



MAKING A DIFFERENCE







WELCOME

from **CHIEF LARRY GIDDENS**

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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 the 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 2016, 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 2016 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 2016.

Sincerely,


Larry R. Giddens
 Chief of Police

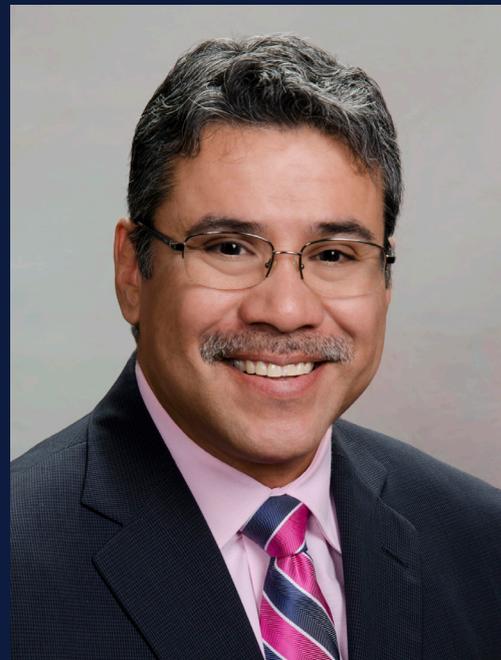


MAYOR & CITY COMMISSIONERS

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

CITY MANAGER

Tony Delgado



The background of the page features a large, light gray watermark of the Lakeland Police Department seal. The seal is circular and contains the text "LAKELAND POLICE DEPARTMENT" around the top edge, "EXCELLENCE" at the bottom, and "INTEGRITY" on the right side. In the center of the seal is a shield with a scale of justice and a sword, with the words "LAKELAND" and "POLICE" visible within the shield's design.

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 of the citizens we serve.

OUR VALUES

We are committed to doing things RITE:

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

ADMINISTRATIVE BUREAU

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 December 2014.

Giddens graduated from the FBI National Academy Class 223 in December of 2005.



**CHIEF
LARRY GIDDENS**

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, Roger Mallory, 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, seven 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 of their property.

MEDIA RELATIONS



The Lakeland Police Department command staff fully embraced the Media Relations Unit created by Chief Giddens in 2015. The Public Information Officer, Sergeant Gary B. Gross, is on call to the department 24/7 and coordinates all inquiries from the media, serves as the agency's spokesman, and arranges interviews between the media and members of the department. In 2016, the PIO issued 63 news releases some of which garnished national attention. The Media Relations Unit is also responsible for overseeing all Department public records request and in 2016. Tom Trulson, Public Records Response Coordinator processes a total of 1,677 requests in 2016.

In 2016, Chief Giddens added Social Media Specialist Robin Tillett to the Media Relations Unit to proactively market the social media communications for the Department and develop, maintain and coordinate the department web pages. For LPD, social media is a way of connecting and engaging with the public; it enables important information to be distributed quickly and easily. We take ownership of the story and get it out first responding in real time to incidents which demonstrate greater accountability.

Social media has also been used by the department to promote events such as Chief's Chat and National Night Out, bringing awareness to programs the department has in place. Our Facebook page allows citizens to ask questions or make statements and get quick feedback. Many have expressed how grateful they are in having the opportunity to approach the Police Department with questions in such an open manner.

The Department became one of the first in the county to begin live streaming when Facebook Live was launched by its founder in April 2016. We embraced it and looked at Facebook Live as another tool to be proactive and deliver breaking news to our community such as weather updates when Hurricane Matthew came dangerously close to Polk County.

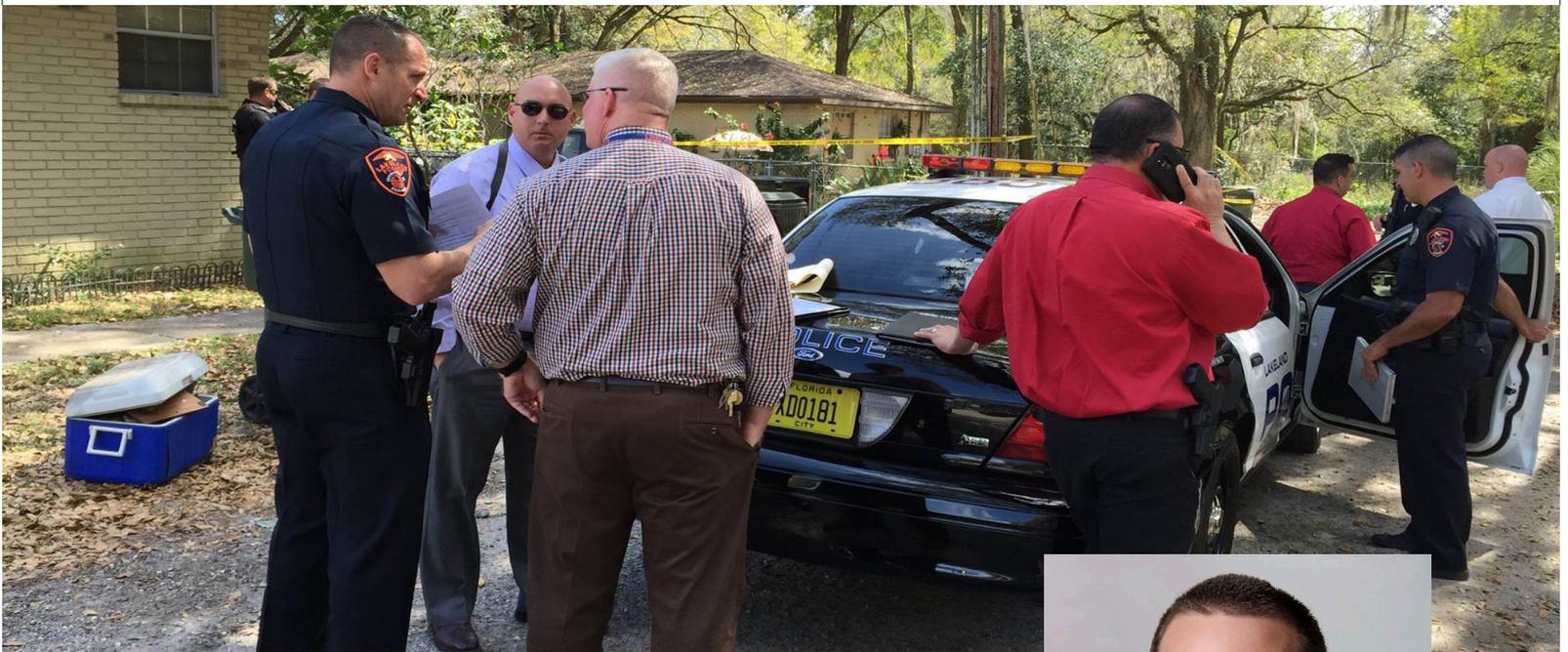
As part of our social media strategy, we produced and posted 164 videos on our Facebook page sharing many of the community relation initiatives we participated in and breaking news events. The department's social media presence increased throughout the year, engaging a growing audience of interactive citizens. In 2016, the LPD Facebook page more than tripled its community fans to an amazing 30,000 fans. We anticipate these numbers will continue to grow as we actively seek to engage the citizens of our city building trust through our social media outreach.

In addition, our Twitter account doubled in 2016 to 14.5k followers allowing us to deliver the RIGHT message, to the RIGHT audience through the RIGHT channels at the RIGHT time.

S·A·MILLION



Sgt. Gary Gross - Media Relations
29 Years of Service



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.

Mike is a graduate of the 249th session of the F.B.I. National Academy.

INVESTIGATIVE SERVICES

Lieutenant Ed Cain and Lieutenant Steve Sealey supervise the investigative groups and are responsible for managing and directing 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 describes the various components of the Investigative Service Bureau and highlights the significant accomplishments that occurred in 2016.

GENERAL CRIMES UNIT

The General Crimes Unit (GCU) is responsible for conducting follow-up investigations relating to economic crimes and motor vehicle thefts. Currently, GCU consists of one sergeant and four detectives. Two detectives are assigned to investigate economic crimes and two are 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. General Crimes Detectives conduct follow-up investigations for motor vehicle thefts.

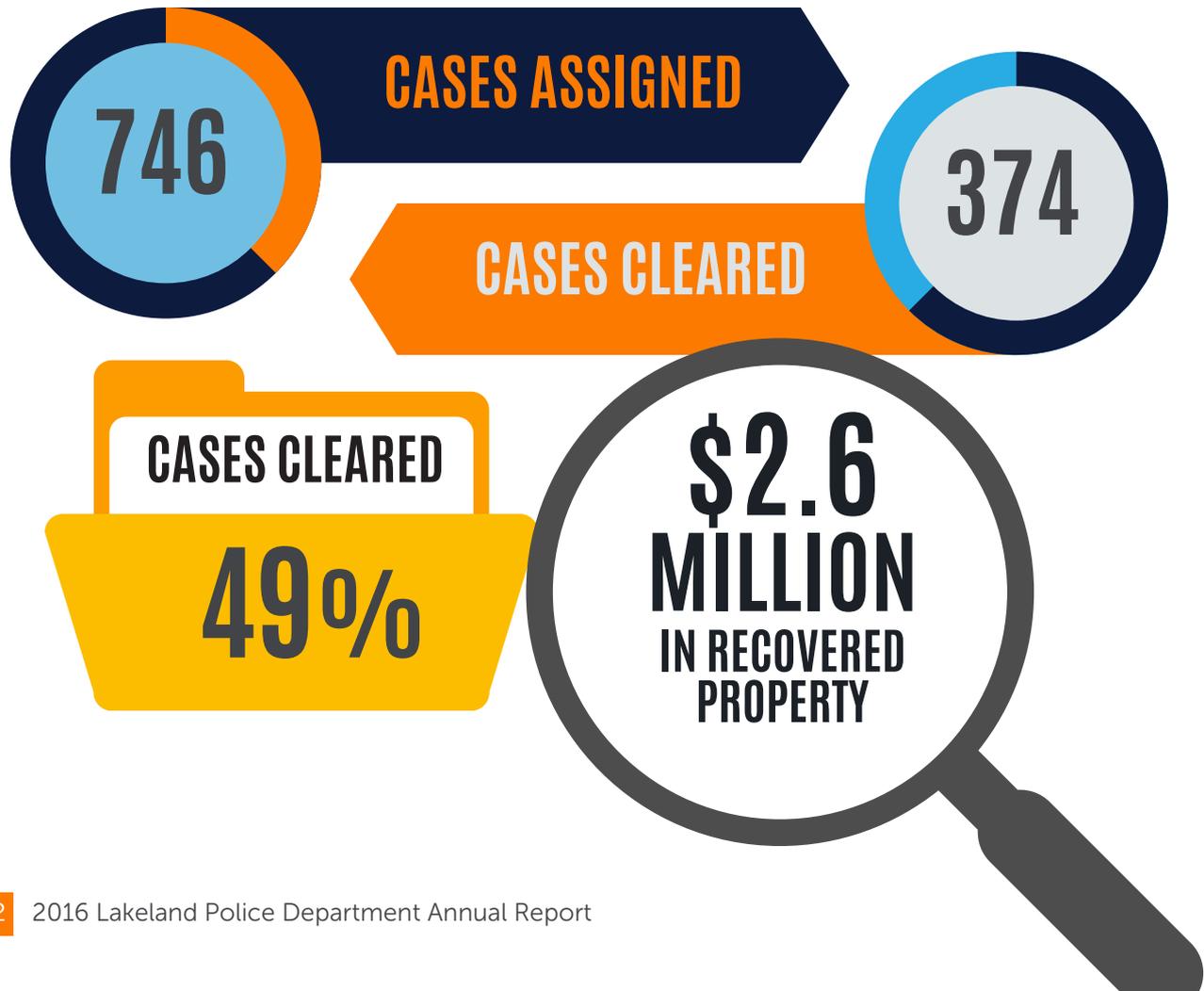


**CAPTAIN
RICK TAYLOR**

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 the Investigative Services Division which is comprised of the Criminal Investigation Section, Records Section, Property and Evidence Section, Crime Analysis and Intelligence Center, Laboratory Services Section, Victim's Assistance Unit, Domestic Abuse Response Team and the Court Liaison.

In 2016, there were 746 cases investigated by General Crimes Unit detectives, which resulted in a clearance rate of 49% and over \$2.6 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 will not be assigned to a detective but will have a letter mailed to the victim informing them of the services offered by the Lakeland Police Department's Community Services Unit and Victim Assistance Unit. The letter provides contact information to those victims that may have further information to provide regarding their investigation. Cases that contain investigative leads, or have the potential of developing investigative leads, will be investigated utilizing various methods and/or actions.



PROPERTY CRIMES NORTH

The Property Crimes North Unit (PCU) is responsible for investigating burglaries, grand thefts, and felony criminal mischief cases. The unit is made up of one sergeant, four detectives, one part-time detective, and one investigative aide. The investigative aide handles cases for both the North and South Property Crimes Units. The dividing line for the North and South Property Crimes Units is Memorial Boulevard.

From January 1, 2016 through December 31, 2016, detectives in the North Property Crimes Unit investigated a total of 514 cases. These investigations included assigned cases, self-initiated cases, reactivated cases and investigations that did not originate from within the unit. Of the 514 cases investigated, 114 were cleared. In 2016, the overall clearance rate for the PCU North was 22%. The table of organization calls for four full-time and one part-time detective to be assigned to PCU North. However, the North Property Crimes Unit operated with one vacancy during 2016.

PROPERTY CRIMES SOUTH

The Property Crimes South Unit is made up of one sergeant, four full time detectives, one part-time detective, and one investigative aide. 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 Avenue. The PCU is tasked with investigating burglaries, grand thefts, and felony criminal mischiefs. Patrol supervisors route felony event reports to the PCU 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 2016 through December 2016, Property Crime South detectives were assigned 481 cases. Of those cases 93 were cleared either by an arrest, complaint affidavit, exceptionally cleared or unfounded. This represents a 16% clearance rate for 2016, up slightly from 2015.

The Property Crimes South supervisor is also responsible for coordinating the Field Training Officer (FTO) program for new detective(s) and due to personnel changes, the Property Crimes South unit acquired two new detectives this year. Experienced detectives are used to train the new detectives through a modified "FTO" program which lasts four weeks. During this time, weekly training evaluations are completed for each new detective to monitor their progress.

A portrait of Sgt. James Roberts, a bald man with a friendly smile, wearing a grey checkered blazer over a light blue and white striped shirt. He is sitting at a wooden desk with his hands clasped. Behind him is a wall with a framed photo of a man in a police uniform, a lamp with a woven shade, and a decorative saddle. The text "MAN U" is visible on the photo behind him.

Sgt. James Roberts - Violent Crimes Unit
28 Years of Service

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 shootings. The VCU is comprised of one sergeant and eight detectives. The VCU was responsible for investigating four homicides in 2016 and obtained an 83% clearance rate for these investigations. During 2016, the VCU investigated 341 violent crimes and had a clearance rate of 44%. The number of violent crimes decreased from 395 in 2015 to 341 in 2016; however, the clearance rate increased by 14% during these same two years. During 2016, the Cold Case Homicide Unit cleared three cold case homicides with three arrests.

The VCU brought on two new detectives due to lateral transfers during 2016.

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. The SVU consists of five full-time detectives and one full-time civilian investigative aide. The SVU investigated over 500 criminal allegations in 2016.

In 2016, the SVU received approximately 974 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 546 cases for investigation during 2016. Of those cases, 61 were unfounded, 63 exceptionally cleared, 22 arrests and 37 complaint affidavits resulted from the work of the detectives. The SVU had a 34% 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 145 missing person cases.

LABORATORY SERVICES UNIT

The lab experienced a 5% increase in cases last year, working 1,472 cases in 2016; up from 1,397 in 2015. While the lab saw increases in property crimes and narcotic cases, there was a noted decrease in the number of violent crime cases. The lab processed 159 crime scenes in 2016, which was significantly more than the 95 crime scenes processed in 2015. This increase can be attributed to the initiative to have crime scene personnel process burglaries to vehicles in cases where multiple cars were burglarized.

A total of 382 fingerprint examinations were made by our latent print examiners. The lab made fingerprint identifications in 123 of those cases. Automated Fingerprint Identification System (AFIS) identifications were made in 118 cases, which is an approximate 80% increase from 2015. The drastic increase in identifications is directly attributed to the fact that fingerprints were collected by officers and public safety aides in 963 cases in 2016, versus 625 cases in 2015. This is a 54% increase.

The number of video cases submitted to the lab increased from 276 in 2015 to 301 in 2016. This was a 9% increase.

DNA evidence has become one of our greatest tools in solving cases. The lab submitted 133 cases to the Florida Department of Law Enforcement for DNA examination, which resulted in 53 identifications.

Due to mitigating circumstances, the lab submitted 53 cases to a private lab for DNA examination resulting in one [DNA] identification. Approximately \$7037.80 was spent on sending touch DNA from property crimes to a private lab in 2016.

In addition to providing support for the Uniform Patrol Division, Criminal Investigation Section, and Special Investigation Section, the lab provided 38 presentations (or tours) to the Citizens Police Academy, local organizations, schools and colleges. The lab also hosted a total of eleven interns who participated in job shadowing. 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 Carlton Palmore 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 classes in 2016 on topics including Video Analysis, FARO Laser Scanner and Fingerprint Examination.



Tracy Grice - Supervisor, Laboratory Services Section
30 Years of Service

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 2016, 606 domestic violence investigations were conducted by officers resulting in 390 arrests. Unfortunately, 35% 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 to help organize that training. Approximately 195 persons attended the 2016 domestic violence training.

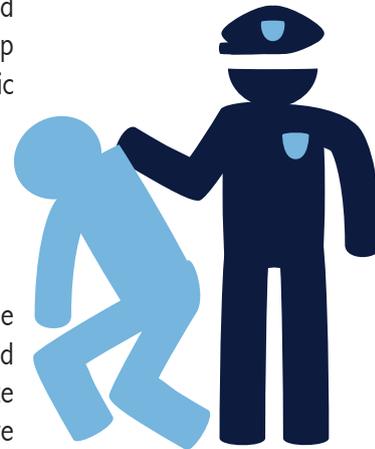
VICTIM ASSISTANCE

For the 2016 calendar year, 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, to support and advocate for crime victims. The Victim Assistance Unit operates to assist citizens who have been victims of crime within Lakeland’s city limits for over twenty-five years and maintains a tradition of outstanding service since the unit’s inception in 1992. During the 2016 calendar year, the unit assisted 104 victims in filing for victim compensation, provided services to 3,468 victims and logged 9,942 hours of time given by volunteer advocates who assisted crime victims.

606
DOMESTIC VIOLENCE
INVESTIGATIONS



390
ARRESTS



The Victim Assistance Unit is funded through the Victims of Crime Act (VOCA) and participates annually in recognizing National Crime Victims' Rights 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, military, 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 a member was promoted to another area and the position was filled with a replacement in November. During the year, personnel from the records section were asked to staff the switchboard/receptionist position in the Administration office while it was vacant for several months.

The records section also started a project to scan police reports from 1991 and 1992, which are still in paper form, into the city scanning system (LibertyNet). It is projected to take records section personnel approximately one year to complete this task.

Near the latter part of 2016, the records section started testing a new field interview card system. Approximately 200 field interview cards were printed for the Neighborhood Liaison Officers (NLO) to begin utilizing for the test period. The data generated from the new field interview cards was entered into Tiburon to determine if the system would accept the data or if a separate program would need to be created. Currently, the data from the 200 field interview cards have been entered and the process is being reviewed.

In 2016, the records section sent out 10,281 traffic citations to court, received 2256 adult arrest affidavits and filed 1084 adult Notices to Appear. The Section processed 161 DUI reports, mailed out 3172 reports, scanned 186,344 documents and collected \$15,116.27 in fees for the year. The section also assisted over 3000 customers at both the front and officer counters, while assisting approximately 2000 customers on the telephone.



Laurie Parkes - Property & Evidence
27 Years of Service

PROPERTY AND EVIDENCE

In 2016, Property & Evidence (P&E) continued to have another very busy year by processing in 20,055 new pieces of evidence while disposing of 3,661 pieces of evidence that were no longer required to be maintained and stored.

In 2013, the P&E unit was given the approval to purchase an upgrade to our existing QueTel computer system. QueTel is an evidence management system which links every piece of property being maintained and stored at the Lakeland Police Department to our report writing platform. It allows for expanded searches and faster logging and processing of evidence. As of October 2016, the QueTel upgrade was finally implemented. It took approximately 2 months to train department personnel on this new system before it was completely operational. Although there is more work for officers, detectives and public safety aides when they place items into evidence, the system has delivered on its promise to better manage property and evidence within the system.

The Property & Evidence staff continued to use PropertyRoom.com to dispose of unclaimed property from cases that have been closed out. A total of \$1,661.42 was collected in 2016. This was an increase of \$416.67 from 2015. These funds are donated to fund the Lakeland Police Department's Explorer Program throughout the year.

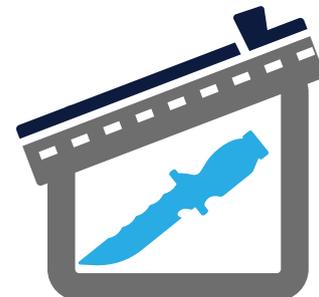
In 2016, the Property & Evidence Section collected 2,161.10 lbs. of medications from the LPD pill safe. The LPD pill safe is located in the main lobby of the police department and is used as a "drop-off" for the public's disposals of expired and unwanted medications.

In March of 2016, the Property & Evidence Section took over the processing of the photo requests from the crime lab. Since March of 2016, P&E processed approximately 400 cd's, which related to photo requests from LPD personnel, the State Attorney's Office, the Public Defenders Office and/or private attorney's offices.



**2,161 LBS
OF MEDICATIONS
PROPERLY DISPOSED**

**20,055
NEW PIECES OF
EVIDENCE PROCESSED**





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 8% 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 he was promoted to Captain in 2015.

Lehman is 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 continued the year with the 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 remains in place.

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	6 Officers	1 Lieutenant
4 Sergeants	NLO (Each Rotation)	4 Sergeants
15 Officers	1 Sergeant	21 Officers
1 SPV Officer	4 NLO Officers	1 SPV Officer
2 K-9 Officers	1 CRA Officer	2 K-9 Officers
5 Public Safety Aides	1 HLO Officer	

The above is for one rotation (AB). An identical table would be used for the other rotation (CD). Additionally, each of the four squads carried on average 1 to 2 VACANT officer positions throughout 2016 on the Table of Organization (T.O.) while LPD continued to hire. There was a brief period in 2016 when the T.O. was completely full; however, it is hoped by Summer 2017 LPD will be closer to full staff again.

In regard to the T.O., it should be noted that Dayshift was reduced from 16 to 15 officers, the Relief Shift was reduced from 7 to 6 officers and Nightshift was reduced from 21 to 20 officers. These six positions finished completing the creation of the Neighborhood Liaison Officers (NLO) Unit. Further, the CRA funded two police officer positions for CRA properties which have been assigned to the NLO unit, with one on each rotation.

Along with the startup of the NLO Unit, UPD looked at CFS and pending call/response times and noted one call consistently entered was incorrectly classified as a P1. Once this was identified and updated, select new codes were created for the adjustment and response times were shorter than the established standard. There was a renewed emphasis and a sense of urgency placed on pending calls being monitored by field sergeants. This helped to reduce the number of pending call and response times.

Finally, in reviewing data from monthly reports, all squads continued with good productivity while handling an increase of reports and over 6000 calls for service, a 5.8% increase. In 2016, there was an increase of more than 1,000 crash reports, a 19% increase compared to 2015. The majority of the reports were completed by UPD. Secondly, there was also an increase in traffic stops that were conducted. In reviewing the data for 2016, Uniform Traffic Citations issued decreased for unknown reasons. This has been discussed with shift commanders to evaluate and see if this can be improved next year.

CRIME

The agency has again enjoyed a slight decrease in the overall crime rate this year, however, a significant spike in vehicle burglaries continued. A majority were from unsecured vehicles. However, with the “Lock It or Lose It” campaign in the spring and summer, numerous burglaries towards the end of year were from forced entry. UPD members also continued to assist Community Services whenever possible in the Lock It or Lose It education campaign.

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. Each squad has reported on a monthly basis that these goals have been adhered to as much as possible while balancing with patrol tasks and community involvement efforts. Finally, Officers and NLOs continued to attend neighborhood meetings and work with Community Services to increase our partnerships and relationships throughout the city.

CRIME STAT MEETING

Crime Stat meeting continue to be held the first and third Wednesday of every month and continues to be a good conduit to share information. For 2017, UPD plans to further discuss projects that are to be completed by UPD or assign to OIC. OIC would then work in conjunction with NLO and other components of LPD. The department is waiting for “the switch” to be flipped between city servers and the Polk County Sheriff’s Office that will allow the use of CrimeView programs.

NEIGHBORHOOD SERVICES MEETING

Immediately after CrimeStat, members from every division remain and discuss operational issues which include discovering more efficient processes to enhance the overall function of the department, sharing on projects and more.

TRAINING

This past year continued again with a high number of new hires enrolled in the FTO Program as well as training in UPD. This 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 KCTIPS 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 and several others.

The total hours of members sent to training is estimated at over 4200 hours with expenses just over \$7000. 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 continues to send officers to Crisis Intervention Training 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. In 2016 due to limited slots provided to LPD, UPD was able to send 10 officers. Along with those recently hired with experience that had already completed CIT, UPD increased the ranks of our CIT cadre. The goal for 2017 is to send another 20 to 30 members, depending on availability, to the class to continue with the goal of everyone having CIT training. With the explosion of K-2 use in the city, this training has paid dividends in trying to deal with these users.

FORECAST

This past year was an improvement from 2015 and 2017 is expected to be an improvement from 2016. It is anticipated that calls for service will continue to grow and UPD will have to be hyper-vigilant in monitoring pending call and response times. Additionally, with the climate in society, officer safety and reminders of it continue to be a strong emphasis in daily briefings. It is intended that another group of recruits will be released from training before summer.

A portrait of Lt. Marvin Tarver, a Black man with short hair, smiling. He is wearing a dark blue police uniform. On his left chest is a gold badge that reads "LIEUTENANT MARVIN T. TARVER POLICE". On his right chest is a "SWAT" patch with an eagle. A name tag on his left chest reads "TARVER". A Motorola microphone is clipped to his shoulder. The background is blurred, showing green trees and a white vehicle.

Lt. Marvin Tarver - Uniform Patrol Division
20 Years of Service



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 where he served as a supervisor for patrol operations and the Community Oriented Policing Section. In 1997, he was assigned as the Officer in Charge (OIC) of the Operational Review Section, overseeing internal affairs investigations and agency 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 (OIC) of the Special Operations Section. In 2006, he was transferred to the Special Investigations Section serving as the (OIC) 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.

Victor is a graduate of the 239th session of the F.B.I. National Academy.

The Special Services Bureau (SSB) is comprised of both the Special Operations Division (SOD) and the Support Services Division (SSD). The Bureau is commanded by one Assistant Chief. The Special Operations Division (SOD) is comprised of the Special Operations Section (SOS), the Community Services Section (CSS) and the Special Investigations Section (SIS). The Support Services Division (SSD) is comprised of the General Services Section (GSS) and the Public Safety Communications Center (PSCC).

SPECIAL OPERATIONS DIVISION

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

- **The Special Operations Section** contains 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** contains 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, 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.

SPECIAL OPERATIONS DIVISION

Special Operations Section

Lt. Eric Harper is the Officer In-Charge of the Special Operations Section. Sergeant Aaron Peterman is the Sergeant responsible for the K-9 Unit and Sergeant Chad Mumbauer remained the DUI, SWAT and Equipment Operator supervisor. Sgt. Bob Bernhardt is the Traffic Unit supervisor.

Community Services Section

Lt. Mike Moran commanded the Community Services Section and Special Events Planning/Off-duty Details. Sergeant Sean Finney 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.

Special Investigations Section

Lt. Mike Spade commanded the Special Investigations Section until June of 2016 when Lt. Ron Bowling took over. Sergeant Tom Conner is the sergeant in charge of the Street Crimes Unit, while Sergeant Cheryl Kimball supervised the Drug Enforcement Unit until October of 2016 when Sgt. Joe Parker took over. 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 I report directly to Lt. Bowling.

SIS currently has two 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 20% the entirety of Calendar Year 2016.

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

Personnel:

- Fill open positions; currently holding 9 openings in SOD.
- Training of new detectives.
- Advanced training for existing detectives.

Operational/Investigative:

- Maintain gains made in suppressing and deterring gang violence.
- 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 St. and N. Lake Wire neighborhoods

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 the night shift Patrol squads while the other Traffic squads work a variety of hours and days to cover peak crash times.

- 1 Captain
- 3 Lieutenants
- 7 Sergeants
- 1 Civilian Crime Prevention Supervisor
- 50 Officers/Detectives
- 2 Part-time Officers
- 4 Crime Prevention Practitioners
- 1 Truancy Intervention Specialist
- 1 Office Associate II
- 1 Account Clerk

For the majority of the year, the SOD has had several openings in each of its sections and units. The Motor Unit averaged one opening for the majority of the year, Crash Investigators - one to two openings, and DUI Enforcement had one to two open positions. The Street Crimes Unit also faces manpower issues with 2 openings along with the Drug Enforcement Unit that has a single opening.



**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 serves as the Commanding Officer of the Special Operations Division.



Jason Gates - Special Operations
5 years of Service

The K-9 unit also faced serious turn-over this year. One new handler and three new K-9s were selected and started training together in 2016 and into 2017.

In spite of the openings and some manpower concerns, productivity continued to be high and the work product of the division was of high quality. Numerous major operations and events are coordinated each year by SOD in a very professional manner which continues on a daily basis.



Future Considerations

Special Operations Division initiatives that will continue into 2017:

- Staffing of all open positions in SIS and SOS
- Continued efforts in Gang Prevention and Intervention
- Management of Technical Services Unit

2016 SUCCESSES

In November of 2016, LPD SWAT competed in the annual SWAT Round-up competition which is held in Orlando, Florida. This year, LPD SWAT again finished 4th 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.

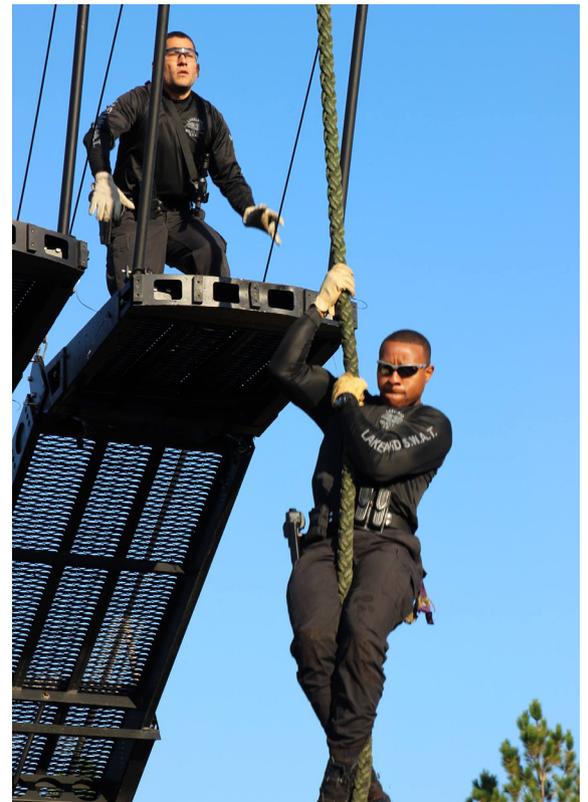
The Special Operations Section actively coordinated and participated in the various traffic initiatives through-out the year and has partnered with the Florida Highway Patrol in their “Arrive Alive” campaign for the new year. As a Department, we responded to 5960 Traffic Crashes in 2016 which resulted in 24 traffic Homicides. The department also worked 161 DUI cases and wrote 10,281 traffic citations.

The Special Operations Sections is responsible for the administration of the City’s Red Light Program. In 2016, officers reviewed 39,717 possible Red Light Camera Violations and approved 26,858 to be issued the \$158 fine. The proceeds from the \$158 fine are broken down by state statue as follows:

- \$70 goes to the State
- \$10 to Local Trauma Unit (Lakeland Regional Health Center)
- \$3 to the Miami Cure Project (Spinal Cord and Stem Cell Research)
- \$75 to the City of Lakeland General Fund, Not the Police Department

In Fiscal 2016 (October 1, 2015 to September 30, 2016) the City of Lakeland collected \$763,959 from the Red Light Cameras. Since inception of the Red Light Cameras in the State of Florida, \$30 million dollars has gone to Trauma Centers statewide and \$10 million dollars to the Miami Cure Project.

In September 2016, the Motor Unit participated in the Annual Daytona Beach Motor Challenge. The competition tested their riding skills. Sgt. Bernhardt and Officers Strickland, Perez and Wilkerson placed in their respective riding divisions.



In 2016 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 criterion 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 reopen the roadway in a timelier manner and is intended to streamline the lengthy investigation process without compromising its integrity.

SIS made two significant arrests in January of 2016. Detectives then obtained a search warrant for a residence that resulted in the seizure of \$116,684.01 from a safe. 108.17 grams of MDMA, 7.04 grams of cannabis, 5.12 grams of cocaine, and 10.38 grams of an unknown powder were also seized. The suspect had prior felony convictions for Possession of Cocaine WITS, Possession of Cocaine, Sale of Cocaine, Fleeing to Elude, and Tampering. SIS took custody of the firearms and cocaine to be used to supersede the federal indictment. Resulting interviews with the suspect and other subjects revealed two vehicles and one boat that will be forfeited because they were acquired with the proceeds of criminal drug activity.

A suspect was arrested on 1-25-16 for federal charges stemming from the LPD/DEA investigation into a major Lakeland Drug Trafficking Operation. SIS detectives conducting surveillance and assisted in making the arrest.

The Technical Services Unit continued to work and fully support LPD investigations by conducting digital forensic exams despite being understaffed by one fulltime detective. LPD continued to enjoy our partnership in the United States Secret Service in their Electronic Crimes Task Force. Two digital forensic examiners renewed their Cellebrite mobile forensics certifications.



Detectives continued to utilize the Nuisance Abatement process. The property located at 843 N Lincoln Ave was ordered closed by the board for one year. Many other property owners proactively evicted tenants and abated nuisances based upon the deterrent value of the Nuisance Abatement Board.

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, 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.

The Support Services Division is commanded by Capt. Stephen Walker and is comprised of:

- General Services Section (GSS) commanded by Lt. Michael Spade
- Public Safety Communications Center managed by Communications Center Manager William LePere,
- Accreditation Unit managed by Accreditation Manager Carolyn Renew,
- Planning and Research/Grants Supervisor Stan Martin
- Fleet and Facilities Manager Keith Bennett
- Quartermaster Section

The General Services Section is comprised of the Human Resources Unit and the Training Unit.



**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.



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 or departmental needs. In 2016, the Support Services Division was comprised of the following authorized positions:

- 1 Captain
- 1 Lieutenant
- 3 Sergeants
- 1 Communications Center Manager
- 4 Emergency Communications Supervisors
- 38 Emergency Communications Specialists
- 2 Part-time Emergency Communications Specialists
- 1 Emergency Communications Training Coordinator
- 1 HR Staffing Coordinator
- 2 Civilian Background Investigators
- 1 Fleet and Facilities Coordinator
- 1 Planning and Research Supervisor
- 1 Accreditation Manager
- 1 Administrative Assistant
- 1 Quartermaster
- 1 Training Center Coordinator
- 1 Part-time Officer/ Training Center
- 1 Office Associate

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



ACCREDITATION



Proofs of compliance for 484 CALEA (Commission on Accreditation for Law Enforcement Agencies) and 87 CFA (Commission for Florida Law Enforcement Accreditation) standards were submitted in a correct and timely manner. The Accreditation Manager revised 73 General Orders, issued three new General Orders and four Special Orders. One General Order was rescinded. Two accreditation on-site inspections (CALEA and CFA), conducted one mock review and guided the agency through three successful reaccreditations.

BACKGROUNDS AND RECRUITING

The Lakeland Police Department Recruiting Team attended fifteen events during the year to recruit applicants. A total of 117 calls for employment information were received and handled by backgrounds and recruiting personnel. In 2016, 368 applications for police officer positions were received and processed. During 2016, 468 background investigations were completed, of which 289 background investigations were conducted for the City of Lakeland, 67 for positions for LPD, 41 for the Police Athletic League, 40 for the Citizens Police Academy, and 25 for City of Lakeland facilities contract personnel.

A total of six background investigations were conducted by the unit for the Florida PolyTechnic University Police Department. A total of 615 fingerprint scans for persons seeking employment with the City of Lakeland were performed by division personnel.

FLEET AND FACILITIES

The Fleet and Facilities Manager is tasked with coordinating the management and maintenance of the Department's 204 marked vehicles and 65 unmarked vehicles with a value of approximately \$10.1 million dollars, along with coordinating the maintenance of the Department's Main Station (77,260 SF) and five off site locations, which include the SIS/SOS facilities (25,255 SF), Impound facility (5400 SF) and the Training Center facilities (6,000 SF and 2,000 SF) which together have an estimated total value of \$24.9 million dollars.

Major facilities projects completed in 2016:

- Replaced, issued and reassigned 67 LPD fleet units.
- Worked with City of Lakeland Facilities and Architect on plans to reorganize Main Station work areas
- Assisted with the construction planning of the LPD Fallen Heroes Memorial
- Coordinated the acquisition and delivery of the MRAP armored rescue vehicle



PLANNING AND RESEARCH

The production of section, division, and department reports continued during 2016. 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 2016 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.

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

AGENCIES	AMOUNT
Byrne (PAL Interns)	\$23,400
JAG (DART Coordinator)	\$35,520
VOCA	\$149,721

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.

QUARTERMASTER

The Quartermaster assisted department personnel throughout the year 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 (13 resignations), vest fittings and alterations for existing officers and new hires, preparing old uniforms no longer authorized for wear for disposal, receiving and distributing new equipment and shipping equipment back to manufacturers for repairs.

TRAINING

The Training Unit is responsible for coordinating the training for the sworn and civilian staff of the agency. The Training Unit is comprised of the two Sergeants, one Training Officer, one Training Center Coordinator and one part-time Training Officer. One of the training sergeants is assigned to the Polk State College Kenneth C. Thompson Institute of Public Safety (KCTIPS) as an Academy Training Coordinator for the Basic Law Enforcement Academies taught at Polk State College. This position is funded by Polk State College.

The Training Unit coordinates training required by the State of Florida Criminal Justice and Standards Training Commission (CJSTC) for all sworn members, in addition to training requirements for all personnel mandated by the accreditation standards under CALEA and CFA, along with requirements mandated by FBI CJIS, OSHA, departmental general orders and Florida Statutes. The Training Unit coordinates the Mini-Academy training for all newly hired officers and Public Safety Aides (PSA) and coordinates the Field Training Program. Additionally, the Training Unit is responsible for coordinating the career development of the agency's members and for coordinating the department's succession planning efforts.

Numerous outside agencies, including Border Patrol, Secret Service and Tampa Police SWAT utilize the LPD training grounds throughout the year. In 2015, 2,403 personnel trained for a total of 3,176 hours.



PUBLIC SAFETY COMMUNICATIONS CENTER

Key activities for the Public Safety Communications Center included:

Recruiting and Selection

- Hosted a Job Fair and Open House in May in conjunction with the Puerto Rican Hispanic Chamber of Commerce (PRHCCPC) in Polk County. The job fair was open to anyone, but the collaboration with the PRHCCPC was intended to increase awareness of careers in public safety telecommunications for job applicants of Hispanic ethnicity.
- Hired a total of three new Emergency Communications Specialist (ECS) members in 2016.
- Created a new job position, Emergency Communications Specialist I, who will serve as a call-taker without dispatch duties. Three current ECS members (1-FT and 2-PT) were selected for ECS I.

Personnel

- Converted two ECS II budget positions to two ECS I positions and added three ECS I over-hire positions.
- Started the year with four vacancies and ended the year with seven.

Accreditation

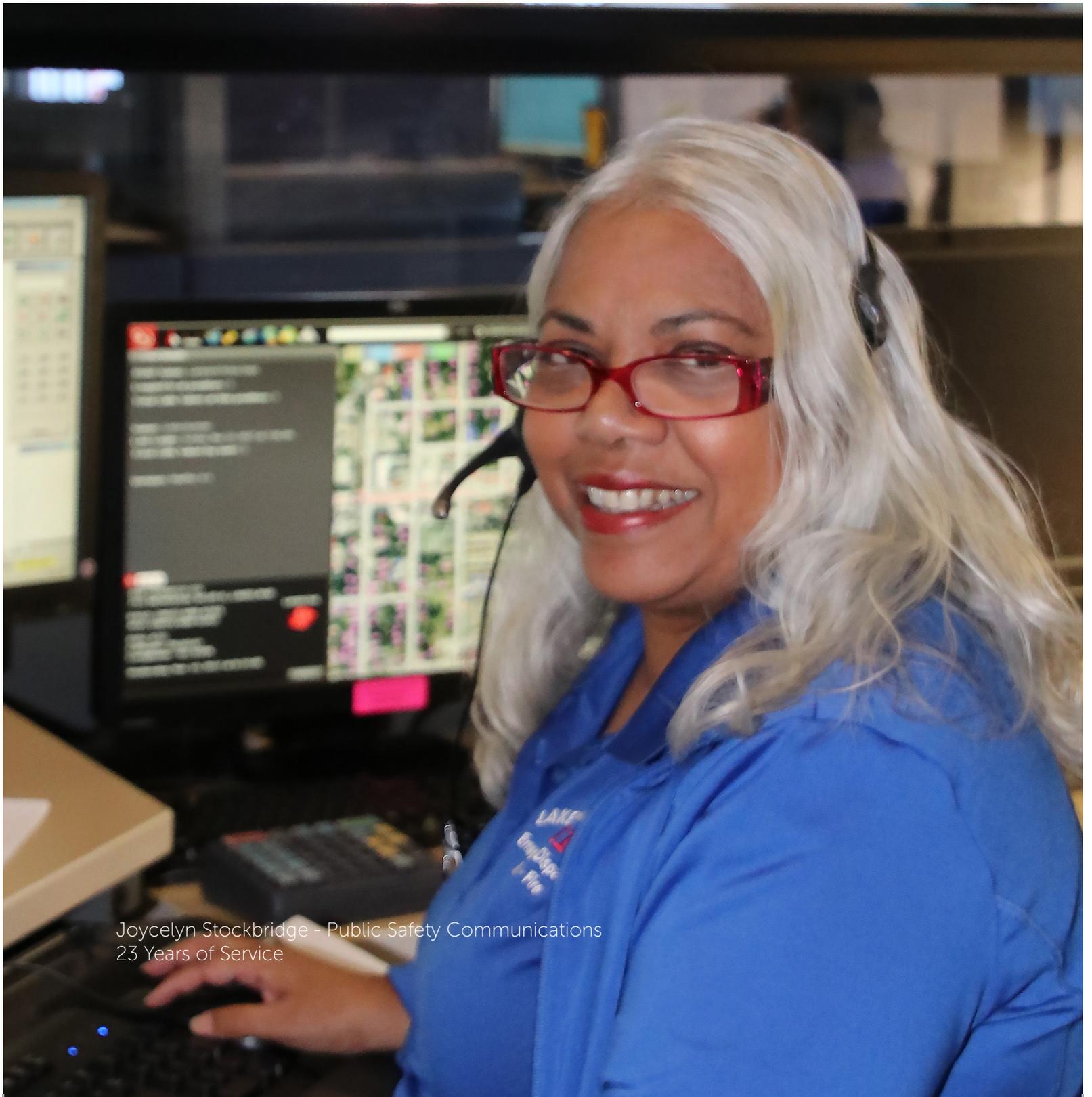
- Received reaccredited status from CALEA in July 2016 following an onsite assessment in April.

Written Directive System

- Issued four SOP Change Notices that updated 34 SOP directives.
- These updates included annual review of Chapter 18 – Emergency Operations Plan and Evacuation Plan as required by standards.
- Conducted 12 monthly reviews of SOP directives to ensure all SOP were reviewed on at least an annual basis.
- Ongoing updating of Call Handling Guides occurred in 2016 and will carry-over to 2017.

Agency Liability Reports

- Submitted seven agency liability reports in 2016, with appropriate coaching for four of the incidents. In the remaining three reports, there were no procedural errors noted or changes needed for written directives.
- Submitted the 2015 review and analysis of all agency liability reports for the year.



Joycelyn Stockbridge - Public Safety Communications
23 Years of Service

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 2016. Findings and instances of potential misuse of the DAVID system were noted and forwarded as necessary for further review and corrective action. A procedural change occurred late in 2016 that now has all instances of questionable activity forwarded to OPS for further review.
- Access to emergency contact information (ECI) was removed for all department members except Comm Shift Supervisors to restrict random access to protected information that is only to be used for emergency notifications, such as next of kin. Investigating officers now must contact the Shift Supervisor with a specific need for ECI. The Shift Supervisor documents the reason for accessing ECI and forwards it to the Communications Manager for future audits.

Emergency Management

- The Comm Manager attended over 50% of the monthly Polk County Emergency Preparedness Council (EPAC) meetings during 2016.
- Completed annual review training for the Center's emergency operations plan and an evacuation drill and tabletop exercise simulated what was required to establish an alternate communications center.

Key Performance Measures

- 9-1-1 calls increased 1.4% in 2016 compared to the previous year.
- The performance standard to answer 90% of all 9-1-1 calls in less than 10 seconds was achieved with 92.3% meeting the standard, which was an improvement from the 91.7% performance in the previous year.
- Admin phone calls (non-emergency lines) increased 1.3% in 2016 compared to the previous year.

Quality Assurance Reviews

- Completed monthly QA reviews of all ECS members, including full-time, part-time, Code 11, and Supervisors. The Comm Training Coordinator tracked the numeric ratings and coordinated with the Comm Manager for several recommendations for some level of remedial training at the end of the year.
- Started a project in August to upgrade the entire QA process after attending a training session on the subject at the national APCO conference in Orlando. A team of subject matter experts from Comm Center and LFD worked on a new program manual, more diverse QA evaluation criteria, and a modified scoring or rating system. The final product will be implemented in early 2017.

Lakeland Fire Department (LFD)

- Worked with LFD to complete annual reviews of SOP directives and updated those related to fire or medical dispatch procedures as necessary.
- The Communications Center began wearing red polo shirts as the uniform of the day on Fridays to signify the importance of our partnership with Lakeland FD.
- Annual emergency operations plan training in September 2016 included the LFD Hurricane Operations Plan that ironically coincided with Tropical Storm Hermine.
- Fire call entry times averaged 67 seconds in 2016, and the dispatch time averaged 42 seconds. Combined, these two measures beat the performance standard of 120 seconds to enter and dispatch fire calls.
- NFPA standards for 9-1-1 queue times are different from APCO and NENA standards. NFPA uses much stricter 95% answered in less than 15 seconds and 99% answered in less than 40 seconds. The Communications Center beat those minimums

ANSWERING

95.9%
IN LESS THAN 15 SECONDS



99.3%
IN LESS THAN 40 SECONDS



PUBLIC SAFETY COMMUNICATIONS CENTER

Florida Polytechnic University PD (FPUPD)

- Worked with FPUPD to complete a review of the SOP directive related to police dispatching for this client agency.
- Provided data reports of calls for service at the campus as requested by Chief Holland.
- Participated in an emergency management tabletop exercise with Florida Polytechnic University to help test their emergency communications plan.

Risk Management Program

- Three employee injury reports were submitted in 2016; each one involving a slip and fall incident in various locations around the police station but outside of the Comm Center. There were no significant injuries from these incidents.
- Submitted the 2016 review and analysis of all risk management and workers' compensation issues

Communications In-Service Training

- ECS members averaged 27 hours of various in-service and specialty training in 2016, a figure that exceeds the minimum of 24 annual hours required by APCO and the 10 hours required by the State of Florida.
- The Comm Training Committee submitted recommended training topics in early 2016, which the Training Coordinator used to schedule and develop various training presentations, in addition to required training (e.g., TTY, EOP, Evacuation Plan, etc.).

CTO Training

- One cohort of trainees hired in September completed the call-taking phase of training in 2016. That group moved to the police dispatch phase in January 2017.
- Held a meeting with all CTOs and the Comm Manager in January to keep open lines of communications, attempt to standardize training processes, and address any CTO questions or concerns. This included orientation to the new LEAPS software for use in completing Daily Observation Reports.
- Updates to the CTO Program Manual will occur in 2017 once LEAPS comes online.
- Participated in several community events, including the LPD Open House, Citizens Police Academy, City of Lakeland Citizens Academy, and numerous tours of the Communications Center throughout the year.
- Participated in three National Night Out events across the city in August.

P25 Digital Radio System

- No significant issues or performance problems with the P25 radio system.
- A firmware resolution for phantom key-ups was installed in 2016. This subsequently created another issue with sporadic key-ups that lock the channel for several seconds. City of Lakeland Radio Shop and Motorola developed a solution to this problem by the end of 2016, with installation scheduled for early 2017.

CAD System

- 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 relatively rare by THE end of the year.

E9-1-1

- Experienced the loss of 9-1-1 lines in January when an underground cable was cut in an alleyway in downtown Lakeland by a contractor digging into the pavement. The emergency operations plan was implemented in conjunction with Polk County 9-1-1 and the Polk County Sheriff's Office with minimal loss of service.
- AK Associates, the company who maintains the 9-1-1 technology, was quick to assist whenever a problem developed. No issues here.

CJIS - FCIC/NCIC

- Maintained compliance with CJIS requirements, including the July annual review of who has direct, unescorted access to the Comm Center as a physically secure location.
- The TAC attended the 2016 CJIS Training Symposium in July.
- The Comm Center and DoIT successfully completed the triennial CJIS Technical Audit conducted in October.



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219 NORTH MASSACHUSETTS AVE LAKELAND, FL 33801 863.834.6900