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A Message from the Detachment Commander

I am very pleased to report on our 2010 Detachment Business Plan having completed my first year as your Detachment Commander. I spent the year getting familiar with my new environment here in the Municipalities of Marathon and Manitowadge and am pleased to have had the opportunity to meet with many community leaders and citizens.

The 2010 Business Plan is in the third year of a three year strategic plan which provides a blueprint for our activities in the coming year. Through consultation with our communities, Councils and Police Services Board, in conjunction with the corporate objectives of the Ontario Provincial Police, the following document establishes the business commitments and measures that will form the direction of the Policing Services for Marathon and Manitowadge OPP for the year 2010.

Visibility and providing quality policing services to the communities we serve, continues to be the highest priority and cornerstone for the members of the Marathon and Manitowadge OPP. Whether we are conducting criminal investigations, enforcing traffic laws or helping a child recover a stolen bike, community safety and the security of our community remains our highest priority making our Detachment area a safe and secure place to live, work and play.

Since arriving in 2009, we introduced an initiative called "Crime Abatement Strategy" a Street Sweep intelligence led approach to dealing with repeat offenders. This initiative was highly successful in helping reduce repetitive crimes and, by extension, reduced victimization in our communities. As a result of its success, it will be included in our 2010 plan. I would be remiss if I did not take this opportunity to thank the Municipalities of Manitowadge and Marathon for their support in helping us celebrate our milestone OPP 100th Anniversary Celebrations, our Enhanced Visibility Program, The Lock it or Lose it Program, and our newly piloted Municipal Curfew Program.

Traffic complaints on our travelled area highways still remain the number one priority for many of our citizens. The entire Detachment is tasked to focus on our "Road Safety Vision" to reduce fatalities on our highways, waterways and recreational trails. 2009 was a success with a marked increase in visibility, initiatives, directed hours and citations issued. The expanded visibility was a success measured by the reduction in roadway fatalities to 1 in 2009. Our historical average was 2 fatalities per year over the past 3 years, including a total of 5 in 2008 due to aggressive driving, seatbelt non-compliance and alcohol. This 2010 plan will build on our successes as we continue to focus on high visibility and road safety.

Proactive approaches to crime and traffic have been the cornerstone of your Detachment and 2010 will be no different. Our newly assigned Schools Officer program continues with liaison officers in our high schools and a Drug & Alcohol Resistance Education program in our elementary schools. These along with our other community based programs will be continued to meet the demands of our community preventing victimization through programs, such as DARE, Internet Safety, Anti-Bullying, Drive Wise, Road Watch, Senior Abuse and Fraud Busters.

On behalf of the officers and civilian staff of Marathon OPP, I want to thank you for the privilege of allowing us to serve your communities in 2010 with pride and professionalism and I look forward to receiving your constructive feedback on how we, as partners, can improve our service delivery.

Staff Sergeant R.C. (Randy) Bye
Detachment Commander, Marathon



Marathon Detachment Environmental Scan

Marathon Detachment, part of the O.P.P.'s North West Region, is located on the North shore of Lake Superior and is approximately half way between Thunder Bay and Sault Ste. Marie. Regional Head Quarters is in Thunder Bay, approximately 300 kilometres West of Marathon, where the Town of Marathon contracts the O.P.P. A satellite office in the Township of Manitouwadge, which serves the Northern section of the detachment area, is approximately 90 kilometres northeast of Marathon. These two communities hold the major populace of the area policed by Marathon Detachment.

Marathon Detachment is responsible for approximately 150 kilometres of the Trans-Canada Highway, Provincial Kings Highway 17. The Marathon Detachment area covers approximately 9,660 square kilometres. A large portion is unorganized. A series of northern Ontario bush roads web the area. The area remains rich in natural resources with forest products and mining supporting the economic base of both communities. Gold Mines at the Hemlo gold fields are a principal employer. The pulp mill in Marathon closed and has taken away some of the economic prosperity with it.

Located within the boundaries of the Marathon Detachment area is the Pic River and the Pic Moberg First Nations communities; home of the Ojibway people. The Anishinabek Police Service polices these communities. The Marathon Detachment presently has a member assigned to the Provincial Liaison Team. This team's role is to assist in building strong working relationships between community leaders and Police Services. Marathon Detachment is also responsible for policing the Pukaskwa National Park and two Provincial Parks, White Lake and Neys.

Over the past three years reported violent crimes in Marathon and Manitouwadge have increased slightly. The clearance rate for these violent crimes is 98%, which is significantly higher than the national average. There has been a 20% increase in property related crimes in 2009 however the clearance rate by charge improved by 14% above 2008. We address the rise in incidents through the better collection of information. Results Driven Policing (RDP) and media campaigns for victims and witnesses to report incidents to police have been successful. Motor vehicle collisions have decreased by approximately 16% over 2008 with an overall reduction in motor vehicle collisions for our Canada's Road Safety Vision 2010 commitments at 19%. Drug related occurrences and reports of local drug use have decreased by 20% but are still a major concern within the two communities we serve. Throughout 2010 Marathon detachment will further improve our reductions by proactively addressing local drug issues through targeted investigation strategies and public education.

The single most significant threat to public safety within the Marathon Detachment remains travelling to and from our communities on area roadways. Severe weather patterns and wildlife contribute significantly to motor vehicle collisions in the area. The main cause however can still be attributed to apparent driver action (speeding, aggressive driving, following too closely, speed too fast for conditions). Failing to wear seatbelts contributes to increased injury and in some cases unnecessary death. Commercial Motor Vehicle traffic continues to increase along the Trans-Canada highway and is often involved in reported traffic complaints reported to the detachment. We will continue our quest to make Ontario Roads the safest in the nation and strive to attain our goals set by Canada's Road Safety Vision 2010.

Community Consultations

The OPP is committed to working in partnership with the communities we serve. We strive to provide effective and efficient services that address local needs. During the development of this business plan, efforts were made to engage in discussions with our local community representatives to jointly determine key issues and priorities.

Various members of the Marathon Detachment participated in scheduled meetings with a wide variety of community stakeholders. Examples of efforts made to enhance policing and discover public safety and security issues of significance from the community included:

- Town Hall Meetings with Mayor and Council
- Special Police Service Board Meetings
- Meetings with community service providers such as:
 - Community Policing Committee
 - North of Superior Victim Services
 - Marathon and Manitouwadge Community and Youth Justice Program
 - Crime Stoppers
 - Marathon and Manitouwadge schools
 - Probation and Parole
 - Health Care Agencies
 - Mental Health Agencies
 - Crown Attorney
 - Youth and Family Agencies
 - School Boards

These are the key issues and/or priorities identified through the Community consultations:

1. Higher police visibility and direct community contact through foot and bicycle patrols and participation in community service programs and school contacts.
2. Reduce the number of property related crimes.
3. Develop and maintain a drug strategy aimed at enforcement and education.
4. Provide enhanced services to victims of crime.

Business Plan Goals – Summary

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2008-2010 Business Plan (Year 3)

Goal #1 – Safer highways, waterways and trails.

Situational Assessment:

The Marathon/Manitouowadge Detachment Traffic Management Plan will work towards meeting the goals of the National Road Safety Vision 2010 within our area highways and municipal roads. Over the past three years (2007-2009) Marathon Detachment investigated an average of 220 collisions each year averaging almost 2 fatal collisions per year. Traffic complaints with respect to aggressive driving are increasing, particularly involving commercial motor vehicles. To reduce the number of roadway fatalities due to aggressive driving, seatbelt non-compliance and alcohol, concentrated enforcement will be undertaken by detachment members. Our commitments include safety on waterways and trails, to maintain or reduce the number of injuries and fatalities.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
<p>P1 Safer highways, waterways and trails.</p>	<p>Remain focused on the Road Safety Vision 2010 Reduce fatalities on highways, waterways and recreational trails.</p> <p>Continue to support local, provincial and national traffic safety programs including:</p> <ul style="list-style-type: none"> ▪ Spring and fall seat belt campaigns. ▪ Canada’s Road Safety Week ▪ Operation Corridor ▪ Operation Impact ▪ RIDE 	<ol style="list-style-type: none"> 1. Continue to focus on alcohol, seatbelts and aggressive driving. 2. Remain on the alert while “looking beyond the license plate” for additional concerns. 3. Develop and implement patrol and visibility strategies. 4. Maintain Detachment Performance Goals as part of each constable’s Performance Development Plan. 5. Continued support of the North West Regional Highway Patrol Officer (HPO) program to address provincial, regional and local enforcement initiatives 6. Continue commercial motor vehicle blitzes aimed at the reduction of collisions and traffic complaints through proactive equipment enforcement campaigns (1 per month). 	<p>Detachment Commander, and Shift Supervisors</p> <p>Community Service Officer</p> <p>All officers</p>	<p>Highway Safety Division</p> <p>Investigations and Organized Crime Command</p>

	<p>Measures:</p> <ul style="list-style-type: none"> ▪ MVC statistics ▪ # RIDE programs ▪ CMV initiatives Patrol hours 	<ol style="list-style-type: none"> 7. Encourage local compliance of traffic and marine laws with education prior to enforcement. 8. Local timely media releases for all local traffic enforcement initiatives and major events. 9. RIDE everywhere all the time. Goal at least one RIDE per shift. 10. Renewed focus on the patrol of secondary road and highways concentrating on liquor license act violations and criminal driving. 		
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Goal #2 – Enhance public safety and confidence through crime prevention and investigative excellence.

Situational Assessment: One of the core competencies legislated under the Police Services Act of Ontario is adequate and effective law enforcement. Monitoring national, provincial, regional and local trends allow us to adequately deploy our resources in an effective manner. Whether the response is to provide an enforcement-oriented approach to a high-risk critical incident or a proactive educational approach aimed at prevention, effective deployment of resources remains crucial in adequate response and service delivery.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
<p>P2 Enhance public safety and confidence through crime prevention and investigative excellence.</p>	<p>Address the areas of concern to the public to ensure a consistent feeling of safety throughout the Province.</p> <p>Maintain or reduce the number of local actual incidents of violent crime at or below the 3-year detachment average.</p> <p>Maintain or reduce the number of local actual incidents of property crime at or below the 3-year detachment average.</p> <p>Maintain or increase clearance rates in relation to violent crimes and property crimes at or above the 3-year detachment average.</p>	<ol style="list-style-type: none"> 1. Regional Abuse Issues Coordinator to assist and address issues pertaining to victims of crime, both proactively and reactively. 2. Protect our communities by supporting services and preventative programs such as Cottage Watch, Domestic Violence assistance, Neighbourhood Watch, VCARS. 3. Participate in the RDP process. 4. Utilize Intelligence Led Policing Crime Abatement Strategy. 5. When appropriate ensure Youth are diverted to the Youth Justice Program as per the YCJA. 6. Frequent analysis of violent and property crime Statistics to identify and appropriately respond to local trends. 7. Monitoring for continued strict compliance with Domestic Violence legislation, policies and procedures ensuring strict enforcement of the Criminal Code in relation to domestic violence. 8. Increase Crime Prevention proactive efforts in high-risk sectors, including Federal & Provincial Parks patrol and offender compliance checks. 9. Support the “Lock it or Lose it” program. 10. Detachment will maintain a property crime/Intelligence Co-ordinator 	<p>Detachment Commander and, Shift Supervisors</p> <p>All officers</p> <p>Community Service Officer</p>	<p>North West Regional Headquarters</p> <p>Crime Prevention Section</p>

Goal #3 – Deliver professional frontline services, one contact at a time.

Situational Assessment: Ensuring that all the members of the Marathon Detachment remain in tune with the local priorities and objectives of the communities in which they serve remains a key to any successful policing initiative. Whether proactive or reactive in response each member has a crucial part in achieving the goals in this business plan. Establishing realistic personal goals based on professional and ethical behavior remains key to this success. It will ensure that the highest quality of police services are delivered to the communities policed by the Marathon Detachment of the Ontario Provincial Police.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
<p>P3 Deliver professional frontline services, one contact at a time.</p>	<p>Provide the best possible service to every member of our community while building trust during each contact.</p> <p><u>Measures:</u></p> <ul style="list-style-type: none"> • RMS/DAR statistics. • # School patrols • Foot & directed patrol hours. • S.T.O.P. joint patrols. 	<ol style="list-style-type: none"> 1. Effectively utilize Auxiliary volunteer hours. 2. Identify and implement appropriate resolution strategies to effectively address all internal and public complaints in a timely manner. 3. Continue dialogue between supervisors and managers with front line personnel with relation to OPP values and respectful workplace principles. 4. Vehicle and foot patrol aimed at addressing identified issues, at the same time opening communication between local youth and members. Total foot patrol hours to exceed 20 hours per month in Marathon and 10 hours per month in Manitowadge. 5. All employees are familiar with the technology available to them and that it is utilized whenever possible (video remand, benchmark crime reporting procedures etc.) 6. Documented one on one session with regard to “Critical Issues” and policies of the OPP (Pursuit Regulations, Domestic Violence Policies etc.) 	<p>Detachment Commander and, Shift Supervisors</p> <p>Community Services Officer</p> <p>All officers</p>	<p>Auxiliary Policing Unit / Field Support Bureau</p> <p>Professional Standards Bureau</p> <p>Snowmobile Trail Officer Program (S.T.O.P.)</p> <p>Career Development Bureau</p>

		<ol style="list-style-type: none">7. Increased visibility, increased awareness, promotion of a drug free learning environment in accordance with the Safe Schools Act. Patrols within and around area schools are completed to ensure familiarization with the students, system and processes8. Maintain a dedicated Community Services Officer.9. Ensure that all supervisors have completed the SafeSmart e-learning course to meet the training requirement of 100% compliance		
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Goal #4 – Deliver responsive programs and services that address the needs of the varied communities we serve.

Situational Assessment: Partnerships and open dialogue with external community stakeholders is the most effective way to have the greatest impact on the largest number of people. The Marathon OPP Detachment is committed to supporting community service providers who promote public safety programs within our detachment area. All of our members are community service officers who are encouraged to explore and take on leadership roles within the communities we are accountable for. The most proactive method for delivering responsive programs is to ensure community stakeholders are involved in setting detachment priorities.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
<p>R1 Deliver responsive programs and services that address the needs of the varied communities we serve.</p> <p>P4 Ensure Quality of OPP Emergency Preparedness</p>	<p>Ensure that the communities that we serve are well represented as we develop and enhance our specific programs.</p> <p>Measures:</p> <ul style="list-style-type: none"> ▪ # School visits ▪ # of presentations provided. ▪ Community groups having officers as members. 	<ol style="list-style-type: none"> 1. Improve (public) perception that we are continuing to address diversity issues with respect to specific communities. 2. Continue to support our aging population by supporting programs such as Crime Stoppers, Senior Busters and Phone Busters. 3. Continue to support our children by supporting youth programs and schools. 4. Foster an environment of community service by gaining insight into community demographics including marginalized groups and create partnerships with local agencies aimed at creating effective support networks. 5. Open lines of communication between various community service providers. 6. Continue the detachment media plan ensuring the public is aware of local policing activities. 7. Assist in promoting and presenting strategies aimed at educating youth regarding drug use/abuse, bullying, and internet safety. 8. NCO's will review Continuity Plan as well as Emergency Plans. Emergency Plans to be updated annually. 9. Participate in Municipal tabletop exercises in conjunction with EMO. 	<p>Detachment Commander and every member.</p>	<p>Community Policing Committee</p>

Goal #5 – Develop harmonious, trusting and mutually respectful relationships with Aboriginal communities.

Situational Assessment: The Marathon Detachment is committed to developing mutually respectful relationships with our Aboriginal Communities. The unique and somewhat isolated nature of communities within the Marathon Detachment area has created an atmosphere of codependence amongst residents. What affects one community affects them all. All Detachment members are aware that strong relationships built on trust and open and honest dialogue must be maintained in order to understand community concerns and to provide the most responsive programs. Our members frequently assist the Anishinabek Police Service (APS) with calls for service on the Heron Bay and Moberg First Nations and we will continue to support our policing partner. From an administrative perspective we will also continue to support APS with administrative services, prisoner lodging and investigative support.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
<p>R2 Develop harmonious, trusting and mutually respectful relationships with Aboriginal communities.</p>	<p>Ensure that the communities that we serve are well represented as we develop and enhance our specific programs.</p> <p>Measures:</p> <ul style="list-style-type: none"> • # of A.P.S assistance calls. • # of joint initiatives/patrols • # of PLT members • All members to receive First Nations Awareness Training 	<ol style="list-style-type: none"> 1. Contribute to the Provincial Liaison Team (PLT). 2. Continue to meet with First Nations Representative to better understand their needs. 3. Continue a local recruitment strategy aimed at Aboriginal communities. 4. Progress toward a fully informed culturally sensitive work force through aboriginal awareness training. 5. All new recruits to the detachment will be required to engage in joint patrols of the local First Nation Communities with the Anishinabek Police Service 6. Effective communication aimed at addressing matters of mutual community interest while creating understanding and cultural sensitivity 	<p>Detachment Commander and every member</p>	<p>Aboriginal Policing Bureau</p> <p>PLT</p> <p>Career Development Bureau – Recruiting Section</p>

Goal #6 – Create a culture in which every employee is a leader and all contributions are valued.

Situational Assessment: In order to provide the most effective programs to the communities we serve Marathon detachment strives to employ a participative approach to decision making and problem solving. Member’s input and ideas are valued and put into practice. This empowers our members who tackle significant local policing issues with a sense of ownership. Our detachment objectives and strategies are derived from the provincial Strategic Plan which places a strong emphasis on maintaining a sustainable stream of skilled and motivated employees who are proud to dedicate themselves to the OPP and the communities they serve. Our employees are our greatest asset.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
<p>W4 Create a culture in which every employee is a leader and all contributions are valued.</p>	<p>Allow each employee to feel valued and respected as a leader in their areas of influence.</p> <p>Measures:</p> <ul style="list-style-type: none"> • # of evaluations completed • # of detachment planning meetings (includes NCO & administration meetings) 	<ol style="list-style-type: none"> 1. Model and communicate leadership at all levels. 2. Make all members aware of the objectives outlined in the Business Plan and establish realistic detachment performance goals to help achieve those objectives. 3. Establish meaningful learning and development plans for all members 4. Ensure 100% compliance with semi-annual interviews between supervisors and members to review performance evaluations 	<p>Detachment Commander and Shift Supervisors</p>	<p>Career Development Bureau</p>

Goal #7 – Support workforce excellence through learning and development opportunities.

Situational Assessment: The long term success of any organization and, in this instance, Marathon Detachment is dependant on proper resource management and succession planning. It is inevitable that employee movement will take place over time; however, the impact of transfers to the quality of service can be minimized through continuous learning and developmental opportunities. Our aim is to plan for the future and facilitate opportunities that will increase the knowledge, diversity and experience of our members. Marathon is a four year duration and Manitouwadge is a three year duration posting and as such are subject to a somewhat transient workforce. By maximizing career developmental opportunities members will be encouraged to remain at our detachments beyond their duration and experienced officers will see Marathon as a productive and viable detachment to which to relocate.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
<p>W5 Support workforce excellence through learning and development opportunities.</p>	<p>Provide opportunities for employees to enhance their skills while supporting the direction of the Command.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Number of courses taken by members • Secondments/shadowing/acting assignments. 	<ol style="list-style-type: none"> 1. Where appropriate based on fiscal climate and resource availability, identify and implement methods supportive of continuous learning and development opportunities that would contribute to workforce excellence. 2. Maximize employee possibility to fulfill their professional potential through training opportunities, mentor programs, job shadowing and acting positions. 3. Ensure quarterly Health & Safety meetings are held. 	<p>Detachment Commander and Shift Supervisors</p>	<p>Career Development Bureau</p> <p>Provincial Police Academy</p>

Goal #8 – Measure performance and hold ourselves accountable through ongoing evaluation, including RDP and Performance Management.

Situational Assessment: In order to ensure the Marathon detachment is moving in a consistent direction aimed at meeting our goals and obligations set out in this business plan, clear methods of performance management and accountability must be established.

The Results Driven Policing (RDP) process is based on accountability through measurement. RDP forces every member to take ownership of significant policing issues affecting their communities and develop focused crime and traffic objectives to resolve them. Timely and accurate statistical information must be obtained in order to develop effective strategies and tactics to deal with areas of concern. Relentless follow up and analysis of strategies employed must occur to ensure our resources and personnel are deployed and used in the most effective manner.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
<p>E1 Measure performance and hold ourselves accountable through ongoing evaluation, including RDP and Performance Management.</p>	<p>Continuously provide support to the RDP process and Performance Management System.</p> <p>Hold ourselves accountable to the organization we support and the communities that we serve.</p> <p>Measures:</p> <ul style="list-style-type: none"> • # of RDP meetings. • # Property vault audits completed. • Quarterly accountability reports 	<ol style="list-style-type: none"> 1. Support and contribute to tools that support performance measurement and accountability. 2. Complete Quality Assurance Audit of high-risk areas. 3. Conduct yearly M.I.P. processes at all detachments. 4. Conduct quarterly property vault audits. 5. Ensure significant policing issues are accounted for through Intelligence Led Policing Crime Abatement Strategy and the RDP process. 6. Complete quarterly Domestic Violence audits. 7. Complete quarterly Business Plan reports. 8. Ensure data integrity is maintained through the Management Inspection Process. 9. Supervisors will continue to provide each member with detailed Performance Development Plans and 233-10's outlining their work performance. 	<p>Detachment Commander and Shift Supervisors</p>	<p>Operational Policy and Strategic Planning Bureau (OPSPB)</p>

Goal #9 – Ensure effective fiscal management.

Situational Assessment: In the current economic climate fiscal responsibility is essential to the success of any organization. The Marathon Detachment is committed to providing the most effective and efficient service to the public, without compromising safety or quality. Our goal is to invest the public resources that we have been entrusted with, wisely, and in direct support of frontline service delivery. By establishing sound methods of fiscal accountability and continuously monitoring expenses in relation to overtime and contractual obligations, etc, we will ensure our fiscal objectives are met.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
<p>E2 Ensure effective fiscal management.</p>	<p>Support the organization by evaluating and reinforcing a culture of valuable spending.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Supervisor and Detachment Commander review overtime claims. • ODOE reviewed monthly • Petty cash and “P card” expenses audited 	<ol style="list-style-type: none"> 1. Continue to audit and review overtime and other direct operating expenditures. 2. Actively participate in detachment financial planning by providing input to Regional Directors of Support concerning, where applicable, detachment budget planning, procurement, staffing and ODOE issues. 	<p>Detachment Commander</p>	<p>Business and Financial Support Bureau</p> <p>Regional Headquarters</p>

Goal # 10 – Emergency Planning and Preparedness

Situational Assessment: We are committed to ongoing planning with our stakeholders to ensure we are in a position to respond to any emergencies in our communities whether they be industrial, natural or criminal.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
P2 Ensure emergency preparedness.	Continue to plan for emergencies, drill plans and develop staff.	<ol style="list-style-type: none"> 1. Maintain updated Emergency preparedness plan for the detachment area. 2. Attend emergency planning sessions and exercises including pandemic planning. 3. Training courses to be utilized and learning transferred to staff members. 	Detachment Commander	Field Support Bureau