



City Commission Strategic Planning Retreat

Day Two
February 24, 2022

Orientation to the Day

Craig S. Collins, Ed. D.
Facilitator





TARGET AREA 7: Public Safety

Presented by:
Doug Riley, Fire Chief
Ruben Garcia, Chief of Police



LAKELAND FIRE DEPARTMENT

Strategic Planning Retreat 2022

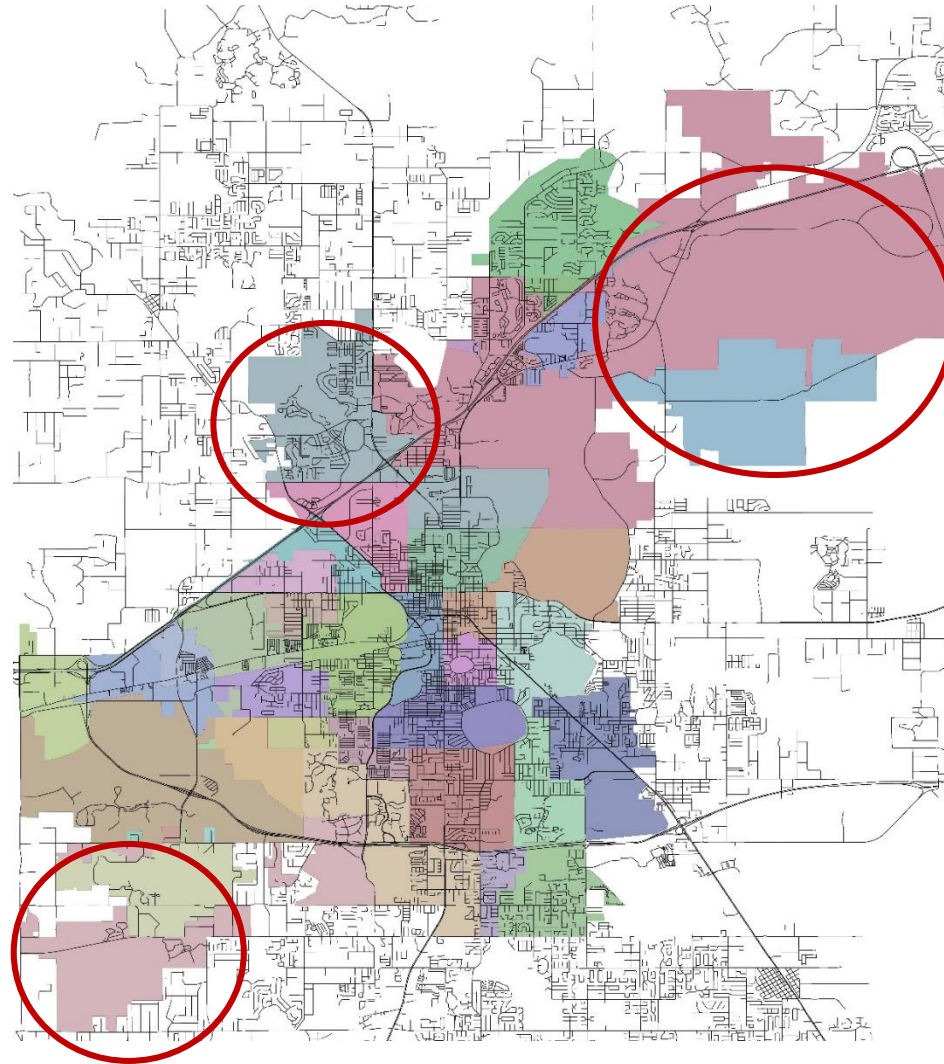
Station 8

The location of an eighth fire station will be driven by **demand for service** and **response times**.

Locations of review:

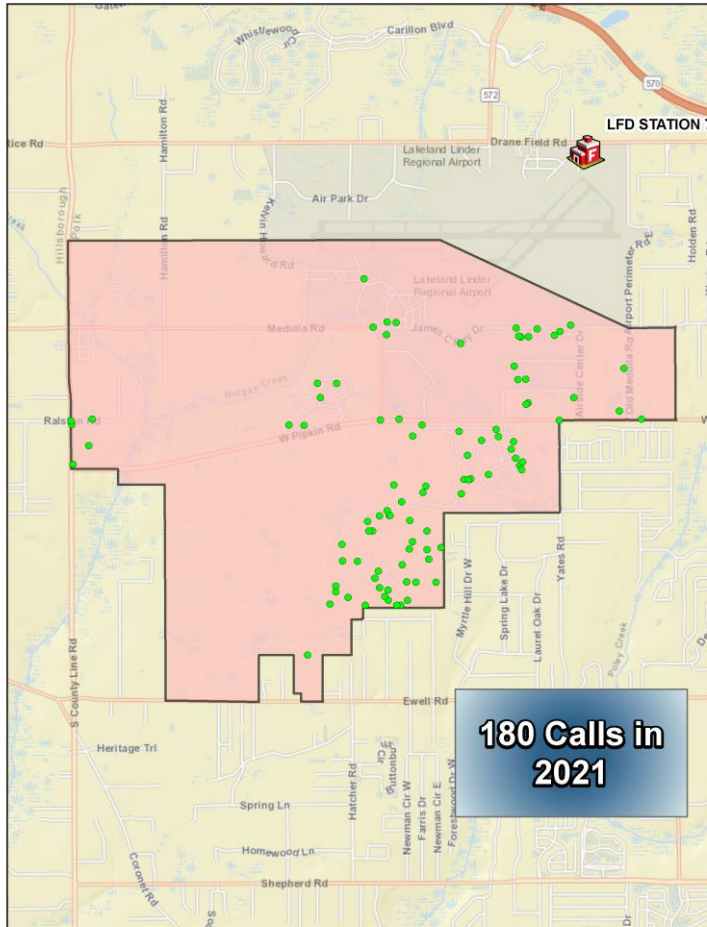
- South Lakeland
- Florida Polytechnic University (Northeast)
- Highway 98 (North)

Areas Being Monitored

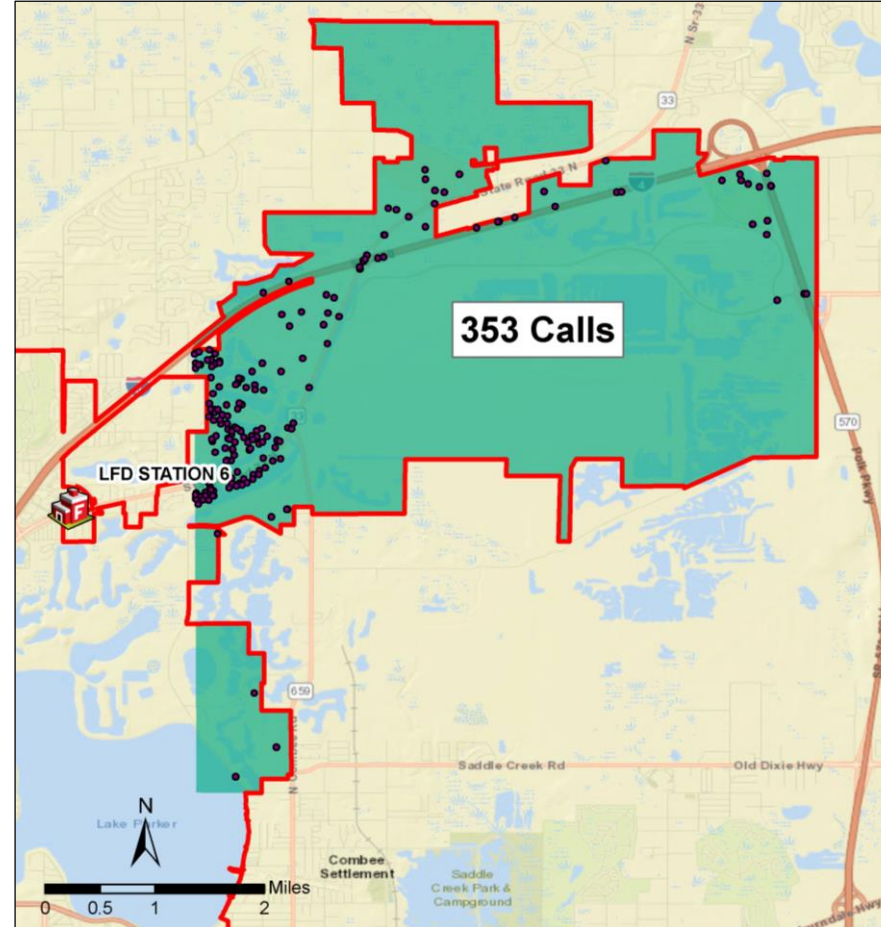


2021 Calls for Service

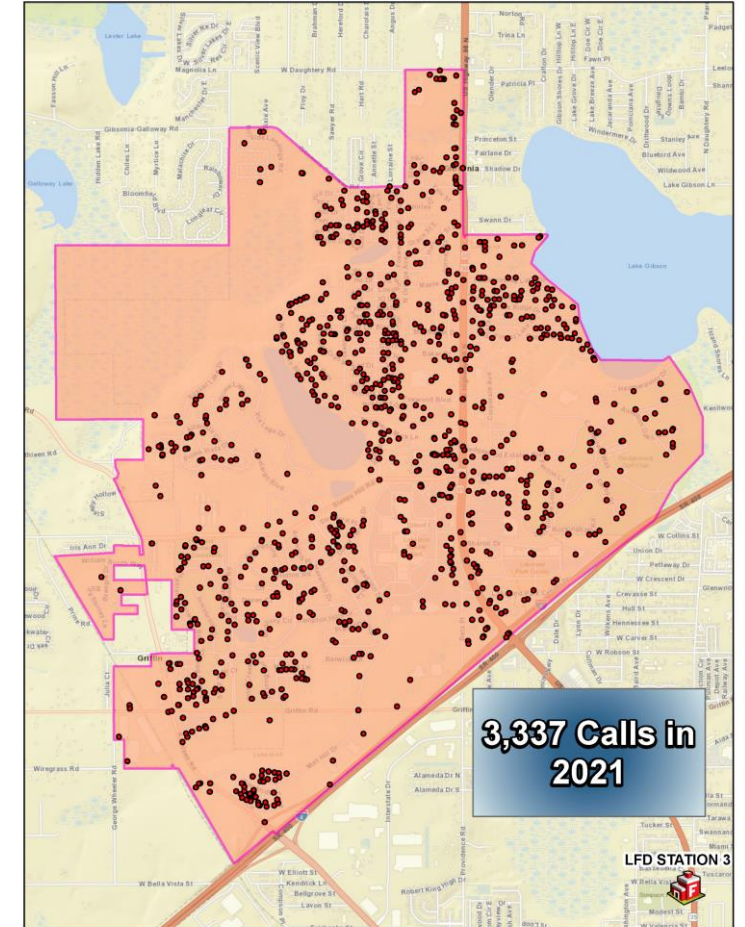
SOUTH LAKELAND



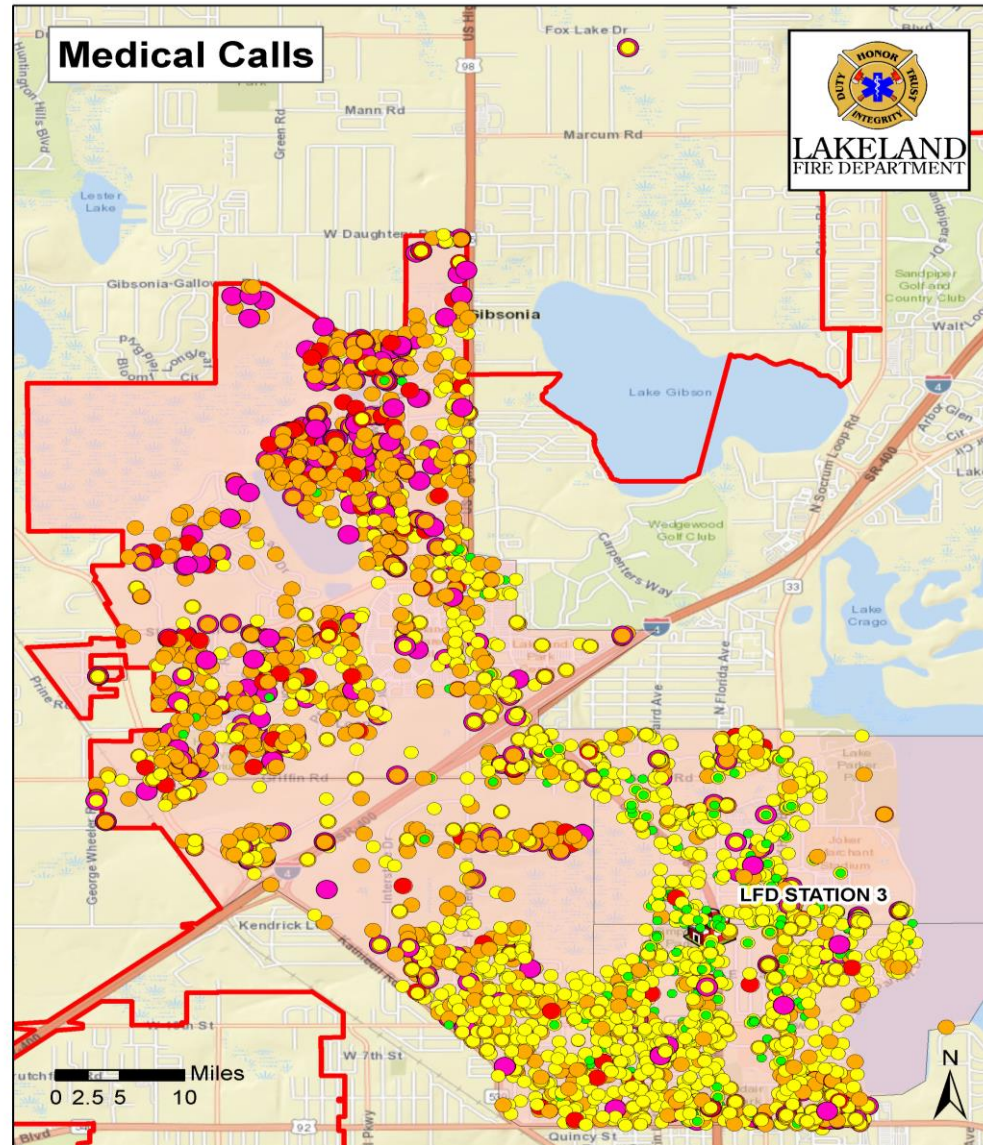
FLORIDA POLYTECHNIC UNIVERSITY



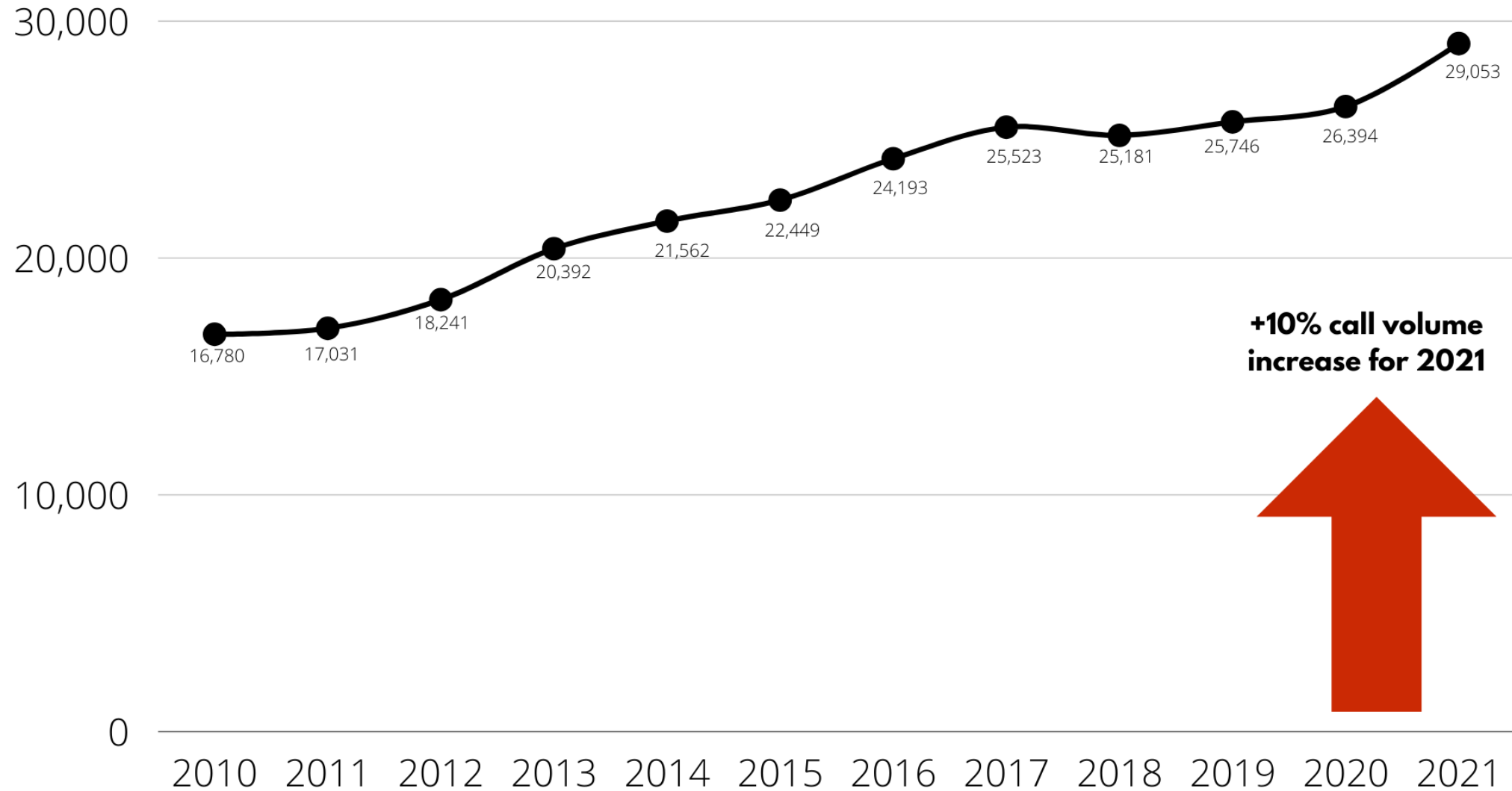
HIGHWAY 98 (NORTH):



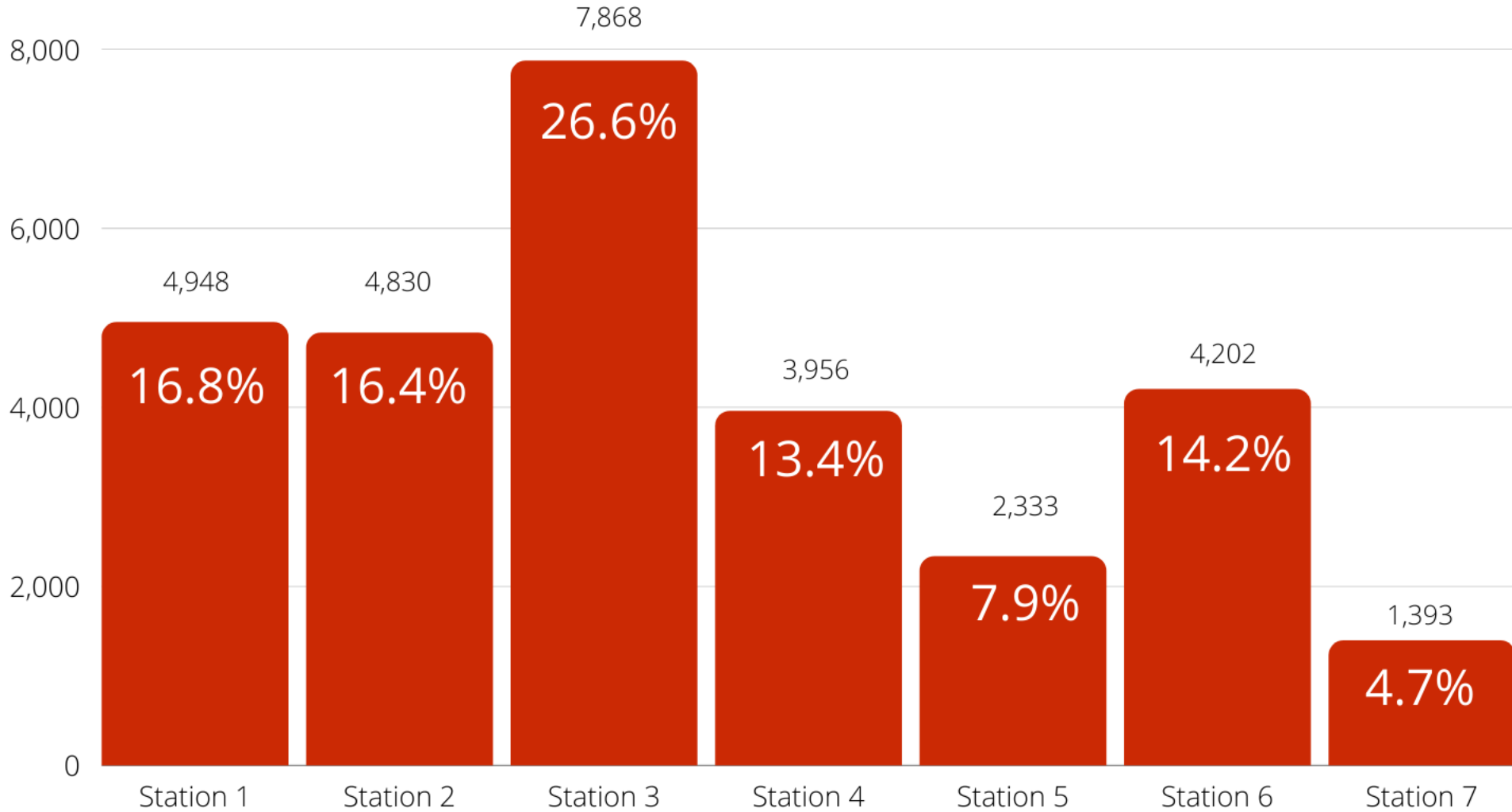
North of I-4 Exceeds Response Standards



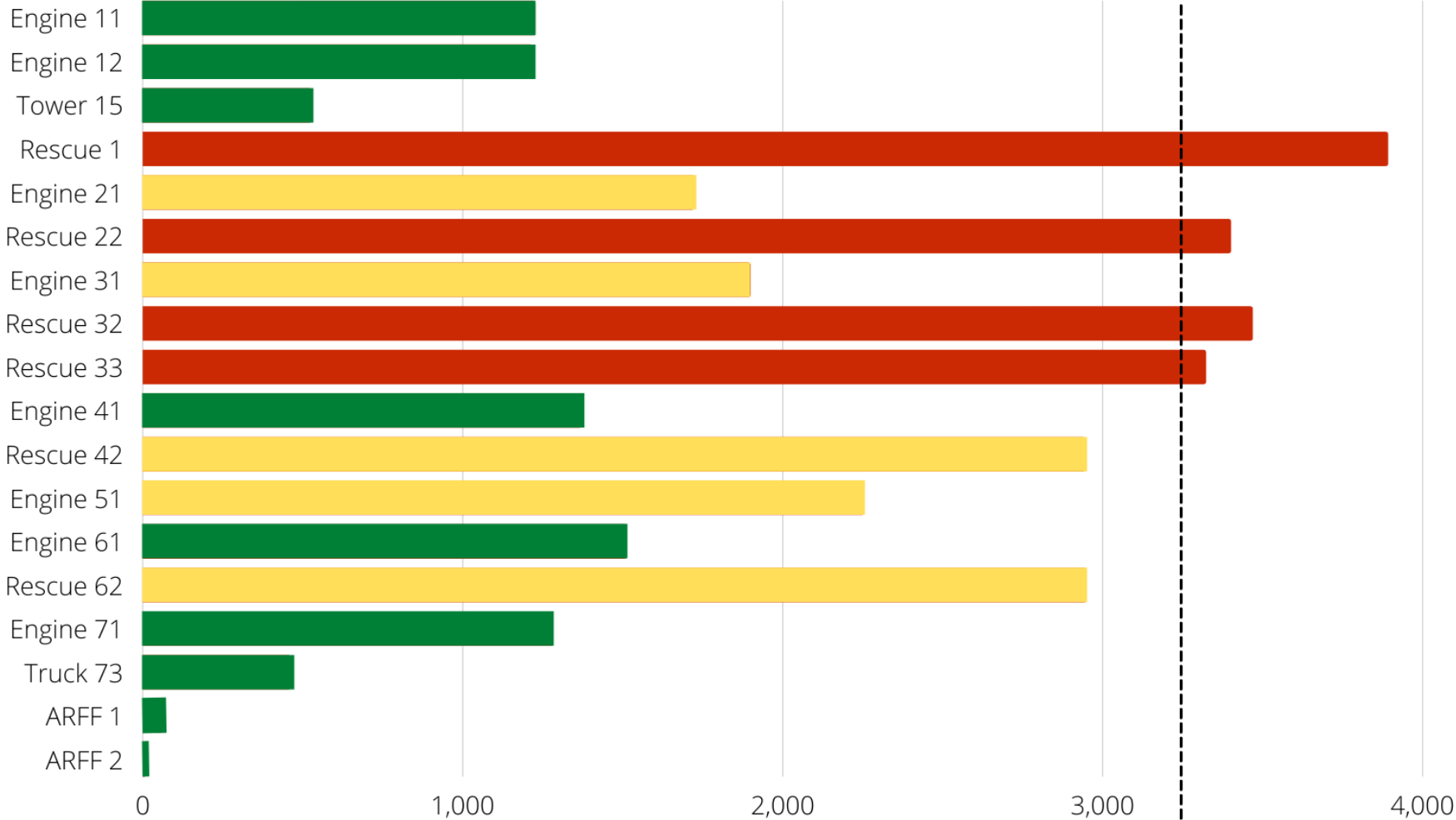
Annual Calls for Service: All 7 Fire Stations



Annual Calls per Station



Annual Calls per Apparatus



Future Fire Station

Challenges to be addressed:

- Heavy volume of calls for service in North Lakeland
- Extended response times due to traffic density and distance
- Will continue to increase as demand for service expands
- Reached resource capacity (R32 and R33 and personnel)

Relocating Station 3

PROS

- Aging infrastructure of current station
- More central location decreases response time to North Lakeland

CONS

- Increases response times to areas South of I-4
- Lack of affordable property
- Doesn't address the high call volume with current resources

Adding Station 8

PROS

- Availability of more affordable property
- Reduces response times to North Lakeland
- Addresses the capacity issues with current apparatus and personnel
- Positive impact to our ISO rating

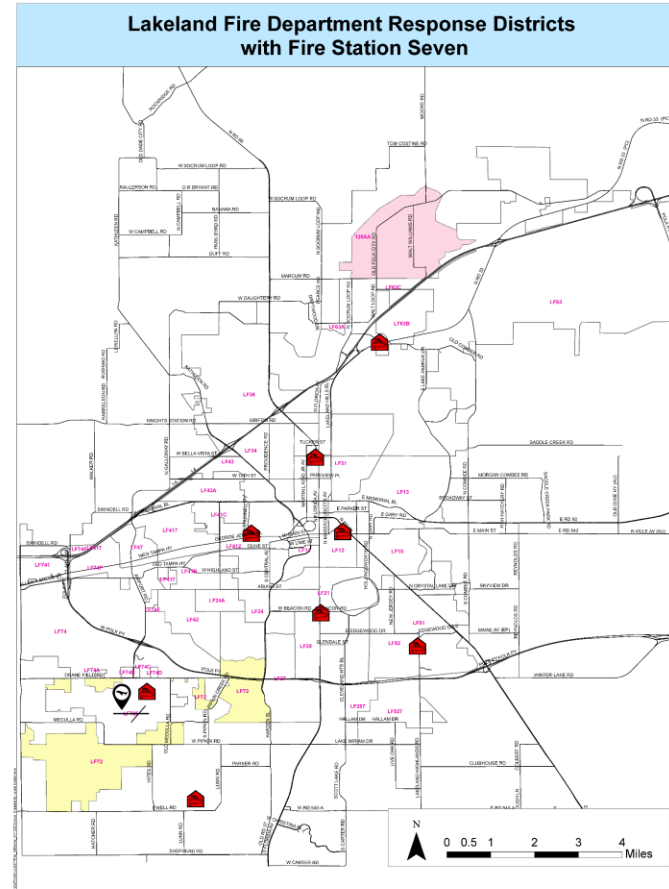
CONS

- Cost to purchase property, build a new station, additional personnel and additional apparatus and equipment

Projected Costs to add a New Fire Station

- Property \$1.5 M
- Construction \$2.2 M (2-bays)
- Furnishings \$160 K
- Personnel \$1.2 M (12 FTEs)
- Fire Engine & Equipment \$880 K
- Total Year 1 \$5.9 M
- Total Year 2 \$1.3 M (Recurring)
- Potential LPD Sub-Station (Costs not included)

Interlocal Agreements: Automatic Aid



A photograph of a line of fire trucks parked on a street. The trucks are red with yellow and black reflective stripes. The truck in the foreground has the number '73' on its back. The word 'Questions?' is overlaid in large black text in the center of the image. A thin red horizontal line is drawn across the middle of the image, passing through the text.

Questions?



ADDITIONAL STAFFING REQUEST FOR FY23

CHIEF RUBEN GARCIA
Thursday, February 24, 2022

Additional Staffing Request

How did we get here.....

- No new officers (Patrol, Investigative, Operational), except for SRO's since FY17
- SRO and Marjory Stoneman Douglas Act unfunded demands caused resources to be moved to SRO from other sections
- Population Increases every year and will continue
- Calls for Service continue to increase
- Unable to ask for more Patrol Officers as we could not get current vacancies filled to authorized strength.
- Only have 4 vacancies now and building a hiring list due to recruiting efforts.



ADDITIONAL STAFFING REQUEST FOR FY23

Growth

YEAR	# of OFFICERS	POPULATION
2017	241	104,185
2018	243 (2 SRO)	105,586
2019	249 (6 SRO)	107,552
2020	253 (1 SRO, 1 P&R, 2 PAL)	109,238
2021	254 (1 SRO)	115,283
2022	254	117,046



ADDITIONAL STAFFING REQUEST FOR FY23

Growth

Southwest Lakeland

- Airport, Airport Road, Riverstone and Pipkin Rd area
- Industrial parks

Northeast Lakeland

- State Road 33 – Apartment and Industrial expansion from Old Combee Road to Florida Poly corridor



ADDITIONAL STAFFING REQUEST FOR FY23

Staffing Studies

Per Capita / Ratio Study

- FDLE and ratio based on officers per 1000 of census population
- Statewide recommendation of:
 - 2.36/1000 not including SROs
 - 2.59/1000 including SROs
- LPD is currently at **2.17/1000** ratio based on 2021 population
- An average of both FDLE ratios & the 2022 estimated population (117,046) – 35 additional sworn officers are recommended.
- Will increase each year that population increases.



ADDITIONAL STAFFING REQUEST FOR FY23

Staffing Studies

Workload Assessment

- Based on Staffing Analysis from USDOJ/COPS Office
 - Recommends additional 26 sworn officers
- Based on Analysis using a Freezemeyer Study
 - Recommends 29 additional sworn officers
- Both take into account Obligated and Unobligated time and Shift Relief Factors in formulas
- Factored into analysis are the following:
 - Calls for Service, Administrative and Follow-Up time, Back-Ups, Paid Time Off, Training time, etc.



ADDITIONAL STAFFING REQUEST FOR FY23

Call Type

Last 5 Years

- Majority (red arrow) require 2-unit response until under control and second unit can be released to be dispatched elsewhere.



Top Call Drivers

Call Type	Description	Count	%
S90	UNCONFIRMED 911	16744	14.98%
S17	POLICE SERVICE	11266	10.08%
1050	TRAFFIC STOP	8521	7.62%
S78	COMMUNITY SERV	6375	5.70%
S22	DISTURBANCE	5069	4.54%
S13P	SUSP PERSON	4921	4.40%
S66T	TWR/UNWANT GU...	4711	4.22%
S50	AST OTHER AGENCY	4421	3.96%
S54G	GENERAL ALARM	4169	3.73%
S13I	SUSP INCIDENT	3697	3.31%
S4	ACC No Injury	3385	3.03%
S22N	NOISE DISTURBANC	2708	2.42%
S12	TRAF COMPLAINT	2682	2.40%
S15	SPECIAL DETAIL	2656	2.38%
S22F	FAMILY DISTURBAN	2031	1.82%
S22C	CIVIL DISTURBANC	1582	1.42%
S13VOC	SUSP VEH OCCUP	1540	1.38%

ADDITIONAL STAFFING REQUEST FOR FY23

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ADDITIONAL STAFFING REQUEST FOR FY23

FY23 Request

SWORN

- 19 Officers (Patrol -12, Homeless Liaison -1, Neighborhood Liaison -2, PAL -1, SRO -1, Traffic - 1, Detective -1)
- 1 Sergeant – Field Training Program
- 1 Lieutenant – Neighborhood Liaison Program



ADDITIONAL STAFFING REQUEST FOR FY23

Projected Costs

Fiscal Year - \$3,680,000 (Estimated)

Annually beyond FY23 - \$2,285,000 (Estimated)



ADDITIONAL STAFFING REQUEST FOR FY23

Future Requests

FY 2024

- **\$800,000** (Estimated/Does not include ATBs/Merits)
 - 5 additional sworn officers

FY 2025

- **\$800,000** (Estimated/Does not include ATBs/Merits)
 - 5 additional sworn officers



ADDITIONAL STAFFING REQUEST FOR FY23

Option B – FY23 Request

SWORN

- 12 Officers (Patrol - 8, Neighborhood Liaison - 2, PAL- 1, SRO -1)
- 1 Sergeant – Field Training Program
- 1 Lieutenant – Neighborhood Liaison Program



ADDITIONAL STAFFING REQUEST FOR FY23

Option B – Projected Costs

Fiscal Year - \$2,540,000 (Estimated)

Annually beyond FY23 - \$1,570,000 (Estimated)



ADDITIONAL STAFFING REQUEST FOR FY23

Option B – Future Requests

FY 2024

- **\$ 1,290,000** (Estimated/Does not include ATB/Merits)
 - 8 additional sworn officers

FY 2025

- **\$ 1,440,000** (Estimated/Does not include ATB/Merits)
 - 9 officers additional sworn officers



ADDITIONAL STAFFING REQUEST FOR FY23

Option C – FY23 Request

SWORN

- 10 Officers (Patrol-8, Homeless Liaison -1, PAL -1)
- 1 Sergeant – Field Training Program
- 1 Lieutenant – Neighborhood Liaison Program



ADDITIONAL STAFFING REQUEST FOR FY23

Option C – Projected Costs

Fiscal Year - \$2,165,000 (Estimated)

Annually beyond FY23 - \$1,359,000 (Estimated)



ADDITIONAL STAFFING REQUEST FOR FY23

Option C – Future Requests

FY 2024

- **\$ 1,440,000** (Estimated/Does not include ATB/Merits)
 - 9 additional sworn officers

FY 2025

- **\$ 1,600,000** (Estimated/Does not include ATB or Merits)
 - 10 additional sworn officers



ADDITIONAL STAFFING REQUEST FOR FY23

Questions



LIKE ◦ FOLLOW ◦ WATCH



LAKELANDPD



ADDITIONAL STAFFING REQUEST FOR FY23



TARGET AREA 6: Resiliency Plans



TARGET AREA 5: Parks and Recreation



Review of Anticipated Outcomes, Next Steps, and Adjournment

Shawn Sherrouse, City Manager
Craig S. Collins, Ed. D., Facilitator