

Lakeland
Police
Department

2014

Office of Professional Standards
Annual Report



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<u>Office of Professional Standards Staff</u>	
○ Lieutenant Steven Pacheco– Officer in Charge	
○ Sergeant LeRon Strong – Supervisor	
○ Detective Jamey Henderson – Internal Affairs	
○ Detective Stephanie Burcham – Internal Affairs	
○ Monica Purvis – Office Associate	

Introduction

In 2014, the Lakeland Police Department continued with department wide changes and restructuring as efforts were continued to increase operational efficiency. Numerous promotions and transfers occurred along with the hiring of over a dozen new police officers; and strides were made to increase accountability department wide. The agency continues to move forward and look for ways to improve. The contents of this report are what the Office of Professional Standards reports on:

- Internal Affairs Statistical Summary and Analysis
- Early Intervention System and Review
- Use of Force Review and Analysis
- Pursuit Review Summary and Review
- Bias Free Policing Summary
- Analysis of Grievances
- Safety Board

The Lakeland Police Department recognizes the following core values in conjunction with its mission:

- **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 the Mission Statement are designed to support and foster a vision, established by the organization’s Chief of Police and is 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 Office of Professional Standards also has a Mission Statement in support of the agency, its members, and the community:

“The Office of Professional Standards assists Lakeland Police Department administrators, supervisors, and employees in maintaining high standards of accountability and integrity while providing effective and efficient law enforcement

services. The members of the Office of Professional Standards assure fair and equal treatment to the citizens of Lakeland and the employees of the Lakeland Police Department.”

Office of Professional Standards

A Lieutenant is the Officer-in-Charge of OPS and works with the current deployment of an OPS Sergeant, two OPS Detectives, and an Office Associate. This team approach has worked well and much has been accomplished. Although each member has specific responsibilities, each member can also assist in other matters.

OPS reports directly to the Chief of Police and is responsible for the management of the department’s complaint and administrative investigation process (Internal Affairs). Further, this section is tasked with quality control and oversight that includes a review of the department’s higher liability incidents such as use of force actions and motor vehicle pursuits. OPS works on special projects assigned by the Chief of Police and the management of the department’s Early Intervention Program. As such, this annual report was produced by OPS 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 as well as city officials to evaluate their delivery systems and methods for service to the community.

Record Keeping

The annual report contains information that covers the previous year’s activities for a comparison 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 Office of Professional Standards. Employee conduct is primarily visible through media sources but 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.

Quality Assurance

The 2014 Annual Report encompasses the following reports:

- Annual Statistical Summary
- Annual Analysis of Use of Force Incidents
- Annual Review of the Employee Intervention Program
- Annual Review of Motor Vehicle Pursuits
- Annual Review of Bias Based Policing
- Annual Analysis of Grievances
- Annual Review of Safety Board findings.

In 2014 efficiencies were continued along with other projects. Some of the major projects for OPS in addition to IA cases were:

- Update of the OPS Procedures/Operations Manual
- Developing a Code of Conduct Disciplinary Matrix

Moving forward in 2015

As the year progresses, the goal are to complete all AIM modules for the complaint process in an effort to further push paperless process at LPD. Additionally, OPS will make other efficiency changes to AIM modules that streamline the amount of time it takes supervisors to input new reported incidents. In between these main goals, members will continue to work on assigned projects and work Internal Affairs cases.

Internal Affairs

All complaints the Lakeland Police Department received (Citizen Complaint) or initiated (Employee Incident Report) were fully investigated. This agency takes these investigations seriously as they are utilized as a means of checks and balances to ensure its members treat citizens and co-workers with dignity and respect.

Investigations Assigned to Supervisors

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

In 2014, twenty-five (25) 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 four years. In comparing 2014 to 2013, the total number of supervisor completed investigations decreased by 13 or 35%. No specific cause could be determined for the decrease other than as more accountability has been demanded of supervision, issues are now being addressed before they get to the point of an investigation needing to occur. This could also correlate

to the increase in Early Intervention cases experienced compared to last year which will be discussed later. Sergeant's accountability continues to be stressed by command staff and it appears to be paying dividends.

Investigations Assigned to OPS

MONTHS	2010	2011	2012	2013	2014
January	1	2	2	0	5
February	0	1	1	4	4
March	2	1	2	4	3
April	0	2	0	2	2
May	2	3	3	2	1
June	0	1	1	4	2
July	0	1	0	2	5
August	0	2	0	3	3
September	3	1	3	4	3
October	1	3	3	2	2
November	1	0	1	1	3
December	1	0	0	3	1
TOTALS	11	17	16	31	34

Investigations Assigned to Supervisors

MONTHS	2010	2011	2012	2013	2014
January	0	3	0	4	2
February	4	5	3	1	1
March	5	5	0	1	1
April	2	3	7	4	6
May	4	10	3	1	3
June	2	5	7	3	3
July	6	5	3	3	1
August	6	2	3	5	1
September	3	3	4	6	2
October	3	5	6	6	3
November	3	2	1	1	1
December	3	2	4	3	1
TOTALS	41	50	41	38	25

Investigations Assigned to OPS

Investigations handled by OPS are generated from allegations of employee misconduct, and/or violations of policy/procedure that are serious in nature. These investigations are initiated from either an external source (Citizen Complaints) or internal source within the department (Employee Incident Reports). Further, they include, but are not limited to, complaints of excessive force, sexual harassment, moral turpitude, civil rights violations, and unlawful conduct. These types of investigations are assigned to the Office of Professional Standards as they require extensive follow-up or involve multiple personnel within the department.

In 2014, thirty-four (34) formal administrative investigations were assigned to the Office of Professional Standards based on a combination of citizen complaints and internal employee incidents. The table on page 4 shows a comparison, by month, to the previous years. In comparing 2014 to 2013, the total number of formal investigations increased by 3 or 9%. The increase is attributed to OPS working several significant cases this past year, which involved several department members.

Annual Internal Affairs Statistical Summary (2014) - FINDINGS

The below tables are the 2014 totals for dispositions on the classification and findings of internal and external incidents. The total number below is the total numbers of allegations investigated. This could include multiple allegations on one officer that were sustained, not sustained, etc., within one investigation.

Citizen Complaints (External)

Classification	Sustained	Not Sustained	Unfounded	Exonerated	Policy Failure	Other	TOTAL
Courtesy	0	0	5	1	0	0	6
Unlawful Conduct	0	2	1	0	0	0	3
Conduct Unbecoming	0	1	0	0	0	0	1
Job Knowledge/Performance	0	0	4	1	0	0	5
Use of Force/Arrest	0	0	1	2	0	0	3
Bias Based Policing	0	0	1	0	0	0	1
Release of Info./Records	0	0	1	0	0	0	1
OTHER (Violation of Policy)	0	2	3	1	0	0	6
TOTAL	0	5	16	5	0	0	26

**There are 4 complaints still open at the time of this report*

Employee Incident Reports (Internal)

Classification	Sustained	Not Sustained	Unfounded	Exonerated	Policy Failure	Other	TOTAL
Conduct Unbecoming	9	2	2	1	0	0	14
Unlawful Conduct	5	1	5	1	0	0	12
Reporting For Duty	4	0	0	0	0	0	4
Member's Duty to Report Misconduct	0	1	0	3	0	0	4
Neglect of Duty	3	0	0	0	0	0	3
Job Knowledge/Performance	10	0	0	0	0	0	10
Vehicle Operation	3	0	1	0	0	0	4
Harassment in the Workplace	1	0	0	0	0	0	1
Untruthfulness	4	3	1	0	0	0	8
OTHER (Violation of Policy)	10	2	0	1	0	3	16
TOTALS	49	9	9	6	0	3	76

**There are 7 EIRs still open at the time of this report. Three investigations involve more than one employee.*

FINAL DISCIPLINE OF ADMINISTRATIVE INVESTIGATIONS

The below listed tables provide the type of discipline or corrective action to the above allegations. Some discipline resulted from multiple allegations and was combined into one corrective action. Additionally, several allegations were investigated and a finding was determined, however, due to the nature or timing of the case, discipline is still pending.

Supervisor Completed Investigations – 2010 to 2014

Discipline / Corrective Action	2010	2011	2012	2013	2014
Counseling/Retraining	9	11	17	4	2
Formal Warning	16	10	6	0	0
Written Reprimand	5	6	5	6	2
Suspension	2	9	1	5	0
Demotion	0	0	0	0	0
Termination	0	0	0	0	0
Resigned During Investigation	2	1	0	0	4
No Disciplinary Action	NA	NA	6	9	17
Other	NA	NA	5	1	1

OPS Completed Investigations – 2010 to 2014

Discipline / Corrective Action	2010	2011	2012	2013	2014
Counseling/Retraining	1	3	1	8	0
Formal Warning	0	1	0	0	0
Written Reprimand	2	3	1	4	0
Suspension	1	6	0	2	2
Demotion	0	0	1	0	1
Termination	1	0	0	4	1
Resigned/Retired During Investigation	1	8	3	3	2
Resigned in Lieu of Termination	NA	NA	NA	7	2
Education Based Discipline*	NA	2	3	1	0
Other	NA	NA	NA	2	1
No Discipline	NA	NA	5	11	17

USE OF FORCE ANALYSIS (2014)

The Office of Professional Standards 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 Report. The statistics contained in this document may conflict with information in previously years, as 2012 was the first full year of capturing additional data via the use of AIM. Prior to 2012, only Use of Force actions in which there was an injury or a complaint of injury were being tracked. Further, 2012 to present was the first time other means of Use of Force has been captured to include, Handcuff and Release, Pointing of a Weapon, Non-Bite K-9 apprehensions, and Weapons of Opportunity. The data is now captured in a more standardized manner. Prior year's data has been displayed for comparison.

Analysis (Trends):

In 2014, the Office of Professional Standards received 338 entries into AIM that documented use of force actions taken by sworn personnel in the performance of their duties, in comparison to 331 in 2013. Of these 338 entries, force was used on 351 subjects by 484 officers. (NOTE: In reviewing this data, it revealed several entries that multiple officers used force on one subject to gain compliance and many of those were pointing of the weapon only.) An additional 14 K-9 bites and 73 non-bite apprehensions were also tracked. There was a 4% decrease in the Use of Force by officers affecting arrests in 2014. Arrests also decreased by over 560 which further explained the decrease in force used.

Physical force/empty hand controls and the CEW deployments were down from 2013, and the use of lethal force increased this year. Reasons for the preference of the CEW over OC and impact weapons appeared to be 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. The decrease in physical force/empty hand control is a possible indication officers are utilizing their CEW's as an alternative method to the physical use of force. There were two reported use of the Bean Bag munitions in 2014.

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. During 2012, full implementation of Use of Force reporting by supervisors via AIM occurred. No AIM Use of Force entries were disapproved in 2014, however, several were sent back for correction, needing more detailed documentation. As such, improvements in report writing continued and this is extremely important, as many of the UOF entries were from younger officers assigned to nightshifts whom are less experienced in report writing.

With the inclusion of Pointing of a Weapon and Non- K-9 bite apprehensions being factored in the Use of Force used in Arrests versus total number of arrests, the ratio decreased by 2% from 4.44% to 3.67%. This decrease could be attributed to the overall decrease in physical force used during arrests.

Finally, the above analysis and statistical summary 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 continues to be low. While reporting mechanisms changed in 2012 and 2013, the change is not alarming. In fact, the new reporting procedures have allowed supervisors to have increased accountability of subordinates as it relates to utilization of force by officers.

Use of Force Options:

- **Empty Hand Control Techniques:** This has now been combined into one definition that was formerly known as soft and hard empty control techniques. It is now defined as Weaponless tactics used to overcome a subject's resistance to the exertion of an authorized member's authority or to protect persons from harm. Examples include but are not limited to, pain compliance through the use of joint locks, pressure point control methods, hand strikes and kicks.
- **Less Lethal Weapons:** Weapons not intended to cause serious injury or death, such as OC Spray, Expandable Baton, Bean Bag, Conducted Electrical Weapon (CEW) and Police Canines.
- **Lethal Force:** Any use of force, with or without a weapon likely to cause death or serious injury.
- **Weapons of Opportunity:** This new definition was added to policy and in AIM. The definition includes all other means of force that could be used such as a flashlight if the officer's only opportunity was to use an instrument such as this.

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 documentation of the incident. Department members are required to report all use force actions that include:

- When a member discharges a firearm, which does not pertain to authorized firearms training, qualifications or lawful recreational events.
- When a member takes action that results in (or is alleged to have resulted in) any injury or death of another person.
- When a member applies lethal or less lethal force.
- When a member applies physical force defined by this directive at a level that involves pain compliance or hard empty hand control tactic.
- When a member applies a weapon of opportunity under any circumstance.
- When a member uses handcuffs to temporarily detain a subject, who is subsequently released without arrest or charges.
- When a member intentionally points a firearm at a person in the course of duty to gain control or compliance from the individual.
- When a member points an electronic control weapon at a person, exhibits an “arc warning” or “paints” the subject with the weapon’s laser, in an attempt to gain compliance of the subject where resistance, assault, and/or violence is reasonably anticipated.
- Any deployment of a police canine as a response option to a use of force action.

With the exception of lethal force incidents, officers who engage in a use of force action as indicated above are required to complete a report. Multiple officers who use force during an incident are to document their own application of force in a supplemental 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:

Since AIM has come online and is computer based, Use of Force reporting forms are no longer used. Use of Force is reported via a Supervisor with the exception of K-9 Deployments which are self-reported via the K-9 Handler. Eventually, self-reporting is expected to be at the officer level; however, for now this reporting requirement will remain with the supervisor.

This review process is done via email “triggers” notifying the appropriate supervisor who needs to review the use of force. Initially, the process was setup for Office of Professional Standards to review each Use of Force after the affected Assistant Chief of Police’s review within the review process and prior to the Chief of Police reviewing for final approval. In an effort to streamline and reduce the amount of time an entry goes through the Chain of Command, OPS was moved to reviewing the entry after the affected OIC reviewed it. This helped the process flow better as OPS scrutinizes the whole entry for accuracy and not just the use of force.

Use of Force Training:

The Lakeland Police Department conducts annual “Use of Force” training for its sworn members and Public Safety Aides. Included in this training is a review of the department’s use of force policies and applicable law. Emphasis is placed on the “objective reasonableness standard” as the measure used in reviewing an officer’s use of force.

Sworn members receive training in the use of firearms, defensive tactics and the use of less lethal weapons. Firearms qualification is mandatory, conducted in both daytime and low light conditions, and demonstrates proficiency with all firearms they are authorized to carry. This includes both department issued and personally owned firearms approved by the Chief. Less lethal training includes the use of aerosol deterrent (OC), Conducted Electrical Weapon (CEW) and less lethal munitions (Bean Bag). Day/low light firearms qualifications, active shooter and shield training occurred in February of 2014. Use of Force policy training occurred during the CEW, Defensive Tactics and night time handgun qualification training in October 2014. Training focused on departmental policy, the specific skills or tasks, along with scenario-based exercises emphasizing the appropriate application of the task or skill. Further, AIM training also occurred during the Sergeant’s Academy conducted by OPS this year.

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). The authorization is limited to the use of the aerosol deterrent as a means of self-defense. Public Safety Aides are members assigned to investigate “not in progress” incidents and are not granted the authority to search, detain and/or arrest citizens. However, they are in close contact with members of the general public due to the nature of their assignment. As such, the presence of inherent safety risks associated with this type of assignment exists as there is increased contact with the general public. Public Safety Aides are required to attend annual use of force training and demonstrate proficiency in the use of the aerosol deterrent (OC), this occurred in April 2014. 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. Additional Public Safety Aide “mandatory” training was conducted in April 2014 which included an eight (8) hour traffic control block and a sixteen (16) parking enforcement block.

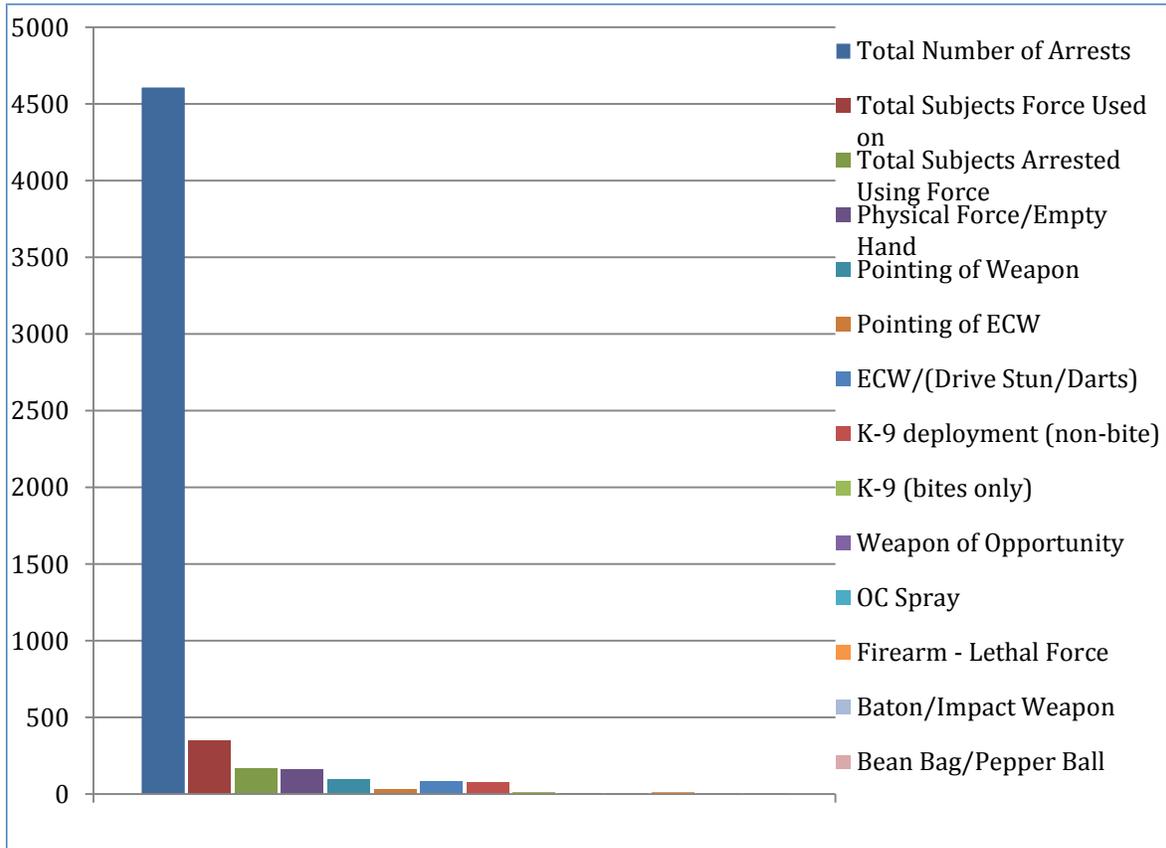
Statistical Data for Use of Force Analysis:

The below data was collected from AIM entries and reflects all Use of Force used by LPD members in 2014.

Use of Force Reported Per Incident – Last Five Years

TYPE	2010	2011	2012	2013	2014
AIM Use of Force Entries	NA	NA	365	331	338
Total Subjects Arrested Using Force	NA	NA	246	230	169
Total Subjects Force Used on	NA	NA	410	407	351
Total Officers Using Force	NA	NA	499	489	484
Physical Force/Empty Hand	19	54	136	225	159
CEW/ (Drive Stun/Darts)	105	83	76	98	79
OC Spray	12	17	9	6	5
Bean Bag/Pepper Ball	0	0	0	1	2
Baton/Impact Weapon	3	0	1	2	1
K-9 (bites only)	19	21	14	12	14
K-9 deployment (non-bite)	NA	NA	70	51	73
Firearm – Lethal Force	3	1	2	2	7
Firearm/Discharged – Aggressive Dog	NA	NA	NA	NA	2
Pointing of Weapon	NA	NA	101	128	99
Pointing of CEW	NA	NA	NA	54	28
Handcuff and Release	NA	NA	115	112	65
Weapon of Opportunity	NA	NA	10	4	1
Total	161	176	NA	695	535
Total number of Arrests	5345	5328	6462	5173	4607
Use of Force Actions/Arrests	3%	3.30%	NA	13.44%	10.20%
% Force Used results in Arrest	NA	NA	56%	57%	48%
% Force Used/Total # Arrests	NA	NA	6.35%	7.86%	7.62%
% Force Used Arrests/Total # Arrests	NA	NA	3.81%	4.44%	3.67%

2014 Use of Force DATA



Administrative Investigations:

In 2014, the Office of Professional Standards received four complaints of excessive force from the 351 subjects force was used upon. There were three reported injuries in these complaints and each allegation of the use of excessive force was investigated pursuant to department policy. The investigations did not reveal any improper conduct by the officers involved or policy violations.

Lethal Force Review:

In 2014, the use of lethal force defensive actions increased significantly compared to 2013 from two (2) to seven (7). Additionally, there were two incidents where officers also discharged their firearms at aggressive animals (these two incidents are reflected separately in the Use of Force Reported per Incident table above). The following is a short synopsis of the incidents:

2014-0246

LPD officers responded to 2804 Kathryn Ave in reference to a suspicious person call where it was

determined that the person, Jim Monroe suffered from mental illness. Information obtained during the call revealed that the suspect (Monroe) had advised relatives that his wife had committed suicide and that the suspect was making unusual statements. Upon arrival at the residence, LPD Officers observed the suspect through a window as he was seated inside the living room with a rifle. Officers established a perimeter and members from the SWAT Team and Hostage Negotiation Team were called. Following numerous hours of negotiation, the suspect exited the residence brandishing a handgun at which time four (4) LPD officers utilized lethal force on the suspect. The suspect was later pronounced deceased and upon searching the residence, officers discovered the suspects wife deceased inside the residence from an apparent gunshot wound to her head.

2014-0249

LPD Officers responded to the 1100 block of N. Stella Ave in reference to multiple disturbances (fights) that were occurring around the apartment complex. Upon arrival, officers noticed a large crowd that was dispersing. Officers responded to the rear parking lot as they had reasonable suspicion that a crime (battery/disorderly conduct/trespass) has taken place and occupants of vehicles were leaving the scene. Officers then attempted to make contact with a vehicle in the rear parking lot and upon contact the vehicle occupant (driver) immediately began to flee from officers. The vehicle drove west through the north parking lot and turned south on N. Stella Ave where Officer Conner was present. As the vehicle turned south bound, the driver, Ryan Young accelerated and drove the vehicle directly in the path of Officer Conner. Officer Conner, in fear for his life, fired his issued duty weapon at the vehicle. The vehicle subsequently continued to flee and other officers engaged in a vehicle pursuit that ended in the 1000 block of Brunnell Parkway. The suspect/driver, Ryan Young attempted to flee on foot and was apprehended by officers.

2014-0101

Officers responded to the area of the 800 block of N. Florence Avenue in reference to a subject who was wanted for a misdemeanor warrant. Officers received information from a relative that the suspect, Essau Coney had an active warrant for violation of probation and that he cut off the ankle bracelet he was wearing. The caller advised Essau Coney was wearing a brown short sleeve button up shirt, tan in color, black pants, a straw hat brown in color and had a gray beard. Officer G. Williams ran Essau Coney name in the LPD computer system to confirm if he had an active warrant and the warrant check revealed an active warrant for violation of probation resisting an officer without violence (warrant issued date was 01-24-14). Officer G. Williams bolo'd the information via police radio to other officers at which time Officer Doug Mills and Sgt. Gary arrived in the area of 800 Florence Avenue. Officer Mills attempted to get out with the suspect at which time the suspect fired a handgun at Mills. Both Officer Mill and Sgt. Gary utilized their assigned issued handguns and returned fire at the suspect. It was later determined that the suspect who shot at Officer Mills was not the original suspect (Essau Coney) who police were searching for. The actual suspect who shot was later identified as Tommy Lanier.

Suspect Injuries:

The majority of subject injuries documented on a Use of Force report in 2014 were abrasions and lacerations along with K-9 bites. Likewise, a further review of AIM entries noted that many of these injuries were not caused by the initial application of use of force but were received when the suspect fell to the ground or while being taken into custody following the initial deployment of the CEW.

Reported Suspect Injuries Out of Force

Some suspects suffered more than one injury as a result of the use of force. Out of the 351 subjects, 59 were injured or claimed injury as a result of being taken into custody. This was an increase of 4 from 55 subjects injured or claiming injury in 2013. With the decrease in arrest, the rate of suspect injury as a result of arrest remains under 1.5% for the past three years.

Total Number of Suspects Injured

2013 – 55

2014 - 59

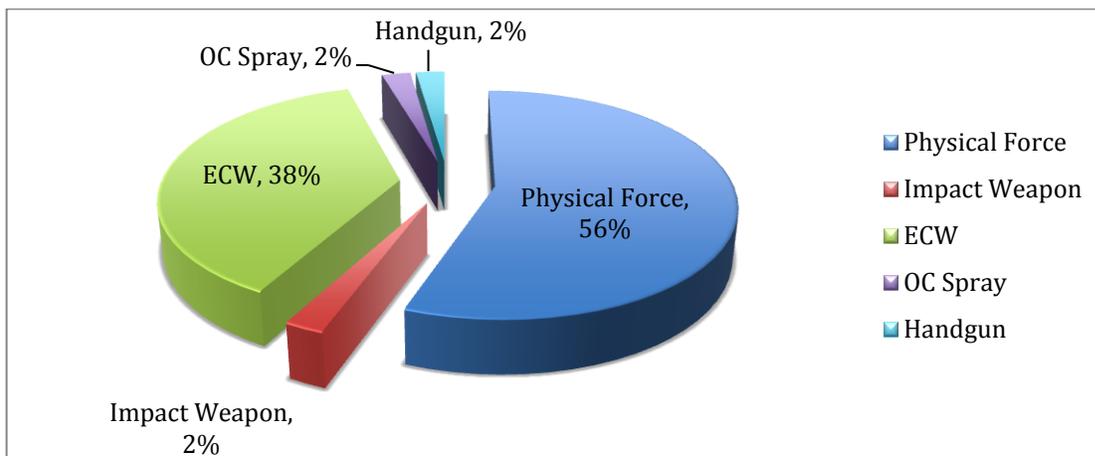
Cause of Injury - Suspect

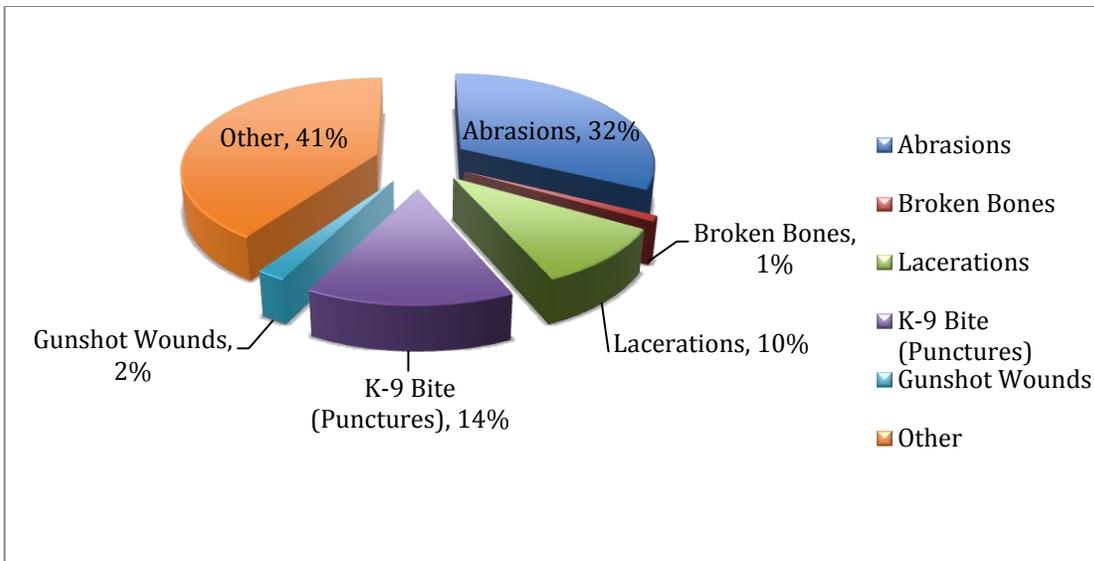
Physical Force	49
Impact Weapon	2
CEW	33
OC Spray	2
Handgun	2

Type of Injury – Suspect

Abrasions	32
Broken Bones	1
Lacerations	10
K-9 Bite (Puncture)s	14
Gunshot Wounds	2
Other*	40

*Other includes the following: Chest Pain, Punctures, Skin Irritation, Contusion and Swelling.





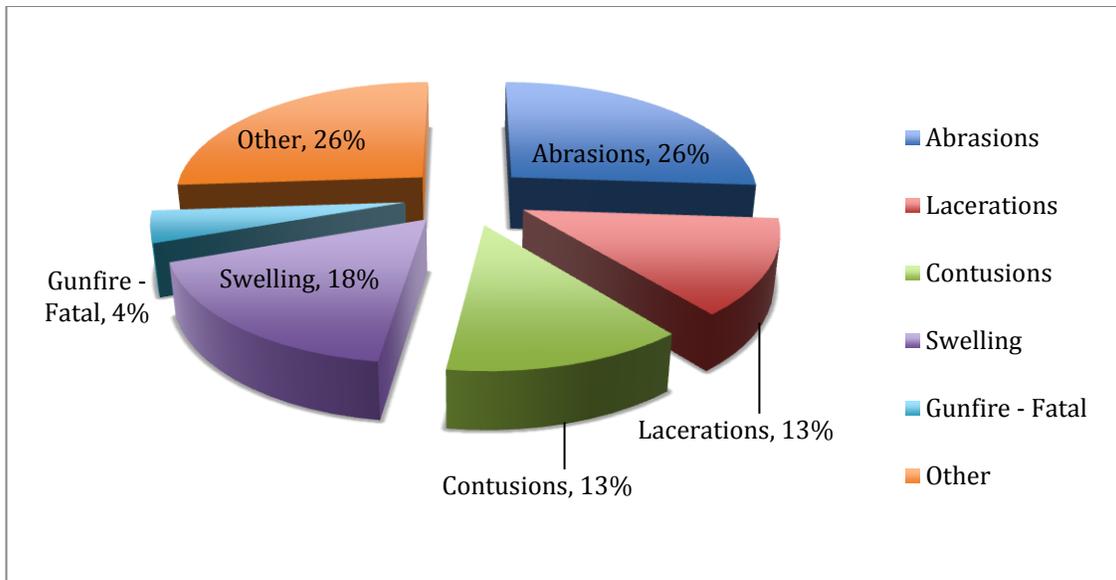
Reported Officer Injuries out of 484 Officers using force.

Type of Injury – Officer

Gunshot Wound	1
Abrasions	6
Lacerations	3
Contusions	3
Swelling	4
Other	6 (Broken Bone, Skin Irritation, Respiratory)

- 2010 4 injuries
- 2011 7 injuries
- 2012 8 injuries
- 2013 15 injuries
- 2014 23 injuries

Twenty-three (23) officers reported injuries following a use of force action during incidents that occurred in 2014. This figure increased by 8 from the number of injured officers in 2013. Statistically, less than one percent of the time officers were injured making an arrest this past year. When comparing officer injuries to Use of Force on the 351 subjects, the percentage rose to 6.6%. Twenty-three officers being injured while in the performance of their duties is concerning, even with the majority of the injuries being considered minor in nature.



MOTOR VEHICLE PURSUIT ANALYSIS (2014)

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 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. Only under circumstances defined by policy and with the approval of a supervisor, may an officer pursue a suspect vehicle when it is believed that the vehicle is stolen.

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 the overall safety of the public. 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 045). Currently, 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, and 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 a supervisor from the Office of Professional Standards. The purpose of this board is to review all motor vehicle pursuits for compliance with Department 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. During these sessions, discussions about the incident occur as well as a review of the motor vehicle pursuit policies and procedures. During 2014, there were twelve (12) documented motor vehicle pursuits that were reviewed administratively by the Pursuit Review Board. Additionally, the department conducts in-service training on the department's pursuit policy and pursuit driving skills, as well as training on tactics to end pursuits before they begin through Vehicle Intercept procedures in which the offender's vehicle is blocked in by police vehicles prior to the subject having the opportunity to attempt to flee. Officers are also trained and equipped with "Stop Stick" tire deflation devices which officers can deploy under controlled circumstances to end pursuits which have already begun.

Statistical Data and Analysis:

Pursuits	2010	2011	2012	2013	2014
Total Pursuits	10	12	2	6	12
Terminated by agency	1	2	0	3	2
Compliant with Policy	8	10	2	5	11
Not Compliant with Policy	2	2	0	1	1
Reason Pursuit Initiated:					
Violent Felony	2	9	1	3	5
Felony /Motor Veh. Theft	7	2	1	3	7
Misdemeanor	0	0	0	0	0
Traffic Offense	1	1	0	0	0

In 2014, a large increase was noted from 6 in 2013 to 12 this past year. There was no specific reason noted for the increase. After a formal review, eleven pursuits in 2014 were found to be within policy and one pursuit was found to be outside of policy.

In 2014, the time of the pursuits ranged from 1 minute to 8 minutes. Top speeds of the pursuits varied from 50MPH and the other was 120MPH. Two pursuits were terminated by either the initiating officer or the pursuit supervisor. The willingness to terminate the pursuits lends itself to the officers and supervisors being aware of policy and assessing the potential risk to the public versus the need for immediate apprehension. Pursuits continued to remain low when compared to other arrest data. This reflects a pursuit policy that is enforced, results of continuing education and training of officers and supervisors, and increased accountability on this high liability issue.

Motor Vehicle Pursuits: Traffic Crashes	2010	2011	2012	2013	2014
Total # of Vehicle Crashes	4	5	0	1	2
Total Amt. Suspect Vehicle Damage	\$15,000	\$26,600	\$0	\$3,000	\$7,000
Total Amt. Dept. Vehicle Damage	\$15,000	\$4,000	\$0	\$500	\$0
Total Amt. Other Property Damage	\$6,500	\$2,290	\$0	\$0	\$3,250
Total Overall Annual Traffic Crash Damage	\$36,500	\$32,860	\$0	\$3,500	\$10,250

Motor Vehicle Pursuits: Injuries	2010	2011	2012	2013	2014
Officers Injured	0	0	0	0	0
Suspect Injured	2	1	0	2*	1
Third Party Injured	0	0	0	0	0

*related to subject's apprehension after fleeing vehicles on foot.

BIAS BASED PROFILING/BIAS FREE POLICING ADMINISTRATIVE REVIEW

The Office of Professional Standards is responsible for an annual review of the department's practices as they relate to Bias Based Profiling. The Lakeland Police Department's General Orders contain policies that place the Department in compliance with Florida Statutes and community expectations.

In 2012, OPS developed a method to track encounters with the public and document the statistical data. Several methods were explored to find the most efficient method and work in conjunction with a CAD/Tiburon upgrade that caused a delay in the implementation. Methods were beta-tested and reporting via an officer's in-car computer was found to be the most efficient. This is a post-incident reporting requirement and officer safety was discussed as being paramount. Starting January 1, 2013, the Demographic Tracking procedures established by OPS went into effect.

During the development process, the department reviewed its Bias Based Policing Policy. 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.
- Provisions for corrective measures if bias based profiling occurs.
- Definitions of Bias Based Profiling and Reasonable Suspicion.
- Provisions for Traffic Stop Procedures.
- Provisions for Community education and awareness efforts.

Training:

The Lakeland Police Department conducts training on issues that pertain to Bias Based Policing and Profiling in accordance with guidelines established with Criminal Justice Standards and Training

Commission (CJSTC). This includes in-service training sessions in either the form of computer based (Power DMS) or reality based scenario training every two years. In-service training sessions were conducted in February 2014. This training included a “Police Discrimination” video and which was placed on Power DMS for members to view and acknowledgement with an electronic signature. The training covered various types of discrimination during the course of police work and specifically addressed traffic enforcement.

The Office of Professional Standards assists in the training of all newly hired officers on Bias Based Policing and Profiling during the Mini-Academy phase of their Field Training program.

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 (www.lakelandgov.net/lpd). Police Supervisors are required to assist all citizens wishing to file any complaint, including for bias based profiling, upon request or observation of the need to assist. All allegations of bias based profiling are thoroughly investigated by the 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 2014, the Lakeland Police Department received one complaint that was categorized as either racial discrimination or bias based profiling. The complaint was assigned to Internal Affairs for investigation. The following is a summary of the complaint:

The incident occurred during a traffic stop in which a black male officer stopped a white male driving with two black male occupants in the vehicle. The complainant alleged that there was no legitimate reason for the stop. Additionally, the complainant advised that he was told by the officer’s supervisor, that the reason he was stopped was different than was in the officers police report. The complainant also alleged that the supervisor had the officer alter the police report in that regard. The allegation was investigated by OPS

detectives and a recommended finding of “UNFOUNDED” was issued by the Chain of Command and the Chief of Police concurred.

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/Home/BiasFreePolicing.aspx>

Department Practices / Traffic Stops/Citations:

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

- 20-12/3-6 (Bias Free Policing)
- 24-2 (Traffic Enforcement)
- 24-11 (In Car Audio or Video Recording)

The table on the following page represents the demographic data for 2014 captured by the new demographic tracking system developed by the Office of Professional Standards for all vehicle stops. This system captures the race and sex of the driver; whether the driver was a resident of the City of Lakeland or not; the reason for the stop; the outcome of the stop; if a search of the vehicle was conducted, the reason for the search and the search results. The program captures a broader description of ethnicity and categorizes race as “Caucasian” (White), “African American” (Black), Hispanic, Asian, and Unknown for all others.

Traffic Stop Demographic Information

	LAKELAND POLICE DEPARTMENT <i>Demographics</i>									Total Stops	
											5,664
RACE & SEX											
	W/F	W/M	B/F	B/M	H/F	H/M	A/F	A/M	UK / F	UK / M	
Count	1,467	1,663	788	983	259	433	21	23	10.00	15.00	
Percent	25.90%	29.36%	13.91%	17.36%	4.57%	7.64%	0.37%	0.41%	0.18%	0.26%	
RACE					RESIDENCY			STOP REASON			
	W	B	H	A	UK	Res	Non	Moving Violation	Non-Moving Violation	Investigative Stop	
Count	3,130	1,771	693	44	26	4,355	1,307	3,410	2,082	149	
Percent	55.26%	31.27%	12.24%	0.78%	0.46%	76.92%	23.08%	60.45%	36.91%	2.64%	
STOP OUTCOME							SEARCH REASON				
	MISD Arrest	Felony Arrest	UTC	RELEASED	PROB Cause	Consent	No Search				
Count	185	6	3,142	2,328	69	371	5,219				
Percent	3.27%	0.11%	55.50%	41.12%	1.22%	6.56%	92.22%				
SEARCH RESULT											
	Property Found	Drugs / Alcohol Found	Weapons Found	No Contraband Found	Weapon & Drugs Found						
Count	5	34	10	5,581	9						
Percent	0.09%	0.60%	0.18%	98.97%	0.16%						

Note: The citation numbers are not inclusive of citations issued by the Red Light Camera System

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.

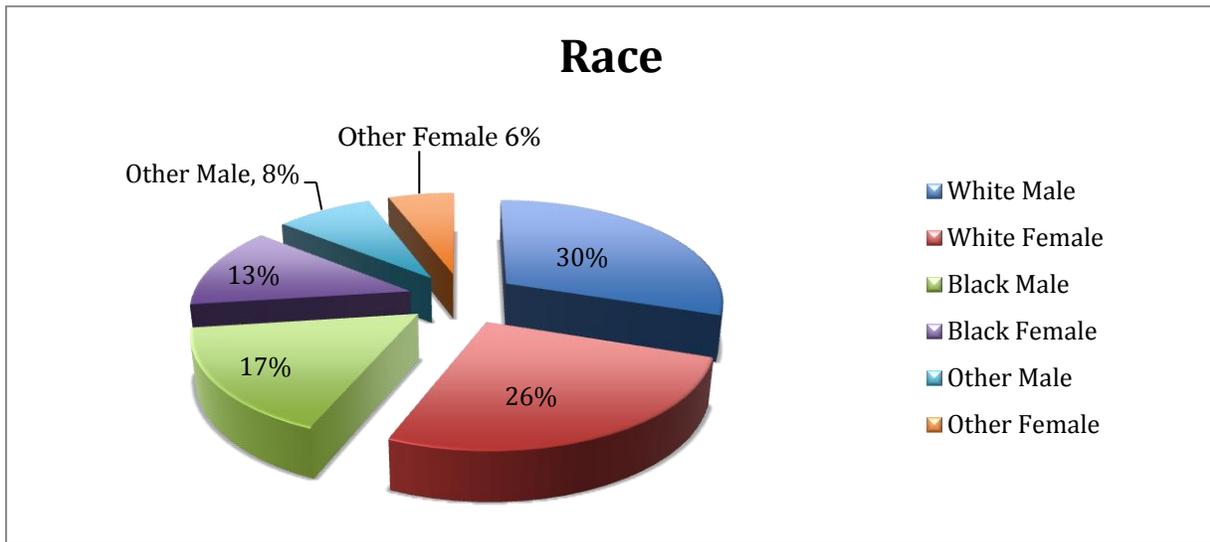
The table on the following page represents a profile of driver demographics of the citations submitted where a complete disposition data was available; however, with the new demographic

reporting system started in 2013, a better depiction of all traffic stops has been captured, not just those resulting in a citation.

Total Traffic Citations

	2012		2013		2014		Current City
Race / Gender	Citations	% Rate	Citations	% Rate	Citations	% Rate	Demographic
White Male	6121	39.54%	3965	35.63%	2439	30.06%	
White Female	4907	31.70%	3416	30.70%	2122	26.16%	70% m/f
Black Male	2381	15.38%	1521	13.67%	1351	16.65%	
Black Female	1887	12.19%	1400	12.58%	1039	12.81%	20.7% m/f
Other Male	101	.65%	532	4.78%	684	8.43%	
Other Female	84	.54%	293	2.63%	470	5.79%	9.3% m/f
Total	15,481	100%	11,127	100%	8,113	100%	

Source: Team LPD – Note: These citation numbers are inclusive of citations issued by the Red Light Camera System



It was noted that the number of citations issued to Caucasian and African American males and females decreased. There was a 7% increase in the number of citations issued to “Other” male and female subjects. The increase in citations to the “Other” category may be due to an increasing Hispanic/Latino population within the city.

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. When compared to community demographics, approximately 56% of traffic citations were issued to Caucasians who represent approximately 70% of the community; approximately 29% of the traffic citations were issued to African Americans who represent approximately 21% of the community; and, 14% of the citations were issued to members of other races who represent approximately 9% of the community.

The Department of Highway Safety and Motor Vehicles’ (DHSMV) 2014 “Safety Belt Violation Data Collection Annual Report” reflected the below data reported to them by the Lakeland Police Department:

**Seat Belt Violations (2014 Annual Statistics)
F.S.S. 316.614(9)**

Race & Ethnicity	Non-Hispanic	Hispanic	Total
White	613	104	717
Black	360	0	360
Indian	0	0	0
Asian	16	0	16
Unknown	0	0	0
Total	989	104	1093

The Lakeland Police Department reported this statistical data to the DHSMV on a quarterly basis in 2014 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 continue to result in inconsistencies on how this information is reported.

Field Contacts via Field Interview Card

As part of our ongoing review of Bias Based Profiling Issues, the Information Technology section was able to obtain and categorize our Field Contact data as now has been done with our 2014 Demographic Tracking data. Field Contact data for this report consists of dispatched and self-initiated calls to suspicious persons, vehicles, and other types of calls where documentation is necessary via a Field Interview Card.

The following charts reveal the 2012, 2013, and Year to Date 2014 data related to demographic information taken from Field Interview contacts:

2012 Race/Sex

RaceSex	Total
U/U	4
/F	10
/M	84
B/F	77
B/M	858
I/M	1
N/F	1
N/M	1
O/F	1
W/F	197
W/M	749
Total	1983

2013 Race/Sex

RaceSex	Total
U/U	8
/F	3
/M	23
B/F	36
B/M	362
I/M	1
U/M	2
W/F	88
W/M	358
H/F	2
H/M	16
Total	899

2014 Race/Sex

RaceSex	Total
U/U	148
O/F	11
O/M	13
B/F	314
B/M	366
I/M	2
I/F	0
W/F	519
W/M	564
H/F	58
H/M	60
Total	2055

In reviewing this data, it was noted that there was a significant increase in the number of field contacts generated by officers in 2014. This was consistent with other data Office of Professional Standards Annual Report showing a reduction in arrests and traffic citations issued during 2014.

There were no Bias Based Policing allegations that occurred during any of the field contacts in 2014. Further, out of 4,607 arrests, 5,664 traffic stops and thousands of contacts with individuals, only one allegation was received of potential racial bias occurred during a traffic stop. As discussed prior in this report, the officer in the allegation was exonerated of any wrong doing related to the allegation.

Asset Seizure and Forfeitures

Florida State Statutes govern 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 Orders.

The Lakeland Police Department is responsible for taking all required action to legally dispose of property seized with the expectation that title thereto will be transferred to the LPD as a contraband forfeiture or on the basis that it qualifies as contraband. Title to contraband seized may be resolved through a forfeiture pre-suit settlement, as a forfeiture lawsuit, or as “unclaimed evidence.” Monetary assets seized and disposed of under a legal principle of forfeiture are kept within the Department’s Law Enforcement Trust Fund (LETF). All property acquired through these processes are documented in agency records within the AIM database and is used and or disposed of by the agency pursuant to legal authority. The information contained within the following tables provides statistical information on the department’s contraband seizures and dispositions during 2014.

The Department’s General Orders also prohibit bias based profiling regarding asset seizure and forfeitures. The following table provides statistical information on the department’s asset seizures and forfeitures during 2014. 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.

On the following page are charts displaying the property seized during 2014, the resulting action, final disposition, and the race and gender of the subject the action was against are shown. Also displayed are charts showing pending forfeiture cases that were initiated in 2014, but are still pending final action by the courts; as well as cases which were initiated in 2013 and final disposition was rendered in 2014.

Completed Contraband Seizure Cases 2014

Property Seized	Resulting Action	Disposition	Race	Gender
\$1,000.00 Digital Scale	Settlement	\$800.00 to LETF Digital Scale	Black	Male
\$2,170.00	Settlement	\$1,920.00 to LETF	Black	Male
\$3420.00 Firearm	Settlement	\$2,220.00 to LETF Firearm	Black	Male
\$1,937.00	Settlement	\$1,537.00 to LETF	Black	Male
\$3,990.00	Returned property due to circumstances	\$0.00	Black	Female
\$4,074.00	Settlement	\$1,500.00 to LETF	Black	Male
Firearm	Returned property due to circumstances	Returned Firearm	Black	Male
\$1,396.00 Firearm	Settlement	\$1,000.00 to LETF Firearm	Black	Male
\$924.00	Settlement	\$800.00 to	Black	Male

		LETF		
\$2,207.00	Settlement	\$207.00 to LETF	Black	Male

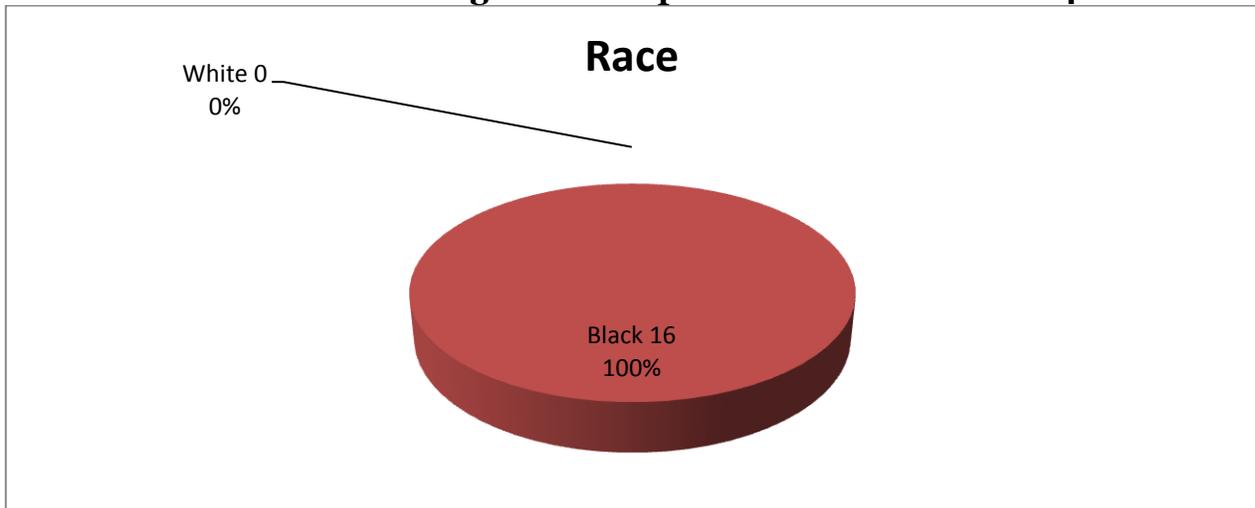
Pending Contraband Seizure Cases 2014

Property Seized	Resulting Action	Disposition	Race	Gender
\$881.00, 3 Firearms Scales	Awaiting final court disposition	Pending Outcome	Black	Male
\$1,865.75	Awaiting final court disposition	Pending Outcome	Black	Male
2 Firearms	In suit	Pending Outcome	Black	Male
\$1,129.00	Awaiting final court disposition	Pending Outcome	Black	Male
\$4,150.00	Awaiting final court disposition	Pending Outcome	Black	Male
\$28,228.00	In suit	Pending Outcome	Black	Male

Pre-2013 Contraband Seizure Cases Concluded in 2014

Property Seized	Resulting Action	Disposition	Race	Gender
\$3,160.00	Civil Suit	\$2,410.00	White	Male
\$6,761.00	Settlement	\$1,690.00	Black	Male
\$2,734.00	Settlement	\$2,000.00	White	Male

Bias Free Policing Data Completed Seizure Cases 2014



There were a total of 16 seizures in 2014

The Office of Professional Standards 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 2013. Ongoing training and review will continue to support the department's commitment to Bias Free Policing.

EARLY INTERVENTION SYSTEM ADMINISTRATIVE REVIEW (2014)

The Lakeland Police Department's Early Intervention System (EIS) is a data-based personnel 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 Office of Professional Standards manages the (EIS) through an electronic case management system (AIM – Administrative Investigations Management). The Office of Professional Standards conducts an annual review of the Early Intervention System.

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 2014, there were 20 Early Intervention alert notifications involving a department member. This was a decrease from 21 in notifications in 2013. The tracking mechanisms changed in 2013 with the addition of Handcuff and Release and Pointing of Weapon AIM entries. As a result, OPS determined that Handcuff and Release and Pointing of Weapon categories should be separated and moved into their own categories that would create a trigger. Handcuff and Release is set at 9 within 90 days and the Pointing of Weapon category is set at 6 within 90 days. Each is separated from all other Use of Force. Traffic Crashes and Administrative Investigations was a primary cause of an EIS notification. Three of the EIS notifications involved Use of Force, one Citizen Concern and a member counseling.

Each notification was sent to the member's supervisor for review. Each one resulted in a review only and no actual intervention was needed. Further, after an adjustment to the triggers, there was a decrease of one in notification from 2013. It should also be noted that there was only one civilian EIS notification.

Further, with the upgrade of AIM, there are more mechanisms in place to ensure there is follow-up when an intervention occurs to ensure the employee and supervisors are monitoring the situation. Overall, the program continues to be effective and with the requirement of more reporting, more situational awareness has been created for supervisors to monitor activity.

GRIEVANCES REVIEW & ANALYSIS

In 2014 the Grievance Process was moved to the Office of Professional Standards from General Services Section. The intent was to have OPS set this up to be tracked in AIM. There was one Grievance received by OPS during the year 2014. The grievance was filed in relation to not being allowed to work city overtime, not being issued official Lakeland Police Department uniforms and being treated differently than other City of Lakeland police officers. The grievance was moved through the grievance process and is pending arbitration in March 2015. A review of this process revealed that having Grievances tracked by OPS ensures accountability which coincides with the administrative case that was monitored/maintained by OPS via the use of AIM and a Case Manager. While grievances are not a common event, having OPS monitor ensures that it is part of its mission of general oversight for the agency.

SAFETY BOARD

In 2012, Traffic Crash Review Boards and Property Incident Review Boards were merged into one board called the Safety Board. The board meets as needed and reviews every departmental crash, damaged property incident and employee injury. The board is tasked with determining whether a crash is preventable or not along with property damage. Employee injuries are reviewed to ensure safety measures were in place or reevaluate procedures to ensure injury reduction and risk management is a main focal point in discussions. The involved member is allowed to attend the board meeting in which his or her case is reviewed and may provide information to the board members in regards to their case.

During the past year, the board reviewed 161 incidents. The board was also tasked with ensuring corrective measures were issued by the appropriate supervisor via the use of AIM. A standard threshold was established by the board in which one preventable traffic crash or preventable property incident within the past 12 months would result in a Counseling Form. An additional preventable traffic crash or preventable property incident within a 12 month period would trigger a Written Reminder. If an additional preventable traffic crash or preventable property incident occurred or an incident was egregious enough the board felt discipline should be issued, the board would recommend discipline in its findings and forward back to the immediate supervisor so that discipline could be recommended to the Chain of Command. This was done to address any potential Police Officers Bill of Rights issues. See below for breakdown of Safety Board findings:

TYPE	Preventable	Non-Preventable	Other/NA	TOTALS
Crash	25	31	1	57
Property Incidents	5	25	1	31
Employee Injury*	N/A	N/A	73	73

*Employee Injured reviewed was to determine if safety measures were in place or if any safety measures need to be put in place as a result of injury.

In the third year of tracking for the Safety Board, causation of preventable crashes continues to be right of way violations, rear-end collisions, improper backing and responding to calls. There was no occurrence of texting while driving or use of the MCT causing a crash. Also, no significant injuries occurred to officers or citizens in either type of crash.

CONCLUSION

In summary, the Lakeland Police Department experienced a significant amount of change during the last three years and 2014 was a difficult year in terms of employee misconduct and public scrutiny. The Office of Professional Standards/Internal Affairs Unit again worked twice the number of cases normally worked in the average of the three years prior to 2012. The majority of these cases were highly complex, involving multiple officers and were highly publicized. These investigations resulted in one (1) termination, two (2) members resigning in lieu of termination and two (3) members resigning while under investigation. Overall, the Lakeland Police Department continues to perform well and no significant trends were noted in relation to use of force or bias-based policing. It was noted that the use of force resulting in arrest decreased from 57% to 48% in 2014. Other areas saw

small increases or decreases depending on the topic/ category of force used, but none were enough to cause significant concern.

Many items discussed will continue to be a focus in 2014 for the Office of Professional Standards. The staff in OPS is in a transitional phase and will continue to work with other components to find ways to improve efficiency and continue the progression of the goal to go to a fully paperless system. This will include combining some forms and converting current forms to an auto fill or fillable format to reduce officer/supervisor down time in completing documents.

The year ahead holds the opportunity to learn from the experiences of 2014 and to continue to move forward with increased transparency as an organization; improvements in the development of our personnel; and improvements in the use of technology to benefit the citizenry we serve.