

Lakeland
Police
Department

2016

Office of Professional Standards
Annual Report



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Office of Professional Standards Staff

- **Lieutenant Steven Pacheco– Officer in Charge**
- **Sergeant LeRon Strong – Supervisor**
- **Detective Jamey Henderson – Internal Affairs**
- **Detective Stephanie Burcham – Internal Affairs**
- **Yahbriella Riley – Office Associate**

Introduction

In 2016, the Lakeland Police Department (LPD) 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 **23** new police officers and **9** civilians and strides were made to increase accountability department wide. The agency continues to move forward and look for continuous ways to improve. The contents of this report include the subjects 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
- Citizen Service Survey

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 will 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 2016 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
- Annual Review of Citizen Service Survey

In 2016 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 (Still in progress)

Moving forward in 2017

As the year progresses, one goal OPS has to complete additional "module" updates for the AIM system in an effort to further push a paperless process at LPD. Additionally, OPS has and will continue to make efficiency changes to AIM modules that streamline the amount of time it takes supervisors to input newly reported incidents. In between these main goals, members will continue to work on assigned projects, work Internal Affairs cases, and assist in updating LPD policies.

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 2016, fourteen (14) investigations, which were a combination of Citizen Complaints (COM) and Employee Incidents (EIR), were assigned to supervisors. The following table shows a comparison, by month, to the previous four years. In comparing 2016 to 2015, the total number of supervisor completed investigations increased by (+2) 16.67%.

Investigations Assigned to Supervisors

Investigations Assigned to OPS

MONTHS	2012	2013	2014	2015	2016	MONTHS	2012	2013	2014	2015	2016
January	0	4	2	1	1	January	2	0	5	3	2
February	3	1	1	0	2	February	1	4	4	3	2
March	0	1	1	1	0	March	2	4	3	2	1
April	7	4	6	0	0	April	0	2	2	2	2
May	3	1	3	1	1	May	3	2	1	4	3
June	7	3	3	2	1	June	1	4	2	2	4
July	3	3	1	3	2	July	0	2	5	1	4
August	3	5	1	1	0	August	0	3	3	2	2
September	4	6	2	0	1	September	3	4	3	1	2
October	6	6	3	2	1	October	3	2	2	4	3
November	1	1	1	0	4	November	1	1	3	2	3
December	4	3	1	1	1	December	0	3	1	1	0
TOTALS	41	38	25	12	14	TOTALS	16	31	34	27	28

Investigations Assigned to OPS

Investigations handled by OPS are generated from allegations of employee misconduct, and/or violations of policy/procedure that are usually 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 investigation or involve multiple personnel within the department.

In 2016, twenty-eight (28) formal administrative investigations were assigned to the Office of Professional Standards which includes a combination of citizen complaints and internal employee incidents. The table above shows a comparison, by month, to the previous years. In comparing 2016 to 2015, the total number of formal investigations increased by (+1) 3.70%.

Annual Internal Affairs Statistical Summary (2016) - FINDINGS

The below tables are the 2016 totals for dispositions on the classification and findings of internal and external incidents. The total number below are the total number 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	2	1	5	0	0	0	8
Unlawful Conduct	0	0	0	0	0	0	0
Conduct Unbecoming	2	1	0	0	0	0	3
Job Knowledge/Performance	2	3	1	1	0	0	7
Use of Force/Arrest	0	0	4	2	0	0	6
Bias Based Policing	0	0	3	0	0	3	6
Release of Info. /Records	0	0	0	0	0	0	0
OTHER (Neglect of Duty, Improper Conduct, Official Identification, Dept. Quip, Marchman Act, Review of Sup. Reports, & Dept. Uniform)	5	1	0	7	0	0	13
TOTAL	11	6	13	10	0	3	43

**There were 3 complaints still open at the time of this report.*

** There were 3 complaint findings from 2015 cases that were determined in 2016.*

** 3 Bias Based Policing allegations were documented as Citizen Concerns as the initial inquiry resulted in no policy or procedure violations.*

Employee Incident Reports (Internal)

Classification	Sustained	Not Sustained	Unfounded	Exonerated	Policy Failure	Other	TOTAL
Conduct Unbecoming	7	0	0	0	0	2	9
Unlawful Conduct	1	2	0	0	0	0	3
Reporting for Duty	5	0	0	0	0	0	5
Member's Duty to Report Misconduct	0	0	0	0	0	0	0
Neglect of Duty	1	1	0	1	0	0	3
Job Knowledge/Performance	4	1	1	1	0	0	7
Vehicle Operation	4	0	0	0	0	0	4
Harassment in the Workplace	0	0	0	0	0	1	1
Untruthfulness	0	1	0	0	0	0	1
OTHER (Off-Duty Use of Dept. Veh., Improper Conduct, Insubordination, Required Participation, Use of Restricted Access App., Conflict of Official Position, & Search by Consent)	11	3	2	0	0	0	16
TOTALS	33	8	3	2	0	3	49

** There were 3 EIR's still open at the time of this report.*

**There were 4 EIR's findings from 2015 that were determined in 2016.*

FINAL DISCIPLINE OF ADMINISTRATIVE INVESTIGATIONS

The below listed tables provide the type of discipline or corrective action associated with the above investigated police allegations. Some discipline resulted from multiple allegations and were 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. (See tables below)

Supervisor Completed Investigations – 2012 to 2016

Discipline/Corrective Action	2012	2013	2014	2015	2016
Counseling/Retraining	17	4	2	1	1
Formal Warning	6	0	0	0	0
Written Reprimand	5	6	2	4	1
Suspension	1	5	0	0	0
Demotion	0	0	0	0	0
Termination	0	0	0	0	0
Resigned During Investigation	0	0	4	0	0
No Disciplinary Action	6	9	17	4	2
Other (Written Rep. w/ Supp., Member Counseling w/ Supp., & Counseling w/ Retraining)	5	1	1	2	5
<p><i>* There were 2 investigations open at the time of this report. Four cases from 2016 were closed in 2017, discipline not included in table above.</i></p> <p><i>* Includes discipline from one 2015 case</i></p>					

OPS Completed Investigations – 2012 to 2016

Discipline/Corrective Action	2012	2013	2014	2015	2016
Counseling/Retraining	1	8	0	7	1
Formal Warning	0	0	0	0	0
Written Reprimand	1	4	0	2	3
Suspension	0	2	2	0	1
Demotion	1	0	1	0	1
Termination	0	4	1	2	0
Resigned/Retired During Investigation	3	3	2	3	0
Resigned in Lieu of Termination	N/A	7	2	1	1
Education Based Discipline*	3	1	0	0	4
No Discipline	5	11	17	5	17
Other (Formal Counseling w/ Supp., and Roll Call Training)	N/A	2	1	4	2
<p><i>* There were 4 investigations open at the time of this report. Seven investigations from 2016 were closed in 2017, discipline not included in table above.</i></p> <p><i>* Includes discipline from 5 IAU's from 2015.</i></p>					

USE OF FORCE ANALYSIS (2016)

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 of patterns of 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 (UOF) 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 2016, the Office of Professional Standards received 441 entries (283 UOF's and 158 K9 Deployments) into AIM that documented Use of Force actions taken by sworn personnel in the performance of their duties, in comparison to 368 (282 UOF's and 86 K9 Deployments) in 2015, UOF entries increased by one (0.4 %) and K9 deployments increased by 72 (83 %). A majority of the increase in K9 deployments comes from Demos (+27, 150%) and the Non-Bite category (+37, 60%). Of these 441 entries, force was used on 423 subjects by 569 officers of which 298 subjects were arrested. (NOTE: In reviewing this data, it revealed several entries where multiple officers used force on one subject to gain compliance and many of those were pointing of a Conducted Electrical Weapon (CEW). There were 20 K-9 bites, 93 non-bite deployments (Not released, Presence only, and Recalled), and 45 Demos reported in 2016. Actual number of persons arrested by LPD in 2016 increased by 878 people (22%) in comparison to 2015. Also, subjects arrested using Use of Force increased in 2016 by 22 (8%) in comparison to 2015.

Physical force/empty hand controls increased by 21% (176 to 213) and Conducted Electrical Weapon (CEW) deployments decreased by 12% (104 to 92), and use of Lethal Force decreased by 100%

(5 to 0) from 2015. Reasons for the preference of the CEW over OC and impact weapons appeared to be greater effectiveness, decreased recovery time for the suspect from the application, and decreased clean-up of a suspect and/or officer related to other options. There was no reported use of Bean Bag munitions in 2016.

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. No AIM Use of Force entries were disapproved in 2016, however, several were sent back for correction, needing more detailed documentation. As such, improvements in report writing continues to be stressed to officers and newly promoted supervisors who are documenting a majority of the agencies Use of Force incidents.

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. In fact, new reporting procedures implemented in 2012-2013 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 Aerosol Deterrent 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:** 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 respond to the incident scene of all use of force actions that result in the following circumstances:

- Upon the request of the involved member or subject.
- Any discharge of a firearm, Conducted Electrical Weapon (CEW), or specialty impact/munitions weapon.
- Use of force that results in a complaint of injury, sustained injury or death of a subject.
- Use of force incident that results in a sustained injury that results in a sustained injury or death of a department member.

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 a conducted electrical weapon at a person, 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 tracking emails which notify the appropriate supervisor who needs to review the Use of Force. This process established the Chain of Command review to begin with the Sergeant, Lieutenant, and then OPS for a quality control review. Following review by OPS, the Use of Force AIM entry is reviewed and sent to the respective division commander (Captain), and to the Assistant Chief of Police for final approval. This process allows OPS to better scrutinize the AIM entry for accuracy as well as the entire Use of Force prior to final approval by the Assistant Chief of Police.

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, CEW, and less lethal munitions (Bean Bag). Daytime firearms qualifications were conducted in February 2016. Low-light/nighttime qualifications took place in November 2016. Use of Force policy training, Defensive Tactics, OC, Baton, Search and Seizure, and CEW training occurred in October 2016. 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 in December 2016.

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. 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, this occurred in March 2016. 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 also conducted in July 2016 which included an eight (8) hour traffic control block, and a sixteen (16) parking enforcement block.

Statistical Data for Use of Force Analysis:

The following data was collected from AIM entries and reflects all Use of Force used by LPD members in 2016 (See table below).

Use of Force Reported Per Incident – Last Five Years

TYPE	2012	2013	2014	2015	2016
AIM Use of Force Entries	365	331	338	368	441
Total Subjects Arrested Using Force	246	230	169	276	298
Total Subjects Force Used on	410	407	351	363	423
Total Officers Using Force	499	489	484	498	569
Physical Force/Empty Hand	136	225	159	176	213
CEW/ (Drive Stun/Darts)	76	98	79	104	92
Aerosol Deterrent	9	6	5	11	12
Bean Bag/Pepper Ball	0	1	2	1	0
Baton/Impact Weapon	1	2	1	0	4
K-9 (bites only)	14	12	14	15	20
K-9 deployment (non-bite) Not Released, Recalled, Presence, & Demo's	70	51	73	66	138
Firearm – Lethal Force	2	2	7	5	0
Firearm/Discharged – Aggressive Animal	NA	NA	2	3	1
Pointing of Weapon	101	128	99	77	20
Pointing of CEW	NA	54	28	40	35
Handcuff and Release	115	112	65	79	72
Weapon of Opportunity	10	4	1	3	5
Total Use of Force Actions	NA	695	535	580	612
Total number of Arrests	6462	5173	4607	4072	4950
Use of Force Actions/Arrests	NA	13.44%	10.20%	14.29%	12.36%
% Force Used results in Arrest	56%	57%	48%	76%	70%
% Force Used/Total # Arrests	6.35%	7.86%	7.62%	8.91%	8.55%
% Force Used Arrests/Total # Arrests	3.81%	4.44%	3.67%	6.78%	6.02%

Administrative Investigations:

In 2016, the Office of Professional Standards received three complaints of excessive force from the 423 subjects force was used upon. The complainants alleged they were injured as a direct result of the use of excessive force. These allegations of use of excessive force were investigated pursuant to department policy. The investigations did not reveal any improper conduct by the officers involved or policy violations.

Lethal Force Review:

In 2016, use of lethal force defensive actions decreased by 100%, from five incidents in 2015 to zero in 2016. Additionally, there was one incident in which an officer discharged his firearm at an aggressive coyote (this incident is reflected separately in the Use of Force Reported per Incident table on pg. 12).

Suspect Injuries:

Of the 170 reported injuries (many suspects reported multiple injuries) a majority of injuries documented on the Use of Force report in 2016 were abrasions and/or scrapes (44%) and puncture marks (14%) from use of the conducted electrical weapon. 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 Use of Force:

Some suspects suffered more than one injury as a result of the use of force. Of the 423 suspects force was used on, 109 were injured or claimed injury as a result of being taken into custody, which is an increase of 9 (9%) from 100 suspects injured or claiming injury in 2015. The rate of suspect injury as a result of arrest decreased from 2.46% in 2015 to 2.20% in 2016.

Total Number of Suspects Injured

2014 - 59
2015 - 100
2016 - 109

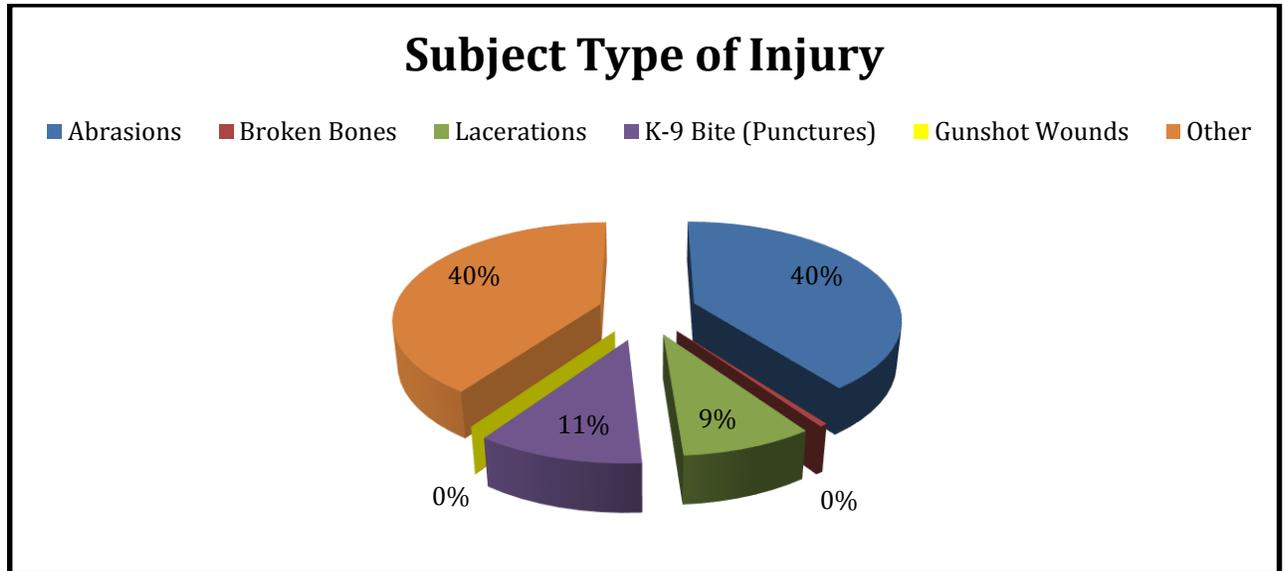
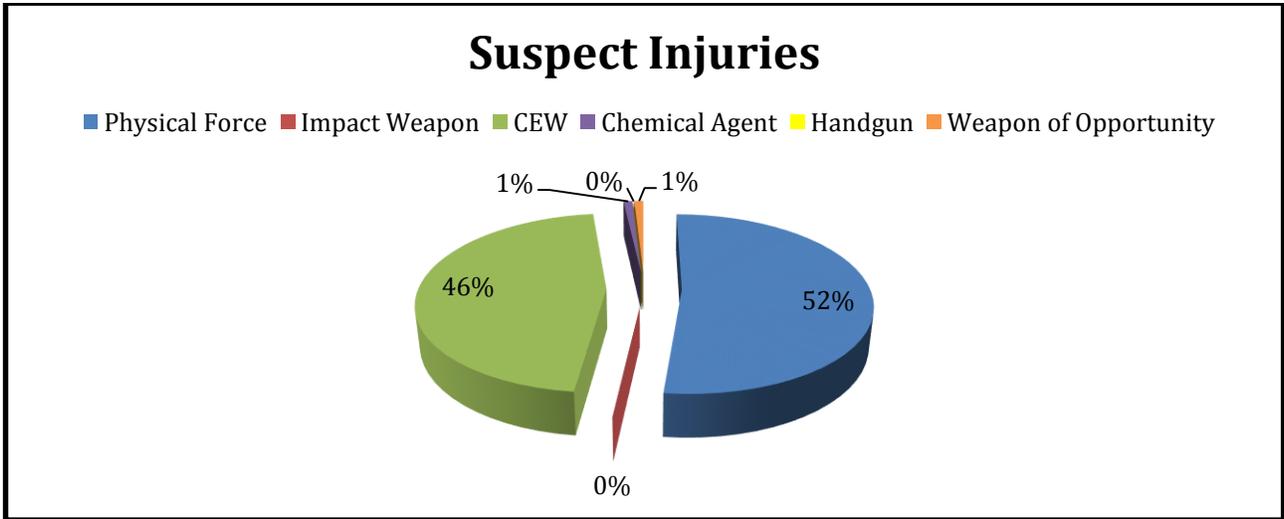
Cause of Injury - Suspect

Physical Force	57
Impact Weapon	0
CEW	51
OC Spray	1
Handgun	0
Weapon of Opportunity	1

Type of Injury – Suspect

Abrasions	74
Broken Bones	1
Lacerations	16
K-9 Bite (Puncture) s	20
Gunshot Wounds	0
Other*	75

*Other includes the following: Contusion/bruise, Laceration, Puncture (Non-canine), Skin Irritation/Redness, Swelling, and Body Pains



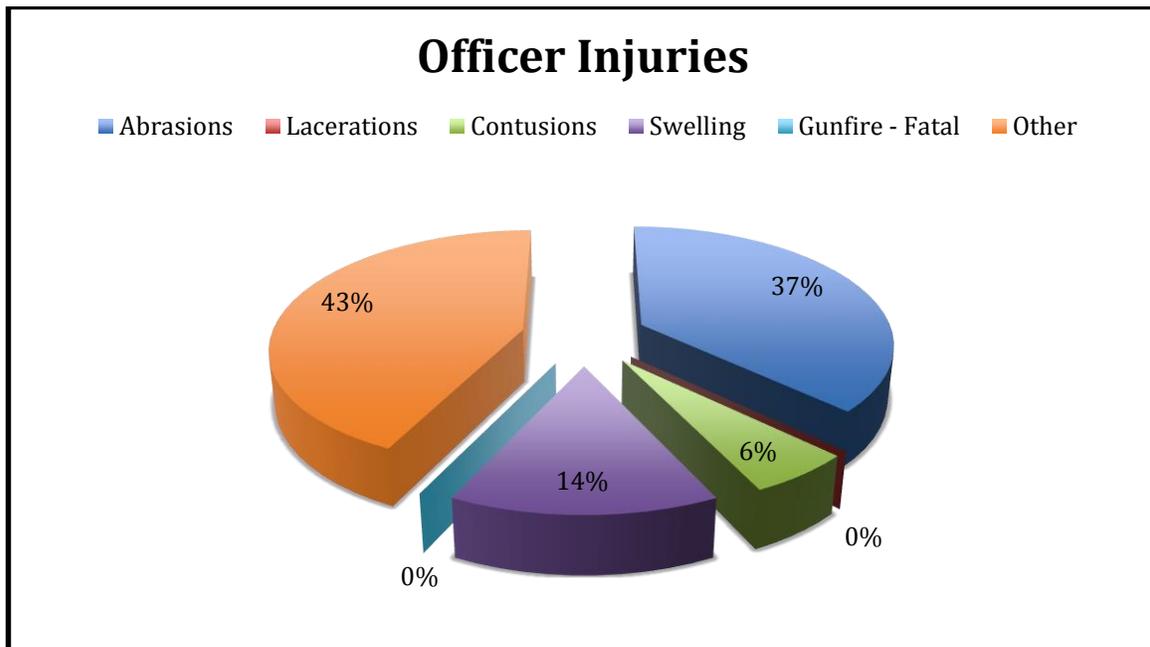
Reported Officer Injuries out of 569 Officers using force.

Type of Injury – Officer

Gunshot Wound	0
Abrasions	13
Lacerations	0
Contusions	2
Swelling	5
Other	15 (Sprains)

2012	8 Officer Injuries
2013	15 Officer Injuries
2014	23 Officer Injuries
2015	31 Officer Injuries
2016	29 Officer Injuries

Twenty-nine (29) officers reported injuries following a use of force action during incidents that occurred in 2016. This figure decreased by 6.45% from thirty-one (31) officer injuries in 2015. Statistically, officers were injured less than one percent of the time when making an arrest this past year. When comparing officer injuries to Use of Force on the 423 subjects, the percentage decreased from 8.54% to 6.86. Twenty-nine (29) 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 (2016)

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, as approved by the Chief of Police.

Pursuit Training:

During 2016, there were sixteen (16) documented motor vehicle pursuits reviewed administratively by the Pursuit Review Board. 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. 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 procedure. This procedure allows officers to block an offender’s vehicle 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	2011	2012	2013	2014	2015	2016
Total Pursuits	12	2	6	12	8	16
Terminated by agency	2	0	3	2	1	2
Compliant with Policy	10	2	5	11	8	11
Not Compliant with Policy	2	0	1	1	0	3
Reason Pursuit Initiated						
Violent Felony	9	1	3	5	3	5
Felony /Motor Veh. Theft	2	1	3	7	5	10
Misdemeanor	0	0	0	0	0	0
Traffic Offense	1	0	0	0	0	1

In 2016, an increase in motor vehicle pursuits is noted from eight (8) in 2015 to sixteen (16) in 2016. There was no specific reason noted for the decrease. After a formal review, eleven (11) pursuits were found to be within policy, three (3) pursuits were terminated, and three (3) pursuits were found to be outside of policy. The Chief of Police authorized an administrative investigation for these alleged policy violations which resulted in four (4) LPD members receiving discipline consisting of counseling and retraining on motor vehicle pursuits (General Order 19-1).

The length of time for the 2016 pursuits ranged from 16 seconds to 7 minutes. The average pursuit time for 2016 was 2 minutes and 45 seconds. Top speeds of the pursuits varied from 40 MPH to 100 MPH. The averaged pursuit speed for 2016 was 71 MPH. Two pursuits were terminated by the pursuit supervisors. The willingness to terminate the pursuits lends itself to the officers and supervisors being aware of department policy and assessing the potential risk to the public versus the need for immediate apprehension. Motor vehicle pursuits continue to be one of the departments high liability issues. As such, the agency strictly enforces this policy and continues to provide training and education to it's officers and supervisors reference pursuit accountability/liability.

Motor Vehicle Pursuits: Traffic Crashes	2011	2012	2013	2014	2015	2016
Total # of Vehicle Crashes	5	0	1	2	5	11
Total Amt. Suspect Vehicle Damage	\$26,600	\$0	\$3,000	\$7,000	\$28,000	\$31,800
Total Amt. Dept. Vehicle Damage	\$4,000	\$0	\$500	\$0	\$2,500	\$9,000
Total Amt. Other Property Damage (PD & 3rd Party Vehicles)	\$2,290	\$0	\$0	\$3,250	\$25,000	\$33,800
Total Overall Annual Traffic Crash Damage	\$32,860	\$0	\$3,500	\$10,250	\$55,500	\$74,611

*Total Amt. of Damages are based on Officer estimates from traffic crash reports

Motor Vehicle Pursuits: Injuries	2011	2012	2013	2014	2015	2016
Officers Injured	0	0	0	0	0	2
Suspect Injured	1	0	2*	1	2*	2
Third Party Injured	0	0	0	0	4	1

*Related to subject's apprehension after fleeing vehicles on foot, injury sustained prior to pursuit, and vehicle crash.

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.

OPS uses a method to track encounters with the public and documents the statistical information reported via data reported from an officer's in-car computer. This statistical data is a post incident reporting requirement, with officer safety always remaining paramount. Starting January 1, 2013, the Demographic Tracking procedures established by OPS went into effect. The department continually reviews its bias based policing policy based on the below considerations:

- 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 occur.
- 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 March 2016. This training included a "Police Discrimination" video 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 (Bias-based):

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 complaints of bias based profiling are thoroughly reviewed and acknowledged in accordance with Internal Affairs procedures. 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 2016, the Lakeland Police Department's Internal Affairs Unit reviewed six (6) Bias-Based policing allegations in accordance with LPD General Orders 3-6 and 11-1. Three (3) were thoroughly vetted and did not rise to the level of an Administrative Investigation. These three (3) allegations were all documented in the OPS AIM System and are summarized below. The three (3) additional allegations were authorized for administrative investigation by the Chief of Police and were investigated by the Office of Professional Standards (Summarized below).

Citizen Concern-16-0039

On August 2, 2016, the complainant (B/M), contacted City Hall and requested to speak about a traffic incident that occurred on July 10, 2016 with a LPD officer (W/M). Mr. Brown felt he was stopped by the officer because he is black. Mr. Brown felt this way because he said he was stopped for a broken tag light. However, his tag light was working at the time of the stop. The

officer realized Mr. Brown's tag light was working after the stop because he discovered a buildup of dirt that had covered the light and caused the tag to not be clearly illuminated with a white light allowing it to be visible from a distance of fifty (50) feet to the rear. Mr. Brown felt because his tag light was working he was not in violation. Mr. Brown did not realize the condition of his tag did not meet statutory requirements. It was determined that Ofc. Rex never achieved a position prior to the stop to where he would be able to distinguish the race or sex of the driver and/or occupants of Mr. Brown's vehicle. Furthermore, the vehicle also had dark tint and was traveling in a dimly lit area that prevented Ofc. Rex from seeing who was driving the vehicle prior to the stop. Based on the above factors, it was determined the officer stopped Mr. Brown's vehicle strictly due to the violation of FSS 316.221(2) and was not bias-based. No policy violations had occurred. The complaint was documented in the OPS AIM System as a Citizen Concern.

Citizen Concern-16-0064

On October 16, 2016, complainant (B/M) called LPD and alleged an officer (W/M) had threatened his life. Mr. Sullivan stated that an officer had trespassed him from a property, he did not reside at or had permission to linger, and he felt it was an act against him. Mr. Sullivan could not provide any information about how the officer threaten his life. The LPD sergeant tried to tell Mr. Sullivan that LPD had received numerous complaints in reference to the location he was trespassed from. Mr. Sullivan disregarded the sergeant's statements and eventually hung up on the sergeant. The LPD officer was questioned about the incident. The officer advised that Mr. Sullivan was drunk and belligerent on scene. However, he did what he was told and probable cause for arrest was not established. The officer also stated that Mr. Sullivan had been trespassed from a nearby property as well for loitering. After further investigation, the sergeant confirmed that the property owner submitted a Trespass Warning Authorization to LPD to allow LPD to trespass anyone who loiters on the property. There was no policy or procedure violations by the officer. The complaint was documented in the OPS AIM System as a Citizen Concern.

Citizen Concern-16-0109

On December 28, 2016 the complainant (B/F) called LPD and alleged an officer (B/M) recommended she be evicted from her apartment complex during a community meeting, and that the complex management were using the police against her. Ms. Baker stated there are ongoing issues between her and other residents, and that the officer was unprofessional at the meeting. She advised she felt bullied by the complex management. An LPD sergeant contacted a witness who was present at the community meeting who advised the officer in question was completely professional during the meeting. When questioned about the incident, the officer stated that he had been working at Ms. Baker's location for several months, and that he had responding to several calls for service where Ms. Baker was involved in loud verbal and sometimes physical altercations with many different people within her complex. It was determined that the officer, who is assigned to the Neighborhood Liaison Unit (NLU), did not violate any policies or procedures, and that it is an acceptable practice for an NLU officer to recommend problematic residents for eviction. In addition, the sergeant noted that Law Enforcement does not have the authority to evict anyone, they can only make suggestions. The eviction decision is solely that of the complex management.

Citizen Complaint 16-001 (OPS Investigation)

On February 24, 2016 the complainant (B/F) alleged an off-duty detail officer (W/M) issued her a Notice to Appear for Trespass because of her race. The complainant was asked multiple times to leave hospital property after having caused a disturbance while engaging emergency room staff in regard to no available handicap parking or valet personnel. Multiple witnesses described the complainant's behavior as upset, angry, and loud. The officer was described as firm and calm. After a formal investigation into the complainant's allegations it was determined the officer did not violate any policies or procedures.

Citizen Complaint 16-008 (OPS Investigation)

On March 29, 2016 the complainant (B/F) alleged an officer (W/M) called her husband a "Nigger" before he was taken into custody for Resisting a Police Officer Without Violence. After a formal investigation, none of the witnesses ever heard the officer call her husband a "Nigger". It was determined the officer did not violate any policies or procedure.

Citizen Complaint (PENDING)

At the time of this annual report, the Office of Professional Standards is investigating an additional allegation of Bias-Based Policing. Investigation is pending.

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:

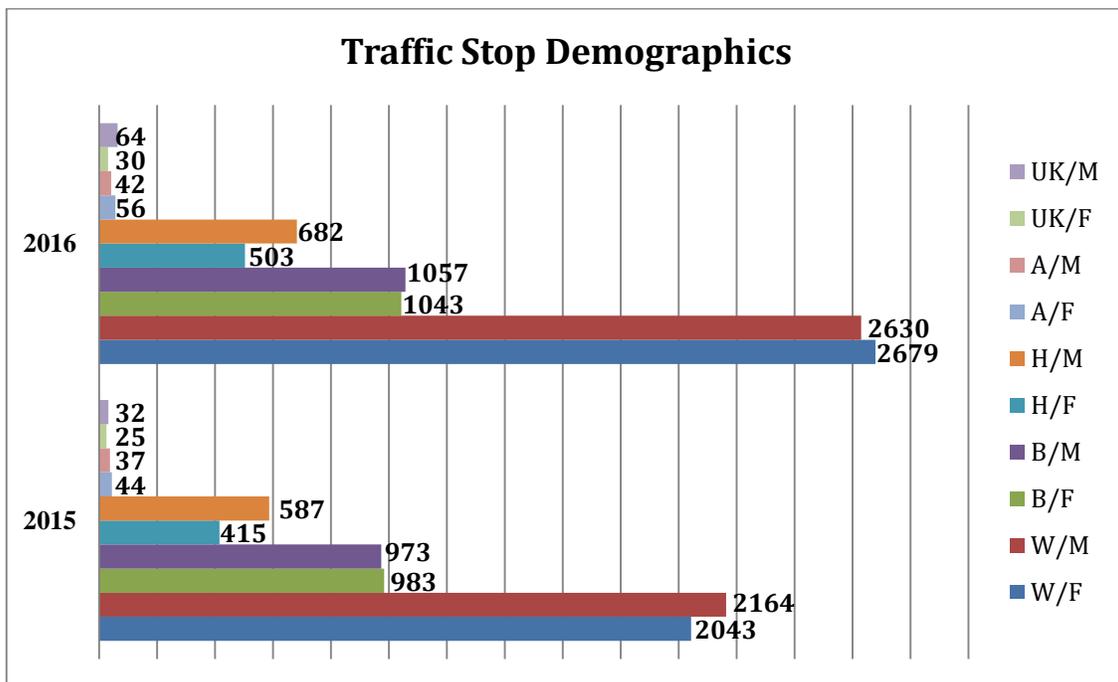
- 20-12/3-6 (Bias Free Policing)
- 24-2 (Traffic Enforcement)
- 24-11 (In Car Audio or Video Recording)

The table on the following page represents the demographic data for 2016 (January 1st to December 31st) 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

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

Lakeland Police Department Demographics									TOTAL STOPS 8,787	
RACE & SEX										
	W/F	W/M	B/F	B/M	H/F	H/M	A/F	A/M	UK/F	UK/M
Count	2,679	2,630	1,043	1,057	503	682	56	42	30	64
Percent	30.49%	29.93%	11.87%	12.03%	5.72%	7.76%	0.64%	0.48%	0.34%	0.73%
RACE					RESIDENCY		STOP REASON			
	W	B	H	A	UK	Resident	Non-Resident	Moving Violation	Non-Moving Violation	Investigative Stop
Count	5,310	2,100	1,185	98	94	7,580	1,207	6,662	1,948	175
Percent	60.43%	23.9%	13.49%	1.12%	1.07%	86.26%	13.74%	75.83%	22.17%	1.99%
STOP OUTCOME					SEARCH REASON					
	MISD Arrest	Felony Arrest	UTC	RELEASED			Prob. Cause	Consent	No Search	
Count	169	10	5,636	2,970			83	233	8,471	
Percent	1.92%	0.11%	64.15%	33.81%			0.94%	2.65%	96.4%	
SEARCH RESULT										
	Property Found		Drugs/Alcohol Found		Weapons Found		No Contraband Found		Weapon & Drugs Found	
Count	16		35		9		8,714		9	
Percent	0.18%		0.40%		0.10%		99.21%		0.10%	



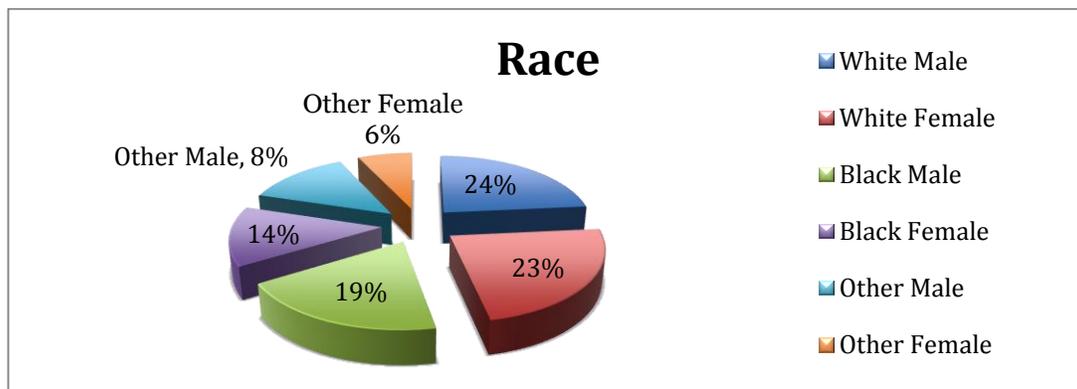
Florida State Statute requires police agencies create department policies that prohibit the practice of racial profiling. Additionally, the statute requires officers record a subject’s race and ethnicity when issuing a traffic citation for a seat belt violation.

The table below represents the profiles of driver demographics for citations submitted where 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

	2014		2015		2016		Current City
Race / Gender	Citations	% Rate	Citations	%Rate	Citations	% Rate	Demographic
White Male	2439	30.06%	3128	28.19%	2991	27.60%	31% (31,644)
White Female	2122	26.16%	2742	24.71%	2284	21.84%	32% (32,935)
Black Male	1351	16.65%	1757	15.84%	1891	18.88%	10% (10,548)
Black Female	1039	12.81%	1569	14.14%	1321	12.63%	11% (10,978)
Other Male	684	8.43%	1122	10.11%	1289	12.33%	16% (16,402)
Other Female	470	5.79%	777	7.00%	681	6.51%	
Total	8,113	100%	11,095	100%	10,457	100%	100% (102,507)

Source: Team LPD – Note: These citation numbers are not inclusive of citations issued by the Red Light Camera System.



An increase is noted in the number of citations issued to Hispanic Males (973 to 1145, 15.02%), Other Males (1122 to 1289, 14.88%), and Black Males (1757 to 1891, 7.63%) in comparison to 2015. A decrease is seen in citations issued to White Females (2742 to 2284, 16.70%), Black Females (1569 to 1321, 15.81%), Other Females (777 to 681, 12.36%), and White Males (3129 to 2991, 4.41%) from the previous year.

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, and Hispanic) are not separately identified. Approximately 49% of the traffic citations were issued to Caucasians who represent approximately 63% of the community. Approximately 32% of the traffic citations were issued to African Americans who represent approximately 21% of the community; and approximately 19% of the citations were issued to people of other races who represent 16% of the community.

**It should be noted that the department is not able to depict an accurate percentage of the populations race who receive tickets considering, at this time, we are unable to determine who was a resident or non-resident for all citations issued.*

The Department of Highway Safety and Motor Vehicles’ (DHSMV) 2016 “Safety Belt Violation Data Collection Annual Report” reflected below was reported to the DHSMV by the Lakeland Police Department:

**Seat Belt Violations (2016 Annual Statistics)
F.S.S. 316.614(9)**

Race & Ethnicity	Non-Hispanic	Hispanic	Total
White	414	103	517
Black	209	0	209
Indian	2	0	2
Asian	5	0	5
Other	13	0	13
Total	643	103	746

The Lakeland Police Department reported this statistical data to the DHSMV on a quarterly basis in 2016 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 Interview Contact data with our 2016 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 Report.

The following charts reveal the 2014, 2015, and 2016 data related to demographic information taken from Field Interview contacts:

2014 Race/Sex	
U/U	148
O/F	11
O/M	13
B/F	314
B/M	366
I/F	2
I/M	0
W/F	519
W/M	564
H/F	58
H/M	60
Total	2055

2015 Race/Sex	
O/O	1
O/F	1
O/M	1
B/F	11
B/M	85
I/F	0
I/M	0
W/F	20
W/M	103
H/F	4
H/M	8
Total	234

2016 Race/Sex	
U/U	1
O/F	0
O/M	1
B/F	12
B/M	101
I/F	0
I/M	0
W/F	17
W/M	75
H/F	2
H/M	18
Total	227

In reviewing this data, it was noted that there was a decrease (3%) in the number of field contacts generated by officers in 2016.

There were no Bias Based Policing allegations that occurred during any of the field contacts in 2016. Further, out of 4,950 arrests, 8,787 traffic stops, and 208,657 calls for service involving several thousands of individuals, only six (6) concerns were received of Bias-Based policing.

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 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 and also 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 the 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 2016.

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 2016. 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 2016, 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 2016, but are still pending final action by the courts as well as cases which were initiated in 2015 and final disposition was rendered in 2016.

Completed Contraband Seizure Cases 2016

Property Seized	Resulting Action	Disposition	Race	Gender
\$2,137.85	Settlement	\$137.85	B	M
(2) T.V.'s (2) Security Cameras	Unclaimed Evidence	(2) T.V.'s	B	M
\$821.00 (4) Firearms Ammunition Digital Scales (1) Vehicle	Final Judgment of Court	\$821.00 (4) Firearms Ammunition Digital Scales	W	M
\$851.00	Settlement	\$500.00	B	M
\$881.00	Unclaimed Evidence	\$881.00	B	M
\$1,237.00	Settlement	\$837.00	W	M
\$1,474.00	Unclaimed Evidence	\$1,474.00	B	M
\$3,910.00 (1) Firearm Ammunition	Settlement	\$1,955.00 (1) Firearm Ammunition	B	M
\$3,175.00 (1) Firearm Ammunition Digital Scales	Settlement	\$2,175.00 (1) Firearm Ammunition Digital Scales	B	M
\$5,699.55	Settlement	\$4,569.55	B	M

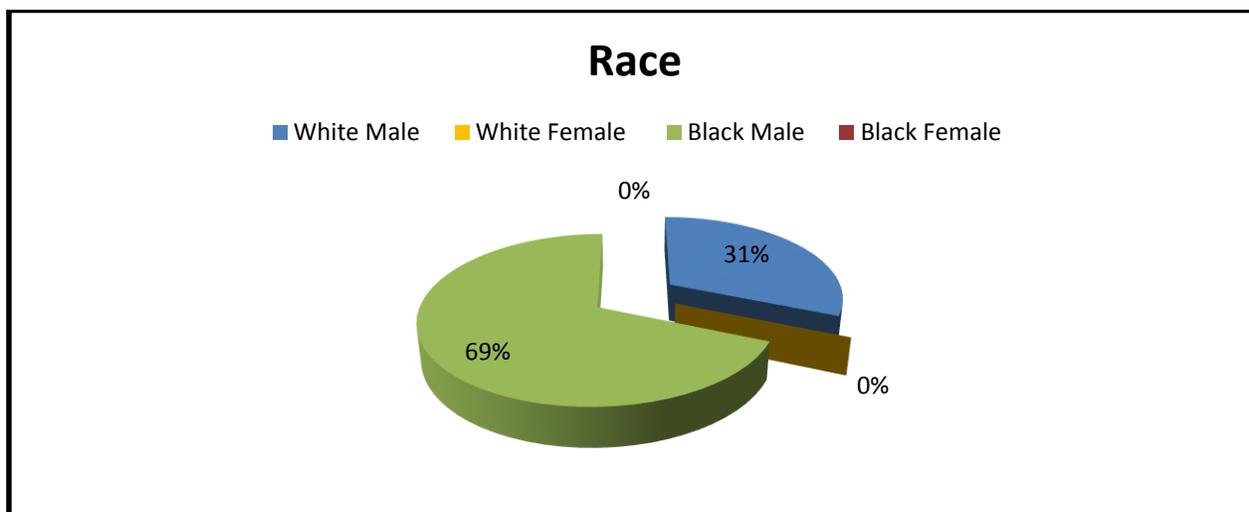
Pending Contraband Seizure Cases 2016

Property Seized	Resulting Action	Disposition	Race	Gender
\$231.00	Unclaimed Evidence	Criminal Case Still Open	B	M
\$6,610.00	In Suit	Pending Outcome	B	M
\$4,071.00	In Suit	Pending Outcome	B	M
\$500.00 (4) Firearms	In Suit	Pending Outcome	W	M
\$4,162.00	In Suit	Pending Outcome	W	M
(3) Firearms	In Suit	Pending Outcome	W	M

Pre-2016 Contraband Seizure Cases Concluded in 2016

Property Seized	Resulting Action	Disposition	Race	Gender
\$116,684.00 (2) Vehicles (1) Boat/Trailer	Settlement	\$116,684.00 (2) Vehicles (1) Boat/Trailer	B	M
\$905.00 (1) Firearm (1) Weapon Light	Final Judgment of Court	905 (1) Firearm (1) Weapon Light	B	M
\$738.00	No Forfeiture due to Circumstances	\$0.00	B	F

Bias Free Policing Data Completed/Pending Seizure Cases 2016



**There were a total of 16 seizures in 2016*

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 2016. Ongoing training and review will continue to support the department’s commitment to Bias Free Policing.

EARLY INTERVENTION SYSTEM ADMINISTRATIVE REVIEW (2016)

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, which is reflected in the OPS annual report.

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 2016, there were eight (8) Early Intervention alert notifications involving 8 sworn department members. This was a decrease (39%) from thirteen (13) notifications in 2015. 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 nine (9) within 90 days and the Pointing of Weapon category is set at six (6) within 90 days. Each is separated from all other Use of Force. There were four (4) Early Intervention notifications generated from two (2) preventable traffic or property incidents within 12 months, and four (4) notifications were generated from Use of Force.

Each notification was sent to the member's supervisor for review. Seven (7) notifications resulted in a review only where no actual intervention was needed. One (1) intervention that was created from an officer who had two (2) preventable traffics within twelve (12) months resulted in the officer attending a defensive driving course. All the notifications involved sworn member only.

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 2012, the Grievance Process was moved to the Office of Professional Standards from General Services Section. There were no Grievances received during the year 2016. While grievances are not a common event, having OPS monitor ensures 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 2016, the board reviewed 162 incidents prior to November 2016. Preventable incidents were documented and sent to the member's respective supervisor to implement corrective action for the affected member. As of November 2016, the agency changed the board's policy whereas any traffic crash or property incident determined to be preventable by the board will be forwarded to OPS to

generate a formal Employee Incident Report (EIR) to be signed by the Chief, investigated by the affected member’s supervisor or OPS, then forwarded through the members Chain of Command for a final determination. See below for breakdown of Safety Board findings:

TYPE	Preventable	Non-Preventable	Other/NA	TOTALS
Traffic Crash	33	24	0	57
Property Incidents	5	31	1	37
Employee Injury*	N/A	N/A	68	68

*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.

CITIZEN SERVICE SURVEY

The purpose of the Citizen Service Survey is to monitor the perceptions of citizens regarding the quality of the police service provided by officers and civilian personnel of the Lakeland Police Department. At the beginning of the January 2014, personnel assigned to the department’s Records Section were also tasked with ensuring the survey was offered to each citizen they assisted. The Office of Professional Standards (OPS) mails up to twelve (12) surveys per month to citizens who had contact with a uniformed patrol officer. Additionally, personnel assigned to the Criminal Investigations Section (CIS) were assigned the responsibility of mailing surveys to citizens who had interacted with CIS detectives, all citizens who had contact with Felony Intake, and all citizens whose cases become inactive. OPS is tasked with compiling and reviewing all responses into quarterly reports. Any respondent who has questions, concerns, or complaints are contacted by the appropriate department supervisor.

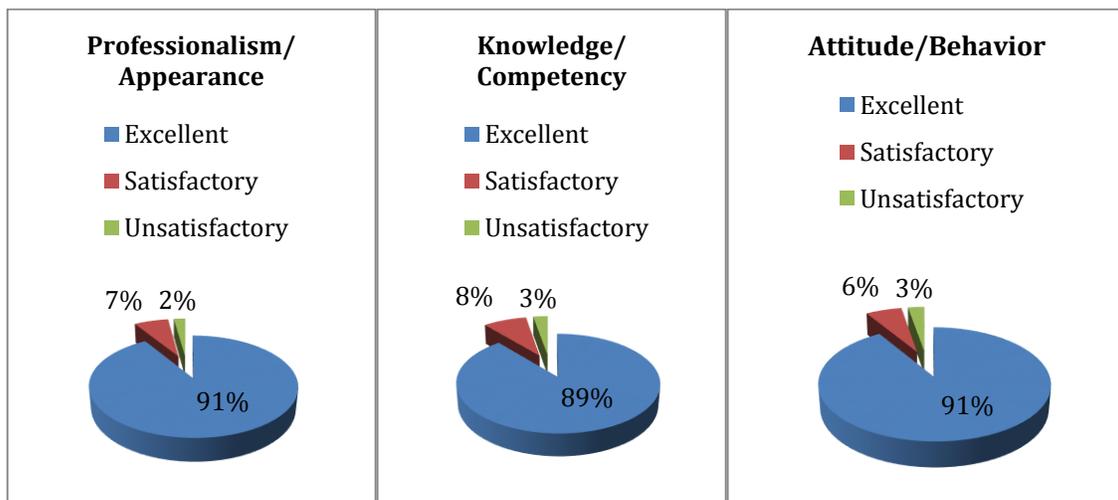
In 2016, the Lakeland Police Department handed out and mailed a total of 2,639 Citizen Service Survey’s, of which 193 were received back by mail or returned to Records or CIS. A majority of

respondents 139 (71.65%) were residents of Lakeland who have had contact with a LPD employee within the past 12 months, and were victims of crimes (58%). Respondents were asked about their most recent police contact and were asked to respond with their opinion regarding the LPD employee's Professionalism/Appearance, Knowledge/Competency, and Attitude/Behavior. Results by a majority of respondents (89%-92%) selected a rating of Excellent. In reference to the overall service received from the LPD employee/officer and response time, a majority of respondents selected Excellent (86%-88%). Of 178 responses received referencing the overall performance of LPD, 85% of respondents selected Excellent, 11% selected Satisfactory, and 4% selected an Unsatisfactory rating. As seen in the charts below, of 178 responses 44% of respondents feel the City of Lakeland is Very Safe, 50% feel the City is Safe, and 6% feel the City is Unsafe.

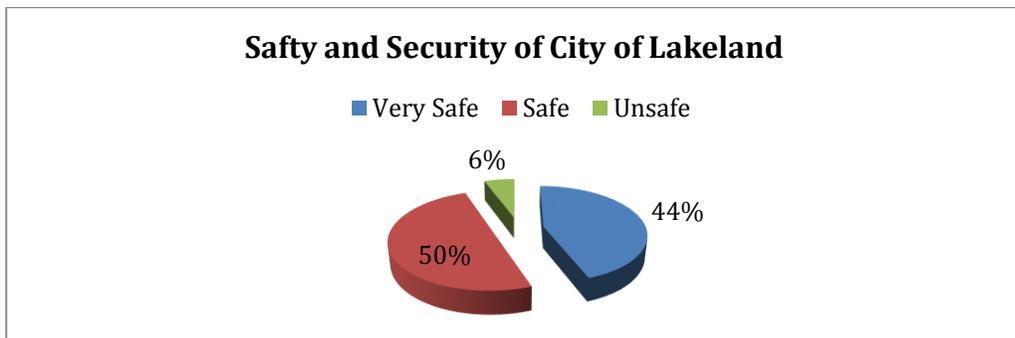
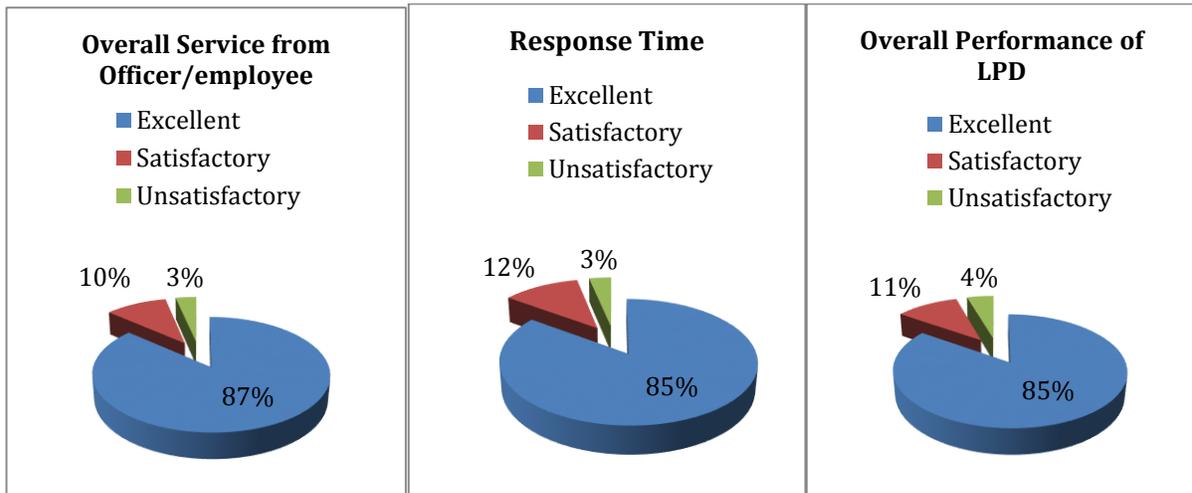
The citizen service survey covers various aspects of the contact with LPD sworn or civilian members. The below table and graphs are the survey results for 2016.

Citizen Service Survey's (2016)				
	CID	RECORDS	OPS	Totals
Sent	2318	N/A	128	2446
Received	79	106	8	193

Question: Regarding your most recent contact with the Lakeland Police Department employee, please rate the employee in the following categories.



Question: How would you rate the overall service you received from the officer/employee, response time, and overall performance of LPD?



CONCLUSION

In summary, the Lakeland Police Department has progressed in the preceding year following significant changes in the department's command staff, coupled with the hiring of 19 new police officers and 7 civilian personnel. The Office of Professional Standards worked numerous highly complex investigations which resulted in one (1) non-sworn member resigning in lieu of termination and one (1) sworn member's demotion (2015 IAU case completed in 2016). 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 the use of force resulting in arrest decreased from 76% to 70% with no identifiable reason for the decrease. Other use of force 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 2017 for the Office of Professional Standards. The staff in OPS will continue to work with all internal agency divisions 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 2016 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.