



The Future of Public Safety

February 22, 2011



CITY OF CLEVELAND
Mayor Frank G. Jackson

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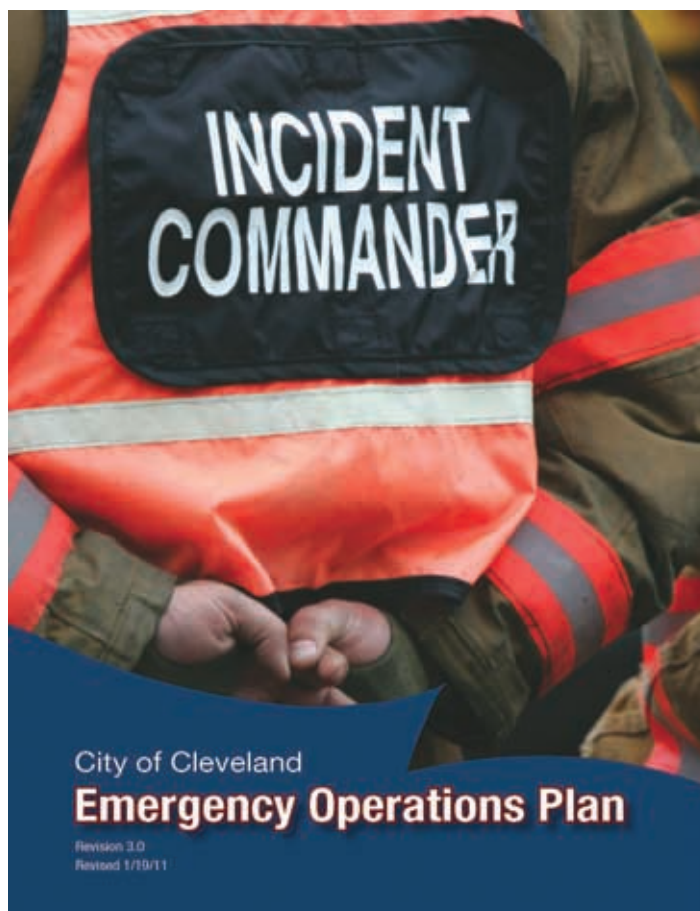
Emergency Management

Office of Emergency Management

The Office of Emergency Management is part of the City of Cleveland's Department of Public Safety. The most important function of the Office of Emergency Management is to assist first responders, other City employees, and the public to prevent, protect against, respond to and recover from major events, such as natural disasters or terrorist attacks. In 2010, the name was changed from the Office of Homeland Security to the Office of Emergency Management to better reflect these functions and maintain consistency with external partners.

Emergency Operations Center Complex

In addition to emergency preparedness education and training, and the preparation of emergency management plans and procedures, the Emergency Management office is also responsible for maintaining the City's Emergency Operations Center (EOC) and Joint Information Center (JIC). In the event of a critical incident, the EOC complex is a central location for officials to manage resources, determine executive policy, and ensure the continuity of operations for the City of Cleveland. The JIC portion of the complex allows public information officers to gather and prepare critical information for dissemination through the media, reverse 911 messaging, public address, and emergency alert systems, among other mediums. In 2010, portions of the complex received technology upgrades. Additional enhancements are planned for 2011.



Emergency Planning

Currently, the Office of Emergency Management is revising outdated plans and creating several new plans for emergencies in the city. The base plan, the City of Cleveland Emergency Operations Plan (EOP), was completely re-written in 2009 and will undergo additional revisions in 2011. Plans addressing specific incidents are Annexes to the EOP, including an Improvised Explosive Device (IED) Annex, a Snow Emergency Annex, a Neighborhood Evacuation Annex, and a revised Downtown Emergency Evacuation Annex.



City Hall Security

The Office of Emergency Management is also overseeing and working with other City departments for an overhaul of Cleveland City Hall Security, complete with a revised plan and physical enhancements to the building entrances, the perimeter, parking limitations, and mailroom letter and package screening. City Hall is a hub for governmental operations and the safety of the building and the government contained within it is a critical component of emergency planning.

Resource Memorandums of Understanding (MOUs)

The City of Cleveland Office of Emergency Management is currently working to coordinate partnerships with various local and national companies and distributors to ensure adequate resources, equipment, and food are available to the City and its residents during an emergency event. The Office of Emergency Management made direct contact with local and regional businesses to secure Memorandums of Understanding (MOU) with each. These Memorandums of Understanding for essential resources formalize verbal agreements that these businesses will offer support during an emergency event.

Wide Area Rapid Notification (WARN) System

The Cleveland Department of Public Safety facilitates a Wide Area Rapid Notification (WARN) system for mass communication and notification purposes. In the event of an emergency, the City of Cleveland can send important messages via telephone, text messaging (SMS), email, fax and paging. The system is split into three different sections: WARN Command, WARN Broadcast and WARN GIS.

Command is used most often and by varying City departments and partner agencies for communicating with pre-determined recipients. Current partner agencies include the Cuyahoga County Board of Health and Cuyahoga County EMA as well as Homeland Security Region 2 Special Operations Teams for USAR, HazMat and Water Rescue. Further expansion of this section is anticipated in 2011.

WARN Broadcast is used to send mass notifications in the fastest possible manner. The Cleveland Department of Aging uses this system several times each year to send severe weather advisories to a pre-determined list of seniors.

WARN GIS works in conjunction with Broadcast and incorporates reverse 911 data from AT&T. It can be used to map a certain area to send emergency notifications such as for an evacuation in a hazardous material spill or explosion. An online sign-up form,

expected in second quarter FY2011, will allow those who live or work in Cleveland to enter preferred information for emergency notification.



Emergency Advisory Radio System (EARS)

An Emergency Advisory Radio System (EARS) is being developed that, when complete, will enable Cleveland residents to receive general safety and emergency alerts over an AM Radio Frequency – one of the most reliable methods of communication in emergencies. Water main breaks, boil alerts, power outages, potential flooding, and major construction areas are just a few options for on-air content.

The system can also be extremely useful during major incidents to issue emergency notifications such as evacuation instructions, sheltering information and specific threats. Funding for the project, estimated at \$250,000, is provided through the Urban Areas Security Initiative Grant program. Cleveland EARS is expected to be operational in late 2011.

Government Emergency Telecommunications

The Government Emergency Telecommunications Service (GETS) was implemented by the Department of Public Safety for City of Cleveland management personnel including key members of the Department of Public Safety and members of the Mayor's executive cabinet. GETS is a Federally-directed emergency phone service provided by the National Communications System (NCS) in the Cyber Security & Communications Division, National Protection and Programs of the Department of Homeland Security. It is intended to be used in an emergency or crisis situation when the public switched telephone network (PSTN) is congested and the probability of completing a call over normal or other alternate telecommunication means has significantly decreased.

GETS is critical because of the increasing reliance on telecommunications. This growth has been accompanied by an increased vulnerability to network congestion and system failures. Although backup systems are in place, disruptions in service can and do occur. Recent events have shown that natural disasters, power outages, fiber cable cuts, and software problems can cripple the telephone services of entire regions.

During times of emergency, crisis, or war, personnel with critical missions need to know that their calls will go through. GETS addresses this need. Using enhancements based on existing commercial technology, GETS allows users to communicate over existing PSTN paths with a high likelihood of call completion during the most severe conditions of high-traffic congestion and disruption. The result is a cost-effective, easy-to-use emergency telephone service that is accessed through a simple dialing plan and Personal Identification Number (PIN) card verification methodology. It is maintained in a constant state of readiness by our emergency management staff as a means to overcome network outages during emergencies.



Community Emergency Response Teams (CERT)

The Cleveland Office of Emergency Management, with support from the Division of Fire, continues to offer Community Emergency Response Team (CERT) training to Cleveland residents. The CERT program provides education to citizens on disaster preparedness and trains them in basic disaster response skills, including fire safety, light search and rescue, and disaster medical operations. The classroom training and mandated training exercise is intended to provide the ability for CERT members to assist others in their community during an emergency or crisis where City first responders are not immediately available to respond.

When emergencies happen, CERT team members are trained to provide support to first responders, provide immediate assistance to victims, and organize volunteers at a disaster site. CERT members can also assist with other non-emergency projects that help improve the safety of the community, including

Auxiliary Police, block clubs, and street watch programs. Current CERT members are used as volunteers during City and County emergency drills to enhance their knowledge and proficiency.

The CERT curriculum is currently under revision in an effort to standardize training offered throughout Cuyahoga County. A finalized curriculum is expected in the beginning of 2011. This will allow CERT members trained in the new curriculum to cross boundaries to provide assistance when necessary. The new curriculum includes the addition of Start Triage, NIMS and ICS 100, and will also require individuals to have background checks before receiving ID badges. At this time, there are approximately 300 CERT members in Cleveland.

Office of Professional Standards

Citizen Access to Police Complaints

Community access to the complaint filing process was significantly enhanced in 2008 with additions to the City website. The Department of Public Safety now provides online information on the role of the Office of Professional Standards and the Civilian Police Review Board, including the ability for citizens to obtain and print complaint forms and guidance on how to file a complaint. A revision of the OPS/PRB webpage is in progress and expected to be complete by the end of first quarter 2011.

Free parking is also provided to any citizen or witness making a complaint or statement to investigators. In the office lobby, a computer is available that provides an additional tool for complainants to write and print a formal complaint.

Video and Audio Recording of Complainant and Witness Statements

To improve the quality and timeliness of investigations alleging improper conduct by officers of the Cleveland Division of Police, all witness and complainant interviews are audio and video taped for review by investigators and members of the Civilian Police Review Board. The equipment was purchased and installed, training was provided to investigators, and the system became operational in November 2006. The system was updated in 2010.

Reorganization of OPS Staff and Increased Accountability

The goal of increased accountability for officers assigned to the Office of Professional Standards was achieved through the development of a Standard Operating Procedures (SOP) Manual for officers and employees of the Office of Professional Standards. The SOP was finalized, approved, and implemented in August 2007.

The Civil Service Job description for the Administrator of the Office of Professional Standards was also modified by the Director of Public Safety and approved by the Civil Service Commission in August

2007. That change more clearly defined the duties, responsibilities, and the expectations of the Office of Professional Standards Administrator.

Posting of Citizen Rights

Signage is prominently posted at the Justice Center and all Neighborhood Police Districts, advising citizens of the right to quality and professional service by officers of the Division of Police.

Neighborhood Police District Lobby Surveillance System

The Chairman of the Civilian Police Review Board, on behalf of the Board members, recommended that a surveillance system be installed in the lobbies of the Neighborhood Police Districts to assist with the

resolution of citizen complaints alleging rude or discourteous behavior, or other conflicts between officers and citizens in the building lobbies.

The Chief of Police and Director of Public Safety reviewed the recommendation and agreed that a remotely controlled, monitored,



and recorded audio-visual surveillance system would enhance officer safety; minimize police-citizen conflicts; and quickly and accurately resolve allegations of improper conduct. A decision was made to implement, as recommended by the Civilian Police Review Board.

The system was purchased under an existing contract, paid for by the Law Enforcement Trust Fund, and installed in April 2008.



At the general election held November 4, 2008, voters overwhelmingly approved the amendment to the Charter of the City of Cleveland.

One additional Board Member was appointed in January 2010 and a second will be filled by the Mayor when an appropriate candidate is identified.

A proposed job description for the new civilian investigators was prepared and submitted to the Civil Service Commission for consideration. That proposal was approved in June 2010 and in September 2010, the Civil Service Commission voted to approve an Office of Professional Standards Investigator position.

The Department of Public Safety interviewed prospective candidates and expects to hire civilian investigators by the second quarter of FY2011.

Improving the Timeliness of Investigations

Citizens who file a complaint against an officer of the Cleveland Division of Police deserve a thorough, timely, and professional investigation. By order of the Director of Public Safety, issued January 18, 2008, all investigations conducted by the Office of Professional Standards shall be completed within 90 calendar days, absent any extenuating circumstances.

Charter Amendment

Changes to the Charter of the City of Cleveland were recommended to the Charter Review Commission by the Director of Public Safety. The recommendations included an increase from 5 to 7 Civilian Police Review Board members, enabling greater community input; and, the elimination of the requirement that all investigations be conducted by "officers of the Division of Police" which would authorize the hiring of non-police civilian investigators.

In September 2008, Cleveland City Council, following a recommendation by the Charter Review Commission, voted to approve that the proposed amendment be submitted to the voters of Cleveland.

Creating a Paperless Work Environment

The Office of Professional Standards and Civilian Police Review Board eliminated the necessity of providing paper copies of completed investigations to individual Board members. Instead of preparing individual investigative files copies and utilizing more than 10,000 sheets of paper each month, PRB members now receive investigative files in an electronic format.

A case file is still prepared for each complaint, but instead of providing paper copies of written statements and interviews, police reports, photographs, medical reports, and other information collected during the investigative process, files are provided to the PRB members via email or on a CD.

By utilizing an electronic format, the Office of Professional Standards has significantly reduced its' consumption of paper, toner, and other supplies; and dramatically reduced the generation of waste paper. Although the paper was recycled, the process was time-consuming and used an excessive amount of valuable resources.

Division of Correction

Transfer and Realignment of Duties and Responsibilities

Legislation was introduced in November 2006 to transfer the Division of Correction from the Department of Health to Public Safety. The legislation was passed by Council and became effective in January 2007. Once the transfer was official, discussions were held with union leadership to accomplish a merger of the positions of Police Institutional Guard and Correction Officer under a new job description for the position of Correction Officer. This eliminated the need of Cleveland Police for prisoner control duties. As a result, all duties and responsibilities related to booking and housing prisoners could now be transferred to the Division of Correction; and, after more than two decades of discussion and debate, the Cleveland Division of Police was relieved of any jail duties or responsibilities in September of 2007. The completion of the transfer and realignment of duties and responsibilities improved efficiency by combining all jail services provided by the City of Cleveland, eliminated the duplication of duties and responsibilities, and created a coordinated and cost effective system for detaining and holding arrested suspects and convicted prisoners.

Centralized Prisoner Charging

Police Officers conducting arrests now have the ability to charge prisoners at the time of booking, eliminating the necessity for officers to return to the Justice Center to consult with a prosecutor. The implementation of centralized booking, processing, and charging at the Central Prison Unit in the Justice Center created a “one-stop” process for officers conducting arrests beginning in December of 2007.

Prisoner Care and Meals

In an effort to decrease costs and improve quality, all prisoner meals are now prepared by the staff at the House of Correction and delivered to the Central Prison Unit at the Justice Center. Prisoners are fed by the Correction staff. The need for vendor services was eliminated, saving more than \$250,000 annually, since February 2008.



House of Correction Expansion

In November 2007, a project to expand capacity at the House of Correction was completed. The Department of Public Safety rehabilitated unused and abandoned dormitory space at the House of Correction, purchased and installed beds and other equipment, and created the capacity to house an additional 60 inmates.

Deactivation of Neighborhood Police District Jails

A Memorandum of Understanding with the Cuyahoga County Sheriff was developed and approved that allows the Division of Correction to use space within the Justice Center complex, creating the ability to close the neighborhood police district jails. As a result of the signed agreement, the jails in Police Districts 1, 2, 3, and 5 were deactivated. They are, however, available for use when conditions warrant.

Surveillance Camera Project

In an effort to increase safety at the City Jail and House of Correction; increase accountability of staff; and, provide evidentiary record of illegal or inappropriate conduct, the Department of Public Safety installed an additional 37 surveillance cameras at the House of Correction for a total of 87 and an additional 28 surveillance cameras at the City Jail for a total of 36. Both locations also received newer and more robust DVRs. The system allows the Commissioner and staff to monitor prisoner and inmate conduct, and all interactions between prisoners, inmates, police officers and correction officers. The cameras can be operated remotely from personnel at either facility and provides staff management the ability to continuously monitor jail and House of Correction activities.

Jail Records Management (IMACS) System

The Incarceration Management and Cost-Recovery (IMACS) System Project was implemented for the Division of Correction to streamline jail management operations. Although operational, the Division of Correction continues to make improvements to better utilize the system, including the design of reporting system requirements mandated by Internal Audit of the City of Cleveland.

Employee Evaluation Program

An Employee Evaluation Program was developed and implemented to improve the performance of all Correction personnel, identify deficiencies, and improve communications between management and individual employees.

Manual of Rules and Regulations

In addition to the Employee Evaluation Program, it was equally important to develop and establish clear guidelines for the performance, conduct and if necessary, discipline of Correction employees. The Division of Correction created and implemented a Manual of Rules and Regulations for the conduct and discipline of Correction Officers and employees. The rules of conduct contained within the Manual are administered under the provisions of the Charter of the City of Cleveland and the laws of the State of Ohio and are published for the governance, discipline and administration of Correction Officers, Correction Supervisors, and employees of the Division of Correction.

The Future of Jail Operations

While a lot has been done in the past few years, the City of Cleveland is engaged in intense discussions and negotiations with the Cuyahoga County Sheriff to determine the feasibility of transferring all jail and House of Correction duties to the County Sheriff.

The Department of Public Safety remains optimistic that all jail duties and responsibilities can and should be relinquished completely to the Cuyahoga County Sheriff in FY2011.



Division of Animal Control Services

Change to Division Name

Legislation to change the name of the Dog Pound to the Division of Animal Control Services was introduced and approved by Cleveland City Council. The new name more accurately reflects the duties and responsibilities performed by animal control officers.

The classifications and titles of staff were approved by Civil Service and changed as well. Former Dog Wardens were reclassified as Animal Control Officers, expanding their duties and responsibilities to all animals, not just dogs.

Protective Body Armor

The Department of Public Safety purchased and issued protective body armor for our Animal Control Services personnel and made the commitment to replace the armor at least once every five years. The body armor is similar to that worn by members of the Division of Police and will help to ensure the safety of Animal Control Officers.



TASERS

The Department of Public Safety conducted research into an effective tool that Animal Control Services personnel could use against aggressive animals. The use of TASERS, similar to that used by the Division of Police, was evaluated and found to be effective in protecting personnel from animal attack.

A policy and procedure manual was developed and approved by the Director of Public Safety and Department of Law; employees were trained in the proper use of TASERS by the Cleveland Division of Police Training Academy; and, trained personnel were issued the TASERS in August of 2009.

Barking Dog Complaints

The responsibility for barking dog complaints, once shared between the Divisions of Police and Animal Control Services, is now handled exclusively by the Division of Animal Control Services. This transfer of responsibility increases efficiency and makes better use of Police resources in the neighborhoods.

Around-the-Clock Animal Control Services

The Division of Animal Control Services is now staffed twenty-four hours a day, seven days per week. The increase in operational hours, at a minimal increase in cost, provides enhanced services to the citizens of the City of Cleveland.



Low Cost Spay/Neuter Clinic

In February 2009, the City of Cleveland and the Cleveland APL announced a partnership in a Trap-Neuter-Return (TNR) Program. The program is modeled after other TNR programs throughout the country and includes the spay/neuter of stray (feral) cats that are trapped within the city.

Volunteers, rescue groups and residents trap stray cats and bring them to the APL to be sterilized. The cost is \$40 per cat, but through the program, the City of Cleveland will pay \$30 of the total cost. The fee includes examination, FVRCP vaccination, rabies vaccinations, and tip-of-the-ear identification by removing a small portion of ear to identify a sterilized cat. Program participants then release the cats back where they were trapped. Sick or unhealthy cats are not returned.

Expansion and Rehabilitation of Facility

The Department of Public Safety remains committed to expanding, rehabilitating, or replacing the current Animal Control Services facility. The goal of this project is to provide the capability of housing cats and other animals in addition to dogs, expand the clinic space to accommodate more animals, and have the ability to treat sick and injured impounded animals. The cost for this project is estimated at \$5.2 million dollars.

Public Safety Recruitment

The Department of Public Safety continues to aggressively pursue a diverse workforce for the divisions of the Department of Public Safety.

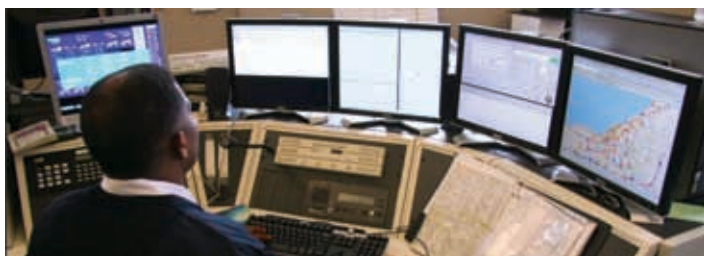
A Civil Service Exam for Police was held in 2009 and for Fire in 2010.



Public Safety Information Technology

Computer Aided Dispatch System

A new Computer Aided Dispatch (CAD) system for the Divisions of Fire and EMS was purchased, installed, and implemented in March 2006. The system creates a permanent record for each incident, tracks information, locates callers, and aids personnel in dispatching appropriate units to the scene of an emergency. The system also provides the City the capability to develop a consolidated dispatch center in the future.



Upgrades to Fire and EMS CAD were implemented in 2008. An additional update to the CAD system added functionality for the Division of Police in January 2009.

The Cleveland Department of Public Safety is also expanding CAD services to the Cities of Euclid and Parma. This project is scheduled to go live in March of 2011. The goal is to allow other regional agencies to share CAD services as well, thereby raising the quality and capabilities of technology, sharing costs and increasing dispatch capabilities and efficiencies throughout the region.

Fire and EMS Mobile Computing

In January 2007, the Department of Public Safety completed a project that provides the ability to electronically transmit and receive data between the dispatch center and responding Fire and EMS units, thus reducing radio usage and helping improve response times to emergency calls for service.

Police Mobile Computing

The Division of Police mobile computing project includes three components: queries, reporting

and CAD interface. The first component, currently being implemented, allows officers to make law enforcement queries to LEADS, NCIC, the Bureau of Motor Vehicles, and other local databases from their vehicles. Field-based mobile reporting, the second component, is being tested and is scheduled for implementation in the second half of FY2011. Officers will be able to make incident reports directly from their police vehicles, eliminating the need to return to an office to prepare and submit a report. The system is designed to directly input records into the Records Management System, saving time and money and making information sharing quicker. The third component shares information with other law enforcement systems and is anticipated to go live in late 2011.

Automated Vehicle Locators (AVL)

Automatic Vehicle Location (AVL) technology was purchased, installed, and implemented for EMS in November 2006 and Fire in January 2007. In December 2008, the AVL system was expanded to include nearly two hundred front-line police vehicles in the Division of Police. AVL provides the ability for dispatchers to view vehicle locations and dispatch the best available unit.

Ohio Local Law Enforcement Information Sharing (OLLEISN) Network

This completed project enhanced the ability for Cleveland Police Officers to share information and query databases located throughout the State of Ohio. OLLEISN retrieves and shares multi-jurisdictional information about persons, locations, and property related to warrants, incident data, and alerts.

Other types of locally collected information available includes: Field Interview Notes; Suspect, Witness and Victim Information; Property Types (i.e. drugs, jewelry, securities etc.); Search Warrants; Traffic Citations; Pawn Transactions; Service Calls; Registered Offenders; Concealed Carry Permits and Firearm Registrations; Evidence; Biometrics (i.e. mug shots, fingerprints, signatures); and Text Searches.



Automated License Plate Readers

The Cleveland Department of Public Safety is the lead agency in Homeland Security Region 2 for the Automated License Plate Reader program. The program is designed to assist law enforcement in proactively seeking stolen vehicles or any license plate tagged with an alert, such as those linked to felony warrants or Amber Alerts. A total of 42 fixed and mobile units will be deployed throughout Cuyahoga, Lake, Lorain, Geauga, and Ashtabula counties to sheriffs, police departments, the Cuyahoga Metropolitan Housing Authority (CMHA) and the Lake County Metroparks. Four of the units will scan plates at Cleveland Hopkins International Airport.

The Automated License Plate Readers use high-speed cameras and computers to compare license plates to criminal databases. When a match is made, an alarm sounds and the officer can choose the appropriate response such as monitoring, towing or stopping the vehicle. Each agency will still follow their own protocols for response but ALPR provides another tool for officers and deputies on the street. Each unit is capable of capturing 3,600 plates a minute, day or night, on parked and moving vehicles across four lanes, even when the police car is moving at 75 mph.

The system recognizes plates from all 50 states, Canada and Mexico, and will record the date, time and location of the plates. Data will be stored for 90 days unless it is necessary to keep it longer for investigations.

The majority of the ALPR units are already in place and reading plates; however, the data is not yet being transmitted to, or stored on, the servers. The goal is to complete this phase by the end of the first quarter of FY2011. Statistics on overall hits and arrests will be compiled once the units are connected to the server.

The total cost to buy and install the equipment was \$580,260 and was paid with Homeland Security and federal stimulus Edward Byrne Memorial Justice Assistance grants. The Cleveland Public Safety Office of Information Technology will house the server, provide primary support, and maintain the technology.

Automated Fingerprint Identification System

In the early nineties, the City of Cleveland and the Cuyahoga County Sheriff each initiated their own Automated Fingerprint Identification System (AFIS). In anticipation of an upgrade to the outdated technology, the City of Cleveland contracted with Fingerprint USA to conduct a study of the City's current fingerprinting infrastructure and operations. During the process, it was recommended to expand the assessment beyond the jurisdictions of the City bringing added benefit to the region. The Department of Public Safety expanded the project to include the County Sheriffs' systems and, in time, a 5-county AFIS network was started.

The scope of the project includes the implementation of a new shared AFIS between the City of Cleveland, Cuyahoga County and Lorain County, the Cities of Euclid and Cleveland Heights, and an upgraded AFIS for Lake County shared with Geauga and Ashtabula Counties. The final step will be connecting the networks together.



The focus of the plan in 2010 was to build the AFIS infrastructure. The main core AFIS is scheduled to go live first quarter FY2011. The goal is to expand immediately after and disburse Livescans and Rapid ID's to local Law Enforcement agencies allowing print collection on the streets, in jails and at the scene of a crime.

The new AFIS will go live with approximately 400,000 fingerprints and the capacity to store twice that number. The system will also have 16,400 palm prints and the capacity to hold approximately 130,000. Storing palm prints is new to this AFIS.

The new technology means improved image quality (1000 ppi) for more accurate and faster matching. It also aids law enforcement agencies in verifying suspects from arrest through booking and release. Most importantly, it further enhances the ability for law enforcement agencies to share costs and information, and strengthens partnerships throughout Region 2.

In addition to an expanded and upgraded AFIS, two additional Cleveland Police Latent Print Examiners have been certified by the International Association of Identification. Cleveland now has three Certified Latent Print Examiner s out of approximately 800 nationwide. The certification from this renowned organization enhances the Division's ability to solve crimes and allows them to provide expert testimony in court cases.

Wireless Video Surveillance Camera System

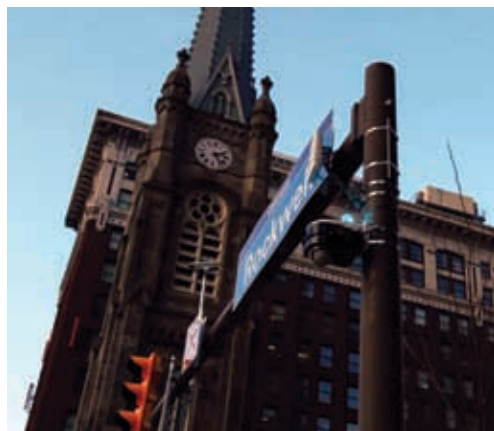
The City of Cleveland Wireless Video Surveillance Camera System began with a pilot project that included the purchase and installation of a camera system surrounding critical infrastructure in downtown Cleveland, primarily in the vicinity of Public Square. The pilot consisted of nine cameras, and five wireless relays back to the Office of Emergency Management.

Since the launch of this project in 2008, an additional 10 cameras were installed. Grant funding has been approved for additional cameras to be deployed in targeted areas in FY2011.

The cameras are painted black and white, display the distinctive CPD logo, and have flashing blue lights to create increased public awareness. They can be monitored by Emergency Management, Communications, and by the Police Downtown Services Unit. Data is recorded and retained for a period of approximately 30 days unless necessary for an investigation or emergency incident.

The City of Cleveland is also participating in the Greater Cleveland Regional Transit Authority's (RTA) Multi-Agency Accessible Security Camera System which will include the implementation of 32 cameras along the Euclid Corridor. This will allow for live viewing and shared access by Cleveland Police, Cleveland State Police, Case Western Police, Cleveland Clinic Police, University Circle Police, East Cleveland Police, and RTA Police.

The goal of the Wireless Video Surveillance System is to support the implementation of the goals included in Homeland Security strategies, including the National Infrastructure Protection Program. It is intended to develop effective preventative and protective measures that make it more difficult for terrorists to conduct surveillance or launch attacks within the immediate vicinity of high priority critical infrastructure.



Public Safety Communications

Consolidated Communications Center

The Cleveland Department of Public Safety currently provides 911 and public safety communications services through three separate bureaus of the divisions of Police, Fire, and EMS. Each bureau has its own command structure, administrative staff, unions, work schedules, training program, budget, policies and procedures, and technology. All three Divisions are located in the same dispatch center yet function as three separate entities.



The goal of a Public Safety Consolidated Communications Center (CCC) is to improve service through efficiency. A combined administrative staff will work under the direction of a Communications Manager who will report directly to the Director of the Department of Public Safety and handle tasks such as training, policy development, equipment ordering, and public records requests for the CCC. Public Safety Telecommunicators, cross-trained in Police, Fire and medical call taking, will handle all calls for service and electronically dispatch units using the same CAD system, voice recording system, AVL, and telephone software.

The goal of the project is to ensure that when a citizen picks up a telephone and calls 911, they get the best coordinated service possible.

In addition, the current county-wide practice that all cellular 911 emergency calls are handled by CECOMS and transferred to the local public safety agency can and should be discontinued. Acceptance and transference by Cuyahoga County to the appropriate communities is a time-consuming step that technology can eliminate.

The development of a proposed new Third Police District will provide the opportunity to relocate the communications center from Public Safety Central into a newly designed facility and implement the changes necessary to meet the needs and expectations of the community.

911 Call-Answering Protocol

The Director of Public Safety mandated that by the end of the second quarter in 2010, ninety-five (95%) percent of all incoming emergency 911 calls for service be answered with fifteen seconds and ninety-nine (99%) percent within forty (40) seconds.

The community expects a prompt and professional response to emergency calls for service. Anything less is unacceptable. The Communications Center leadership was directed to coordinate with Public Safety to develop the capability to monitor and track compliance with this mandate.

As an example, during the monitoring period November 19, 2010 through January 6, 2011 that goal was met. On average, ninety-six (96%) of all incoming 911 calls were answered within fifteen seconds and ninety-nine (99%) within 40 seconds.

This performance target is consistent with industry best practices. (Refer to NFPA 1221 Section 7.4.)

City-wide Radio System/Interoperability

Of all the problems experienced during disaster events, natural or man-made, the most serious problem is the lack of interoperable communications amongst first responders. When radio systems are incompatible and inoperable within neighboring jurisdictions, first responders are unable to transmit important and time sensitive information. Non-operability occurs due to the use of outdated equipment, limited availability of radio frequencies, lack of coordination and cooperation between agencies, community priorities competing for resources, funding, and ownership and control of communications systems.

The existing Cleveland radio system is a Motorola Smart Zone 800 MHz Trunked Simulcast VSELP Digital System which became operational in 1993. The current system provides voice-communications not just for Public Safety, but for all Cleveland City departments, including Port Control, Public Utilities, and Public Works.

Within Cuyahoga County, there are 47 different types of radio systems. Due to the diverse set of frequency bands used by the public safety agencies within Cuyahoga County, interoperability between agencies is essentially non-existent. Due to frequency limitations, it is only possible to directly communicate with agencies operating within the same frequency band.

Since 2003, the City of Cleveland and Cuyahoga County, in conjunction with the Communications Committee of the Public Safety Urban Area Working Group have been working to create voice interoperability within our jurisdictions and with State and Federal Agencies. In an effort to leverage cost and begin steps toward regional interoperability, it is the goal of the City of Cleveland to upgrade to a City-wide 800 MHz APCO (Associated Public Safety Communications Officials) Project 25 (P25) digital trunked radio system which will allow us to participate in county-wide and regional interoperability.

A Request for Proposals from interested vendors was disseminated in 2010. Proposals were received and scored by a regional committee. The City of Cleveland is currently engaged in contract discussions with Motorola. In the event an agreement cannot be reached, the City of Cleveland will terminate negotiations with Motorola and commence discussion with the second highest ranking vendor, Harris Communications.



Public Safety Special Projects

Nuisance Abatement

The goal of the Nuisance Abatement Project is to identify and eliminate nuisance locations that impact the quality of life for citizens and businesses in our community and reduce demands on Public Safety resources to allow better utilization of existing resources.

City of Cleveland Ordinance (CCO) §630.02, Criminal Activity Nuisance, was originally implemented December 1, 2006 by the Department of Public Safety. Criminal nuisance activities as defined in CCO §630.01 declare a property a nuisance when three (3) or more violations occur at the same property on separate occasions within a 30 day period. Legislation was amended June 2, 2009 from three (3) or more violations within a 30 day period, to three (3) or more violations within a 60 day period.

The City of Cleveland completed the fourth year of the Nuisance Abatement Project in 2010. The Program, which began December 1, 2006, identified 777 properties in the first four years of operation that were in violation of the Criminal Activity Nuisance Ordinance. The results have been successful. Of the 777 property owners who were notified of the violation, just 117 had subsequent calls for service to their properties, and of that 117, only 50 had a third or successive call for service. As such, the number of dispatched nuisance calls for service declined significantly.

City-wide Law Enforcement Safety Committee

A City-wide Law Enforcement Safety Committee involving the Chiefs of all law enforcement agencies within the jurisdictional limits of the city of Cleveland was created. The Committee was designed with the goal of strengthening partnerships and improving



communication between all the agencies in the City. The participating agencies include, but are not limited to, the Regional Transit Authority, CMHA, CMSD, University Circle, Cleveland Clinic, Cleveland State University, MetroHealth Medical Center, and Cuyahoga Community College.

The Committee will review and revise established Memorandums of Understanding as necessary; discuss, plan, and implement mutually beneficial strategies to improve safety in the city; and, explore areas of mutual cooperation.

Substance Abuse Policy for the Divisions of Fire and Police

In order to assure progress toward the goal of a drug and alcohol free workplace, the Director of the Department of Public Safety ordered on March 1, 2008 that employees of the Divisions of Police and Fire shall adhere to a strict interpretation of the collective bargaining agreement with respect to violation of the policy set forth in their agreements. According to those agreements, “employees who, as a result of being drug tested are found to be using illegal drugs may be subject to discipline up to and including termination.”

Juvenile Diversion Program

The Department of Public Safety transferred the Juvenile Diversion Program to Community Relations in April 2008 where it was successfully incorporated into the “One Voice, Zero Tolerance” initiative. The program, in operation since 1999, develops and administers accountability-based sanctions for first-time juvenile offenders.

Early intervention into the lives of first-time juvenile offenders may prevent many of these juveniles from committing further violations. It has been determined that a juvenile diversion program is one of the most effective methods of responding to the needs of the community and deterring youth from committing additional offenses.

In this program, first-time juvenile offenders are brought before a volunteer magistrate who will impose accountability-based sanctions. A concerted effort will be made to determine the reasons for the offense and assess the need for referrals to other social service agencies. Diversion allows the juvenile to avoid formal court action and, if they comply with the required sanctions, ensures they do not receive an official juvenile court record.

A caseworker performs an assessment for each case to help determine whether the juvenile should be referred for drug or alcohol treatment, or possible individual or family counseling. The caseworker is also responsible for ensuring the sanctions ordered by the magistrate are carried out.

Working relationships have been established with social service agencies to allow referrals for assistance with issues such as alcohol and drug assessments and counseling, mental health counseling, anger management training, HIV/AIDS awareness, pregnancy prevention, tutoring, parenting skills, employment training and citizenship.

Unnecessary Police Alarm Responses

The Division of Police partnered with the Departments of Public Utilities Geographic Information System (GIS) and the Division of Assessments and Licenses to successfully implement a program that significantly reduces the labor costs associated with responses to unnecessary alarms.

The Division of Police, using existing technology and programs developed by GIS, eliminated the necessity of issuing a ticket at the scene of an unnecessary alarm. Information at the scene of the alarm is transferred from the Communications Center through GIS directly to a database in Assessments and Licenses. As a result, the Division of Police eliminated the issuance of individual citation books to the officers and is no longer required to maintain a chain-of-custody for the citations and citation books.

Officers are no longer required to issue a ticket; Commanders are no longer required to compile and prepare a weekly report to the Deputy Chief of Police on the issuance of false alarm citations; and, Assessments and Licenses is not required to enter each individual citation into a database. The total labor savings is estimated between 4000 and 5000 hours annually. The Divisions of Police and Assessments and Licenses now have the ability to effectively track the frequency of responses, issue invoices, and collect fines at those businesses where the Division of Police responds to false alarms more than 3 times annually.

Downtown Parking Lot Security Plan

The Department of Public Safety, in partnership with parking lot owners and operators and the Downtown Cleveland Alliance, developed an agreement that enhanced safety and security in the downtown parking lots. Following extensive discussions, the agreement was entered into in April 2009. The agreement includes that if a special event parking rate is imposed, a parking attendant shall remain on duty until one hour after the event ends; signage notifying the public whether or not the lot is attended; and, the display of a parking lot number, making it easier for Police and other City safety services to respond in an emergency.

Increased patrols, funded by the Downtown Cleveland Alliance and parking lot operators, were implemented and all attendants are required to wear distinctive

outer garments and a standard identification card or badge on the outside of that garment. In addition, all parking attendants will either have a cellular telephone or a landline telephone for use in contacting the Police and/or the Downtown Cleveland Alliance. Finally, all parking attendants were provided with customer service training, including training on the use of new communication and reporting protocols.

Department of Public Safety Care-Line

The Department of Public Safety established an employee Care-Line to provide employees with the opportunity to anonymously report improprieties, harassment, and misconduct in the workplace. The Care-Line program is an additional component to the City's comprehensive plan to provide all employees with a safe and professional work environment.

All employees are encouraged to report incidents of inappropriate behavior within the workplace. The Care-Line is a dedicated voice-mail equipped telephone maintained in the office of the Director of Public Safety. The Care-Line does not have "caller ID" technology or any other features that identify the caller or source of the call. The caller may leave a detailed voicemail regarding the alleged incident and may, if he or she chooses, leave caller information but it is not required to report the incident.

A member of the Director's office staff will be responsible for retrieving and documenting receipt of all Care-Line messages. The information is then forwarded to the respective Chief or Commissioner using a pre-structured form, and a copy of that complaint is maintained in the Office of the Director of Public Safety. The Chief or Commissioner reviews the allegation and if deemed appropriate, initiates an investigation which is conducted in accordance with negotiated collective bargaining agreements and policies and procedures established within the Division.





The policies, procedures, and protocols within the individual Divisions of the Department of Public Safety were amended to reflect this directive and Care-Line signage is prominently posted in divisional workplaces.

Integration of the Divisions of Fire and Emergency Medical Services

After considerable deliberation and due diligence, it was determined that it would be in the best interest of the citizens of Cleveland to integrate the Divisions of Fire and EMS and operate a single division to provide fire, rescue and emergency medical services. The newly created division is tentatively being called the “Division of Fire, Rescue, and Emergency Medical Services.”

During the past two years, the Chief of the Division of Fire and the Commissioner of EMS worked hard to implement a series of improvements aimed at increasing efficiency, including, joint medical supply purchases; co-locating EMS units at Cleveland firehouses; combined training; consolidated Quality Assurance and Performance Improvement reviews; the development of a permanent EMS Headquarters; and revisions to Mutual Response Protocols. These steps, while valuable, did not achieve the goal of improved efficiency that total integration can achieve.

The Department of Public Safety is currently engaged in the planning process and in discussions with labor unions to achieve the desired goal.

Senior Power Program

The Senior Power Program is a collaborative multi-series educational program presented by the Divisions of Police, Fire, EMS, and the Department of Aging. It is designed to provide information to Cleveland seniors on the issues of home and community safety, first aid, predatory lending, and how to avoid becoming a victim.

The free programs are presented at locations throughout the City by specially trained Public Safety and Department of Aging personnel.

Cuyahoga County Regional Forensic Science Lab

The first phase of the Cuyahoga County Regional Forensic Science Lab (CCRFSL), located at the Cuyahoga County Coroner's Office on Cedar Road, began in June of 2010. The partnership extends beyond the Coroner's Office and Cleveland Police to include the Cuyahoga County Sheriff's Office, CMHA, the Cuyahoga County Prosecutor and others who have pledged funds, resources and support.

The Cleveland Division of Police Forensic Lab staff was re-assigned from the Justice Center to the CCRFSL full time for the testing of narcotics evidence

county-wide, speeding the testing turnaround time in the county up from one month to one week. This allows for swifter court presentation and less time spent in jail for those accused, saving costs and time for all involved.

The Cleveland Division of Police will purchase and deploy a mobile crime lab in 2011. Additional updates to the facility, and continued training and certification for staff are in progress. Other services to be phased in will include firearms examination, DNA testing, and fingerprint examination.

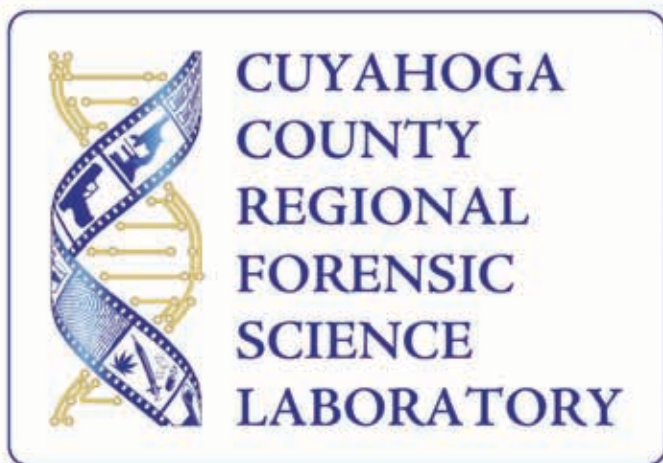
Northeast Ohio Regional Fusion Center

The Northeast Ohio Regional Fusion Center (NEORFC) is a collaborative effort that provides resources, expertise, and information with the goal of maximizing the ability to detect, prevent, investigate and respond to criminal and terrorist activity.

The fusion process involves the exchange of information from different sources – including law enforcement, public safety, and the private sector. The fusion and further analysis of data results in relevant and actionable intelligence and will help the Division of Police be proactive in protecting Cleveland and the region. The main functions of the NEORFC are:

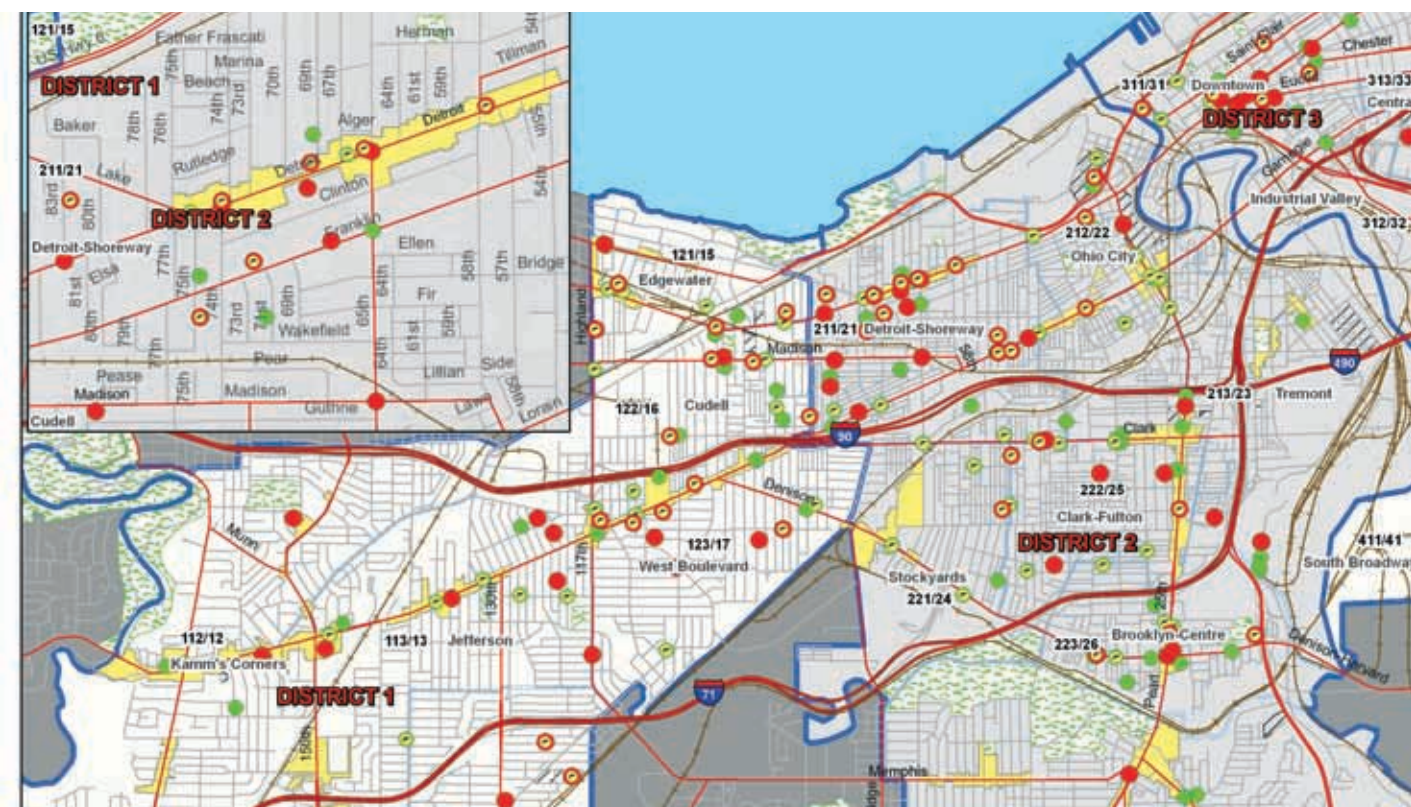
- Law enforcement information sharing and intelligence gathering;
- Critical infrastructure protection; and
- Terrorism awareness and training

The Northeast Ohio Regional Fusion Center supports Ohio Homeland Security Region 2 which includes Ashtabula, Cuyahoga, Geauga, Lake, and Lorain counties. It is governed by an Executive Board of Directors with representatives from local, regional, state, and federal agencies.



The NEORFC was originally formed under the direction of Cuyahoga County Department of Justice Affairs in January 2008. The physical offices were relocated to the Cleveland Police Headquarters in December 2009.

The Cleveland Police Crime Analysis Unit is co-located in the NEORFC and provides support through analysis and mapping. Together with the Cleveland Police Intelligence Unit, they work to share intelligence and develop proactive policing strategies, including linkages with neighboring communities and jurisdictions on the identification and location of reported missing persons. The result is relevant and actionable intelligence for the Cleveland Division of Police and other regional law enforcement agencies.



Emergency Medical Services

Pre-hospital Care Medical Director and Physician's Advisory Board

Legislation authorizing the establishment of a permanent Medical Director and a Physician's Advisory Board was presented to Council by Director Martin L. Flask, and approved by Council in September 2007. In December 2007, Mayor Frank G. Jackson appointed a Public Safety Medical Director and two Assistant Directors who began in January 2008.

The goal of the Director and Board is to increase the quality of pre-hospital care service provided by the Divisions of Fire and EMS by developing a process that provides oversight and direction to pre-hospital care service providers.

Tactical Emergency Medical Service

The Divisions of Police, Fire, and EMS coordinated to identify prospective paramedic candidates for assignment to the Division of Police SWAT team. After interviews and assessments were conducted, four paramedics – two from the Division of EMS and two from the Division of Fire, were selected.

The volunteers were provided enhanced training and specialized equipment and are now assigned to the Cleveland Police SWAT Team.

The assignment of the TEMS personnel to the SWAT Unit ensures immediate medical care is available during high-risk operations conducted by the Police SWAT Unit.



Employee Evaluation Program

An Employee Evaluation Program was developed and implemented to improve the performance of all EMS personnel, identify deficiencies, and improve communications between management and individual employees. The program provides feedback on employee performance and management expectations. The Employee Evaluation Program has led to improved performance, behavior and accountability.

Automated External Defibrillators (AEDs)

The Department of Public Safety and Division of EMS identified a funding source to replace and expand the number of AEDs installed at City of Cleveland buildings and facilities; obtained legislative authority; purchased the equipment at a cost of more than \$140,000; and, installed the AEDs.

The Cleveland Division of EMS is pleased to lead the way in public access defibrillation. These life saving devices replaced technologically outdated AEDs throughout City of Cleveland facilities. In addition, several new locations received automated defibrillators, increasing the number of AEDs accessible in City facilities to more than 100.

As part of the upgrade program, EMS staff now trains new and existing City of Cleveland employees where the defibrillators are deployed to ensure staff knowledge in the use of this important equipment.



Life-Saving Technology in Ambulances

Legislation to accept and deploy additional life-saving equipment was presented to City Council in January 2009 and approved. All Cleveland EMS ambulances and Fire Rescue Squads are now equipped with 12-lead EKG transmission equipment and technology that enables direct real-time transmission of patients' cardiac rhythms to area emergency rooms.



Division of Police

Organizational Structure

In January 2007, the Chief of Police established two (2) new sections within the Division of Police to improve internal controls and the quality of service provided to the citizens of the city of Cleveland, specifically:

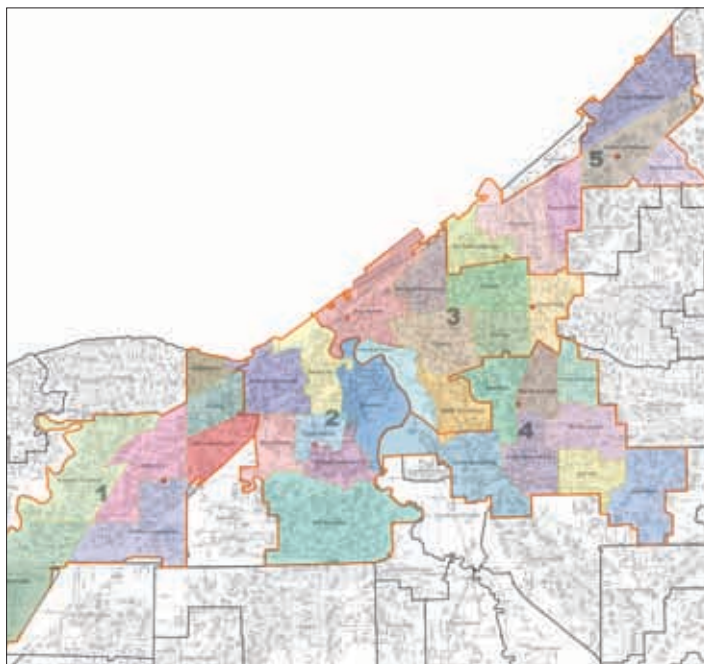
- Integrity Control Section, consisting of the Inspections, Internal Affairs, and the Overtime Review Units. This section is supervised by a Captain of Police who reports directly to the Chief of Police; and
- Special Victims Section, consisting of the Domestic Violence Unit, the Domestic Violence Warrant Unit, and the Sex Crimes/Child Abuse Unit.

Additional changes in 2010 included eliminating Captains positions in the Forensic Lab and Homeland Security, Lieutenants positions in Administrative Operations and the Auto Theft Investigation Unit, and Sergeants positions in the Police Academy, Narcotics Unit and SWAT. In addition the Policy Section was realigned as a unit with a Sergeant in charge instead of a Lieutenant and replacement of Sergeants in the Office of Professional Standards with non-sworn investigators.

In January 2011, the organizational structure was again realigned to optimize management efficiency. Key changes included establishing the position of Deputy Chief Executive Officer; combining Special and Homeland Security Operations under a new umbrella of Homeland Security - Special Operations; and creating a Bureau of Homeland Services which will have a management function in the Northeast Ohio Regional Fusion Center.

Police District and Patrol Zone Realignment

The Division of Police reduced the number of neighborhood police districts from 6 to 5 in May 2008. The goal of this realignment was to provide police service more efficiently and effectively by



aligning neighborhood police district boundaries and police patrol zones with the natural neighborhood boundaries of the City of Cleveland.

The plan included elimination of the former Third Police District by incorporating neighborhood boundaries such as Payne-Sterling, Hough, Old Brooklyn, etc. to realign Police Districts and patrol zones; eliminating the artificial zone and district boundaries currently in use; and, eliminating the necessity of staffing the Third District with officers assigned to administrative tasks, including but not limited to timekeepers, administrative schedulers, office staff, and officers assigned to handle walk-in reports.

The former Third District, now known as Public Safety Central, remains operational for the newly created Downtown Services Unit, the Bureau of Community Policing, the Police Athletic League, the Bureau of Traffic, and Public Safety Communications.

Reduction of Police Supervisory Positions

The number of Police supervisory positions, in the opinion of the Chief of Police, exceeded the number needed to effectively manage the workforce. Although the staffing level of the Division of Police was significantly reduced in 2004, the number of supervisory officers was not reduced in proportion to the number of reduced subordinates.

Following discussions and eventually arbitration, the supervisory staffing levels were adjusted. As of February 2011, there are 14 Captains, 63 Lieutenants, and 205 Sergeants in the Division of Police.

Public Affairs/Media Inquiries

An assistant was provided to the Public Information Officer for the Division of Police to provide support with media inquiries and response. In addition, in January 2008 a Communications Planner was hired in the Department of Public Safety to provide crisis communication planning and support for all Public Safety Divisions.

Deployment of Traffic Controllers

In April 2007, twenty (20) Traffic Controllers were hired and deployed by the Division of Police. These traffic controllers replaced uniformed Cleveland Police Officers for routine traffic control duties, allowing Police Officers to perform duties consistent with their training and experience. The deployment of Traffic Controllers reduces the cost of routine traffic control at parades, festivals, special events, and sporting contests.

Mounted Unit

The Police Mounted Unit, eliminated from the organizational structure in 2004 due to budget cuts, was re-established in the spring of 2006. The Unit has a long history of community service and is an integral component of the community policing strategy of the Division of Police.

Legislation to sell the current Mounted Unit facility to the Ohio Department of Transportation is pending before Cleveland City Council. It is the goal of the Division of Police to continue the operations of the unit, but at a reduced cost, in a newly designed and constructed facility.





Police Aviation Unit

The Cleveland Division of Police Aviation Unit, eliminated from the organizational structure in 2004 due to budget cuts, was re-established in the spring of 2006. The Unit is an important element of proactive community policing and aerial surveillance, and is an important crime-fighting tool.

The Cleveland Department of Public Safety continues to promote the regionalization of the unit with the goal of providing service to all of Cuyahoga County.

Gang Impact Squad

The goal to establish a Gang Impact Squad in the Division of Police to target illegal gang and drug-gang activities within the city of Cleveland was achieved in March 2008. Because of the correlation between gangs and drugs, the unit works under the direct supervision of the Narcotics Unit commander.

The unit identifies individual gangs and gang members, and develops intelligence information that leads to successful prosecution.

Online Crime Mapping

Online crime mapping is a free service to citizens and is available 24 hours a day, every day of the year. It gives the public timely and easily accessible information to assist Police in enhancing quality of life in the city of Cleveland.

Crimereports.com acquires information electronically from the Police Record Management System (RMS) on a daily basis.

The project required minimal set up, is cost effective and uses the power of the internet to provide an interactive, user-friendly service to the public.

Online Reporting

The Cleveland Division of Police now accepts online reporting for selected criminal offenses. The project, funded by the Law Enforcement Trust Fund, is available 24 hours a day, seven days a week.

The reporting system provides citizens with a web based, online alternative for filing reports on certain minor crimes or other police reports, eliminating the necessity of dispatching a police officer to the scene of minor crimes and making it convenient for citizens to file a report.

Online Access for Traffic Accident Reports

The Division of Police provides citizens with the ability to obtain free copies of previously prepared traffic accident reports. This eliminates the need for citizens to visit Police Headquarters at the Justice Center to pay for and obtain copies of reports.

Cuyahoga County Marine Patrol Team / Northern Border Initiative

In September of 2009, a new Cuyahoga County Marine Patrol Team was unveiled. The grant-funded law enforcement consortium includes police from Cleveland, Lakewood and Euclid, and deputies from the Cuyahoga County Sheriff's Office. It was formed with funding from the Ohio Department of Public Safety's Northern Border Initiative (NBI).

The team was created to patrol the Cuyahoga County waterfront with officers and deputies working together to conduct vessel, marina and infrastructure safety checks, and to enforce Ohio's boating laws, including

safety and boating while intoxicated. In addition, the team works with the United States Coast Guard, United States Customs Border Patrol and NBI boats out of Lorain and Ottawa Counties to secure Ohio's northern border.

The Marine Patrol Team operates across Cuyahoga County and has jurisdiction out to the international border with Canada. The team patrols in a 27-foot Boston Whaler outfitted with GPS and radar technologies, as well as, secure communications equipment which allows officers to be in constant contact with Coast Guard vessels and other NBI patrols.

Deployment of Patrol Rifles

In recent years, the number of assault rifles confiscated by the Division of Police has increased



and incidents like school shootings and active shooter situations have forced law enforcement agencies to reconsider response strategies and the necessary tools to respond effectively and efficiently. Cleveland has witnessed at least two such situations, one at Case Western Reserve University in 2003 and the other at SuccessTech in 2007. Terrorism incidents in the United States and throughout the world have also changed the way police respond to emergencies.

After careful consideration and review, the Cleveland Division of Police will join suburban and state-wide agencies in deploying a limited number of patrol rifles to specially trained police officers who have successfully completed the extensive training courses mandated by the State of Ohio, Ohio Peace Officer Training Academy (OPOTA).

Digital Camera Project

Polaroid and 35mm cameras used by Cleveland Police Officers for investigative purposes were replaced with a new digital camera system. Although the cameras and processing equipment had operated well for more than a decade, the cost of operation continued to escalate and the technology was outdated

In January 2008, the Director of Public Safety made a recommendation to the Board of Control to award contracts to Noritsu American Corporation and Nirav Corporation for the purchase of digital camera equipment for the Division of Police. This \$162,915 expenditure provided digital camera equipment for the various units of the Division. This was a significant and long-overdue effort to improve the efficiency of the Division of Police and will replace aging technology.

Communications Link with CMSD

The Director of the Department of Public Safety proposed the creation of a direct communications link between Cleveland Metropolitan School District (CMSD) communications dispatchers and the Division of Police Communications Center to expedite requests for service to CMSD incidents. The project included an agreement between CMSD and the Cleveland Department of Public Safety; the installation of a City of Cleveland communications console in the CMSD dispatch center; the development of a protocol for use; and, monitoring by Cleveland Division of Police communications supervisors to ensure proper use.

Police Vehicle Fire Safety

Fuel tank fires in Ford Crown Victoria police vehicles, like those deployed by the Cleveland Division of Police, have raised officer safety concerns in law enforcement agencies throughout the United States.

The Crown Victoria Police Interceptor has proven to be an excellent vehicle for police use. Concerns and controversy about the possibility of fuel tank ruptures and fires that result from certain type impacts, however, have prompted the Department of Public Safety to identify a solution to minimize officer risk.

On November 19, 2008, the Board of Control awarded a contract to Fire Panel, LLC. The Fire Panel system helps prevent fires caused by rear end collisions by encasing the fuel tank with a custom formed polymer panel containing a fire-suppressing powder. Upon impact, the panel shatters, releases the powder, and renders the space around the tank “inert,” thereby preventing the ignition of fuel or quickly suppressing any fire.

Unaffected by typical low speed accidents, the Fire Panel system features a three-dimensional shape that allows it to wrap around the sides of a fuel tank, providing additional fire protection for the tank during a collision that comes from a skewed angle. It works automatically without moving parts or sensors.

Installation of the fuel tank shield began in the spring of 2009 and continues with the annual receipt of new police vehicles.

County-wide Vehicle Pursuit Policy

Cleveland Police Chief Michael McGrath and his staff partnered with the Cuyahoga County Chiefs of Police Association (CCCPA) to draft an Interjurisdictional Pursuit Policy that was presented to the Chiefs Association on September 20, 2007 for consideration. It was approved by the CCCPA in October 2007 and as of this date, a total of twenty eight (28) agencies, including Cleveland, have implemented the agreement.



The purpose of this policy is to establish a uniform County-wide Pursuit Policy in accordance with applicable State of Ohio law and local ordinances. This policy shall serve as the minimum standard for all police pursuits in Cuyahoga County.

Early Intervention (EIP) Program

The leadership of the Department of Public Safety and Division of Police understand and recognizes that a law enforcement career places stress on members and their families. In the belief that well-adjusted members will deliver superior services to the community and have healthier interactions in their personal lives, the Division strives to create the best possible working environment.

The confidential program is designed to actively intervene and provide guidance and assistance to members of the Division of Police who display changes in performance and/or diminished interpersonal skills. The intent of the Early Intervention Program is to help before discipline is required and serious issues arise. General Police Order 1.1.20 was implemented by the Chief of Police on January 19, 2007. The Early Intervention Program is designed to identify members of the Division who are the subject of one or more of the following:

- Administrative charges;
- Sick time abuse;
- Office of Professional Standards (OPS) complaints;
- Use of non-deadly force incidents; and
- Internal Affairs Investigations

All files created as a result of a referral are confidential and maintained by the Medical Director in separate locked storage in the Medical Unit. The Program provides, when appropriate, training or retraining, temporary shift reassignments, closer supervision, and external medical and/or psychological support.



Security and Access Control System for Public Safety Central

In order to safeguard the critical communications infrastructure at Public Safety Central, surveillance cameras and an access control system was implemented. Public Safety Central is headquarters for the Bureaus of Traffic and Community Policing for the Cleveland Division of Police, and all Public Safety communications, including police, fire, and EMS dispatching.

Department of Public Safety personnel conducted a security analysis and made recommendations. The accepted recommendations resulted in a contract with a vendor to install 28 surveillance cameras and a proximity-card access control system with 11 separate card readers. This project enhanced safety and security at Public Safety Central.

Division of Fire



Personal Protection Equipment

The most valuable resource of the Division of Fire is individual employees. Firefighting is a dangerous and demanding profession for which we have the responsibility to ensure firefighters are equipped with safety equipment that will protect them from harm.

The Department of Public Safety and Division of Fire tested, purchased, and deployed protective firefighting apparel to all Cleveland fire fighters. The new equipment meets the National Fire Protection Association standards established in August 2006.

The protective equipment purchased and deployed provides the highest level of safety and protection for

Cleveland firefighters. The high-tech “Basofil” shell can withstand flash temperatures up to 1,200 degrees Fahrenheit, several hundred degrees higher than the previous gear.

Supervisory Staffing Levels

The staffing level of Cleveland Firefighters was significantly reduced in FY2004. Supervisory officers, however, were not reduced in proportion to the number of reduced subordinates. As such, the Chief of Fire submitted a plan that better reflected the required number of supervisory officers to supervise his staff.

The Chief of Fire entered into discussions with legal counsel from the Department of Law to develop a strategy for implementation and in December 2008, formal notice was served upon IAFF Local 93 that no vacancies existed within the Division of Fire until the recommended staffing levels were achieved through normal attrition.

As a result of discussions and concessions, an agreement was achieved in February 2010 that supported the decision of the Chief of Fire.

Supervisory Training

In February 2007, the Division of Fire implemented the first-ever supervisory training program for all newly promoted supervisory officers. The training program has been institutionalized and is an integral component of the training curriculum. The goal of the training is to improve the quality of supervision and leadership within the Division of Fire.

Employee Evaluation Program

An Employee Evaluation Program was developed and implemented to improve the performance of all Fire personnel, identify deficiencies, and improve communications between management and individual employees. The program provides

feedback on employee performance and management expectations. The Employee Evaluation Program has led to improved performance, accountability and behavior.

Manual of Rules and Regulations

In addition to the Employee Evaluation Program, it was equally important to develop and establish clear guidelines for the performance, conduct and, if necessary, discipline of Fire employees. As such, the Division of Fire created and implemented a Manual of Rules and Regulations. The rules of conduct contained within the Manual are administered under the provisions of the Charter of the City of Cleveland and the laws of the State of Ohio and are published for the governance, discipline and administration of Fire personnel.

Mutual Response Protocols for Fire

The Cleveland Division of Fire continues to develop Mutual Response Protocols for fire response in Cuyahoga County. The goal is to establish Memorandums of Understanding (MOU's) with all inner-ring suburbs to enable a quicker and more effective response when a community's resources are unavailable. Protocols with Brooklyn, Brooklyn Heights, Parma, Euclid, Brookpark, East Cleveland, and Newburgh Heights are complete, but greater effort and cooperation is required.

The City of Cleveland currently provides fire and emergency medical service to the Villages of Bratenahl and Linndale, and is exploring the feasibility of providing fire support to the City of East Cleveland.



The Cleveland Department of Public Safety and Division of Fire will focus on the development of protocols with other neighboring communities in FY2011 and remains committed to providing mutual support to other fire services located throughout Greater Cleveland.

Cleveland Fire and Port Control's Aircraft Rescue Firefighting Facility MOU

The United States Department of Homeland Security reports that threats to our aviation infrastructure remain a primary concern. On November 17, 2010 an agreement was signed and implemented by the Directors of Port Control and Public Safety to define the duties, responsibilities and procedures that will be followed by personnel of the Department of Port Control Aircraft Rescue Firefighting Facility (ARFF) and the Cleveland Division of Fire who respond to emergencies at Cleveland Hopkins International

Airport. The Memorandum of Understanding (MOU) between ARFF and the Division of Fire will ensure cooperation and support, safe and efficient operations, and compliance with various governing agencies to improve response to airport emergencies.

The agreement provides specific guidance for response to all emergencies, including hazardous material spills, structural fires, aircraft fires, and terrorism. In addition, the MOU provides for mutual aid, emergency notifications, inspection and code enforcement, and joint training, including full-scale mass casualty exercises at both airports in Cleveland.

This agreement supports the Airport Emergency and Airport Security Plans required by the Federal Aviation Administration and Transportation Security Administration.





Cuyahoga County Type 1 HazMat/WMD Team

For the past year, the four Cuyahoga County HazMat Teams have been collectively developing a Joint Cuyahoga County Type 1 HazMat/WMD Team. When completed, the team will be comprised of selected HazMat/WMD technicians from the Cleveland Division of Fire, the West Shore and Chagrin /Southeast HazMat Team, and the Southwest Emergency Response Team.

The mission of the Cuyahoga County Type 1 Hazmat/WMD Response Team is to merge specially identified and trained personnel with specific resources into one highly trained, well equipped team. While the individual teams will continue to exist independently, the Type 1 Team will be utilized to respond to local, regional, state and, if requested, national hazardous material incidents requiring a Type 1 capability without limiting local coverage.

Firehouse Replacements

Many of the fire houses in the city of Cleveland are outdated and no longer functional. It remains our goal to replace outdated facilities capable of housing both Fire and EMS Units.

The Divisions of Fire, EMS and the Department of Public Safety will continue to coordinate with the Division of Architecture and our Capital Office to identify specific needs and solutions.

Emergency Generators

All City of Cleveland Firehouses are now equipped with emergency power generators. These generators provide electrical support for the firehouses in the event of a power failure.

