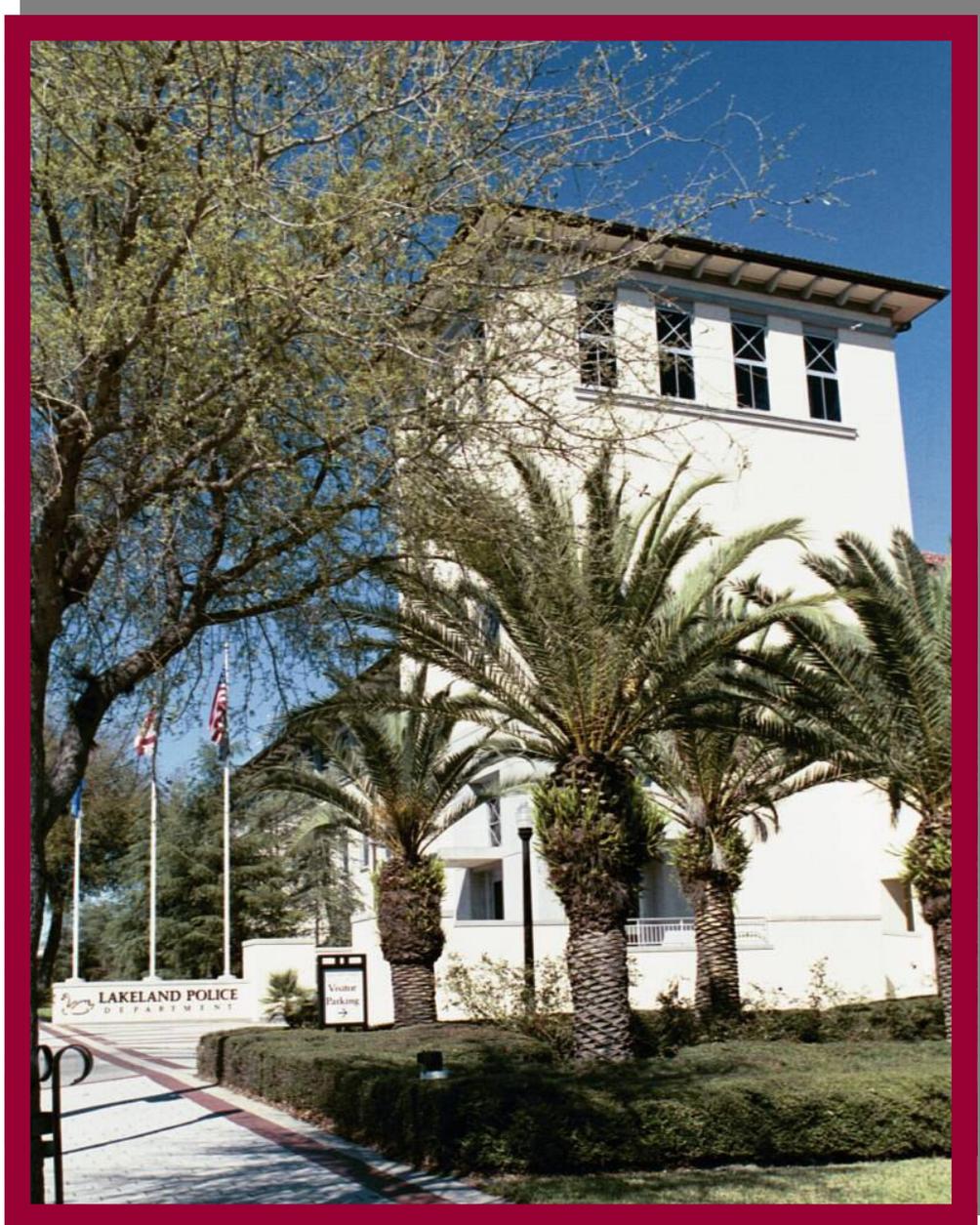


# Lakeland Police Department

219 North Massachusetts Avenue

Lakeland, Florida, 33801



## 2011 Annual Report

# Mission Statement

“In partnership with the community, and 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.”



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**Lakeland Police Department**

219 N. Massachusetts Ave.  
Lakeland, Florida 33801  
(863) 834-6900

Dear Mayor, Commissioners, City Manager and Citizens of Lakeland,

The ultimate goal of the Lakeland Police Department has always been to serve in a positive, helpful, and professional manner, providing quality services to the citizens of the City of Lakeland. As Chief of Police these goals will not change, they will just be improved upon. All of our employees, both sworn and civilian, strive to exemplify these goals on a daily basis. We work hand-in-hand with all city departments, community partners, and neighborhood watch groups to improve the quality of life for the citizens of Lakeland.

This year's annual report reflects the efforts and accomplishments of the dedicated members of the Lakeland Police Department during 2011 as well as their courageous response to the tragic loss of Lakeland Police Officer Arnulfo Crispin on December 21, 2011.

These accomplishments have been possible because the communities which are served within the City of Lakeland have chosen to be a part of our team. I can not say enough about their willingness to partner with the Department. The team becomes complete with their input, assistance and desire to solve problems.

Sincerely,



Lisa Womack  
Chief of Police



**City Of Lakeland**

**Mayor**

*Gow Fields*

**Commissioners**

*Keith Merritt*

*Don Selvage*

*Justin Troller*

*Phillip Walker*

*Howard Wiggs*

*Edie Yates*

**City Manager**

*Doug Thomas*

**In Memoriam**  
**Officer Arnulfo Crispin**



**End of Watch**  
**December 21, 2011**

# LPD At A Glance

The City of Lakeland is centrally located within the state of Florida, with a total land area of approximately 75 square miles and a 2011 population of 97,690.

The department is composed of the Chief's Office and three bureaus. The three bureaus are the Neighborhood Services Bureau (NSB), the Investigative Services Bureau (ISB), and the Support Services Bureau (SSB). Each bureau is commanded by an Assistant Chief.

The primary duties of the NSB are patrol, traffic enforcement, and special operations. The primary duties of the ISB are criminal investigations, the crime lab, and victim assistance. The primary duties of the SSB are recruiting, training, and career development.

The department has an authorized strength of 226 sworn full-time officers (1 chief, 3 assistant chiefs, 4 captains, 11 lieutenants, 34 sergeants, and 173 officers) and 115 civilian employees.

The department's annual budget for FY 2011 was approximately \$34 million dollars.

Department workload for 2011 included:

- 94,157 computer-generated event numbers
- 24,004 reports
- 17,485 traffic citations
- 366 DUI arrests
- 394,917 total calls to communications
- 796 Domestic violence calls
- 13,961 new pieces of evidence
- 1,255 completed crime lab cases
- 5,723 Part I crimes
- 4,630 alarm responses

# Office of the Chief

The Office of the Chief is composed of those members of the department that directly report to the Chief of Police. This includes the three Assistant Chiefs of Police, the General Counsel, the Lieutenant commanding the Office of Professional Standards, and the Public Information Officer.

## **Office of the General Counsel**

The Office of the General Counsel is staffed by one attorney, two legal assistants, and one investigator who is responsible for the department's asset forfeiture efforts. The attorney provides legal advice regarding constitutional law, criminal law, civil liability, and employment law. He also prepares contracts, proposes legislation and ordinances and assists with policy development and training. The attorney serves as liaison between the police department and the state attorney, city attorney, and outside counsel.. He files contraband forfeiture lawsuits on behalf of the department. The legal assistants prepare pleadings, schedules hearings, and monitor and maintain files.

## **Office of Professional Standards**

The Office of Professional Standards is comprised of one lieutenant, one sergeant, two investigators, one civilian accreditation manager, and one administrative assistant. The office is responsible for conducting all investigations of employee wrongdoing and for the department's state and national law enforcement accreditation efforts. It is also responsible for general oversight and special projects.

## **Public Information Officer**

The Public Information Officer is responsible for the dissemination of crime news and other information pertaining to LPD activities. This takes place through both traditional media outlets such as newspaper, radio, and television and nontraditional social media outlets such as blogs, tweets, emails, websites, texts, and video presentations.

# Neighborhood Services Bureau



**Assistant Chief of Police Larry Giddens**

## **UPD**

The Uniform Patrol Division provides public safety services 24 hours a day, 7 days a week, 365 days a year, in response to emergency and non-emergency calls for service. The Uniform Patrol Division is committed to the philosophy of community policing as the fundamental manner in which police services are delivered and used as an operational strategy that promotes a new and dynamic partnership between the citizens and their police. The premise is for both the community and their police to work together to identify, prioritize, and solve contemporary problems such as crime, the fear of crime, social and physical disorder, and general neighborhood decay, with the goal of improving the overall quality of life in the Lakeland community.

### **Organizational and UPD Changes**

In the early part of October 2011 a significant organizational change was experienced due to the retirement of Assistant Chief Debra Henson that prompted several promotions within the organization at each supervisory level. The bureau chief's changed assignments within the Support Services and Investigative Services areas and the new Assistant Chief was assigned to the Neighborhood Services Bureau. During this same time period the K-9 unit was transferred to the Special Operations Division remaining under the command of Lieutenant Rick Taylor. Additional changes in the Uniform Patrol Division took place in July and August when the Field Training Program and Crime Analysis Unit was transferred to the Support Services Division for further management.

### **Manpower Allocation**

In 2011 one Captain presided over the Uniform Patrol Division that was comprised 106 sworn officers, ten Public Safety Aides (PSA) and one civilian secretary. The allocation of manpower for the patrol division remained consistent as with past years. The two day shift squads work 0630-1830 hours and are allotted sixteen officers including one K-9 officer, one SPV officer, and five PSA's. The day shift squads are supervised by one Lieutenant and four Sergeants that are geographically assigned as are the officers on the squad. The night shift squads work 1830-0630 hours and have twenty officers including two K-9 officers and one SPV Officer geographically assigned in the city. Each night shift is supervised by one Lieutenant and four sergeants that are assigned to one of the four districts. There are two power squads, commonly referred to as the Alpha/Bravo and Charlie/Delta power squad's that supplement the four patrol squads. Each power squad is comprised of six officers and one K-9 Officer. The power squads' schedules are set to ensure that they are working during the peak call for service times: Monday thru Thursday 1200-2400 hours and Friday/Saturday 1500-0300 hours with Sunday 1300-0100 hours respectively.

## **Crime**

The Lakeland Police Department family experienced a significant tragedy December 18, 2011 when Officer Arnulfo Crispin was shot and ultimately succumbed to those injuries on December 21, 2011. The Lakeland Police Department and Lakeland community last experienced a line of duty death of a law enforcement officer in 1932.

For 2011 a noted increase in violent and property/burglary was detected in certain geographic areas of the city during the first half of the year. Prior to the summer months two separate initiatives were created to address the noted increases in both violent and property/burglary related crimes. Both initiatives utilized a short and long term strategy and involved the assistance of every member of the department to combat the crimes.

A key part of addressing crime in the city was the use of crime analysis and forming a cohesive relationship with the members of the Crime Analysis Unit. The members of the Uniform Patrol Division worked closely with the crime analysis unit and as a result of this solid relationship a review of the Crimestat process was completed to determine if enhancements were warranted. It was determined to change from holding weekly meetings to a bi-weekly schedule on the first and third Wednesday of the month. This change was incorporated in December and allowed all UPD Lieutenants to attend to enhance buy-in and accountability measures at the squad level. Uniform patrol Lieutenants review Crimestat information and the CRIMEMAP program with their squad members to keep them up to date and informed on emerging real time crime trends, investigative leads, and suspects of interest. There was a 3% reduction in calls for service in 2011 in comparison to 2010.

## **Partnerships**

The Uniform Patrol Division recognizes a key strategic practice for the police department is to work in a collaborative manner with partners throughout the community with a shared commitment to address conditions that give rise to crime and disorder. UPD representation attends and supports neighborhood and community events/meetings such as; Community Policing Advisory Council (CPAC), Chief's Chat, Lakeland Night Out, LPD Open House, Leadership Lakeland Government Day, Hispanic Festival, Kiwanis Pancake Festival, Red Ribbon Run, Veteran's Day Parade, neighborhood watch meetings, and Citizens Police Academy just to mention a few.

The Mayor's Homeless Task Force has been making great strides in the Lakeland community to aid the homeless by collaborating with various stakeholders to be more effective in providing services to those who need them. The Lakeland Police Department is a key partner in this effort and Officer Marcus Baker was selected to be the Homeless Task Force Liaison to work with the service providers in the downtown area that assist the homeless in our community. Unfortunately, Officer Baker sustained injuries in an off-duty incident and was unable to continue with his efforts in this area. The Uniform Patrol Division stepped in and assumed these responsibilities by designating one officer from each day-shift squad to assume the homeless liaison duties to maintain the beneficial partnerships that had been established by Officer Baker, until which time he returns to this assignment.

### Traffic Safety

Members of the Uniform Patrol Division participated in a variety of traffic safety related initiatives in 2011, such as Click it or Ticket, that involves three waves of education, enforcement and prevention efforts during the year to enhance the overall traffic safety level in Lakeland. The results contributed by members of the patrol division are reflected in the table below.

2011				
	Alpha	Bravo	Charlie	Delta
Safety Belts	159	437	166	88
Child Restraint	0	24	4	1
DUI Arrests	1	7	11	1
Felony Arrests	4	6	6	8
Recovered Stolen Vehicles	2	0	3	3
Fugitives Apprehended	16	5	12	3
Suspended Licenses	51	55	36	27
Uninsured Arrests/ Citations	58	24	18	16
Speeding Citations	191	38	62	137
Reckless Arrests/Citations	8	3	6	1
Drug Arrests	1	17	5	1
Other Arrests	12	22	43	85
Total Citations	503	638	372	371

### NSB Meetings

The staff members of the Neighborhood Services Bureau (NSB) realize the importance of sharing information and maintaining open lines of communication with all members of the agency. In order to facilitate this effort, on-duty command members of the NSB meet as needed each Monday. All command staff members of the NSB meet after the Crimestat meeting on the first Wednesday of the month to discuss bureau issues or needs. Invitations have been extended to command staff members of the ISB and SSB to attend these meetings to ensure internal communications across bureau lines is achieved.

### **FTO Program**

During 2011 the agency experienced an unusual amount of turnover within the sworn ranks as a result of retirements, administrative action and our employees resigning for employment with other agencies. During 2011 the Uniform Patrol Division had 22 FTO's, including 3 PSA's, that assisted with the training of new police officers and PSA's. The FTO's remained busy during the year by training a total of 12 officers, but this number was reduced to 8 due to 4 officers resigning during the program. In comparison to previous years UPD FTO's trained 14 officers in 2010, 3 in 2009, 7 in 2008 and 6 in 2007. The FTO program was transferred to the Support Services Division in July where Sgt. Pacheco and Sgt. Shanley assumed the oversight of the program along with the mini-academy efforts.

### **Strategic Plan**

In December 2011, a strategic planning retreat was held and as a result the 2012-2014 strategic plan containing the department goals for crime reduction, community partnerships, and internal communications were developed. These new goals became effective January 1, 2012 with an overall department goal and focus of reducing overall crime in the City of Lakeland by 30%.

In summary, through all of the organizational changes that occurred during 2011, the Uniform Patrol Division remained committed and focused on doing the "RITE" thing by applying the values of respect, integrity, trust, and excellence in the delivery of public safety services to both our internal and external customers each day.

### **SOD**

The Special Operations Division is comprised of three sections: the Special Operations Section, Juvenile Services Section and the Neighborhood Liaison Section. Each of these components provide service to the community in a specialized fashion based on their assignment, but on any given day they can be tasked with handling calls for service and assisting Uniform Patrol. They utilize problem oriented and community oriented policing as well as other specialized training they have received to do their specific assignments.

### **Organizational and SOD Changes:**

Assistant Chief Larry Giddens was assigned as the new Bureau Commander in October of 2011 post the retirement of ACOP Henson. Captain Thomason was assigned as the Commander of the Special Operations Division.

The Juvenile Services Section was moved from CID and placed in this division with the exception of the Crimes against Children's Unit which remained in CIS. Upon his return from his attendance and graduation from the Southern Police Institutes Administrative Officer Course in Louisville, Kentucky Lt. Sammy Taylor continued as the Officer in Charge of that section. The JSS has two primary units those being the School Resource Unit and Police Athletic League.

A portion of the former Street Crimes Unit came to SOD-NLS. The combining of duties of the Neighborhood Enforcement Team, Neighborhood Liaison Officers and the Street Crimes units were combined into two teams called the Community Response Teams (CRT) Alpha and Bravo. These teams will do a combination of all of the prior mentioned unit's duties and functions in a proactive, reactive and community / problem oriented policing method. They work hand in hand with the community attending neighborhood crime watch meetings and other community events. The CRT use concerns from the community and crime trend information for the selection of their investigations and projects. Lt. Rick Taylor is the Officer in Charge of the Neighborhood Liaison Section which not only has the CRT but also the Community Services Unit (crime prevention) and the Domestic Abuse Response Team (DART) too. Lt. Taylor also is the OIC for the award winning K-9 unit.

Lt. Steve Walker remained at the helm of the Special Operations Section. This is a highly trained section with many full and part-time teams who utilize specialized equipment and training to do these very important functions. Some of the units under the SOS is selective enforcement (motors), DUI Officers, Crash Investigators, SWAT, the Dive Team and the Joint Aviation Unit to name a few. The SOS coordinate many major events each year such as the annual Christmas Parade.

### **Manpower Allocation:**

The SOD manpower allocation is very diverse and unique within the department. We have members working Monday – Friday basic day shift hours such as the SROs, CSU but even CSU regularly adjusts their hours and days to meet the needs of the unit and community. The CRT adjusts their hours on a regular basis and is currently working 10 hour shifts.

SOD: (approximate manpower allocation - see notes on openings): 1 Captain, 3 Lieutenants, 6 Sergeants, 1 Civilian Supervisor, 43 Officers (CRT, SRO, TIP, Traffic), 4 Crime Prevention Practitioners, 1 TIP Assistant, 1 Dart Coordinator, 1 Court Liaison Coordinator, 1 Secretary, 1 Red Light Camera Part-Time Officer, 1 PAL Executive Director, 1 PAL Police Officer, 1 PAL Coordinator, and 1 Homeless Outreach Officer.

The majority of the year the SOD has had several openings in each of its sections and units such as the CRT having 8 openings but these positions are probably going to be moved to the power squads in UPD to assist with their calls for services and manpower needs. The PAL Coordinator spot was left open with the retirement of Linda Cohen. A replacement has been selected and is due to start on April 2, 2012. The Traffic Unit maintained 3 openings for the year. Another manpower consideration was on the job injuries which had some officers off work for extended periods of time and then back to work in a light duty capacity. We still have Officer Baker and Torres working light duty functions.

In spite of the openings and some manpower concerns productivity continued to be high and the work product of the division was quality. Numerous major operations and events are coordinated each year by SOD.

### **Crime:**

Key crime concerns for the year were primarily violent crimes and burglaries throughout the community. The CRT focused most of their attention on these two types of crimes much of the year. Based on concerns over street level drug issues the teams have been reassessed and one team is focusing more on street level drug concerns and the other team on surveillance of criminals suspected of property crimes such as burglaries. The CRT remained flexible and assisted in many different functions as needs developed.

### **Partnerships:**

The SOD and primarily the CRT and CSU are the leading group in regards to community partnerships. The CRT and CSU are totally ingrained in community policing and problem oriented policing. Each attended numerous meetings and events during the year. The CSU continues to coordinate the LPD open house, the National Night Out effort and the Citizen's Police Academy. The SOD continues to keep community partnerships a key focus.

### **Traffic Safety:**

The Traffic Unit's DUI Officers, Motor Officers and Crash Investigators handle (or issue) thousands of crash reports; DUI arrests and selective enforcement citations throughout the year. They handle all traffic fatalities completing a very comprehensive investigation. The Traffic Unit continues to coordinate the traffic enforcement needs for the department and send out requests to the UPD squads for assistance and notice of high crash locations, etc. for enforcement.

### **NSB/Departmental Participation:**

The SOD components participate and help lead the "Crime Stat" meetings on the 1<sup>st</sup> and 3<sup>rd</sup> Wednesdays of each month. The crime trends developed and observed in these meeting help give the direction of the SOD units. The SOD attended all department supervisor meetings and NSB meetings to help facilitate good communication, cooperation and team play with other divisions, sections, units and officers. The SOD willingly participates and regularly leads with various projects and operations throughout the department.

### **Future Considerations:**

Key issues that will continue into 2012 will be the filling of open positions and if open positions slated to go to UPD do in fact transfer. The work load of the SOD is heavy and UPD and other components will probably be filled prior to SOD so this could have some effect on the Division. The SOD will continue to do its part in the support of all department goals and mission such as those established in the December staff retreat: 30% reduction of crime over the next two years, community partnerships and internal communications are the new department goals.

### **Summary:**

The SOD has a highly trained and qualified group of members who function in a broad range of expertise. They handle these needs on a daily basis in a professional and proper manner. Although the SOD is not a perfect division it is one that represents the "Commitment of Excellence" of the LPD.

# Investigative Services Bureau



**Assistant Chief of Police Charles Thompson**

The Investigative Services Bureau (ISB) is comprised of two sections and is tasked with investigating felonious criminal activity. The Bureau has fully embraced the department's community policing philosophy and supports the department's goal to reduce crime by 30% within two years. Detectives assigned to ISB attended neighborhood meetings, patrol briefings and canvass neighborhoods of serious criminal activity to enhance internal and external collaboration. The following is a summary of the two sections within ISB: the Criminal Investigation Section and the Special Investigation Section.

## **Criminal Investigation Section**

The Criminal Investigation Section, CIS, is divided into three primary units: Property Crimes, General Crimes and Violent Crimes. The detectives in CIS are assigned cases within their unit based on solvability factors and are responsible for thoroughly investigating cases and exhausting all leads. The Supervisors assigned to CIS attend bi-weekly CrimeStat meetings to discuss crime trends and to develop enforcement strategies. Reviews of crime trends are conducted frequently by CIS supervisors to identify emerging trends and respond as necessary. Moreover, detectives attend patrol briefings to update officers regarding crime trends and suspects of recent criminal activity. Additionally, detectives in CIS share pertinent information with our Community Response Team Officers regarding suspects of interest, and subjects wanted in connection with criminal activity to expedite their apprehension. Intelligence gathering and information sharing is paramount to our overall success.

Utilizing the community policing philosophy, members of CIS attend monthly and quarterly neighborhood meetings to interact with residents and to provide them updated information on criminal activity in their neighborhoods. Detectives further interact with the community by conducting neighborhood canvasses after high profile and/or violent crimes cases to locate potential witnesses and to seek additional information.

### **Criminal Investigation Section 2011 Highlights:**

The Criminal Investigations Section has identified violent crime as a problem that has recently trended upward. Detectives have addressed this issue by building stronger community relationships and strengthening collaborative partnerships with the State Attorney's Office and other law enforcement agencies. Detectives now attend neighborhood meetings regularly and an Assistant State Attorney comes to the Lakeland Police Department each week to meet with officers and detectives to discuss ways to build cases. Additionally, two retired police detectives were hired part-time to assist the Criminal Investigations Section with an increasing workload. This allowed a full time detective to be assigned to the Violent Crimes Unit.

### **Special Investigation Section**

The Special Investigation Section is divided into two enforcement units: the Narcotics Unit and the Organized Crime Unit. The Narcotics Unit primary focus is middle to lower level cases involving the sale of narcotics, predominantly in residential neighborhoods. The Narcotics Unit receives information from hotline tips, confidential informants and from our collaboration with citizens in the community. The detectives in SIS develop probable cause for search warrants through the use of confidential informants and undercover detectives making purchases of narcotics at target locations. The majority of cases worked by the detectives in SIS are self initiated and developed with minimal information received from the various sources. When a search warrant is procured from a Judge, the detectives in the Special Investigation Section and members of the LPD SWAT team execute a dynamic entry of the location to be searched. The premises and all persons present at the location are subsequently searched for narcotics and narcotic paraphernalia. More often than not, firearms and U.S. Currency linked to drug sales is seized as evidence of the illicit activity. Detectives work with and educate landlords on Landlord Tenant Law and the Nuisance Abatement Ordinance. The vast majority of landlords cooperates with law enforcement and initiates the eviction process.

The Organized Crime Unit's (OCU) primary focus is middle to upper level drug traffickers of narcotics, pharmaceuticals, meth labs, and grow houses. The detectives are often called upon to intercept packages of narcotics shipped through parcel shipping and delivery companies and arrange for a controlled delivery. Like the Narcotics Unit, OCU uses information from confidential informants and other sources to initiate an investigation into suspected drug trafficking organizations (DTO's). The OCU also has three detectives assigned to three separate DEA task forces in the Tampa Bay Region. The three task forces focus respectively on traffickers of cocaine and cannabis, methamphetamine and the diversion of prescription medication. There is a strong emphasis to investigate illicit pain clinics known as "*pill mills*" in Lakeland and across the Tampa Bay Region. The detectives of the OCU work together with the detectives assigned to the DEA task forces and have been successful in federal indictments of suspects trafficking in higher quantity of drugs, using or possessing a firearm while trafficking in drugs and those trafficking drugs in and out of the corporate city limits and the State of Florida. In 2011, the OCU made record drug seizures and seizures of U.S. Currency as a result of joint investigations with the DEA task force members. Detectives in the OCU responded to a number of Grow Houses and Meth Labs in the City of Lakeland resulting in arrests, drug seizures and asset forfeitures.

Detectives assigned to the Organized Crime Unit also liaison with the U.S. Department of Justice and the Bureau of Alcohol, Tobacco and Firearms (ATF). All LPD cases involving the arrest of an individual illegally possessing a firearm are reviewed by detectives in OCU and considered for federal prosecution. In 2011, over \$1,070,000 in currency was seized, assets valued at \$336,781.00 were seized, and 78 firearms were seized.

# Support Services Bureau



**Assistant Chief of Police William R. LePere**

## **Crime**

First and foremost, the public expects their police department to promote community safety by reducing crime. People want to feel safe and want to reduce the chance they will become a victim of crime. One of the key ways the Support Services Bureau can assist in this mission is to recruit, hire, and train new police officers to ensure that all components of the department are fully-staffed. Proper staffing assists in crime reduction.

To that end, members of the bureau worked tirelessly in 2011 to recruit, hire, and train new officers to fill vacancies. This is an involved and intricate process that requires multiple steps to ensure that applicants meet the stringent requirements and standards to become a police officer with the Lakeland Police Department.

A formal recruitment plan was implemented in August of 2011 as part of the bureau's efforts to fill existing vacancies in sworn positions and to ensure our workforce has demographic diversity in approximate proportion to the makeup of the available workforce in our community.

## **Analysis of New Hires:**

A total of 21 new full-time police officers were hired between January 1 and December 31, 2011. The demographics for those new officers were:

W/M	W/F	B/M	B/F	H/M	H/F	O/M	O/F
12	3	1	0	3	2	0	0
57%	14%	5%	0%	14%	10%	0%	0%

Bureau personnel also attended the bi weekly CrimeStat meeting during 2011. The personnel attending this meeting provided meaningful data to the attendees.

### **Ethics and Excellence**

The public invests one of two key resources in their police department when they grant police officers with the authority to make arrests and use force. Such authority demands the highest ethical standards and stringent adherence to ethical behavior, not just with police officers but all employees.

Part of the bureau's training effort for new officers is to conduct a six-week Mini-Academy. Newly hired officers receive special in-service training on this and other related topics while assigned to this phase of the eighteen week Field Training program.

The department's accreditation efforts represent a commitment to excellence on the part of all employees of the agency. All members of the bureau gathered and submitted proofs of compliance for the 2011 calendar year.

### **Department Support**

All components of the bureau exist to support the overall mission of the department. In 2011 those areas included: the Crime Analysis and Intelligence Center, Emergency Communications, Finance, Planning / Grants Administration / and Research, Property and Evidence, the Quartermaster, Records, and Training. These units, many of which are staffed primarily by civilians, continued to be a valuable part of the department in 2011. Examples of performance metrics for several of these areas are: Emergency Communications received 394,927 calls in 2011, the Property and Evidence area received 13,961 new pieces of evidence and disposed of 11,879 pieces of evidence in 2011, the Quartermaster Unit assisted 1,958 personnel in 2011, and the Records Unit assisted 9,755 persons during 2011.

### **FTO Program**

The FTO program was transferred to the Support Services Division in July where Sgt. Pacheco and Sgt. Shanley assumed responsibility of the program along with the mini-academy efforts.

Under their leadership the entire program was revamped and refocused. The mini-academy was expanded from four to six weeks to allow for more emphasis on high-liability areas as well as city geography. A greater focus was placed on interaction with the field training officers.

The entire process is constantly being re-evaluated to ensure the mini-academy prepares the new officers for the field training program.

# Lakeland Police Department

## Important Numbers

Emergency.....	911
Non Emergency Calls .....	863-834-6900
Office of the Chief .....	863-834-6907
Neighborhood Services Bureau .....	863-834-6980
Investigative Services Bureau.....	863 834-8950
Support Services Bureau.....	863-834-6995
Crime Analyst .....	863-834-6917
Crime Prevention/Neighborhood Watch .....	863-834-6912
Criminal Investigations.....	863-834-8950
Elderly Services .....	863-834-2973
News Media Representative.....	863-834-2963
Planning & Research .....	863-834-6906
Property & Evidence.....	863-834-6992
Records Section .....	863-834-6936
Recruiting.....	863-834-6918
Drug Hotline .....	863-834-2549