

PROTECT & SERVE

THE LAKELAND POLICE DEPARTMENT

2015 ANNUAL REPORT





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WELCOME

from **CHIEF LARRY GIDDENS**

Dear Mayor, Commissioner, 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. The Department has expanded its engagements with residents through community meetings, one-on-one interactions with the public and use of social media.

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 2015, 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. I am incredibly proud of the hard work done by the members of this Department every time they put on the uniform and start their tour of duty.

Our progress toward these goals and our 2015 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 2015.

Sincerely,

A handwritten signature in black ink, appearing to read "Larry R. Giddens".

Larry R. Giddens
Chief of Police

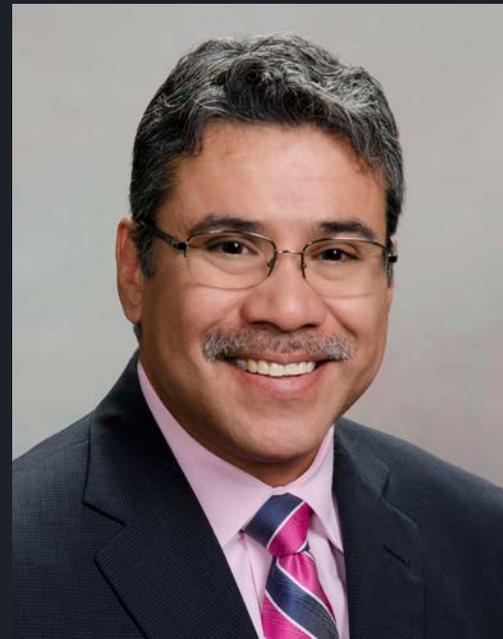


MAYOR & CITY COMMISSIONERS

Jim Malless, Don Selvage, Justin Troller, Mayor Howard Wiggs,
Bill Read, Edie Yates and Phillip Walker

CITY MANAGER

Tony Delgado



OUR VISION

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

OUR 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.

OUR VALUES

We are committed to doing things RITE:

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

ADMINISTRATIVE BUREAU



**CHIEF
LARRY GIDDENS**

Larry Giddens began his law enforcement career in 1984 as an Auxiliary Police Officer with the Lakeland Police Department. He was hired full time by the Department in 1985 with patrol assignments including Field Training Officer, Honor Guard and Uniform Crime Scene Technician. He was selected as a SWAT member in 1987 and served on the department's Street Crimes Unit. Giddens was selected as a K-9 Officer in 1989 assigned to the Street Crimes Unit and Patrol Division.

Giddens was promoted to Sergeant in 1993 and served as Patrol Sergeant for one year. In 1994 he was assigned to the Street Crimes Unit in the Special Operations Section. Giddens served the next seven years as the Sergeant for this unit.

Giddens was promoted to Lieutenant in December 2001. He was assigned as the Officer in Charge of Delta Squad in the Neighborhood Services Bureau. After serving in this capacity for two years, Larry was transferred to the Special Investigations Section as the Officer in Charge and served in this capacity until July 2006 when he was transferred to the Neighborhood Liaison Section as the Officer in Charge. During this time his unit conducted undercover operations by the Neighborhood Enforcement Team; crime prevention and the implementation and facilitation of Neighborhood Watch programs and several other ancillary projects associated with public relations and community policing.

Giddens was promoted to Captain in December 2009 and served as the Commanding Officer of the Uniform Patrol Division. He remained in this position until October 2011, when he was promoted to Assistant Chief of Police where he commanded the Neighborhood Services Bureau. Giddens was promoted to the Chief of Police in March 2015.

Giddens graduated from the FBI National Academy class 223 in December of 2005. He has an Associate Degree in Criminal Justice from Polk Community College and a Bachelor of Arts Degree in Criminology from Saint Leo University. He is a Certified Public Manager through Florida State University and graduated from the Senior Management Institute for Police in July 2011.

ASSISTANT CHIEFS



**ASSISTANT CHIEF
MIKE LINK**



**ASSISTANT CHIEF
RUBEN GARCIA**



**ASSISTANT CHIEF
VICTOR WHITE**

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.

Since 2014, five properties have been boarded up and shut down as a result of an investigation into illegal, drug related activities occurring on the premises.. 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.

MEDIA RELATIONS

In its continuing efforts to reach the public using social media, the Lakeland Police Department expanded its social media tools to include Instagram and Periscope in 2015. The Lakeland Police Department garnered national attention in 2015 when one of our officers used the Periscope app to locate a drunk driving female who broadcasted the incident. Our community fans continue to grow and the Department's Twitter feeds have grown to an incredible 7,535 followers. Even more amazing, there were over 11,142 views of videos on the Department's YouTube site, created in 2014. These numbers alone are pretty remarkable; however, the information received from the community has led to several important arrest and case closure. In December, 2015, our Facebook site hit a milestone mark of 10,000 fans and continues to grow. Our LakelandPD Facebook has all the elements of what social media should be: engaging, entertaining, informative, visual, authentic, organic, interactive and consistent. Building trust and creating loyalty within our community through our social media outreach continues to be a goal of the Lakeland Police Department.





INVESTIGATIVE SERVICES BUREAU



**ASSISTANT CHIEF
MIKE LINK**

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

Link was promoted to Lieutenant in 2003 and served as a Shift Commander in the Uniform Patrol Division. In 2004 he became the Officer in Charge of the Criminal Investigation Section. In 2006 Link was assigned to the Special Operations Section and in 2009 he was transferred to the Special Investigations Section as the Officer in Charge. Link was promoted to Captain in 2010 and served as the Commanding Officer for the Investigative Services Division until 2011 when he was assigned to the Uniform Patrol Division. Link currently serves as the Bureau Chief for the Investigative Services Bureau.



CAPTAIN RICK TAYLOR

Rick Taylor began his service with the Lakeland Police Department in 1996 after serving as a police officer with the Titusville Police Department and a military policeman in the United States Army/Florida National Guard. His assignments have included the Uniform Patrol Division, Street Crimes Unit, Neighborhood Liaison Officer, Operational Review Section and SWAT.

In 2001, he was promoted to the rank of sergeant. He was promoted to Lieutenant in 2009, and served as the Officer in Charge of the Uniform Patrol Division and then Neighborhood Liaison Section until promoted to the rank of Captain in July of 2012. He oversaw Special Investigations, Traffic, Community Services, SWAT and K-9 Operations. In July of 2015, he assumed command of and is currently assigned to the Investigative Services Bureau 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.

INVESTIGATIVE SERVICES

Lieutenant Ed Cain and Lieutenant Steve Sealey 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 2015.

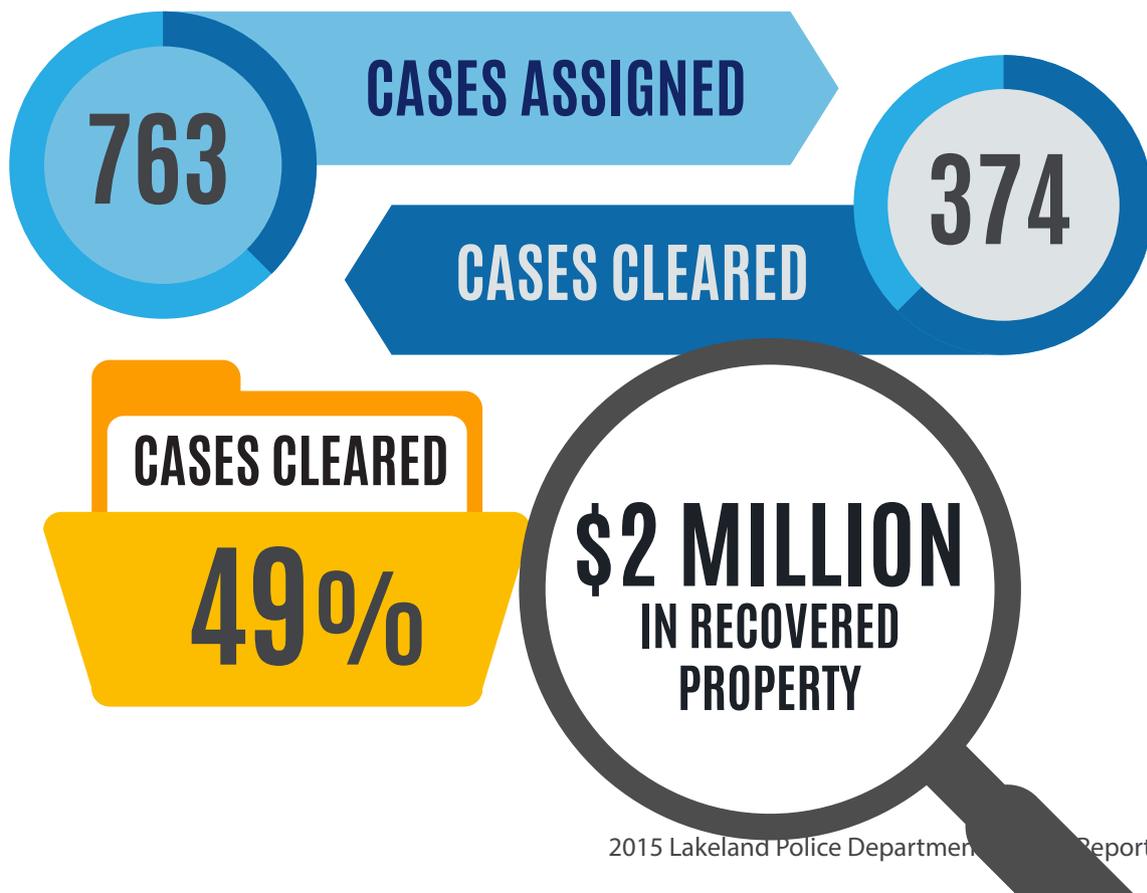
State of Affairs – In 2013 and 2014, the City of Lakeland experienced an increase in documented gang/drug violence. Summits were held in 2013 to address gang activity and violence around the community. A Mayor's Gang Task Force was formed that continued to work hard into 2015. The partnerships formed with various community members, other police agencies and community businesses to address gang issues proved to be successful as dramatic decreases in gang violence were seen in 2015. Detectives, Crime Analysts and Lab Technicians worked assiduously to solve many of these appalling crimes and to put violent criminals behind bars.

GENERAL CRIMES UNIT

The General Crimes Unit (GCU) is responsible for conducting follow-up investigations relating to economic crimes and motor vehicle thefts. This unit was re-established in May, 2014, after a needs assessment determined it was necessary. Currently, GCU consists of one sergeant and three detectives. Two detectives are assigned to investigate economic crimes and one is assigned to investigate motor vehicle thefts.

Economic crimes detectives conduct follow-up investigations on the following, but are not limited to: check fraud, credit card fraud, forgery, counterfeiting, identity theft, scheme to defraud, embezzlement and financial exploitation of the elderly. Motor vehicle theft detectives conduct follow-up investigations on the following, but are not limited to motor vehicle thefts, which include: automobiles, trucks, buses, motorcycles and golf carts.

During 2015, there were 763 cases investigated by the General Crimes Unit detectives resulting in a clearance rate of 49% and over \$2 million in recovered property. 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. Contact information is given to 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.



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 one Sergeant, four Detectives and one Investigative Aide. The Investigative Aide handles cases for both North and South Property Crimes Units. The dividing line for the North and South Property Crimes Units is Memorial Boulevard.

The Property Crimes Unit began a six month trial of the Touch DNA Program in 2014. Due to the Florida Department of Law Enforcement's (FDLE) 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. Once the lab was selected, 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. The benefit of collecting Touch DNA is the ability to potentially clear cases that may have otherwise ended unsolved. In 2015, 80 samples were sent to the private lab. There have been 3 suspect hits generated as a result of those submissions. This gives the LPD an approximate 4% hit rate. It should be noted that prior to these DNA hits, these cases had been closed due to no investigative leads. A systematic approach to reviewing the cases for submission has been developed with emphasis placed on samples providing the greatest likelihood of producing a match.

From January 1, 2015 through December 31, 2015, Detectives in the North Property Crimes Unit investigated a total of 621 cases. These investigations included assigned cases, self-initiated cases, reactivated cases and investigations that were not originated from within the unit. Of the 621 cases investigated, 108 were cleared. In 2015, the overall clearance rate for PCU North was 17%. The table of organization calls for four full-time and one part-time Detective positions. Throughout 2015 the North Property Crimes Unit operated with one or two vacancies. One new Detective began working in the Unit during 2015.

PROPERTY CRIMES SOUTH

The Property Crimes South Unit is made up of one Sergeant, three full time Detectives, one part-time Detective, and one Investigative Aid. For case assignment purposes, the boundary line that separates North and South is Memorial Boulevard. The boundary line that separates East and West is South Florida Ave. The Property Crimes unit is tasked with investigating Burglaries, Grand Thefts, and Felony Criminal Mischiefs. There are a few instances when misdemeanor 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. From January 2015 through December 2015, Property Crime South Detectives were assigned 712 cases. 108 of those cases were

cleared either by an arrest, complaint affidavit, exceptionally cleared or unfounded. This represents a 15% clearance rate for 2015.

The PCU is in a unique position and the clearance rate represents several of those factors. A familiar occurrence is when multiple vehicles are burglarized either at a gym or hotel parking lot. Often times, all the cases are assigned to a Detective even though there's a low solvability factor due to having no suspect information or viable leads. The inability to clear any of those assigned cases are represented in the clearance rate.

Due to personnel changes, the Property Crimes South unit acquired two new Detectives. The property crimes south supervisor is also responsible for coordinating the FTO program for new Detective(s). Existing Detectives are used to train the new Detectives. The modified "FTO" program for new Detectives lasts four weeks, during which time weekly training evaluations are completed for each new detective.

VIOLENT CRIMES UNIT

The Violent Crimes Unit (VCU) is tasked with investigating all major violent crimes that occur within the City of Lakeland. These major crimes include homicides, aggravated battery/assault, robbery and all officer-involved incidents. The VCU is comprised of one sergeant and eight detectives. The VCU was responsible for investigating seven homicides in 2015 – two were related to officer-involved shootings (justifiable homicide, per the State Attorney's Office). The VCU experienced a 50% reduction in homicides and an overall 63% reduction in violent crimes in 2015.

In December 2015, the VCU lost a key player in the Cold Case Unit. Detective Brad Grice retired after 27 years of service with the Lakeland Police Department. Detective Grice spent the last several years of his career as the sole detective responsible for cold case investigations. During his tenure in the unit, he, along with other members of the unit, was responsible for seven cold homicides to be solved. Since the inception of the Cold Case Unit (2014), nine additional homicide investigations have been solved.

SPECIAL VICTIMS UNIT

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. SVU consists of five full-time detectives and one full-time civilian Investigative Aide. The SVU investigated over 400 criminal allegations in 2015.



Police
2019

FOOTPRINT
POWDER

In 2015, the SVU received approximately 950 Department of Children and Families (DCF) Intake Referrals. Each of these Intake Referrals must be reviewed, documented and assigned for investigation or closed. The SVU detectives were assigned 408 cases for investigation during 2015. Of those cases, 47 were unfounded, 83 exceptionally cleared, 18 arrests and 21 complaint affidavits resulted from the work of the detectives. The SVU had a 41% 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. SVU's Investigative Aide handled 162 missing person cases.

There are numerous challenges associated with the investigation of SVU related crimes. First, the use of electronic devices such as cell phones, specifically Smart-phones, 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 Smart-phones (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.

CRIME LAB

The lab experienced roughly a 1% decrease in cases last year working 1,397 cases in 2015, down from 1,413 in 2014. While we saw increases in property crimes and narcotic cases, we saw a decrease in the number of violent crime cases. The lab was requested to process 95 crime scenes.

A total of 269 fingerprint examinations were made by our latent print examiners. The lab made fingerprint identifications in 111 cases which is a 16% decrease over 2014. This, in part, is due to a 21% decrease in the number of latent print cards submitted to the crime lab by officers and Public Safety Aids. Latent prints were submitted in 759 cases in 2014 and only submitted in 625 cases in 2015. We saw very little change in the number of AFIS identifications, making 65 "hits" in 2015.

We saw a 9% increase in video cases, from 253 in 2014 to 276 in 2015.

DNA evidence has become one our greatest tools in solving cases. 48 CODIS hits were made in 2015 from items submitted for DNA testing with no suspects.

The lab filled over 1,000 requests for photos from officers, detectives, private attorneys, State Attorney's Office and Public Defender's Office.

In addition to providing support for patrol, CIS, and SIS, the lab provided 27 presentations or tours to the Citizens Police Academy, local organizations, schools and colleges. The lab also hosted a total of seven job shadows or interns. The lab participated in the City of Lakeland's Teen Adventure Camp in June by creating a mock crime scene for the students to work. The lab also participated in the Great American Teach In at Bruce Wagner Elementary School. Two members of the lab participated as judges in the crime scene portion of the USA Skills Competition held at the Lakeland Center in April.

Members of the lab attended various training in 2015 on topics including Shooting Reconstruction, Public Records, Video Analysis and Fingerprint Examination. Two members of the lab attended the 100th Anniversary of the International Association for Identification conference in Sacramento, CA and one member attended the F.D.I.A.I. conference in Miami, FL.

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 other 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 2015, 755 domestic violence investigations were conducted by officers, resulting in 502 arrests. Unfortunately, 38% of these investigations involved repeat victims. The Department of Children and Families were notified 76 times, due to abuse witnessed by a total of 131 children.

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. 195 persons attended the 2015 domestic violence training.



PROPERTY AND EVIDENCE

In 2015, Property and Evidence continued to be very busy, taking in 19,345 new pieces of evidence, while disposing of 7,129 pieces of evidence. In an effort to catch up on disposals, employees worked overtime when possible.

Back in 2013, the unit was given the approval to purchase an upgrade for the existing Q-Tel computer system. When fully implemented, Q-Tel will make collecting and entering evidence much more efficient for both the officers and Property and Evidence clerks. As of late 2015, the upgrade was on schedule to be completed by the end of March 2016.

Property and Evidence continued to use www.propertyroom.com for online auctions. A total of \$1,244.75 was made during 2015, a decrease of \$3,445.18 from the previous year. These funds were transferred to the LPD Explorer's Program. The team also removed 1,762 lbs. of medication from the LPD pill safe.

In 2015, the Property and Evidence section was approved for a new 2016 Ford van, to be use for transportation purposes to and from FDLE/SIS/LPD impound lot. The van should be ready for use in April 2016.

VICTIM ASSISTANCE

During 2015, the Lakeland Police Department provided crime victims with support and guidance through in-house advocates and trained volunteers who respond day or night, 365 days a year in an effort to support and advocate for victims after a crime. This unit has operated to assist citizens who have been victims of crime within Lakeland's city limits for over twenty-four years and maintains the tradition of outstanding service since the unit's inception in 1992. During the 2015 calendar year, the unit assisted 163 victims in filing for victim compensation, serviced 3,036 victims for the 2015 calendar year and logged 8,509 hours of time given by volunteer advocates in assisting crime victims.

The Victim Assistance Unit is funded through the Victims of Crime Act (VOCA) and participates annually in recognizing National Crime Victims' Right Week by proposing the City of Lakeland to declare one week in the month of April to recognize and remember individuals who have been victimized through acts of crime. The Lakeland Police Department's Victim Assistance Unit proudly partners with various agencies (medical providers, mental health resources, victim service centers, and outreach ministries) throughout the City of Lakeland to better assist victims with resources after a crime.

RECORDS

The Records section is one of the hardest working groups in the Department. The team handles numerous requests from private citizens, law enforcement, attorneys, insurance companies, the State Attorney's Office, Clerk of the Court and the Department of Children and Families. Each request is handled with the utmost professionalism and efficiency. This past year one full-time employee retired and another one was promoted to a different section. Both of those employees have been replaced. All Records personnel attended four hours of public records training with the First Amendment Foundation in February 2015. The section continues with in-service training in public records release/redaction throughout the year.

In April 2015, the Records section started accepting credit card payments for parking ticket citations and several other services. A huge scanning project was also completed in 2015. Four years' worth of reports were scanned, boxed and sent to Records Retention. The project took over eight months to complete. Vicky Morris received a Commitment to Excellence VIP Award for her hard work on this project.

Police Records Clerk, Alysen Riness, continuously works on error correction in the UCR data within Tiburon. This takes up a portion of each day as she validates and corrects information. This greatly reduces the issues and problems at the end of the year.

The Records Section sent 11,009 traffic citations to court in 2015; received 2069 adult arrest affidavits and 995 Adult Notices to Appear. The section processed 133 DUI reports and also mailed out 1,789 reports and metered 11,784 pieces of outgoing mail. Records scanned 214,957 documents in 2015 and collected \$16,474.69 in fees for the year. The section also assisted over 7,000 customers at the front counter, officer counter and on the telephones.



LPD
RECORDS



NEIGHBORHOOD SERVICES BUREAU



**ASSISTANT CHIEF
RUBEN GARCIA**

Assistant Chief 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.

Garcia was promoted to Sergeant in 1997. He served as a supervisor in the Neighborhood Liaison Section, Special Investigations Section, and the HIDTA Drug Task Force, as well as, completing his 22nd year of service to the SWAT Team ending as the Senior SWAT Sergeant.

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. Promoted to Captain in 2013 he served as the Commanding Officer of the Uniformed Patrol Division. Currently he is assigned as the Commanding Officer of the Neighborhood Services Bureau.

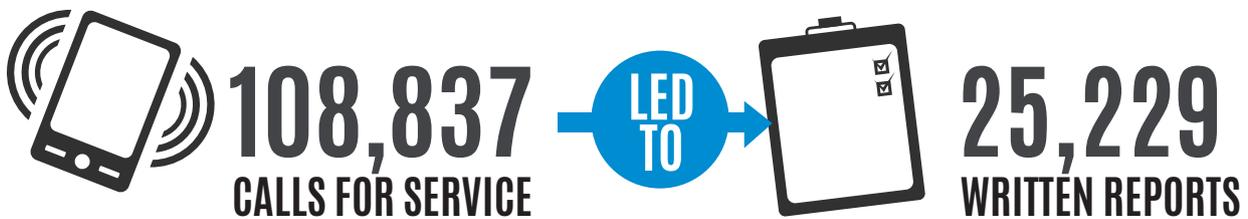
The Neighborhood Services Bureau oversees the four patrol squads of the Uniformed Patrol Division. This component of the organization provides around-the-clock public safety services. Considered the agency's backbone, calls for assistance are received within the Public Safety Communications Center and 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.

During 2015, the Lakeland Police Department received 108,837 police calls for service which was an eight percent increase from 2014. Of those 108,837 calls for service 25,229 calls required a written police report. This workload was accomplished while suffering an approximate shortfall of two officers per shift.

In 2015, the Uniformed Patrol Division enjoyed a new activity tracking system created by members of the information technology section who are assigned to the Department. This automated system provides each shift commander an overview of the total efforts put forth by the squad's officers each month. The system captures all calls worked, traffic stops, assists in investigations along with the number of arrests made, reports written and citations issued.

In 2016, the Bureau looks forward to returning dedicated officers to the neighborhoods throughout the City. With a deployment of eight officers and two sergeants, a new community policing effort will be undertaken within the Patrol Division to provide an officer in each quadrant of the City on each rotation. This officer will be able to engage with the citizens of a given neighborhood and provide feedback on efforts directed at solving issues that hinder the quality of life in the community.





**CAPTAIN
HANS LEHMAN**

Captain Lehman began his career in law enforcement in 1995 as a deputy with the Polk County Sheriff’s Office and then as an officer in 1996 with at the Lakeland Police Department. However, his interest in policing was first sparked in 1984 at the age of 14, when he became a Police Explorer at LPD. In 2002 he was promoted to Sergeant. In 2009, he was promoted to Lieutenant and in 2015 he was promoted to Captain.

Lehman holds a Bachelor of Arts degree from Stetson University, a Masters in Criminal Justice from Troy University and is a graduate of the Southern Police Institute’s Executive Leadership School at the University of Louisville and the Senior Management Institute for Police conducted by the Police Executive Research Forum. He is also a Certified Public Manager through FSU and a nationally certified Drug Recognition Expert/Instructor in regards to drug impaired driving. Lehman has worked in, or supervised the following: Uniform Patrol, Community Policing, DUI Enforcement, Traffic Homicide, K-9 Unit/Program, Aviation, Dive Team, Honor Guard, School Resource, Police Explorers, Crime Prevention, Special Events Management, and the Office of Professional Standards (Internal Affairs and Accreditation).

DIVISION COMMANDER’S REPORT

The Uniformed Patrol Division began the year continuing with a new deployment strategy established in 2014. The single Chain of Command with four main squads (Day – Alpha and Delta, Night – Bravo and Charlie) and 2 relief squads that self-relieve each other providing 24/7 coverage to the city continues to be successful.

The following is a breakdown of how squads are set up:

DAY SHIFT 0630 to 1830	RELIEF SHIFT 1000 to 2200	NIGHT SHIFT 1830 to 630
1 Lieutenant		1 Lieutenant
4 Sergeants		4 Sergeants
16 Officers	7 Officers	21 Officers
1 SPV officer		1 SPV officer
2 K-9 officers		2 K-9 officers
5 Public Safety Aides		

NOTE: The above is for one rotation (AB). An identical table would be used for the other rotation (CD). Further, each of the four squads carried on average three vacant officer positions throughout 2015 while we continued to hire due to experiencing a good amount of attrition. It is hoped by the Summer 2016 all new hires will be released from training and squads will be at full staffing.

Additionally, in the Spring of 2016, it is anticipated that we will finally be able to fully support the Community Policing Unit that was mentioned numerous times throughout the last budget cycle.

Finally, in reviewing data from monthly reports, all squads have increased their productivity compared to 2014, while also responding to more calls for service in the city. The Shift Lieutenants are to be commended for their leadership of the squads and having to mentor several new sergeants.

CRIME

The agency as a whole has enjoyed a slight decrease in the overall crime rate this year, however, a significant spike in vehicle burglaries did occur. In reviewing Crime-Stat data, it can be safely stated that over 75% of these burglaries were to unsecured vehicles. UPD members assisted Community Services whenever possible in the education and prevention push of the Lock It or Lose It program.

Additionally, UPD worked with other divisions with two primary enforcement goals in mind; 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. Also, when reviewing the Traffic Dashboard data, it has shown the number of traffic stops and citations issued had increased significantly. Finally, officers continued to attend neighborhood meetings and conduct juvenile probation checks in partnership with the Department of Juvenile Justice in an effort to reduce gang violence and juvenile crime.

CRIME STAT MEETING

During the fall of 2015, a decision was made to merge Crime-Stat and Neighborhood Services meeting together . This allowed for better communication with everyone and has now allowed the UPD Captain and ACOP to meet with Squad Lieutenants all together twice a month instead the once a month. It also reduced meeting times from 3 times (Crime-Stat – twice / Neighborhood Services – once) a month to two with the merge and indirectly reduced overtime for Lieutenants coming in on their off day.

Additionally, the mapping and legend on Crime-Stat handouts was updated slightly to increase the ability to quick reference both the map and legend in a more efficient manner. These meetings continue to generate a good exchange of information between the investigative and uniformed sections. In 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 in the next Crime-Stat meetings and each squad’s monthly report.

NEIGHBORHOOD SERVICES MEETING

Immediately after Crime-Stat, members from every division remain and switch to discussing operational issues. Various topics are discussed that include looking at more efficient processes to enhance the overall function of the department.



TRAINING

This past year continued with a high number of new hires going through the Field Training Officer (FTO) Program in Uniform Patrol Division (UPD). With over 25 hires this past year, FTO's in UPD were extremely busy. This also impacted UPD Sergeants who assisted in training and mentoring new hires. These members are to be commended for a job well done.

Additionally, UPD members attended In-Service Training as required and numerous free classes at Polk State College. Some of those classes include the following: Field Training Officer, Radar/Laser Speed Measurement, Line Supervision, Mid-Management, Report Writing, Instructor Techniques, Death Investigations, Firearms Instructor, Defensive Tactics Instructor, Driving Instructor.

NSB/UPD has a \$10,000 training budget, most of which was used for classes in the surrounding counties for per diem and limited overnight travel.

Finally, UPD is sending several officers at a time to Crisis Intervention Training (CIT) to assist in dealing with persons suffering from mental illness. This 40 hour school is conducted in conjunction with Polk State College and Peace River Crisis Stabilization Unit. Ten UPD officers attended in 2015 and the Department will continue to send officers whenever a class is offered, with the goal of having every uniformed member complete CIT.

FORECAST

This past year continued with staffing shortages and an increase in Calls for Service, however, UPD members persevered and handled these calls while also increasing their productivity in traffic stops and citizen encounters. UPD members also attended numerous community meetings to remain engaged with the community.

Plans for 2016 include getting the Community Policing Unit up and running to help address some community issues in a more responsive manner coupled with UPD assisting. Further, by April 2016, another group of trainees will be released from training which will help with some of the shortages patrol is currently experiencing. Another group is expected in June or July of this year and this should get UPD back to almost full staffing on each squad.



SPECIAL SERVICES BUREAU



**ASSISTANT CHIEF
VICTOR WHITE**

Assistant Chief Victor White began his career in law enforcement in 1979 serving as a Military Policeman in the United States Army. In 1983 he became a Lakeland Police officer. As an officer, he served as a Crime Scene Investigator. He became a Detective in the Special Investigations Section in 1985 working vice and narcotic investigations.

White was promoted to Sergeant in 1992 and assigned to the Patrol Division where he served as a supervisor for patrol operations and later returning to the Community Oriented Policing Section. In 1997, he was assigned as the Officer in Charge of the Operational Review Section with the responsibility of conducting internal affairs investigations as well as the agencies accreditation requirements. He managed the Department's second C.A.L.E.A. re-accreditation as well as its first Florida accreditation. In 2000, White was promoted to Lieutenant, assigned to the Patrol Division serving as a Shift Commander. In 2003, White was assigned as the Officer in Charge of the Special Operations Section. In 2006, he was transferred to the Special Investigations Section serving as the officer in Charge of vice and narcotic criminal offenses, as well as both the Intelligence and Street Crimes Units. In 2009, he was promoted to Captain and has served as the Commanding Officer in each of the Department's four divisions. In 2015, he was promoted to the Commanding Officer of the Special Services Bureau.

In January 2016, 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). The Support Services Division (SSD) is made up of the General Services Section (GSS) and the Public Safety Communications Center. The Bureau is commanded by one Assistant Chief.

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 (moved to Parks and Recreation effective October 1, 2015) 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.

SUPPORT SERVICES DIVISION

The Support Services Division is comprised of the following two sections:

- **The General Services Section** encompasses Hiring and Recruiting, Background, Accreditation, Planning and Research, Fleet and Facility Maintenance, Training/Training Center and the Quartermaster.
- **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.



ORGANIZATIONAL AND SUPERVISORY CHANGES

Special Services Bureau

Captain Sam Taylor is the Commanding Officer over the Special Operations Division. Captain Steve Walker is the Commanding Officer of the Support Services Division.

Special Operations Division

Lieutenant Ed Cain remained the Officer In-Charge of SOS until July of 2015 when Lieutenant Eric Harper assumed the duties as the Officer In-Charge. Lieutenant Cain was transferred to Criminal Investigations. 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 is the Motor Officer Supervisor.

Lieutenant Hans Lehman commanded the Community Services Section and Special Events Planning/Off-duty Details until his promotion to Captain in July of 2015. Lieutenant Mike Moran assumed command as the Officer In-Charge over this section in July 2015 along with managing the School Resource Officers (SROs). Also in the division, Crime Prevention Supervisor Cindy Sharp worked to bring new programs and projects into fruition.

Lieutenant Mike Spade continued his command of the Special Investigations Section for 2015. Sergeant Tom Conner is the sergeant in charge of the Street Crimes Unit, while Sergeant Cheryl Kimball supervises the Drug Enforcement Unit. Sergeant Dave Doty supervises the Organized Crime Unit, bringing many years of investigative experience and leadership to this section. Two Technical Services Unit detectives and one Office Associate report directly to Lieutenant Spade. There is a part time Office Associate position not filled.

Support Services Division

Lieutenant 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. Sergeant McNabb remained as the Training Supervisor.

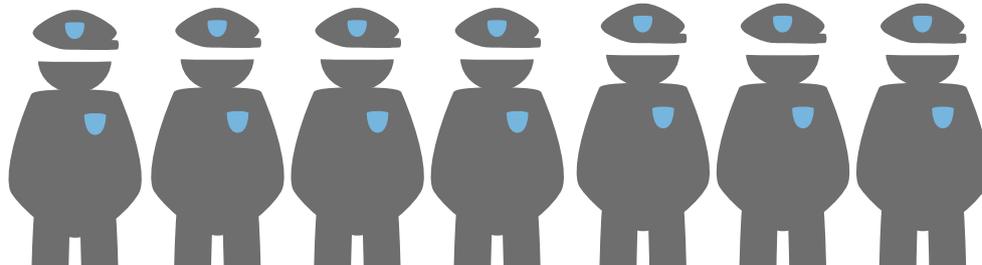
The Public Safety Communications Center continues to operate under the leadership of former Assistant Chief of Police, Mr. William LePere.

SPECIAL OPERATIONS

Man Power 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 to 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 the night shift Patrol squads while the other Traffic squads work a variety of shifts to cover peak crash times.

- 1 Captains
- 3 Lieutenants
- 1 Civilian PAL Executive Director (Transferred to P&R October 1, 2015)
- 7 Sergeants
- 1 Civilian Crime Prevention Supervisor
- 53 Officers/Detectives - 11 Vacant Positions
- 4 Crime Prevention Practitioners 1-Vacant Position
- 1 TIP Assistant
- 2 Full-time Secretaries
- 1 Part-time Secretary - Vacant
- 1 Red Light Camera Part-Time Officer
- 1 PAL Civilian Coordinator (Transferred to P&R October 1, 2015)
- 1 Sworn Equipment Operator
- 1 Part-time Sworn Equipment Operator/RLC



**CAPTAIN
SAMMY TAYLOR**

Captain Sam Taylor was hired in February 1989 and was promoted to Sergeant in 1997. He has been a Sergeant supervising officers in the Uniform Patrol Division and the Criminal Investigations Division. He was promoted to Lieutenant in December 2002 and has served as a Lieutenant in the Uniform Patrol Division, Communications and the Criminal Investigations Division.

Captain Taylor graduated from Polk Community College in 1981 with an A.A. degree, and the University of South Florida in December 1993 with a B. A. in Criminal Justice. He received his Master of Public Administration (MPA) with a concentration in National Security issues from Troy State University in December of 2002. Captain Taylor completed the Certified Public Manager course and received the CPM designation from Florida State University in 2009. He is a 2011 graduate of the Southern Police Institute (SPI) at the University of Louisville in Louisville, KY.

Captain Taylor serves as the Commanding Officer of the Special Services Bureau, Special Operations Division.



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

Future Considerations

Special Operations Division issues that will continue into 2016:

- Staffing of all open positions in SIS and SOS
- Filling an open position in CSS-Crime Prevention Practitioner
- Continued efforts in Gang Prevention and Intervention
- Management of Technical Services Unit

SPECIAL INVESTIGATIONS SECTION

The Special Investigations Section is comprised of the Organized Crime Unit, the Drug Enforcement Unit, the Street Crimes Unit and the Technical Services Unit. SIS currently has three detectives assigned to DEA Task Forces and one detective assigned to the FBI Safe Streets Task Force. SIS worked with a vacancy rate of approximately 30% the entirety of Calendar Year 2015.

Critical issues moving into 2016 include both Personnel and Operational/Investigative opportunities, areas for focus, and challenges.

Personnel:

- Fill open positions
- Training of new detectives
- Advanced training for existing detectives
- Position advancement for the Office Associate I
- Avoid loss of institutional knowledge in the unit

Operational/Investigative:

- Maintain gains made in suppressing and deterring gang violence
- Exploit leads generated from successful 2015 DTO cases and indictments
- Aggressively investigate heroin influx into Lakeland to reduce overdoses
- Continue to respond to community complaints of illegal activity with a sense of urgency to achieve meaningful results
- Suppress prostitution activity in the Parker Street and North Lake Wire neighborhoods

SPECIAL OPERATIONS SECTION

The Special Operations Section is comprised 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.

COMMUNITY SERVICES SECTION

The Community Services Section houses the Crime Prevention Unit, School Resource Officers, Police Athletic League (Moved to Parks and Recreation effective October 1, 2015) and Truancy Intervention Program. Community Services Section also manages Special Events Planning and the Off-duty Detail Program.

SUPPORT SERVICES DIVISION

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

Man Power 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. The Support Services Division is comprised of the following positions:

- 1 Captain
- 1 Lieutenant
- 3 Sergeants
- 1 Communications Center Manager
- 4 Emergency Communications Supervisors
- 38 Part-time Emergency Communications Specialists
- 1 Emergency Communications Training Coordinator
- 2 Background Investigators
- 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 program are supervised by SSD supervisors. This number varies throughout the year, with an average of five members during the year.



**CAPTAIN
STEPHEN WALKER**

Captain Stephen Walker began his career with the Lakeland Police Department in 1990, working as a Police Officer. In 1992, Walker was assigned to the School Resource Unit/Juvenile Division of the Criminal Investigations Section. In 1994, he became a member of the SWAT Team and functioned as the Team Medic and Entry Team member through 2002. In 2002, Walker was assigned as the Sergeant of the Street Crimes Unit and was promoted to Lieutenant in 2003. He served as the Officer in Charge in the Uniform Patrol Division from 2003-2005, the General Services Section from 2005-2008, the Special Operations Section from 2009-2012, the Neighborhood Liaison Section from 2012-2013, and the Office of Professional Standards from 2013-2014. 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.

Walker 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 in 2006. He is a graduate of the Southern Police Institute's 124th Session of the Administrative Officers Course and the Police Executive Research Forum's 56th Session of the Senior Management Institute for Police.

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 revised 91 General Orders and issued 1 Special Order. Two mock CALEA Assessments were conducted during 2015, to ensure all CALEA files were in order and the Department was prepared for the April 2016 Re-Accreditation On-Site.

BACKGROUNDS AND RECRUITING

A total of 122 calls for employment information were received and handled by background investigators and recruiting personnel. In addition, 321 background investigations were conducted for the City of Lakeland, 32 for the Police Athletic League, 64 for the Citizens Police Academy, 5 for City of Lakeland facilities personnel, and 87 for positions at LPD. A total of 588 fingerprint scans for persons seeking employment with the City of Lakeland were performed by division personnel. A total of 27 sworn and 11 civilian positions were filled by the unit.

FACILITIES

Major facilities projects completed in 2015:

- Replaced 32 police vehicles.
- Reconfigured CIS workspace to add 3 new workstations.
- Conducted space meetings to deal with the problem of outgrowing the current facility.

PLANNING AND RESEARCH

The production of section, division, and department reports continued during 2015. 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 2015 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.

CALEA Proofs were generated. Support was provided to the departments' budget process.

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	10/01/15-09/30/16	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	\$21,462	\$138	10/01/15-09/30/16	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	\$33,714	29,890	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

The annual planning retreat was held in September. Work on updating the multi-year plan and compiling the goals, objectives, and action plans for the various bureaus and divisions within the department was completed.

A detailed SWOT Analysis was conducted and the results were presented at the December Supervisor’s Meeting.

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 in September and returned materials were compiled in October. The number of employees participating decreased from 40 to 32.



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PUBLIC SAFETY COMMUNICATIONS CENTER

Key activities for the Public Safety Communications Center included:

Recruiting and Selection

- Participated in the CareerSource Polk Job Expo at Polk State College at the Winter Haven campus in October
- Sought to speak with those interested in 9-1-1 and public safety dispatching, in particular potential applicants from minority or ethnic backgrounds. Unable to report if job fair participants actually applied to the ECS job posting we had open at the time.
- Hired a total of six new ECS members in 2015. EEO hiring diversity included:
One White Male, One White Female, Three Black Females and One Hispanic Male
- Of those six who were hired, five remained employed at the end of the year. The one H/M resigned from CTO training in December citing the challenges of the job as his reason.
- Two other conditional job offers were provided to Hispanic applicants, but those individuals were disqualified during the background investigation phase of the selection process.
- Spoke with Ms. Ana Rivera of the Mayor's Hispanic Advisory Council at the Puerto Rican Hispanic Chamber of Commerce of Polk County in October during the Hispanic Outreach event held at the police station. We spoke about forming a collaborative partnership with her groups to help us get the word out about employment opportunities in public safety communications to members of the community with a Hispanic heritage. As the current job posting was closing at the time of our meeting, further work was delayed until our next round of job openings expected in early 2016.

Personnel

- Started the year with seven vacancies and ended the year with four.
- Changes in personnel staffing levels during 2015 included six new hires, two resignations and one switch from full-time to part-time status

Accreditation

- Maintained compliance with all applicable standards, including time-sensitive standards.
- Completed an online mock assessment for Year One using former CALEA Assessor Linda Johnson for the file review.

PUBLIC SAFETY COMMUNICATIONS CENTER

DAVID System

- The DAVID POC (Point of Contact) maintained system files and records throughout the year.
- Four quarterly audits were completed in 2015. Findings and instances of potential misuse of the DAVID system were noted and forward to appropriate chains of command for further review and correct action as necessary.
- The first triennial DAVID audit occurred in March. The agency was found to be in compliance with applicable DAVID rules.
- Audits also included monthly review of instances where department members accessed emergency contact information (ECI), a highly restricted piece of information that is only to be used for emergency notifications, such as next of kin.

Emergency Management

- The Communications Manager attended over 75% of the monthly Polk County Emergency Preparedness Council (EPAC) meetings during 2015.
- The Communications Manager assisted in the development of the triennial disaster exercise at Lakeland Linder Regional Airport (KLAL) to be conducted in February 2016.
- The Communications Training Coordinator completed ICS300, ICS400, and COM-L training courses in 2015. This provided additional depth behind the Communications Manager in these key operational areas.

Key Performance Measures

- 9-1-1 calls in 2015 increased 6% over the previous year.
- The performance standard to answer 90% of all 9-1-1 calls in 10 seconds or less was achieved with 91.7% meeting the 10 second standard.
- Admin phone calls (non-emergency lines) were relatively unchanged from previous year.
- As previously noted, monthly call processing times for fire-related calls decreased throughout the year.

Quality Assurance Reviews

- Completed monthly QA reviews of all ECS members, including full-time, part-time, Code 11, and Supervisors. The Communications Training Coordinator tracked the numeric ratings and coordinated with the Communications Manager for several recommendations for some level of remedial training at the end of the year.

Written Directive System

- Issued a total of six SOP Change Notices that updated a total of 61 directives.
 - These updates included annual review of Chapter 18 – Emergency Operations Plan and Evacuation Plan
- Conducted 12 monthly reviews of SOP directives to ensure all SOP were reviewed on at least an annual basis.
- Initiated a comprehensive updating of Call Handling Guides, likely to be completed in 2016.

Lakeland Fire Department (LFD)

- Worked with LFD to complete annual reviews of SOP directives and update as necessary those related to fire or medical dispatch procedures.
- Modified call processing for medical calls at Skilled Medical Facilities.
- Completed a specific Quality Assurance review of select fire call processing times that seemed to exceed a normal range to enter calls. Some issues were employee based and resulted in retraining while others were found to involve challenges, such as need for language line or calls at skilled medical facilities.
- Realized a reduction in fire call processing times that averaged more than 80 seconds in the early part of 2015 to an average time just over 60 seconds by the end of the year.
- Assisted LFD in obtaining an ISO rating of “1”, due in part to meeting performance standards in the Communications section of the ratings.



PUBLIC SAFETY COMMUNICATIONS CENTER

Florida Polytechnic University PD (FPUPD)

- Worked with FPUPD to complete a reviews of the SOP directive related to police dispatching for this client agency.
- Provided three separate data reports of calls for service at the campus as requested by Chief Holland.

Agency Liability Reports

- Submitted agency liability reports for five distinct incidents in 2015, with appropriate coaching for four and one policy change for the other incident.
- Submitted the 2015 review and analysis of all agency liability reports for the year.

Risk Management Program

- No employee injury reports were submitted in 2015.
- Submitted the 2015 review and analysis of all risk management and workers' comp issues for the year.

Communications In-Service Training

- ECS members averaged 31 hours of various in-service and specialty training in 2015, a figure that exceeds the minimum of 24 annual hours required by APCO and the 10 hours required by the State of Florida.
- The Communications Training Committee submitted recommended training topics in early 2015, which the Training Coordinator used to schedule and develop various training presentations, in addition to required training (e.g., TTY, EOP, Evacuation Plan, etc.).

P25 Digital Radio System

- No significant issues or performance problems with the P25 radio system.
- Phantom key-ups occurred throughout the year. City of Lakeland Radio Shop and Motorola developed a solution to the problem by the end of the year that included upgrades to firmware and various system settings.

CAD System

- Experienced the loss of the entire CAD system in October, which required the on-duty squad to quickly implement the emergency operations plan for such incidents by switching to the backup card system.
- Otherwise, the CAD system performed at an acceptable level throughout the year.

Phone System

- Experienced several phone outages with the non-emergency line. The problem was thought to be related to the Call Pilot software that was subsequently modified. Reports of problems are relative rare by end of the year.

E9-1-1

- No significant issues in 2015 with Polk County E9-1-1 or the phone lines. The Polk County E9-1-1 office assisted with funding for some training, equipment, and chairs.
- AK Associates, the company who maintains the 9-1-1 technology, was quick to assist whenever a problem developed. No issues here.
- Maintained compliance with CJIS requirements, including the July annual review of who has direct, unescorted access to the Communications Center as a physically secure location.
- The TAC attended the 2015 CJIS Training Symposium in July.



TRAINING

The Training Unit conducted five Mini-Academies during 2015. The Training Unit trained a total of 31 new Officers and Public Safety Aides. During 2015, the Training Unit conducted Mini-Academy classes 174 days of the year (68% of the available working days had a Mini Academy class or 174 of 255 of available working days), completing 1,566 total hours of training. (75% of the work hours of the year based upon 2100 hours)

Total number of total man training hours: 48,546

Total In-service Training Hours: 2,058

Total In-Service Training Days: 49

Outside Agencies That Used the Department Training Center: 16

QUARTERMASTER

The Quartermaster assisted 933 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 defective or damaged equipment back to the manufacturer for repair.





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