

**Toledo Police Department
2016 Annual Report**

Every year, the Police Department establishes goals and objectives that are diligently worked toward, in order to improve the department and the City we serve. Each Division within the Police Department is directed to evaluate their processes and establish goals and objectives. The next few pages will outline the contributions the Toledo Police Department has made toward accomplishing the City of Toledo goals and objectives.

The following goals and objectives contribute to the efforts of the City of Toledo goal of ensuring safe and livable neighborhoods:

Conduct Four Targeted Enforcement Sweeps

- Both the Central and Scott Park District Stations completed one targeted enforcement initiative, each in the spring and in the fall. This totaled four week-long enforcement sweeps.
- The focus areas were based on available hotspot crime data.
- Totals for the sweeps tallied:
 - 255 Arrests
 - 51 On-view felonies
 - 32 Felony warrants served
 - 483 Traffic citations
 - 7 Guns recovered

Provide Active Shooter “Rescue Task Force” Training

- Based on current law enforcement best practices, TPD, with the assistance of other Lucas County first responders, trained 100% of Operations Division officers in the new Rescue Task Force model of responding to active shooter incidents.
- The benefit of this training cannot be immediately measured as it will only be recognized in a major critical incident. If this scenario is encountered by Toledo Police Department and other first responders, unknown numbers of lives may be saved.

Form a “Public Eyes Assisting Police (PEAP) Program

In an effort to maximize community involvement in the fight against crime, the Toledo Police Department’s Community Services Bureau has developed the Public Eyes Assisting Police Program. The PEAP Program is designed for those individuals who work in the field.

- The purpose of the program is two-fold.
 - To increase personal safety of field workers
 - To teach field workers how to recognize and report suspicious activity that may be criminal in nature.
- This initiative works to increase the safety of livability in our neighborhoods by increasing communication between community partners and the Toledo Police Department.
 - Increased two-way communication will enable more knowledge sharing and follow-up between the community and the Department.
 - The result of this program will lead to a greater ability of the Toledo Police Department to identify and interrupt criminal activity, as well as creating a feeling of increased safety among community members.

Increase the Number of Defendants Prosecuted for Arson Related Offenses (by Two Percent)

- After the office was restructured in May of 2015, 6 arson arrests were made in the remaining eight months of 2015. In 2016, the Arson Unit affected 22 arrests.
- The goal of increasing the number of defendants prosecuted for arson related offenses by 2% has been surpassed. In 2016, arson arrests were up 366% compared to 2015.

Reduce U.C.R Part One Crimes (by two percent)

- Information on 2016 U.C.R. data will not be available until March 31, 2017.

Provide Procedural Justice Training to all Officers

- All officers of the department have been trained on Procedural Justice and De-escalation techniques.
- Safety and livability are realized when de-escalation works as a real solution to a confrontation and when individuals feel they are valued and treated in a fair manner.
- This is just another step toward ensuring the high quality of service provided to the residents and visitors of the City of Toledo, and another example of why the Toledo Police Department is one of the finest law enforcement organizations in the region.

The following goals and objectives contribute to the efforts of the City of Toledo goal of improving government efficiency and transparency:

Form the Toledo Area Retail Crime Alliance (TARCA)

Considering the cost that organized retail crime has on the community, the Toledo Police Department worked with other area law enforcement agencies to form the Toledo Area Retail Crime Alliance.

- The program is a collaborative effort involving retailers, loss prevention personnel, and law enforcement agencies.
- Through prevention, identification, apprehension, and prosecution, the objectives of the program are:
 - Reduce calls-for-service
 - Reduce the number of shoplifting offenses
 - Identify repeat offenders and members of organized shoplifting rings
- Both crime reduction and efficiency are realized with the creation of the Toledo Area Retail Theft Team.
 - Repeat offenders are identified and that information is shared with loss prevention personnel and other law enforcement agencies
 - Communication between retailers and law enforcement is strengthened
 - More offenders are identified as a result of the program, allowing retailers to seek prosecution
 - Overall manpower hours dedicated to retail theft are reduced while efficiency is increased.

Increase, by Five Percent, the Amount of Property Recovered (in Cash Value) by the Property Recovery Unit

- Toledo Police Department efficiency is strengthened as it has been a long standing priority to reunite victims of theft with their property. Recent efforts have resulted in significant achievements along these lines.
- In 2015, the Property Recovery Unit was able to locate and return an estimated \$70,000 in property to its rightful owners. This number is a direct reflection of the stolen property located through the Leads Online system.
- In 2016, the Property Recovery Unit has located and recovered an estimated \$240,344 worth of in stolen property. The goal of increasing the value of property recovered by 5% has been surpassed. The actual increase in value of property recovered from 2015 to 2016 is 343%.

Town Hall Meetings

- Town Hall Meetings have been conducted regularly throughout the year.
- Regular town hall meetings assist with transparency by giving the public an avenue to question Toledo Police Department leadership, as well as providing needed information to decision makers within the Department.
- TPD leaders convey Department initiatives to the community, and inform community members of what the Department asks of them.

Important Accomplishments

The following is a summary of a major arrest and prosecution related to the 2016 Toledo Police Department goal of increasing the number of defendants prosecuted for arson related offences. This illustration is related to the City of Toledo goal of ensuring safe and livable neighborhoods.

- The Arson Office received information on a suspicious fire at 3137 Cottage. Because of recent restructuring within the Investigations Bureau, more expertise was directed toward the investigation of the fire. Through investigation and follow-up, detectives were able to link a suspect to the arson. While being questioned, the individual admitted to setting the fire at 3137 Cottage as well as four additional fires at abandoned homes. The fires at 3166 Cottage, 1155 W. Streicher, 42 E. Park and 2901 Elm were solved. The man was prosecuted and found guilty of two counts of aggravated arson. He has been sentenced to eight years in prison.

The following is a summary of a major arrest and prosecution related to the 2016 Toledo Police Department goal of lowering U.C.R. part one crimes. This example is related to the City of Toledo goal of ensuring safe and livable neighborhoods.

- Through a major arrest, tens of thousands of dollars worth of property was recovered. After a thorough investigation a suspect was identified. It was determined that the suspect was forging checks for large scale construction equipment. He purchased equipment from small businesses across six states, Ohio, Michigan, Indiana, Kentucky, West Virginia and Pennsylvania. The suspect sold the equipment locally, pocketing the money. A couple of days later, the small business owner would realize the check was no good, but had no way of identifying the criminal or recovering the property. A search

warrant was served at 3325 Stickney which resulted in \$45,000 worth of property recovered. The suspect was indicted and is being held in custody, awaiting trial.

The following is an excerpt from a letter written to Department personnel from a manager in the loss prevention division of a west Toledo department store. The letter is regarding the 2016 Toledo Police Department goal of forming a Toledo Area Retail Theft Team. This example is related to the City of Toledo goal of improving government efficiency and transparency.

- “It was a pleasure working with you over the last six months. Even though I’m fairly new to this store at Franklin Park Mall, being involved in the TARCA program has been a great benefit to me. Through the program we have identified multiple offenders through the BOLO’s and partnership with Toledo Police and closed thousands of dollars in theft cases. Not only do we identify new offenders that were not previously (known), but also being able to send photos out when we have someone get away. I have been in Asset Protection for 18 yrs and have never had a better retailer’s network program, the BOLO’s are extremely informative, as well as the linked offenders pages. The amount of retail crime ... is tremendous and it’s usually not a suspect’s first time offense when they target your store. Also, there are numerous repeat offenders, so they may be new to your store, but they’ve hit elsewhere before. I’ve also really appreciated how the process for retailers to file charges has been somewhat streamlined. “

The following is a summary of the transparency achieved by the 2016 Toledo Police Department goal of holding regular Town Hall Meetings.

- When a Town Hall meeting is held Chief Kral opens the Department books for public perusal. Crime statistics, complaints against officers and calls for service are reviewed. An open forum allows citizens to question Department leaders and gives those in leadership positions at TPD an opportunity to listen to citizens about what concerns them.
- The Toledo Police Department website, www.ToledoPolice.com, was recently revised to include a tab titled “Open Page”. Under this tab citizens may find an assortment of information. Reports such as the annual Bias Based Policing Report, Department Goals and Objectives, Use of Force Analysis and Pursuit Analysis are available at this location. Town Hall Summaries are also available on Open Page.

Department Awards:

Letter of Recognition

Lieutenant James Brown

Lieutenant Joseph Heffernan

Officer Timothy Tierney

Officer Roberto Garcia

Officer Jeffrey Goetz

Officer Mark Johnson

Officer Stephanie McQueary

Meritorious Service Award

Sergeant Kevin Smith

Professional Service Award

Sergeant William Bragg

Detective Shawn Mohler

Sergeant Willa Norrils

Sergeant Alanna Whatmore

Officer Abraham Harrison

Officer David Mosiniak

Officer Bradley Tefft

Detective William White

Employees of the Year

Civilian of the Year

Nancy Meyer

Officer of the Year

Officer John Mattimore

Command Officer of the Year

Sergeant Greg Mahlman

Employees of the Month

	Command	Patrolman	Civilian
January	Lieutenant James Brown	Officer Amy Shaner	Ms. Stephenie LaNoce
February	Captain Cheryl Hunt	Officers Scott Bruhn & Brian Heath	Ms. Gertrude Bates
March	Sergeant Steve Lamb	Officer Chris Johnson	Ms. Rayni Robinson
April	Sergeant Richard Moreno	Officer Anthony Waldon	Ms. Sherry Crockett
May	Lieutenant Waylond Rider	Detective Peter Swartz	Ms. Eileen Herrick
June	Sergeant Randolph Szymanski	Officer Charles Turner	Ms. Jennifer Overcashier
July	Lieutenant Matthew Bombrys	Officer Mitchell Mielcarek	Ms. Deborah Schumacher
August	Sergeant Tyson Coates	Officer Jeffrey Dorner	Ms. Mary Lou Castilleja
September	Lieutenant Daniel Gerken	Officer Jesuse Cordero	Mr. Ronald Rasey
October	Sergeant William Bragg	Officers Nathaniel Sahdala & Michael Watson	Ms. Tina Warren
November	Sergeant Daniel Raab	Officers Robert Kay & Scott Mills	Ms. Stacey Vernon
December	Sergeant William Cashen	Officer Jason Picking	Ms. Julie Rydman

Promotions 2016

February 26, 2016

Promotion to Sergeant

Kevin Toney

Brian Bortel

August 5, 2016

Promotion to Sergeant

Melvin Stachura

Jason Onstead

Kellie Lenhardt

Jamal Owens

October 14, 2016

Promotion to Lieutenant

David Wieczorek

Promotion to Sergeant

Richard Conti

Gregory Wallace

Eric Sweat

December 16, 2016

Promotion to Deputy Chief

Cheryl Hunt

Promotion to Captain

Jeffrey Pachell

Promotion to Lieutenant

Richard Trevino

Promotion to Sergeant

Leslie Cook

Ward Lemke

Donald Comes

David Koperski

Matthew Gabel

Personnel Comparisons

10-year personnel strength comparison

	Command	Patrolmen	Civilians	Total
2016	136	452/477**	58	646/671**
2015	136	492	57	685*
2014	134	478	59*	671*
2013	135	513	108	756
2012	137	465	102	704
2011	135	450	108	693
2010	134	459	110	703
2009	130	469	123	722
2008	139	500	133	772
2007	143	524	136	803

*The Toledo Fire and Rescue Department assumed financial responsibility of former Toledo Police Department Communications civilian employees in January of 2014.

**25 Cadets in Academy

Personnel Distribution by Race/Gender/Rank

As of December 31, 2016

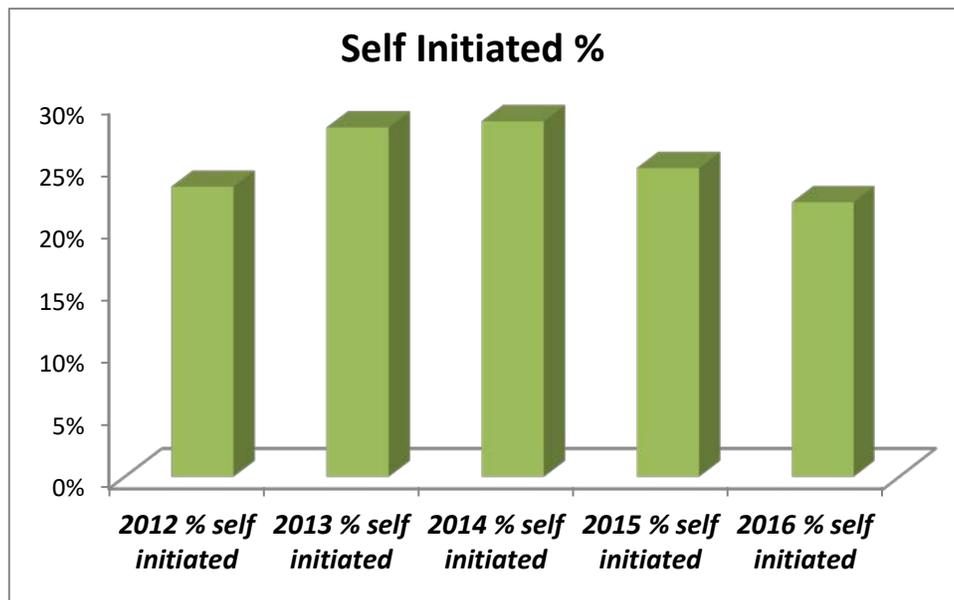
	Chief	Deputy Chief	Captain	Lieutenant	Sergeant	Patrolman	Civilian	Total	% of Department
W/M	1	2	5	25	72	325	4	438	65.2
W/F		1		3	9	55	34	102	15.1
B/M					11	44	2	57	8.4
B/F					2	16	13	31	4.6
H/M				1	1	27		29	4.3
H/F			1		2	4	5	12	1.7
O/M						4		4	0.5
O/F						2		2	0.2
Total	1	3	6	29	97	477	58	671	100

2016 Budget

Base Salaries	\$45,745,303.00
Overtime	\$2,750,000.00
Fringe Benefits	\$12,047,058.00
Total Salaries	\$60,542,361.00
Supplies	\$1,673,748.00
Contractual	\$5,128,347.06
Capital Improvements	\$190,000.00

Trainee	\$47,611.20
Patrol Officer	\$50,587.68 to \$62,614.24
Sergeant	\$74,393.28 to \$78,268.32
Lieutenant	\$86,671.52 to \$90,007.84
Captain	\$97,938.88 to \$101,707.84
Deputy Chief	\$108,711.20 to \$112,896.00

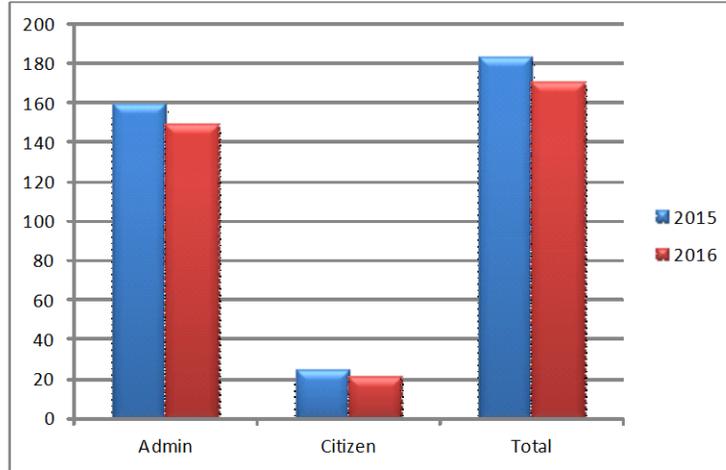
5 year calls for service and total incident comparison															
	2012			2013			2014			2015			2016		
	2012 Total Calls for service	2012 Total Incidents	2012 % self initiated	2013 Total Calls for service	2013 Total Incidents	2013 % self initiated	2014 Total Calls for service	2014 Total Incidents	2014 % self initiated	2015 Total Calls for service	2015 Total Incidents	2015 % self initiated	2016 Total Calls for service	2016 Total Incidents	2016 % self initiated
JAN															
FEB	54962	71522	23%	49720	71379	30%	49404	71177	31%	45916	65332	30%	47662	65932	28%
MAR															
APR															
MAY	64097	81874	22%	60806	81433	25%	59261	81701	27%	56832	73957	23%	56372	71480	21%
JUN															
JUL															
AUG	67925	87030	22%	62519	86486	28%	57173	78024	27%	58981	76064	22%	57944	71252	19%
SEP															
OCT															
NOV	55175	74683	26%	52632	73677	29%	47946	67655	29%	52258	68417	24%	52007	65224	20%
DEC															
Yearly Total	242159	315109	23%	225677	312975	28%	213784	298557	29%	213987	283770	25%	213985	273888	22%



Internal Affairs Comparisons for 2015 - 2016

Complaints

	Admin	Citizen	Total
2015	159	24	183
2016	149	21	170

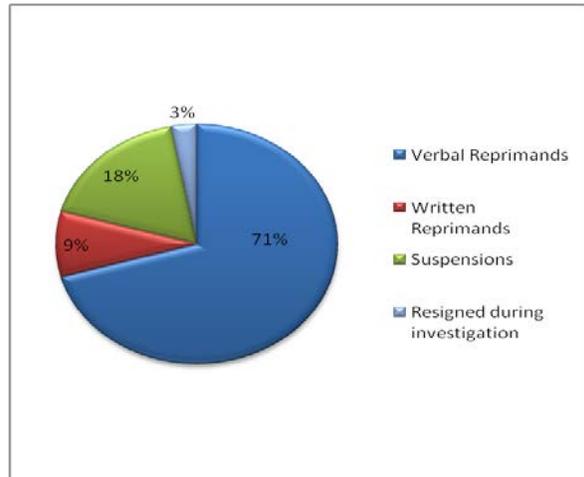
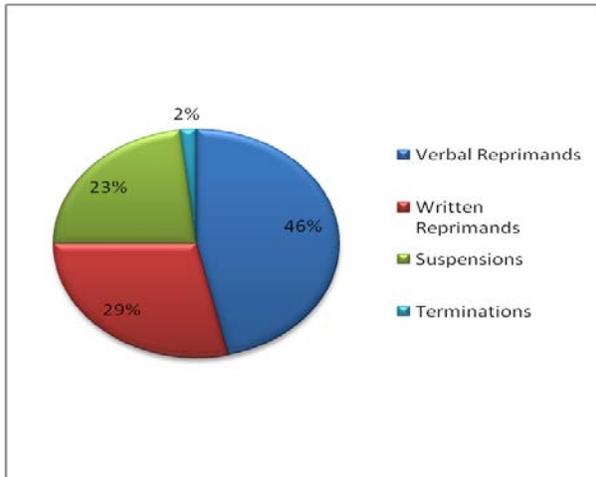


Discipline Issued 2015

<i>Verbal</i>		
<i>Reprimands</i>	26	46%
<i>Written</i>		
<i>Reprimands</i>	16	29%
<i>Suspensions</i>	13	23%
<i>Demotions</i>	0	0%
<i>Terminations</i>	1	2%
<i>Terminations held in abeyance</i>		
<i>Resigned during investigation</i>	0	0%

Discipline Issued 2016

<i>Verbal</i>		
<i>Reprimands</i>	24	71%
<i>Written</i>		
<i>Reprimands</i>	3	9%
<i>Suspensions</i>	6	18%
<i>Demotions</i>	0	0%
<i>Terminations</i>	0	0%
<i>Terminations held in abeyance</i>		
<i>Resigned during investigation</i>	1	3%



Property Room Totals

	2015	2016
Logged Items	24,204	23,955
Items returned to owner	3,417	3,568
Items donated (bikes)	197	251
Items destroyed	15,391	17,225
Guns destroyed	919	653
Drug/Drug items destroyed	4,563	5,179
Items sent to auction	243	357
Collected from scrapping metal	\$950.83	\$1,824.36
Drug burns	5	4
Trash hauls	8	9

Motor Pool Statistics

	2015	2016
Marked patrol wagons	10	10
Total average mileage of wagons	122,680	140,235
Average yearly usage of wagons	23,360	23,360
Marked police patrol vehicles	139	135
Total average mileage of patrol vehicles	101,393	117,507
Unmarked sedans	103	98
% of unmarked sedans over 10 years old	9%	3%
Limited marked vehicles	20	21
Harley-Davidson motorcycles	10	10

Traffic Statistics

2015-2016 Comparison

Fatal Accidents 2015

Pedestrian	4	Pedestrian	8
Bicycle	0	Bicycle	1
Motorcycle	2	Motorcycle	4
Car/Truck	13	Car/Truck	11
Total	19	Total	24

Fatal Accidents 2016

Injury Accidents	2015		2016
Pedestrian	103	Pedestrian	88
Bicycle	81	Bicycle	52
Motorcycle	76	Motorcycle	76
Car/Truck	2397	Car/Truck	2323
Total	2657	Total	2539

Property Damage			
Bicycle	9	Bicycle	14
Motorcycle	22	Motorcycle	13
Car/Truck	7170	Car/Truck	7702
Total	7201	Total	7729

Other Citations	2015		2016
OVI	375	OVI	438
Seat Belts	4093	Seat Belts	2344
Red- Light Camera	44621	Red- Light Camera	87476

Junk Autos	2015		2016
New complaints	2463	New complaints	2716
18-Hour Tows	274	18-Hour Tows	274
Complaints Cleared	2480	Complaints Cleared	2517

Traffic DUI/SOL Unit 2015-2016 Comparison

	2015	2016
Alcohol Related Accidents	178	192
FRA Tows	1,537	1,074
OVI Tows	375	438
Others	355	1,163
Total Tows	2,267	2,675
FRA Seizures	238	38
OVI Seizures	65	34
Others	106	111
Total Seizures	409	183
Licenses Confiscated	657	691
License Plate to BMV	144	89
Immobilizations	118	42

Commercial Vehicle Enforcement 2016

Number of Trucks Weighed	191
Pounds overweight	7,386,300
Calculated Fines	\$247,479.00
* Fines upheld by court	\$160,168.47

*This amount could increase/decrease as 2016 cases are resolved/go unpaid by the violators

Vice Narcotics Sections And Metro Drug Task Force Statistics

Felony On-views:	2,779
Felony Warrants:	328
Misdemeanor On-views:	933
Misdemeanor Warrants:	904
Firearms Confiscated:	201
Search Warrants:	498
Value of Narcotics:	\$16,778,085.00
US Currency:	\$1,249,759.00
Traffic Violations:	59
Liquor Violations:	5
Prostitution Arrests:	201

Gang Task Force Statistics

Felony On-views:	682
Felony Warrants:	250
Misdemeanor On-views:	849
Misdemeanor Warrants:	2,598
Traffic Violations:	2,435
Firearms Confiscated:	127
Search Warrants	19
Value of Narcotics:	\$233,408.00
US Currency:	\$74,383.00

SWAT Statistics

Felony On-views:	372
Felony Warrants:	241
Misdemeanor On-views:	754
Misdemeanor Warrants:	2,838
Traffic Violations:	3,522
Firearms Confiscated:	30
Search Warrants	399
Barricade/Hostage	15
Value of Narcotics:	\$42,798.00
US Currency:	\$11,551.00

Forfeiture Statistics

Currency Seized:	\$1,329,656.85
Vehicles Seized	55

**Toledo Police Department
2017 Action Plan**

Toledo Police Department Mission Statement

The mission of the Toledo Police Department 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.

Toledo Police Department Values Statements

Organizational values provide each member of the Toledo Police Department with guidelines for the level of conduct that is expected of them not only from the department, but also from the community we serve. These formal value statements also serve as a constant reminder of the awesome trust and responsibility bestowed upon us.

As members of the Toledo Police Department we are individually and collectively accountable for reflecting the following values in our professional and personal lives:

- ❖ We value respect for the sanctity of human life above all else.
- ❖ We value and respect the fundamental freedoms and safeguards guaranteed in the Constitution of the United States of America.
- ❖ We value honesty, integrity and ethical behavior.
- ❖ We value professional excellence as demonstrated through leadership, cooperation, education and training.
- ❖ We value our employees and their contributions as the strength of the organization in order to build a trusting and enjoyable work environment.
- ❖ We value the diversity among the members of our community and within our department and are committed to the fair and courteous treatment of all.
- ❖ We value service to the citizens of our community and are committed to involving the community in the delivery of police services. We are dedicated to providing the quality of services that we would expect to receive.
- ❖ We have a sincere willingness to change in response to valid criticism.

Law Enforcement Code of Ethics

The Law Enforcement Code of Ethics is adopted as a general standard of conduct for officers of the Toledo Police Department.

“As a law enforcement officer, my fundamental duty is to serve mankind, to safeguard lives and property, to protect the innocent against deception, the weak against oppression or intimidation, the peaceful against violence and disorder, and to respect the constitutional rights of all men to liberty, equality, and justice.

“I will keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of duty.

“I will never act officiously, or permit personal feelings, prejudices animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear of favor, malice, or ill will, never employing unnecessary force or violence and never accepting gratuities.

“I recognize the badge of my office as a symbol of public faith and I accept it as a public trust to be held as long as I am true to the ethics of police service. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession...Law Enforcement.”

Fundamental Goals

While short-term goals evolve to meet changing societal conditions, the basic responsibilities of the police department remain unchanged. These are:

- ❖ To deter crime and create a sense of public well-being and security through constant visible presence and availability.
- ❖ To reduce the opportunity for, and instance of, criminal activity and public nuisance through the consistent proactive and reactive enforcement of laws and ordinances.
- ❖ To apprehend and assist in the prosecution of law violators through investigation, intelligence gathering and the collection, preservation and presentation of evidence.
- ❖ To safeguard, identify and return to its rightful owner, property coming into possession of the department.
- ❖ To facilitate the safe, expeditious flow of vehicular and pedestrian traffic through public education, enforcement of traffic laws, accident investigation and traffic control.
- ❖ To abate potentially violent confrontations and preserve individual rights through tactful mediation, informed advice, preventive presence, and through enforcement of laws when necessary.
- ❖ To aid persons in need of assistance through the use of department resources or through knowledgeable referral to other suitable agencies.
- ❖ To respond to changes in community needs, legislative and judicial mandates, criminal trends and technological advances through research, planning and implementation of new and innovative policies, practices and procedures.
- ❖ To achieve and maintain a high degree of police-community interaction, respect and cooperation through education, dialogue, information sharing and responsiveness.
- ❖ To maintain a superior level of organizational and individual performance through the hiring of qualified persons, training and ongoing management and supervisory control and review of police activities.

- ❖ To provide for the safety and well-being of its employees through appropriate training, equipment and supply acquisition, and administrative and technical support.

The following 2017 goals and objectives contribute to the efforts of the City of Toledo goal of ensuring safe and livable neighborhoods:

Conduct four Targeted Enforcement Sweeps

Based on available hotspot crime data, conduct two Targeted Enforcement Sweeps per district station.

Performance metrics: After two week-long sweeps are conducted at each district station, based on geographic and time ordered data, this goal will be complete.

Timeline:

This goal will be completed by November 30, 2017.

Increase the Number of Successful Investigations of Pawn Shops and Second-Hand Businesses (increase investigations by 5%)

It has been proven that a number of second-hand businesses are linked to criminal activity, used by thieves as an offloading mechanism for stolen property. By prosecuting the dishonest second-hand businesses an environment is created within the city where legal businesses may thrive. This effort will also serve to make criminal activity less profitable and less convenient for all participants.

Performance metrics: Three successful criminal and / or civil investigations of pawn shops and second-hand businesses will satisfy this goal.

Timeline:

This goal will be completed by the end of 2017.

Increase the Number of Executed Search Warrants by the Vice Unit by 10%

Battling drug sales and use within neighborhoods makes significant steps toward ensuring a safe and livable city. With the execution of additional search warrants it is possible to put those participating in the drug business out of business. It is hoped that these efforts will reduce a wide variety of drug related crimes, and make residents feel safe in neighborhoods throughout the city.

Performance metrics: The execution of 548 search warrants will satisfy this goal.

Timeline:

This goal will be completed by the end of 2017.

Establish Real Time Crime Center Access to Video Systems within the Community

Establish Real Time Crime Center access to video systems of businesses and property owners in the community to help reduce and prevent crime. The goal is to establish access to four hotspot locations.

This goal contributes to both safety and efficiency within the City. Better monitoring of high crime areas allows police personnel to respond more quickly and accurately to situations when they arise. Better police response leads to safer, more livable neighborhoods.

Performance metrics: The goal will be met when access to four hot spot locations are established

Timeline:

This goal will be completed by the end of 2017.

Increase by, Two Percent, the Number of Defendants Prosecuted for Arson Related Offenses

Arson continues to be a major concern of the Toledo Police Department. The potential for the loss of life is distressing. The financial impact faced by the community is significant.

Performance metrics: The prosecution of 23 defendants for arson related offenses will satisfy this goal.

Timeline:

This goal will be completed by the end of 2017.

Train Additional Officers in the Use of Mountain Bikes

Mountain bike patrol is often used as a community relations tool. The practice allows officers to transverse neighborhoods without the confinements of a vehicle. Officers may talk with community members, gaining knowledge of their beat and building relationships within the community. For this reason, mountain bike patrol may fall under the City goal of increasing government efficiency and transparency.

Mountain bike patrol is also used in covert operations while targeting a small geographical area. Officers are often able to approach and observe criminal activity while remaining unnoticed. They may be able to close the distance on a subject in a fraction of the time it could take on foot, with the agility of movement that a patrol car does not provide.

Performance metrics: An additional 15-20 officer trained in the use of mountain bikes will satisfy this goal.

Timeline:

This goal should be completed by November 2017.

The following goals and objectives contribute to the efforts of the City of Toledo goal of improving government efficiency and transparency:

Provide a Basic Field Training Class for Incoming Field Training Officers

Coordinate a Field Training Cadre with the Training Section to develop lesson plans with the goal of providing certification for a Basic Field Training and Evaluation Class for new Field Training Officers

This will increase efficiency by enabling the Department to conduct training for Field Training Officers independently. This effort will enable the Department to train a greater number of training officers in a more suitable manor, which will lead to better efficiency getting new officers through the program and working independently quicker.

Performance metrics: This goal will be met when the Department holds a class to train Field Training Officers prior to the Academy's graduation date of May 19, 2017

Timeline:

This goal should be completed by May 2017.

Equip 100% of Operations Division Patrol Officers with Body Worn Cameras

The transparency provided by a body worn camera, while not perfect, is unparalleled by any other tool the Toledo Police Department currently possesses. Body worn cameras will help to ensure the department adheres to its stated mission, values and goals.

Performance metrics: Approximately two hundred additional body worn cameras must be acquired to meet this goal.

Timeline:

This goal should be completed by July 31, 2017.

Expand Employee Assistance Resources

Expand programs available to employees once they enter into the Early Intervention System. This may include counseling and classes or workshops.

Providing adequate support for an officer experiencing a life hurdle is a more humane, and cost effective way to overcome a personnel issue which may be affecting work performance, when compared to employee termination. This is true when contrasting the cost of possible resources with the cost of defending a termination against litigation, and training of a replacement employee.

Performance metrics: Two additional options to consider for officers in the program should be added before the goal is met.

Timeline:

This goal should be completed by November 30, 2017.

Institute Transitional Work Therapy

Institute Transitional Work Therapy, with a focus on functional police activities in a simulated manner as a benefit to injured officers and as a way to bring them back to full duty status quicker. Transitional work therapy can be used while an officer is working in a light duty status. Efficiency is increased with the reduction of time officers are on light duty status.

Performance metrics: Initiation of the transitional work therapy program, and participation by all officers meeting qualifications, will satisfy this goal.

Timeline:

This goal will be completed by the end of 2017

Revise the evaluation system for the ranks of patrol, sergeant and lieutenant

An updated evaluation system improves efficiency by identifying strengths and deficiencies among personnel, and tracking progress over the years. The evaluation system may identify areas where an employee may be in need of further training, or which employees would be best suited for particular specialization or advancement.

Performance metrics: Evaluation forms will be revised and tailored to position and rank. Policy will be revised to better suit the updated forms.

Timeline:

This goal will be completed by April 30, 2017

Streamline the Hiring Process for both Sworn and Civilian Employees

Implement testing using the National Testing Network. The National Testing Network system will allow individuals to schedule an entrance exam which fits around their schedule. The increased flexibility in the exam is expected to appeal to a more diverse potential workforce. Greater diversity in the formulation of the department aids the department in the perception of transparency. Transparency is also perceived because a third party, not the Toledo Police Department personnel is administering the exam.

Performance metrics: The National Testing Network will be utilized to conduct the next Toledo Police Department Civil Service Test.

Timeline:

This goal will be completed by July 31, 2017.