony was held at the East Toledo Family Center where State Representative John G. Garcia and members of the Toledo Police Gang Unit were acknowledged for their hard work and dedication in developing and passing this law.

Vice/Narcotics

The Vice/Narcotics Section is responsible for the investigation of violations involving drug and alcohol laws, prostitution offenses, gaming offenses, etc. In 1998, they executed 575 search warrants which resulted in the seizure of \$535,200 in U.S. currency and drugs with an estimated street value of \$2,774,000. One search warrant conducted in North Toledo yielded \$65,600 in heroin; one in Central Toledo produced 220 pounds of marijuana; and another in West Toledo uncovered a \$195,000 marijuana-growing operation. Over 1,100 arrests were made for on-view felony drug charges.

Section personnel remained proactive in the fight against prostitution in 1998. They conducted stings and sweeps throughout the year resulting in over 1200 arrests for prostitution-related charges.

Directed Patrol

For the fourth year in a row the Directed Patrol Section proved its importance by executing over 600 entries without serious injury or incident, more than twenty of which involved barricaded individuals. Numbers like these are possible due to the unit's high level of training and tactical planning.

Directed Patrol members remained very active in serving warrants in 1998. Unit members executed 674 felony warrants and over 3,500 misdemeanor warrants, as well as 365 on-view felony arrests, and over 1,200 on-view misdemeanor arrests. Additionally, the unit assisted on curfew and truancy arrests with 87 and 65, respectively.



From left: Officers Norm Cairl, Jeff Heer, Gene Kutz, Paul Marchyok, Jeff Hauden, and Brian Mitchell, members of Directed Patrol.

Metro Drug Task Force

The most significant accomplishment for the Metro Drug Task Force in 1998 was the seizure of narcotics with an estimated street value of over six million dollars, a single-year record for the Task Force! Additionally, just over \$517,000 in U.S. currency was seized from drug dealers in 1998. Also, a total of 49 handguns and 54 long guns were confiscated by members of the Metro Drug Task Force during the year.

Most of 1998 was spent concentrating on two long-term conspiracy investigations. Significant seizures and countless individual cases involved members of these drug trafficking organizations. One seizure of 17 kilograms of cocaine from a drug courier from Chicago proved to be the largest seizure of narcotics ever made in Toledo.

The Task Force conducted the first narcotics reverse sale operation which resulted in the arrest of two people and the seizure of \$20,000 in cash.



An example of drugs and money confiscated by the Toledo Police Department Vice/Narcotics Section and Metro Drug Task Force.

Forfeiture

The Forfeiture Unit is responsible for documenting, processing, and monitoring the seizure of assets proven to be proceeds or facilitations of criminal activity. In 1998, the unit handled 350 cases involving seizable property, ultimately being awarded \$341,280 from Common Pleas Court and \$151,260 from Federal Court cases. A total of 31 seized vehicles were titled to the city and 41 were auctioned off, contributing an additional \$50,975 to the Law Enforcement Trust Fund. Over \$150,000 was dispersed to outside agencies such as members of the Task Force and the Prosecutor's Office.

Hazardous Devices

The Hazardous Devices Group is comprised of Toledo Police officers specially trained in the handling of dangerous ordnance. With increased awareness of the use of the postal system for bombing or terrorism purposes, a greater number of suspicious items was reported in 1998. Members of the group responded to 25 calls for service, 10 of which involved actual explosive or hazardous items. All were handled without personal injury or property damage.

The Hazardous Devices Group has developed into a regional unit, with approximately 50% of its requests for service originating from outside agencies. Monthly training for unit members is directed at increasing proficiency in the use of new equipment, primarily the MAX 2000 robot and the SID containment trailer. Officers from outside agencies attend these training sessions on a regular basis.

OPERATIONS BUREAU

The Operations Bureau is divided among the three District Stations and is the driving force behind Toledo Police activities. It is comprised of Field Operations and Support Operations. This bureau is commanded by Deputy Chief Nathanael Ford. The Child Sexual Assault Unit, Field Training, Arson, and Check Units report directly to the Deputy Chief's office.

Check Unit

The Check Unit is a centralized investigative unit that processes all cases of non-sufficient funds, closed accounts, and forgery for the entire city. This service is provided for banks, small businesses and individuals.

Child Sexual Assault Unit

In continued cooperation with the Lucas County Child Abuse Task Force, the department provides manpower to investigate crimes of a sexual nature committed against children. The detectives not only investigate cases originally reported to the police department, but also work closely with Lucas County Children Services to provide assistance with referrals made to that agency by outside sources.



Deputy Chief Nathanael Ford

Arson Unit

The Toledo Police Department again participated in the city's Arson Task Force, providing one detective to work full time with officers from the Toledo Fire & Rescue Department and the Lucas County Sheriff's Department. Headed by the Fire Department, this unit investigates all fires of a suspicious nature within Lucas County.

Field Training Unit

Field Training Officers (FTO's) are essential to the development of a probationary police officer's ability to work solo assignments in a safe, skillful, productive and professional manner. FTO's must possess the knowledge and skills of a highly competent police officer and the ability to communicate effectively with probationary officers. This resource was not utilized in 1998 as no police class was hired.

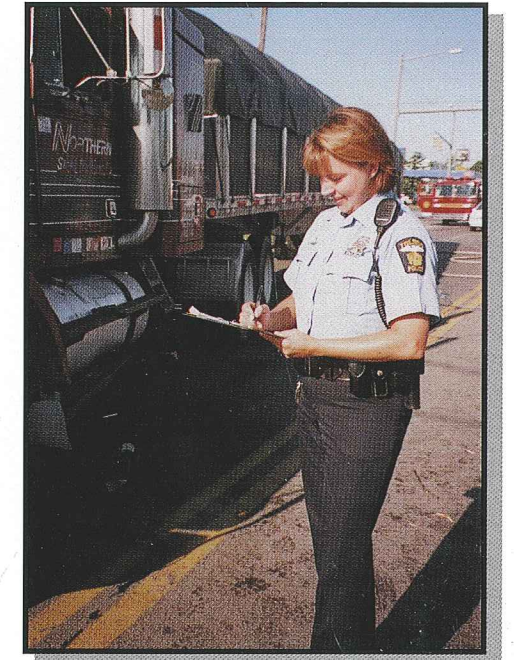
FIELD OPERATIONS is the largest and most visible component of the Toledo Police Department. Field Operations consists of street officers, the Traffic Section, Mounted Patrol and Harbor Patrol. Approximately 365 uniformed officers have the primary responsibility of delivering effective and efficient police services throughout the city.

Street Patrol

- In March, units from the Northwest District Station targeted various intersections in an effort to reduce red light violations. As a result, 262 red light citations were issued.

- Officers practiced various problem-solving techniques throughout 1998. In fact, over 2,000 Problem Oriented Policing (P.O.P.) projects were identified and addressed over the course of the year. A newsletter was developed by the Planning & Research Section to highlight various P.O.P. projects and to stimulate and create awareness among officers about the successes of problem-solving activities within the department.

- Scott Park District officers took on the problem of prostitution in an area of South Toledo known as the Broadway Corridor, in Sector 7. There were virtually hundreds of man-hours devoted to the problem with arrests being made for loitering and/or soliciting, "johns" were cited or arrested, and many warrants were served. In the end, prostitution-related calls for service were reduced and street robberies occurred less often in that area.



Officer Kim Violanti investigates an accident.



Officers Keith McClellan and Duane Smith monitor progress at a "Model Block" project.

- There were two "Model Block" projects conducted during the year. These programs were aimed at eradicating criminal activity from a selected area utilizing various city services such as demolishing abandoned homes, repairing streets, cleaning alleys and sewers, trimming trees, inspecting houses, and by increasing police presence. The first Model Block program occurred on Oakwood Avenue through the summer months. The second was expanded to a three-block area bordered by Stickney Avenue, and Page, Mulberry and Noble Streets in North Toledo. This "zero tolerance" approach proved to be a great strategy for ridding the areas of crime; over 270 arrests were made.

- Central District Station officers remained committed to proactive patrol of the Downtown area including TARTA bus stations, parking lots, tunnels, concourses, and the Erie Street Market. This was accomplished through the combined efforts of Bike Patrol, Foot Patrol, and the regular district units.
- Street officers continued to monitor activities and disperse large crowds which gather at various locations throughout the city after bars have closed. By working with several business owners and through aggressive enforcement of loitering, disorderly conduct and traffic laws, officers were able to limit incidents of drive-by shootings and other crimes historically associated with these large crowds.



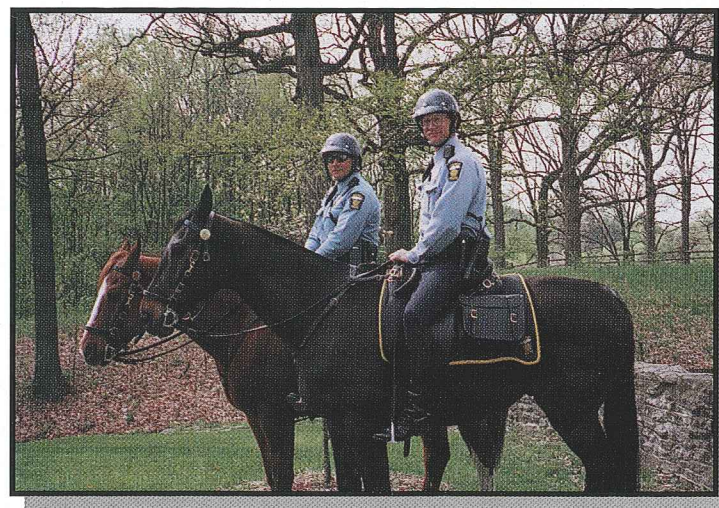
Lieutenant Jack Smith, Sergeant Bob Case, and Officer Nicholas Estvanik are commended for their bravery.

- On February 13, Joseph Chappel killed two women, critically injured two children, shot at a fire department paramedic, and shot and seriously wounded a fire lieutenant. A pursuit of Chappel was initiated by Sergeant Robert Case. During the chase the suspect shot at Sgt. Case with a 12-gauge shotgun, blowing out the rear window of the suspect vehicle. Officer Nicholas Estvanik entered the pursuit as it proceeded down Monroe Street, his vehicle also being struck by shots from the suspect. At Monroe and Rushland, the suspect fired a shot at a citizen's vehicle which penetrated the passenger and rear driver's-side window.

Lieutenant Jack Smith also joined the pursuit. Moments later the pursuit ended near the busy intersection of Monroe and Secor when Chappel exited his vehicle with his shotgun pointed at officers. All three officers fired at the suspect, fatally wounding him, and ending his deadly rampage.

Mounted Patrol

The Mounted Patrol Unit continued to provide a highly professional level of service to the citizens of Toledo in 1998. Horses were used for patrol in various neighborhoods, the Central Business District, and parks located throughout the city. Over 3,000 hours of patrol were recorded with over 400 reports completed. In addition to their daily duties, the unit conducted stable tours and participated in all of the major parades, helping to foster the ideals of community policing.



Mounted Patrol Officers Frank Mrkva and Pat Skinner attend activities at Ottawa Park.

Harbor Patrol

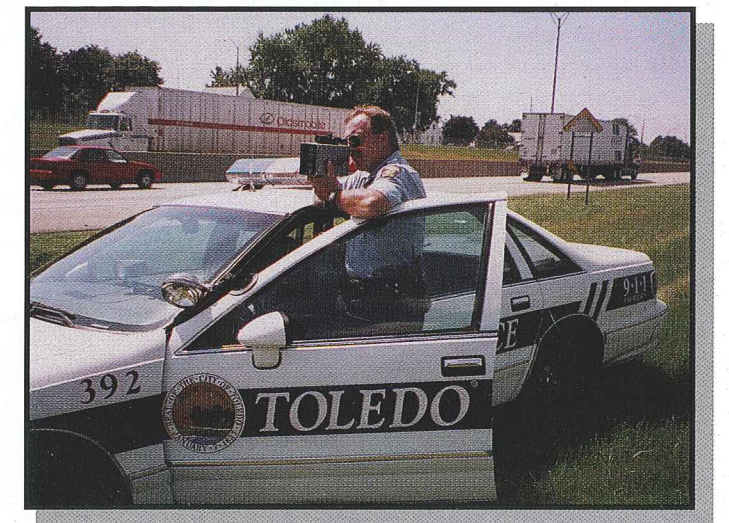
The Harbor Patrol Unit is responsible for patrolling the waterways of Toledo. All Harbor Patrol officers are licensed U.S. Coast Guard Masters of vessels up to 50 tons. In 1998, members of the unit inspected 107 boats on the water and made 281 visual inspections. A total of 32 operation citations, 58 warnings for operation, and 27 warnings for equipment violations were issued. In addition, The Harbor Patrol performed 41 boat tows and 4 body recovery assists. They were also instrumental in keeping boating safety at the forefront while assisting with 6 Regatta events and 4 fireworks displays.



The Toledo Police Harbor Patrol boat docked at Bay View Park.

Traffic Section

Traffic Section officers worked extremely hard to meet 1998 departmental goals of reducing traffic accidents and increasing the number of citations issued. As a result, traffic crashes were reduced by 6% and traffic citations increased 22% over 1997 totals. The Traffic Section was responsible for the issuance of 30,546 citations, while department-wide figures amounted to 70,846. The most notable outcome, however, was the 14% decrease in traffic-related fatalities! In 1997, there were 35 traffic fatalities in Toledo and in 1998 that number dropped to 30.



Officer Dennis Rankin runs radar on I-75.

Several traffic specials were organized throughout the year; the "Prom Special" was conducted during April and May; DUI patrols were engaged on Friday and Saturday evenings utilizing funds from a federal grant and local DUI funds; a "Commuter Blitz" was run on area expressways during May and June to reduce complaints and crashes during the morning rush hour; and officers participated in "Operation Lifesaver" in September with the railroads and Ohio State Highway Patrol to promote rail-crossing safety.

In addition, the Traffic Section is responsible for the investigation of hit-skip accidents, commercial vehicle enforcement, identifying and dealing with junk autos, and performing taxi and tow truck inspections.

SUPPORT OPERATIONS is divided among all three District Stations and is comprised of Community Services and Investigative Services.

COMMUNITY SERVICES

Community Services is segmented into Neighborhoods and Youth Services which use various activities and events to provide services to the community.

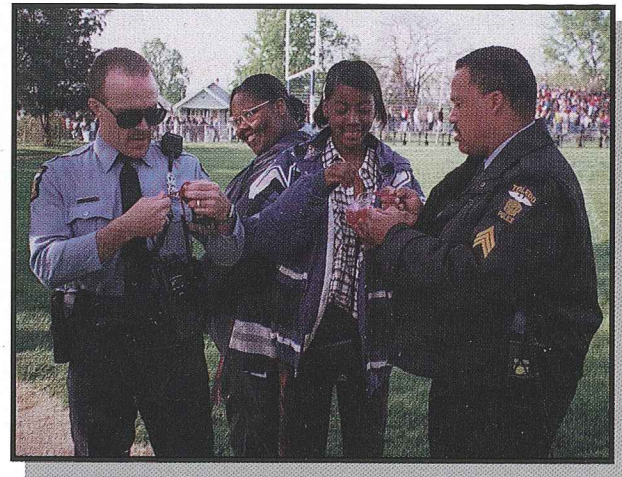
Neighborhoods

Partnerships and networks continue to be developed and fostered through the Neighborhood Crime Prevention Section. Neighborhood offices are staffed by sergeants who act as liaisons between the community and police department. They provide personalized attention to neighborhoods while addressing quality of life issues. They attend Block Watch meetings, participate in various community functions, and sit as members of several committees. In 1998, a major renovation project began at the East Toledo Family Center, which will include a new police facility.

A three-day Crime Prevention Expo was conducted at the Southwyck Mall where various components of the department were displayed along with several private vendors related to the crime prevention industry. It is estimated that 40,000 patrons of the mall had an opportunity to speak one-on-one with various members of the department.

Youth Services

Officers of K-6, D.A.R.E., the Police Probation Teams, and School Resource Officers (SRO's) experienced another successful year with no serious incidents occurring in the schools. They continue to improve the safety of students through education and prevention of school violence. Several programs were utilized throughout the year to expand the positive relationships formed under the umbrella of Youth Services.



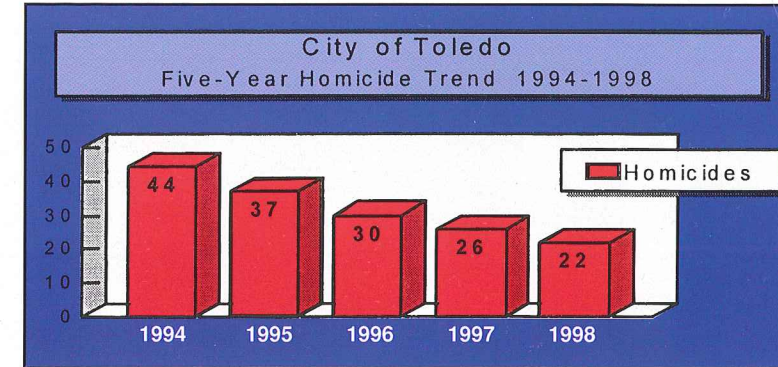
School Resource Officer Russell Burke and Sergeant Tim Layson talk with teens at Woodward High School.

Two mock crashes were staged at area high schools wherein teens were involved in an accident while driving intoxicated, causing injuries and death to fellow students. The accidents were staged to heighten awareness of the dangers of drinking and driving, and occurred just prior to prom and graduation events. The learning experience carried all the way through to the court proceedings, where a mock trial was held and sentences imposed.

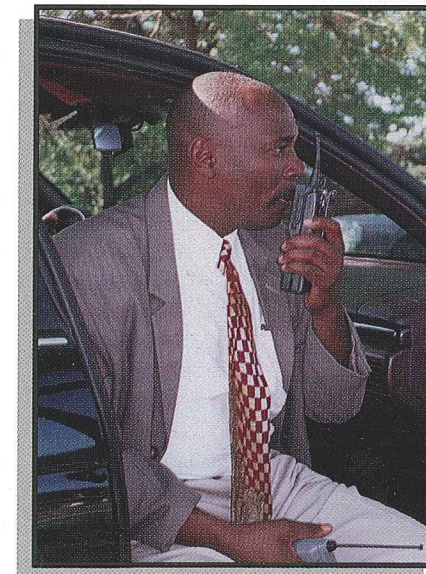
The Police Probation Team was expanded to the Northwest and Scott Park District Stations in 1998. The teams handle cases involving first-time misdemeanor juvenile offenders. The process is designed to divert non-violent, first-time juvenile offenders from the criminal justice system.

Investigative Services

Detectives at all three district stations were kept busy in 1998 and managed to remain above the national average for clearing UCR crimes. There were 22 homicides in Toledo in 1998 with 20 of those cleared. The Central District Station experienced seven homicides during the first 75 days of the year, four occurring in the Lagrange Business District. Special initiatives were put in place to address the concerns of business and property owners in that area. In addition, Northwest detectives solved a five-year-old murder case. With the help of on-going DNA testing, Scott Park detectives are hoping to clear a series of homicides that took place approximately twenty years ago.



- Crimes Against Persons detectives at the Scott Park District Station made an arrest in the murder of 14-year-old Maurice Purifie. He was found shot to death in the street, with no known witnesses. There was serious public concern as to how and why a child could be killed this way. After several months of investigation, a subject was arrested for the offense and is awaiting trial at this time.
- A female suspect was arrested by detectives of the Crimes Against Property Section at Scott Park for theft of mail and credit card fraud. She had stolen credit cards from the mail and used them to acquire merchandise worth over \$60,000.



Detective James Scott follows up on an investigation.

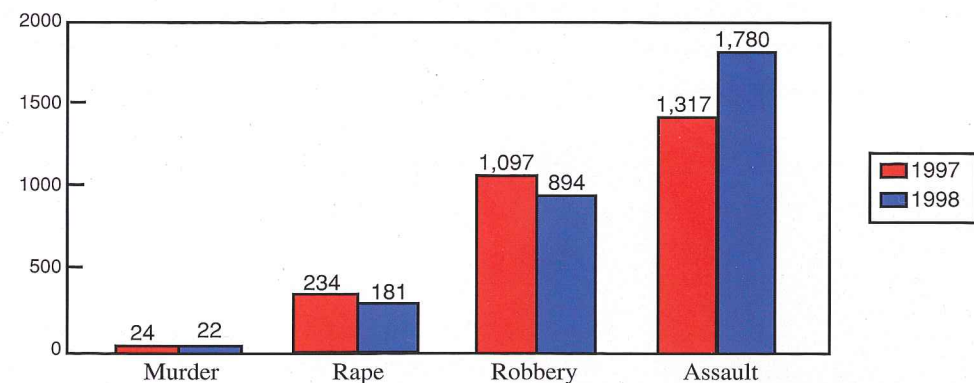
- An ongoing investigation by Northwest District Station Crimes Against Property detectives led to a group of career criminals involved in burglaries. Search warrants were obtained and executed which led to the recovery of stolen property. After learning additional information that assisted with the interrogation of suspects, over 100 unsolved burglaries in Toledo and surrounding communities were confessed to.

- In March, a ten year old boy was sleeping on his living room sofa when unknown assailants shot numerous rounds into the residence. The boy was struck by one bullet and died instantly. Investigative leads have been exhausted, and numerous pleas for information from the public have thus far proven unsuccessful.

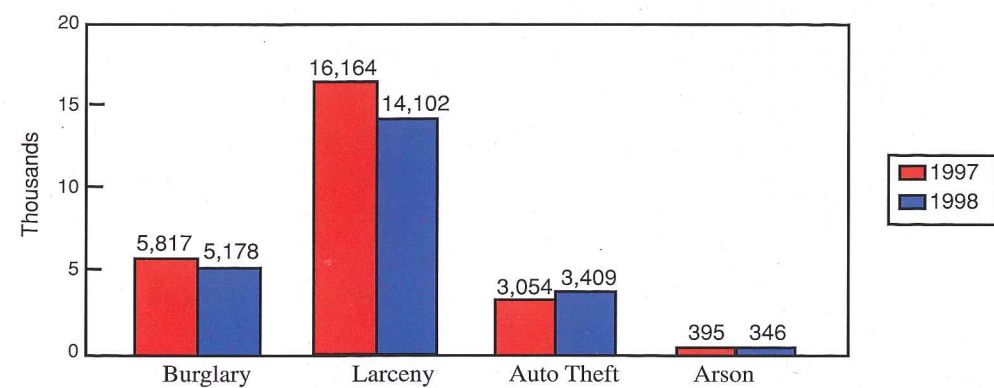
TOLEDO POLICE DEPARTMENT
UCR CRIME STATISTICS ----- PART 1 OFFENSES COMPARISONS
 January - December 1997 - 1998

	NUMBER OF OFFENSES			CLEARANCE RATES		
	CURRENT YEAR	PRIOR YEAR	%	CURRENT YEAR	PRIOR YEAR	%
	Jan. - Dec. 1998	Jan. - Dec. 1997	CHANGE	Jan. - Dec. 1998	Jan. - Dec. 1997	DIFFERENCE
CRIMES AGAINST PERSONS						
MURDER	22	24	-8.3%	90.90%	87.50%	3.40%
RAPE	181	234	-22.6%	59.10%	34.60%	24.50%
ROBBERY	894	1,097	-18.5%	28.10%	25.90%	2.20%
ASSAULT	1,780	1,317	35.2%	58.80%	44.90%	13.90%
PERSONS	2,877	2,674	7.6%	49.50%	36.60%	12.9%
CRIMES AGAINST PROPERTY						
BURGLARY	5,178	5,817	-11.0%	17.10%	11.70%	5.40%
LARCENY	14,102	16,164	-12.8%	19.10%	19.40%	-0.30%
AUTO THEFT	3,409	3,054	11.6%	4.90%	8.90%	-4.00%
ARSON	346	395	-12.4%	19.70%	14.40%	5.20%
PROPERTY	23,035	25,430	-9.4%	16.60%	16.30%	0.30%
COMBINED	25,912	28,104	-7.8%	20.20%	18.20%	2.00%

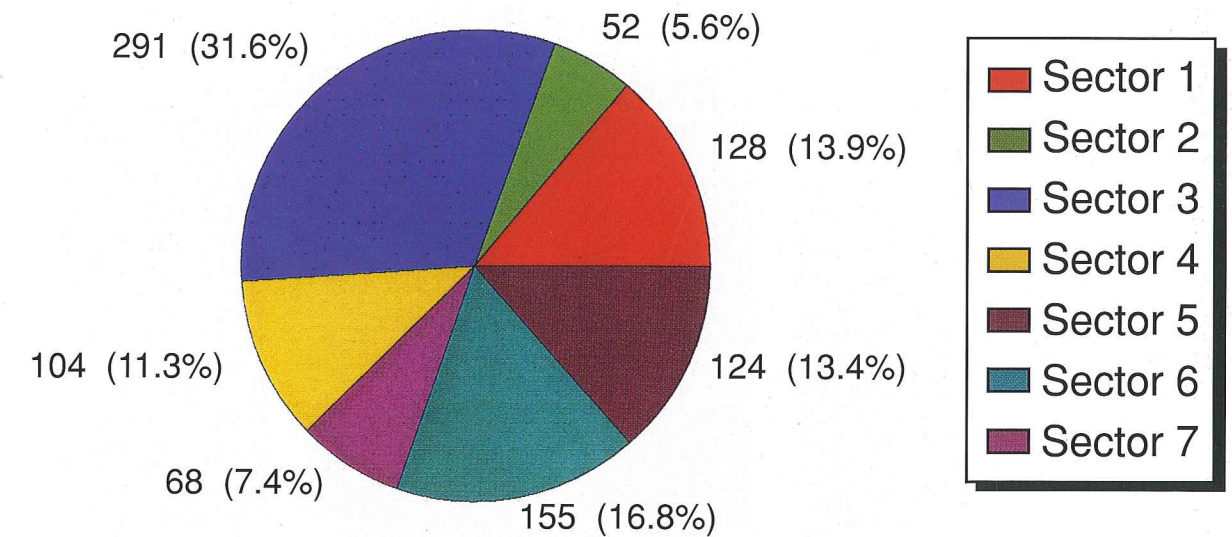
Crimes Against Persons Comparison
1997 - 1998



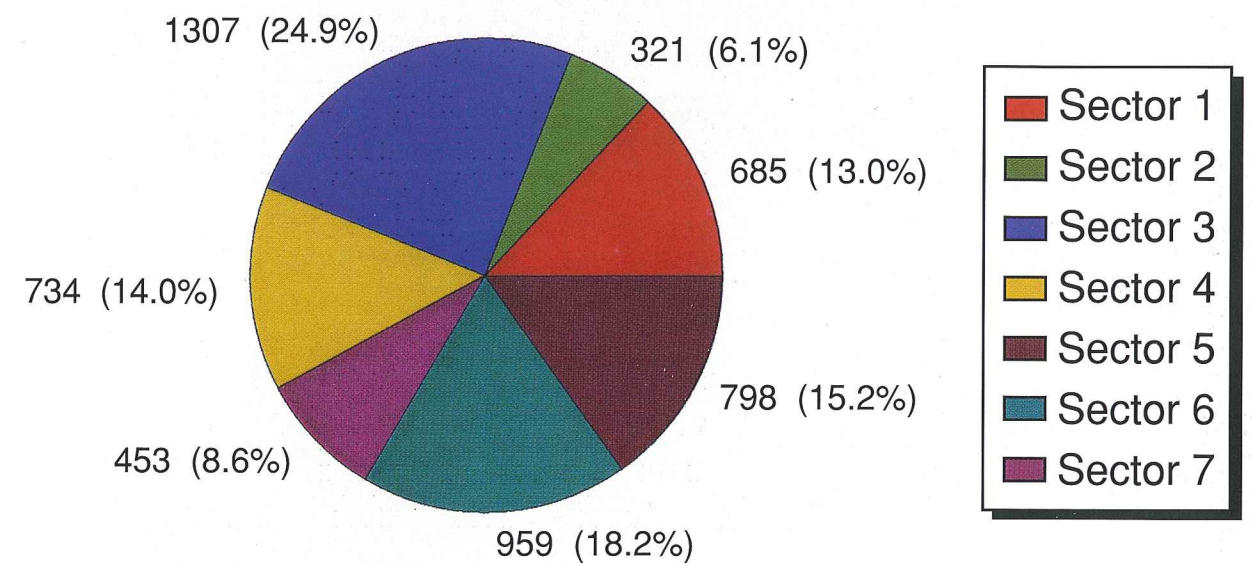
Crimes Against Property Comparison
1997 - 1998



City of Toledo
1998 Robberies Compared by Sector

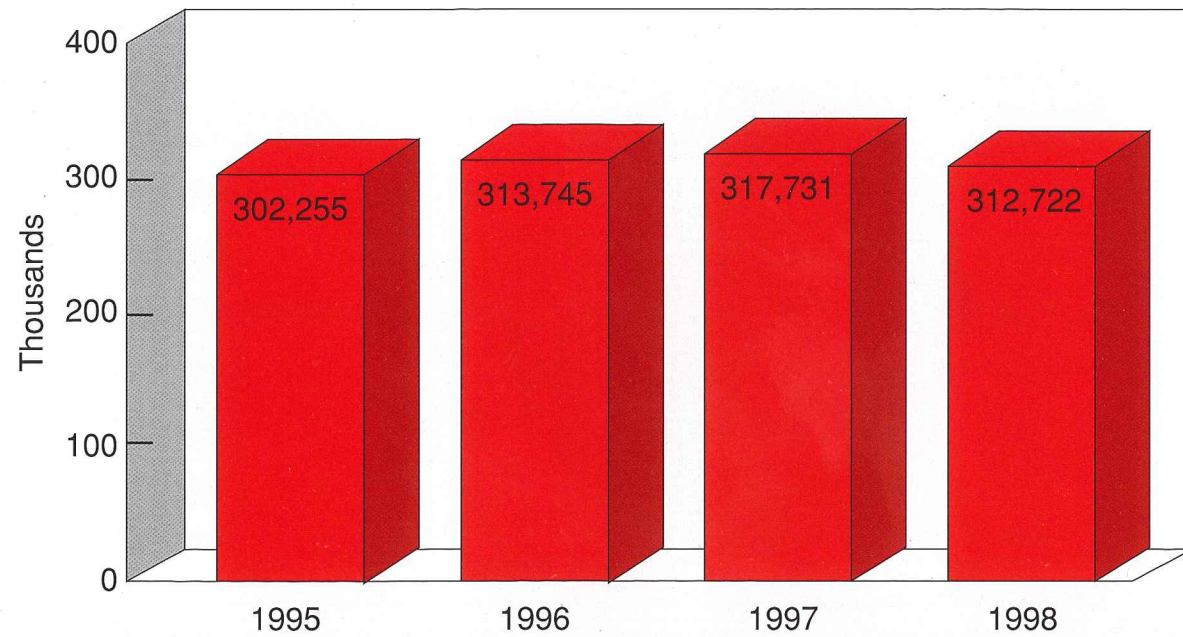


City of Toledo
1998 Burglaries Compared by Sector

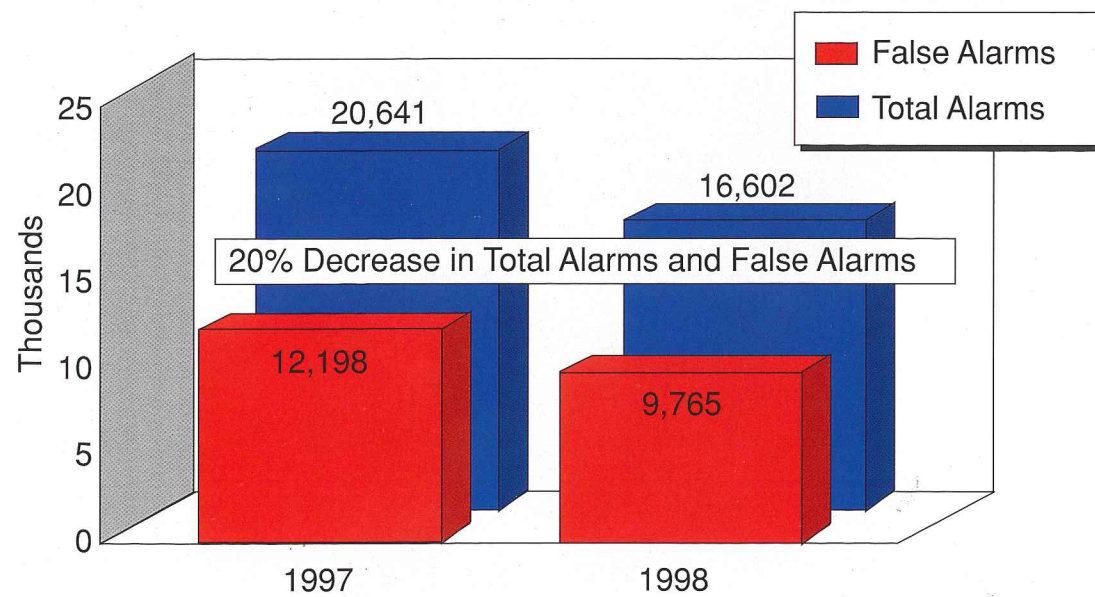


Information supplied by Crime Analysis Unit

TOLEDO POLICE DEPARTMENT
Calls For Service 1995 - 1998



TOLEDO POLICE DEPARTMENT
1997 - 1998 Alarm Call Comparison



CRASH STATISTICS COMPARISON 1997-1998

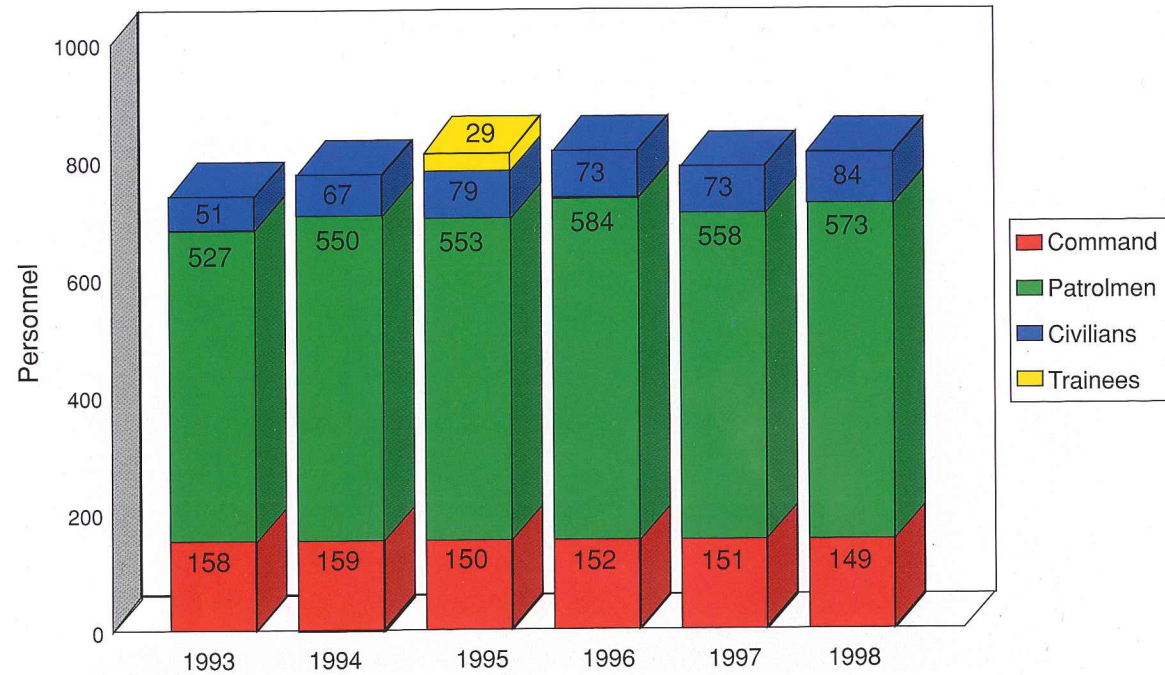
	1998	1997	% Change
FATAL ACCIDENTS			
Pedestrian	6	10	-40.0%
Bicycle	0	0	0.0%
Motorcycle	1	2	-50.0%
Car/Truck	23	19	21.2%
Total	30	31	-3.2%
INJURY ACCIDENTS			
Pedestrian	149	230	-35.2%
Bicycle	61	107	-43.0%
Motorcycle	34	37	-8.1%
Car/Truck	4,195	5,140	-18.4%
Total	4,439	5,514	-19.4%
PROPERTY DAMAGE ACCIDENTS			
Bicycle	5	7	-28.6%
Motorcycle	3	0	300.0%
Car/Truck	12,184	12,157	0.2%
Total	12,192	12,164	0.2%
Total Accidents	16,661	17,709	-5.9%
ACCIDENTS INVOLVING ALCOHOL			
	955	570	67.5%

1998 Fatal Crash Breakdown

Total Fatalities	30														
Bicycle	0														
Motorcycle	1														
Car/Truck	23														
Pedestrian	6														
Alcohol Detected	10														
Seat Belts	4 used 19 not used 7 N/A (pedestrian, motorcycle)														
Type of Crash	1 single vehicle 12 vehicle vs vehicle 6 vehicle vs pedestrian 11 vehicle vs fixed object 0 vehicle vs bicycle 0 vehicle vs train														
Victims	21 Males 9 Females														
Victim Age	<table border="1"> <thead> <tr> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>1</td> </tr> <tr> <td>8</td> <td>4</td> </tr> <tr> <td>1</td> <td>2</td> </tr> <tr> <td>2</td> <td>0</td> </tr> <tr> <td>2</td> <td>0</td> </tr> <tr> <td>5</td> <td>2</td> </tr> </tbody> </table>	Male	Female	3	1	8	4	1	2	2	0	2	0	5	2
Male	Female														
3	1														
8	4														
1	2														
2	0														
2	0														
5	2														

Toledo Police Department

Personnel Comparison January 1993 - January 1998



Manpower Distribution By Race-Gender-Rank

As of December 31, 1998

	Chief	Deputy Chief	Captain	Lieutenant	Sergeant	Patrolman	Total	% Of Department
WM	1	1	11	26	66	323	428	61.1%
WF		1	1	2	7	77	88	12.5%
BM		1	1	3	12	70	87	12.4%
BF				1	4	39	44	6.3%
HM				2	6	31	39	5.6%
HF				1	1	8	10	1.4%
IF						1	1	0.1%
IM						4	4	0.6%
TOTAL	1	3	13	35	96	553	701	100%



School Resource Officers Mark Gant, Johnny Taylor, Craig Moore, Aaron Wizgen, and Dave Vasquez attend a mock crash at Libbey High School.



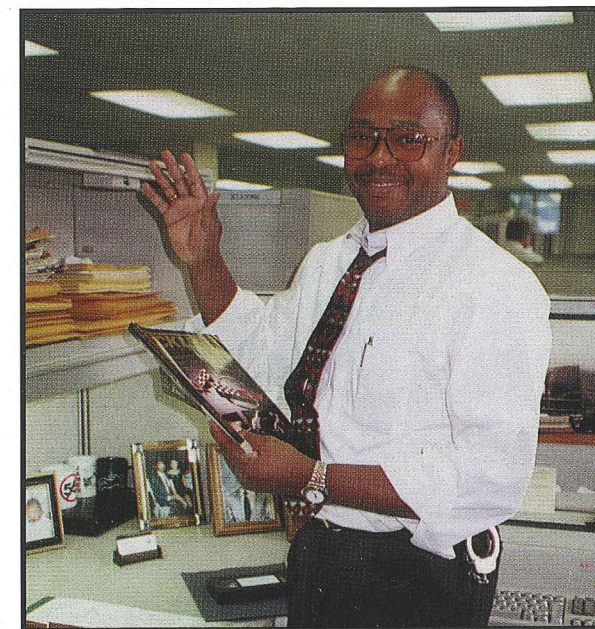
Detectives from the Background Investigation Unit: Vickie Talbott, Pat Babcock, Doug Przymierski, and Tonya Rider.



Lieutenant Bob Henry receives the "Command Officer of the Year" award from The Toledo Association of Life Underwriters, Inc.



Matt Beach checks equipment used during stops of overweight vehicles.



Detective Jim Trout "sets up shop" after moving into his new office.



Officer Jeff Lohner, Sergeant Howard Williamson, and Officer Larry Katafiasz strategize evacuation of a neighborhood during a mock disaster drill.

1998 Officer Recognition

Command Officers of the Month:

January

Captain John Sedlak

February

Lieutenant Dave Barkman

March

Sergeant Mary Ann Rose

April

Lieutenant Jim O'Bryant

May

Lieutenant Daniel Schultz

June

Sergeant Aaron Layson

July

Sergeant Bill Wauford

August

Sergeant J. P. Smith

September

Sergeant Kim Reising

October

Lieutenant Shirley Green

November

Sergeant Robert Maxwell

December

Sergeant Paul Armola



Sgt. Keefe Snyder (left) receives the Command Officer of the Year Award from Sgt. Ron Korsog, President of the Toledo Police Command Officers' Association.

1998 Command Officer of the Year: **Sergeant Keefe Snyder**

1998 Patrol Officer of the Year: **Detective Michael Awls**

Patrol Officers of the Month:

January

Detective Carol McKeon

February

Detective Michael Awls

March

Officer Michael Mitchell

April

Officer Michele Johnson

May

Officer Dan Hanus

June

Officer Steven Burke

July

Officer Shirley Guardiola

August

Detective Bernie Moss

September

Detective Leroy Reasti

October

Officer Bonnie Weis

November

Detective Jennifer Bechtel

December

Detective Phil Kulakoski

Toledo Police Department 1998 Service Awards

Medal of Valor

...*"for performance of an exceptionally brave act"*

Lieutenant Jack Smith
Sergeant Robert Case
Officer Nicholas Estvanik

Distinguished Service Award

...*"for individual acts of heroism"*

Officer Laurie Renz
Officer Martin Rocha
Officer Kenneth Powell

Meritorious Service Award

...*"for performing a difficult task in which a crime is prevented, life or property protected, or a criminal is apprehended"*

Sergeant Robert Baumgartner
Sergeant Michael McGee

Professional Service Award

...*"for the officer who continuously demonstrates exceptional performance"*

Captain Louise Eggert
Lieutenant Ronald Pfeifer
Lieutenant Thomas Wiegand
Sergeant Steven Forrester
Sergeant Oscar Morales
Detective Robert Noonan
Officer Steven Burke
Officer Richard Mendieta
Officer Mario Wallace

Lieutenant William Moton
Lieutenant David Schmidt
Sergeant Donald Clark
Sergeant Gerald Matwiejczyk
Detective Douglas Allen
Detective Michael Riddle
Officer Richard Fisher
Officer Alfred Segura
Officer Wesley Watson

Lieutenant Randal Pepitone
Lieutenant Melvin Stachura
Sergeant Aaron Layson
Sergeant Karen Sue Martensen
Detective Michael Awls
Detective Vicki Stevens
Officer Shirley Guardiola
Officer Robert Sweede

Civilian Employee Professional Service Award

...*"for the civilian employee who continually demonstrates exceptional performance"*

Mr. James Andrzejewski - Traffic Aide
Ms. Vivian Butts - Traffic Aide

1998 Retirements

In Appreciation for your years of service to the City of Toledo



Deputy Chief James Wiegand

Appointed 07/01/69 Retired 01/02/98

Lieutenant Robert Mason

Appointed 07/01/69 Retired 01/22/98

Detective Warren Ross Schaeffer

Appointed 04/01/68 Retired 02/05/98

Sergeant Michael Antel

Appointed 09/09/83 Retired 02/21/98

Officer Robert Pisula

Appointed 07/01/69 Retired 03/19/98

Officer Michael Yeager

Appointed 10/16/72 Retired 03/31/98

Sergeant James Heyneman

Appointed 10/16/72 Retired 04/02/98

Officer Daniel Slayton

Appointed 04/01/68 Retired 09/17/98

Officer Bennie Smith

Appointed 01/13/67 Retired 04/10/98

Officer Martin Mosakowski

Appointed 01/13/67 Retired 04/16/98

Sergeant Jerry Hughes

Appointed 09/01/67 Retired 04/16/98

Detective Ronald Scanlon

Appointed 04/01/68 Retired 05/22/98

Officer Freddie McClendon

Appointed 10/16/72 Retired 06/10/98

Detective Phillip Cashin

Appointed 07/01/69 Retired 07/07/98

Sergeant Arthur Marx

Appointed 01/13/67 Retired 07/10/98

In Memory of Those Who Have Fallen

In honor and tribute to these officers of the Toledo Police Department who heroically and selflessly gave their lives while protecting the citizens of this community.

The ultimate sacrifice made by these fallen officers shall not be forgotten.



Officer John Hassett - March 5, 1880
 Officer Charles Russell - October 9, 1906
 Sergeant James Boyle - May 5, 1908
 Officer Harry Smith - September 25, 1911
 Officer Albert Schultz - August 7, 1914
 Detective Kaiser Bartecki - January 21, 1915
 Officer Adolph Reimer - August 25, 1915
 Officer Louis Jaswiecki - March 31, 1918
 Officer William Bather - May 27, 1919
 Officer George Zapf - September 23, 1919
 Officer Harry Dowell - June 9, 1921
 Officer Harold Mossburger - June 9, 1921
 Officer William H. Kress - August 1, 1921
 Lieutenant William J. Martin - September 6, 1921
 Officer Charles McGuire - December 22, 1921

Officer William A. Reed - December 28, 1921
 Officer Fritz Bacon - August 13, 1922
 Detective William Julert - January 29, 1924
 Officer Walter Mullin - May 12, 1925
 Officer George Zientara - April 16, 1928
 Officer Edward O'Briest - May 19, 1931
 Officer Edward Keim - August 11, 1932
 Officer Harvey O'Neil - November 8, 1936
 Officer Fred W. Diesel - May 5, 1944
 Detective Lt. John McCarthy - January 7, 1947
 Officer Harold Stevens - July 3, 1948
 Officer Albert Fadell - November 18, 1948
 Officer Walter Boyle - December 8, 1961
 Officer Donald Brown - June 12, 1962
 Officer William Miscannon - September 18, 1970

Grants Overview

The Toledo Police Department aggressively pursues innovative ideas and programs to try new law enforcement strategies to help prevent and reduce criminal activity. Grant funding is one way the department has been able to implement several new initiatives and improve others with advanced technology.

COPS More I -

This \$1 million grant funded the hiring of 36 civilian dispatchers, which will ultimately allow for the redeployment of police officers from the Communications Section to Field Operations.

COPS More II -

This \$194,000 grant provided technological equipment to Investigators, School Resource Officers, and Neighborhood Sergeants.

COPS Ahead and COPS Universal Hiring Grants -

These two grants totaled \$1.8 million and funded the hiring of 22 officers.

Police Hiring Supplement Grant -

This \$1.5 million grant funded the hiring of 18 officers.



Captain Michael Murphy and Officer Sonya Newton-Butler with Ryan Knight (Center) of Root Outdoor, who donated several billboards to raise awareness of domestic violence.

Community Policing to Combat Domestic Violence -

This \$198,741 grant funded one position in the Toledo Police Department to establish a Domestic Violence Unit and to coordinate a city-wide response to domestic violence. The department established a partnership with the Family and Child Abuse Prevention Center and the Lucas County Metropolitan Housing Authority as a result of this grant.

Violence Against Women -

A grant for just over \$91,000 allowed the department to provide immediate support to female victims of violent crime by working closely with the Toledo Municipal Court Prosecutors, the Family and Child Abuse Prevention Center, and the Toledo-Lucas County Victim-Witness Assistance Program.

Byrne Grant -

A grant of \$30,000 enabled the department to promote community policing throughout Toledo. Additional Byrne Grant monies totalling \$75,000 formed Police Probation Teams at the Northwest and Scott Park District Stations. The intent of the Police Probation Teams is to divert first-time, non-violent juvenile offenders from the criminal justice system.

Truancy Grant -

This \$34,000 grant enabled the department to establish programs involving truant students and their parents.

Cops in Shops -

This \$15,000 grant assists the department in combating under-age consumption of alcoholic beverages.

Selective Traffic Enforcement -

Additional traffic enforcement throughout the city was made possible by this \$49,928 grant.

Weed & Seed Grant -

Operation Weed & Seed is a strategy being used in an area of Toledo known as Organized Neighbors Yielding eXcellence (ONYX) and is designed to provide coordination and concentration of federal, state, local, private sector, law enforcement and social resources where they will have maximum impact on gangs, drug traffickers and other criminals who invade neighborhoods.

Marine Grant -

The State of Ohio's Department of Natural Resources awarded the department with an \$18,000 grant which assists maintenance of the Toledo Police Harbor Patrol Unit.

BJA Block Grants I and II -

These Bureau of Justice Administration grants, totalling over \$1.6 million, allowed the department to purchase additional equipment and technology. Some of the items purchased include the SWAT van, the remote control bomb robot, other SED equipment, radar units, radio equipment, assorted computer equipment, and bulletproof vests.



Officer Bob Holland, a School Resource Officer at Start High School, offers assistance to a student.



The Toledo Police Department's SWAT van was purchased with grant money.

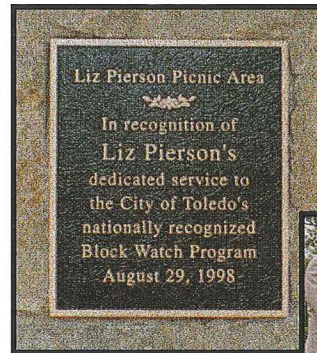
A Tribute to LIZ PIERSON

December 21, 1929 - January 12, 1998

Liz Pierson, Chairperson of Toledo's Block Watch program, was inspired to become active in the community when an accident forced her to retire from her teaching career. She began to see crime and deterioration occurring in her own neighborhood and, in 1982, took a stand against it. She encouraged others to become active, and began building the program in her neighborhood and throughout Toledo. With more than 100,000 volunteers city-wide, Toledo's Block Watch is the largest citizen-based crime watch program in the country.



Liz was very well known throughout the area. She received numerous awards, and was recognized for her efforts by U.S. Attorney General Janet Reno in Washington DC in May, 1997.



Liz worked very closely with the Toledo Police Department striving to open communication between the police and citizens of Toledo. Under her leadership, Toledo's Block Watch program became a model for the country. Liz will always be remembered for her dedication and leadership abilities and she is greatly missed.

Project Editor Captain John Sedlak
and
Sergeant Jerry Heer
Planning & Research

Project Supervisor Lieutenant Robert Henry
Planning & Research

Project Coordinator,
Report Preparation Officer Christine Holland
Planning & Research

Photography Officer Christine Holland
Planning & Research

*** Special thanks to everyone who contributed to this report. This project could not be successfully completed without the help of others.

Annual Report printed by J. Wick Printing and Graphics, Inc.
4121 Monroe Street, Toledo, Ohio



Toledo Police Department

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