

**Lakeland
Police
Department**

2010

Operational Review Section
Annual Report



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Introduction

The Lakeland Police Department recognizes the following values as guidelines for its course of business:

- **R**espect
- **I**ntegrity
- **T**eamwork
- **E**xcellence

In support of these values, the members of the Lakeland Police Department have adopted the following Mission Statement as a means of its commitment to excellence in serving the community:

“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.”

The Department’s Values and Mission Statement are designed to support and foster a vision, established by our organization’s Chief of Police, and reflected in the following statement:

“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.”

The Operational Review Section reports directly to the Chief of Police and is responsible for the management of the department’s complaint and administrative investigation process (Internal Affairs), Accreditation Program, and internal inspections of the various components within the department (Staff Inspections). Additionally, this section is tasked with quality control and oversight responsibilities that include a review of the department’s higher liability incidents such as use of force actions and motor vehicle pursuits. The Operational Review Section also conducts special projects assigned by the Chief of Police and the management of the department’s Early Intervention Program. This annual report was produced by the Operational Review Section to serve many purposes, which include:

Identifying patterns and trends related to policy, training or supervision

An annual and historical review of the department's complaints of employee misconduct, use of force actions, vehicle pursuits and bias based policing practices allows the department and city officials to evaluate their delivery systems and methods for service to the community.

Record Keeping

The annual report contains information that covers previous years to provide a basis of comparison over activities over a period of time. This information may assist the agency in identifying trends present in either specific members or the department as a whole.

Building Trust

Citizens are mostly unaware of the actual responsibilities of the Operational Review Section. Employee conduct is mainly visible through media sources and little is known about the Department's review and investigation of such matters. This annual report provides insight into the processes used by the Department to document, investigate and review the actions of our members. Accountability of department personnel and transparency of the department as a whole is essential to public trust.

Maintaining Compliance

The 2010 Annual Report encompasses the following reports required by the Commission on Accreditation for Law Enforcement Agencies (CALEA): Chapter 52.1.5 (Annual Statistical Summary), Chapter 1.3.13 (Annual review of Use of Force Incidents), Chapter 35.1.9 (Annual review of the Employee Intervention Program), Chapter 41.2.2j (Annual review of Motor Vehicle Pursuits), and Chapter 25.1.3 (Annual analysis of Bias-Based Policing).

Annual Internal Affairs Statistical Summary (2010)

Classification	Sustained	Not Sustained	Unfounded	Exonerated	Policy Failure	Other	Total
Courtesy	5	4	3				12
Job Knowledge/Performance	2	1		5			8
Use of Force/General Arrest		2	2	6			10
Neglect of Duty			1	1			2
Violation of Policy/Procedure			2				2
Total							34

Citizen Complaints (External) - 2010 Classification and Findings

Classification	Sustained	Not Sustained	Unfounded	Exonerated	Policy Failure	Other	Total
Conduct Unbecoming	5	6	1		2		14
Unlawful Conduct	1	3	3				7
Excessive Absenteeism		2					2
Job Knowledge/Performance	6	4	1				11
Vehicle Operation	18						18
Violations Policy/Procedures	16		1				17
Insubordination	3		1				4
Total							73

Employee Incident Reports (Internal) - 2010 Classification and Findings

FINAL DISPOSITION OF ADMINISTRATIVE INVESTIGATIONS

Informal Investigations – 2008 to 2010

Discipline / Corrective Action	2008	2009	2010
Counseling/Retraining	6	9	9
Formal Warning	16	13	16
Formal Reprimand	9	4	5
Suspension	0	3	2
Demotion	0	0	0
Termination	1	0	0
Resigned During Investigation	1	0	2

Formal Investigations – 2008 to 2010

Discipline / Corrective Action	2008	2009	2010
Counseling/Retraining	1	5	1
Formal Warning	0	0	0
Formal Reprimand	0	5	2
Suspension	1	4	1
Demotion	0	1	0
Termination	0	0	1
Resigned During Investigation	1	2	1

Informal Investigations

“Informal investigations” are generated from allegations of employee misconduct, and/or violations of policy/procedure that are minor in nature. Informal Investigations are initiated from either an external source (Citizen Complaints) or internal source within the department (Employee Incident Reports). Informal investigations are assigned to supervisors and normally do not require an extensive investigation.

In 2010, forty-one (41) informal investigations were assigned to supervisors based on a combination of citizen complaints and internal employee incidents. The following table shows a comparison, by month, to the previous year. In comparing 2010 to 2009, it was determined the total number of informal investigations increased by **10.8 %**.

Months	2008	2009	2010
January	2	4	0
February	3	2	4
March	3	4	5
April	3	3	2
May	3	1	4
June	7	4	2
July	4	4	6
August	2	3	6
September	4	5	3
October	10	1	3
November	2	3	3
December	2	3	3
Total	45	37	41

Formal Investigations

“Formal Investigations” are generated from allegations of employee misconduct, and/or violations of policy/procedure violations that are serious in nature. Formal Investigations are initiated from either an external source (Citizen Complaints) or internal source within the department (Employee Incident Reports). Formal investigations include, but are not limited to, complaints of excessive force, sexual harassment, moral turpitude, civil rights violations and unlawful conduct. Formal Investigations are assigned to the Office of Professional Standards and often require extensive investigation or involve multiple personnel within the department.

In 2010, twenty-two (22) formal administrative investigations were assigned to the Office of Professional Standards based on a combination of citizen complaints and internal employee incidents. The following table shows a comparison, by month, to the previous year. In comparing 2010 to 2009, it was determined the total number of formal investigations increased by **120%**.

Months	2008	2009	2010
January	4	0	1
February	0	0	5
March	2	2	1
April	1	0	1
May	0	2	4
June	2	0	3
July	0	0	0
August	2	0	2
September	0	3	2
October	1	1	1
November	0	1	1
December	1	1	1
Total	13	10	22

In 2010, the Operational Review Section experienced a series of internal events that prompted an in depth assessment of the manner in which citizen and internal complaints were received, processed and investigated by the department. This assessment resulted in the reclassification of several complaints from “informal” supervisor investigations to “formal” administrative investigations. This reclassification contributed, in part, to the drastic increase in “formal” administrative investigations reported between 2009 and 2010. Additional procedural and policy changes are being considered for future implementation in 2011 in order to better distinguish the types of investigations worked by Internal Affairs Detectives and those assigned to first line supervisors. It is likely that these changes will minimally affect future data collected for this summary over the next year. However, this is not expected to be a long-term trend.

Due to the reduction in staffing levels within the Operational Review Section, several administrative investigations were assigned to first line supervisors during 2010. ORS recognized the need for specialized training in this area for many newly promoted supervisors as well as refresher training for others. In October 2010, the Operational Review Section recruited an outside instructor to provide training to first line supervisors in the following areas: Administrative investigations, Complaint intake responsibilities, Failure to supervise issues and the Discipline Process. The training was conducted at the Lakeland Police Department for two weeks and all sworn members above the rank of Officer were required to attend.

Moving forward in 2011:

With plans to restructure the Operational Review Section into a Professional Standards Unit, focus will be made on internal issues to improve efficiency in the area of complaint intake and accountability in conducting administrative investigations. A review of several of the Department’s key policies (Code of Conduct, Disciplinary System, Use of Force and Administrative Investigations) will take place in 2011 in order to facilitate these goals. Upgrades are planned for the Administrative Investigation Management (AIM) system software to facilitate these changes and improve efficiency. This implementation is expected to improve several of the department’s internal process such as Use of Force Reporting, Complaint Intake/Administrative Investigations, and the Early Intervention System, which is a vital tool in monitoring an employee’s performance for potential problem areas that can be addressed in a non-disciplinary format. A review of 2010’s citizen and internal complaints showed the need for improvements to this system in order to better assist employees in meeting performance expectations of the Department.

USE OF FORCE ANALYSIS (2010)

Operational Review Section is the final repository for all documents used to report the application of force by members of the Lakeland Police Department. Data collected from these documents is entered into an electronic case management system (AIM – Administrative Investigations Management). The information is then used to identify trends or patterns in activity and to determine training needs of Department members. This data is also used in preparation of the department's Use of Force Analysis Report. The statistics contained in this document may conflict with information previously reported. These inconsistencies are attributed to human error variables related to the submission of information collected from separate department forms used to report the application of force. Additionally, subsequent reports may not correspond to the data represented in this document, as changes to reporting mechanisms and the re-entry of more accurate figures may occur within the next assessment year.

Use of Force Options:

- **Empty Hand Control Techniques: (Soft Hand Control)** Techniques that present a minimal probability of injury to the subject. Techniques considered as soft empty hand tactics include, but are not limited to, touching to guide a subject's movements, escort holds, pressure point controls, etc.
- **Empty Hand Control Techniques: (Hard Hand Control)** Techniques that have a higher probability of creating soft or connective tissue damage, skin lacerations, or bone fractures which require medical attention. Techniques considered as hard empty hand tactics include stunning and striking actions delivered to the subject's body with the hands, fist, forearm, leg, or foot.
- **Less Lethal Weapons:** Weapons not intended to cause serious injury or death, such as OC Spray, ASP Baton, Bean Bag and Pepper Ball Projectiles, electronic control devices (ECW) and Police Canines.

- **Lethal Force:** Any use of force, with or without a weapon likely to cause death or serious injury.

Reporting Procedures:

Department policy requires supervisors to respond to all use of force actions that result in injury or complaint of injury by the suspect. All use of force action taken by department members requires an event report to document the incident. Department members are required to report all use force actions that include:

- **The use of empty hand control techniques that result in suspect injury or complaint of injury.**
- **The use of Less Lethal Force and deployment of less lethal weapons**
- **The use of Lethal Force**
- **The discharge of a firearm in the performance of duty and not in the course of authorized training or a Department sanctioned event.**

With the exception of lethal force incidents, officers who engage in a use of force action as indicated above, are required to complete an event report. Multiple officers that use force during an incident are to document their own application of force in an individual report. This may be accomplished through a supplement to the original incident report. Officers who use lethal force are not required to complete a written event report. A supervisor will assign this task to a sworn member not involved in the incident.

Required Department Forms:

In addition to an event report, the following Department forms are used to report use of force incidents and collect specific data for required analysis:

Use of Force Report Form (LPD Form 158): Completed by involved officer's supervisor under the following conditions:

- **Use of Force actions that result in suspect injury or complaint of injury.**
- **Lethal Force actions**
- **Discharge of a firearm in the performance of duty and not in the course of authorized training or department sanctioned events**

Less-Lethal Report Form (LPD Form 157): Completed by involved officer's supervisor under the following conditions:

- **All deployments of the Electronic Control Weapons (TASER)**
- **All deployments of Bean Bag / Pepper Ball Projectile Weapons (Munitions)**

"OC Spray" Form (LPD Form 194)**: Completed by the officer and submitted for review by the immediate supervisor following deployment.

K-9 Deployment Report (LPD Form 191)**: Completed by the K-9 handler in all deployments of a police canine that results in an apprehension.

These forms are completed by supervisor, reviewed by Lieutenants, Division Commanders (Captains), Bureau Commanders (Assistant Chiefs of Police) and forwarded to the Operational Review Section for policy compliance review and retention. These reports are submitted through the chain of command to document the incident type, ensure compliance with Department policy and to identify and address training needs. The reports contain applicable information pertaining to the use of force action (event/incident reports, photographs, recordings, other relevant documentation). Each report/form is reviewed for accuracy and content problems, and if necessary routed back through the chain of command for correction or clarification. The report/forms are then sent to the Chief of Police for final evaluation and approval. A use of force action that appears to be outside department policy may result in an administrative investigation at the direction of the Chief of Police.

****An "OC Spray" form is completed by the involved officer, reviewed initially by the supervisor and forwarded directly to the Officer-In-Charge of the Operational Review Section. The OC spray form is reviewed for accuracy, completeness and compliance with Department Policy. In addition to the patrol supervisor, the "K-9 Deployment Report" is also reviewed by a designated supervisor assigned to handle administrative and training issues specifically for members assigned to the police K-9 Unit.**

Use of Force Training:

The Lakeland Police Department conducts annual “Use of Force” training for its sworn members and Public Safety Aides (non-sworn position). Included in this training is a review of the department’s use of force policies and an overview of statutory and case law, in specific, *Graham v. Connor*, 490 U.S. 386 (1989) and *Tennessee v. Garner*, 471 U.S. 1 (1985). Emphasis is placed on the “objective reasonableness standard” as the measure used in reviewing an officer’s use of force action.

Sworn department members receive training in the use of firearms, defensive tactics and the use of less lethal weapons. Sworn members are required to attend all firearms proficiency training sessions and qualify with their primary firearm (currently the H&K LEM .40 caliber semi-automatic handgun) twice a year. Firearms qualification is conducted in both daytime and low light conditions. Additionally, sworn members are required to demonstrate proficiency by qualifying with all firearms they are authorized to carry in the performance of their official duties. This includes both department issued and approved personally owned firearms that the Chief of Police has authorized to carry both on and off-duty. Sworn personnel are also required to attend training on the use of any less lethal weapons they are authorized to carry. This includes training in the use of aerosol deterrent (OC Spray), electronic control weapons (Taser®) and less lethal munitions (Bean Bag / Pepper Ball shotgun).

With the exception of Public Safety Aides, civilian (non-sworn) department members are not authorized to carry or use weapons in the performance of their duty. Public Safety Aides are authorized to only carry and use department issued aerosol deterrent (OC spray) in the performance of their duties. The authorization is limited to the use of the aerosol deterrent as a means of self-defense. Public Safety Aides are non-sworn department members assigned to investigate “not in progress” incidents. Public Safety Aides are not granted the authority to search, detain and/or arrest citizens. Public Safety Aides are in close contact with members of the general public due to the nature of their assignment. As such, the Department recognizes the presence of inherent safety risks associated with this type of assignment and the increased contact with the general public. While not authorized to use force as a means of control, Public Safety Aides are permitted to carry department issued aerosol deterrent (OC Spray) as a self-defense measure in the performance of their duties. Public Safety Aides are required to attend

annual use of force training and demonstrate proficiency in the use of the aerosol deterrent (OC Spray). Public Safety Aides are required to attend Use of Force Training annually. During this training, Public Safety Aides receive instruction on the Department's use of force and less lethal weapons policies, which include the use of the aerosol deterrent.

Prior to 2010, it was noted that Public Safety Aides only received training in the use of the aerosol deterrent when first issued the spray when hired. In 2010, the Department took active measures to correct this issue and updated the policy to include Public Safety Aides in annual Use of Force training. During this time, Public Safety Aides were provided refresher training in the use of aerosol deterrent. It is recommended that the Department's annual Use of Force training provide clear distinction in regards to the authority given to sworn personnel and the limited authority granted to Public Safety Aides who are issued aerosol deterrent as a means of self-defense.

Statistical Data For Use of Force Analysis:

The below data was collected from several different reports utilized by the department to report an officer's use of force action. These reports include the following: Less-Lethal Report Forms (LPD Form 157); K-9 Deployment Report Forms (LPD Form 191); OC Spray Report Forms (LPD Form 154); and, the Use of Force Report Form (LPD Form 158)*.

Type	2008	2009	2010
Taser (Drive Stun/Darts)	98	107	105
Physical Force	31	32	19
OC Spray	19	14	12
Bean Bag/Pepper Ball	1	0	0
Baton/Impact Weapon	1	4	3
K-9 (bites only)	34	36	19
Firearm	2	1	3
Other	1	0	0
Total	187	194	161
Total number of Arrests	6920	6115	5345
Use of Force Actions / Arrests	2.7 %	3.2%	3%

** The "Use of Force Report" form (LPD Form 158) is used only to initiate a review of a use of force incident that either results in an injury to the subject or complaint of injury by a subject as a result of the use of force action.*

Administrative Investigations:

In 2010, the Internal Affairs Unit received 8 citizen complaints of excessive force that stemmed from the 161 documented Use of Force incidents. The reported injuries associated with these complaints ranged from abrasions and lacerations, to improper use of the Taser®. Each complaint was investigated pursuant to department policy. The investigations failed to reveal any improper conduct on the part of the involved personnel. Additionally, there were minimal reports of injury to either the suspect or involved officer in relation to the total number of reported use of force actions. This is an indicator that officers are relying on their training and communication skills rather than an application of force to resolve encounters.

Lethal Force Reviews:

In 2010, the use of lethal force action increased from one (1) to three (3) incidents. These were three separate incidents that occurred during the course of the year. All three involved the discharge of the officers' firearm. The following is a short synopsis of each events:

The first incident resulted from a traffic stop. During the stop, the initial officer reached inside the driver's side in an attempt to affect an arrest and escort the driver from the vehicle. The subject accelerated, dragging the officer across the roadway/grassy area. After numerous commands were given, the suspect refused to stop, continuing to put the officer's life in danger. The second officer discharged his firearm into the rear window of the vehicle in an attempt to stop the threat. The passenger received a minor injury when grazed by a round. The vehicle slowed down enough for the initial officer to let go safely. After a short pursuit, the suspects were apprehended without further incident.

The second incident resulted in the death of vicious dog as the animal attempted to attack and bite the officer. The officer responded to a residence in reference to a suspected burglary to a residence. During an initial exterior search, the animal emerged and ran toward the officer in a threatening manner. Fearing for his safety, the officer discharged his firearm to prevent it from harming him. The animal was struck by the round and expired.

The third incident resulted in the death of the suspect that lunged toward the officer with

an edged weapon. Officers responded to the incident location in reference to a report of domestic violence. The victim was at the hospital and severely injured by an apparent edged weapon. The officers were provided with information that the suspect was at the residence. The victim gave permission for the officers to enter her residence. The officers began to search for the subject. During a search of a small bedroom, the suspect emerged from a closet holding an edged weapon. The officer gave clear verbal commands for the subject to put the weapon down. The subject began to drop the weapon, but the rapidly lunged toward the officer with the weapon in his hand. The officer discharged his firearm, striking the subject, who immediately fell and expired.

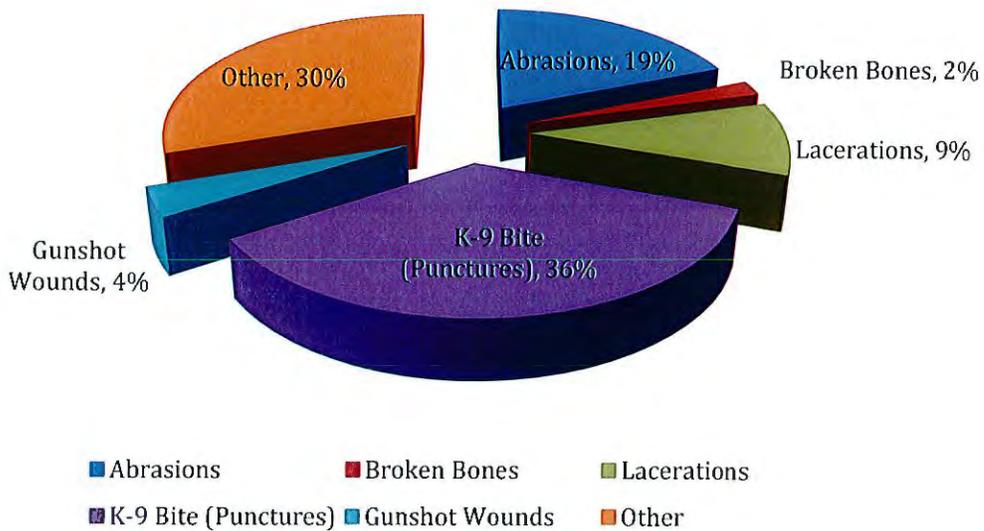
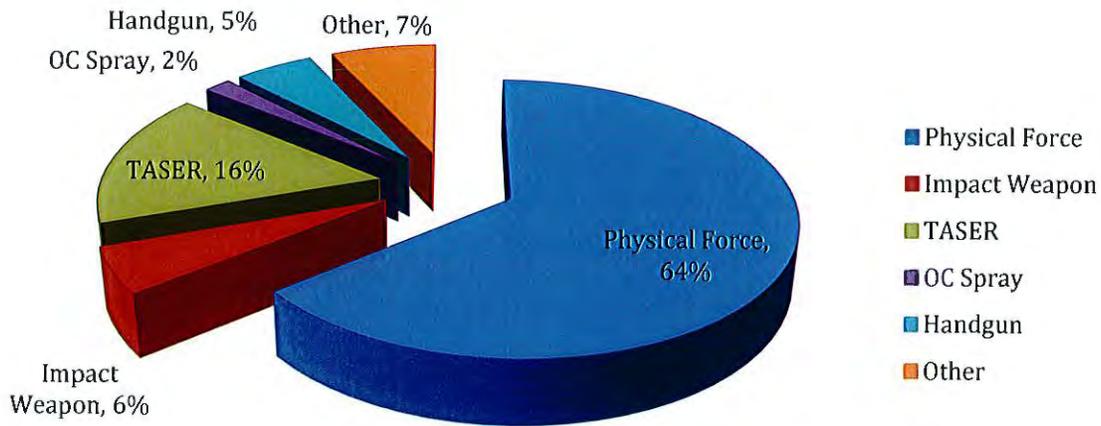
The Operational Review Section and the officers' chain of command reviewed each use of lethal force action. The actions of the officers' in all three incidents were determined to be in compliance with applicable laws as well as department policies.

Injuries:

The majority of subject injuries documented on a Use of Force report in 2010 were abrasions and lacerations. There were, however, nine (9) incidents where the suspect reported injury resulting from Taser® deployments. Further review of associated event reports noted that these injuries were not caused by the initial application of the Taser®. The injuries were received when the suspect fell to the ground following the initial deployment of the Taser®. Additionally, in 2010, there were three (3) reported incidents that involved the use of an impact weapon. Upon further evaluation, it was determined that one of the incidents involved the use of a flashlight as an impact weapon. The officer's use of the flashlight during this incident was reviewed and approved by the chain based upon the totality of circumstances surrounding the incident. The officer delivered a reactionary strike with the flashlight as a protective measure during an aggressive physical altercation with a suspect.

Four (4) officers reported injuries following a use of force action during incidents that occurred in 2010. This figure decreased from seven (7) officer injuries reported during the previous year (2009). In relation to the total number of reported use of force actions, the data showed nearly a 50% decrease in the amount of officer injuries between 2009 and 2010. This reduction could be attributed to an apparent preference of the Taser® over other Use of Force options.

Suspect Injuries



Analysis (Trends):

In 2010, the Operational Review Section received 161 reports that documented use of force actions taken by sworn personnel in the performance of their duties. This is a decrease from the previous year (2009) in which 194 reports were received. However, it is also noted that the amount of arrests made in 2010 decreased by 770 in comparison to the previous year (2009). The reported data for 2010 showed a substantial decrease in the use of physical force and canine "bite" apprehensions in comparison to the previous year (2009). Canine bites decreased from 36 (18.5% of overall incidents) in 2009 to 19 (12% of overall incidents) in 2010. A similar decline was noted in the officer's use of physical force in 2010 compared to the previous year. In 2010, officer's use of physical force decreased from 32 (20% of overall incidents) reported in 2009 to 19 (12% in overall incidents).

Conversely, the reported data showed that in 2010, the use of the Taser® and aerosol deterrent (OC spray) remained near the same rate as the previous year (2009). However, percentage-wise, the use of the Taser® accounted for 65% of the total overall use of force applications in 2010. The OC spray accounted for a total of nearly 7.5%. It can be correlated that this trend is in direct relation to the preference of the Taser® to other force options including OC spray. Reasons for the preference of the Taser® include greater effectiveness, decreased recovery time of the suspect from the application, and decreased clean up of a suspect and/or officer related to other options especially OC. It is also noted that other use of force options to include open hand techniques do not require the submission of a use of force report unless injury or complaint of injury by the subject exists. Officers are trained to use the Taser® device to safely bring subjects under control. It is a low level use of force option that allows an officer to bring a subject under control with minimal effort and hence minimal risk to both the subject and the officer. Analysis of the deployments revealed that this use of force option was utilized even when justified to utilize a higher use of force option. However, in all cases of Taser® deployment, some form of hands on techniques would have been reasonable and justified, but could have potentially led to injury to the subject and/or the involved officer. It is also noted that other use of force options to include physical force, do not require the submission of a use of force report unless injury or complaint of injury by the subject exists.

There were no reported uses of the Bean Bag or Pepper-Ball munitions in 2010. A comparison to the previous year showed no change in this data. This trend prompted the Department to re-evaluate less lethal munitions as use of force option for officers not assigned to a Special Weapons and Tactics team. As a result of this assessment, the Department elected to discontinue Pepper-Ball munitions as a use of force option. Officers who were authorized to carry the Bean Bag shotgun still felt the weapon was a viable use of force option under certain circumstances. Therefore, this less lethal weapon was retained.

The above analysis noted no significant concerns regarding use of force actions administered by Lakeland Police Department personnel during citizen encounters. The percentage of use of force actions in relation to the number of agency personnel as well as the total number of arrests made is low. A variety of factors added to data anomalies, which include, but are not limited to, data entry errors, late submission of reports, inaccurate data submitted with reports, multiple case numbers generated for the same incident, and multiple uses or applications of force in one incident. The most prevalent variance noted, however, was the department's reporting mechanisms.

The Use of Force Report form is used to document all lethal force actions, the use of physical force (empty hand controls) and the use of an impact weapon. This form, however, is used only when there was visible signs of injury to the suspect or complaint of an injury. Further analysis determined that an officer's use of physical force or an impact weapon went unreported unless the suspect was injured or complained of injury. Additionally, the deployment of less lethal weapons are documented on a separate form and do not require the submission of a "Use of Force Report" unless injury or complaint of injury by the subject existed. Despite being considered a less lethal weapon, the use of aerosol deterrent (OC Spray) as a use of force option is documented on a separate form. Furthermore, the department's K-9 apprehensions are reported on yet another form separate from the use of less lethal weapons and aerosol deterrent (OC Spray). Although this use of force option normally results in an injury or complaint of injury by the subject, a "Use of Force Report" form is not utilized to document the injury. It is noted that the involved K-9 officer, instead of the supervisor, completes the forms associated with each of these particular use of force actions. This was also noted to be the case in the completion of the OC spray form.

In 2010, a review of the above listed forms showed that they were being utilized in the manner that initially intended when created. However, the forms could be combined into one Use of Force Report, which would allow for a more accurate and efficient tool in the documenting use of force incidents. Additionally, there is no indication that this would negatively impact the manner in which data is collected for a statistical analysis.

Training deficiencies, excessive use of force issues and the effectiveness of the various types of force options used by department personnel are among the many reasons accurate reporting on use of force actions is essential. Shortly after the initial use of force analysis for 2010 was submitted, the department obtained a new Chief of Police. Chief Lisa Womack directed ORS personnel to review the department's policy and current practices regarding use of force, to include the manner in which it is reported. Additionally, the department received information about an expansion program for the current electronic case management

system (AIM) used to report, review and analyze the department's use of force actions. In the upcoming year (2011), the Operational Review Section has been tasked with the restructure of the department's use of force reporting mechanisms. This includes a rewrite of the department's policies and applicable forms, the implementation of the expanded data management system (AIM), and training for supervisors and officers to ensure proper response to and review of incidents that require the documentation of a use of force action. Improved data collection will more than likely increase the number of use of force actions conducted by department members; however, this shall reflect a more accurate view of the department's use of force actions. This reporting system should help identify trends, improve training and employee safety as well as provide timely information for the department to address use of force incidents with the public.

MOTOR VEHICLE PURSUIT ANALYSIS (2010)

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At times, enforcement of the law may necessitate the initiation of a motor vehicle pursuit in order to apprehend violators. However, the Lakeland Police Department also recognizes the inherent dangers and risk factors associated with police motor vehicle pursuits. The preservation of life and public safety is more important than property or the immediate apprehension of non-violent criminals. The Department continuously evaluates its policies and procedures as they relate to its members' participation in motor vehicle pursuits.

The Lakeland Police Department's motor vehicle pursuit policy authorizes sworn members to initiate a vehicle pursuit based upon the reasonable belief that the suspect has committed a violent felony. With the approval of a supervisor, the officer may pursue a suspect vehicle when it is believed that the vehicle is stolen. Officers are expected to adhere to the guidelines listed in the Department's General Order (19-1 Motor Vehicle Pursuits) which reads:

“With supervisory approval, an officer may pursue a motor vehicle that is known to be stolen as defined in this policy. It is not sufficient that the vehicle matches the general descriptions, i.e., make, model, and color of a vehicle that has been reported stolen.”

“Definitions: Known to be Stolen- A motor vehicle is known to be stolen if:

- **An officer has witnessed the vehicle being stolen, or**
- **The description and license tag of the vehicle match the vehicle listed on the “hot sheet”, or**

- **The description and license tag of the vehicle match an FCIC or NCIC hit on a stolen vehicle, or**
- **A stolen vehicle report describes a unique vehicle characteristic that differentiates the stolen vehicle from other vehicles of similar make, model, and color....”**

Officers are not permitted to initiate or engage in a motor vehicle pursuit based upon a non-violent felony (with the exception of stolen vehicle under the aforementioned parameters), misdemeanor, criminal or civil traffic violations. Additionally, the decision to initiate, continue, or terminate a motor vehicle pursuit requires the evaluation of many factors, to include the nature of the offense, environmental conditions, and with respect to the overall safety of the public.

The Lakeland Police Department’s General Order 19-1 (Motor Vehicle Pursuits) contains outlines the restrictions and responsibilities of personnel involved in motor vehicle pursuits from its initiation to termination. Generally, department members are expected to comply with established policy and procedures; however, the facts and circumstances of a particular situation may permit a deviation. The decision to pursue will be limited to the facts known to the officer at the time. Ultimately, the responsibility for the motor vehicle pursuit rests with the initiating officer and authorizing supervisor.

Reporting and Review Procedures:

Officers involved in a motor vehicle pursuit are required to complete and submit an event report that includes all information known at the time the pursuit was initiated. The supervisor is required to report the motor vehicle pursuit on the Lakeland Police Department’s Motor Vehicle Pursuit Review Form (LPD Form 045). This form is submitted to the Department’s Pursuit Review board for an administrative review of the pursuit.

The Pursuit Review Board consists of the involved member’s chain of command (Sergeant, Lieutenant, Captain) and is chaired by the Bureau Commander (Assistant Chief of Police) of the respective division. Additional members of this board consist of the Department’s General Counsel, the Training Coordinator and the supervisor of the Operational Review Section. The purpose of this board is to review all motor vehicle pursuits for compliance with the Department’s policies and procedures. The board also conducts a policy review to identify any training needs, procedural changes or modification to the Department’s current motor vehicle pursuit policy.

The board may make recommendations for any changes to training, policies or procedures in relation to

motor vehicle pursuits. These recommendations are submitted to the Chief of Police and are advisory only. Pursuits that appear to be out of compliance with Department Policies may result in the initiation of an administrative investigation into the actions of the involved members.

Pursuit Training:

At the conclusion of the administrative review process for all motor vehicle pursuits, the Officer In Charge of the involved squad conducts a “critique” session during the shift briefing of the involved squad. During these sessions, discussions about the incident are conducted as well as a review of the motor vehicle pursuit policies and procedures. During the year 2010, there were 10 documented motor vehicle pursuits that were reviewed administratively by the Pursuit Review Board. A critique session was held during the involved squad’s shift briefing in all 10 incidents. It was noted, however, that in the majority of these instances, the critique session was held prior to the conclusion of the administrative review.

Statistical Data and Analysis:

The below data was collected from the Department’s Motor Vehicle Pursuit Report Form (LPD Form 045):

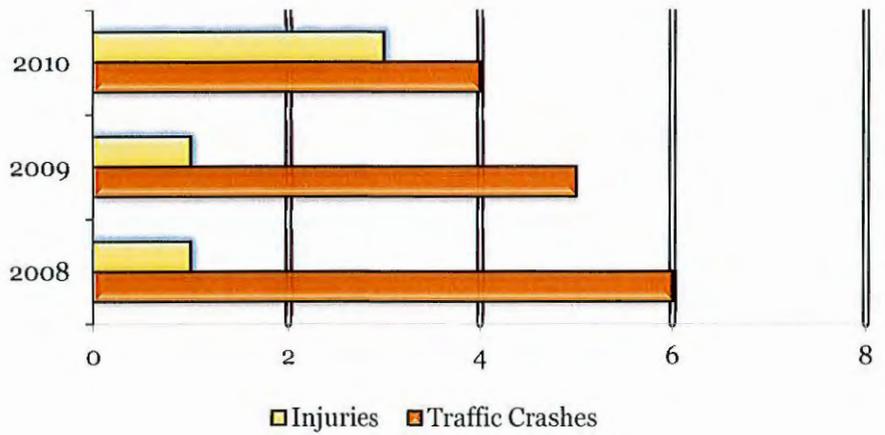
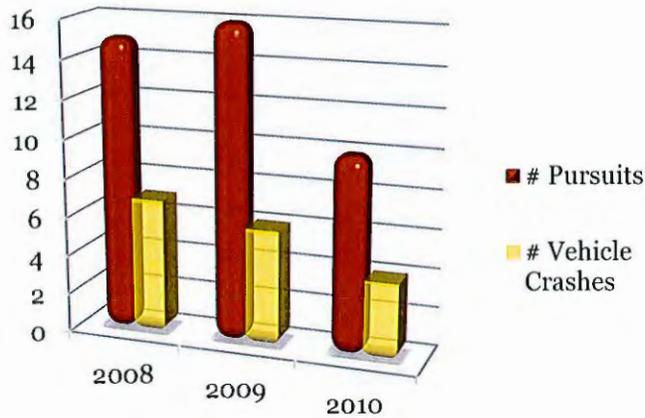
Pursuits	2008	2009	2010
Total Pursuits	15	16	10
Terminated by agency	2	2	1
Compliant with Policy	12	15	8
Not Compliant with Policy	3	1	2
Reason Pursuit Initiated:			
Violent Felony	5	7	2
Felony /Motor Veh. Theft	8	8	7
Misdemeanor	1	0	0
Traffic Offense	1	0	1

In 2010, 10 Motor Vehicle Pursuits were reported, which represents a (-37.5%) decrease in the total number of reported Motor Vehicle Pursuits in 2009. In 2010, Motor Vehicle Theft was the dominant reason these pursuits were initiated. The data showed that 70% of the vehicle pursuits were initiated based upon this classification of a crime. Only 20% of the vehicle pursuits initiated in 2010 were resulted from a Violent Felony offense. There was one reported incident that that documented the pursuit's initiation was as the result of a traffic offense. Pursuits determined to be out of compliance with Department policy were reviewed. Based upon the provided data, 80% of the vehicle pursuits initiated determined to be in compliance with Department policy. This figure decreased from the previous year (2009) in which 93.75% of motor vehicle pursuits initiated were found to be in compliance with Department policies. However, this difference could be attributed to a matter of policy interpretation by members who are tasked to review these pursuits.

During this year, 20% (or 2 out of the overall 10) motor vehicle pursuits initiated were determined to be out of compliance with Department Policy. A review of these incidents showed a variance in an interpretation of what deemed the pursuit to be out of compliance. The first incident showed the initial engagement of the pursuit did not comply with the Department's Policy. The second incident showed that the initiation of the pursuit was in compliance with Department policy; however, officers involved in the pursuit violated secondary pursuit policies that pertained to various tactics used during the incident. Several discussions were held during the Pursuit Review Boards in regards to whether the entire vehicle pursuit is considered to be "out of compliance" with policy as a result of strictly ancillary actions that occur from involved officers during an authorized pursuit.

In 2010, the designated pursuit supervisor terminated 10% (or 1 out the overall 10) motor vehicle pursuits initiated by department members. The remaining 9 motor vehicle pursuits, (4) were self -terminated by the initiating officer, (4) terminated as a result of a traffic crash, and (1) resulted when the officer lost sight of the suspect vehicle during the pursuit. In 80% (8 out of the overall 10) of the vehicle pursuits initiated, the suspect was successfully apprehended. The analysis indicated an increasing trend of police vehicle pursuits initiated based on the commission of a property crime (Motor Vehicle Theft). The data reflected only two (2) incidents to which a violent felony or threat to human life occurred.

Motor Vehicle Pursuits: Traffic Crashes	2008	2009	2010
Total # of Vehicle Crashes	6	5	4
Total Amt. Suspect Vehicle Damage	\$9,200	\$17,300	\$15,000
Total Amt. Dept. Vehicle Damage	\$10,000	\$18,000	\$15,000
Total Amt. Other Property Damage	\$1,000	\$20,600	\$6,500
Total Overall Annual Traffic Crash Damage	\$20,200	\$55,900	\$36,500



Motor Vehicle Pursuits: Injuries	2008	2009	2010
Officers Injured	0	0	0
Suspect Injured	3	1	2
Third Party Injured	0	0	0

In 2010, four (4) vehicle pursuits ended in a traffic crash, which represents 40% of the total vehicle pursuits initiated during this year. The analysis showed a decreasing trend in the amount of vehicle pursuit related traffic crashes over the past 3 years. The total amount of overall damage decreased from \$55,900 in 2009, to \$36,000 in 2010. This particular data, however, is dependant upon the circumstances of each individual incident. Out of the four (4) pursuit-related traffic crashes, there were two (2) incidents where suspect injuries were reported. However, upon further review of these incidents, it was determined that only one (1) resulted in injury to the suspect as a direct result of the traffic crash. The other suspect injury reported was actually determined to be the result of the officer's use of force action. Following the traffic crash from the pursuit, the suspect attempted to flee the incident scene and was apprehended by a police K-9.

A similar trend was discovered in the manner which vehicle pursuit related injuries were reported for previous two years (2008 and 2009). During 2009, one (1) suspect injury was reported to be associated to a pursuit related traffic crash. In reviewing the incident file, it was determined that the suspect injury was a result of a foot chase that had occurred following the pursuit related traffic crash. In 2008, two (2) out of the three (3) reported suspect injuries were found to be not directly associated to the pursuit related traffic crash, but rather a result of a use of force action taken after the pursuit related traffic crash occurred.

BIAS BASED PROFILING ADMINISTRATIVE REVIEW (2010)

The Operational Review Section is responsible for an annual review of the department's practices as they relate to the matter of Bias Based Profiling. Florida State Statute 166.0493, Florida State Statute 316.614 (9), and the Lakeland Police Department's General Order 20-12 (Bias Free Policing) were reviewed to ensure compliance as part of this administrative review.

F.S.S.166.0493 Powers, duties, and obligations of municipal law enforcement agencies.—

On or before January 1, 2002, every municipal law enforcement agency shall incorporate an antiracial or other anti-discriminatory profiling policy into the agency's policies and practices, utilizing the Florida Police Chiefs Association Model Policy as a guide. Anti-profiling policies shall include the elements of definitions, traffic stop procedures, community education and awareness efforts, and policies for the handling of complaints from the public.

The Lakeland Police Department's General Orders contain profiling policies that place the Department in compliance with the F.S.S. 166.0493. The Department incorporated a profiling policy into the Department's General Orders (policies), which include the above topics listed in the state statute (F.S.S. 166.0493). General Order 20-12 (Bias Free Policing) is the current version of the department's policy on Bias Based Profiling and reads:

G.O. 20-12.5 (d): "On an annual basis, Internal Affairs shall compile a statistical summary of all complaints of biased based policing for the prior year. This review will be part of the Operational Review Section's annual report, which is due by January 20th. The summary shall include findings as to whether the complaint was sustained, not sustained, exonerated, unfounded, policy failure, or "other". This summary will be used to identify training and/or policy needs."

General Order 20-12 was initially created in August 2001, with the last revision noted in May 2003. In previous years, "Bias Based Profiling" annual reviews were conducted following the language contained in this version. In January 2011, the 2010 annual administrative review was completed in the same manner as in previous years. Upon submission, the Accreditation Manager advised that the report did not completely address all the elements cited in the applicable standards, specifically C.F.A. 2.08 (a). The language in the Department's current General Order only addressed complaints. (See standards cited below)

C.F.A 2.08

The agency has a directive governing bias based profiling following the guidelines outlined in Florida Statutes and, at a minimum, includes the following provisions:

- a. A documented annual administrative review of agency practices involving bias based profiling, to include areas of forfeitures, traffic stops, and seizures;***

CALEA 1.2.9

The agency has a written directive governing bias based profiling and, at a minimum, includes the following provisions:

- a. A documented annual administrative review of agency practices including citizen concerns.***

In April 2011, Chief Womack directed the Operational Review Section to review and revise the original 2010 annual report to ensure compliance with Accreditation standards. This included a revision of the 2010 annual administrative report on bias based profiling practices. Additionally, Assistant Chief William LePere was tasked by Chief Womack to work in conjunction with the Accreditation Unit in an effort to revise the Department's Standard Operating Procedures manual. The direction was to review the department's current written directives, policies and procedures and recommend revisions when applicable to ensure compliance with accreditation standards. This included a review of the Department's current policy regarding bias based profiling. **(NOTE: The draft policy (G.O. 3-6) is currently in progress with an expected completion date of December 2011.)**

Policy Review:

The Lakeland Police Department's General Order 20-12 (Bias Based Policing) is the directive that governs bias based profiling. The discussion area of this General Order (20-12), reads,

“The Lakeland Police Department prohibits the use of bias based policing in its enforcement programs, including, but not limited to, traffic stops, field contacts, and asset seizure and forfeiture.”

Upon review of applicable accreditation standards, a discrepancy was noted between the language contained in General Order 20-12 and CFA (State) Accreditation (2.08a). However, the General Order did appear to be in compliance with CALEA Accreditation standard (1.2.9a).

CFA 2.08 (a)

The agency has a directive governing bias-based profiling following the guidelines outlined in Florida State Statutes and, at a minimum, includes the following provisions:

- A. *A prohibition against bias based profiling in traffic contacts, field contacts, searches and seizures, and in asset seizure and forfeiture efforts.*

CALEA 1.2.9 (a)

The agency has a written directive governing bias based profiling and, at a minimum, includes the following provisions:

- A. *A prohibition against bias based profiling in traffic contacts, field contacts, and in asset seizure and forfeiture efforts.*

It is recommended that the department consider revising the General Order to include language that incorporates the “searches and seizure” term, to fully comply with both accreditation processes.

General Order 20-12 was reviewed to ensure compliance with CFA (2.08) and CALEA (1.2.9) standards requiring specific provisions listed in the department’s directive. The review confirmed that the directive contained the following:

- Provisions for training department personnel in bias based profiling issues to include legal aspects and in accordance with CJSTC (Criminal Justice Standards and Training Commission).
(G.O. 20-12.2) (CFA 2.08b) (CALEA 1.2.9b)
- Provisions for corrective measure if bias based profiling occurs
(G.O. 20-12.4) (CFA 2.08c) (CALEA 1.2.9c)
- Definitions of Bias Based Profiling and Reasonable Suspicion.
(G.O. 20-12) (Referred to as Bias-Free Policing) (CFA 2.08d)
- Provisions for Traffic Stop Procedures
(G.O. 20-12.1) (G.O. 24-2) (G.O. 24-11) (CFA 2.08e)
- Provisions for Community education and awareness efforts
(G.O. 20-12.6) (CFA 2.08f)

Training:

The Lakeland Police Department conducts training on issues that pertain to Bias Based Profiling in accordance with guidelines established with CJSTC. This includes in-service training sessions in either the form of computer based (Power DMS) or reality based scenario training every two years (Bi-annually). The last in-service training session noted during this review was in 2009. The next scheduled training is expected to be in 2011. According to the Department's 2009 annual administrative review, department training related to profiling included legal aspects, human diversity, officer safety, ethics, and reality based traffic stops. (Safe and Legal Traffic Stops – S.A.L.T.)

Consideration should be given to incorporate additional “profiling” related training to include: field contacts, search issues, asset seizure and forfeiture efforts, interview techniques, discrimination, and community support. Training on the above listed topics is not provided on an annual basis, as recommended by CALEA; however, it is noted that several of these subjects are addressed during new recruit training (mini-academy sessions).

Citizen Concern/Complaints:

The Lakeland Police Department's General Orders explicitly prohibits bias based profiling, or taking action based solely upon an individual's race, ethnic background, national origin, gender, sexual orientation, religion, economic status, age, cultural group or any other identifiable groups. Citizens can obtain information on how to file a complaint of bias based profiling through brochures that are disseminated by the Lakeland Police Department. These brochures are available in English and Spanish at the Lakeland Police Department and the City of Lakeland “City Hall”. Additionally, this information is available on the Lakeland Police Department's website. Police Supervisors are required to assist all citizens wishing to file a complaint for bias based profiling upon request. All allegations of bias based profiling are thoroughly investigated by the Department's Internal Affairs Unit. Administrative Investigations into any allegation of Bias Based Profiling will be investigated regardless of the circumstances, including the complainant's unwillingness to proceed following submission of the complaint.

In 2010, the Lakeland Police Department received three complaints that were categorized as either racial discrimination or bias based profiling. All three complaints were assigned to Internal Affairs for administrative investigation.

ORS 10-017

The complainant (B/M) alleged that several officers used an excessive amount of force during his arrest. The complainant additionally alleged that one of the officer's (W/M) made derogatory remarks toward him in the form of "racial slurs" during their contact. The investigation and subsequent Chain of Command review concluded the force used by the officers to affect the arrest was objectively reasonable. The allegation that the force used was excessive was determined to be "unfounded". Additionally, the complainant's allegation that one of the officers made derogatory remarks in the form of "racial slurs" proved to be "unfounded."

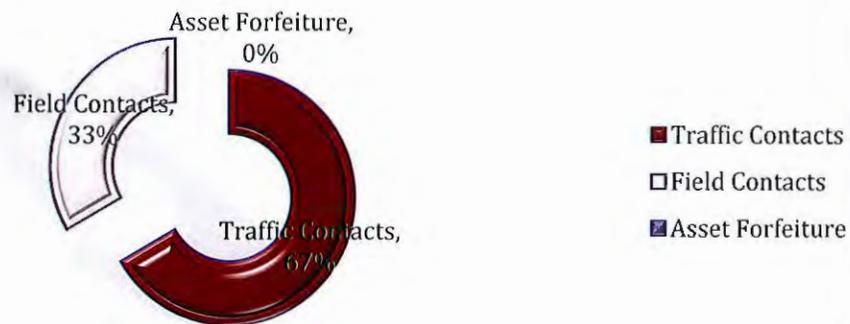
ORS 10-028

The complainant (B/M) alleged that the officers (W/M, W/F, B/F) used excessive force during the course of his arrest. The complainant was initially stopped as a result of a traffic stop conducted by one of the officers (W/M). The complainant alleged that the officer conducted the traffic stop based solely upon his race. Internal Affairs investigators conducted an administrative investigation into the complainant's allegations. The investigation and Chain of Command review determined that the force used by all three officers during this incident was objectively reasonable based upon the totality of the circumstances. Additionally, the investigation and Chain of Command Review determined that the allegation of Bias Based Profiling was "unfounded". The traffic stop was conducted based upon a traffic violation committed by the complainant. The officer, who conducted the traffic stop, observed the traffic violation.

ORS 10-051

The complainant (B/M) alleged that the officer (W/M) used excessive force during his arrest. The complainant further alleged that during this contact, the officer used a derogatory term and referred to him as a "Nigger". The investigation and subsequent Chain of Command review concluded the force used by the officer to affect the arrest was objectively reasonable. The allegation that the force used was excessive was determined to be "unfounded". The investigation did not reveal sufficient evidence to prove or disprove the complainant's allegation that the officer used a derogatory term during their contact, referring to him (the complainant) as a "Nigger". The Chain of Command reviewed the facts of the case and the concluded the same. The disposition was listed as "not-sustained".

2010 Bias Based Profiling Complaints



Community Education/Awareness:

The Lakeland Police Department's Community Services Unit provides members of the public with an informational brochure on Bias Based Profiling. Additionally, this information can be accessed via the Department's website: <http://www.lakelandgov.net/lpd/crimeprev/home.html>. The Department's policies, procedure and practices can be viewed on its website in an effort to educate citizens on the prohibition of bias based profiling.

Department Practices / Traffic Stops:

The following Lakeland Police Department General Orders serve as written directives that provide procedures for Traffic Stops:

- **20-12 (Bias Free Policing)**
- **24-2 (Traffic Enforcement)**
- **24-11 (In Car Audio or Video Recording)**

Florida State Statute requires police agencies to create department policies that prohibit the practice of racial profiling. Additionally, the statute requires an officer to record a subject's race and ethnicity when issuing a traffic citation for a seat belt violation.

F.S.S. 316.614 Safety belt usage -

(9) By January 1, 2006, each law enforcement agency in this state shall adopt departmental policies to prohibit the practice of racial profiling. When a law enforcement officer issues a citation for a violation of this section, the law enforcement officer must record the race and ethnicity of the violator. All law enforcement agencies must maintain such information and forward the information to the department in a form and manner determined by the department....”

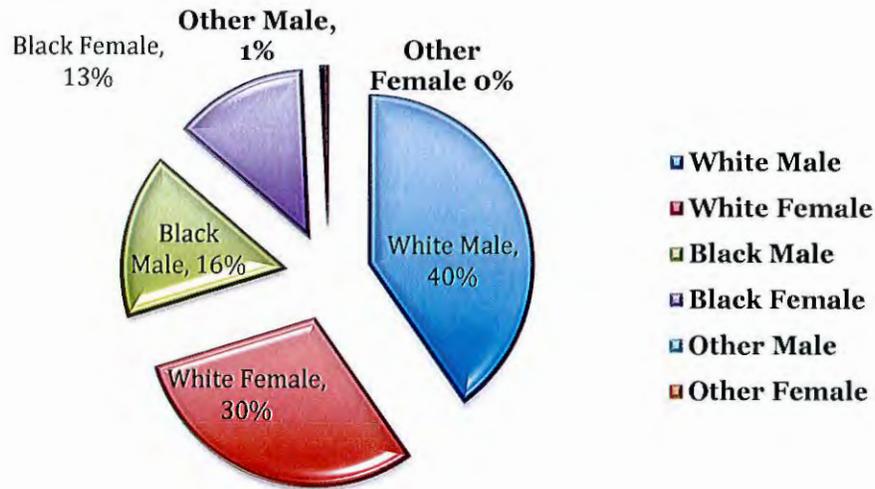
Officers are required to report all traffic stops conducted via police radio. The Department’s Computer Aided Dispatch System records all traffic stops within the city limits of Lakeland, Florida. Officers are required to have all mobile video/audio equipment activated during the traffic stop to record citizen contacts. When applicable, officers are required to fully complete all traffic citations, and submit to the Department’s Records Section for data entry and processing. Records personnel enter data from these citations into the Lakeland Police Department’s “Records Management System” (RMS) “I-Leads”.

Between January 2010 and December 2010, Lakeland Police Department sworn personnel completed a total of 20,773 traffic citations. These citations were submitted to the Department’s Records section and the data entered into the Records Management System (RMS) “I-Leads”.

The below table represents a profile of driver demographics of the citations submitted where complete disposition data was available.

Total Traffic Citations January 2010 – December 2010

Race / Gender	Citations	Percent Rate
White Male	8350	40%
White Female	6256	30%
Black Male	3297	16%
Black Female	2708	13%
Other Male	101	1%
Other Female	61	>1%
Total	20,773	100%



The above data was obtained from the Lakeland Police Department’s Records Management System (RMS) “I-Leads”. The program categorizes both “Caucasian” (White) and “African American” (Black) as a Race; however, the remaining ethnic groups (Native American, Asian, Hispanic) are not separately identified. Additionally, the State of Florida traffic citations utilized by law enforcement officers provide fields to document the race and gender of a violator. However, there is not a separate category on the citation for an officer to specifically document “ethnicity”.

In 2010, the Department of Highway Safety and Motor Vehicles’ (DHSMV) 2010 “Safety Belt Violation Data Collection Annual Report” reflected the below data reported to them by the Lakeland Police Department:

**Seat Belt Violations (2010 Annual Statistics)
F.S.S. 316.614(9)**

Race & Ethnicity	Non-Hispanic	Hispanic	Total
White	2766	432	3198
Black	1571	13	1584
Indian	2	0	2
Asian	42	0	42
Unknown	0	0	0
Total	4381	445	4826

The Lakeland Police Department reported this statistical data to the DHSMV on a quarterly basis in 2010 to comply with F.S.S. 316.614 (g). This data included information that pertained to the “Hispanic” ethnic group. Data collection and entry issues appear to have resulted in inconsistencies on how this information is reported. This issue should be addressed to allow for a more accurate manner in which the race/ethnicity of an individual is reported.

Asset Forfeitures and Seizures:

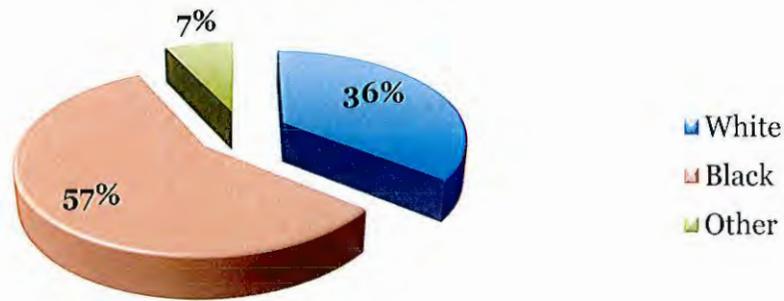
Florida State Statutes 932.701 through 932.707 governs the process of all asset seizure and forfeitures. The Florida Contraband Forfeiture Act (FCFA) authorizes law enforcement agencies to seize real and personal property used in violation of these statutes. The agency can obtain title to the property by obtaining a court order forfeiting the property to the agency. The FCFA also protects the rights of innocent owners and lien holders. Any seizure made by an officer of this department must be in accordance with these statutes. Additionally, officers must comply with procedures established in the department’s General Order 22-2 (Forfeiture of Assets) and General Order 18-7 (Warrantless Searches and Seizure).

The Department’s General Order 20-12 (Bias Free Policing) and 22-2 (Asset Forfeiture) also prohibits bias based profiling regarding asset seizure and forfeitures. During 2010, Asset Forfeitures are submitted to the Operational Review Section for recording purposes. All forfeiture actions for this department are prepared by the Office of General Counsel and filed with the Clerk of the Court for ultimate disposition by a Circuit Judge.

Asset Seizures and Forfeiture Data (2010)

Amount Seized	Amount Forfeited	Race	Gender
1,592.00	592.00	B	M
1,968.00	1000.00	B	M
1,386.00	886.00	B	M
867.00	N/A	W	M
25,278.00	25,278.00	B	F
2,008.00	0.00	B	M
3,560.00	1000.00	B	M
793.00	100.00	B	M
5,839.00	0.00	B	M
1,200.00	1,200.00	W	M
1,700.00	1,700.00	W	M
900.00	900.00	W	M
710.00	460.00	W	M
1,541.00	941.00	O	F

Suspect - Race



The Operational Review Section conducted a review of the department's general orders, procedures, and current practices that pertain to asset seizure and forfeiture. The review determined that the Department was in compliance with all applicable laws and accreditation standards. There were no complaints submitted to the department's Internal Affairs Unit that pertained to bias based profiling with respect to any asset seizure and forfeiture action conducted in 2010.

EARLY INTERVENTION SYSTEM ADMINISTRATIVE REVIEW (2010)

The Lakeland Police Department's Early Intervention System (EIS) is a data-based police management tool designed to identify patterns of behavior which may require agency intervention efforts. The department utilizes this system in order to provide for a timely, systematic review of significant events involving agency employees. The (EIS) enables the department to evaluate, identify, and assist members who exhibit signs of performance and/or conduct related problems.

A comprehensive (EIS) is intended to assist police supervisors and managers in identifying department members whose performance warrants further review, and, where appropriate, intervention in circumstances that may have negative consequences for the member, co-worker, the department, and/or the general public. The Operational Review Section manages the (EIS) through an electronic case management system (AIM – Administrative Investigations Management). The Operational Review Section conducts an annual review of the Early Intervention System.

CALEA 35.1.9 mandates the use of an Early Intervention System for an agency the size of the Lakeland Police Department. The Department's (EIS) includes procedures for reviews based on current patterns of

collected material, agency reporting requirements of employee conduct, the role of the first and second level of supervision, remedial action, employee assistance such as peer counseling and annual evaluations of the system.

In late January 2011, the Operational Review Section began the initial (EIS) annual evaluation. During a review of previous year's reports (2008 and 2009), both the Accreditation Manager and the Acting Officer-in-Charge noted issues with their content, in specific, the apparent lack of data provided in the documents. The Acting Officer-in-Charge conducted an assessment of the electronic case management program (AIM) used to store data relevant to the (EIS). This computer program was purchased from On Target Systems in the year 2000. The program was originally installed on two computers within the Operational Review Section and is currently only on those same computers. Access was granted to this system by the Office Associate I, and the Officer in Charge of the Operational Review Section. Upon the departure of the previous (OIC), the section's Office Associate (I) maintained the system for data collection, case management, and tracking purposes. The Office Associate entered data from various sources of the Department into the program to track annual review and other time sensitive reports required by the Operational Review Section.

Upon conclusion of the assessment, it was determined that the (AIM) program was not functioning properly. An attempt to run an "alert" in order to search for a potential early intervention situation was unsuccessful. After contacting the Department's IT section and eventually, the technical support at "On-Target", it was determined that the program had not received updates for the system within the past few years. This inhibited the program to perform to the best of its ability and produce "alerts" to the Operational Review Section when established performance indicators triggered the system's threshold mechanisms. This, along with other issues discovered with the various reporting mechanisms used by the police department, prompted a re-evaluation of the (EIS) by the Operational Review Section. A manual assessment of the files contained within the system showed that several employees might have been qualified for an Early Intervention alert if the system were functioning properly. An evaluation of the collected data that pertained to these employees was conducted. It was determined any attempt to recreate an intervention would be ineffective due to the length of time between the intended alert and the day.

The (EIS) portion of the AIM system was temporarily suspended until the software updates could be successfully installed. The Early Intervention System was reinstated in March 2011 and a manual review determined that there were no employees affected by the temporary suspension of the program.

