

LAKELAND POLICE DEPARTMENT



2014 ANNUAL REPORT



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Message from the Chief

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

The mission of the Lakeland Police Department has always been to serve our community in a positive, helpful, and professional manner and to provide quality services to the citizens of the City of Lakeland. All of our employees strive to exemplify this mission on a daily basis through the demonstration of our core values of Respect, Integrity, Team Work, and Excellence. We continue to work in collaboration with all city departments, our community partners, neighborhoods and residents to improve the quality of life for the citizens of Lakeland.

This year's Annual Report reflects the ongoing efforts and accomplishments of the dedicated members of the Lakeland Police Department. During 2014, we focused on four main goals: striving toward an annual reduction in overall crime, reducing violent crimes and gun related crimes, enhancing our community partnerships, and improving our internal and external communications.

Our progress toward these goals and our 2014 accomplishments were possible because the community which we serve has partnered with us. Our strong community partnerships instill public confidence and ensure a high degree of professionalism and dedication.

On behalf of the Lakeland Police Department, we present the Year-End report for 2014.

Sincerely,

Larry R. Giddens
Chief of Police





Lakeland Police Department



CITY MANAGER DOUG THOMAS



MAYOR HOWARD WIGGS



JUSTIN TROLLER



PHILLIP WALKER



EDIE YATES



KEITH MERRITT



DON SELVAGE



JIM MALLESS

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Mission

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.

Vision

Dedicated professionals working together to provide excellent service which enhances the quality of life in Lakeland.

Values

We are committed to doing things RITE:

- R** - Respect
- I** - Integrity
- T** - Teamwork
- E** - Excellence



Lakeland Police Department

ADMINISTRATION

ASSISTANT CHIEF MIKE LINK



Assistant Chief Michael Link began his career at the Lakeland Police Department in 1985 as a Reserve Officer and became a full-time officer in March 1986. As an officer, Mike served in the Uniform Patrol Division, as a Field Training Officer, a member of the Street Crimes Unit, SWAT Team, and as a Detective in the Criminal Investigation Division. Mike was promoted to Sergeant in February 1994 serving in the Uniform Patrol Division, Special investigations Section, Community Services and Crime Prevention Unit, and the Special Operations Section.

Mike was promoted to Lieutenant in June 2003 and served as a Shift Commander in the Uniform Patrol Division and as the Officer in Charge of the Criminal Investigation Section.

Mike was promoted to Captain in August 2010 and served as the Commanding Officer for the Investigative Services Division until October 2011 when he was assigned to the Uniform Patrol Division as the Commanding Officer. Mike was promoted to Assistant

Chief of Police on June 3, 2012 and now serves as the bureau commander for the Investigative Services Bureau.

OFFICE OF GENERAL COUNSEL

The Office of 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 the 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, schedule hearings and monitor and maintain files.

In addition, there were two properties closed for one year as a result of an investigation into illegal, drug related activity occurring on the premises. On January 9, 2014, 1220 Wright Drive was boarded up and shut down. A triplex located at 919 North Iowa Avenue was boarded up and shut down on August 20, 2014. The Lakeland Police Department continues to work towards improving personal safety for residents and landlords by keeping drugs and other illegal activity off their property.





PUBLIC INFORMATION/COMMUNITY RELATIONS

The tools we used to reach both the media and community were comprised of print, electronic, television, face-to-face and social media. In FY14, we issued 138 press releases and 51 Crime Stopper bulletins.

Social Media



Social media is the interaction among people in which they create, share, and/or exchange information and ideas in virtual communities. Social media is a big part of the police departments outreach to inform and engage citizens. Our press releases are added to the department Facebook page as well many of the social media events we attend each year like the Open House and Cops for Kids. The Police Departments Facebook page now has over 7,169 fans who have liked our page. That's an increase in 3,633 fans from the previous year.

The Police Department also is very active on the LakelandPD Twitter as well as three other department Twitter accounts that are solely used for LPD. Collectively, we sent out 2241 tweets covering numerous breaking news events and community events we attended. In addition, the Police Department uses Nixle and Instagram as a form to reach our community and interact.

- Nixle 155 post
- Instagram 136 pictures

Over the past year, the police department has made a significant effort towards increasing the police department's social media presence.

LakelandPD Up-Close

A monthly video was produced in cooperation with the Communications Department called LakelandPd Up-Close. This video allowed us to highlight different sections of the police department and give our community a "behind the scenes" look into how we serve and protect. They get to see the many different operations of the department and witness the ways our members' deliver 1st rate community service. For FY14, we had 11,536 hits.

LAKELANDGOV.NET/LPD

The police department designs, oversees and acts as the prime content manager for the Lakeland Police Departments website. In FY14 the Police Department published 156 news blog stories on the website. In addition, we implemented Raids Online Crime Mapping which connects law enforcement with the community to reduce crime and improve public safety. Crime mapping helps the public get a better idea of the crime activity in their area so they can make more informed decisions about how to stay safe.

LGN

In FY14, the Police Department promoted LGN on the TV in the lobby so that citizens can see LGN while visiting the station. In FY14, we had approximately 15 different videos such as the Chiefs Chat, LakelandPD – Up Close and a wide variety of press releases filmed by the Communications Department.



Lakeland Police Department

NEIGHBORHOOD SERVICES BUREAU

CAPTAIN



Captain Ruben Garcia began his career at the Lakeland Police Department in 1987 after returning home from four years of honorable service in the United States Marine Corps. He served as a Patrol Officer, Field Training Officer, Street Crimes Officer, Drug Detective, Drug K-9 Handler, DEA Drug Task Force Officer, Intelligence Officer and SWAT Sniper.

He was promoted to Sergeant in 1997. In 2010, he was promoted to the rank of Lieutenant where he served as the Officer in Charge of Patrol Alpha and Charlie Squads and later in the Criminal Investigations Section.

In 2013, he was promoted to Captain and currently serves as the Commanding Officer of the Uniformed Patrol Division.

NSB REPORT: CHIEF LARRY GIDDENS

The Neighborhood Services Bureau manages the Uniform Patrol Division. This component of the organization provides around the clock public safety services. Considered the agency's backbone, calls for assistance are received within the Public Safety Communications Center and dispatched to officers assigned to geographical areas throughout the City of Lakeland.

The Neighborhood Services Bureau 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 dynamic partnership between the citizens and their police department. The premise is for both the community and the police department to work together to identify, prioritize, and solve contemporary problems such as crime, social and physical disorder, and general neighborhood decay, with the goal of improving the overall quality of life in the Lakeland community.

Misunderstanding of the community policing philosophy has led some to believe that community policing is somehow "soft" on crime. Nothing could be further from the truth, as community policing advocates argue that making police agencies more efficient and more understanding of quality of life issues increases the arrest of violent offenders and reduces overall crime.



During 2014, the Lakeland Police Department received 100, 728 police calls for service, and completed 25,551 police reports. This accomplishment was performed while staffing levels, at times, neared an 8% vacancy rate. The Neighborhood Services Bureau, particularly the Uniformed Patrol Division, was challenged by staffing reductions due to a variety of reasons. The agency has been working diligently to identify and recruit new personnel in an effort to decrease the employment openings. Further reevaluation of our deployment strategies was undertaken where a manpower verses calls for service calculation showed a peak use of patrol services from an average time of 0800 to 2300 each day. With this data a relief squad was assigned to each rotation comprising seven officers assigned to a 1000 to 2200 hours shift to maximize the number of patrol officers on the streets during the peak service usage.

UPD REPORT: CAPTAIN RUBEN GARCIA

The Uniformed Patrol Division began the year with an alignment strategy of a two captain/ two division and five squad deployment plan wherein the Training Unit was also attached to Division One. With Staff concerns of accountability and bifurcated chain of command struggles the current deployment was studied. Through a number of strategic planning meetings and manpower deployment studies a new deployment strategy was developed where the division would be reduced to a single chain of command and only four squads. The former fifth squad (power squad) was re-deployed into the four main squads to create a seven unit 10a-10p relief factor between the day and night shift. This allows a beginning day shift of 1 Lieutenant, 4 sergeants, 15 officers, 1 SPV officer, 2 K-9 officers and 5 public safety aides. The relief factor adds seven officers for a total of 25 call taking officers and 5 public safety aides until 1830 hours each evening. At 1830 hours, the beginning of the night shift the seven relief factor officers remain on duty and are joined by 1 Lieutenant, 4 sergeants, 20 officers, 1 SPV officer, and 2 K-9 officers for a total call taking force of 30 officers until 2200 hours each night, when the relief factor ends its tour of duty. From 2200 hours until 0630 hours the Uniformed Patrol Division is manned by 1 Lieutenant, 4 sergeants, 20 officers, 1 SPV officer, and 2 K-9 officers for a call taking force of 23 officers. By all accounts the new deployment has been met with a positive embrace by the members of Uniformed Patrol Division. Further recent monthly totals of each squad has shown an increase in activity such as vehicle stops and a decrease in the area of response times to citizen calls for service.



Lakeland Police Department

CRIME

The agency as a whole has enjoyed a slight decrease in the overall crime rate this year. The Uniformed Patrol Division has worked in concert with all other sections with two primary enforcement goals 1) reduce the use of notice to appear citations in lieu of taking the subject to jail and 2) increase the number of traffic and investigative vehicle stops. As each squad has reported on a monthly basis, these goals have been adhered to as much as possible while balancing with patrol tasks and community involvement efforts. Officers continued to attend neighborhood meetings and conduct juvenile probation checks in a partnership with the Department of Juvenile Justice.

CRIME STAT MEETING

Uniformed Patrol has taken the lead with the bi-weekly crime-stat meetings with great support from the Crime Analysis Unit. The meetings continue to generate good exchanges of information between the investigative sections and uniformed sections. Each meeting "hot spots" are jointly decided by all sections for directed activity in each of the four quadrants of the city. Those activities are reported back in both the next crime stat meeting and each squad's monthly report.

NEIGHBORHOOD SERVICES MEETING

Sworn staff members from each enforcement section throughout the department attended this meeting each month to foster a teamwork approach in the overall operation of the department. Many items were addressed during the year, such as manpower deployment, new advances in equipment and technologies and smaller items like book-in operations that could serve to enhance the overall function of all sections.



TRAINING

The year of 2014 may well be the highest year in the history of the agency for training new officers through the field training program. The UPD officers assigned as FTOs have trained a recruit officer most every month of this year. Our FTOs have given gallant service during this time of added responsibility and have produced a number of street ready officers ready to serve our citizens.

Officers of Uniformed Patrol enjoyed the opportunity to attend both in-service training and advanced training when funds and manpower would allow.

FORECAST

Based on the rise of pro-active interactions between officers and citizens as 2014 came to an end, both in community engagements and criminal apprehensions the division appears to be making positive steps to enhance all services. As an agency and most directly as a patrol division we remain hampered by a lack of resources to devote to community policing (problem oriented policing) as a primary focus of assigned officers. While efforts continue to foster partnerships within the community, calls for service and other tasks often halt the best intended efforts. Plans are in the infant stages to form a community policing team, where a sergeant would supervise five officers, one would be assigned to each of the four quadrants of the city, as well as, the citywide homeless liaison officer to forge partnerships and coordinate overall agency problem solving efforts in each neighborhood. The advancing of this concept is planned to occur during 2015, pending the filling of the current patrol vacancies.



Lakeland Police Department

INVESTIGATIVE SERVICES BUREAU

CAPTAIN



Victor White began his service with the Lakeland Police Department in 1983 after serving as a Military Policeman in the United States Army. His assignments have included the Uniform Patrol Division; including Field Training Officer and Uniform Crime Scene Officer, Detective in Special Investigations and as the Intelligence Officer.

In 1992, he was promoted to the rank of sergeant where he served as a Patrol Supervisor, C.O.P.S. Supervisor, and the Officer in Charge of the Operational Review Section. He supervised the Internal Affairs process, Staff Inspections, and the Department's Accreditation process.

He was promoted to Lieutenant in January of 2000, and served as the Officer in Charge of the Uniform Patrol Division, Special Operations Section and the Special Investigations Section. In December of 2009 he was promoted to the rank of Captain. He is currently assigned as the Commanding Officer of the Investigative Services Division which is comprised of the Investigative Services Section, the Records Section, the Property and Evidence Unit, the Crime Analysis and Intelligence Unit, the Laboratory Services Unit, the Victim's Assistance Unit, the Domestic Abuse Response Team, the Court Liaison, Records and Property/Evidence.

Lieutenant Sammy Taylor and ***Lieutenant Steve Sealey*** directly supervise the investigative groups and are responsible to manage and direct investigations along with the detective sergeants over each unit. This involves the day to day operations of the investigative component as well as Laboratory Services, Records, Property and Evidence, Victim's Assistance, Crime Analysis and Intelligence Center, Felony Intake, and DART.

The following information highlights the significant accomplishments that occurred within the Investigative Services Bureau during 2014.

State of Affairs - The City of Lakeland continues to experience an increase in documented gang/drug violence in 2014. The summit that was held in 2013 to address gang activity and violence in the community established a plan to address the gang problem. Following the 2013 summit, a Gang Task Force was formed that continued to work hard in 2014 to partner with various community members, other agencies, and community businesses to address gang issues. Community Leaders and City of Lakeland government partnerships held several Town Hall meetings addressing violent crimes and gang activities. These community meetings along with the Gang Task Force no doubt had a positive impact on the clearance rates in 2014. There was a noticeable improvement in some areas as a result of the team work of the community and police. As a result of this, aggravated assaults decreased by 6% and burglaries decreased by 4%. This decrease in crime in these areas is largely due to the cooperation of police and community leaders working together to identify, investigate, and arrest gang/drug related criminals. The Gang Task group and community members will continue these efforts into 2015.



MANPOWER ALLOCATION

- 1 Assistant Chief

- 1 Captain
- 1 CIS 1 Lieutenant
- 1 VCU Sergeant
- 7 VCU Detectives
- 1 VCU Part Time Detective
- 1 SVU Sergeant
- 5 SVU Detectives
- 1 CAIC Sergeant
- 1 CAIC Detectives
- 3 CAIC Civilians
- 1 Intake Detective
- 1 Part Time Intake Detective
- 1 Investigative Aide Civilian
- 1 DART Civilian
- 1 Court Liaison Part Time Civilian
- 1 Lab Services Supervisor Civilian
- 5 Lab Techs Civilian
- 2 Lab Techs Part Time Civilian
- 1 Property & Evidence Supervisor Civilian
- 3 Property & Evidence Techs Civilian

- 1 CIS 2 Lieutenant
- 1 PCU South Sergeant
- 4 PCU South Detectives
- 1 PCU North Sergeant
- 5 PCU North Detectives
- 1 PCU Part Time Detective
- 1 GCU Sergeant
- 4 GCU Detectives
- 1 Investigative Aide Civilian
- 1 Victim Assistance Supervisor Civilian
- 2 Victim Advocates
- 1 Chief Clerk Supervisor Civilian
- 11 Records Clerk Civilians
- 3 Secretarial Civilians

Total: 77



Lakeland Police Department

CRIMINAL INVESTIGATIONS SECTION

The Criminal Investigations Section (CIS) was restructured in early 2014, resulting in the section being divided into the following units:

- Violent Crimes Unit (VCU)
- Special Victims Unit (SVU)
- Property Crimes North
- Property Crimes South
- General Crimes Unit (GCU)

A Detective FTO Program was developed for CIS. The Detective FTO program provides new Detectives with a Detective Field Training Officer to assist them in learning their new position. This program also documents the training new Detectives receive and tracks their progress prior to being released from the program.

CIS began utilizing a new case management system in 2014. This system allowed for cases to be assigned, tracked, and closed within the Tiburon Report Writing System. The system provided a means for Detectives to update cases and gave supervisors a system where they could assign a due date to insure investigations were completed in a timely manner. Though there were challenges while implementing this new system, it has proven to be beneficial for tracking cases - especially due to the high volume of cases being assigned in the Property Crimes Unit.

In 2014, CIS began mailing "Victim" letters to victims of crimes whose cases were classified as inactive. Cases can be classified as "inactive" for several reasons to include: lack of investigative leads and/or lack of victim/witnesses cooperation.

It has always been recognized that the public plays a large part in helping to solve crime. One tool in reaching out to the public has been the neighborhood canvass. Neighborhood canvasses are usually conducted immediately following a crime. Officers and Detectives go door to door in an attempt to find witnesses of crime. If residents are not home or it is late at night following a crime witnesses are often not contacted. The Property Crimes Unit created a Neighborhood Canvass door hangar for this purpose. The door hangar has been used by both Detectives and Officers in an effort to expand the reach of neighborhood canvasses that take place following a crime.

VIOLENT CRIMES UNIT (VCU)

The Violent Crimes Unit (VCU) is tasked with investigating all major violent crimes that occur within the City of Lakeland. Due to the significant increase in violence experienced in 2014, VCU detectives were tasked with working investigations to include Aggravated Battery/Assault (shootings), Robbery, Homicides, and all officer involved incidents. The VCU was responsible for 15 homicide investigations during 2014, which is the second highest number in recent years. Most of these homicides have been classified as being gang/drug related. Additionally, due to the increase in gang/drug associated violent crime, the VCU has experienced the continued challenge of dealing with victims/witnesses that were unwilling to cooperate with law enforcement. The lack of cooperation by victims/witnesses caused an investigative roadblock for detectives who continued to search for unconventional ways to solve violent crimes. Although these roadblocks continued to impact criminal investigations, VCU's clearance rate in homicides increased from 29% in 2013 to 125% in 2014. The VCU worked with the State Attorney's Office to develop innovative strategies to address these investigative roadblocks to enable the successful prosecution of violent crime cases (especially homicides).



VIOLENT CRIMES UNIT (VCU)

Although 2014 brought many challenges to Criminal Investigations, the tenacity and work ethic imparted by all detectives remained extraordinary during the entire year. However, 2014 again demonstrated the impact of gangs on our community with 7 of the 15 homicide investigations involving juveniles as either the culprits or the victims.

A new addition to the VCU in 2014 was the development of the Cold Case Homicide Unit. This was first time CIS/VCU devoted two fulltime detectives to focus primarily on unsolved homicide cases. At the time of this document, the Cold Case Detectives have solved two homicides and two additional cases are pending SAO review. The solving of these cold case crimes was what enabled the VCU to exceed 100% of homicide clearances in 2014.

In 2014 LPD assigned Detective Stacey Pough to an ATF TASK Force. Detective Stacey Pough was designated as the Task Force Liaison and began the lengthy process of being sworn in as an ATF agent. This process is expected to be completed in 2015. On May 10, 2014, a shooting occurred at a local gas station in Lakeland. The shooter, a gang member and convicted felon, was arrested and the Task Force members pursued charges in federal court. As a result the shooter was sentenced to 70 months in federal prison. There are now several other cases pending in the federal system. The Task Force improves the relationships between the department and other agencies and also provides access to large federal data bases that aid in investigations.

SPECIAL VICTIMS UNIT (SVU)

The Special Victims Unit (SVU) is tasked with investigating all crimes relating to child abuse (physical and sexual), adult sex crimes, elderly abuse, and missing persons. Additionally, the SVU is responsible for the monitoring and verification of all sexual offenders and predators within the city limits of Lakeland. With the reorganization, SVU assumed the responsibility of investigating adult sex crimes, and changed their name from Crimes against Children to Special Victims Unit. Additionally, SVU increased the size of their unit from 3 full time detectives to 5 full time detectives and one (1) full time civilian. The SVU investigated over 250 criminal allegations in 2014.

In 2014, the SVU received close to 950 Department of Children and Families (DCF) Intake Referrals. Each of these Intake Referrals must be documented, assigned for investigation, or closed by completing a computer-generated report. Of the 950 cases received; 226 were assigned for further investigation with 33 being carried over into 2015, 34 were unfounded, 77 exceptionally cleared, 11 arrests and 19 complaint affidavits resulted from the work of the detectives. The SVU had a 55% clearance rate on their assigned investigations. A large percentage of these investigations resulted in allegations being unfounded or waivers of prosecution signed by parents or legal guardians.

There are numerous challenges associated with the investigation of SVU related crimes. First, the use of electronic devices such as cell phones, specifically Smartphones, computers, and notebooks have made it extremely difficult and time consuming to investigate due to the number of offenders using these devices to communicate, record, share, and distribute material. Second, the use of specific downloadable messaging applications on Smartphones (i.e. Kik) used to communicate through text messaging has made it difficult to download and examine for evidentiary purposes. Finally, delayed reporting of sex-related crimes makes it difficult to prosecute due to evidence being lost or damaged, specifically DNA evidence.



Lakeland Police Department

PROPERTY CRIMES SOUTH

The Property Crimes South Unit is made up of 1 Sergeant, 3 full time Detectives, 1 part-time Detective, and 1 Investigative Aid. For case assignment purposes, the boundary line that separates North and South is Memorial Blvd. The boundary line that separates East and West is S. Florida Ave. The Property Crimes unit is tasked with investigating Burglaries, Grand Thefts, and Felony Criminal Mischiefs. There are a few instances when misdemeanors cases are assigned to a Detective. Department supervisors route Felony event reports to the CIS Property Unit Sergeants via the Tiburon Report Writer system. The Sergeant reads the reports with the objective of assigning Detectives to those cases that have suspect information and/or the highest solvability factor. Due to personnel changes, the Property Crimes South unit acquired 2 new Detectives.

PROPERTY CRIMES NORTH

The Property Crimes North Unit is responsible for investigating burglaries, grand thefts, and felony criminal mischief cases. The unit is made up of 1 Sergeant, 4 Detectives, and 1 Investigative Aide. The Investigative Aide handles cases for both North and South Property Crimes Units. The dividing line for the North and South Units is Memorial Blvd.

The Property Crimes Unit began a 6 month trial of the Touch DNA Program in 2014. Due to FDLE's inability to routinely process Touch DNA in property crimes cases, a proposal was submitted and approved to begin using a private lab to process such evidence. A private lab was selected and procedures were put in place to begin collecting this evidence. Training was provided to all patrol squads during briefings. At the end of 2014, the first samples were in the process of being identified to be sent for processing, but results are not expected to be returned until sometime in 2015. Generally it takes between 60 -90 days for the results to be returned. The benefit of collecting Touch DNA is the ability to potentially clear cases that may have otherwise ended unsolved.

GENERAL CRIMES UNIT (GCU)

The General Crimes Unit (GCU) is responsible for conducting follow-up investigations relating to economic crimes and motor vehicle thefts. Currently, GCU consists of 1 sergeant and 3 detectives; 2 detectives are assigned economic crimes and 1 is assigned motor vehicle thefts. This unit was reestablished in May, 2014, after a needs assessment determined it was necessary. During 2014, there were 939 cases investigated by the General Crimes Unit detectives resulting in a clearance rate of 36%.

General Crimes Detectives are required to review all cases assigned to them and to conduct follow up investigations accordingly. Detectives are required to contact the victim of their assigned cases within 10 days of assignment. Cases that have no investigative leads and will not be assigned to a detective will have a letter mailed to inform victims of the services offered by LPD's Community Services Unit and Victim Assistance Unit. It provides contact information for those victims that may have further information to provide. Cases that contain investigative leads, or have potential of developing investigative leads, will be investigated utilizing various methods and/or actions.



ACCOMPLISHMENTS

Detectives were able to solve many cases in 2014 by hard work and tenacity. In one particular burglary series, the burglar was arrested after Detectives tracked him down through his electronic monitoring bracelet. The GPS in the bracelet showed that the burglar was at the scene of the burglary during the time it occurred.

In another burglary series, an arrest warrant was served on a suspect's home. Property and firearms from numerous burglaries were located and 2 arrests were made. A significant drop in the number of residential burglaries in this area was noted following the arrests.

Due to a combination of new and existing crime solving tools, CODIS and DNA was able to link a serial burglar to at least 6 burglaries throughout the City of Lakeland. These burglary locations spanned a range of several miles. The defendant is currently in custody and awaiting sentencing on these charges.

Detectives investigated several sexual assault cases, resulting in the arrest of 2 Polk County School teachers and 1 foreign exchange student.

A teacher from the Florida Aerospace Academy was arrested on over 33 counts of unlawful sex with a minor following a cooperative investigation between the Hillsborough County Sheriff's Office, Polk County Sheriff's Office, and the Lakeland Police Department.

A teacher from Southwest Middle School was arrested for two counts of sexual battery following an extensive investigation. The investigation discovered the teacher was purchasing one of his former student's alcohol, drugs, and lingerie.

These two investigations provide only a snapshot of the types of investigations that are handled by the SVU detectives on a daily basis. Moreover, the investigative techniques used during these investigations demonstrate the professionalism and dedication each of the detectives have towards their profession and the community.

CRIME ANALYSIS AND INTELLIGENCE CENTER

CAIC serves a critically important function within the department. The unit provides vital information to both uniformed officers and investigative personnel. When crime trends emerge, the unit is quick to furnish the information required for members of the department to address the source of the crime problems. The unit is a valuable resource that provides up to date crime data on incidents that occurred within the past twenty-four hours, as well as having the capacity to reach back over time to provide historical information if needed.

During 2013, the Intelligence function was greatly expanded (and carried over into 2014) to provide a more in-depth and comprehensive service by reaching out to community members and city leaders. A more involved approach to gangs was fostered by establishing a stronger relationship with school resource officers and providing gang awareness training to school personnel. In addition, more frequent attendance at neighborhood meetings and interactions with community leaders was encouraged with the hope of gaining an understanding of how to better engage with community leaders. This job expansion has proven to be a benefit to the department as the intel detective consistently interacts with the community by giving numerous presentations to various groups as well as developing a firm networking with health care providers. The Intel Detective also attends neighborhood community meetings patrol briefings, and school resource meetings.



Lakeland Police Department

CRIME ANALYSIS AND INTELLIGENCE CENTER

The Intelligence detective provided approximately 18 presentations to the community in reference to gang awareness, along with updating and documenting gang members and associates to assist officers and detectives in their work. They also attended monthly multi-jurisdictional gang meetings in Tampa and Polk County, and other information sharing meetings to keep the department informed of gang activity. The detective attends specified training for education on gangs and gang members. They then attend briefings and pass this information along to other department members to keep the department apprised of any new information.



Felony Intake was added to this unit in 2014. This has proven to work well as detectives working incoming cases often rely on crime analysts to assist them in locating information on ongoing investigations.

The entire unit has functioned well together and continues to evolve as new needs emerge. This unit caters to demands of all areas of the police department as well as the Investigative Bureau. The CAIC also provides statistics and calls for service information upon request to the public, private attorneys, and other city and community leaders.

FELONY INTAKE UNIT

The Felony Intake Unit continues to maintain its outstanding reputation for consistency and quality. The part time Felony Intake Detective resigned at the end of 2014, and the full time, highly experienced Intake Detective is scheduled to retire in June of 2015. Selections have been made for replacements for both positions. Both detectives will be trained and implemented in 2015 as the unit continues to uphold its excellent reputation for timely and thorough case submissions for prosecution. Felony Intake was assigned a total of 844 cases in 2014. Of these total cases, 512 resulted in arrests, 312 complaint affidavits were completed, and 661 sworn statements were obtained.

In 2014, Felony Intake began conducted customer satisfaction surveys. Felony Intake conducted 100 customer surveys and Records conducted 248 with a total of 348 surveys conducted.





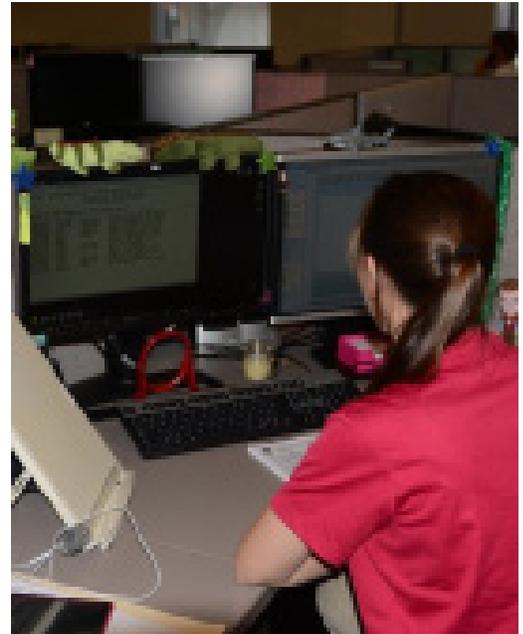
RECORDS SECTION

Records Section employees are among the most dedicated of the Lakeland Police Department. Every working day, they must handle numerous requests from private citizens, law enforcement, attorneys, and insurance companies. Each request must be handled properly and each requestor must be dealt with courteously and efficiently. This year two full time personnel retired. One has been replaced and the other replacement is in process. Each Records Department employee attended Records Management for Law Enforcement Agencies training in March of 2014. The Records Department has in-service training in public records release/redaction throughout the year.

In 2014 the Records Department worked diligently on a huge project involving the scanning of old records into the data bases system before sending off the records to be retired at records retention. There were four years of records stored in hard copy in 192 boxes of records. This year Police Records Clerk, Vicky Morris, worked daily on this project. This involved checking and scanning reports when needed. At the end of 2014 there were 24 boxes left to be scanned. This required a tremendous effort on her part.

Police Records Clerk, Alysén Riness, continuously works on error correction in the UCR data within Tiburon. This takes up a portion of each day to validate and correct information. This greatly reduces the issues and problems at the end of the year when UCR is sent to Tallahassee.

In January, 2014, Records had a NCIC/FCIC audit on the validation process. This audit occurs every 3 years. FDLE audited approximately 140 records and found 3 errors. This translated out to a 2.9% error rate that falls easily within the acceptable margin of error. This error rate also represents the lowest number of errors ever found in the history of the FDLE audits. This is especially important to Records personnel as 2014 was the first full year that the New Tiburon Report Writing System was utilized by the Lakeland Police Department. This success is a true reflection of the hard work and commitment of the Records Department Employees.





Lakeland Police Department

CRIME LAB

Crime Lab – The lab experienced a 6% increase in cases last year working 1,413 cases. The increases were in violent crimes and narcotic cases. There was a slight decrease in the number of property crime cases we worked. The lab made 198 fingerprint identifications which is a 23% increase over 2013.

Each year more evidence is submitted to the Crime Lab in the form of images from the vast number of surveillance cameras and other image capturing technology in place today. As a result of the increased demand in this area and the expertise required to harvest images from a variety of different software sources, a new Forensic Analyst position was created in 2014. There were 253 Video cases assigned representing a 7% increase from 2013 and this number is expected to increase significantly in 2014.

In addition to providing support for patrol, CIS, and SIS, the lab provided presentations to local schools and colleges. The lab also hosted a total of 10 job shadows and interns to increase public awareness. The Lab was highlighted several times in 2014 to include: June's addition of LPD's Close Up video series, the City Commission meeting in September, and the Chief's Chat in June. Members of the lab attended various training in 2014 on topics including Blood Spatter, Shooting Reconstruction, Public Records, and Customer Service.



PROPERTY AND EVIDENCE



Property and Evidence continued to experience another busy and productive year in 2014. In March of 2014, P&E prepared for the installation of the mobile shelving. The construction started on June 4th, and was completed on July 25, 2014. The mobile shelving created approximately 50% more storage space in our largest storage area and approximately 30% more in other areas of the vault. P&E had an increase of 2,047 pieces of new items in 2014, and a 5,359 piece decrease in disposals in 2014. The decrease was a result of having to put the disposal process on hold from March 2014 thru August 1, 2014 (5 months), due to the installation of the mobile shelving.

Approval was granted during 2013, for an upgrade to the existing Q-Tel evidence tracking system. As of February 16, 2015, this upgrade has not been installed. The delay has been due to Q-Tel having to add more data fields so that this new system is not only compatible with the Tiburon computer system, but will also be more beneficial for P&E in conducting audits/inventories, and make easier disposal methods. Q-Tel has given P&E an approximate installation date of March, 2015.

P&E continues to send unclaimed property items to www.PropertyRoom.com to create funds for the LPD Explorer program. In 2014, LPD was issued a total of \$4,689.93, which is a \$1,972.61 increase from 2013.



VICTIM'S ASSISTANCE

Victim's Assistance- Over the past thirty-two years, the Lakeland Police Department has provided assistance to victims of crime through in-house advocates and trained volunteers. In September of 2014, the Victim Assistance Unit was awarded a maximum grant award of \$101,214.00, the largest amount that can be awarded. This increased funding by \$10,000.00. The Victim Assistance Unit now reports grant data through a paperless system to document monthly data on crime, services offered to victims of crime, and demographic data on victims being served. The unit remains in compliance with the grant requirements and maintains an outstanding reputation in the area of victim assistance. Additionally, there was a 69% increase in victim compensation claims filed between the 2012-13 grant reporting period and the 2013-14 reporting period (122 vs. 206).

During 2014, the Victim Assistance Unit acquired a new unit coordinator and a new victim advocate, both of whom received their Victim Services Practitioner Designation from the Florida Office of the Attorney General. The newest victim advocate is a Certified Public Manager and a long term employee with the Lakeland Police Department. The new unit coordinator also received designation as an Early Intervention Field Traumatologist.

DOMESTIC ABUSE RESPONSE TEAM (DART)



Domestic Abuse Response Team - The Domestic Abuse Response Team, (DART) has been a part of the Lakeland Police Department for over twenty years and was one of the first of its kind in the state. It has been the prototype for many of the domestic violence prevention programs in many law enforcement agencies. Its effectiveness is based on a two pronged approach that is not only reactive, but also proactive. This program incorporates a variety of resources to help improve the quality of life for victims and their families. In 2014, 749 domestic violence investigations were conducted by LPD officers, resulting in 472 arrests. Unfortunately, 28% of these investigations involved repeat victims

Members also serve on the Fatality Review Board of Polk County, as well as the 10th Judicial Circuit Domestic Violence Task Force. The Task Force provides a domestic violence "Day of Training" every October for law enforcement and resource providers. DART members serve on the training committee, helping to organize that training.



Lakeland Police Department

SPECIAL SERVICES BUREAU

In January 2014, the Special Services Bureau (SSB) was comprised of the Special Operations Division (SOD) which was made up of the Special Operations Section (SOS), Community Services Section (CSS) and Special Investigations Section (SIS) until October 2014. In October, the department went through a reorganization which moved the Special Services Division (SSD) under the existing Special Services Bureau. The Special Services Division is made up of the General Services Section (GSS), the Accreditation Unit and the Public Safety Communications Center.

Special Operations Division:

The Special Operations Division is comprised of the following three Sections:

- The Special Operations Section is made up of the Traffic Units (Motorcycle Unit, Crash Investigator, DUI and The Red Light Camera Program), SWAT/HNT, K-9, Dive Team and Equipment Operator position.
- The Community Services Section houses the Crime Prevention Unit, School Resource Officers, Police Athletic League and Truancy Intervention Program. Community Services Section also manages Special Events Planning and the Off-duty Detail Program.
- The Special Investigations Section is comprised of the Street Crimes Unit, the Homeless Liaison Officer, Organized Crime Unit, Drug Enforcement Unit, Tech Services and Taskforce Detectives.

Special Services Division:

The Special Services Division is comprised of the following three Sections:

- The General Services Section encompasses Hiring and Recruiting, Background, Planning and Research, Grants, Fleet and Facility Maintenance, Training/Training Center and the Quartermaster.
- The Accreditation Unit which maintains the department's CALEA and CFA accreditations and is responsible for maintaining and update the agency's General Orders and policies.
- The Public Safety Communications Center consists of the four Communications Shifts and the Training Coordinator position. This section is responsible for receiving and dispatching all Police and Fire calls within the City of Lakeland.



SPECIAL SERVICES BUREAU

SPECIAL OPERATIONS DIVISION

CAPTAIN



Captain Taylor began his law enforcement career in 1990 as a Military Police officer in the Army National Guard. In 1993, he was a police officer for the City of Titusville. He joined the Lakeland Police Department in 1996 and has served in the Uniform Patrol Division, Patrol Tactical Unit, Neighborhood Liaison Squad, Street Crimes, SWAT and Internal Affairs as a Staff Inspector.

He was promoted to the rank of Lieutenant in 2009, where he served in the Uniform Patrol Division, Neighborhood Liaison Squad and the Officer in Charge of the K-9 Unit. Captain Taylor was the Entry Team Leader on SWAT and a member of four first place SWAT Round-Up teams.

In 2013, he was promoted to the rank of Captain and currently serves as the Commanding Officer of the Special Operations Division in the Special Services Bureau.

ORGANIZATION AND SUPERVISION

Lt. Ed Cain remained the Officer In-Charge of SOS. Sergeant Tye Thompson was the K-9 and Crash Investigator supervisor and Sergeant Chad Mumbauer remained the DUI, SWAT and Equipment Operator supervisor. Sgt. Bob Bernhardt became the Motor Officer Supervisor this year and has brought much needed stability to this highly productive squad.

Lt. Hans Lehman continued command of the Community Services Section and Special Events Planning/Off-duty Details. Sergeant Richard Rose continues to manage the School Resource Officers at a high level while Crime Prevention Supervisor Cindy Sharp worked to bring new programs and projects into fruition.

Lt. Mike Spade continued his command of the Special Investigations Section for 2014. Sergeant Tom Conner transferred from the General Services Section to Street Crimes Unit, while Sergeant Cheryl Kimball transferred from Street Crimes to the Drug Enforcement Unit. Sergeant Dave Doty also returned from Patrol to supervise the Organized Crime Unit, bringing many years of investigative experience and leadership back to the section.



Lakeland Police Department

MANPOWER ALLOCATION

The SOD manpower allocation is very diverse and unique within the department. We have members working Monday through Friday on basic day shift hours such as the SROs and CSU but most units regularly adjust their hours and days to meet the needs of their unit and/or community. The members of SIS adjust their hours on a regular basis and are currently working 8.4 hour shifts. The DUI Officers work 12 hour shifts and are assigned to night shift Patrol squads while the other Traffic squads work a variety of hours and days to cover peak crash times.

SOD: (approximate manpower allocation - see notes on openings)

- 1 Assistant Chief of Police – Vacant/Captain Taylor Acting
- 1 Captain
- 3 Lieutenants
- 1 Civilian PAL Executive Director
- 7 Sergeants
- 1 Civilian Crime Prevention Supervisor
- 52 Officers/Detectives – 12 Vacant Positions
- 4 Crime Prevention Practitioners 1-Vacant Position
- 1 TIP Assistant - Vacant
- 2 Full-time Secretaries
- 1 Part-time Secretary - Vacant
- 1 Red Light Camera Part-Time Officer
- 1 PAL Civilian Coordinator
- 1 Sworn Equipment Operator
- 1 Part-time Sworn Equipment Operator/RLC

The majority of the year the SOD has had several openings in each of its sections and units. The Motor Unit has maintained two openings for the majority of the year, Crash Investigators one, and DUI Enforcement with two positions respectively. The Street Crimes Unit faces significant manpower issues along with the Drug Enforcement Unit.

The K-9 unit also faced some serious turn-over this year. Three new handlers were selected and started training their new K-9 partners in November of 2014. This group is scheduled to be fully certified in the Spring of 2015.

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 SSB in a very professional manner and that continues on a daily basis.

FUTURE CONSIDERATIONS

The key issues that will continue into 2015:

- Filling of key open positions.
- Continued efforts in Gang Prevention and Intervention
- Management of Technical Services Unit
- PAL growth and investigating possibility of a new facility



2014 SUCCESSES

In November of 2014, LPD SWAT competed in the annual SWAT Round-up competition which is held in Orlando, Florida. This year, LPD SWAT again finished 1st overall against a field of SWAT teams who traveled from all over the world to compete in this premier competition of shooting skills, tactics, teamwork and athleticism. Since 2000, LPD has now won this competition 6 times and has never finished outside the top ten.

The Special Operations Section actively coordinated and participated in the various traffic initiatives through-out the year and with LPD finishing 2nd overall in the Law Enforcement Liaison Challenges. As a result, LPD received various traffic related equipment to be used by officers on the street.

In 2014 the supervision within the Special Operations Section reevaluated the level of response for the Traffic Unit at crash scenes involving serious bodily injury or death. A new criteria was set to make sure that each incident was evaluated independently to determine if the lengthy process of laser mapping was warranted. Factors such as speed, impairment, and conflicting witness statements are now taken into account rather than automatically mapping each scene. This standard allows for the Traffic Unit to re-open the roadway in a more timely manner and is intended to streamline the lengthy investigation process without compromising its integrity.

During 2014, the Special Investigative Section continued to solve drug problems in residential neighborhoods and to make lasting improvements to the quality of life for the citizens who live near and around drug nuisances. SIS detectives conducted 38 narcotic search warrants and continued to use the City of Lakeland Nuisance Abatement Program, bringing 3 more houses before the board.

In late 2014, LPD School Resource Officers began to receive G.R.E.A.T. training. Gang Resistance Education and Training is a federally funded initiative that provides instructional training and materials to SROs to teach in the schools. This training came at the recommendation of the Mayor's Gang Taskforce. Captain Taylor serves as an active board member of this committee and is the LPD representative.



Lakeland Police Department

Lakeland PAL saw variety of successes in 2014:

- PAL Bus and van removed the old wrapping and buffed & painted them (vehicles) blue & white to match all our updated LPD vehicles
- PAL help start a merger of 19 leagues to form the Florida PAL Elite Conference which plans to reach over 4,500 kids ages 4yrs – 14yrs in the Central Florida area.
- PAL purchased 2 sets of brand new football uniforms to replace the ones we purchased 7 years ago.
- PAL Hurricanes undefeated peewee squad won the 2014 Super Bowl.
- PAL traveled to Atlanta Georgia and many in state colleges and universities, during our PAL Summer YLP College and historical tours.
- PAL received a \$33,960.00 grant from the Give Well Foundation & \$25,000 from Career Source Polk for our 2014 PAL YLP Summer Camp.
- PAL Cheer Program took first place in all divisions, 8 and under, 10 and under, 12 and under, and 14 and under cheer squads at the annual State of Florida PAL Cheer Competition in Daytona Beach FL.
- Lakeland PAL was featured on the National PAL Banner for its outstanding job in providing quality services to at-risk kids.
- John Williams was hired PAL program coordinator in October 2014
- PAL Track n Field team took 2nd place at the State of PAL Track n Field Meet in Melbourne FL.
- PAL Wrestling program moved to the Simpson Park Center to better reach kids in the North West area.
- PAL and Simpson Park partnered to provide Tee Ball for kids ages 4yrs – 7yrs.
- PAL currently has 31 youth enrolled in our after-school program where we offer homework assistance, computer labs, a healthy snack and transportation from local elementary and middle schools.
- 2014 PAL had over 55 kids enrolled in the year around mentoring program.
- PAL Youth Leadership Program attended SFAPAL Youth Leadership Conference with motivational speakers held at Disney's Coronado Springs Resort.

Police Athletic League



SPECIAL SERVICES BUREAU

SPECIAL SERVICES DIVISION

CAPTAIN



Captain Stephen Walker began his career in public safety in 1985, serving five years with Polk County Emergency Medical Services as an Emergency Medical Technician work on an Advanced Life Support Unit stationed in Lakeland. Stephen began his career with the Lakeland Police Department in 1990, working as a Police Officer in the Uniform Patrol Division. In 1992, Stephen was assigned to the School Resource Unit/Juvenile Division of the Criminal Investigations Section as a School Resource Officer. In 1994, Stephen became a member of the SWAT Team and functioned as the Team Medic and Entry Team member through 2002. In 1995, Stephen was promoted to Sergeant and returned to the Uniform Patrol Division. In 2002, Stephen was assigned as the Sergeant of the Street Crimes Unit of the Special Investigations Section. Stephen was promoted to Lieutenant in 2003, and served as the Officer in Charge of Alpha and Bravo Squads of the Uniform Patrol Division from 2003-2005 and served as the Officer in Charge of the General Services Section from 2005 – 2008. Stephen served as the Officer in Charge of the Special Operations Section from 2009 – 2012, the Neighborhood Liaison Section from 2012-2013, and the Office of Professional Standards from 2013-2014. Stephen has also served as the department's Disaster Preparedness Coordinator since 2007.

A graduate from Lakeland Senior High, Stephen obtained an Associate of Arts Degree from Polk Community College in 1989, obtained a Bachelor of Arts Degree in Criminology from Saint Leo University in 2003 and a Master of Science Degree in Criminal Justice from Troy State University (AL) in 2006. Stephen graduated from the Florida Certified Public Manager Program in 2009. Stephen graduated from the Southern Police Institute's 124th Session of the Administrative Officer's Course in 2010 and the Police Executive Research Forum's 56th Session of the Senior Management Institute for Police in 2014. Stephen was recognized as a Florida Professional Emergency Manager by the Florida Emergency Preparedness Association in 2014.

In 2014, he was promoted to the rank of Captain and currently serves as the Commanding Officer of the Support Services Division in the Special Services Bureau.

ORGANIZATION AND SUPERVISION

Lt. Billie Taylor remained as the Officer In-Charge of the General Services Section with Sergeants Finney, Fitzgerald and McNabb. Sergeant Finney transferred from the Polk State College Coordinator to the Field Training Officer Supervisor while Sergeant Fitzgerald transferred from Patrol to the college. Sgt. McNabb remained as the Training Supervisor.

The Public Safety Communications Center continues to operate under the leadership of former Assistant Chief of Police, Mr. William LePere.



Lakeland Police Department

SSD's support of the department's goal of reducing crime is demonstrated through its efforts to recruit, hire, and equip qualified applicants to fill current vacancies, to provide the necessary facilities for department employees to effectively and efficiently perform their job duties, and to support all department activities.

MANPOWER ALLOCATION

The SSD manpower allocation is very diverse and contains both sworn and civilian members. Members of SSD work primarily Monday through Friday, but also adjust their schedules to work on weekends as needed to facilitate testing of applicants to the Lakeland Police Department.

SSD: (approximate manpower allocation - see notes on openings)

- 1 Captain
- 1 Lieutenant
- 3 Sergeants
- 1 Communications Center Manager
- 4 Emergency Communications Supervisors
- 38 Emergency Communications Specialists
- 1 Communications Training Coordinator
- 2 Part-time Emergency Communications Specialists
- 2 Background Investigators – 1 Vacant
- 1 Fleet and Facilities Coordinator
- 1 Training Center Coordinator
- 1 Part-time Officer/ Training Center
- 1 Planning and Research Supervisor
- 1 Accreditation Manager
- 3 Full-time Secretaries
- 1 Quartermaster

Additionally, all new sworn members assigned to the Mini Academy initial training or to Field Training are supervised by SSD supervisors. This number varies throughout the year, with an average of eight members during the year.

2014 DIVISION ACTIVITIES

Unless otherwise noted, the following are the division's activities in 2014:

ACCREDITATION

In addition to collecting proofs of compliance for the 484 CALEA (Commission on Accreditation for Law Enforcement Agencies) and 87 CFA (Commission for Florida Law Enforcement Accreditation) standards and ensuring that all were submitted in a correct and timely manner the Accreditation Manager reviewed and revised sixty-four General Orders and issued eight Special Orders.





BACKGROUND AND RECRUITING

During 2014, a total of 202 calls for employment information were received and handled by backgrounds and recruiting personnel. In addition, 329 background investigations were conducted for the City of Lakeland, 37 for the Police Athletic League, 35 for the Citizens Police Academy, 3 for City of Lakeland facilities personnel, and 94 for positions at LPD. A total of 919 fingerprint scans for persons seeking employment with the City of Lakeland were performed by division personnel. A total of 23 sworn and 20 civilian positions were filled by the unit.

COMMUNICATIONS

Key activities for the Public Safety Communications Center included:

Public Safety Communications Accreditation

- Received the CALEA Public Safety Communications accreditation award in November at the CALEA Conference in Albuquerque, NM.
- This accomplishment followed a year of intense efforts to modify written directives and update operational procedures to ensure compliance with standards. Compliance was verified during an onsite assessment in July. The onsite was preceded by a mock assessment in April.
- The Comm. Center volunteered to modify our three-year cycle to a two-year cycle to align with the Department's CALEA cycle. This will save overall costs as our two separate onsite assessments are now combined into one. The next onsite will be scheduled for April 2016.

CALEA and CFA Accreditation

- Maintained compliance with relevant law enforcement standards in the CALEA and CFA programs.
- Assisted with the Department's accreditation efforts during the period of time that a new Accreditation Manager was being selected.

State of Florida Training Center Certification

- Developed required curriculum and training materials to become a Florida certified Public Safety Telecommunicator (PST) training center. The final application will be submitted in early 2015.

National Center for Missing and Exploited Children (NCMEC)

- All members completed required online training in missing children procedures as sponsored by NCMEC.
- The Communications Manager attended required 911 PSAP Manager training in missing children procedures.
- Worked at the end of the year to modify written directives to ensure compliance with requirements from NCMEC model policies. This projected carried over into 2015.



Lakeland Police Department

Personnel:

- Three ECS members were awarded Co-Civilian Employee of the Year (Cooper, Jacques, and Sharrett) for their actions in saving a life of a 911 caller experiencing an acute medical emergency.
- Completed a promotion process, including an assessment center, that resulted in the promotion of Shanna Lucas to Communications Shift Supervisor.
- Obtained funding to add two new ECS positions to the staffing tables in FY15.
- Hired three new ECS trainees and conducted one mini-academy. Unfortunately, all three trainees resigned from the CTO program before completing training.

Lakeland Fire Department:

- Submitted cost estimates and overall program requirements to implement EMD (Emergency Medical Dispatch). The program was not funded in the FY15 budget.
- Worked with LFD to modify several response protocols, including new call types for unresponsive patients and motor vehicle accidents.
- Worked with LFD to implement new RD and response plans for the opening of the new Station #7 scheduled for early 2015.

Emergency Management:

- Conducted aircraft disaster tabletop exercises for each Comm. squad (assisted by LFD). The training focused on PST responsibilities following an aircraft emergency at the airport or other location.
- Conducted an evacuation plan tabletop exercise for each Comm. squad. This training focused on necessary actions in the event of an immediate need to evacuate the Communication Center while ensuring continuity of telecommunications operations.

Technology:

- All CAD workstation servers were upgraded by DoIT in mid-year.

CJIS/DAVID:

- Completed a successful CJIS Compliance audit conducted by FDLE in January. This audit reviewed overall accuracy of CJIS data entry, modification and/or removal, and validations. This success was shared with the Records Section and their monthly efforts to validate CJIS data.
- Supported a process change from DAVID system from a digital certificate to online login. Chris Kachadurian remains the Department's DAVID Point of Contact (POC).

Operational Matters:

- Maintained a system of quarterly updates to SOP written directives to reflect current operational procedures. This included uploading all directives into PowerDMS, so they are readily available to members in electronic format.
- Implemented dispatch protocol for Patrol units with AED units to medical calls for service involving an unresponsive patient.
- Implemented a monthly Quality Assurance review process for call-taking and dispatch operations. All members have a call-taker and dispatch event reviewed for quality control purposes.
- Implemented a system of logging Florida Polytechnic University officers into our CAD system and dispatching their officers to calls for service at the campus.



Training:

- Presented a two-phase training program dealing with Customer Service concepts and Emotional Intelligence for all ECS members.
- Completed an average of 24 hours of in-service training per member. This is more than the amount required for Florida PST recertification every two years.

Telecommunications Conferences:

ECS members attended various industry conferences throughout the year:

- Florida APCO/NENA
- Florida CJIS Symposium
- NENA Navigator Conference
- Florida Accreditation Coalition Conference
- CALEA Conference
- APCO Emerging Technologies Forum
- 911 Training Conference (Palm Beach County)

FACILITIES AND FLEET

Major facilities projects completed in 2014:

- Replaced twenty-four patrol vehicles.
- Added additional generated backup power.
- Added new rolling storage shelves to Property & Evidence.
- Reconfigured CIS workspace to add seven new workstations.
- Conducted space meetings to deal with the problem of outgrowing the current facility.
- Updated the fire panel / alarm system.
- Updated the ID Badge Card Access System.
- Assisted in the purchase and delivery of the new BearCat Armored Vehicle





Lakeland Police Department

PLANNING AND RESEARCH

The primary focus of the Planning and Research Section in 2014 was to respond to public records requests. A total of 286 requests were coordinated by the section during 2014.

In addition, the section continued to provide the State Attorney's Office, the Public Defender's Office, and various private attorneys with copies of 911 calls to the LPD Communications Center. During 2014, a total of 712 requests were completed and delivered to the various requestors.

The section also responded to 25 requests for on-premises video camera footage in 2014.

The production of section, division, and department reports continued during 2014. The following reports were produced: the SSD monthly and quarterly status reports, the monthly department activity report and the monthly traffic crash analysis dashboard.

Department stats were updated. Work on collecting, compiling, and submitting the necessary data for the 2014 Florida Benchmarking Consortium was completed. Data for various academic and governmental surveys as well as the annual FDLE Benefits Survey were collected, compiled, and submitted.

The annual planning retreat was held on 9/24/24. Work on updating the multi-year plan and compiling the goals, objectives, and action plans for the various bureaus and divisions within the department continued in December (the project was completed in January).

The department's diversity tables were updated regularly.

Finally, the division led the way for the department's support of the annual United Way campaign. Materials were distributed to department personnel on September 26. A special presentation was made by the Employee Coordinator to the COL Department Heads at their meeting on October 7. Returned materials were compiled on October 20 and the department's turn-in date was October 21. The number of employees participating increased from 36 to 40 and a total of \$4,609.96 was pledged.

Grant administration activities included the four major department grants illustrated in the following table. The submission of regular monthly and quarterly reports to the grantor agencies continued.



GRANT NAME/GRANT OR AGENCY	PROJECT SUMMARY	PERSONNEL GAIN	GRANT AMOUNT	CITY MATCH	AWARD PERIOD	RENEWABLE?	RETENTION REQUIREMENT ?
Victims Assistance (VOCA)- Office of State Attorney General FY15	To identify & serve victims of crime	1 Coordinator & 1 Advocate (2nd advocate position is City funded)	\$101,214	\$71,466	10/01/14-09/30/15	As of 2004, the OAG is awarding contracts bi-annually.	No
FY15 Byrne/JAG (PAL V) FDLE	To support interns within after-school & summer youth leadership programs	4 P/T interns	\$23,902	\$218	10/01/14-09/30/15	Yes, if funding is available	No
JAG/LLEBG Grant- U.S. Department of Justice (BJA) 2014 Award (for FY15)	To reduce crime & improve public safety.	Funding supports salary & benefits of F/T civilian DART Coordinator	\$37,253	25,065	10/01/13-09/30/17	Depends upon funding availability each year.	No
Bulletproof Vest Partnership 2014 (DoJ)	Annual 50/50 partnership to fund the replacement of outdated vests.	None	\$15,756	\$15,756	04/01/14-08/31/16	Depends upon funding availability each year.	No

Grant activity for the PAL Program included:

Grantor Agency	Amount of Award
Give Well Community Foundation	\$33,960
CareerSource Polk	\$25,000
Walmart Foundation	\$ 3,000
TOTAL	\$61,960



Lakeland Police Department

QUARTERMASTER

The quartermaster assisted 873 department personnel through the ordering and issuance of equipment (for 27 new hires and promotions) and office supplies. Other special items processed by the quartermaster during that time period included: equipment turn-in for personnel leaving the department (28 resignations), vest fittings and alterations for existing officers and new hires, preparing old uniforms no longer authorized for wear for disposal, and shipping Tasers back to the manufacturer for repair.

TRAINING

Training became a part of SSD in October. Training activities for the last quarter of CY 14 included:

Training activities for the month of October:

Mini Academy - 9 members trained

- 23 days of training
- 8.4 hours per day of training
- 193 hours of training per member
- 1,737 total training hours

In-Service Training – 180 members trained

- 8 days of training
- 5 hours per training block
- 5 hours per member
- 900 total training hours

Totals:

- 189 members trained
- 31 days of training
- 2,637 total hours of training

Training activities for the month of November:

In-Service Training – 30 members trained

- 2 days of training
- 5 hours per training block
- 5 hours per member
- 150 total training hours

Totals:

- 30 members trained
- 2 days of training
- 150 total hours of training

There were no training activities during the month of December.

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