



LAKELAND POLICE DEPARTMENT

Respect • Integrity • Teamwork • Excellence

Strategic Plan

Fiscal Years 2006 - 2008

In partnership with the community ~ committed to excellence

Roger Boatner
Chief of Police

Table of Contents

Introduction from Chief Boatner	5
Department Vision Statement	6
Mission Statement.....	7
Core Values	8
Who We Are and What We Do	9
Review Priority Initiatives from FY05	11
Planning Assumptions.....	13
Capital Improvement Plan.....	14
Environmental Scanning and Resulting Challenges	15
City of Lakeland Vision Statement	17
Broad Goals for the City of Lakeland.....	17
Lakeland Police Department Goals.....	18
Strategies for Goal #1.....	19
Strategies for Goal #2.....	20
Strategies for Goal #3.....	21
Strategies for Goal #4.....	22

Policing today is being impacted upon by a variety of influences, both inside the organization and from outside as well. The role of a police organization is evolving as these influences change the paradigm of policing. What used to be considered as the single function of policing crime control is no longer the only thing expected from a police agency. Just as medicine has evolved to now treat the physical, mental, and spiritual aspects of a patient, policing is expected to play a bigger role in the maintenance of a community's quality of life. The evolution of policing is the foundation of strategic planning at the Lakeland Police Department.

Our department takes pride in being a progressive agency working to meet the future challenges facing our community by continually assessing and adapting to changing environments. Careful planning and a determination to succeed have brought the department to the forefront of law enforcement agencies, not only in Florida but across the nation as well. What separates Lakeland from other agencies is a commitment to overcome the challenges of today, the self discipline to hold ourselves accountable for producing tangible results, and a strong vision of where we want to be tomorrow.

This three year plan combines strategic planning with visioning in order to set direction for the department in Fiscal Year 2006 (FY06) and the following two years. Strategic planning is not an exact science. Rather, it is a process that requires forward thinking and careful consideration of future environments. Through this plan, the department continues to refine its operations to meet the challenges of tomorrow and provide consistently high-quality police services.

The plan outlines the department's vision, mission, core values, internal and weaknesses, and major initiatives for FY06. It becomes our vision of what we strive to achieve in the coming year and outlines what we seek to accomplish today to improve the quality of life for all of the citizens in Lakeland.

Roger Boatner
Chief of Police

Vision Statement

The Lakeland Police Department has a rich history of providing quality law enforcement services to the residents of the City of Lakeland, Florida. It is known for its progressiveness and pro-active, team-oriented approach to policing in a democratic society. The manner and method by which these services have been delivered has been modified over the years. However, our reputation remains well founded in honesty, dedication and the pursuit of excellence by each member of the department.

As we continue the journey into 2006 and beyond, the department will build on its traditions and reputation. We will continue to enhance the quality of life for all with the combined character of each of its members. We will add new dimensions to our history. Our profession is not stagnant; it cannot afford to be, nor can we. We will forever be held accountable for what we do or what we fail to do.

We must remember the honorable duty and sacred trust assigned to us by all of the citizens of Lakeland. We must work together knowing that the sum of what we accomplish together is far greater and longer lasting than that accomplished as individuals. We must cause each other to grow professionally to accomplish the task provided and never forget the importance of what we do, why we do it, how we do it, and for whom we do it. We must continue to strive for excellence in every way. To that end, I challenge each of you to see that our vision is:

***Our shared vision for the Lakeland Police Department is
dedicated professionals working together to provide excellent
service which enhances the quality of life in Lakeland.***

– LPD Staff (Aug 19, 2005)

Mission Statement

An organization's mission statement should be more than some quickly assembled text that gives the appearance of contemporary management or the latest fad of business leadership. Instead, a mission statement should be an insightful reflection of what the organization's members feel is their basic reason for existing. For a mission statement to have meaning, it should embody the members' reason for serving their community and the nature of service provided by the police department.

The mission of the Lakeland Police Department is reviewed on an annual basis to see if changes are needed to best illustrate the nature of service we provide to the community and how we deliver those services. Our mission statement was modified slightly by staff participants during the most recent strategic planning conference. Coupled with our core values, the citizens will understand the very essence of who we are and what we strive to do day and night for the community as a whole.

Therefore, our mission is...

In partnership with the community, while affording dignity and respect to all persons, our mission is to maintain order and improve the quality of life of the citizens we serve.

– LPD Staff (Aug 19, 2005)

Core Values

The culture of an organization is crafted over many years and embodies the values of its members. We at the Lakeland Police Department take great pride in the professional attitudes and commitment embodied by our members. Our culture is one of service to the community and the people who entrust us to police them. Part of our organizational culture can be found in the core values that form the foundation for who we are as a team. Those core values include:

Respect – The very nature of policing empowers officers to deprive a citizen of their freedom and liberty. That power and authority compels us to treat every man, woman, and child with the utmost dignity and respect. But our obligation to respect individuals is not limited to only our sworn members. Everyone at the Lakeland Police Department shares in the recognition that all people are to be treated respectfully.

Integrity – We affirm with our Oath of Office that each member has a solemn commitment to maintain the highest levels of personal and organizational integrity. Honesty, truthfulness, fidelity, and steadfast character are the personal traits we demand from every member.

Teamwork – The essence of our mission and the complexity of delivering police services requires a diverse array of individuals, both civilian and sworn, to work together with a common purpose. That purpose may be a matter of life or death, or it may be a simple call for assistance. No single member of the department can do their job without the unwavering assistance from other members. Together, we accomplish more than a group of individuals working alone.

Commitment to Excellence – We strive to do our very best in every aspect of our operations, providing exceptional service to the community, dedicated to nothing less than the best we can do. To simply provide service that is good enough is not what we are willing to accept as our standard.

Who We Are and What We Do

Mission Priorities

- Reduce crime and respond to the needs of victims
- Address nuisance complaints, disorder and criminal mischief in our community
- Reduce deaths, injuries, and property loss on our roadways caused by traffic crashes and to increase traffic safety
- Combat the sale, distribution, and use of illegal drugs
- Develop our members job skills through mentoring, training, and support
- Develop tomorrow's leaders today

Standards of Service

- Prompt, personal response to your problem
- Treat individuals with dignity and respect, according to their needs
- Geographically assigned members take responsibility for their area's problems
- Keep victims informed of their case or complaint

Combating Crime and Disorder

- Prevent crime through a pro-active approach to problem solving
- Use technology to identify emerging crime trends as soon as possible, develop effective strategies, deploy resources as needed, and practice relentless follow up to the problem

Collaborative Partnerships

- Work with neighborhoods to address local problems and concerns
- Develop new opportunities to establish partnerships throughout the community
- Embrace a team-oriented approach to solving problems by partnering with other service providers

Open Lines of Communication

- Maintain an open, participative style of dealing with the public and department members
- Communicate to the public what they can expect from us
- Listen actively to complaints and concerns, both inside and outside the department, seeking to understand the issue at hand
- Enhance the public's perception of the department
- Ensure that the department remains visible, approachable, and accessible to the community
- Maintain lines of communication with victims

Who We Are and What We Do

Developing our Members

- Provide training and development opportunities for all members
- Engage in a support performance management and evaluation process of our members
- Monitor and support the emotional needs of our members
- Provide educational opportunities for supervisory and leadership development
- Reduce levels of absence from sickness and accidents at work

Improving the Organization

- Apply business management principles to the operations of the department
- Incorporate robust performance management systems
- Seek to constantly improve our service operations
- Benchmark our performance with other quality agencies and identify what works best

Review of Priority Initiatives from FY 05

The Department identified several priority initiatives during FY 05 that were the emphasis of our efforts during that year. The following is a summary of our efforts and outcomes to these initiatives.

Accountability for Performance Measures

- The entire performance measures system was restructured to focus on broader system issues and outcomes/results rather than only counting outputs. The end result is a new review system that looks at how the Department is making progress toward achieving goals and outcomes.

Allocation of Personnel

- Allocation of personnel, both civilian and sworn, was an ongoing process. Monthly reports continue to show a shortage of personnel within the Uniform Patrol Division, particularly during afternoon and early evening hours.
- CIS examined workload data and shifted one detective from Crimes Against Children to the Violent Crimes Unit and created a Cold Case Unit to review unsolved homicides.
- Additional emphasis was placed on the hiring process to minimize the amount of time that vacancies go unfilled and maximize our efficiency in keeping our staffing levels as close to authorized strength as possible.

Human Resources

- Much work was done during FY05 to create a two-week training program for first-line supervisors. The program will include elements of Lakeland's City University and agency-specific training issues. The program will start in early FY06.
- Work began on the selection process to fill the Planning and Research Supervisor's vacancy following a lengthy review and updating of the duties and responsibilities for this position. That vacancy will be filled in early FY06.

Facilities

- The City of Lakeland included in their long-range plan the need for LPD to begin exploring options related to expanding the current police station or building north and south region command centers.

Technology

- Technology continues to be one of our strongest assets. Recent employee feedback shows that technology is meeting the needs of our workforce and improving their efficiency.

Economic Conditions

- The Department continued efforts to reduce dependency on grant funding for hiring new employees, instead focusing on grants for equipment needs.
- Budgets remained tight due to fiscal constraints that impact the entire City of Lakeland.

Politics

- Efforts to expand the size of Lakeland through aggressive annexation were scaled back. Growth in population will occur quickly, however, due to the many housing developments about to begin within the city.
- In response to these anticipated population increases, the Department has worked diligently to foster a positive relationship with Lakeland's Community Development Department. This has allowed LPD to stay current with growth projections and help forecast personnel needs.

Social/Demographic

- The Department continues to explore ways in which we can reach out to our growing Hispanic population.

Community Issues and Concerns

- Partnerships with our neighborhood associations continued to be the way we provide police services to the community.
- The Department formed additional partnerships with the business community, starting with attendance at monthly meetings of the Lakeland Economic Development Council.

Crime Trends

- Monthly TAC meetings continued to evolve and improve with new uses of crime mapping technology being introduced at these sessions. Data from each monthly meeting is now able to be projected in the Patrol Briefing Room via a computer and projector recently installed there.
- The overall crime trend in Lakeland continues to show moderate decreases in overall rates.

Planning Assumptions

The strategic planning process involves determining where an organization is today and where they want to be tomorrow. That process also includes determining a series of planning assumptions that impact on the current environment as well as future environments. The planning assumptions include such matters as population growth, increases in workloads, budgetary impacts, succession planning from known retirements, and other service-related topics.

The tables which follow outline the various planning assumptions related to community growth that were part of the planning process to create this strategic plan.

Population (As of Apr)	2006	2007	2008	2009	2010
# Residents ¹	92,761	94,261	95,761	97,261	98,761
Pop Growth from 2000	16.7%	18.6%	20.4%	22.3%	24.2%
Pop Growth from 2004	3.3%	5.0%	6.7%	8.4%	10.0%
# Authorized Sworn	234	234	234	234	234
Ofcr Growth from 2000	1.3%	1.3%	1.3%	1.3%	1.3%
Sworn Ratio / 1,000	2.52	2.48	2.44	2.41	2.37
Total Officers for 2.6	241	245	249	253	257
Addnl Officers for 2.6	7	11	15	19	23
Proposed Redeploys	2				
Proposed New Ofcra					
Total Officers for 2.8	260	264	268	272	277
Addnl Officers for 2.8	26	30	34	38	43
Incremental Growth		4	4	4	4
# Authorized Civilian	121	121	121	121	121
Civ Growth from 2000	1.7%	1.7%	1.7%	1.7%	1.7%
Civilian Ratio / 1,000	1.30	1.28	1.26	1.24	1.23
Proposed New Civs					
# Full-time Members	355	355	355	355	355
Full-time Growth	1.4%	1.4%	1.4%	1.4%	1.4%
Full-time Ratio / 1000	3.83	3.77	3.71	3.65	3.59

¹ Assumes 1,500 new residents per year for 2005 - 2010

Capital Improvement Plan

The City of Lakeland uses a 10 year forecast for capital improvement plans. For the purposes of this three year strategic plan, CIP funds for FY06 – FY08 are included in this document.

	<u>2006</u>	<u>2007</u>	<u>2008</u>
Police facility debt	988,000	988,000	
In-car video system reserves	50,000	50,000	
Mobile computing reserves	255,000	175,000	
Helicopter Renovation	75,000		40,500
Resurface Parking Lot at Police Station			50,000
<hr/>			
TOTALS	1,368,000	1,213,000	90,500

Environmental Scanning: Resulting Challenges

Environmental scanning is a systematic process used to gather information concerning trends and issues which may impact the future condition and/or activities of an organization. The purpose of an environmental scan is to allow the department to assess surrounding factors that impact on our ability to provide police services to the community.

The Lakeland Police Department conducts an annual scan, referred to as a SWOT analysis, to look at our internal and external environments. This year the analysis incorporated input from every member of the Department who was afforded the opportunity to complete an anonymous survey designed to the challenges we face which require our attention. By celebrating the things we do well and focusing our collective efforts to overcome challenges, the Department can develop strategies to improve our service delivery and ultimately our performance outcomes.

The following are the most commonly identified internal and external challenges facing our department as identified during the 2005 SWOT analysis. These challenges are grouped by frames of reference, and serve as guides for where our collective efforts should be applied to make our organization better.

Organizational Structure

- Need to improve the sharing of our vision, mission, values, and goals and overall direction with all Department members.
- Reduce delays in decision making by administration.

Human Resources

- Desire to foster a progressive leadership style.
- Increase employee involvement in decisions within their work groups.
- Enhance sense of teamwork throughout organization.

Facilities

- Overall, positive comments received though parking issues remain a concern.
- Need to begin planning for future expansion of police building or substations.

Technology & Management Information Systems

- More training is needed on the technology we currently possess to get more efficient use of this resource.

Environmental Scanning: Resulting Challenges

Economic Conditions

- City of Lakeland continues to face economic challenges associated with the FMPA contract.
- Despite these challenges, the overall business environment remains strong in Lakeland with more businesses looking to move their operations to Lakeland.

Politics

- Perceived to be little employee involvement in decision making with decisions often driven by personal agendas.

Social/Demographic

- Continue increases in the Hispanic population will impact how we provide police services to and partner with this growing component of our community.

Community Issues & Concerns

While much of the SWOT survey and resulting challenges focused inward at the Police Department internal operations, some community concerns remained:

- The community will expect us to maintain strong bonds with neighborhood associations and listen to their needs.
- Local concerns over illegal drug activity and traffic complaints remain a "hot button" with residents.
- A large homeless population in the downtown area produces issues for the department.

Goals – Strategies – Objectives – Action Plans

The Lakeland Police Department’s strategic planning process involves aligning our annual goals to our mission, vision, values, and the direction provided by the City Commission for our entire community. Our goals provide long-term achievements to strive for over the next one, two, three, or more years. Action-oriented objectives are found in specific action plans within bureaus and divisions.

City of Lakeland Vision Statement –

“Lakeland – a vibrant, culturally inclusive world-class community”

– Lakeland City Commission (2005)

City of Lakeland Mission Statement –

“A community working together to provide exceptional quality of life”

– Lakeland City Commission (2005)

Broad Goals for the Entire City of Lakeland Government –

1. “Create self-sustaining environments to grow, attract and retain a creative, talented, educated and technically qualified workforce.”
2. “Support the on-going development of an informed and engaged citizenry.”
3. “Develop and effectively manage financial resources.”
4. “Ensure that Lakeland’s Comprehensive Plan capitalizes on past successes utilizing smart growth principles to foster quality developments and safe, attractive neighborhoods.”
5. “Support the arts, education, wellness and recreation, and provide quality public spaces and superior municipal services.”

Lakeland Police Department Goals

The goals of the Lakeland Police Department are grouped into four broad areas. Specific strategies identify programs, projects, or initiatives planned to meet these goals. Objectives can be located in the specific action plans developed for each strategy.

The four broad goals for the Lakeland Police Department are:

- Goal 1. Develop and expand the knowledge, skills, and abilities of our department by hiring quality applicants, rewarding exemplary job performance, and developing members to their greatest potential.
- Goal 2. Ensure resources allocated for public safety and police services are used in an effective and efficient manner by holding ourselves accountable for producing quality outcomes that reduce criminal activity, promoting safe streets and neighborhoods, and reducing the fear of crime in our citizenry.
- Goal 3. Foster collaborative partnerships and problem solving with our citizenry, neighborhoods, various service providers, and other government agencies.
- Goal 4. Expect and promote compliance with the department's values, especially personal integrity, and ethical behavior by our members and the organization.

Strategies for Goal #1

“Develop and expand the knowledge, skills, and abilities of our department by hiring quality applicants, rewarding exemplary job performance, and developing members to their greatest potential.”

Strategies:

- 1.1 Train all supervisory members in performance evaluation.
- 1.2 Participate in supervisory and leadership development opportunities, such as the City University training program and senior management training of national eminence.
- 1.3 Revise the department’s awards program and ceremonies to provide awards that are meaningful and presentations that reflect the highest levels of public service.
- 1.4 Work with all employee groups, including recognized collective bargaining units, to maintain competitive compensation plans, related benefits, and retirement programs.
- 1.5 Promote a department-wide philosophy of employee career development and constant improvement of all members, our processes, and our outcomes.
- 1.6 Enhance the department’s competitive edge in recruiting applicants through marketability and revised selection processes.
- 1.7 Review and improve the promotion, lateral transfer, and other personnel processes.
- 1.8 Review and enhance new employee and new supervisor training programs.
- 1.9 Develop an enhanced performance evaluation system based on pay-for-performance concepts.

Strategies for Goal #2

“Ensure resources allocated for public safety and police services are used in an effective and efficient manner by holding ourselves accountable for producing quality outcomes that reduce criminal activity, promote safe streets and neighborhoods, and reduce the fear of crime in our citizenry.”

Strategies:

- 2.1 Partner with the U.S. Attorney’s Office and participate in Project Safe Neighborhoods to reduce gun-related violence in our neighborhoods.
- 2.2 Improve our partnership with Community Development to increase our role in city planning and development.
- 2.3 Utilize a performance measurement system that examines our outputs to ensure we are producing successful outcomes to resolve neighborhood problems.
- 2.4 Seek resolution of matters of interest to law enforcement through proactive legislative involvement.
- 2.5 Utilize technology to identify and address emerging crime trends.
- 2.6 Identify traffic-ways where high numbers of traffic crashes occur and deploy resources to promote traffic safety.
- 2.7 Institute enforcement initiatives that target career criminals and habitual traffic offenders.
- 2.8 Evaluate the department’s programs for fiscal effectiveness.
- 2.9 Complete an annual benchmark study of police performance measures using comparable agencies to identify best-practices.
- 2.10 Conduct a study of personnel staffing levels, personnel deployment, and resource allocation.
- 2.11 Evaluate growth management issues impacting the department, particularly related to capital improvement.

Strategies for Goal #3

"Foster collaborative partnerships and problem solving with our citizenry, neighborhoods, various service providers, and other government agencies."

Strategies:

- 3.1 Promote community-oriented policing and problem-solving activities to resolve neighborhood crime and quality of life problems.
- 3.2 Expand and enhance outreach programs which will strengthen partnerships with the community.
- 3.3 Conduct ongoing assessment of changes in our community demographics to better understand our cultural diversity and meet the needs of our neighborhoods.
- 3.4 Enhance the marketing of our web site as the public's gateway to their police department.
- 3.5 Expand community involvement in the Neighborhood Association Council.
- 3.6 Expand our citizen volunteer programs.
- 3.7 Conduct an open house at the police department in conjunction with National Police Week.
- 3.8 Increase participation in community youth programs.
- 3.9 Enhance involvement with the business community and civic organizations.
- 3.10 Strengthen partnerships and liaisons with other government agencies.

Strategies for Goal #4

“Expect and promote compliance with the department’s values, especially personal integrity, and ethical behavior by our members and the organization.”

Strategies:

- 4.1 Openly investigate, review, and conclude all complaints of unacceptable or unethical behavior in a timely manner.
- 4.2 Develop values-based performance evaluation system.
- 4.3 Ensure values-based behavior by regular review of department processes and effectiveness.
- 4.4 Promote teamwork and address conflicts that negatively affect cooperation.
- 4.5 Implement an educational program that reinforces the vision, values, and mission of the department.