



Commission on Accreditation for
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May 11, 2016

Mr. Larry Giddens
Chief of Police
Lakeland Police Department
219 N. Massachusetts Avenue
Lakeland, FL 33801

Dear Chief Giddens:

CALEA Accreditation represents a commitment to professional excellence. The work of your organization toward attaining this internationally recognized credential is indicative of sound leadership, as well as practitioner support of adherence to standards.

The report accompanying this transmittal is provided only to the chief executive officer and represents observations and findings from the most recent standards-based review of the organization. It is important to review this document in its entirety with specific attention to any matter indicating compliance concerns, required policy/practice adjustments, or outcomes not reflective of the intent of standards. The Commission will use this document as the primary resource in considering your organization for accreditation. To that end, you or a qualified representative(s) should be prepared to address information contained in this report and respond to inquiries by Commissioners

The Lakeland Police Department is scheduled for a Review Committee Hearing at the next Commission Conference in Baltimore, Maryland on July 30, 2016. While the Commission does not require your attendance at this hearing, your participation helps ensure a comprehensive understanding of issues impacting your agency's candidacy. An Awards Banquet for successful organizations will occur in the evening following the Review Committee Hearing.

CALEA is *The Gold Standard for Public Safety Agencies* and we are honored to have your organization participate in this highly regarded process.

Sincerely,

A handwritten signature in black ink that reads "W. Craig Hartley, Jr." in a cursive script.

W. Craig Hartley, Jr.
Executive Director



**Lakeland (FL) Police Department
Assessment Report**



2016

**Lakeland Police Department
Assessment Report
April 2016
Table of Contents**

Section		Page
A	Agency name, CEO, AM	1
B	Assessment dates	1
C	Assessment team	1
D	Program Manager	1
	Type of Assessment	1
E	Community and Agency Profile	1
	Community Profile	1
	Agency Profile	2
	Demographics	2
	Future Issues	3
	CEO Biography	4
F	Public Information	4
	Public Information Session	4
	Telephone Contacts	5
	Correspondence	5
	Media Interest	5
	Public Information Material	5
	Community Outreach Contacts	5
G	Essential Services	6

	Chapters 1 – 17	6
	Biased Based Profiling	10
	Use of Force	13
	Chapters 21 – 35	14
	Grievances	15
	Discipline	16
	Recruitment	18
	Promotions	21
	Chapters 41 – 61	22
	Vehicle Pursuits	24
	Critical Incidents, Special Operations and Homeland Security	25
	Internal Affairs	26
	Chapters 70 – 84	27
H	Standard Issues	28
J	20 Percent Standards	28
K	Future Performance/Review Issues	28
L	Standards Summary Table	29
M	Summary	29

A. Agency name, CEO and AM

Lakeland Police Department
219 North Massachusetts Avenue
Lakeland, FL 33801

Larry Giddens, Chief of Police
Caroline Renew, Accreditation Manager

B. Dates of the On-Site Assessment:

April 4-7, 2016

C. Assessment Team:

1. Team Leader: Patricia M. Garrison
Chief Deputy
Charleston County Sheriff's Office
3691 Leeds Avenue
North Charleston, SC 29405
(843) 958-2101
pgarrison@charlestoncounty.org

2. Team Member: Ms. Constance White
Lieutenant, retired
Licking County Sheriff's Office
155 East Main Street
Newark, OH 43055
(740) 522-6770
conniewhite@windstream.net

D. CALEA Program Manager and Type of On-site:

Vincent Dauro

First reaccreditation, D size (354 law enforcement personnel; authorized 237 sworn and 117 non-sworn positions).

5th edition Law Enforcement Advanced Accreditation

The Agency utilizes PowerDMS.

E. Community and Agency Profile:

1. Community profile

The geographic boundaries of Lakeland are described in municipal code. Located in Polk County, Lakeland is a principal city of the Lakeland-Winter Haven Metropolitan Statistical Area which according to the Florida Department of Economic Opportunity leads Florida in job growth. The dominant feature in Lakeland is the city's many lakes. Large industries in the Lakeland area were traditionally citrus, cattle and phosphate mining. In the past few decades, tourism, medicine, insurance, transportation and music have grown in importance. Lakeland's largest employer is Publix Supermarkets. Lakeland is a transportation hub for both FedEx Freight and FedEx Services. Joker Marchant Stadium hosts spring training for the Detroit Tigers.

Lakeland has a council-manager form of government. Lakeland is governed by a six-member city council with four members elected from districts and the other two elected at large. The mayor is elected. The elected commission hires a professional city manager who is the city's chief executive and is responsible for handling the city's day-to-day operations. The City of Lakeland possesses the home rule powers granted municipalities by the state constitution.

2. Agency profile

The agency is organized into areas of functional responsibilities which include the Office of the Chief of Police/Administrative Bureau; Investigative Services Bureau; Neighborhood Services Bureau; and Special Services Bureau. The chief of police is the agency's chief executive officer and is responsible for all functions of the agency and directly oversees general counsel; the office of professional standards; fiscal management; administrative staff; media relations; assistant chiefs of police; information technology; and the chaplaincy. The Investigative Services Division includes criminal investigations; a court liaison program; crime analysis and intelligence; a domestic abuse response team; laboratory services; property and evidence; victim assistance; and records. The Neighborhood Services Bureau includes the functions and personnel which fall under the uniform patrol. The Special Services Bureau includes traffic; a special weapons and tactics team; hostage negotiations team; dive team; special events planning; canine unit; bike team; community services; extra-duty details; special event planning; community services; special investigations; training; fleet/facilities; recruitment; quartermaster; grants/planning and research; the public safety communications center; and accreditation.

3. Demographics

The demographic composition of the service area and agency are represented in the following table:

	Service Population	Available Workforce	Current Sworn Officers	Current Female Sworn Officers	Prior Assessment Sworn Officers	Prior Assessment Female Sworn Officers

	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	63956	63	30841	70	161	74	21	10	167	75	26	12
African-American	19288	19	6168	14	27	12	3	1	31	14	6	3
Hispanic	15228	15	6168	14	25	12	4	2	21	10	4	2
Other	3045	3	881	2	4	2	0	0	2	1	0	0
Total	101517	100	44058	100	217	100	28	13	221	100	36	17

United States Census Bureau’s American Community Survey 2010 data was used to obtain figures for the agency’s available workforce and the 2015 University of Florida’s Bureau of Economic and Business Research data was used for the service population which are the same numbers used by the city’s community development department. “Other” includes Native Americans, Asians and Pacific Islanders.

The agency is both philosophically and legally committed to fulfilling the mandates of the non-discrimination provisions of all state and federal rules and regulations. The agency is an equal opportunity employer and seeks to select the most qualified candidates for employment. The agency is committed to maintaining an ethnic, racial and gender composition in the sworn law enforcement ranks in approximate proportion to the makeup of the available workforce in the agency’s service area. No applicant is discriminated against because of race, color, age, sex, sexual orientation, religion, national origin, marital status or disability. The agency recognizes the importance of diversity in the agency and community.

4. Future issues

Chief Giddens is leading his agency in accordance with the President’s Task Force on Twenty-first Century Policing precepts of policy and oversight; technology and social media; community policing and crime reduction; training and education; and officer wellness and safety.

With representation on the city’s gang task force and partnership with state and federal agencies, the agency had a 69 percent reduction in gang related shootings. The school resource officers have established a concerted relationship with teachers assisting them with gang awareness training and recognition. For Chief Giddens this effort takes on a new priority when you consider the fact that the greatest growth in terrorists attacks against the United States has come from home-grown terrorists, usually males under the age of 34 which is the very group that gangs target for membership.

Regular order maintenance policing with emphasis on crimes such as burglaries and auto thefts must also be maintained.

The agency has initiated a neighborhood liaison unit to improve the quality of life in each neighborhood and significantly impact on the agency’s community policing efforts.

A homeless liaison officer will continue to work with and meet the challenges associated with a large homeless population.

Over the past year the agency still faced a challenge with hiring but anticipates being at full strength by October 2016. The agency is committed to succession planning and a transfer of knowledge to ensure the availability of experienced and capable employees that are prepared to assume critical agency roles as they become available. The agency continues to meet the challenge of recruiting a diverse workforce that reflects the diversity of the city served.

The agency uses new and emerging technologies to be better informed and more effective.

5. CEO biography

Chief Larry Giddens began his law enforcement career in 1984 as an auxiliary police officer with the Lakeland Police Department. In 1985 he was hired full time by the agency and served in numerous assignments to include uniform patrol, field training; uniform crime scene, honor guard, special weapons and tactics team, street crimes unit and canine unit. Chief Giddens worked his way through the ranks and after serving as interim chief of police since 2014, Chief Giddens was sworn in as chief of police in 2015.

Chief Giddens graduated from the Federal Bureau of Investigation's National Academy. He has an Associate's degree in Criminal Justice from Polk Community College and a Bachelor of Arts degree in Criminology from Saint Leo University. He is a certified public manager through Florida State University and graduated from the Senior Management Institute for Police.

F. Public Information Activities:

Public notice and input are corner stones of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their law enforcement agency and to bring matters to the attention of the Commission that otherwise may be overlooked.

a. Public Information Session

The public information session was held at the City of Lakeland Commission Chambers, on Tuesday, April 5, 2016 beginning at 7:00 p.m. There were 21 attendees including 13 agency members; three attendees selected to speak. Citizens Sandy Toleda, Deane Palmer and Jim Schmidt spoke of a culture of excellence in the agency that filters from the top down and promotes a culture of inclusion with the community. Ricky Shirah approached assessors after the session and echoed these sentiments.

b. Telephone Contacts

In compliance with Commission requirements, a previously advertised telephone line was monitored from 1:00 p.m. to 3:00 p.m. on Tuesday, April 5, 2016. One call was received. Shirley Mobley is a citizen police academy alumnus who is effusively supportive of the agency noted that talking to a police officer in Lakeland is like talking to a friend.

c. Correspondence

No correspondences were received.

d. Media Interest

The assessment team spoke with a member of the media as a community contact to discuss the agency's relationship with local media. *Ledger* Reporter Tori Walker was at the public information session and wrote an article noting the citizens' positive responses.

e. Public Information Material

The agency's public information plan was comprehensive ensuring notification of employees, community leaders, law enforcement colleagues and the media. A copy of the public notice was posted at the police department and the City of Lakeland City Hall. Information was posted on the agency website and agency social media. The public notice was included in the Lakeland Government Network. Official intra-agency announcement of the on-site assessment was made through familiarization training conducted prior to the assessment using the PowerDMS system and during roll call training.

f. Community Outreach Contacts

City of Lakeland City Manager Tony Delgado describes the agency as committed to the community by embracing community policing that goes well beyond the paradigm of just serving and protecting; the agency is customer centered with a narrative that the community understands.

Lakeland Chamber of Commerce President Cory Skeates described the agency's outstanding leadership, morale and a very positive attitude, whose community policing and outreach fits well with a community that prides itself on community giving and service.

Lakeland Linder Regional Airport Director Gene Conrad hosts Sun 'n Fun, a six-day fly-in, airshow and aviation convention. It is the second largest such event in

the United States and Conrad praises the unbelievable partnership with the agency and the agency's customer service which contributes hugely to the event's success and airport operations all year long. Lakeland Fire Department Battalion Chief Jeff Wharton as event public safety team incident commander echoed these comments.

On April of 2012, legislation was signed that created Florida Polytechnic University as a new institution in the state university system. The university has an aggressive vision for growth and success and the public safety department under Florida Polytechnic University Department of Public Safety Police Chief Richard Holland enjoys an effective partnership with the agency based on long term relationships.

ABC Action News Reporter Ryan Raiche has a positive relationship with the agency with timely responses to needs. He understands that sometimes delays in records requests are a result of a review process. He would like to have the ability for an online review of arrest affidavits.

Puerto Rican Hispanic Chamber of Commerce of Polk County Local President Ana Rivera notes that the Hispanic/Latino population is growing at such a rate and is an emerging majority population. Rivera sits on the mayor's Hispanic advisory panel and is part of the agency's outreach and recruiting. In strategies for the future Rivera sees churches as a culture connection for continued outreach and reminds law enforcement of the power of bilingual officers not just on patrol but in offices. The agency has been forward thinking in these strategies. The agency is an active participant with the Interdenominational Ministerial Alliance which is a fellowship of pastors and ministers from various denominations within the city and surrounding counties. The agency has 21 Spanish speakers; one Portuguese speaker; one Serbian, Croatian and Bosnian speaker; one Vietnamese speaker; one Italian speaker; one certified sign language interpreter; and one French speaker. Bilingual speakers are available throughout the police department.

G. Essential Services

Law Enforcement Role, Responsibilities, and Relationships and Organization, Management, and Administration. (Chapters 1-17)

The chief of police is appointed by and is directly responsible to the city manager. The chief of police is vested by the city manager, through the City of Lakeland Charter, with the authority and responsibility for command of the management, direction and operations of the agency.

The agency is committed to maintaining the constitutional rights of all individuals while ensuring that actions are appropriate and reasonable. Respect for the civil liberties of citizens is paramount in all enforcement matters. Agency directives provide clear

guidance on search and seizure, arrest procedures, alternatives to arrest and consular notification. The agency gives guidance on the limits and prerogatives of an officer's authority to act and requires sworn members to exercise discretionary judgment, in a reasonable manner, and remain within the limits of their authority as defined by law, judicial interpretation and agency directives.

The agency operate in a structured environment of command protocol, with adherence to the philosophies of unity of command, delegation of authority and a specific chain of command. Authority is delegated by the chief of police to all police department members to make provisions relative to their duties and area of responsibility. Employees are accountable for the use of delegated authority, as well as for failure to use it.

The agency recognizes that not all offenses require the incarceration of the offender and that alternatives to arrest and pre-arraignment confinement may be utilized. These include the issuance of a written warning; citation or notice to appear for some misdemeanors or violations of ordinances; a complaint affidavit for review by the state attorney's office in lieu of an immediate arrest in some circumstances; release of a juvenile to the custody of a parent or legal guardian; juvenile diversion programs; and social service diversion programs to include programs which the agency participates in compliance with Florida's Marchman Act for substance abuse and the Baker Act for the mentally ill.

The agency provides contract law enforcement services to the School Board of Polk County to provide school resource officers in public schools in the City of Lakeland and has entered into a master interlocal and mutual aid agreement with Florida Polytechnic University.

Expectations of agency members' actions and attitudes in light of agency values are clearly conveyed. The agency continually and carefully examines its operations and methodology. The agency is committed to continually developing and maintaining formal computerized directives in order to satisfy statutory requirements; keep agency personnel informed; and meet the established goals of the organization. The importance of keeping agency directives current using accreditation as the model will be imperative as the agency continues to provide the highest quality of services. The agency promotes efficient, effective communication to include necessary notification of incidents of potential liability to the city or the agency. During the chief of police's absence, the line of succession is clearly defined.

The agency endeavors to provide the highest quality of services through professionalism, integrity, respect, impartiality and commitment and expects personnel to maintain high standards of conduct. All sworn agency members abide by a code of ethics and an oath of honor which establishes a general standard of expected conduct, a commitment to professionalism and provides core values that guide and inspire the agency in a commitment to serving the community. Prior to assignment all agency

members take and must subsequently abide by an oath of office to uphold the Constitution of the United States and the State of Florida. All public employees of the State of Florida are required to take an oath before taking office or receiving compensation under state statutes. All new agency employees receive mandatory ethics training during the City of Lakeland's new member orientation. All agency members receive ethics training at least biennially.

The agency does not condone and will not tolerate the harassment of a member and will take direct and immediate action to prevent such behavior and to remedy all reported instances of harassment. In 2013 there was an unsustained harassment complaint. In 2014 there was a sustained harassment complaint which resulted in a termination. In 2015 a sustained harassment complaint resulted in employee retraining.

The quartermaster is responsible and accountable for the control and distribution of all agency owned property and maintains records that reflect the status of all property. Inspections are essential to agency efficiency and discipline. All property must be operational and ready for use. Visual inspection of personnel and equipment is an ongoing process conducted daily by supervisors. Pride in uniform and esprit de corps were evident throughout the onsite.

The agency ensures that all agency fiscal control issues comply with established city procedures, state statutes and specific governmental regulations regarding fiscal control and generally accepted accounting principles. Written budget recommendations are based on functional goals and objectives as contained in the agency's multi-year plan. All purchasing procedures for the requisition and purchase of equipment and supplies are established by the City of Lakeland. Procedures used by the agency do not deviate from city regulations to ensure accountability.

Procedures are established for collecting, safeguarding and disbursing cash relative to accounts in which cash is handled and provide for the preparation of financial statements, the conduct of internal audits, and the persons or positions authorized to accept or disburse funds. Safeguards are in place to ensure the safekeeping and proper management of all agency funds through a system of ongoing monitoring of fiscal activities. Cash funds or accounts include the cash register in records section; petty cash in fiscal management; and confidential fund monies maintained by the confidential fund custodian who is authorized to operate that account along with detectives who have proper authorization to disburse confidential fund monies to further investigations. Members of the Office of General Counsel may serve as a means to accept, deposit or disperse seized currency as a result of forfeiture but are not authorized to hold cash in a cash fund.

Pursuant to the city charter, city finance is responsible for causing an annual independent audit of all city accounts using customary auditing procedures. Upon completion of this audit, a comprehensive city financial report is completed that includes the agency's fiscal activities. The commanding officer of the responsible section,

division or designee is responsible for conducting quarterly audits of cash funds or accounts and reporting the findings to the chief of police.

Agency strategic planning for organizational management sets priorities, strengthens operations, promotes common goals and adjusts agency direction in response to changing conditions. The agency's strategic planning incorporates environmental assessments, specific long-term, intermediate, and short term goals for the agency, along with strategies and objectives to meet these goals. Revisions to the multi-year strategic plan are completed, with updates of the agency's goals and objectives as necessary. Accountability for achieving specific strategies and objectives is assigned by the chief of police as part of the planning process.

Agency goals include providing a safe, secure environment for citizens and visitors in order to maintain order and improve the city's quality of life; ensuring that citizens are an active part of the effort to maintain order; increasing citizen communications and participation; and increasing the agency's emphasis on superior customer service.

The agency clearly articulates goals and objectives and a plan for achieving results. The agency effectively evaluates performance and directs resources to the highest priority programs and activities required to effectively and efficiently carry out the agency's mission. The agency plans and organizes to be effective. The agency utilizes a job classification system that is based on the grouping of similar job classes and positions based on documented job tasks that identify duties, responsibilities, essential and non-essential functions for each position. A written job task analysis of every class of full-time members in the agency is conducted by the City of Lakeland approximately every three years and was most recently completed in 2015. These analyses are maintained on file and are available for inspection by any agency member. Written job descriptions for each agency position are developed and are available to all members and the public on the city's website.

The agency allocates and distributes members to organizational components in accordance with workload assessments to achieve proper staffing levels and prevent the inefficient distribution of personnel resources. The agency does not depend on a staffing ration, but utilizes a manpower allocation process that measures workload data to determine the amount of resources needed to provide a specific level of service.

The agency provides a structured, objective process for lateral transfers and special assignments. Specialized assignment is characterized by increased levels of responsibility and specialized training, but within a given position classification. The chief of police retains the right to assign members as the needs of the agency dictate and may assign personnel to temporarily fill vacancies to meet immediate agency needs without immediately posting a vacancy announcement; however, this action is followed by a selection process.

Florida statutes specify the ground rules for labor negotiations. The agency abides, in both letter and spirit, by all negotiated collective bargaining agreements that have been signed and ratified by all parties. Sworn members with the rank of lieutenant, sergeant and police officer are represented by the West Central Florida Police Benevolent Association, with each rank having their own collective bargaining unit and agreement. The chief of police, assistant chiefs of police, captains and non-sworn members are not represented by any bargaining unit:

The agency's reserve officer program was eliminated in May, 21014. The agency now employees a limited number of part-time officers. For purposes of accreditation these part time officers by definition are included under reserve officer standards but adhere to the same policies and procedures as full-time officers.

The agency appreciates the necessity of a high level of community cooperation to ensure the effective delivery of community-oriented law enforcement services and welcomes the active participation of citizens in the community. The agency effectively utilizes auxiliaries in non-law enforcement functions. Auxiliary members are not commissioned with sworn officer status and are prohibited from assignments requiring sworn police officer status. Examples include volunteers, senior citizens, chaplains and law enforcement explorers.

Bias Based Profiling

The agency's primary function is to provide fair and impartial police service to all people in the Town of Lakeland. Officer's actions must be based on a standard of reasonable suspicion or probable cause as required by the Fourth Amendment of the United States Constitution and statutory authority. Officers must be able to articulate specific facts, circumstances and conclusions, which support reasonable suspicion for an investigative detention or traffic stop or probable cause for arrest. The agency is committed to unbiased policing in all its encounters with the public and reinforces procedures that serve to ensure public confidence and mutual trust through the provision of services in a fair and equitable fashion while protecting officers from unwarranted accusations of misconduct when they act within the dictates of agency policy and the law. It is the policy of the agency to prohibit bias based profiling in all police-initiated actions. All sworn officers and other agency members who engage in enforcement activities receive ongoing training in proactive law enforcement, including field contacts, traffic stops, officer safety, courtesy, cultural and human diversity, search and seizure, asset seizure and forfeiture, community support, and interpersonal communications skills. In accordance with Criminal Justice Standards and Training Commission guidelines, training programs emphasize the prohibition against bias-based profiling issues, including the legal aspects and consequences of such activity, and stress the need for each officer to respect the rights of all citizens to be free from unreasonable governmental intrusion and police action. The Office of Professional Standards completes a documented annual administrative review of agency practices, including

citizen concerns, involving bias-based profiling, to include areas of forfeitures, traffic stops, and searches and seizures and is used to identify training and policy needs.

The agency's traffic enforcement efforts promote the safe, orderly and expeditious flow of vehicular, bicycle and pedestrian traffic through the delivery of traffic-related services designed to ensure the safety of all citizens and visitors. The agency is committed to supporting efforts to educate, encourage and enforce traffic safety for motorists, bicyclist, passengers and pedestrians. Traffic enforcement actions are carried out in an impartial and courteous manner using various enforcement methods to include verbal and written warnings and citations. The ultimate aim of traffic law enforcement is to achieve voluntary compliance with traffic laws and regulations. The agency is committed to the aggressive enforcement of countermeasures for impaired operators of vehicles and apprehension of alcohol and drug impaired drivers.

Traffic Warnings and Citations 2013

Race/Sex	Warnings	Citations	Total
Caucasian/Male	Not captured	3965	3965
Caucasian/Female	Not captured	3416	3416
African-American/Male	Not captured	1521	1521
African-American/Female	Not captured	1400	1400
Hispanic/Male	Not captured	973	973
Hispanic/Female	Not captured	670	670
Asian/Male	Not captured	0	0
Asian/Female	Not captured	0	0
OTHER	Not captured	825	825
TOTAL	0	12770	12770

Traffic Warnings and Citations 2014

Race/Sex	Warnings	Citations	Total
Caucasian/Male	Not captured	2439	2439
Caucasian/Female	Not captured	2122	2122
African-American/Male	Not captured	1351	1351
African-American/Female	Not captured	1039	1039
Hispanic/Male	Not captured	592	592
Hispanic/Female	Not	390	390

	captured		
Asian/Male	Not captured	0	0
Asian/Female	Not captured	0	0
OTHER	Not captured	172	172
TOTAL	0	8105	8105

Traffic Warnings and Citations 2015

Race/Sex	Warnings	Citations	Total
Caucasian/Male	Not captured	3128	3128
Caucasian/Female	Not captured	2742	2742
African-American/Male	Not captured	1757	1757
African-American/Female	Not captured	1569	1569
Hispanic/Male	Not captured	973	973
Hispanic/Female	Not captured	670	670
Asian/Male	Not captured	0	0
Asian/Female	Not captured	0	0
OTHER	Not captured	257	257
TOTAL	0	11096	11096

The agency does not track warnings. Ethnic groups such as Native American, Asian, and Hispanic are not separately identified.

In 2013 citations issued to Caucasian and African American males and Caucasian females decreased. Citations to African American females remained relatively the same. There was an increase in citations to the "other" category which may be due to an increasing Hispanic/Latino population within the city.

In 2014 citations issued to Caucasian and African American males and females decreased. Citations to African American females remained relatively the same. There was an increase in citations to the "other" category which may again be due to an increasing Hispanic/Latino population within the city.

In 2015 citations issued to Caucasian and African American males and females increased. There was also an increase to the "other" category. This is consistent with the agency's strategic plan which promoted traffic enforcement as a deterrent to vehicle crashes.

Traffic enforcement appears to be appropriate with no indication of the targeting of any group.

Biased Based Profiling

Complaints from:	2013	2014	2015
Traffic Contacts	1	1	1
Field Contacts	0	0	3
Asset Forfeiture	0	0	0

In 2013 there was a single bias based complaint in which the employee was exonerated. In 2014 there was a single bias based complaint which was found to be unfounded. In 2015 there were four bias based complaints which were vetted and did not rise to the level of an administrative investigation.

Use of Force

The agency recognizes that the most important purpose of law enforcement is the protection of human life. Only the force necessary to accomplish a lawful objective is permitted. Officers may use deadly force when the officer reasonably believes that the action is in defense of human life, including the officer's own life or in defense of any person in imminent danger of serious physical injury. A member's use of force is reviewed based upon the totality of circumstances using an objective reasonableness standard. Nothing requires a member to actually sustain an injury before applying the authorized force. Warning shots are prohibited.

Only agency authorized weapons and ammunition are carried on duty by sworn officers. All officers authorized to carry lethal and less lethal weapons receive training on the agency's use of force directive, are qualified and trained by a certified instructor and demonstrate proficiency by achieving all qualifying requirements established for the particular weapon prior to being approved to utilize any weapon in the performance of their duties. Less lethal weapons include aerosol deterrent; conducted electrical weapon; expandable baton; specialty impact munitions weapons; and police canine. Members authorized to carry an agency approved electronic control weapon demonstrate proficiency at least annually. Members authorized to carry an agency approved aerosol deterrent, impact weapon, or specialty impact munitions weapons demonstrate proficiency at least biennially with each weapon they are authorized to use. All officers are required to qualify semi-annually, at a minimum, with on duty firearms; annually with secondary firearms, off duty firearms, shotguns and patrol rifles. A documented annual analysis of all supervisory reports on uses of force is conducted in order to reveal patterns or trends that could indicate training needs, equipment upgrades or policy modifications.

Public safety aides are authorized to use force through the use of agency approved aerosol deterrent as a means of self-defense or when necessary to prevent injury to another person.

Use of Force

	2013	2014	2015
Firearm	2	7	5
Electron Control Weapon	98	79	104
Baton	2	1	0
Oleoresin Capsicum/ Chemical Spray	6	5	11
Weaponless	225	159	176
Total Uses of Force	333	251	296
Total Use of Force Arrests	230	169	276
Complaints	6	3	1
Total Agency Custodial Arrests	5173	4607	4072

In 2013 there were four citizen complaints of excessive force. In 2014 there were four citizen complaints of excessive force. In 2015 there was one citizen complaint of excessive force. Investigations did not reveal any improper conduct by officers involved or policy violations. In the critical relationship between police and the communities they serve, the agency appears to have been successful in use of force situations by ensuring consistency in directive, training, supervision, investigation and discipline. Uses of force appear to be proportional to the threat and show awareness of the sanctity of life.

Personnel Structure and Personnel Process (Chapters 21-35)

The agency values its employees and seeks to retain competent personnel, offer advancement and promotional incentives and reward superior performance. Benefits include city provided group health insurance; life insurance; survivor benefits, pension; retirement insurance; holiday, sick, and vacation leave; tuition reimbursement; educational leave; salary differential for permanent night shift and power squad; compensation for temporary assignment to duties and responsibilities of a higher job classification; and military leave under various types of activation and military training. Family and medical leave are in compliance with federal mandates. This agency is the right fit for the employee that is seeking competitive benefits, a family-like work environment and numerous avenues for professional growth.

The City of Lakeland provides salary incentive pay in accordance with state statute to sworn members to continue their professional development and educational assistance in the form of tuition reimbursement to all members.

The agency allows members to engage in secondary duty employment and to allow sworn officers to engage in extra-duty employment, subject to reasonable restrictions and guidelines.

Members must maintain sufficient mental and physical competency to properly perform their duties in a manner that will maintain the highest standards of efficiency in carrying out their duties and agency lawful objectives. The agency maintains a fitness room in order to encourage members' wellness. The city's employee assistance program serves as a resource for employees whose personal problems may affect job performance. The agency provides peer and psychological support for members involved in highly stressful situations encountered in the course of their duties. Comprehensive directive guides the agency in the professional and compassionate handling of line of duty deaths or serious injury.

The agency supports members who are also members of the armed forces reserve component or National Guard through pre-deployment, deployment, and post deployment phases and assists the member with reintegration after the military activation concludes.

Grievances

The agency provides a just and equitable method for the prompt resolution of grievances without discrimination, coercion, restraint or reprisal against any employee who may submit or be involved in a grievance. Any regular employee who has been the subject of adverse action has the right to submit a grievance.

The agency defines a grievance as a dispute or difference between personnel and the Lakeland Police Department or the City of Lakeland involving a perceived job related incident or occurrence. Cases related to discipline are considered appeals. All non-collective bargaining unit employees have the right to use the City of Lakeland grievance procedures as outlined in the personnel policy and procedure manual. All collective bargaining unit members who elect to file a grievance must use the procedures set out in those agreements. The grievance procedure uses an informal verbal process or a formal written process; employees are encouraged to use the informal process to discuss matters of concern with supervision to alleviate the problems before utilizing the formal process if reasonably possible. The officer in charge of the Office of Professional Standards is responsible for the administration of the grievance process within the agency and submits a report to the chief of police based on an annual analysis of the grievances that have been filed. The purpose of this report is to detect trends or identify deficiencies that may be corrected to minimize the causes of future grievances.

Formal Grievances

Grievances	2013	2014	2015
Number	2	1	2

In 2013 two grievances were in relation to a dispute over sick time pay outs not being paid when a member retired in lieu of termination; the grievances were denied. In 2014 a single grievance was filed in relation to not being allowed to work city overtime, not being issued agency uniforms and being treated differently than other agency police officers. The case ended up going to arbitration and was resolved in mid-2015 in favor

of the member. In 2015 a grievance was filed in relation to demotion by the chief of police after the conclusion of an internal affairs administrative investigation. The grievance is pending resolution. A second grievance was filed by a civilian who had concerns that her supervisor was not letting her perform her duties and that training was not helpful. The city human resources department investigated the grievance and determined that there was no policy violation or misconduct; however the supervisor was giving assistance expanding her ability to clearly communicate and strategies to motivate and inspire across generational issues.

The agency seeks to have an effective, efficient, highly motivated workforce that is characterized by high morale, low rate of complaints, and a low turnover rate.

Disciplinary

Each agency member regardless of rank or position within the agency is expected to maintain standards of conduct and performance that reflects favorably on themselves, the agency and the city. The agency has no tolerance for deliberately unethical or illegal conduct. Members of the Lakeland Police Department are prohibited from engaging in any conduct which is likely to adversely affect the discipline, good order, or reputation of the police department.

The agency seeks to ensure consistency in the manner in which corrective and disciplinary actions are administered. Agency members are subject to corrective action and discipline under the provisions of agency directive. Sworn members are also subject to the provisions outlined in the collective bargaining agreement. Subject to the provisions set forth in the collective bargaining agreement, the chief of police has the final authority and responsibility on all matters of the agency's discipline system. The agency uses retraining, counseling and written reminders as a non-punitive component of the agency's discipline system. Punitive actions include written reprimand; loss of privileges; suspension; reduction in rank; demotion; and dismissal. The chief of police has the authority to regulate the competent and efficient operation and management of the agency by any reasonable means including transfer and reassignment. The agency considers the seriousness of the misconduct or deficiency; the circumstances surrounding the incident; the member's disciplinary records and work performance; length of the member's employment; overall negative impact on the agency as a result of the misconduct or deficiency; and any mitigating and aggravating circumstances relevant to the selection of final agency action in determining appropriate corrective or disciplinary action.

Education based discipline is used as an alternative to traditional disciplinary action and emphasizes education, training and other creative development options specifically structured to remediate or eliminate deficiencies in the behavior and performance of the employee.

The chief of police confers with the director of employee relations and city manager to discuss the facts of the case prior to the administration of any disciplinary action resulting in unpaid suspension, demotion or dismissal. The chief of police is the first level of appeal in all matters of imposed disciplinary action. Appeal procedures are also outlined in the collective bargaining agreement and the city personnel policy and procedure manual. In both 2013 and 2014 there was one appeal filed based on collective bargaining agreement procedures. There were no appeals filed in 2015.

The agency recognizes outstanding individual or group achievements, dedication and heroism and exemplary service of agency members in the performance of their duties. Citizen certificate of appreciation are awarded to a citizen whose actions contributed to the agency mission and the safety of the community.

Personnel Actions

	2013	2014	2015
Suspension	6	2	0
Demotion	0	1	0
Resign In Lieu of Termination	9	2	1
Termination	4	1	2
Other	4	3	6
Total	21	8	9
Commendations	75	132	81

The category "other" includes retiring prior to conclusion of investigation, educational based discipline, and retraining.

In 2013 suspensions were for violation of agency equipment and vehicle operations; reporting for duty; job knowledge, competency, performance; conduct unbecoming; courtesy, responsiveness, impartiality; compliance with lawful orders-insubordination; and neglect of duty. Resignations in lieu of termination were for untruthfulness; conduct unbecoming; neglect of duty; members duty to report misconduct; job knowledge, competency, performance; unlawful conduct; and interaction and cooperation between department personnel. Terminations were for conduct unbecoming; violations of job knowledge, competency, performance; neglect of duty; members duty to report misconduct; untruthfulness; and courtesy, responsiveness, and impartiality. "Other" included violations of members' duty to report misconduct; conduct unbecoming; neglect of duty; and department equipment and vehicle operations.

In 2014 suspensions were for violation of job knowledge, competency, performance; conduct unbecoming; neglect of duty; and department equipment and vehicle operations. The resignations in lieu of termination were for untruthfulness; job knowledge, competency, and performance; and compliance with lawful orders-

insubordination. "Other" included unlawful conduct; conduct unbecoming; and violations of required conduct and participation during investigation.

In 2015 suspension were for conduct unbecoming; violation of conduct and participation in investigation; job knowledge, competency, and performance; neglect of duty; and department equipment and vehicle operations. The resign In lieu of termination was for untruthfulness; job knowledge, competency, and performance; and compliance with lawful orders-insubordination. The terminations were for unlawful conduct; untruthfulness; job knowledge, competency, and performance; harassment in the workplace; compliance with law orders-insubordination; and reporting for duty. Other included job knowledge, competency and performance; conduct unbecoming; unlawful conduct; untruthfulness; compliance with law orders-insubordination; improper conduct; and neglect of duty

Agency discipline is limited, proactive and successful in achieving agency results.

Recruitment and Selection (Chapter 31 and 32)

The agency is committed to employing only the most qualified personnel who are dedicated to serving and partnering with the citizens to maintain a safe community. The agency recognizes the importance of maintaining a well-planned and effective recruitment program that results in lower turnover, fewer disciplinary issues and superior overall service to the community. Recruitment and selection are a collaborative effort of the city's civil service/human resources, risk management and the agency.

The agency maintains a recruitment plan for full-time sworn personnel that outlines steps to achieve the goal of an ethnic, racial, and gender workforce composition that approximates the makeup of the available workforce in the Lakeland community. The agency is diligent in the recruitment of African-Americans, Hispanics and women to bolster agency demographics to better reflect community demographics. The commanding officer of Support Services Division is responsible for conducting an annual analysis of the recruitment plan that includes progress toward stated objectives and revisions to the plan, as needed. The agency adopts the City of Lakeland's Equal Employment Opportunity Plan to ensure that all individuals are given equal opportunity for employment regardless of race, sex, creed, color, age, religion, national origin or physical impairment. Components of the selection process utilize procedures that are proven to be valid, useful, non-discriminatory and job related. In addition to state and federal laws and guidelines, the agency complies with the Florida Department of Law Enforcement Policy and Procedures Manual when adopting hiring procedures including testing, training and selection requirements. All elements of the selection process are job related and in accordance with Criminal Justice Standards and Training Commission guidelines.

Each newly hired sworn member is required to satisfactorily complete entry-level training relevant to the position and complete a one-year probationary period before being granted tenured status. Responsibility for the final selection of applicants to fill

vacancies rests with the chief of police. The selection process for new civilian members is under the regulation of the City of Lakeland Civil Service.

Sworn Officer Selection Activity for 2013, 2014, 2015

Race	Applications Received	Applicants Hired	Percent Hired	Percent of workforce population
Caucasian	1008	60	6	70
African-American	384	7	2	14
Hispanic	406	13	3	14
Other	65	3	5	2
Total	1863	83	4	100

The city's data reflects race or gender but not a combination of both. During the assessment period 13 females were hired which includes two African-American and one Hispanic female. "Other" includes Asian, American Indian, Native Hawaiian and unknown.

The agency aggressively assists applicants in the hiring process. During the assessment period 877 applicants were eliminated for failing to submit required supplemental documents. 973 applicants were invited to take the required police officer selections test but failed to show up. 123 applicants failed the test.

Training

The agency utilizes an extensive training program to develop, support and advance the skills, knowledge and abilities of all members to better serve the community. Agency training promotes employees' professional success and the development of future leaders and a skilled staff. The agency encourages all personnel to improve personal skills, knowledge and abilities necessary to accomplish the agency mission through education and training. Personnel are provided training as mandated by the Criminal Justice Standards and Training Commission, Florida law, federal law and agency policy.

The agency seeks to provide an environment of individual professional growth opportunities that will promote productivity, efficiency and effectiveness in job performance and improve the overall level of job satisfaction. The agency's career development program is based on career counseling, in-service training and specialized training. All certified law enforcement members are encouraged to achieve a minimum of a bachelor's degree from an accredited college or university.

The training advisory committee is responsible for evaluating the agency's training needs and the annual training schedule developed by the training unit. The relationship

of the training advisory committee to the training function is one of review and approval to ensure training programs meet the needs of the agency.

The agency utilizes remedial training as a constructive tool to correct a specific job performance deficiency that may arise from supervisor evaluation, testing or as the result of corrective action associated with a progressive discipline system.

The agency provides specialized services supporting contemporary law enforcement operations. Specialized training is provided for positions and assignments which require advanced instruction and is extensive.

The agency does not operate a training academy. All sworn officers are required to have successfully completed a basic recruit curriculum approved by the Criminal Justice Standards and Training Commission and pass a state exam to obtain certification from the Criminal Justice Standards and Training Commission.

The agency is a member of the Polk State College Academy's training advisory committee and provides input into the basic academy and specialized training programs. A police supervisor serves as a full-time member of the Polk State College academy training staff.

All recruit police officers and new public safety aides are assigned to an orientation program prior to entering the field training program. The basic field training program encompasses 14 weeks of a training designed to expose the recruit to a multitude of experiences and facilitate the transition from a recruit to that of a proficient police officer or public safety aide. Field training officers are compensated for time with an assigned recruit.

Sworn members promoted to the rank of sergeant or lieutenant and civilians promoted to supervisory positions complete within one year of promotion, the city's leadership management development courses and those promoted to sergeant complete the sergeant's academy training unless this training was completed prior to promotion.

The agency administers a fair and objective performance evaluation system for full-time members and part-time police officers. Performance evaluations are utilized by the agency to determine training needs that have not been met; assess the strong points of the member for possible future duty assignments; and determine suitability and effectiveness in present assignment.

The agency recognizes the enormous stresses of the law enforcement profession and the challenges it presents. The agency's early intervention program in conjunction with the other support programs provided by the agency is designed to identify sources of stress, improve job performance, and benefit the member, agency and the community. In 2013 there were 21 early intervention alert notifications. In 2014 there were 20 early intervention alert notifications. In 2015 there were 13 early intervention alert

notifications. Each notification resulted in a review only with no actual intervention needed except in 2013, one alert notification resulted in a performance improvement plan which was successfully completed by the employee.

Promotions

The agency is committed to choosing leaders that have integrity, honor and distinction and seeks to ensure that the most qualified sworn members are recognized for their abilities and promoted to supervisory positions when vacancies arise. The agency ensures that sworn officers have an equal opportunity to participate in a promotional process that is fair and equitable. All procedures used in the promotion process are job-related and non-discriminatory. Established rules and procedures apply to the promotion of sworn members to the rank of sergeant or lieutenant. The ranks of captain and assistant chief of police are appointed staff positions. All members promoted to higher rank are placed on probation for a period of six months. Members who fail to successfully complete their probationary period may be permitted to return to the rank from which they were promoted determined depending upon the reason for the unsatisfactory completion of the probationary period. The agency does not permit lateral entry to fill vacancies for promotional positions.

Sworn Officer Promotions			
	2013	2014	2015
GENDER / RACE APPLIED			
Caucasian/Male	5	9	4
Caucasian/ Female	0	0	1
African-American/Male	1	4	0
African-American/ Female	0	0	0
Hispanic/Male	1	3	0
Hispanic/Female	0	1	0
Other/Male	0	0	0
Other/Female	0	0	0
Other/Male	0	0	0
Other/Female	0	0	0
GENDER/ RACE ELIGIBLE AFTER TESTING			
Caucasian/Male	5	6	4
Caucasian/ Female	0	0	1
African-American/Male	1	2	0
African-American/ Female	0	0	0
Hispanic/Male	0	3	0
Hispanic/Female	0	1	0
Other/Male	0		0
Other/Female	0	0	0
GENDER/ RACE PROMOTED			

Caucasian/Male	5	6	0
Caucasian/ Female	0	0	0
African-American/Male	1	1	
African-American/ Female	0	0	0
Hispanic/Male	0	2	0
Hispanic/Female	0	0	0
Other/Male	0	0	0
Other/Female	0	0	0

During the assessment period, educational requirements restricted participation in the promotional process. Due to a rapidly changing workforce, the agency modified educational and experience requirements for promotion to sergeant which will allow more candidates to participate. Impact of these changes cannot be assessed because they are currently in the process of being introduced.

The agency has 33 sergeants; of these the requirement of tenure and education limits participation in the promotional process to lieutenant.

The agency has three sworn employees listed as "other"; one is currently a sergeant and the other two are not eligible yet to participate in the promotional testing. A Hispanic female was promoted to sergeant in 2016

Law Enforcement Operations and Operations Support (Chapters 41-61)

The agency is committed to a relationship with its citizens that is honest, courteous, friendly and open to requests and suggestions in order to facilitate a collaborative effort between law enforcement and the public.

The agency's victim assistance program provides a strong link between the victims of a crime or tragedy and the agency in compliance with state law utilizing both full-time staff and trained volunteers. The agency prides itself in the quality of services provided and the ability to make necessary referrals. The agency treats victims and witnesses with fairness, compassion and dignity.

The agency maintains an open and cooperative approach to providing information on matters of public concern to the news media and the general public while also meeting necessary legal restraints and other conditions of disclosure. The agency facilitates a media relations day that includes representatives from the local newspaper, television and radio stations and provides an explanation of public records requests, a roundtable discussion, a brief training exercise, and a survey of the media representatives' satisfaction of their relationship with the agency.

Crime Statistics and Calls for Service

	2013	2014	2015
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Murder	7	8	4
Forcible Rape	52	73	91
Robbery	143	153	131
Aggravated Assault	217	203	168
Burglary	1130	1088	901
Larceny-Theft	4082	3948	3839
Motor Vehicle Theft	198	249	296
Arson	4	7	6

The agency is visible, proactive and community oriented and has successfully engaged its community in a partnership to maintain a safe community. The agency is committed to proactive community crime prevention programs.

The agency integrates investigative and patrol resources to maintain an effective criminal investigative effort. Solvability of crimes has been positively impacted by improving the quality of crime scene response by first responding police officers and training police officers to better identify what pieces of evidence might contain the right Deoxyribonucleic acid to help identify a suspect. The agency is effectively controlling crime with a focus on identifiable risks, such as crime hot spots, active offenders and using a range of tactics to address ongoing problems. The agency has been successful with intelligence led investigations due to command commitment; problem clarity; active collaboration; effective intelligence; and information sharing.

The agency sees success in solving cold case homicides as a community effort. Since the inception of the cold case unit in 2014, nine additional homicide investigations have been solved through the collaborative efforts of this unit and a special series which ran in the local newspaper.

Violent crimes by youth gangs, cybercrime, and prescription drug abuse pose challenges for the agency. Violent crimes are currently trending downward as a result of aggressive enforcement by the mayor's task force against gang violence, a collaborative community approach and federal prosecution. Larcenies to vehicles remain a concern despite an aggressive lock it or lose it public safety campaign.

Since marijuana became legally available in some states, the agency sees more marijuana illegally coming into Lakeland, draining resources. Lakeland is not immune from the national heroin epidemic or problems with synthetic cannabinoids.

The agency successfully uses crime analysis to determine patterns and trends and partners statewide with other jurisdictions to share and coordinate information.

There were 93,947 total calls for service in 2013; 100,823 total calls for service in 2014; and 108,837 total calls for service in 2015.

Vehicle Pursuit

The agency limits the circumstances in which pursuits take place and regulates the manner in which they are conducted. An officer may engage in a motor vehicle pursuit of a person the officer reasonably believes has committed a violent felony or for whom there is an outstanding arrest warrant for a violent felony. With supervisory approval an officer may pursue a motor vehicle that is confirmed as being stolen. During a pursuit, rolling roadblocks, boxing in, heading off, and stationary roadblocks are prohibited, unless authorization is received from the pursuit supervisor. The Vehicle Intercept Procedure may be used for apprehending a felony suspect in a motor vehicle by strategic placement of police vehicles so as to prevent the suspect vehicle from fleeing but may not be used during a pursuit as a roadblock or rolling roadblock. Officers may use authorized tire deflation devices to stop a fleeing vehicle without supervisory approval if they are appropriately trained. Ramming a fleeing vehicle is prohibited unless deadly force is justified and permission is received from the pursuit supervisor, or when such action is immediately necessary to protect a human being from death or great bodily harm. The use of a firearm to stop a fleeing vehicle must be approved by the pursuit supervisor, unless the use of deadly force is immediately necessary to protect human life from death or great bodily harm. Officers or supervisors may terminate a pursuit for safety reasons when the risk to society outweighs the need to make an apprehension at that moment. The decision of an officer or supervisor to terminate a pursuit for safety reasons is not subject to review.

Every pursuit is documented in an event report by the initiating officer. Assisting officers document their actions in a supplement report. The pursuit review file is submitted through the chain of command to the bureau commander for review. The pursuit review board reviews the pursuit file and renders an advisory opinion as to the pursuit being within pursuit policy guidelines; however, the chief of police has final authority to determine if the pursuit was within agency policy guidelines. The Office of Professional Standards conducts an annual analysis of motor vehicle pursuits to determine if there are any patterns or trends that indicate training needs or policy modifications.

Vehicle Pursuits

PURSUIITS	2013	2014	2015
Total Pursuits	6	12	8
Terminated by agency	3	2	1
Policy Compliant	5	11	8
Policy Non-compliant	1	1	0
Accidents	1	2	5
Injuries: Officer	0	0	0
: Suspects	2	1	2
: Third Party	0	0	4
Reason Initiated:			
Traffic offense	0	0	0

Felony	6	12	8
Misdemeanor	0	0	0

There were limited pursuits during the assessment period which reflects appropriate guidance to both line officers and supervisors. The agency has no specific reason for the increase in pursuits in 2014. The agency noted that the willingness to terminate a pursuit is consistent with agency directive which promotes assessing the potential risk to the public versus the need for immediate apprehension.

The agency recognizes that helping people with mental illnesses and their families obtain the services of mental health organizations, hospitals, clinics, and shelter care facilities has increasingly become a prominent role for the police department.

The agency safely and effectively utilizes automated license plate recognition technology to aide in the detection of possible stolen or wanted vehicles and persons in compliance with state statute.

Critical Incidents, Special Operations and Homeland Security

The agency recognizes the potential for an unusual occurrence and the importance of preplanning, disaster preparedness and response. The agency utilizes the All-Hazard Incident Command System as described under the National Incident Management System to respond to large or complex incidents. Agency training emphasizes response, safety, and operations. The agency's emergency operation plan ensures that the agency is able to respond to a variety of emergency situations in an organized and prescribed manner.

The agency has the legal authority to provide and request mutual aid either pursuant to a written agreement or in a state of emergency pursuant to state statute. The agency prepares for law enforcement challenges through effective collaboration and is a participant in the Federal Bureau of Investigation, Drug Enforcement Administration and The Bureau of Alcohol, Tobacco, Firearms and Explosives task forces designed to target criminal activity by combining the resources, intelligence and manpower of multiple law enforcement agencies.

The agency complies with state and federal law and guidelines established by the Department of Homeland Security when responding to and reporting chemical, biological, radiological and nuclear events.

The agency is prepared to respond to and rapidly deploy available personnel during incidents presenting an imminent threat of loss of life or serious bodily injury.

The agency utilizes intelligence information obtained by internal or external sources in an effort to anticipate, prevent or monitor criminal activity. Intelligence information collected is limited to criminal conduct and activities that present a potential threat to

the community and meet legal and privacy requirements. Terrorism-related information is submitted to the regional domestic security task force.

Internal Affairs and Complaints against employees

The agency recognizes its responsibility to thoroughly investigate complaints of misconduct brought against its members. The officer in charge of the Office of Professional Standards is directly responsible for the management of the internal administrative investigation process and reports directly to the chief of police. The internal investigation function provides the necessary procedures to ensure a diligent and systematic investigation of complaints that ensures that valid complaints are separated from false or unsubstantiated allegations and corrective measures are taken when necessary, in order to provide quality law enforcement and to instill a sense of confidence in the community and the agency. All administrative investigations into allegations of misconduct against sworn officers are conducted in accordance with the Florida Police Officers' Bill of Rights provisions of Florida statutes. A published brochure and the agency's website describe the complaint process in both English and Spanish. The Citizen Complaint Form is available on-line or at the police department. The system ensures that the integrity of the agency is maintained by an intensive and impartial investigation that facilitates fair, suitable and consistent disciplinary action. The agency maintains liaison with the State Attorney's Office when investigations involve allegations of criminal conduct by a member.

Complaints and Internal Affairs Investigations

External	2013	2014	2015
Citizen Complaint	50	26	10
Sustained	15	0	3
Not Sustained	18	5	2
Unfounded	12	16	2
Exonerated	4	5	2
Internal			
Directed complaint	118	76	54
Sustained	65	49	42
Not Sustained	42	9	6
Unfounded	6	9	6
Exonerated	1	6	0

Citizen complaints during the assessment period predominately involved courtesy, responsiveness, and impartiality; job knowledge, competency and performance; and conduct unbecoming. Internal complaints predominately involved neglect of duty; conduct unbecoming; job knowledge, competency and performance; and unlawful

conduct. Most citizen complaints were not sustained. Internal complaints were information based and largely sustained.

Detainee and Court Related Activities; Auxiliary and Technical Services (Chapters 70-84)

Court security is the responsibility of the Polk County Sheriff's Office. The agency's book-in facility is designated as the authorized area where arrestees are processed, tested, and temporarily detained when they are not directly transported to the Polk County Jail or other correctional facility. The book-in facility is an option for officers to complete necessary paperwork or upon request by detectives or crime lab members of the criminal investigations section who may have a reason to temporarily detain the arrestee for investigative purposes. Temporary detention cells within the book-in facility are designated as the authorized areas where arrestees may be held under continuous supervision.

The agency is committed to the safe transportation of detainees, the officers who transport prisoners and the general public in compliance with constitutional requirements. The agency promotes safety and productivity in the use of secure interview rooms.

The Lakeland Police Department's Public Safety Communications Center is a nationally accredited communication center as recognized by the CALEA.

The agency's central records component is operated in compliance with public records law and meets the management, operations and information needs of the agency. Agency personnel are provided password protected access to the records management system at varying levels dependent upon their need to access specific types of information stored in the system.

The agency has a written software as a service agreement with PowerDMS.

Property and Evidence

The agency has the capability of handling crime scenes and serious accident scenes on a twenty-four hour basis. Non-sworn crime scene technicians are available for call twenty-four hours a day. Sworn uniform crime scene specialists may be requested by a supervisor to respond to a crime scene.

Directive gives appropriate guidance on the collection of Deoxyribonucleic Acid and computer evidence from crime scenes. The agency utilizes its own forensic laboratory, in addition to the laboratories of the Florida Department of Law Enforcement and the Federal Bureau of Investigation. The agency's forensic services allow a quick prioritized response to processing of evidence.

The agency takes control of and provides for the security of seized, recovered and evidentiary property as well as abandoned or lost property. Evidence and seized, recovered, or found property are maintained in accordance with federal, state, and local statutes and court decisions. The agency stores evidence and personal property in such a manner as to preserve the integrity of the item in its original received condition, as nearly as possible, and to maintain the chain of custody. The property and evidence supervisor serves as the property custodian and is responsible for the property and evidence control function for all property and evidence that is accepted by and stored in the agency's evidence storage areas. Until accepted by the property custodian, the chain of custody is the responsibility of the member receiving the item.

Reports are accomplished that detail the circumstances of how property was obtained with necessary descriptions of the item. The agency has well organized, secure property and evidence storage. The agency utilizes a bar coding system to effectively manage the property function. The evidence custodian is able to efficiently locate evidence.

All property available for release or disposition is released or disposed of by the property custodian at the earliest available opportunity in accordance with the law and in recognition of appeal timelines.

All required inspections and audits were completed on time.

H. Standards Issues:

This section provides specific information on standards found to be in compliance after on-site "adjustments" were made. Adjustments may include modifying agency policies and directives, creating documentation, and an alteration of the physical plant.

There were no standard placed into this section.

I. 20 Percent Standards:

CALEA agencies must be in compliance with at least 80% of applicable other than mandatory (O) standards. The agency is free to choose which standards it will meet based on their unique situation.

The agency was in compliance with 94 percent of applicable other-than mandatory (O) standards.

J. Future Performance / Review Issues

There were no Future Performance/Review Issues.

K. Table: Standards Summary:

	<u>TOTAL</u>
Mandatory (M) Compliance	<u>320</u>
Other-Than-Mandatory Compliance	<u>69</u>
Standards Issues	<u>0</u>
Waiver	<u>0</u>
(O) Elect 20%	<u>4</u>
Not Applicable	<u>91</u>
 TOTAL	 <u>484</u>

L. Summary:

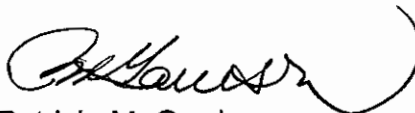
There was one applied discretion issue and no file maintenance issues in the last assessment; there were no standard issue with the current assessment. The agency conducted a mock on-site assessment on January 26 through 28, 2016 utilizing three CALEA assessors. The agency was in compliance with all applicable standards.

The Office of Professional Standards conducts a quarterly review of a customer service survey with findings reported to the chief of police. Survey results for October through December of 2015 reflected scores of excellent for professionalism and performance.

The agency is accredited by the Commission for Florida Law Enforcement Accreditation and operates a CALEA accredited Communications Center which also has state certification as public safety telecommunications training center. During the self-assessment period the agency received numerous commendations for the canine team, tactical team, police athletic league, police explorers and the motorcycle unit.

This is a proactive agency geared towards community policing with a commitment to community based solutions, the reduction of crime, identification of resources and positive results. Community policing is effective because the agency works cooperatively with individual citizens, groups of citizens, and public and private organizations to identify and resolve issues which potentially affect the livability of the city.

The agency was originally accredited in 2013 and has effectively used national accreditation to showcase its pride in service, expertise, innovation and professionalism. The agency remains committed to the delivery of elite law enforcement services as well as a valid, earned accreditation.



Patricia M. Garrison
Team Leader