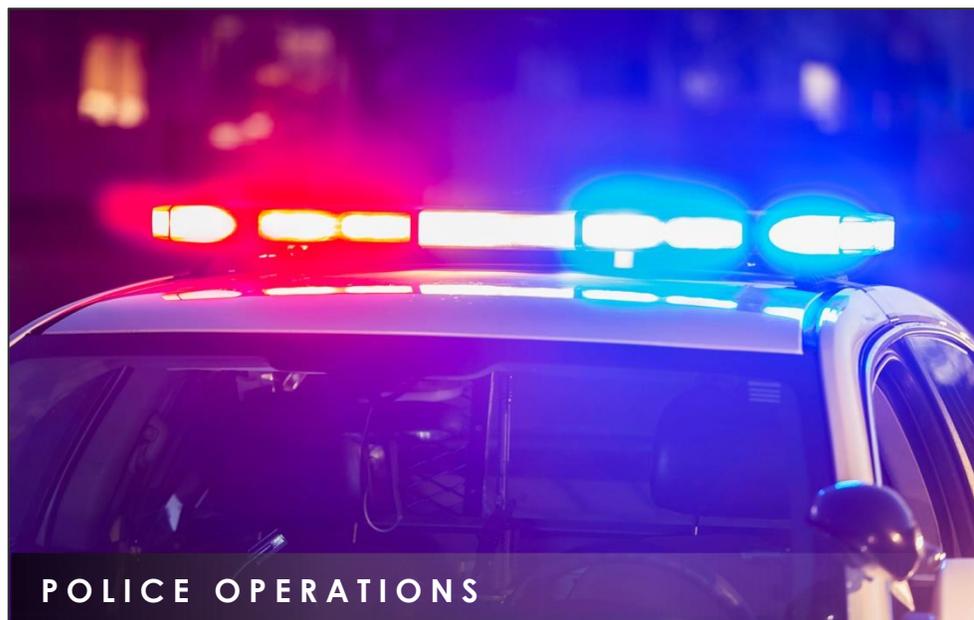


# POLICE OPERATIONS AND DATA ANALYSIS REPORT

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## LAKE WALES POLICE DEPARTMENT



POLICE OPERATIONS

# CPSM<sup>®</sup>

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## ICMA

Exclusive Provider of Public Safety Technical Services for  
International City/County Management Association

# THE ASSOCIATION & THE COMPANY

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The International City/County Management Association is a 103-year old, nonprofit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to its citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its website ([www.icma.org](http://www.icma.org)), publications, research, professional development, and membership. The ICMA Center for Public Safety Management (ICMA/CPSM) was launched by ICMA to provide support to local governments in the areas of police, fire, and emergency medical services.

ICMA also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security.

In 2014, as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) was spun out as a separate company. It is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, and others.

The Center for Public Safety Management, LLC, maintains the same team of individuals performing the same level of service as when it was a component of ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs, and align department operations with industry best practices. We have conducted over 341 such studies in 42 states and provinces and 246 communities ranging in population from 8,000 (Boone, Iowa) to 800,000 (Indianapolis, Ind.).

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# SECTION 1. EXECUTIVE SUMMARY

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The Center for Public Safety Management, LLC (CPSM) was commissioned to review the operations of the Lake Wales Police Department. While our analysis covered all aspects of the department's operations, particular areas of focus of this study included identifying appropriate staffing of the department given the workload, community demographics, and crime levels; the effectiveness of the organizational structure; and efficiency and effectiveness of section/unit processes.

CPSM analyzed the department workload using operations research methodology and compared that workload to staffing and deployment levels. We reviewed other performance indicators that enabled us to understand the implications of service demand on current staffing. Our study involved data collection, interviews with key operational and administrative personnel, focus groups with police officers, on-site observations of the job environment, data analysis, comparative analysis, and the development of alternatives and recommendations.

Based upon CPSM's detailed assessment of the Lake Wales Police Department, it is our conclusion that the department, overall, provides quality law enforcement services. The staff is professional and dedicated to the mission of the department. Through this report, we will strive to allow the reader to look inside the department to understand its strengths and its challenges. We sincerely hope that all parties utilize the information and recommendations contained herein in a constructive manner to make a fine law enforcement agency even better.

We have included a master list of unit-specific recommendations for consideration. We believe these recommendations will enhance organizational effectiveness. Some of these recommendations may involve the creation of new job classifications. Others involve the reassignment/repurposing of job duties to other sections and units. Software is also recommended to enhance operational efficiency. It is important to note that in this report we will examine specific sections and units of the department and provide recommendations when appropriate.

Should the City of Lake Wales and the Lake Wales Police Department choose to implement any or all recommendations, it must be recognized that the overall implementation process will be a long-term endeavor. The recommendations are intended to form the basis of lasting improvement for the department.

We would like to emphasize that the length of this list of recommendations is a common phenomenon in our operational assessments of agencies around the country and should in no way be interpreted as an indictment of what we consider to be a fine department. Our work, by design, focuses on potential areas for improvement. Had we listed areas in which the department excels, that list would dwarf the number of recommendations.

CPSM staff would like to thank City Manager James Slaton, Chief Chris Velasquez, Deputy Chief David Black, and the entire staff of the Lake Wales Police Department for their gracious cooperation and assistance during this project.

## KEY RECOMMENDATIONS

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### **Staffing**

1. CPSM recommends that the department create a diversity plan for future recruitment efforts. (See p. 9.)
2. CPSM recommends the city conduct a salary comparison to determine if the pay of Lake Wales Police Department is sufficiently competitive to attract qualified applicants. According to the figures provided by Lake Wales Police Department, the department has the second-lowest starting pay in the area. Efforts should be made to increase starting salaries and as well to review pay steps and comparison of pay with other police departments for supervisory positions. (See p. 11.)
3. CPSM recommends adding to the department website a video presentation by the Chief of Police as well as videos of police officers providing positive testimonies about working at the department and interacting with the community. These videos will create an inviting and engaging environment and will showcase the positive benefits of working at the Lake Wales Police Department, which will enhance recruitment efforts. (See p. 12.)

### **Community Liaison Officer**

4. When the crime analysis position is filled, the Community Liaison Officer should initiate neighborhood watch programs to deliver crime prevention programs and to communicate what types of crimes are occurring in the community. (See p. 14.)
5. The Community Liaison Officer could create a calendar of department events planned for the year and post it on the website. (See p. 14.)
6. The Community Liaison Officer could help maintain the department social media by being present at events and ensuring the efforts of the department are being communicated to the community via social media. (See p. 14.)
7. The Community Liaison Officer could produce a short video for the department's website informing the community of the department's proactive efforts for community engagement and collaboration. (See p. 14.)
8. CPSM recommends that the Community Liaison Officer collect all statistics on their workload and showcase these statistics on the website and in the annual report. (See p. 14.)

### **Workload /Demand**

9. Create a CFS working group to explore the potential of eliminating workload demands and non-emergency CFS from patrol workload. (See pp. 26-33.)
10. Explore web-based reporting and deferred service responses. (See p. 34.)

### **Schedule and Staffing**

11. Staff each primary patrol shift at 2019 levels with one sergeant and five police officers. (See pp. 35-38.)
12. Deploy additional officers to the power shifts staffed with specialized personnel working flexible hours. (See p. 35-38.)

### **Patrol Supervision**

13. Discontinue the Officer-in-Charge model of patrol supervision and require personnel in the rank of Sergeant or above to supervise patrol operations at all times. (See pp. 40-41.)

## **K9**

14. Eliminate two K9 positions; deploy those officers to patrol shifts. (See p. 45.)
15. Redeploy the two remaining K9 officers to the new power shift with a flexible shift schedule. (See p. 45.)

## **Criminal Investigations**

16. The position of Lieutenant of Investigation is now a vacant position. CPSM recommends filling the position as it has significant responsibilities of overseeing the Criminal Investigations Unit, Crime Analysis, Crime Suppression Unit, Traffic Officers, Property and Evidence Unit, and Crime Scene Unit. (See p. 47.)
17. CPSM recommends that the Criminal Investigations Division create a reporting system that captures all workload, not just cases, but the full complement of other duties that personnel must perform. (See p. 49.)
18. CPSM recommends adding an additional detective to be trained in digital forensics investigations; this person could also develop intelligence and assist other detectives when needed. (See p. 52.)
19. CPSM recommends having a section in the annual report displaying the workload and case successes of the Criminal Investigations Division. (See p. 52.)
20. The department should consider conducting a deeper analysis of each investigator's performance over time by capturing the clearance rates of each investigator by crime category. This would provide insight into the detective's performance over time, by crime type, and would also benchmark the unit's success. (See pp. 52-53.)
21. CPSM supports the recommendation of acquiring tablets in lieu of desk computers if greater efficiency in the field is derived from tablets. This recommendation should be reviewed by the city's IT staff to ensure functionality with the future RMS system. (See p. 55.)
22. Currently, the department pays each detective \$30 a month towards their personal cell phones to be utilized for department phone calls. CPSM recommends the department purchase department cell phones for the detectives instead of providing a stipend for using their personal cell phones. This would offer greater integrity for department business. (See p. 55.)

## **Crime Analysis**

23. CPSM recommends the Lake Wales Police Department fill the vacant, budgeted crime analysis position with a civilian Crime Analyst to fulfill the duties and responsibilities proactively. The civilian crime analyst will have to receive training to be competent and serve the growing commercial and residential growth of the city of Lake Wales. (See p. 56.)

## **Crime Scene**

24. CPSM recommends that the Crime Scene Technician capture workload information on all crime scene calls for service and duties to determine if a full-time crime scene technician is warranted. (See pp. 57-58.)

## **Crime Suppression Unit**

25. Assign the Traffic and Property and Evidence units to other supervisors in the LWPD and require the CSU to receive direct supervision. (See pp. 58-59.)
26. When the CSU Sergeant is unavailable for duty for any reason, officers assigned to CSU must be assigned to uniformed duty. (See pp. 58-59.)

27. Staff the Crime Suppression Unit with one Sergeant and three police officers. (See p. 59.)

### **Traffic Unit**

28. Staff the power shifts with one officer each assigned as a traffic officer. (See pp. 59-61.)
29. Require that the officers develop and implement a strategic plan to improve traffic safety utilizing education, engineering, and enforcement. (See pp. 59-61.)
30. Ensure that all officers on patrol have an active role in the traffic safety plan. (See pp. 59-61.)

### **Property and Evidence**

31. Add to General Order 9.19, Evidence Collection and Submission, the following International Association of Property and Evidence (IAPE) standards: 15.1 Inventories, 15.2 Audits and Inventories, 8.7 Security Alarms, 9.4 Drug Storage, 10.4 Money Storage, and 11.4 Firearms Storage. Implement these standards into daily practices and procedures. (See pp. 65-67.)
32. Ensure temperature sensors are put in the refrigerators. (See pp. 67-68.)
33. Ensure that any individuals entering the property and evidence room are escorted by the Property and Evidence Custodian and sign the entry log. (See p. 68.)
34. Consider having a meeting with the State Attorney's Office to discuss the need for timely destruction orders as the property and evidence room has limited capacity for more items. (See p. 68.)
35. The most important recommendation for property and evidence accountability and integrity is to hire a full-time Property and Evidence Custodian. (See p. 68.)

### **Accreditation**

36. Continue to strive to reach the goal of Commission for Florida Law Enforcement Accreditation. (See p. 74.)

### **School Resource Officers**

37. The SROs perform numerous other activities in addition to arrests. Information on these other activities is not being captured at present. CPSM recommends capturing information on the other activities the SROs perform such as attending school activities both during school and after school, meetings with faculty or parents, and special events in addition to the provided incidents, arrests, and reports. This will assist in determining the future needs of additional SROs based upon the growth of the city and the schools. (See pp. 75-76.)
38. CPSM recommends that due to the workload of the Sergeant who is already responsible for accreditation and policy development, the SRO program be moved to patrol operations and the SROs report to the day shift sergeants. This would promote a closer working relationship and the sharing of intelligence. Additionally, patrol and the SROs could train together for different types of incidents including active shooter drills. (See p. 76.)

### **Training**

39. Training costs have increased, and new training courses are being placed on the market to improve officers' performances. CPSM recommends that the Chief continue to increase the training budget due to increasing training costs and the growth of the department. (See p. 77.)
40. To enhance recruitment strategies for minorities and women, CPSM recommends the department consider sponsoring qualified individuals to attend the police academy. This could enhance the number of minorities and women in the department. (See pp. 77-78.)

### **Body-Worn Cameras**

41. Deploy BWCs on all operational personnel in the LWPd. (See p. 80.)

### **Promotional Process**

42. Consider using outside (non-LWPd) law enforcement officers to assist with the promotional process. (See pp. 80-82.)
43. Consider the use of an independent vendor to develop and administer elements of the promotional processes. (See pp. 80-82.)

### **Records**

44. Discontinue the acceptance of cash at the public window as a payment option for services. However, if the decision is made to continue to accept cash, a comprehensive and periodic audit should be conducted. (See pp. 82-83.)
45. Records personnel receive very little if any training. CPSM recommends that the LWPd conduct a training needs assessment for this position(s) and provide the appropriate training for personnel. (See pp. 82-83.)
46. Records personnel commit a substantial amount of time transcribing interviews/interrogations from audio to text. Consideration should be given to identify either a professional transcription service or software application that transcribes audio to text automatically. (See pp. 82-83.)

### **Strategic Planning**

47. Develop and follow a three- to five-year strategic plan, the ultimate goals of which are to reduce crime and enhance the quality of life in Lake Wales. (See pp. 85-86.)

§ § §

# SECTION 2. METHODOLOGY

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## Data Analysis

CPSM used numerous sources of data to support our conclusions and recommendations for the Lake Wales Police Department. Information was obtained from the FBI Uniform Crime Reporting (UCR) Program, Part I offenses, along with numerous sources of internal information. UCR Part I crimes are defined as murder, rape, robbery, aggravated assault, burglary, larceny-theft, and larceny of a motor vehicle. Internal sources included data from the computer-aided dispatch (CAD) system for information on calls for service (CFS). Due to the anomalies cause by the 2020 pandemic, CPSM used 2019 crime and CAD data for the analysis.

## Document Review

CPSM consultants were furnished with numerous reports and summary documents by the Lake Wales Police Department. Information on strategic plans, personnel staffing and deployment, monthly and annual reports, operations manuals, intelligence bulletins, evaluations, training records, and performance statistics were reviewed by project team staff. Follow-up phone calls were used to clarify information as needed.

## Interviews/Focus Groups

This study relied extensively on intensive interviews with personnel. On-site and in-person interviews were conducted with all bureau/section commanders regarding their operations. Focus groups were held with police officers. Interviews were held with the mayor and council members.

## Operational/Administrative Observations

Over the course of the evaluation period, numerous observations were conducted. These included observations of general patrol; investigations; support services such as records, property and evidence; and administrative functions. CPSM representatives engaged all facets of department operations from a "participant observation" perspective.

## Staffing Analysis

In virtually all CPSM studies, we are asked to identify appropriate staffing levels. That is the case in this study as well. In the following subsections, we will extensively discuss workload, operational and safety conditions, and other factors to be considered in establishing appropriate staffing levels. Staffing recommendations are based upon our comprehensive evaluation of all relevant factors.

§ § §

# SECTION 3. COMMUNITY AND DEPARTMENT OVERVIEW

## COMMUNITY DEMOGRAPHICS

Lake Wales is a city located in Polk County, Florida; it is situated in central Florida, west of Kissimmee and east of Tampa. The City of Lake Wales was established in 1911, and the police department was established in 1917. The City of Lake Wales has a geographical area of 18.69 square miles. The city has a commission/manager form of government. The Chief of Police is a direct report to the city manager. The following table shows the demographics for the city of Lake Wales and the State of Florida.

**TABLE 3-1: Demographics Comparison between Lake Wales and the State of Florida**

Demographics Category	Lake Wales	Florida
Land Area in Square Miles, 2010	18.69	53,624.76
Persons per Square Mile, 2010	761.0	350.6
2019 Population	16,759	21,477,737
2010 Population	14,154	18,804,564
Percent Change from 2010 to 2019	18.4%	14.2%
Persons under 5 years, percent, 2010	6.2%	5.3%
Persons under 18 years, percent, 2010	23.6%	19.7%
Persons 65 years and over, percent, 2010	22.9%	20.9%
Female persons, percent, 2010	54.9%	51.1%
White alone, not Hispanic or Latino, percent, 2010	53.3%	53.2%
Black or African American, percent, 2010	26.0%	16.9%
American Indian and Alaska Native, percent, 2010	0.1%	0.5%
Asian, percent, 2010	0.3%	3.0%
Native Hawaiian/Other Pacific Islander, percent, 2010	0.1%	0.1%
Hispanic/Latino, percent, 2010	18.8%	26.4%
Two or More Races, percent, 2010	3.4%	2.2%
Foreign born persons, percent, 2015–2019	8.1%	20.7%
Language Other than English Spoken at Home, Age 5+, 2015–2019	17.8%	29.4%
High School Graduate, age 25+, 2015–2019	81.5%	88.2%
Bachelor's Degree or Higher, Age 25+, 2015–2019	21.4%	29.9%
Veterans, 2015–2019	1,591	1,440,338
Mean Travel Time to Work in Minutes, Workers Age 16+, 2015–2019	24.5	27.8
Households, 2015–2019	5,917	7,736,311
Persons per Household, 2015–2019	2.64	2.65
Homeownership Rate, 2015–2019	53.8%	65.4%

Demographics Category	Lake Wales	Florida
Median Value of Owner-Occupied Housing Units, 2015–2019	\$167,400	\$215,300
Median Gross Rent, 2015–2019	\$821	\$1,175
Civilian Labor Force, Percent of Population Age 16 years+, 2015–2019	55.6%	58.5%
Median Household Income, 2015–2019	\$44,186	\$55,660
Persons in Poverty	18.1%	12.7%

**Note:** \*Retrieved from <https://www.census.gov/quickfacts/fact/table/lakewalescityflorida/INC110219>

## DEPARTMENT OVERVIEW

The mission statement of the department is: *The mission of the Lake Wales Police Department is to prevent crime, enforce the law, and provide the highest quality service to our community. Working together, we will build partnerships for a safer community, and improve the quality of life for those we serve.*

### Department's Financial Sustainability

Over the years the department has secured a budget to accomplish its current mission and services. The following table shows the annual budget for the Lake Wales Police Department for fiscal years 2017/2018, 2018/2019, 2019/2020, 2020/2021, and 2021/2022. The budget figures include personnel costs, operating budget, and capital outlay. Fiscal years 2017/2018, 2018/2019, and 2019/2020 are based on actual costs. Fiscal year 2020/2021 is based on budgeted costs, and fiscal year 2021/2022 is based on adopted costs.

**TABLE 3-2: Lake Wales Police Department Budget, 2017 - 2022**

2017-2018	2018-2019	2019-2020	*2020-2021	2021-2022
\$4,685,441.00	\$5,647,587.00	5,072,098.00	\$4,884,221.00	\$5,523,678

**Note:** \*Funding impacted by the anomalies of COVID/Vacancies.

### Sick Time Usage/Worker's Compensation

The following table lists sick time costs for 2019, 2020, and for 2021 as of April. The sick time costs are presented in three categories: sworn, civilian, and total. Table 3-4 lists worker's compensation claims and costs for all employees for the period of 2018 through April 2021. The fluctuations in these costs from year to year is a subject that is beyond the scope of this study.

**TABLE 3-3: Sick Time Costs, 2019 through April 2021**

Classification	2019	2020	Jan.–April 2021
Sworn	\$114,045.23	\$75,958.70	\$21,411.20
Civilian	\$4,074.05	\$2,594.24	\$3,409.05
Total	\$118,119.28	\$78,552.94	\$24,820.25

**TABLE 3-4: Worker's Compensation Claims Costs, 2018 through April 2021**

Year	Number of Claims	Cost of Claims
2018	1	\$3,503.68
2019	5	\$153,027.66
2020	7	\$3,306.01
Jan.–April 2021	3	\$680.61

## Department Staffing and Demographics

The following table presents the title, assignment, race, and gender for the sworn and civilian members of the Lake Wales Police Department.

When we compare the demographics of the City of Lake Wales to the Lake Wales Police Department, it can be seen that the police department is trying to reflect the diversity of the community in sworn positions. For example, the community is 53.3 percent White while the White male sworn positions represent 56.25 percent and White female sworn positions represent 12.5 percent of all sworn positions, for a total of 68.75 percent. African American/Black male sworn officers represent 10.4 percent of the department. The department has no African American/Black sworn female officers. The African American/Black population represents 26 percent of the community. Hispanic/Latino male sworn officers represent 14.58 percent of the department and Hispanic/Latino female sworn officers represent 4 percent of the department, for a total of 18.58 percent. The community population for Hispanic/Latino is 18.8 percent. The department has one sworn Native American male that represents 2 percent of the department population as compared to 0.3 percent of the community population.

The department needs to focus recruitment efforts on African American male and female sworn candidates, which would enable the department to better reflect the community's demographics. Additionally, five of the department's six civilian positions are occupied by Whites with one Hispanic/Latino male civilian. CPSM recommends that the department create a diversity plan for future recruitment.

**TABLE 3-5: Profile of Department's Sworn and Civilian Staff**

Title	Assignment	Race	Gender
Chief of Police	Command Staff	W	M
Deputy Chief	Command Staff	W	M
Lieutenant	Command Staff	W	M
Lieutenant	Command Staff	B	M
Sergeant	Patrol	W	M
Sergeant	Patrol	W	M
Sergeant / Accreditation Specialist	Accreditation	W	F
Sergeant	Training and Body-Worn Cameras	B	M
Sergeant	Investigations	W	M
Sergeant	Patrol	W	F
Sergeant	Crime Suppression Unit	W	M
Detective	Investigations	H	M

<b>Title</b>	<b>Assignment</b>	<b>Race</b>	<b>Gender</b>
Detective	Investigations	Native American	M
Police Officer II	Patrol	W	F
Police Officer II	Patrol	H	M
Police Officer II	Patrol	H	M
Police Officer II	Crime Suppression Unit	H	M
Police Officer II	SRO	W	M
Police Officer II	Patrol	W	M
Police Officer II	Investigations	W	M
Police Officer II	SRO	W	M
Police Officer II	Patrol	H	M
Police Officer II	Community Liaison Officer	B	M
Police Officer II	Patrol	W	F
Police Officer II	Patrol	W	M
Police Officer II	K9	W	M
Police Officer II	Investigations	W	M
Police Officer II	Patrol	W	M
Police Officer II	K9	W	M
Police Officer II	Traffic	W	M
Police Officer II	K9	H	M
Police Officer II	Crime Suppression Unit	W	M
Police Officer II	Patrol	W	M
Police Officer II	K9	W	M
Police Officer II	SRO	H	F
Police Officer I	Patrol	B	M
Police Officer I	Patrol	W	M
Police Officer I	Patrol	H	M
Police Officer I	Patrol	W	M
Police Officer I	Patrol	W	M
Police Officer I	Patrol	W	M
Police Officer I	Patrol	W	M
Police Officer I	Patrol	W	M
Police Officer I	Patrol	W	F
Police Officer I	Patrol	W	M
Recruit	Attending Police Academy	H	F
Recruit	Attending Police Academy	B	M
Recruit	Attending Police Academy	W	F
Part-Time Officer	Reserve Officer	W	M
Part-Time Officer	Reserve Officer	W	M
Part-Time Officer	Reserve Officer	W	M
Executive Assistant	Civilian	W	F
Custodian	Civilian	H	M

Title	Assignment	Race	Gender
Records Clerk	Civilian	W	F
Records Clerk	Civilian	W	F
Property/Evidence Technician	Civilian	W	F
Staff Assistant	Civilian	W	F

## Recruitment

*"Recruiting and retaining talent is only going to get more difficult. Targeting, recruiting, hiring, and retaining sworn law enforcement officers who possess skill sets geared toward your specific agency and community demographics is paramount for providing effective service delivery and ensuring the well-being of law enforcement agencies" ('Recruiting, Selecting, and Retaining Law Enforcement Officers,' National Police Foundation.)*

Police agencies are competing with one another for talent acquisition, particularly for candidates who will create a diverse department reflective of the community being served. Police departments need to be able to project clear messaging to potential candidates about their mission, vision, values, and organizational culture. Furthermore, departments are competing to attract qualified applicants who can enrich the performance and integrity of the department. Some departments are offering signing bonuses, additional pay for college degrees, and step increases upon hiring for candidates who have prior experience in policing. Having competitive pay reflective of the surrounding geographical area is paramount for attracting qualified candidates.

## Salary Comparison

CPSM requested the Lake Wales Police Department determine the starting salaries for sworn officers from the surrounding geographical area. The following table lists a number of local departments and their salaries for an officer after completing academy training. Lake Wales currently has the second lowest starting salary for sworn officers in the surrounding geographical area. CPSM recommends the city conduct a salary comparison to determine if the pay of Lake Wales Police Department is sufficiently competitive to attract qualified applicants. Efforts should be made to increase starting salaries; the department should also review pay steps and comparison of pay with other police departments for supervisory positions.

**TABLE 3-6: Comparison of Police Department Starting Salaries (2021)**

Department	Starting Salaries for Sworn Officers After Academy Training
Lakeland Police Department	\$53,727.00
Polk County Sheriff's Office	\$48,733.36
Auburndale Police Department	\$46,866.00
Winter Haven Police Department	\$45,552.00
Bartow Police Department	\$44,778.24
Haines City Police Department	\$40,620.67
Florida Polytechnic Univ. Police Department	\$40,560.00
Lake Wales Police Department	\$40,287.07
Lake Hamilton Police Department	\$39,520.00

**Note:** Figures provided by LWPDP.

## Branding as a Recruitment Strategy

Branding is a practice that public and private organizations use to project their core mission, vision, and values to the public. Organizations can commit millions of dollars to create an effective brand that promotes sales and consumer buy-in. For law enforcement, branding has been somewhat limited to basic websites, some social media, annual reports, and strategic plans that state the mission, vision, and values of the agency. When a law enforcement agency simply posts its mission, vision, and values to a static website or document, it is very difficult to project an accurate view of the agency in a meaningful, embracing, and emotionally impacting way to the public. Undoubtedly, a weak branding effort can also weaken recruitment and retention efforts.

By default, in our present climate the media is setting the narrative about the law enforcement brand. Progressive law enforcement agencies should view this challenge as an opportunity to project the agency in a positive light so as to create greater community engagement and support, increase net recruiting results, and create a sense of value to improve retention rates. Police 1 supports the concept that "To create greater community engagement, increase retention and improve recruitment, every police agency should develop and capitalize on their own brand" (September 7, 2017, see <https://www.police1.com/chiefs-sheriffs/articles/why-your-police-department-needs-a-brand-siy1LBFGy8tUKUJ6/>).

Police departments are competing to hire the best of the best to serve as police officers. Some departments are offering signing bonuses, highly competitive benefits, take-home cars, state-of-the-art equipment, paid internships, college reimbursements, and a culture that attracts officers and increases retention rates. Recently, CPSM conducted an operational assessment of a police department in Florida. During our site visit, two lieutenants reached a milestone of 20 years of service in the department and each received a bonus of \$10,000 for their service to the city. This example serves as a reminder that police departments are clearly in a highly competitive environment for the recruitment and retention of talent.

To help us assess the police department's branding and recruitment efforts, CPSM reviewed the Lake Wales Police Department's website. The website presents the mission statement, brief history of the department, and statement of values. The Chief of Police has his name, photograph, and contact information on the website, as well as information about the department and divisions. While the website provides useful information, the presentation format is static. The website would have greater impact if the Chief of Police were to be featured in a video to introduce himself and the department. To make the website even stronger, CPSM recommends adding a video presentation by the Chief of Police as well as videos of police officers providing positive testimonies about working at the department and interacting with the community. These videos will create an inviting and engaging environment and will showcase the positive benefits of working at the Lake Wales Police Department.

Our review of the Lake Wales Police Department's Facebook page indicates the department does post some crime prevention information. Additionally, there is a photograph of the Chief and Deputy Chief serving a meal to the Highlanders JV football team. Social media is an excellent tool for community engagement and recruitment because it can reach large audiences. A recruitment video available through social media such as Facebook could be helpful for recruitment efforts. Furthermore, social media could be more actively utilized by the department for community engagement; this will be discussed on the Community Liaison Officer, which follows in this section.

The Lake Wales Police Department has relied on its instructors to recruit from the Polk State College police academy, along with job fairs, the website, and employees to recruit police officers. The department has a well-written General Order 3.02 for recruitment that describes

administrative procedures, affirmative action, recruiting timetable, equal employment opportunity, job announcements, application process, and recruitment bonus program for employees. The department hires both laterally and through the local police academy. Recruitment strategies are discussed at the morning daily meetings with supervisors. The department reports hiring thirteen police officers within the last ninety days.

### Potential Retirements

While the department does not have a written succession plan, the Chief was able to provide a projection of potential retirements within the next few years. These numbers include some sworn positions that are in the five-year drop program. Individuals in the drop program must retire at the end of the fifth year. The following table shows the projections by the Chief.

**TABLE 3-7: Potential Projection of Department Retirements**

Position	Potential Length of Time Until Retirement
Chief	5 years
Deputy Chief	2 to 3 years
Lieutenant	5 years
Lieutenant	8 years
Sergeant	3 to 8 years
Sergeant	4 to 9 years
Sergeant	Less than 5 years
Sergeant	4 years
Sergeant	Less than 5 years
Officer	Less than 5 years
Officer	Less than 5 years
Officer	Less than 1 year
Officer	Less than 5 years
Civilian	2 to 5 years

It is important for the Lake Wales Police Department to continue to focus on recruitment strategies and potential projections of retirements to ensure that the department is fully staffed to serve the community.

### Staffing Recommendations:

- CPSM recommends that the department create a diversity plan for future recruitment efforts. (Recommendation No. 1.)
- CPSM recommends the city conduct a salary comparison to determine if the pay of Lake Wales Police Department is sufficiently competitive to attract qualified applicants. According to the figures provided by Lake Wales Police Department, the department has the second-lowest starting pay in the area. Efforts should be made to increase starting salaries and as well to review pay steps and comparison of pay with other police departments for supervisory positions. (Recommendation No. 2.)
- CPSM recommends adding to the department website a video presentation by the Chief of Police as well as videos of police officers providing positive testimonies about working at the department and interacting with the community. These videos will create an inviting and

engaging environment and will showcase the positive benefits of working at the Lake Wales Police Department, which will enhance recruitment efforts. (Recommendation No. 3.)

## Community Liaison Officer

The Community Liaison Officer reports directly to the Deputy Chief. This is a new position that was implemented on September 14, 2020. The officer assigned to this position is an experienced officer with thirteen years with the Lake Wales Police Department; five of those years were spent as an SRO. The officer also has an additional ten years of experience with two other law enforcement agencies.

This is an extremely important position for community relations and collaboration. This position was implemented during a tough stretch of the COVID-19 pandemic but has accomplished several successful collaborations to date. For example, the officer serves on the Community Redevelopment Association Committee that works in collaboration with the city. This committee focuses on beautification of property and community engagement. The Community Liaison Officer in conjunction with other department members has assisted the community in lawn care and roof repairs for senior citizens. The officer teaches community service in the mini-academy, networks with businesses for resources such as bookbags, and holds a community bike ride once a month (patrol officers follow along in patrol cars for increased safety).

The department submitted to CPSM a list of community engagement events held from 2019 to 2021. Most of these events reflected risk assessments and lock-down training at numerous schools. The Lake Wales Police Department is to be commended for conducting these events. CPSM inquired if there were specific statistics for events initiated and conducted by the Community Liaison Officer. Currently, there are no statistics kept for this position.

While all officers have the responsibility for engagement and collaboration with the community, the Community Liaison Officer should play a high-visibility role in the community. If the crime analysis position is approved, the Community Liaison Officer should initiate Neighborhood Watch programs to deliver crime prevention programs and to communicate what types of crimes are occurring in the community. The Community Liaison Officer could create a calendar of department events planned for the year and post it on the website. The officer could also help maintain the department's social media by being present at events and ensuring the efforts of the department are being communicated to the community via social media. As well, the officer could produce a short video for the department's website informing the community of the department's proactive efforts for community engagement and collaboration. CPSM recommends that the officer collect all statistics on their workload and showcase these statistics on the website and in the annual report.

## Community Liaison Officer Recommendations:

- If the crime analysis position is approved, the Community Liaison Officer should initiate neighborhood watch programs to deliver crime prevention program and to communicate what types of crimes are occurring in the community. (Recommendation No. 4.)
- The Community Liaison Officer could create a calendar of department events planned for the year and post it on the website. (Recommendation No. 5.)
- The Community Liaison Officer could help maintain the department social media by being present at events and ensuring the efforts of the department are being communicated to the community via social media. (Recommendation No. 6.)

- The Community Liaison Officer could produce a short video for the department's website informing the community of the department's proactive efforts for community engagement and collaboration. (Recommendation No. 7.)
- CPSM recommends that the Community Liaison Officer collects all statistics of their workload and showcase these statistics on the website and in the annual report. (Recommendation No. 8.)

## UNIFORM CRIME REPORT/CRIME TRENDS

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While communities differ from one another in population, demographics, geographical landscape, and social-economic distinctions, comparisons to other jurisdictions can be helpful in illustrating how crime rates in Lake Wales measure against those of other local Florida agencies as well as the State of Florida and the nation overall.

The FBI's Uniform Crime Reporting (UCR) Program assembles data on crime from police departments across the United States; the reports are utilized to measure the extent, fluctuation, and distribution of crime. For reporting purposes, criminal offenses are divided into two categories: Part 1 offenses and Part 2 offenses. In Part 1 offenses, representing the most serious crimes, the UCR indexes incidents in two categories: violent crimes and property crimes. Violent crimes include murder, rape, robbery, and aggravated assault. Property crimes include burglary, larceny, and motor vehicle theft. Crime rates are expressed (indexed) as the number of incidents per 100,000 population to allow for comparison.

Data acquired by CPSM from the FBI for use in this report reflects the most currently available information (2019). As indicated in the following table, in 2019, the Lake Wales Police Department reported a UCR Part I violent crime rate of 325 per 100,000 population and a property crime rate of 2,118 per 100,000 population. In comparing Lake Wales to the other cities of similar size, one can see that both the violent crime rate and the property crime rate are in the mid-range as compared to the other jurisdictions listed.

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**TABLE 3-8: Reported Crime Rates in 2019, by Jurisdiction, per 100,000**

Municipality	State	Population	Crime Rates		
			Violent	Property	Total
Auburndale	Florida	16,679	330	4,287	4,617
Bartow	Florida	20,296	379	3,020	3,400
Desoto	Florida	29,278	355	1,749	2,104
Eustis	Florida	21,432	247	2,501	2,748
Groveland	Florida	15,667	166	1,500	1,666
Haines City	Florida	25,746	179	1,915	2,094
Hardee	Florida	19,202	245	1,406	1,651
Lady Lake	Florida	15,835	101	1,775	1,876
Leesburg	Florida	23,527	735	5,075	5,810
Maitland	Florida	18,222	154	1,860	2,014
Minneola	Florida	12,506	120	864	984
Mount Dora	Florida	14,491	442	3,920	4,361
New Port Richey	Florida	16,703	796	3,023	3,820
Palmetto	Florida	13,855	563	2,548	3,111
Sebring	Florida	11,008	518	4,370	4,887
Tavares	Florida	17,962	262	1,520	1,782
Temple Terrace	Florida	26,725	266	2,114	2,380
Winter Park	Florida	31,494	222	2,410	2,632
Zephyrhills	Florida	15,836	309	3,801	4,111
<b>Lake Wales</b>	<b>Florida</b>	<b>16,901</b>	<b>325</b>	<b>2,118</b>	<b>2,444</b>
<b>Florida</b>		<b>21,477,737</b>	<b>378</b>	<b>2,146</b>	<b>2,524</b>
<b>National</b>		<b>328,239,523</b>	<b>379</b>	<b>2,010</b>	<b>2,489</b>

**Source:** FBI Uniform Crime Report. Indexed per 100,000 population.

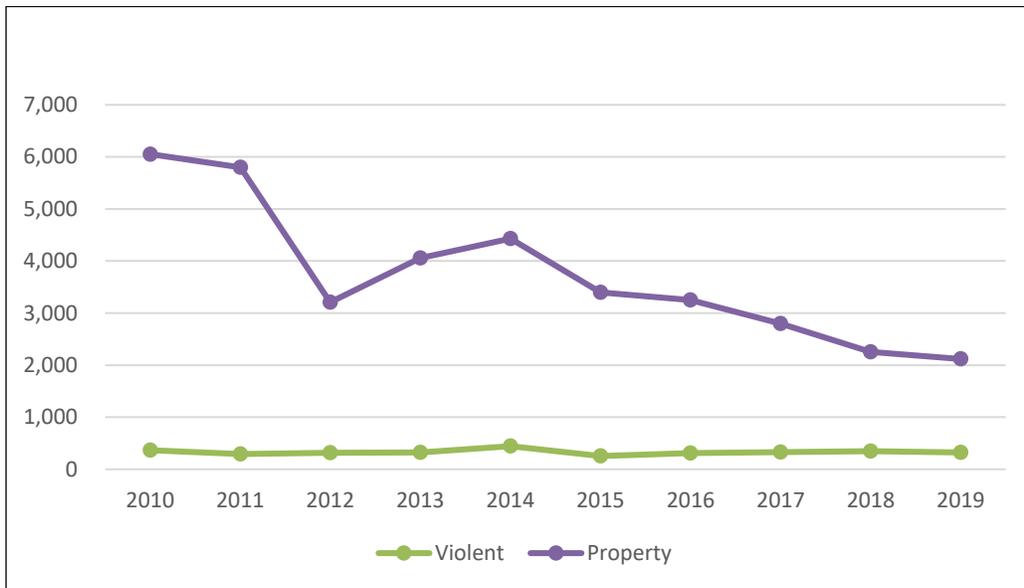
During the 10-year period of 2010 through 2019 the violent crime rate in Lake Wales fluctuated in a limited range. The property crime rate saw a spike in 2013 and 2014, but has since declined by more than 50 percent through 2019. In comparison with the State of Florida, Lake Wales had a lower violent crime rate during the 10-year period, but with the exception of 2012, 2018, and 2019, Lake Wales had a higher property crime rate as compared to the state overall.

The reasons for the fluctuation in crime rates are beyond the scope of this study, but it should be noted that the overall crime rate (per 100,000) in 2019 was reduced by 69.94 percent as compared to the overall crime rate in 2010. The Lake Wales Police Department is to be commended for this outstanding reduction in crime rates.

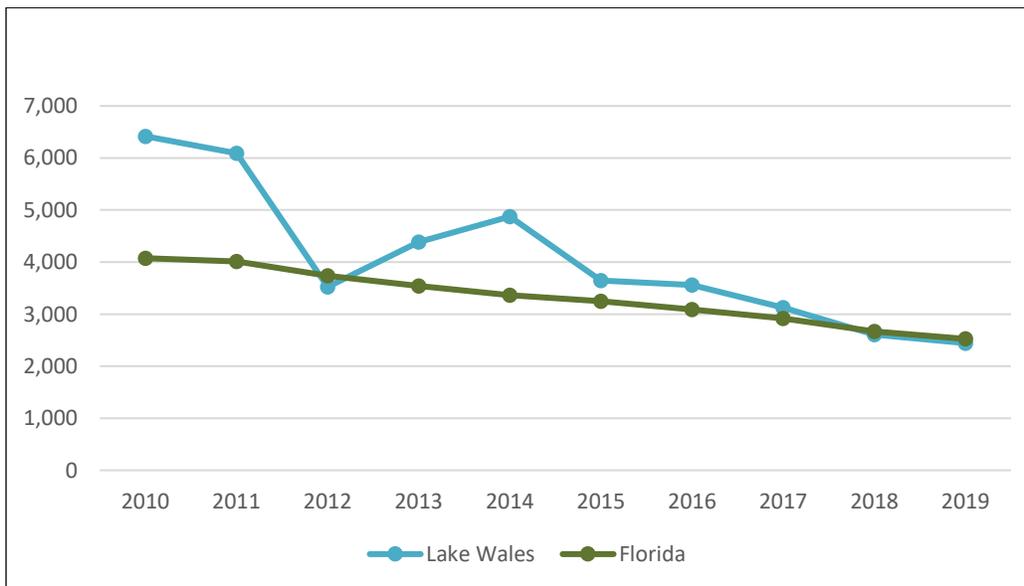
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The following figure displays the trends for both the violent and property crime rates in Lake Wales for 2010 through 2019. The subsequent figure compares the trend in overall crime rate for Lake Wales and the State of Florida.

**FIGURE 3-1: Reported Lake Wales Violent and Property Crime Rates by Year**



**FIGURE 3-2: Trend in Lake Wales and State Overall Crime Rates, by Year**



**TABLE 3-9: Reported Lake Wales, Florida, and National Crime Rates by Year, 2010–2019**

Year	Lake Wales				Florida				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2010	14,225	366	6,053	6,418	18,910,325	540	3,536	4,075	314,170,775	393	2,833	3,225
2011	14,419	291	5,798	6,089	19,173,658	513	3,500	4,012	317,186,963	376	2,800	3,176
2012	14,595	315	3,207	3,522	19,434,305	484	3,252	3,736	319,697,368	377	2,758	3,135
2013	14,854	323	4,060	4,383	19,672,665	467	3,077	3,544	321,947,240	362	2,627	2,989
2014	15,092	444	4,433	4,877	20,007,473	456	2,909	3,365	324,699,246	357	2,464	2,821
2015	15,377	254	3,395	3,648	20,388,277	459	2,791	3,249	327,455,769	368	2,376	2,744
2016	15,819	310	3,249	3,559	20,750,677	427	2,663	3,089	329,308,297	383	2,353	2,736
2017	16,150	328	2,799	3,127	20,984,400	408	2,512	2,920	325,719,178	383	2,362	2,745
2018	16,349	349	2,257	2,606	21,299,325	385	2,282	2,667	327,167,434	369	2,200	2,568
2019	16,901	325	2,118	2,443	21,477,737	378	2,146	2,524	328,239,523	379	2,010	2,489

The following table shows crime clearance rates as reported by the Lake Wales Police Department to the State of Florida and ultimately the FBI. In this table, we identify the *actual number* of Part 1 offenses committed, the number reported as cleared, and the percentage calculation of “cleared” cases. Lake Wales rates are compared against the State of Florida and the nation as a whole. Generally, in order for a case to be “cleared,” an offender must be arrested, charges filed by the prosecuting authority, AND the offender delivered to the court for prosecution.

**TABLE 3-10: Reported Lake Wales, Florida, and National Crime Clearance Rates**

Crime	Lake Wales			Florida			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	NA	NA	NA	1,208	822	68%	14,325	8,796	61%
Rape	1	1	100%	8,443	3,581	42%	124,817	41,065	33%
Robbery	8	9	113%	16,199	6,153	38%	239,643	73,091	31%
Aggravated Assault	46	39	85%	55,333	31,294	57%	726,778	380,105	52%
Burglary	54	16	30%	63,149	12,869	20%	981,264	138,358	14%
Larceny	275	91	33%	357,835	75,185	21%	4,533,178	834,105	18%
Vehicle Theft	29	10	34%	38,982	9,254	24%	655,778	90,497	14%

**Note:** \*Clearances were calculated from crimes and clearance rates, as these numbers are not directly available from the FBI.

## SECTION 4. PATROL OPERATIONS ANALYSIS

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When examining options for the department's direction, the city and the department face the choices of a) continue to police the community as they do now, or b) take steps to restructure how to respond to demand, still promote order and safety, and redirect time for officers to engage in proactive patrol and community engagement. That is, the department must decide whether to sustain its comprehensive level of police service or take the steps necessary to manage public demand. Essentially, this is a political decision regarding the quantity of police services offered to the Lake Wales community. But quality doesn't need to suffer. The recommendations offered regarding operations, if implemented, will permit the LWPDP to continue its full-service model of policing yet run the agency more efficiently.

The analysis here explores these issues in the context of *workload demands* and the *supply of personnel resources to meet those demands*. There are opportunities to structure the patrol function in different ways that could result in a more efficient allocation of resources to meet demand and also improve the overall quality of life for the community and the officers working patrol. The following sections explore these issues.

### PATROL ALLOCATION AND DEPLOYMENT

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Uniformed patrol is considered the "backbone" of American policing. Bureau of Justice Statistics indicate that more than 95 percent of police departments in the U.S. in the same size category as the Lake Wales Police Department provide uniformed patrol. Officers assigned to this important function are the most visible members of the department and command the largest share of resources committed by the department. Proper allocation of these resources is critical in order to have officers available to respond to calls for service and provide law enforcement services to the public.

#### Allocation

Staffing decisions, particularly for patrol, must be based on actual workload. Once the actual workload is determined the amount of discretionary time is determined and then staffing decisions can be made consistent with the department's policing philosophy and the community's ability to fund it. The LWPDP is a full-service police department, and its philosophy is to address essentially all requests for service in a community policing style. With this in mind it is necessary to look at workload to understand the impact of this style of policing in the context of community demand.

To understand actual workload (the time required to complete certain activities) it is critical to review total reported events within the context of how the events originated, such as through directed patrol, administrative tasks, officer-initiated activities, and citizen-initiated activities. Analysis of this type allows for identification of activities that are really "calls" from those activities that are some other event.

Understanding the difference between the various types of police department events and the resulting staffing implications is critical to determining deployment needs. This portion of the study looks at the total deployed hours of the police department with a comparison to current time spent to provide services.

In general, a “Rule of 60” can be applied to evaluate patrol staffing. This rule has two parts. The first part states that 60 percent of the sworn officers in a department should be dedicated to the patrol function (patrol staffing) and the second part states that no more than 60 percent of their time should be committed to calls for service. This commitment of 60 percent of their time is referred to as the *Patrol Saturation Index*.

The Rule of 60 is not a hard-and-fast rule, but rather a starting point for discussion on patrol deployment. Resource allocation decisions must be made from a policy and/or managerial perspective through which costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time dedicated by police officers to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the saturation index was less than 60.

This Rule of 60 for patrol deployment does *not* mean the remaining 40 percent of time is downtime or break time. It reflects the extent that patrol officer time is saturated by calls for service. The time when police personnel are not responding to calls should be committed to management-directed operations. This is a more focused use of time and can include supervised allocation of patrol officer activities toward proactive enforcement, crime prevention, community policing, and citizen safety initiatives. It will also provide ready and available resources in the event of a large-scale emergency.

From an organizational standpoint, it is important to have uniformed patrol resources available at all times of the day to deal with issues such as proactive enforcement, community policing, and emergency response. Patrol is generally the most visible and available resource in policing, and the ability to harness this resource is critical for successful operations.

From an officer’s standpoint, once a certain level of CFS activity is reached, the officer’s focus shifts to a CFS-based reactionary mode. Once a threshold is reached, the patrol officer’s mindset begins to shift from one that looks for ways to deal with crime and quality-of-life conditions in the community to one that continually prepares for the next call. After saturation, officers cease proactive policing and engage in a reactionary style of policing. The outlook becomes “Why act proactively when my actions are only going to be interrupted by a call?” Any uncommitted time is spent waiting for the next call. Sixty percent of time spent responding to calls for service is believed to be the saturation threshold.

### **Rule of 60 – Part 1**

According to the department personnel data as of October 7, 2021, patrol was staffed by 20 sworn police officers<sup>1</sup> (4 sergeants, and 16 police officers). These 20 of the 38 sworn officers represent 52.6 percent of the sworn officers in the LWPD. Accordingly, there are too few officers assigned to patrol, as compared to the overall allocation of sworn officers in the department. In order to bring the personnel allocation into balance there should be an addition of officers to patrol, and/or a reduction of personnel elsewhere in the department.

This part of the “rule” is not hard-and-fast. Taken on its face, however, this part of the “rule” must be considered when examining the operational elements of the department when staffing recommendations are taken into consideration.

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1. Budgeted headcount for the LWPD is 48 sworn officers. At the time of the site visit (October 7th and 8th 2021) there were 10 officers in various stages of their on-boarding process. Seven were in the FTO program with completion anticipated by the end of October, and three more in the Police Academy. Once these officers complete training the LWPD will be fully staffed at its budgeted level.

## Rule of 60 – Part 2

The second part of the “Rule of 60” examines workload and discretionary time and suggests that no more than 60 percent of time should be committed to calls for service. In other words, CPSM suggests that no more than 60 percent of available patrol officer time be spent responding to the service demands of the community. The remaining 40 percent of the time is the “discretionary time” for officers to be available to address community problems and be available for serious emergencies. This Rule of 60 for patrol deployment does not mean the remaining 40 percent of time is downtime or break time. It is simply a reflection of the point at which patrol officer time is “saturated” by CFS.

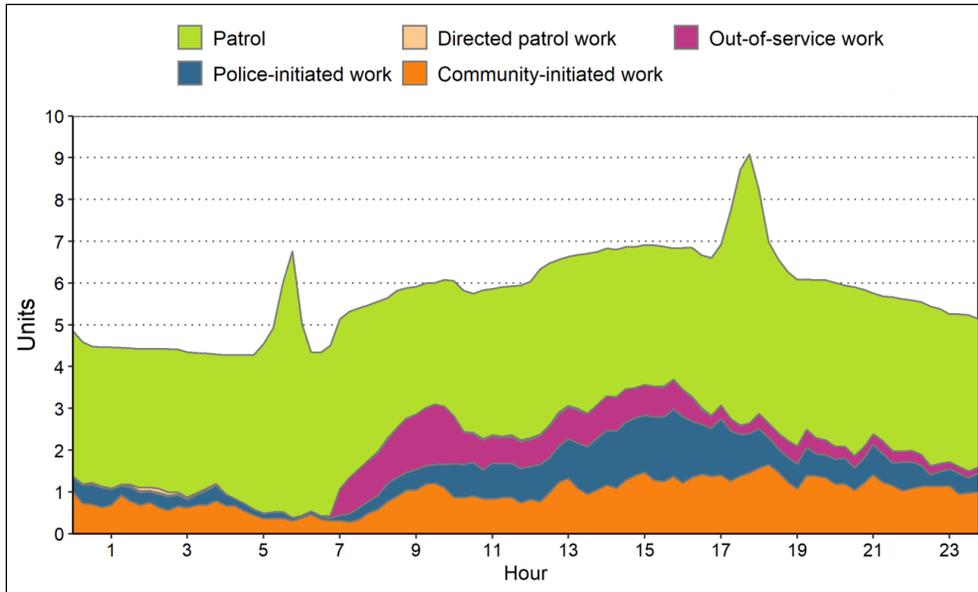
It is CPSM’s contention that patrol staffing is optimally deployed when the SI is in the 60 percent range. An SI greater than 60 percent indicates that the patrol manpower is largely reactive, and overburdened with CFS and workload demands. An SI of somewhat less than 60 percent indicates that patrol manpower is optimally staffed. SI levels much lower than 60 percent, however, indicate patrol resources that are underutilized, and signals an opportunity for a reduction in patrol resources or reallocation of police personnel.

Departments must be cautious in interpreting the SI too narrowly. For example, one should not conclude that SI can never exceed 60 percent at any time during the day, or that in any given hour no more than 60 percent of any officer’s time be committed to CFS. The SI at 60 percent is intended to be a benchmark to evaluate overall service demands on patrol staffing. When SI levels exceed 60 percent for substantial periods of a given shift, or at isolated and specific times during the day, then decisions should be made to reallocate or realign personnel to reduce the SI to levels below 60. This is a starting point for discussion on patrol deployment. Resource allocation decisions must be made from a policy and/or managerial perspective through which costs and benefits of competing demands are considered.

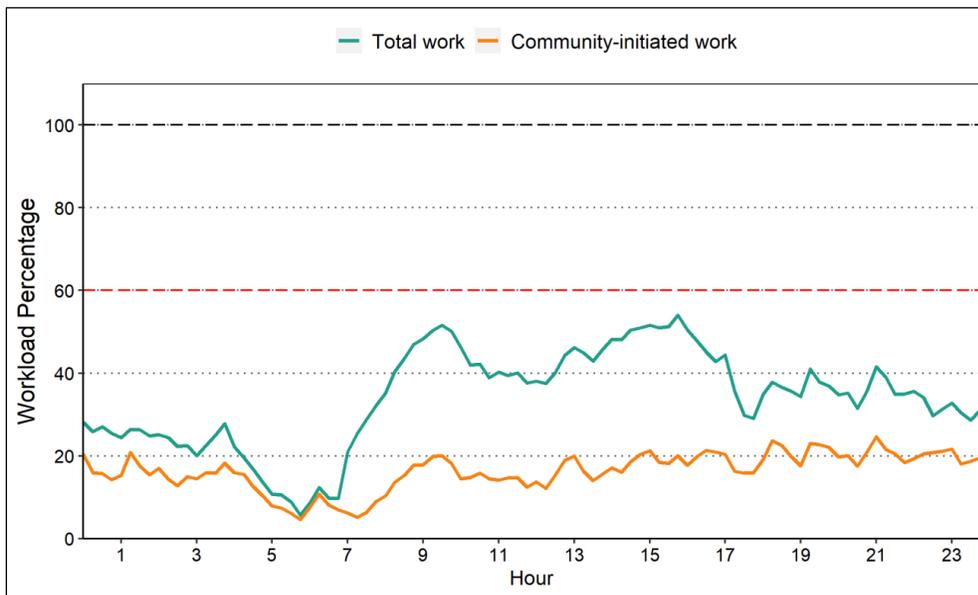
The CPSM data analysis in the second part of this report provides a rich overview of CFS and staffing demands experienced by the department. The analysis here looks specifically at patrol deployment and how to maximize the personnel resources of the department to meet the demands of calls for service while also engaging in proactive policing to combat crime, disorder, and traffic issues in the community.

The following eight figures represent workload, staffing, and the “saturation” of patrol resources during the seasons on which we focused our workload analysis. By “saturation” we mean the amount of time officers spend on patrol handling service demands from the community. In other words, how much of the day is “saturated” with workload demands. This “saturation” is the comparison of workload with available manpower over the course of an average day during the months selected. The figures represent the manpower and demand during weekdays and weekends during Winter and Summer periods of 2019. Examination of these figures permits exploration of the second part of the Rule of 60. Again, the Rule of 60 examines the relationship between total work and total patrol, and to comply with this rule, total work should be less than 60 percent of total patrol.

**FIGURE 4-1: Deployment and Workload, Winter 2019, Weekdays**



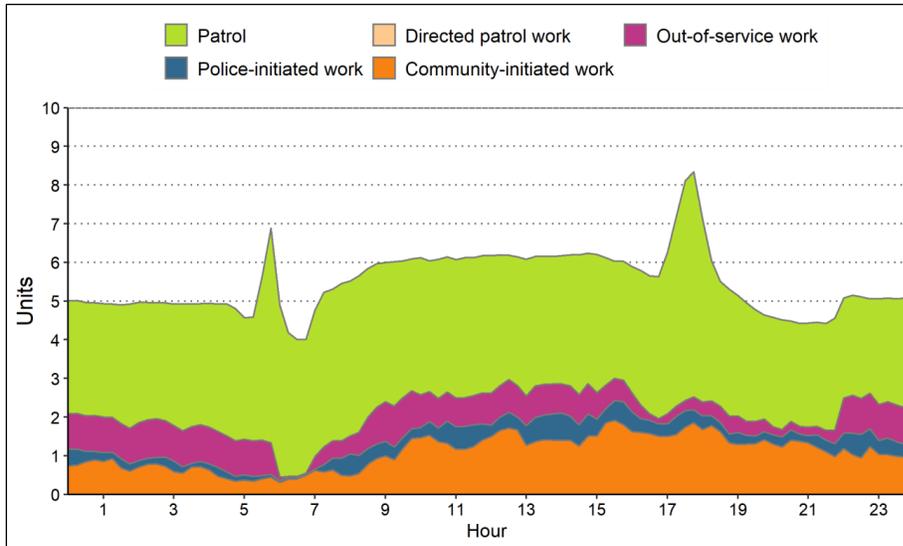
**FIGURE 4-2: Workload Percentage by Hour, Winter 2019, Weekdays**



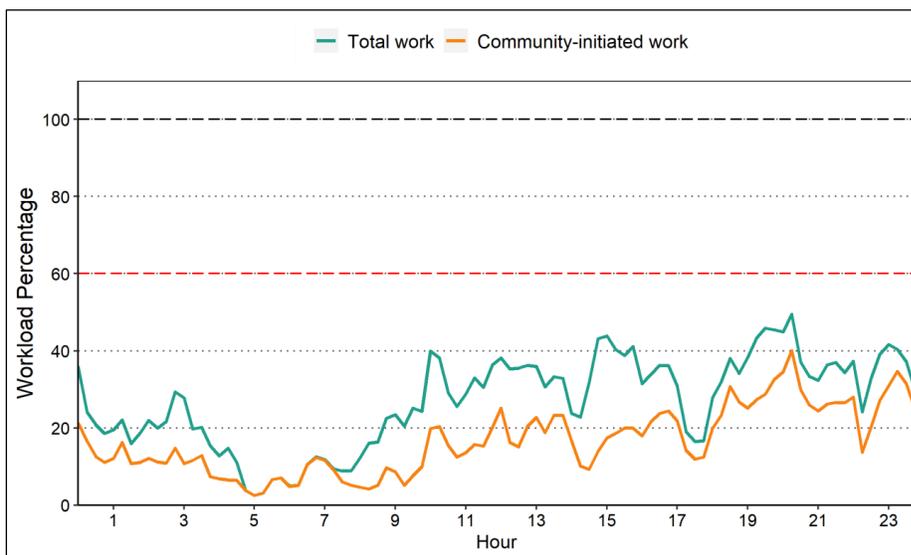
**Workload v. Deployment – Weekdays, Winter**

Avg. Deployment: 5.8 officers per hour  
 Avg. Workload: 2.0 officers per hour  
 Avg. % Deployed (SI): 35 percent  
 Peak SI: 54 percent  
 Peak SI Time: 3:45 p.m.

**FIGURE 4-3: Deployment and Workload, Winter 2019, Weekends**



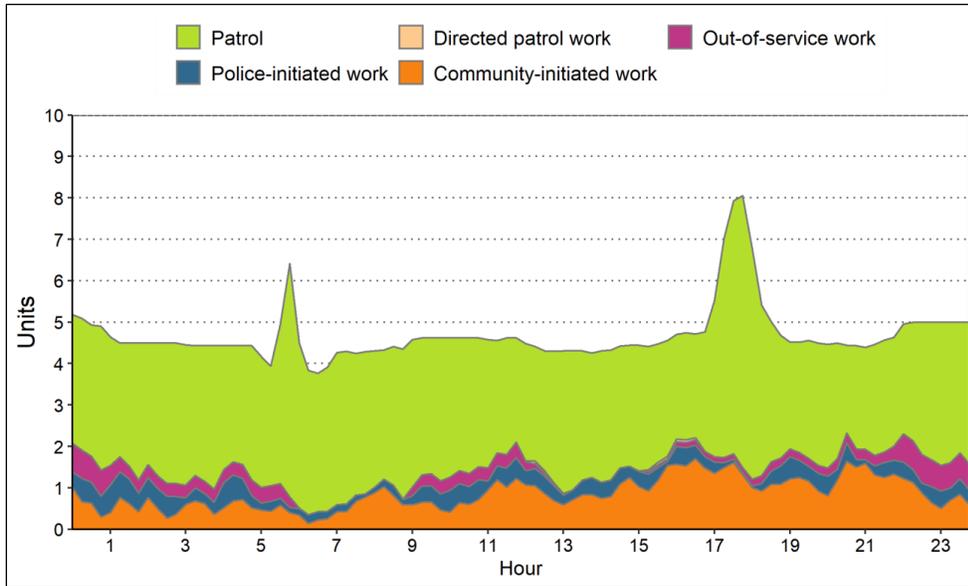
**FIGURE 4-4: Workload Percentage by Hour, Winter 2019, Weekends**



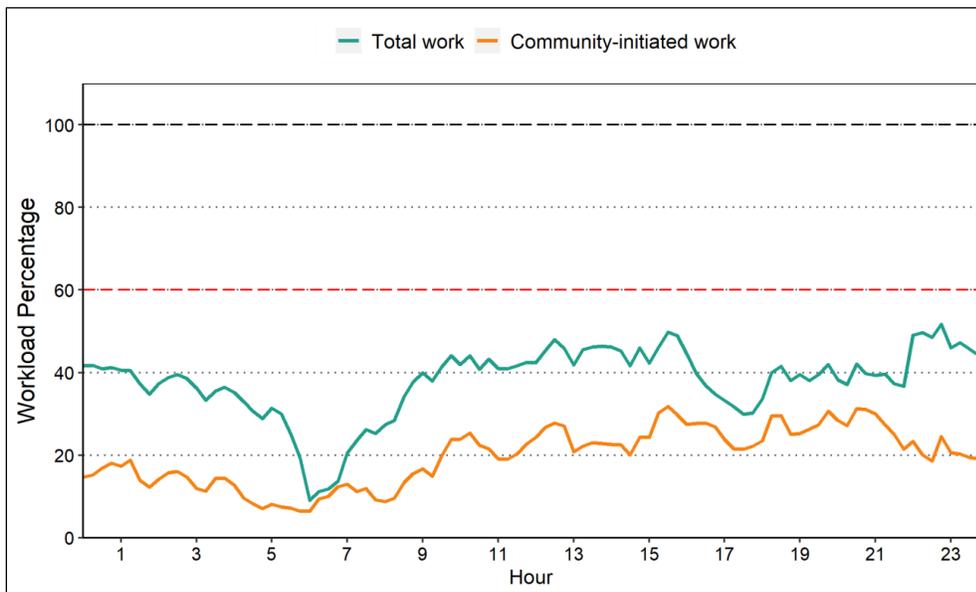
**Workload v. Deployment – Weekends, Winter**

Avg. Deployment: 5.0 officers per hour  
 Avg. Workload: 1.4 officers per hour  
 Avg. % Deployed (SI): 27 percent  
 Peak SI: 50 percent  
 Peak SI Time: 8:15 p.m.

**FIGURE 4-5: Deployment and Workload, Summer 2019, Weekdays**



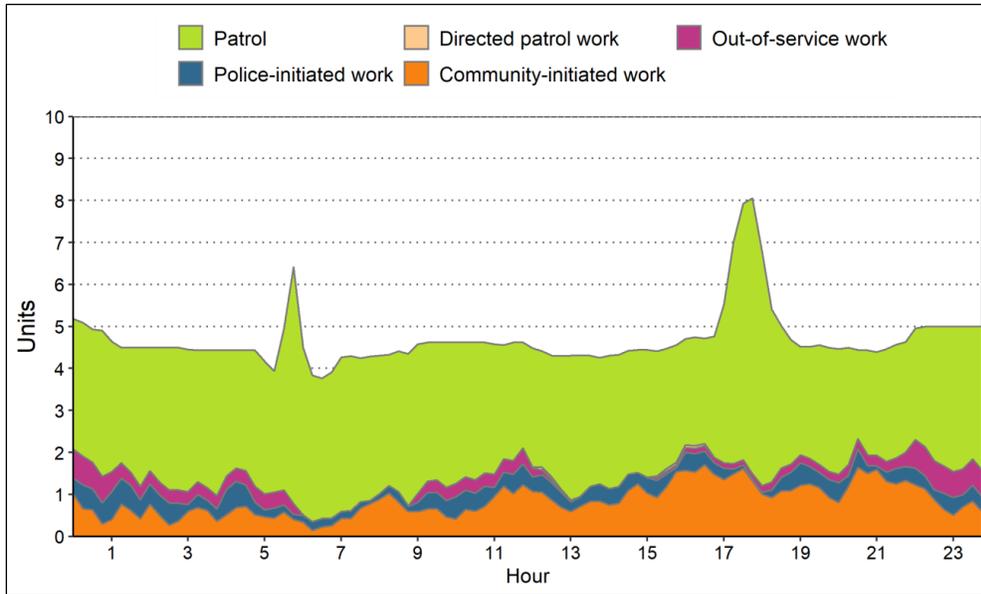
**FIGURE 4-6: Workload Percentage by Hour, Summer 2019, Weekdays**



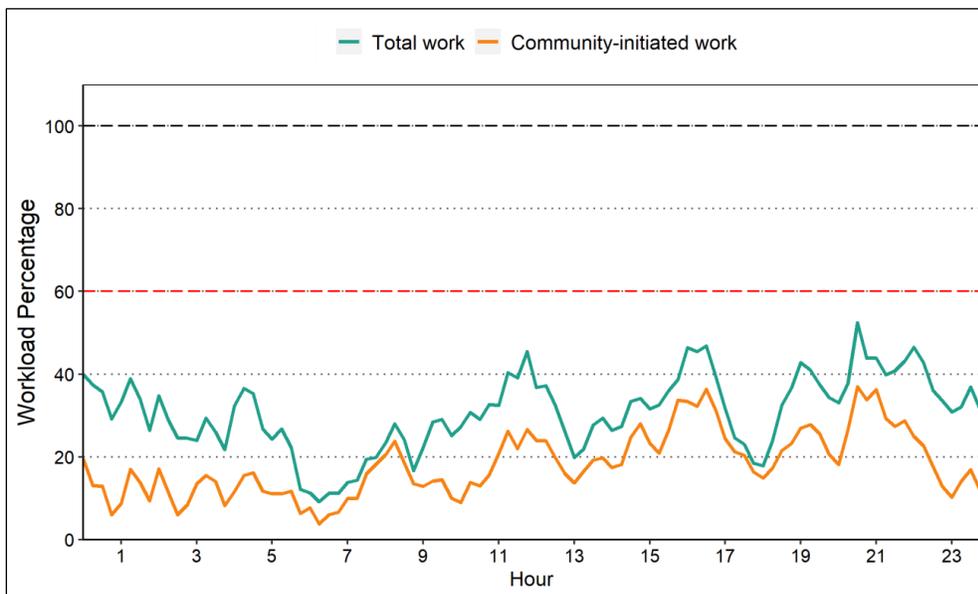
**Workload vs. Deployment – Weekdays, Summer**

Avg. Deployment: 5.5 officers per hour  
 Avg. Workload: 2.1 officers per hour  
 Avg. % Deployed (SI): 35 percent  
 Peak SI: 52 percent  
 Peak SI Time: 10:45 p.m.

**FIGURE 4-7: Deployment and Workload, Summer 2019, Weekends**



**FIGURE 4-8: Workload Percentage by Hour, Summer 2019, Weekends**



**Workload v. Deployment – Weekends, Summer**

Avg. Deployment: 4.7 officers per hour  
 Avg. Workload: 1.4 officers per hour  
 Avg. % Deployed (SI): 31 percent  
 Peak SI: 52 percent  
 Peak SI Time: 8:30 p.m.

These eight charts illustrate several important features of workload saturation in Lake Wales. First, it is important to note that the 60 percent saturation threshold is not breached at any time during

the eight periods observed. This indicates that there are ample resources on patrol to handle the workload demands.

Meeting workload demands, however, is not a constant feature on patrol. The eight figures show that workload is low during the overnight and early morning hours. Workload starts to increase in the morning about 9:00 a.m. and hovers around the 40 percent level until about 10:00 p.m. during the Winter, and all the way until about 3:00 a.m. during the Summer. On one hand it is good that the 60 percent threshold is not breached during these periods, but on the other hand the steady workload in the 40-plus percent range would indicate that patrol resources are under stress. The stress is not so high to foreclose on all proactive patrol, but officers would likely report an experience of going from call to call without much break in between during these times. Anecdotal accounts from the officers during the interviews and focus groups were articulated to support this assessment.

Workload demands during the early overnight and early morning hours during the winter months is low. Officers working during these periods would likely report being idle for long stretches during these hours. The challenge, therefore, is to meet these variable demands by relying on a combination of three strategies: manage demand, adjust shift schedules to supply officers more efficiently, or add personnel at key times. All three of these strategies are considered below.

The following table below summarizes the workload and deployment in the four periods observed:

**TABLE 4-1: Summary of Workload and Deployment**

	<b>Winter Weekdays</b>	<b>Winter Weekends</b>	<b>Summer Weekdays</b>	<b>Summer Weekends</b>
Avg. Deployed:	5.8	5.0	5.5	4.7
Avg. Workload:	2.0	1.4	2.1	1.4
Avg. % Deployed (SI):	35%	27%	35%	31%
Peak SI:	54%	50%	52%	52%
Peak SI Time:	3:45 p.m.	8:15 p.m.	10:45 p.m.	8:30 p.m.

## Demand

The following table presents information on the main categories of calls for service received from the public that the department handled in 2019. The table illustrates the main categories of CFS handled by the LWPD along with the number of CFS in each category, the number of officers assigned on average to the CFS, and the amount of time in minutes on average required to handle them. Community-initiated CFS are those received from the public through 911; police-initiated CFS are those initiated by the officers themselves and not mobilized by the community. Crime reports involving personal crimes, such as robbery, assault, etc. require the most use of time and officers to handle, and police-initiated traffic stops appear to involve the least amount of resources. Traffic stops are also the most frequent CFS handled by the police in Lake Wales.

**TABLE 4-2: Calls for Service**

Category	Community-initiated			Police-initiated		
	Calls	Units per Call	Minutes	Calls	Units per Call	Minutes
Accident	760	1.6	54.2	86	1.8	59.2
Alarm	1,022	1.7	11.8	19	1.6	10.0
Animal	43	1.8	28.0	3	2.0	32.7
Assist citizen	1	1.0	10.6	25	1.0	334.3
Assist other agency	416	1.8	35.5	55	1.4	47.4
Check	398	1.4	21.4	1,293	1.1	15.3
Crime-person	358	2.5	97.7	31	2.5	152.2
Crime-property	709	1.8	69.5	106	1.6	60.2
Custody/warrant	56	2.1	68.5	109	1.9	45.8
Disturbance	1,507	1.9	29.7	54	2.0	24.8
Information	1,545	1.5	31.8	414	1.2	34.5
Investigation	1,546	1.5	25.5	885	1.7	37.6
Miscellaneous	35	2.1	54.4	60	1.1	59.2
Suspicious incident	786	1.9	28.3	778	1.7	21.3
Traffic enforcement	493	1.4	20.2	211	1.3	22.5
Traffic stop	2	1.0	13.7	3,146	1.3	14.8
Violation	44	1.4	28.0	1	1.0	10.0
<b>Weighted Average/Total Calls</b>	<b>9,721</b>	<b>1.7</b>	<b>34.4</b>	<b>7,276</b>	<b>1.4</b>	<b>23.7</b>

In total, department officers were dispatched to approximately 17,000 calls during that twelve-month period, or approximately 47 calls per day.

In general, CFS volume is approximately within expected bounds. To evaluate the workload demands placed on the department, it is useful to examine the number of CFS received from the public in relation to the population size. With a service population estimated to be approximately 16,900, the total of 17,000 CFS translates to about 1,005 CFS per 1,000 residents. While there is no accepted standard ratio between calls for service and population, CPSM studies of other communities show a CFS-to-population ratio ranging between 400 and 1,000 CFS per year. Lower ratios typically suggest a well-managed approach to CFS. The value of 1,005 CFS/per thousand/year would be a relatively high CFS volume and just outside the expected range.

It appears that the overall CFS volume is driven by a large number of traffic stops. This category of CFS represents just over 40 percent of all police-initiate CFS and approximately 19 percent of ALL CFS. Notwithstanding traffic stops, it appears that the LWPD could consider being more aggressive at triaging CFS. Certain types of calls do not necessarily require the response of a sworn police officer. Responding to false alarms is one such type of all; motor vehicle accidents involving only property damage at which the police role is largely administrative, that is, preparing and filing reports, is another such type of call. The bottom line here is that a substantial number of CFS dispatches to officers could be eliminated. This would free officers' time to address other conditions present in the community as opposed to spending time at CFS at which their services are not essential. This is particularly important given the small number of officers

assigned on patrol during any given shift. Sparing these officers from responding to non-emergency CFS allows them to remain available and on patrol in the community.

CPSM recognizes that the LWPD does not control the CFS-dispatch process managed by the Polk County Sheriff's Office, and that changing the response protocols mentioned below will require a greater responsibility by the supervisors on patrol. However, these major categories of CFS consume large amounts of police officers' time on patrol that could be better directed to more important public safety issues. The following discussion explores these types of CFS and offers recommendations to manage them effectively.

### **False Alarm Calls**

False alarms are a source of inefficiency for police operations. The alarm industry is a strong advocate of developing ordinances and procedures to address police response to false alarms and will work closely with any agency exploring this issue. The 98 percent of alarm calls that are false are caused by user error, and this can be addressed by alarm management programs. During the study period the LWPD responded to more than 1,000 alarm calls, or about 11 percent of all community-initiated CFS. The response to the overwhelming majority of these calls is undoubtedly unnecessary and an inefficient use of police resources.

Chapter 4, Article II of Lake Wales Ordinances regulates the registration of burglar alarm systems and penalties for false alarms. Section 4-31 lists the fees charged for multiple false alarms. According to this section if the police determine that more than three false alarms have occurred in the preceding thirty calendar days or more than twelve false alarms in the preceding twelve (12) months, the owner shall pay to the city a fee of \$50.00 for the fourth or thirteenth and each succeeding alarm to which police personnel respond.

CPSM recommends that consideration be given to adopting a more stringent code. This current law is very permissive, essentially allowing too many false alarms to be activated without penalty. A more stringent code could provide some relief for the LWPD in this area. Communities around the country enjoy great success with these types of regulations. They typically feature an annual registration fee for the alarm, as well as a more aggressive fine schedule as a disincentive for false alarms. Communities around the country that impose a higher fee schedule experience greater results. Ordinances with nominal fines, such as \$25 to \$50 per false alarm, do not reduce false alarms significantly. However, fees of \$500 to \$1,000 for repeated false alarms appear to have a dramatic effect. In fact, some communities in the U.S. impose fees of more than \$1,000 for repeated false alarms. At that level there is a strong incentive to ensure that an alarm is working properly. This can save hundreds of hours of wasted time spent on these types of CFS.

Similarly, the LWPD should analyze the data on false alarm activations. Some detailed analysis may uncover patterns and trends. The LWPD might be able to identify problematic locations and/or alarm installation companies that are generating a large number of false alarms and work with them to reduce or eliminate future occurrences. Analysis of the data could reveal certain companies that have a poor record of installation. High-frequency alarm violators could be identified and visited by sworn personnel to identify reasons behind the false alarms.

Lastly, some communities are enacting a double-call verification protocol. Under such a program an alarm CFS is verified by the 911 dispatcher with the alarm company before an officer is dispatched to respond. Also, the city should consider making greater use of the data it collects on the false alarms already recorded.

## **Automobile Accidents**

Automobile accidents are another category of call for which the response by a sworn officer is questionable. In the period under observation the LWPDP responded to approximately 760 motor vehicle accidents; in other words, about 7 percent of community-initiated CFS during the study period were for traffic accidents. Those 760 accidents required on average 1.6 officers and took approximately 54 minutes to handle. This equates to almost 1,100 officer/hours to handle accidents that were undoubtedly mostly routine “fender-benders.” Arguably, most of these calls were administrative in nature and did not necessarily warrant the response of a sworn police officer.

Consideration should be given to modifying the approach to vehicle traffic accidents in Lake Wales. Similar to the alarm reduction program, the LWPDP should take a more aggressive stance towards responding to “property damage only” accidents. Adopting a more aggressive stance towards minor traffic accidents will minimize the number of accidents dispatched to patrol officers.

According to Florida law, if a motorist is involved in a crash involving an injury or fatality, hit-and-run, DUI, any crash where the vehicle requires removal by a tow truck, a crash with a commercial vehicle, or a crash with damage of more than \$500, they are required to stay at the scene and call for the police. This is often interpreted that police officers must respond to every traffic crash and prepare a report. This results in numerous hours spent by patrol officers responding to and documenting traffic crashes.

CPSM contends that this approach is not an efficient use of patrol officer time. CPSM recommends that only a limited number of vehicle crashes require a police response. When required by Florida law the police must respond; however, in those other crashes the motorist(s) should be advised to prepare the required Florida forms and submit them to the state: no response by the police is necessary.

If a motorist calls 911 to report a minor property-damage-only accident, they should be instructed to exchange information with the other motorist and report the accident to the state as required by law. This process also spares the need for an officer to respond to the scene and keeps them free to perform other, more critical functions.

In general, therefore, consideration should be given to modifying the approach to vehicle traffic accidents in Lake Wales. The LWPDP, similar to the alarm reduction program, should take a more aggressive stance towards responding to “property damage only” accidents.

## **Patrol Checks**

The LWPDP engages in a robust program of “patrol checks” to a wide assortment of locations in the community. According to call data nearly 1,700 patrol checks were conducted in Lake Wales during the year studied. Units on patrol can be assigned a “patrol check” by the department to address crime and disorder conditions, or at the request of property owners for added security in their absence. Table 4-2 shows that a police-initiated patrol check lasts for an average of 15.3 minutes and a community-initiated patrol check lasts for more than 21 minutes. The LWPDP is to be commended for implementing such a robust program. At the same time, an opportunity exists to dramatically improve the delivery of these services on three different levels.

From a criminological standpoint, research shows that spending as little as 15 minutes in a crime “hot spot” has a deterrent effect on crime at that location. Officers can be directed to these locations based upon many factors. Along these lines, the LWPDP is providing a visible presence in the locations where crime is occurring. An opportunity exists here to enhance this approach.

The directions given patrol officers indicates that they are told of the time, place, and general condition that they are addressing. While this is sufficient information for patrol officers to respond to these locations and provide a visible police presence, it's not much more. This information, while valuable to orient the officers to the times and places of crime events, should be included as part of a strategic approach to crime reduction. This approach is also discussed later in the report; it involves identifying with greater precision the human and environmental variables associated with the crime. In other words, Who are the known offenders? What victims/locations/vehicles do they target? What kind of property is taken? Should the officers make crime prevention recommendations to the property management? Where should cameras be deployed and should the recordings of these cameras be viewed? What is the long-term plan to address these occurrences and how do all of the units of the LWPDP factor into that plan?

There is also an opportunity to explore the tension between quality, as opposed to quantity, of these activities. The LWPDP conducts approximately five patrol checks each day, but is there an understanding of how well these patrols are being conducted? For example, is conducting a fifteen-minute "patrol check" adding value, either as a crime deterrent or in community satisfaction, to the overall efforts of the department? What is being done during these patrols? Should they be longer? Is there any intelligence collected, and how should that be reported? In other words, the quality of these patrols should be the focus, and not just the quantity, or simply the fact that a patrol was conducted.

The LWPDP should also consider formalizing a feedback-loop with respect to patrol checks. Presumably, on many of these activities a member of the community requested this service. The LWPDP should consider periodically contacting that community member notifying them about the services that were provided and also inquiring if the initial problem was addressed. The feedback loop, therefore, provides a higher quality of service by letting the community know that their problem was addressed, and lets the department know if their efforts actually made any difference.

Essentially, the LWPDP has already laid the foundation of an excellent approach to police service. Leveraging the already robust directed patrol program along the three dimensions mentioned above will take this program to the next level and provide the high level of service that the community expects from the department.

### **Assist Other Agency**

In 2019, the LWPDP responded to 416 "Assist Other Agency" CFS. These CFS are mostly routine medical calls. Rapid response to critical emergency CFS by the police could mean the difference between life and death. However, responding to minor medical CFS is an inefficient use of police officer time and officers do little more than watch as EMS does its job. CPSM learned during the site visit that patrol supervisors from the Polk County Sheriff's Office are authorized to monitor CFS of this type and prevent deputies from responding to routine medical CFS. The LWPDP should consider adopting a similar policy. This would eliminate the need to dispatch officers to hundreds of routine calls where their involvement is not required.

### **Information/Miscellaneous**

In 2019, the LWPDP handled more than 1,500 "information" CFS. These CFS are non-emergency CFS received through dispatch or phone calls that are made directly to the LWPDP headquarters that are then relayed to officers on patrol. These assignments represent approximately 16 percent of all CFS from the public in that year. This means about one-in-six of ALL calls handled by the LWPDP were non-emergency requests from the public.

Apparently, officers on patrol in Lake Wales are seen as the community's "ombudsmen" and are expected to deal with frivolous and non-police related matters, no matter how unrelated to their mission. On average, each one of these "information" takes 31.8 minutes to handle, therefore, it is not an insignificant amount of time dedicated to these calls.

On the one hand, dealing with community inquiries, no matter how trivial, is good customer service and a good way for the police to connect with the community. On the other hand, these types of calls are undoubtedly not police-related matters and detract officers from time that could be spent on police-related matters. The bottom line is that officers need to be unencumbered from these assignments and the city should explore other mechanisms for the public to get answers to their questions that don't involve tasking the police. Perhaps the city could explore the use of social Media such as Facebook or automated customer service lines to attempt to provide such information so the public doesn't need to call 911 for it.

In sum, we can see that the accidents, alarms, assist, and information categories of CFS discussed above accounted for almost 40 percent **of all CFS handled by the LWPd in 2019**. This means that about two of every five of all the CFS handled by the LWPd have the potential to be handled differently or not at all. Reducing patrol responsibility from handling frivolous CFS and refocusing on things where the police can have an impact would be an opportunity for improvement.

CPSM recommends that from a policy perspective the responses to major categories of CFS be reduced. Again, the CPSM recommendations presented here do not call for an immediate cessation of responding to these types of CFS. However, best practices in American policing indicate that by working in collaboration with stakeholders in the community a dialogue can begin, and a critical evaluation of appropriate responses to these types of calls can be started. With community input and approval decisions can be made about the necessity of a police response to these CFS. If the community maintains that a police response is necessary, then the funds need to be committed to ensure sufficient police personnel are available. Good government and efficient management, however, require that scarce resources be committed only when and where they are absolutely necessary, and this is an area that is ripe for evaluation.

Instead of responding to false alarms, minor fender-benders, conducting routine traffic stops not connected to traffic safety, and responding to frivolous situations, the police could redirect their efforts elsewhere. They could engage the community more actively, and better understand their needs. They could work on building trust, and focus their efforts on improving traffic safety. There are numerous things that the officers could be doing and make a positive contribution to the Lake Wales community instead of responding to frivolous CFS.

In addition to minimizing frivolous CFS responses, there are other areas where the LWPd should monitor and manage more rigorously.

### **Traffic Stops**

Traffic safety is an important part of the core mission of any police department. Similarly, complaints about traffic are generally the most frequent kind of complaint that the police receive from the public. Therefore, monitoring traffic conditions and taking enforcement action to reduce traffic crashes, and injuries from those crashes are important responsibilities for the police.

During the period studied, the LWPd engaged in more than 3,200 traffic stops, which accounted for approximately 43 percent of police-initiated activity and almost **20 percent of ALL CFS handled by the LWPd**. This is an enormous amount of activity, in both sheer numbers and in

context of total work, and signifies a very robust approach to traffic enforcement. It is not clear, however, if this enforcement is contributing to any improvement in overall traffic safety in the community.

In lieu of conventional low-tech, high-touch traffic stop by officers, Lake Wales should consider siting traffic speed and red-light cameras on strategic roadways. Communities around the country experience both improved traffic safety as well as increased revenue with the installation of these devices. There are several strategic locations in the community that would be ideal for these devices. The implementation of this technology will reduce the number of negative contacts between the police and the public, have a more substantial impact on traffic safety, and increase revenue.

A more fulsome discussion on traffic is presented later in the report; however, it is important to note in this section on demand that traffic enforcement occupies a very large share of officer time on patrol and there are other more efficient and effective ways to direct this effort. Along these lines, CPSM recommends that patrol officers in the LWPD minimize routine traffic stops. Instead, the LWPD should leverage traffic crash data to focus enforcement efforts on the locations deemed most prone to accidents and on drivers deemed to be at the highest risk of causing them. Routine, or random, motor vehicle stops should be discontinued or drastically reduced. Without any direction about where to focus, or for what types of violations, officers are left to conduct this enforcement as their shift permits. It is this type of unfocused traffic enforcement that should be discontinued.

Part of the traffic safety strategy must also include careful attention paid to the demographics of motorists stopped. Not only is it important that enforcement be focused, it must be free from discrimination and bias. The LWPD should begin to record the gender, race, and age of every motorist stopped in the city. Traffic analysts would then be responsible for collating, analyzing, and reporting on the demographics of motorists stopped. This information should also be analyzed for patterns and trends to identify any racially disparate stops. The information should also be publicly reported on at least an annual basis.

### **Suspicious Incident**

In 2019, officers in the LWPD responded to 1,564 CFS in the category of Suspicious Incident. This category of CFS describes situations where the caller does not see evidence of a crime being conducted, but sees something that is not quite right, or the police observe something suspicious and investigate. Perhaps there was someone walking up and down driveways, or parked in front of a home for an extended period of time. The caller has a suspicion or a hunch that something is wrong. This category represented almost 8 percent of community-initiated CFS and more than 9 percent of all CFS.

Based on the approach the LWPD takes towards handling calls from the community, undoubtedly all 1,564 of these CFS were answered, and undoubtedly where possible, the officers encountered those suspicious people or vehicles. This is known as an investigative encounter. Some of these encounters might rise to situations where the person is not free to leave. This is known as a "Terry Stop" after the landmark case Terry v. Ohio, and also known as Stop-and-Frisk. At this level of encounter an officer would need "reasonable suspicion" that a person was committing a crime. It's a fairly low threshold of information for officers to articulate reasonable suspicion. They don't have to be correct, but they need to be reasonable. These encounters are often fraught with danger and that is why the U.S. Supreme Court gave officers a good deal of latitude to protect themselves during these encounters. These encounters can also be situations where racial profiling can occur. Officers might rely on the "profile" of a typical

offender they encounter and use that past information to inform their decisions about future encounters. These types of encounters must be monitored and managed very carefully.

In the year being examined here, the LWPDP responded to 1,564 suspicious incident CFS. Surely, not every one of these resulted in a Terry Stop. However, with 39 sworn officers assigned to the LWPDP, if all of these were stop encounters, it would equate to about 40 stops per officer per year. There is no evidence to suggest that the LWPDP is engaging in unlawful stop activity or racial profiling, but the point that is being made is that this is a high-risk area that must be monitored and managed carefully.

At a minimum, officers should be documenting these types of encounters, recording the gender, race, and age of the people stopped and the reasons why they were stopped. In addition, the LWPDP should track, analyze, and publicly report this information periodically.

It is recommended, therefore, that the LWPDP establish a committee that includes all the principal stakeholders in this process and which has the responsibility of evaluating the CFS workload with an eye toward recommendations for ways to reduce response to nonemergency CFS. This committee should begin with the categories of CFS response discussed here and formulate additional protocols for these assignments. Furthermore, the LWPDP should develop a policy for recording the race, gender, and age of people involved in traffic stops and reasonable suspicion stops in the community.

## CFS Efficiency

Further examination of various elements of the CFS and patrol response data also warrants discussion. Data from various tables and charts in the data analysis section of this report provide a wealth of information about demand, workload, and deployment in Lake Wales. Several key pieces of information need to be highlighted to demonstrate the effective use of patrol resources in the city. These statistics are found in the data analysis section under Figure 10-2, Percentage Events per Day by Category; Table 10-6, Primary Unit's Average Occupied Time, by Category and Initiator; Table 10-7, Average Number of Responding Units, by Initiator and Category; and Table 10-16, Average Response Time Components, by Category. Taken together these statistics provide an excellent lens through which to view the efficiency of patrol operations.

According to the data in Table 10-6, Lake Wales patrol units on average take 34.4 minutes to handle a call for service. This figure is higher than the benchmark time of about 28.7 minutes for a CFS, based on our experience. Also, the department, according to Table 10-7, dispatches 1.7 officers per CFS. The number of officers dispatched (like occupied time) varies by category of call, but is on par with policing norms of about 1.6 officers per CFS.<sup>2</sup>

Similarly, according to Table 10-16, response time for CFS in Lake Wales averages 20.1 minutes per call in the winter, and 20.8 minutes per call during the summer. This is a high response time, which should be about fifteen minutes per call. Response time to "high-priority" calls averaged 6.7 minutes, which is also high and exceeds the five-minute benchmark for this type of call.

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2. CPSM benchmarks are derived from data analyses of police agencies similar to the LWPDP.

**TABLE 4-3: CFS Efficiency**

<b>Variable Description</b>	<b>Mean</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Lake Wales</b>	<b>LWPD vs. CPSM Comps</b>
Population	67,745.7	5,417.0	833,024.0	16,901	
Officers per 100,000 Population	201.2	35.3	465.1	272.2	HIGHER
Patrol Percent	66.1	32.4	96.8	52.6	LOWER
CFS Rate	1,005	2.2	6,894.2	1005	SAME
Avg. Service Time, Police CFS	17.7	8.1	47.7	23.7	HIGHER
Avg. Service Time, Public CFS	28.7	16.0	42.9	34.4	HIGHER
Avg. # of Responding Units, Police CFS	1.2	1.0	1.6	1.4	HIGHER
Avg. # of Responding Units, Public CFS	1.6	1.2	2.2	1.7	HIGHER
Total Service Time Police CFS (officer-min.)	22.1	9.7	75.7	33.2	HIGHER
Total Service Time Public CFS (officer-min.)	48.0	23.6	84.0	58.5	HIGHER
Workload Percent Weekdays Winter	26.6	5.0	65.0	35	HIGHER
Workload Percent Weekends Winter	28.4	4.0	68.0	27	HIGHER
Workload Percent Weekdays Summer	28.7	6.0	67.0	35	HIGHER
Workload Percent Weekends Summer	31.8	5.0	69.0	31	HIGHER
Average Response Time Winter	11.0	3.1	32.2	10.2	LOWER
Average Response Time Summer	11.2	2.4	33.3	10.3	LOWER
High-Priority Response Time	5.0	3.2	13.9	6.7	HIGHER

## Web-based or Deferred Response

Communities around the country have had some success with permitting members of the public to make police reports or make inquiries to the police through the department's website. Non-serious incidents and minor crimes could be reported to the LWPD without the response of an officer. Currently, the LWPD does not have this type of feature on its website. The phone-assignments, information, and miscellaneous CFS categories are prime examples that could be redirected from an emergency police task to a deferred one.

However, industry experience suggests that citizens still prefer the response of a "live" officer to lodge their complaints. Web-based reporting is not a panacea for reducing non-emergency responses, but an excellent tool, nonetheless. As the public becomes more "tech-savvy" this feature could be used more rigorously.

In addition to the web-based reporting, the LWPD could consider staffing a telephone response program to various categories of CFS. The telephone response or differential response function could deal with past crimes and routine inquiries to the LWPD, thus eliminating the response of a sworn officer. Non-emergency calls, such as past crimes, minor property damage, and harassment, and city ordinance CFS, can be handled by this program. Instead of dispatching an officer to these types of calls, the information is deferred (delayed) until a staff member becomes available to respond to the call, or another enforcement unit respond as appropriate.

This process could divert non-emergency calls from the patrol units, and thus provide officers with more time to engage in proactive and directed patrols or traffic enforcement duties.

### Workload Recommendations:

- Create a CFS working group to explore the potential of eliminating workload demands and non-emergency CFS from patrol workload. (Recommendation No. 9.)
- Explore web-based reporting and deferred service responses. (Recommendation No. 10.)

## SCHEDULE AND STAFFING

Taking into consideration the demand for police services and the saturation index, staffing models and appropriate levels of patrol staffing can be determined. The optimal level of patrol staffing will lead to the modeling of patrol schedules and act as the foundation for the staffing of the entire department.

Patrol works 12.25 hours per day, with a schedule combination of two days and three days on and off which enables officers to have three days off every other weekend. Patrol works three months on days then rotates to three months on nights. This is a constant rotation.

**TABLE 4-4: LWPF Shift Schedule**

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<b>Alpha/Bravo Rotation</b>							
Week 1	12.25 hrs.	Off	Off	12.25 hrs.	12.25 hrs.	Off	Off
Week 2	Off	12.25 hrs.	12.25 hrs.	Off	Off	12.25 hrs.	12.25 hrs.
<b>Charlie/Delta Rotation</b>							
Week 1	Off	12.25 hrs.	12.25 hrs.	Off	Off	12.25 hrs.	12.25 hrs.
Week 2	12.25 hrs.	Off	Off	12.25 hrs.	12.25 hrs.	Off	Off

The LWPD imposes a minimum patrol staffing level of one supervisor (Sergeant or Officer-in-Charge) and three police officers. The city is divided into four patrol zones, 47A, 47B, 47C, and 47D. Ideally, the LWPD would like to cover each patrol zone with one officer on each shift, along with one Sergeant to supervise all officers. In our earlier discussion we concluded that the data indicated that, on average in 2019, this level of personnel was achieved for the most part. The average number of sworn personnel calculated during the four time periods we analyzed ranged from 5.8 sworn personnel assigned during the average winter weekday to 5.0 officers assigned during the average summer weekend. Since 2019, however, the LWPD has experienced personnel attrition on patrol and now has vacancies in all patrol shifts. These vacancies will be filled by officers as they complete Field Training; nonetheless it is important to point out that the strain on the patrol function identified in the previous discussion has likely been even more pronounced recently due to these vacancies. Therefore, by understanding the workload and the deployment plans in the LWPD, staffing alternatives can be discussed.

The following table illustrates the current (as of the CPSM site visit) deployment of officers on patrol.

**TABLE 4-5: Patrol Strength by Shift**

Shift	Time	Sgt	PO*	Total
Alpha		1	4	5
Bravo		1	4	5
Charlie		1	4	5
Delta		1	4	5
<b>Total</b>		<b>4</b>	<b>16</b>	<b>20</b>

**Note:** \* There is one K9 officer in each squad. This officer is generally not assigned to handle CFS and only acts in a support role.

There are four sergeants, and sixteen officers assigned to patrol. There are also four vacancies in patrol in the LWPD. The overall structure of the patrol shift plan in the LWPD is sound. The four-squad, 12-hour shift model is very common in police departments in the U.S. Balancing resources in this fashion as illustrated above ensures a steady number of personnel, along with supervision, throughout the day. However, as discussed above, workload demand is variable. It is low during the early morning hours, and then increases throughout the day. Personnel assignments illustrated in the table above are not equally distributed to meet demand, they are fixed. This means there are too many officers assigned in times of low demand, and not enough officers assigned in times of peak demand.

In addition, the desired patrol deployment is one officer in each zone plus a supervisor. This patrol deployment is also sound. It is essential to have a Sergeant on duty at all times. Similarly, the four-zone model is sound and provides the city with adequate coverage. This can be seen by the good response times to routine calls for service. However, the number of officers deployed is the exact number of officers assigned in these squads, so that assignment does not account officers taking vacation, sick leave, training, etc. This means that in all likelihood, there is never full coverage on patrol in the desired manner.

The available literature on shift length provides no definitive conclusions on an appropriate shift length. A recent study published by the Police Foundation examined 8-hour, 10-hour, and 12-hour shifts and found positive and negative characteristics associated with all three options.<sup>3</sup> The length of the shift is secondary to the application of that shift to meet service demands.

The 12-hour shift poses advantages and disadvantages. On the positive side, the 12-hour shift requires fewer work appearances for officers and supervisors. Presumably, fewer appearances translates into a higher quality of life away from work. From an operational perspective, the 12-hour shift results in a greater percentage of officers working on any given day, thus more officers to deploy toward crime, traffic, disorder, and community issues at any one time. This shift also affords a tight unity of command with supervisors and officers working together each shift. This promotes better supervision and better esprit de corps among employees.

On the negative side, a 12-hour shift configuration with four equally staffed squads results in a constant and fixed level of patrol staffing throughout the day, as can be seen in the LWPD. Also, with a four-squad configuration a "silo" effect is often created. The natural rotation of this shift configuration creates four separate squads that do not interact often, thus creating personnel "silos." Similarly, it is difficult to communicate between the "silos" and between the squads and the executive management of the department.

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3. Karen L. Amendola, et al, *The Shift Length Experiment: What We Know about 8-, 10-, and 12-hour Shifts in Policing* (Washington, DC: Police Foundation, 2012).

In addition, one of the most common and most serious negative attributes of shift work is the rotation from day to night and vice versa. The LWPDP rotates the patrol shifts from day to night and vice versa every three months. This is disruptive to the routine patterns of everyday life and could be compromising officer well-being. Consideration should be given to adopting fixed shift assignments, or even extending the period of rotating from day to night and vice versa to a period much greater than three months, or offering officers the opportunity to remain on the shift and not switch.

Due to the inherent problems associated with the shift plan and patrol strength now in place in the LWPDP, CPSM recommends that consideration be given to altering the patrol schedule. The adjustment recommended below will improve CFS responses and structure patrol staffing in a way that can be more effective at implementing a strategic approach to community conditions.

### **Alternative Shift Model**

The shift model recommended by CPSM features six 12-hour shifts. Six shifts would be more efficient for patrol operations. This plan balances employee time off with a compressed work schedule and staffs more officers during the times when they are most needed and fewer officers when service demands are lower. The four main patrol shifts would continue to have responsibility for handling CFS. In addition to the four primary patrol shifts, the LWPDP should consider deploying a “power” shift. The power shifts would be layered on top of the four existing shifts and act as multipurpose community response teams. These teams would work the same rotation of days off and be assigned to overlap the patrol teams during the times when workload demands are highest. They would be responsible for handling CFS, but additional responsibilities of community relations, traffic safety, crime reduction, and disorder control (the strategic priorities of the department) would be added to the mix.

To facilitate the implementation of these strategic priorities, a Sergeant will be assigned to each of these teams to be the point-person for driving operations. Personnel assigned to the teams would also be responsible for conducting proactive enforcement, engage in long-term problem-solving, and act as a primary resource to the organized community. The officers in each team would be assigned to be the liaison with specific community groups in Lake Wales. On a day-to-day basis they would interact with the organized communities in these neighborhoods, work on their long-term issues, and be available as a team to conduct enforcement operations directed at crime, disorder, and traffic. In order to accomplish these various goals, it is recommended that the power shifts have flexible schedules and not be fixed. Obviously, the hours between 9:00 a.m. and 9:00 p.m. have the highest workload demands, but in general the flexible hours would allow the teams to respond nimbly to a wider variety of problems in the community.

The following table offers an example of how the patrol division might be organized under this model.

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**TABLE 4-6: Alternative 12-hour Shift Configuration**

Squad	Shift	Sgt.	PO	Total
Alpha	0600X1800	1	5	6
Bravo	1800X0600	1	5	6
Charlie	0600X1800	1	5	6
Delta	1800X0600	1	5	6
Echo	Flex	1	3	4
Foxtrot	Flex	1	3	4
<b>Total</b>		<b>6</b>	<b>26</b>	<b>32</b>

The allocation presented in the above table would add personnel back to the LWPD patrol function consistent with levels seen in 2019. In addition, officers would be redeployed from other areas in the department to improve overall supervision and management of personnel, and have them deployed more efficiently during the times they are needed the most. This allocation would permit a more robust implementation of the strategic plans in Lake Wales. The officers assigned to the power shifts would be a mix of current LWPD personnel that are assigned to other areas and should be reassigned here. The three officers assigned to these power shifts should have the following roles:

### **Traffic**

One officer should be assigned as the primary point-person for traffic safety. A more in-depth discussion of traffic safety in Lake Wales appears later; however, the officers assigned to the power shift in the traffic position would replace the personnel assigned to the Traffic Unit currently assigned under the Crime Suppression Unit. One officer in each power squad would be responsible for implementing the Three E's of traffic safety for that side of the patrol schedule.

### **K9**

As discussed below, CPSM recommends reducing the number of officers assigned to K9 patrol from four to two. These two officers would be removed from the Alpha-Delta squads and assigned to the power shift.

### **Community Policing Officer**

This officer would be responsible for implementing the community relations and crime reduction strategies that are developed by the LWPD. Currently, the department does not staff such a position and there is an opportunity to improve overall operations by engaging the organized community in a more robust fashion. One of the most important roles of a police department is to enlist the community in participating in preventing crime. An engaged and prepared community can do more to prevent and reduce crime than even the best police department. An opportunity for improvement exists in this area for the LWPD. The Lake Wales community appears ideal to embrace crime prevention programs. There are numerous innovative, creative, and effective crime prevention programs that could be implemented in the community under the leadership of the community policing officers assigned to the power shift. Following are some initiatives that might be considered for implementation:

#### Residential Security Surveys

Alert homeowners and renters to any security vulnerabilities associated with their homes and suggest corrective actions. Officers could get professional training to evaluate locks, doors, lighting, windows, landscaping, and alarm systems and provide in-depth security evaluations for

various locations, including private houses, apartments, schools, building complexes, and houses of worship.

### Public Safety Lectures

To increase awareness of various public safety concerns. People who are well-informed about preventive measures and tips are less likely to become victims. Lectures could be on a variety of subjects, including identity theft, personal safety tips, child safety, internet safety, burglary/robbery prevention, anti-bullying, and prescription drug abuse.

### Property Protection Services

A major strategic goal of the LYPD should be to prevent theft before it happens. The department could provide services to help the public safeguard their personal property. Programs designed to secure commonly stolen items such as vehicles, bicycles, electronics, etc. could be implemented. These types of programs not only help prevent crime but foster positive police-community interactions.

In addition to specific crime prevention programs, the LYPD could consider more robust activities designed to engage the organized community. The department already engages “Shop with a Cop” and their effort in this area should be commended. With a more focused approach under the leadership of dedicated personnel a broader approach could be possible.

### Citizen's Police Academy

This is a program designed to acquaint community residents with the activities of their local department. The programmatic elements vary by department, but generally feature topics such as the use of force, constitutional law, patrol, investigations, special investigations, and organizational structure and functions. Essentially, community members get a better understanding of their police department and police work in general.

### People's Police Academy<sup>4</sup>

This type of program is a mirror of the Citizen's Police Academy, in that it is an educational opportunity designed for officers. This type of program orients officers into the community that they are serving. This novel reform effort was pioneered in New York City by the Reverend Que English. She developed a community-led academy to help police officers who don't live in or hail from the community to transition into the community they serve through training and orientation. Local civic leaders, politicians, business owners, clergy, residents, etc. all meet with the officers when they get assigned to the department and provide them with an understanding about neighborhood dynamics. This type of program could be developed and implemented in Lake Wales and be delivered periodically throughout an officer's career. The idea is to promote understanding and dialogue and provide an opportunity not involving police emergencies for the officers to get to know community members as people.

### Police-Community Liaisons

Lake Wales, much like every community in the U.S., has a plethora of active civic associations. These organizations each have a mission, function, structure, and leadership, and almost all could benefit from a sound working relationship with the police department. CPSM recommends that the LYPD conduct a census of these organizations in the city and develop a plan to interact with them on a regular basis. The city of Rockville, Md., for example, identifies every community organization within its geographic confines and assigns a ranking officer to be the liaison between the police department and the civic organization. In addition, the city's website

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4. <https://www.ny1.com/nyc/bronx/criminal-justice/2016/03/28/-people-s-police-academy--aims-to-help-officers-better-understand-the-people-they-police>

has an interactive mapping feature that catalogs each organization and provides contact and meeting information.

### **Feedback Mechanisms**

The LWPD should develop feedback mechanisms to better measure and understand community satisfaction. These mechanisms could include:

- A satisfaction survey developed and administered at regular intervals. The results of the survey should be posted publicly on the LWPD website.
- Officers already carry business cards, and these cards should contain information about how to contact the LWPD as well as how to take the satisfaction survey.
- The LWPD should develop a notification protocol wherein community stakeholders are notified about police-related events in the community. These notifications could be general crime and/or traffic alerts, or targeted notifications that involve their specific community.

### **Police Service Aide (PSA) or Community Services Officer (CSO)**

CPSM recommends staffing the power shifts on patrol with civilian personnel that can be deployed on patrol to handle non-emergency CFS directed to the department. Communities around the country are enjoying success with the deployment of non-sworn personnel in this fashion. As an alternative to eliminating the response to frivolous CFS altogether as recommended above, a PSA/CSO could be dispatched to handle them instead of a full-duty sworn officer.

### **Staffing Recommendations:**

- Staff each primary patrol shift at 2019 levels with one sergeant and five police officers. (Recommendation No. 11.)
- Deploy additional officers to the power shifts staffed with specialized personnel working flexible hours. (Recommendation No. 12.)

## **PATROL SUPERVISION – OFFICER-IN-CHARGE (OIC) MODEL**

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As illustrated earlier, each patrol squad in the LWPD is supervised by one Sergeant. Under this system there is one supervisor assigned around the clock to cover patrol operations. In the event the assigned supervisor is unavailable (vacation, sick, training, etc.), the LWPD relies on an “Officer-in-Charge” model of supervision. The OIC model essentially calls for a previously identified officer who has received supervisory training to act as the temporary supervisor for that particular shift in the sergeant’s absence.

CPSM recommends that the OIC model of shift supervision be eliminated. The OIC receives training for this position; however, the notion that effective supervision can be delivered by an OIC who will revert to a patrol officer at the next shift seems unrealistic. The LWPD should ensure that a supervisor, that is, a Sergeant or even Commander if necessary, is assigned to supervise patrol operations at all times. Having a Sergeant assigned to each shift will improve supervision and command and control of emergency incidents as well as provide a greater protection against liability for the city.

CPSM strongly recommends that additional Sergeants be added to patrol operations in the power shift to improve supervision. In addition, the additional Sergeants can be used to leverage

the department's strategic efforts towards crime reduction, traffic safety, and community relations. Both of these important goals can be accomplished simultaneously, but by using different approaches.

### Patrol Supervision Recommendation:

- Discontinue the Officer-in-Charge model of patrol supervision and require personnel in the rank of Sergeant or above to supervise patrol operations at all times. (Recommendation No. 13.)

## SPATIAL REPRESENTATION OF DEMAND

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The figures presented previously (Figures 4-1 through 4-8) provide a thorough examination of the service demands during different times of the day and week. In addition to these “temporal” demands, it is also possible to illustrate the “spatial” demands on the LWPd. Examining the spatial demands permits the exploration of where incidents are occurring.

Maps were generated using the CFS data that CPSM extracted from the CAD system; these maps are intended to illustrate problem areas in the city using data from the one-year study period. The goal in this section is to illustrate problematic locations in the community and the need to develop specific strategies around those locations.

As can be seen in the next two figures, there are several distinct “hot spots” in the community. It is clear that the several of the commercial and retail areas dominate the responses by officers to both crime CFS and other CFS. This comes as no surprise as these areas are vibrant and well-traveled part of the community and presumably would demand a large share of attention from the police department.

Each one of the actual “hot spots” in the community should be the focus of a specific and targeted strategy that aims to eliminate, or drastically reduce, the conditions present at those locations. Undoubtedly, these locations receive the lion's share of attention from patrol officers in the department, and consideration should be given to formulating a deliberate plan to deal with these locations in a proactive fashion.

CPSM recommends taking a more strategic approach to conditions at these locations. The department should create a specific strategic plan for these general locations, and all operational resources—patrol, investigative, etc.—should be brought to bear on crime and disorder at the locations. Shoplifting could just be a simple juvenile prank, or it could be part of an organized ring of retail and identity theft. Police departments across the country are experience a growing trend of gang involvement in retail and identity theft, as well as auto larceny in the vicinity of commercial hubs. A more coordinated and strategic approach is warranted. It will have an impact on reducing crime and be a better use of scarce patrol resources. The same approach should be taken for traffic safety. A strategic approach is necessary to deal with the myriad of issues generated in these areas.

These hot spots could be identified through crime analysis, criminal intelligence, direct requests from the community, and crime and traffic maps similar to the ones presented here. On each shift the officers could be required to direct their activities toward specific crime, traffic, disorder, and community-engaging priorities identified by the department. Therefore, by using data and mapping technology the officers can be focused on addressing conditions that are important to the department and the community.

At the same time, in the area of strategic crime prevention, analysis, and prevention, “hot spot” mapping is generally considered a crude or unartful approach. There are more sophisticated and advanced methods that rely on algorithms and machine learning techniques. Predictive analytic techniques, such as PredPol,<sup>5</sup> are in use in police departments around the country to drive operations. However, in a community the size of Lake Wales, predictive analytic approaches might not be required. The size and scope of crime and criminal offenders is such that officers already have a good working knowledge of the conditions in the community. It's not necessary to have an algorithm predict that crime will occur at the Walmart on Highway 60 for example. The “hot spot” maps illustrate the location and now what's needed is a plan to address problems at that location.

Taking a strategic approach to community issues would start by analyzing the data illustrated on the following maps and then developing plans to address those areas that appear problematic. For example, Walmart demands a high amount of resources from the LWPD on almost a daily basis. Frequent retail theft and other problems make this location the number one “hot spot” in the community in terms of both crime and CFS. This business undoubtedly contributes to the economic vibrancy of the city, but it also appears to be a drain on police resources. A strategic approach to this issue should be considered with the community policing officers taking the lead on developing the means to deal with the issues.

Similarly, there are other locations, both commercial and residential, that are frequent CFS locations that are part of larger communities. For example, there was a single apartment in the Lake Wales Garden Apartments complex that was responsible for 152 CFS in 2019 alone. Undoubtedly, there were problems there that could have been dealt with in a different way than sending patrol officer after patrol officer to deal with a 911 call. This residential complex, as well as all the other defined residential communities in the city, are ripe for establishing community partnerships and fostering police-community engagement.

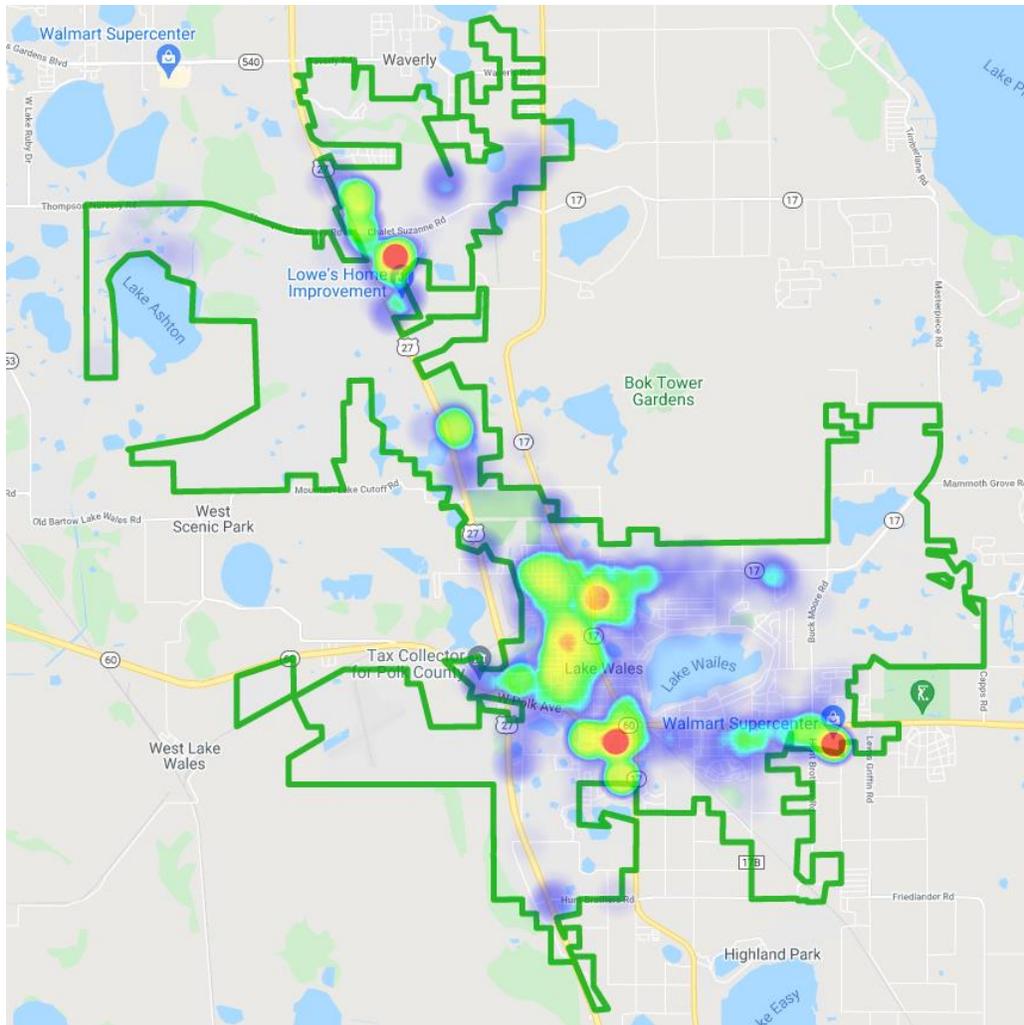
Instead of responding to CFS after CFS, perhaps a long-term problem-solving approach could be taken where patrol officers organize and meet with the community at these locations to address the problems before they happen, therefore eliminating the need to call 911. The idea here is that the data on the maps are illustrating a problem that the officers on patrol could identify, diagnose, and address to prevent the 911 call in the first place. This is the area in which the community policing officer on patrol could be effective. These individuals could be tasked with the responsibility for developing and executing the plans to address the issues illustrated by these maps, including other relevant data as well. The officer, therefore, would become the point-person in the patrol response to the crime, disorder, and community-related issues in the city. Likewise, the officer assigned to the traffic officer position in the power shift could take the same approach with problematic traffic areas.

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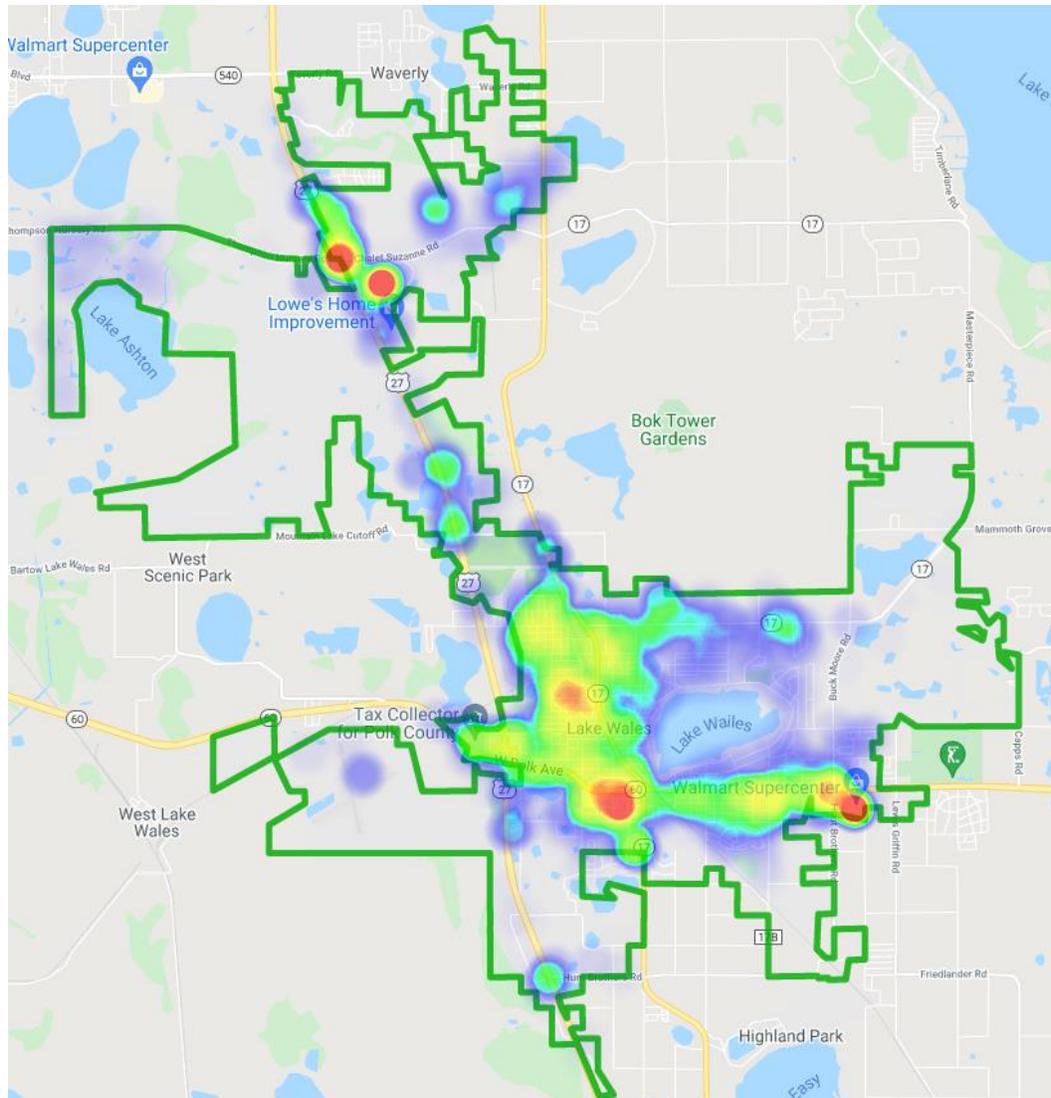
5. <https://www.predpol.com/>

**FIGURE 4-9: Spatial Representation of Crime Calls for Service**



Address	Frequency	Location
2000 Hwy 60 E.	63	Walmart
451 Eagle Ridge Dr.	32	Eagle Ridge Mall
504 4th Street S.	26	Lake Wales Garden Apts.
704 Scenic Hwy N.	18	BP Gas Station

**FIGURE 4-10: Spatial Representation of Community-Initiated Calls for Service**



Address	Frequency	Location
133 Tillman Ave. E.	593	LWPD
201 Central Ave.	216	LW City Hall
2000 Hwy 60 E.	193	Walmart
504 4th Street #10A	152	Lake Wales Garden Apts.
410 11th Street S.	119	Lake Wales Medical Center
Hwy 27/Chalet Suzanne	112	Chalet Suzanne
451 Eagle Ridge Dr.	105	Eagle Ridge Mall

## K9

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The LWPD deploys four officers as K9 handlers. Each of the four primary patrol shifts (Alpha through Delta) has a K9 officer assigned, thus giving the LWPD 24-hour coverage. These officers are not assigned to ordinary CFS-taking responsibilities but are used as back-up assets and to support other enforcement operations.

The K9s are “dual-purpose” dogs. They are both patrol and narcotics-detection dogs. Inspection of the LWPD policy regarding the K9 program reveals a sound policy that governs selection, training, care, and deployment of the dogs. The policy also reinforces an approach that minimizes the use of force when deploying the K9s and calls for a thorough review of bite-incidents when they occur.

In 2019, there were 191 deployments of the K9s, with four contact apprehensions and 45 non-contact apprehensions. According to the department this amount of activity is low and the dogs generally are used with greater frequency. In 2019, one K9 was out of commission for four months with a broken foot, and another was not put in service until August. Therefore, the LWPD had use of the equivalent of three K9s during the year (two for a full year, one for 8 months, one for 5 months). Assuming this level of K9 availability would translate into approximately one deployment per K9 per week over the entire year.

The current state of the K9 team in the LWPD presents an opportunity to leverage existing capacity to improve operations. As indicated above, there is 24x7 coverage with K9 personnel. This amount of coverage seems to be more than required for a community the size of Lake Wales. There is no clear operational justification for having continuous round-the-clock coverage with K9 personnel. CPSM recommends reducing the number of K9 officers by two, and assigning the remaining two K9 officers to the power shift with flexible hours, and assigning the two freed-up officers to patrol shifts.

### K9 Recommendations:

- Eliminate two K9 positions; deploy those officers to patrol shifts. (Recommendation No. 14.)
- Redeploy the two remaining K9 officers to the new power shift with a flexible shift schedule. (Recommendation No. 15.)

## SPECIAL RESPONSE TEAM

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The LWPD deploys a Special Response Team (SRT) for specialized tactical operations. This is a part-time assignment for members of the LWPD. There are 10 sworn officers assigned to the team and they all have participated in specialized training, including firearms, building clearing, officer rescue, tactical planning, and surveillance.

In general, the SRT conducts low-level tactical operations. The department relies on the Polk County Sheriff's Office for any high-risk warrant executions or tactical operations. When the S.O. is requested, the LWPD SRT works in a support role. In 2019, the SRT did not participate in any search warrants, but participated in eight in 2018. CPSM reviewed a sample tactical plan of an operation that was executed successfully in 2019 and found it to be sound, both thorough in scope and breadth, emphasizing both tactical proficiency and the judicious use of force. All indications point to a well-managed and important law enforcement asset that provides a value-added capacity to the LWPD.

## TEMPORARY HOLDING CELLS/SALLY PORT

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There is a locked entry door within the department hallway leading into an area that provides access into the temporary holding cells and sally port areas. Next to this door are gun lockers so no firearms are brought into the holding cells areas. An electronic card reader is utilized for entry through the first door and can track an officer's entry into these areas. The second door has a key lock that provides access into the temporary holding cells area.

Upon entry into the temporary holding cells area there is a spacious work area with a desk, computer, lockers for inmates' belongings, panic buttons placed high and also low in the event an officer has an inmate initiate a struggle to the floor. Officers can complete administrative tasks in this area and also monitor the cells from the camera feed. The camera feed of the cells is also fed into the report-writing room that is in another part of the police facility.

One of the holding cells can be utilized for interviews or photographs and another holding cell is utilized for intoxicated persons. The department utilizes the Intoxilyzer and LiveScan that is available at the Polk County Sheriff's Office jail facility. Additionally, there are four holding cells. Two of the holding cells are separated from the other two holding cells by a wall and partially glass doors with locks. Each of the holding cells has a key lock. The cells are well-lit and have partial glass doors and windows. Each cell is monitored by a camera and intercom system. The cells have a cement bed, sink, toilet, and a water fountain. The temporary holding cells were found to be very clean' they are equipped with a ventilation system, fire alarm system that detects smoke and heat detection, and an automatic fire suppression system. At the time of the inspection there were no prisoners in any of the temporary holding cells. Officers are required to visually observe a prisoner and document a prisoner's condition every thirty minutes for adults and every ten minutes for juveniles.

There is a partially glass door with a key card reader that leads into the sally port. The sally port is well-lit with both natural light and artificial light. There are gun lock boxes on the wall. There is a door with a card reader that leads from inside the sally port into the fenced-in area of the police facility. There is a secure electronic garage door that enables police vehicles entry into the sally port. There is also a camera system that monitors the sally port, and the sally port is equipped with panic alarm buttons. At the time of the inspection the sally port did not have any vehicles in it for prisoner transport for booking. The garage door was secured, and the area was clean.

General Order 11.11, Holding Facility, provides clear guidelines for the operation of the holding facility. Adult prisoners cannot be held in holding cells in excess of eight hours. Per state statute, juveniles are not held for more than six hours. The general order clearly states occupancy procedures for prisoners, cleanliness of the holding facility, holding facility security, facility access, weapons, facility keys, prisoner processing, intake procedures, medical services, prisoner supervision, and critical incidents. The general order requires the Support Services Commander or designee to inspect the holding facility every week for operational readiness to include inspection and documentation of the following: emergency exit signs,; fire and smoke detectors, fire sprinklers, first aid kit, evacuation map, evacuation plan, and video surveillance system. The department is to be commended for its efforts in providing a secure, safe, and clean holding area for prisoners.

CPSM offers no recommendations.

# SECTION 5. INVESTIGATIONS

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## CRIMINAL INVESTIGATIONS DIVISION OVERVIEW

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The Lake Wales Police Department Criminal Investigations Unit is supervised by a Sergeant. Historically, the Sergeant reported to a Lieutenant of Investigations. However, the Lieutenant was promoted to Deputy Chief. The position of Lieutenant of Investigation is now vacant. CPSM recommends filling this Lieutenant position as it has significant responsibilities of overseeing the Criminal Investigations Unit, Crime Analysis, Crime Suppression Unit, Traffic Officers, Property and Evidence Unit, and Crime Scene Unit.

The Sergeant of the Criminal Investigations Unit has worked for the Lake Wales Police Department for eleven and one-half years and has been assigned to Criminal Investigations for the past five years. Prior to working for the Lake Wales Police Department, the Sergeant worked for the Chicago Police Department. There are five budgeted detective positions. One of the positions had been vacant but was filled recently. One detective position works SVC/DCF cases, three work general investigations, and one works intelligence and assists the other three general investigations detectives. A civilian crime analyst position is vacant. The work schedule for the Sergeant and detectives is displayed in the following table.

**TABLE 5-1: Work Schedule for the Criminal Investigations Unit**

	<b>Sunday</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>
Week 1	Off	8.75 hrs	8.75 hrs	8.75 hrs	8.50 hrs	8.50 hrs	Off
Week 2	Off	8.50 hrs	8.50 hrs	8.50 hrs	8.50 hrs	8.50 hrs	Off

The Criminal Investigations Division Sergeant, the Crime Suppression Sergeant, and the Accreditation Sergeant share a call-out screening schedule. The sergeant on-call determines if a detective needs to respond to the scene. The detectives share a call-out rotation schedule and are on-call for one week at a time. Detectives are compensated for call-outs consistent with the provisions of contractual agreements. The on-call schedule is sent to each of the patrol supervisors. The Sergeant and detectives have take-home vehicles. The Sergeant has budget responsibilities for the Criminal Investigations Unit. The following table summarizes the personnel assigned within the Criminal Investigations Division.

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**TABLE 5-2: CID Authorized Staffing Levels for FY 2020–2021**

	<b>Authorized</b>	<b>Vacancies</b>	<b>Actual</b>
<b>Sworn Personnel</b>			
Lieutenant	1	1	0
Sergeant	1	0	1
Detective	5	0	5
<b>Sworn Total</b>	<b>7</b>	<b>1</b>	<b>6</b>
<b>Civilian Positions</b>			
Administrative Assistant	0	0	0
Crime Analyst	1	1	0
Victim Advocate	Services Provided by the Peace River Rape Crisis Center	0	0
<b>Civilian Total</b>	<b>1</b>	<b>1</b>	<b>0</b>

**Source:** Lake Wales Police Department.

There are no civilian administrative assistants assigned to the division. Victim advocate services are available through the Peace River Rape Crisis Center. The department does have a part-time civilian for crime scene processing and who reports to the Sergeant of the Crime Suppression Unit. The part-time crime scene civilian also serves as the custodian of Property and Evidence; crime scene and property and evidence responsibilities will be discussed later in this section.

## CASE MANAGEMENT

Case management is a significant factor utilized by a department in the management of its investigative function and resources. CPSM examined the case management practices of the Criminal Investigations Division and found the Lake Wales Police Department has a two-tiered case assignment and screening process. General Order 9.02, Criminal Investigations, states that cases assigned for follow-up investigations are based on the following solvability factors:

- Where one or more primary solvability factors are present: or
- Where two or more secondary solvability factors are present.

The detectives are assigned all felony cases and occasionally misdemeanor cases. The general order states that the Investigations Division Commander has the authority to assign case follow-up investigations where none of the above criteria is present, but where there are other considerations that warrant a follow-up investigation. The following table displays the primary, secondary, and miscellaneous solvability factors used by the Criminal Investigations Division for case management.

**TABLE 5-3: CID Case Management Solvability Factors**

<b>Primary Solvability Factors (One or More)</b>	<b>Secondary Solvability Factors (Two or More)</b>	<b>Miscellaneous Solvability Factors</b>
Suspect's name	Suspect Description	Domestic versus Non-Domestic Cases
Suspect's Identification	Vehicle Information	Victim Wants the Suspect Prosecuted as Opposed to the Victim declining to Prosecute
Suspect's Location	Evidence Collected	Amount of Monetary Loss
Witness to a Crime	Property Identification/Location	
	Method of Operation	

The Lake Wales Police Department uses liberal but thoughtful solvability factors and appears to have a strong dedication to investigate any possible factor that may lead to solving the case. The Lake Wales Police Department is to be commended for its proactive efforts.

The Sergeant indicated that the Criminal Investigations Division currently utilizes Tiburon (soon to be SOMA) for all RMS entries. However, in January 2022 a new CAD system will be implemented followed by a new RMS system for the department. This is a cloud-based system that will allow reports and photographs from the Polk County Sheriff's Office and Lake Wales Police Department to be viewable by one another via phone.

Based on our review of the work performed in the Criminal Investigations Division we find that the full workload of the division is not being captured. For example, the sergeant advised that detectives occasionally backfill or supplement uniform patrol, handle risk protection orders, create PowerPoint presentations for the State Attorney's Office on selected cases, perform intelligence gathering and analysis, participate in community events, and shred documents (volunteers did this task prior to the coronavirus pandemic). The division did have one detective assigned to HIDTA in 2019 and most of 2020, but due to staffing needs the detective was removed from the task force and reassigned to the Crime Suppression Unit. The Sergeant advised that the detectives maintain a good relationship with members of the HIDTA task force, the FBI task force, and FDLE task force.

The following set of tables show the caseload for the division for 2019, 2020, and the first ten months of 2021. In 2019 and 2020, the tables show more than five detectives. This is a result of changes in staff during these years. The Sergeant does not carry a caseload and is focused on reviewing all reports for case assignment and the supervision of staff. These are appropriate roles for a Sergeant.

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**TABLE 5-4: Criminal Investigations Division's Cases and Clearances, 2019**

Call Sign	Number of Cases Assigned	Case Clearance
L377	92	63
L383	124	66
L335	176	127
L323	7	3
L372	2	0
L402	89	21
L394	39	27
L391	17	9
L373	1	0
<b>Total</b>	<b>547</b>	<b>316</b>

The department provided a breakdown of assigned cases by type of crime to include Crimes Against Persons, Property Crimes, DCF Cases, and Other Incidents such as death investigations, Baker Acts with Risk Protection Orders (RPOs).

**TABLE 5-5: Breakdown of Assigned Cases for Crimes Against Persons, Property Crimes, DCF Cases, and Other Incidents, 2019**

Type of Case	Number of Cases
Crimes Against Persons	58
Property Crimes	342
DCF Cases	130
Other Incidents	121
<b>Total</b>	<b>651</b>

**TABLE 5-6: Criminal Investigations Division's Cases and Clearances, 2020**

Call Sign	Number of Cases Assigned	Case Clearance
L401	45	8
L402	24	6
L373	40	18
L391 (Works DCF Cases)	89	62
L392	62	39
L394	73	21
L383	133	81
<b>Total</b>	<b>466</b>	<b>235</b>

The department provided a breakdown of assigned cases by type of crime to include Crimes Against Persons, Property Crimes, DCF Cases, and Other Incidents such as death investigations, Baker Acts with Risk Protection Orders (RPOs). Once again, there are five detectives assigned to the unit, but staffing changes occurred during the year. It should also be noted that all personnel in the division were stricken with coronavirus in 2020, with detectives out on sick leave for four to

eight weeks. For a period of three weeks, all detectives in the division were on sick leave due to COVID-19.

**TABLE 5-7: Breakdown of Assigned Cases for Crimes Against Persons, Property Crimes, DCF Cases, and Other Incidents, 2020**

Type of Case	Number of Cases
Crimes Against Persons	38
Property Crimes	123
DCF Cases	119
Other Incidents	20
<b>Total</b>	<b>300</b>

**TABLE 5-8: Criminal Investigations Division's Cases and Clearances, Jan.–Oct. 2021**

Call Sign	Number of Cases Assigned	Case Clearance
L383	207	189
L373	78	37
L394	95	51
L392	124	83
L401	24	8
<b>Total</b>	<b>528</b>	<b>368</b>

The department provided a breakdown of assigned cases by type of crime to include Crimes Against Persons, Property Crimes, DCF Cases, and Other Incidents such as death investigations, Baker Acts with Risk Protection Orders (RPOs). During 2021 staffing began to stabilize but it is possible public reporting was affected by COVID.

**TABLE 5-9: Breakdown of Assigned Cases for Crimes Against Persons, Property Crimes, DCF Cases, and Other Incidents, Jan.–Oct. 2021**

Type of Case	Number of Cases
Crimes Against Persons	42
Property Crimes	199
DCF Cases	200
Other Incidents	67
FDLE Cases (6-month investigation)	2
FBI Cases (18-month investigation)	1
<b>Total</b>	<b>511</b>

The Lake Wales Police Department has an excellent policy for the time period in which a case must be followed up by either a detective or patrol officer. According to General Order 9.02, E.10.f, victims, complainant(s), and/or witness(es), are to be contacted a second time within fourteen working days after the report of the original incident and preliminary investigation.

It is difficult to clearly assess the workload for 2020 and for January through October 2021 due to the impact of the pandemic on both the public and the detectives. In 2021, staffing did stabilize at five detectives, which is the budgeted staffing. There are no vacancies at this time. For the

first ten months of 2021 there have been 511 cases assigned to detectives. Dividing 511 cases by five detectives results in an average of 102.2 cases each over that ten-month period.

It is important to note that there are no absolute standards to determine appropriate caseload per detective. The International Association of Chiefs of Police, however, suggests that a detective's caseload that ranges between 120 and 180 cases per year (10 to 15 per month) is manageable. Overall, the detective division is reaching this threshold for case investigations.

During our review of the type of cases worked by the Criminal Investigations Division, CPSM inquired how the department performs analysis on cell phones and computers for evidentiary purposes. Currently, the division relies on either the Polk County Sheriff's Office or the Florida Department of Law Enforcement. The Sergeant advised that due to caseload of the Polk County Sheriff's Office and the Florida Department of Law Enforcement, results of the analysis can take up to and sometimes more than forty days.

Digital forensics is a rapidly growing field within law enforcement investigations. Departments must be proactive in following investigation trends to strategically determine what internal resources are currently needed and will be needed for the future. Since the number of cases requiring digital forensics is growing throughout the nation, the department would benefit by having a detective trained in digital forensics. CPSM recommends adding an additional detective to be trained in digital forensics investigations; this person could also develop intelligence and assist other detectives when needed. This initiative would require the detective to receive training and the department to purchase equipment. The Secret Service and the company Cellebrite both offer training courses in digital forensics. As well, the additional detective position in the division is a proactive strategy to handle an increase in caseload due to corporate and residential growth in the City of Lake Wales.

The department produces an annual report each year with a variety of information pertaining to the department. The annual report includes LWPD Facts, which provides information on staffing, calls for service, arrests, crashes, traffic-related statistic, and UCR statistics. CPSM recommends having a section in the annual report displaying the workload and case successes of the Criminal Investigations Division.

## **CAPTURING CASELOAD AND CLEARANCE RATES**

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While preventing crime is crucial to law enforcement agencies, solving crimes is as important. Solving crime results in prosecution of offenders, which not only prevents future crime, but it also provides much-needed closure to crime victims. Clearance rates, as defined and measured by the FBI Uniform Crime Report (UCR) program and the FBI's new reporting program, the National Incident-Based Reporting System (NIBRS: [fbi.gov/file-repository/ucr/ucr-2019-1-nibrs-user-manual-093020.pdf/view](https://www.fbi.gov/file-repository/ucr/ucr-2019-1-nibrs-user-manual-093020.pdf/view)), offer a benchmark for a department's effectiveness in solving crimes.

The clearance rate is the relationship between reported crimes and persons arrested for those crimes. It is an important measure of the overall effectiveness of a police department and an important measure of the performance of an investigative unit in a police department. According to the FBI UCR program, a law enforcement agency reports that an offense is cleared by arrest or solved for crime-reporting purposes when three specific conditions have been met: 1) at least one person has been arrested, 2) the person has been charged with the commission of the offense, and 3) the person has been turned over to the court for prosecution (whether following arrest, court summons, or police notice).

In its clearance calculations, the UCR program counts the number of offenses that are cleared, not the number of persons arrested. The arrest of one person may clear several crimes, and the arrest of many persons may clear only one offense. In addition, some clearances that an agency records in a particular calendar year may pertain to offenses that occurred in previous years.

In certain situations, elements beyond law enforcement's control prevent the agency from arresting and formally charging the offender. When this occurs, the agency can clear the offense exceptionally. Law enforcement agencies must meet the following four conditions in order to clear an offense by exceptional means: the agency must have identified the offender; gathered enough evidence to support an arrest, make a charge, and turn over the offender to the court for prosecution; identified the offender's exact location so that the suspect could be taken into custody immediately; and encountered a circumstance outside the control of law enforcement that prohibits the agency from arresting, charging, and prosecuting the offender.

Annually, departments report clearance rates to the FBI for inclusion in the UCR, which were presented earlier in this report.

Accurate case clearance is an important performance evaluation tool for supervisors. It is essential to track the effectiveness of individual detectives through their diligence in solving and clearing cases. Awareness of a detective's performance is critical to identifying the need for greater oversight or training. The number of cases assigned per detective is important, as well as a supervisor's anecdotal knowledge, but performance evaluation must also be supported by data. Clearance rates are another benchmark of a department's effectiveness in solving crime. CPSM recommends that the Criminal Investigations Division examine the clearance rates of each detective in greater detail for a clearer analysis of each detective's performance. This recommendation would align with General Order 9.02, Criminal Investigations, E.7, for the designation of case status. Shown in the following table is an example of how detectives' caseloads and clearance rates can be captured.

**TABLE 5-10: Example of Capturing Investigators' Workload**

Detective	Number of Assigned Cases	Active Cases	Inactive Cases	Cleared by Arrest	Cleared Exceptionally	Unfounded	Clearance Rate
#1	19	7	12	4	0	1	26%
#2	64	11	39	1	2	5	13%
#3	53	13	45	8	1	9	34%
#4	100	19	90	5	0	9	15%
#5	70	14	52	10	1	5	21%
#6	56	18	13	6	20	5	55%
#7	63	19	26	2	2	7	17%
#8	76	15	62	3	0	10	17%
<b>Total</b>	<b>501</b>	<b>116</b>	<b>339</b>	<b>39</b>	<b>26</b>	<b>51</b>	<b>--</b>

The department should also consider conducting a deeper analysis of each detective's performance over time by capturing the clearance rates of each detective by crime category. This would provide insight into the detective's performance over time, by crime type, and would also benchmark the unit's success.

## TRAINING/TECHNOLOGY

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The Criminal Investigations Division Sergeant gave CPSM an overview of the training courses he and his staff have received. When a new detective gets assigned to the division, the detective receives in-house training. The division has a Detective Trainee Skills Mastery Checklist. The checklist is extensive; it is comprised of categories and subcategories in which a detective must demonstrate mastery of skills. The broad categories are Investigative Practice (with thirty subcategories), Investigative Process (with twenty-nine subcategories), and Relevant Agency Policies and Procedures (with six subcategories). After completion of the Detective Trainee Skills Mastery Checklist both the new detective and training detective sign and date the form. There is also a Detective Training Schedule that assigns a detective trainer or Sergeant to provide the new detective training in the following areas:

- Orientation.
- Using the interview room and equipment.
- Unit expectations.
- Case assignments.
- Case closure.
- Report writing.
- Warrant-DNA/Cell phone/Residential.
- Death Investigations.
- Crime Scene.
- After-hours warrant procedures.
- Interview procedures.
- Observe investigative techniques in the field.
- DCF investigations.
- Fraud investigations.
- CPT interviews and contacts.
- Child abuse investigations.
- Observe investigative techniques in the field.
- Financial crimes investigations.
- Cell phone subpoenas.
- Bank records subpoenas.
- Photo packs (M.U.G.S.).
- Inmate interview procedures (going to the jail).
- Jail phone recordings (Using the program).
- How to acquire jail visitation video (Contacts).
- Source cultivation.

- Follow-up with previous training.
- Recommend future training, if needed.
- Find future advanced training classes.

The department is to be commended for having a robust in-house training program for new detectives. The Sergeant also advised that detectives attend an Interview and Interrogations course and a Case and Court Preparation course. The Sergeant advised that the division would benefit from having funds to attend other external training courses to keep his detectives well versed in new investigative techniques and specialized investigations. Some of these types of courses are not available within the immediate region.

There are two interview rooms equipped with both audio and visual recordings for use by all investigators. Additionally, the conference room also has audio and visual recordings capabilities. This is an important feature for the preservation of evidence as it pertains to interviews and statements.

The Sergeant advised that in terms of technology, the Sergeant and one of the detectives purchased tablets with their own money. The Sergeant advised that the tablets are more functional for use in the field than the desk computers and said he is requesting the department to replace the desk computers with tablets. CPSM supports the recommendation of tablets in lieu of desk computers if greater efficiency in the field is derived from tablets. This recommendation should be reviewed by the city's IT staff to ensure functionality with the future RMS system.

Currently, the department reimburses each detective \$30 a month towards their personal cell phones to be utilized for department phone calls. CPSM recommends the department purchase department cell phones for the detectives instead of providing a stipend for using their personal cell phones. This would enable greater integrity for department business and investigations.

## Criminal Investigations Recommendations

- The position of Lieutenant of Investigation is now a vacant position. CPSM recommends filling the position as it has significant responsibilities of overseeing the Criminal Investigations Unit, Crime Analysis, Crime Suppression Unit, Traffic Officers, Property and Evidence Unit, and Crime Scene Unit. (Recommendation No. 16.)
- CPSM recommends that the Criminal Investigations Division create a reporting system that captures all workload, not just cases, but the full complement of other duties that personnel must perform. (Recommendation No. 17.)
- CPSM recommends adding an additional detective to be trained in digital forensics investigations; this person can also develop intelligence and assist other detectives when needed. (Recommendation No. 18)
- CPSM recommends having a section in the annual report displaying the workload and case successes of the Criminal Investigations Division. (Recommendation No. 19.)
- The department should consider conducting a deeper analysis of each investigator's performance over time by capturing the clearance rates of each investigator by crime category. This would provide insight into the detective's performance over time, by crime type, and would also benchmark the unit's success. (Recommendation No. 20)

- CPSM supports the recommendation of acquiring tablets in lieu of desk computers if greater efficiency in the field is derived from tablets. This recommendation should be reviewed by the city's IT staff to ensure functionality with the future RMS system. (Recommendation No. 21.)
- Currently, the department pays each detective thirty dollars a month towards their personal cell phones to be utilized for department phone calls. CPSM recommends the department purchase department cell phones for the detectives instead of providing a stipend for using their personal cell phones. This would offer greater integrity for department business. (Recommendation No. 22.)

## CRIME ANALYSIS

Crime analysis plays an important role in law enforcement. The department has a vacant civilian position budgeted for crime analysis. Currently, the intelligence detective is handling some of the crime analysis duties. The department utilizes the following software programs for crime analysis: Flock, Leadsonline, LinX, Vigilant, Face Logics, CJNET Finder, TLO, and Leep. The following table displays the work statistics for the Crime Analyst position for 2019 through April 2021.

**TABLE 5-11: Crime Analysis Workload Statistics, 2019, 2020, Jan.–April 2021**

Type of Analysis	2019	2020	2021 (Jan.–April)
Attempt to Locate and Attempt to Identify	195	155	35
Inmate Release Reports	12	12	12
Subpoenas	45	77	15
Department Crime Analysis Requests	195	155	35
<b>Totals</b>	<b>447</b>	<b>399</b>	<b>97</b>

The department also reports there are requests from department members for crime analysis information. In 2019 there were 195 requests, in 2020 there were 155 requests, and from January to April 2021, there were 35 requests.

CPSM recommends the Lake Wales Police Department budget a full-time civilian crime analyst position. However, having the intelligence detective serve as the part-time crime analyst should be rethought by the department. If the department accepts the recommendation of having the intelligence detective trained to investigate digital forensics crimes, the detective will not have the time to thoroughly conduct crime analysis. Additionally, the crime suppression report for the Tuesdays' meetings is now being performed by the Records Unit. CPSM recommends streamlining the crime analyst duties by having a civilian crime analyst perform these crime analysis duties. Crimes, crime patterns, hot spots and crime prevention information could also be placed on the department website to keep the public informed.

### Crime Analysis Recommendation:

- CPSM recommends the Lake Wales Police Department fill the vacant, budgeted crime analysis position with a civilian Crime Analyst to fulfill the duties and responsibilities proactively. The civilian Crime Analyst will have to receive training to be competent and serve the growing commercial and residential growth of the city of Lake Wales. (Recommendation No. 23.)

## VICTIM ADVOCATE

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The department utilizes a referral service to the Peace River Rape Crisis Center for all victim advocacy cases. Additionally, patrol also utilizes the services of the domestic violence shelters. The department has created a connection with pastors who assist both the Lake Wales Police Department and the Polk County Sheriff's Office for severe victimization cases such as homicides. At this point in time, the Lake Wales Police Department is not in need of an in-house victim advocate. According to statistics provided by the department, seventeen cases in 2019, sixteen in 2020, and eighteen cases in 2021 were referred to the Peace River Rape Crisis Center.

CPSM offers no recommendations.

## CRIME SCENE

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The Lake Wales Police Department does not have a dedicated, full-time Crime Scene Unit. The Crime Scene position is a part-time duty; this person also has the responsibility for the Property and Evidence Unit. The part-time Crime Scene Technician works Monday through Friday, 0800 to 1700.

The technician does not track all crime scene statistics. For example, patrol does some crime scene processing, but no statistics are captured on this activity. As well, there are no statistics captured as to the crime scene processing performed by the Polk County Sheriff's Office or the Florida Department of Law Enforcement. The technician reports processing twenty-one cases in 2019, sixteen cases in 2020, and twenty cases from January 1 to August 5, 2021. According to General Order, 9.20, Crime Scene Procedures, the Crime Scene Technician is on-call 24/7 (E.4.a).

The technician has attended training through the Polk County Sheriff's Office. The training consisted of two seven-month sessions for a total of fourteen months of training. The technician has received training in proper documentation of a scene; digital photography of a scene; proper collection and packaging of evidence; bio-hazard evidence packaging; videotaping the crime scene; photos and plaster casts of shoe/tire impressions; bloodstain documentation; documentation of bullet hole/trajectory; buried bodies and surface skeletons; ARS reporting; processing the scene and evidence for latent prints to include black powder, magnetic powder, super glue fuming, gentian violet, stick side powder, Ninhydrin, small particle reagent/wet paint, dye stains, and photocopy Ninhydrin prints; and sketching

The technician provides forty-five minutes of training to patrol which includes packaging evidence, collecting evidence, procedures, and FDLE requirements for lab submissions. The department has a crime scene van that is stationed at the department.

Generally, the duties of a crime scene technician include the collection of photographs and prints, collecting and packaging evidence, DNA, completing administrative paperwork, entering evidence into Property and Evidence, preparing evidence for processing by external agencies (labs), and transporting evidence to external agencies for processing.

CPSM recommends that the Crime Scene Technician capture workload information on all crime scene duties and maintain statistics for each category of activity in order to determine the true workload. Shown in the following table is an example of a police department's collection of its workload statistics for a crime scene unit. This table is only presented as an example for the Lake Wales Department so it can customize categories to capture its crime scene duties.

**TABLE 5-12: Sample Workload Statistics for a Crime Scene Unit**

<b>Category</b>	<b>2019</b>	<b>2020</b>
On-duty Callouts	77	70
Off-duty Callouts	17	21
Items Collected	241	111
Latent Lift Cards	229	170
Lab Evidence Processed	147	233
Latents into AFIS	18	18
Latents into AFIX	1	8
Latents into NGI	15	14
AFIS/AFIX/NGI Hits	12	17
Comparisons	1,230	1,528
Identifications	13	22
Verifications	48	21
<b>Totals</b>	<b>2,048</b>	<b>2,233</b>

### Crime Scene Recommendation:

- CPSM recommends that the Crime Scene Technician capture workload information all crime scene calls for service and duties to determine if a full-time crime scene technician is warranted. (Recommendation No. 24.)

## CRIME SUPPRESSION UNIT

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The LWPD staffs a Crime Suppression Unit that is responsible for addressing crime hot spots and drug activity in the city. The unit is supervised by a Sergeant and is currently staffed with two police officers. The Sergeant is assigned to work Monday through Friday during general administrative staff hours unless a crime suppression operation requires supervision during evening or night hours. The CSU Sergeant is also responsible for the Traffic Unit and the Property and Evidence Unit.

The two police officers assigned to the CSU are also assigned to work Monday through Friday and work hours that are flexible in response to the crime and drug conditions in the community. Ordinarily, there are three officers assigned to the CSU, but staffing shortages required a reduction in personnel to two officers. The officers work in plainclothes in unmarked cars on patrol.

The CSU attends the department's weekly crime suppression meeting where past criminal cases are reviewed. This information, along with the information and intelligence developed by the LWPD Intelligence Detective, act as the basis for their deployment. In addition, CSU personnel monitor and surveil re-offenders who are released from prison into the community, debrief arrested persons about crime trends and narcotics activity, and target people and locations engaged in drug sales and other crimes. By all appearances, the CSU is a high functioning unit and leverages crime data and intelligence for deployment and enforcement activities.

In 2019<sup>6</sup> the CSU executed one search warrant and assisted in the investigation of a drug trafficking cartel that resulted in eight arrests and six search warrants. CSU personnel also made 38 narcotics arrests and investigated 25 Crime Stoppers tips as well as other intelligence information that was relayed by patrol and investigations.

The operational foundation of the CSU is sound and its function is essential for the effective operations of the LWPd. There are several areas, however, where improvement opportunities exist that should be considered by the department.

Operations of this nature, while essential, must be supervised closely. In order to accomplish this the CSU must work as a team along with the CSU Sergeant. Having the Sergeant assigned to supervise Traffic and Property and Evidence should be reconsidered. The CSU Sergeant should be assigned to directly supervise CSU personnel and no other department units. In addition, the Sergeant should not be assigned to an administrative shift but should work alongside CSU personnel.

In order to maximize CSU effectiveness, unit personnel should be assigned, as they are, in plainclothes and in an unmarked car. In the event the CSU Sergeant is unavailable for duty to work with the unit (vacation, sick, training, etc.) CSU personnel should be deployed in uniform and report to the shift supervisor and act under their direction. At no point should officers in the unit be deployed in plainclothes if not supervised by their direct Sergeant.

The LWPd should also consider adding personnel to the CSU. At a minimum, in order to conduct effective operations of the type they conduct, at least three officers should be assigned. Therefore, one Sergeant and three officers, assigned to work as a team, should constitute the CSU and they should continue to function as they do currently.

### Crime Suppression Unit Recommendations:

- Assign the Traffic and Property and Evidence units to other supervisors in the LWPd and require the CSU to receive direct supervision. (Recommendation No. 25.)
- When the CSU Sergeant is unavailable for duty for any reason, officers assigned to CSU must be assigned to uniformed duty. (Recommendation No. 26.)
- Staff the Crime Suppression Unit with one Sergeant and three police officers. (Recommendation No. 27.)

## TRAFFIC UNIT

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The Traffic Unit is comprised at this time of just one police officer; two other slots are vacant. The officer assigned to Traffic works the day shift, generally from 7:30 a.m. to 3:30 p.m. No traffic officers are assigned to nights or weekends. When fully staffed, the unit is intended to have three officers assigned so as to be able to cover nights and weekends.

The primary focus of the unit is traffic enforcement and response to accidents. With the reduced staff and limited shift coverage, however, the unit faces challenges in fulfilling its mission. The LWPd has an opportunity to build this unit almost from scratch and create an operational entity that can address traffic issues and promote traffic safety in the community.

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6. 2019 was used as a reference year because of the operational disruptions caused by the COVID-19 pandemic.

The highest price we pay for car crashes is in the loss of human lives, however society also bears the brunt of the many costs associated with motor vehicle accidents. According to the National Highway Traffic Safety Administration (NHTSA), U.S. motor vehicle crashes in 2018 cost almost \$1 trillion in loss of productivity and loss of life.

NHTSA reports the number of people killed on the road in Florida has been increasing since 2015, rising almost 10 percent from 2699 fatalities in 2015 to 2950 in 2019. While the data for 2020 has not been reported, it appears that fatalities increased even more.

Therefore, every accident that can be prevented can save the community thousands of dollars in damages and liability. Personnel assigned to traffic enforcement appear to embrace the mission of reducing accidents, reducing injuries, and saving lives.

From an enforcement perspective the LWPD has a very high level of traffic stops. Table 4-2 shows a substantial number of traffic-related CFS. According to the CPSM data analysis, traffic stop was the number one CFS logged during the study period and accounted for almost one-third of all CFS. The 3,140 traffic stops also accounted for more than 40 percent of all police-initiated encounters. In addition, the LWPD issues a substantial number of tickets and warnings as a result of those stops. The following table illustrates the high volume of activity in this area since 2019. The department is to be commended for such a rigorous enforcement program.

**TABLE 5-13: LWPD Traffic Enforcement, and Accident Statistics, 2019–2021**

Year	# Tickets	#Accidents	#Fatal	#Injuries	Top 3 Causes
2019	3,629	600	1	167	Rear end/ Left turn/ Angle
2020	1,559	541	5	134	Rear end/ Angle/Sideswipe
2021 YTD	1,186	562	10	92	Rear end/ Sideswipe/ Left turn

Sheer volume of enforcement, however, is not enough to improve traffic safety. In general, this enforcement should be focused on the drivers most at risk of accidents, at crash-prone locations, for violations of the law that are deemed to be causing those accidents. In other words, random, or unfocused vehicle enforcement is inefficient. A targeted approach can yield substantial gains towards traffic safety.

Examination of the traffic crashes in Lake Wales over the last three years shows that the most frequent contributing factors of auto crashes were rear-end, angle, and unsafe left turning. Comparing the most frequent tickets issued since 2019 with the top accident causes for the same period show a disconnect. Speeding represents the most common infraction cited with more than 50 percent of all tickets issued for speeding during these three years. An assumption could be made that speeding vehicles cannot stop in a timely way, leading to rear-end collisions/ However, more attention could be paid to inattentive motorists on cell phones or following too closely, etc.

In addition to focusing the type of enforcement on the specific contributing factors, this enforcement should be conducted in the locations that are crash prone. According to the LWPD, the top three locations for traffic accidents have essentially remained the same since 2019. The intersections of Chalet Suzanne Road and Highway 27, Buck Moore Road and Highway 60, and Highway 60 and Highway 27 were top locations for crashes during those three years. The “heat maps” of traffic crashes prominently illustrate these areas as problematic. Ideally, the targeted enforcement should be conducted at these locations.

Figure 5-1 illustrates the location of traffic stops made during the CPSM study period. Examination of the hot-spot locations for traffic stops reveals a loose connection between the frequent

accident-prone locations and the high frequency stop locations. The companion Figure 5-2 shows that only one of the top crash locations was also in the top traffic stop locations. It appears that Highway 60 between 1st Street South and Route 17 gets most of the attention for traffic enforcement.

An opportunity exists to leverage the robust enforcement already being conducted in Lake Wales towards a more focused approach to traffic safety. CPSM recommends that the unit be tasked with reducing the key traffic safety indicator of personal injury accidents. Using personal injury accidents as the outcome measure, the LWPD should embrace a comprehensive approach focusing on the "Three E's": Enforcement, Education, and Engineering.

First, as discussed earlier, the Traffic Unit should be disbanded and two officers should be assigned as traffic officers in each one of the power shifts. These officers should be assigned to have flexible hours so that they may direct their activities at the times they are needed the most. Also, these officers should be the point-persons with regards to enforcement, but not the only ones on patrol with this responsibility. Over the last three years, the **one officer assigned to traffic has issued approximately 60 percent of all the moving violations issued by the entire department.** Traffic enforcement should be part of every officer's job on patrol. All officers should be engaged in rigorous enforcement at the crash-prone locations and concentrating on at-risk drivers. Leaving enforcement to a small handful of officers, or just one officer, is not appropriate. Supervisors on patrol need to be more attentive to this area and engage in a strategic approach to traffic safety that involves all officers on patrol.

Therefore, enforcement should be focused on the at-risk drivers and high-frequency crash locations. The LWPD Intelligence Officer and Crime Analyst should maintain a list of high-risk drivers (repeat DUI, etc.) and target these individuals for enforcement. Also, the high-frequency accident locations should be targeted relentlessly.

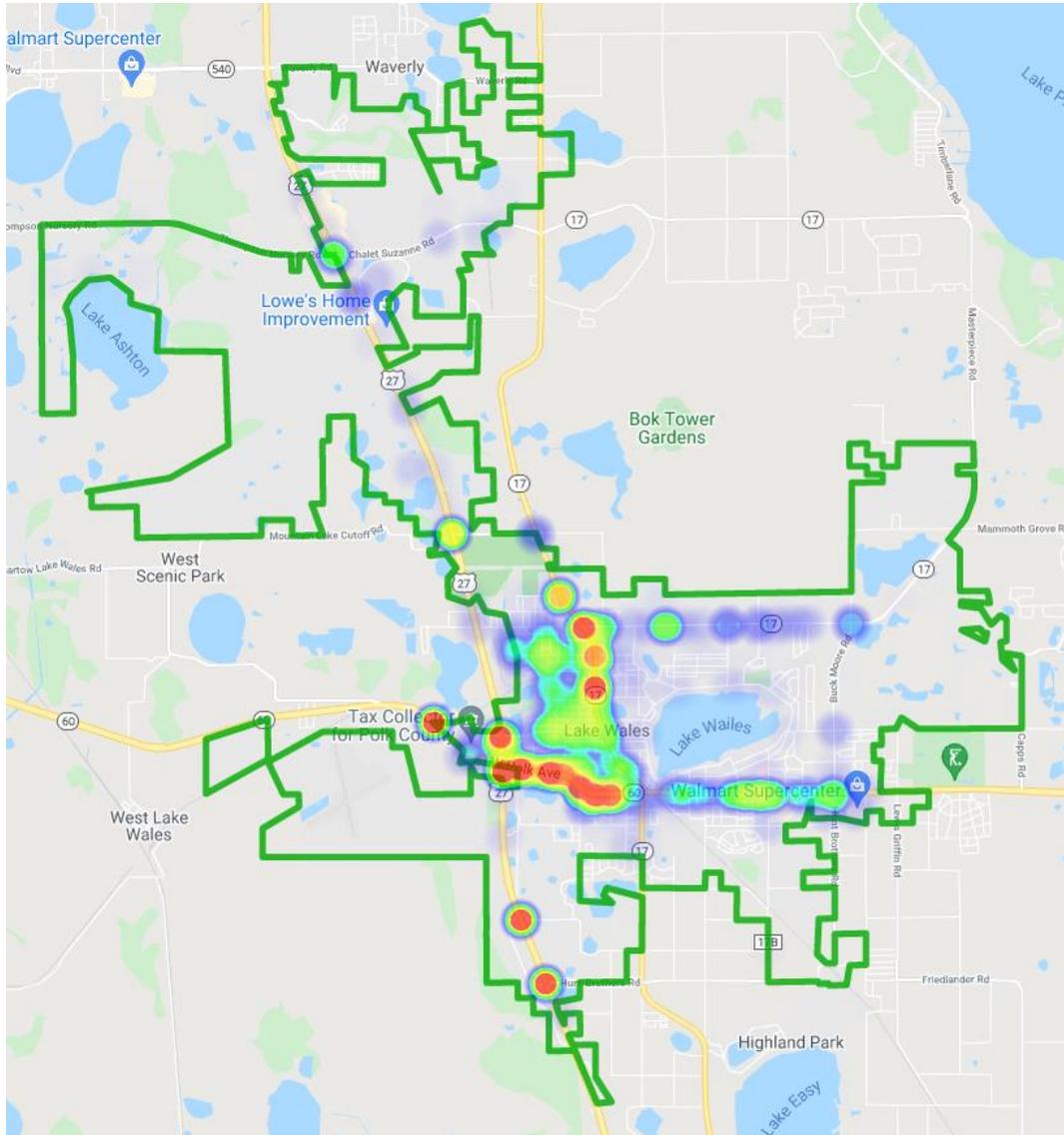
Traffic safety education and accident awareness should be developed more strategically by the LWPD traffic officers. Again, targeting at-risk drivers (high school students, for example), safe driving courses can be developed and delivered to these individuals. The LWPD could also consider deploying variable message signs at high-frequency crash locations to warn motorists about the dangers present in the area.

Lastly, the traffic officers should work with the city traffic engineer to explore roadway redesign and signage. Making engineering changes to existing roadways is a challenge. Many roads are controlled by the state and making changes to county and city roads can be expensive and take a lengthy period for planning. However, sometimes simple adjustments such as signage can be effective. Perhaps an area for improvement for the LWPD is to conduct a formal traffic safety plan for the three problematic locations identified above. Although CPSM understands that most of these locations are Florida state roads, conducting a comprehensive study and submitting it to the DOT could help create some change. Absent any response from the state, the LWPD will still have a thorough understanding of the traffic crashes at these locations and be able to better inform the rest of the department as well as members of the community.

### Traffic Unit Recommendations:

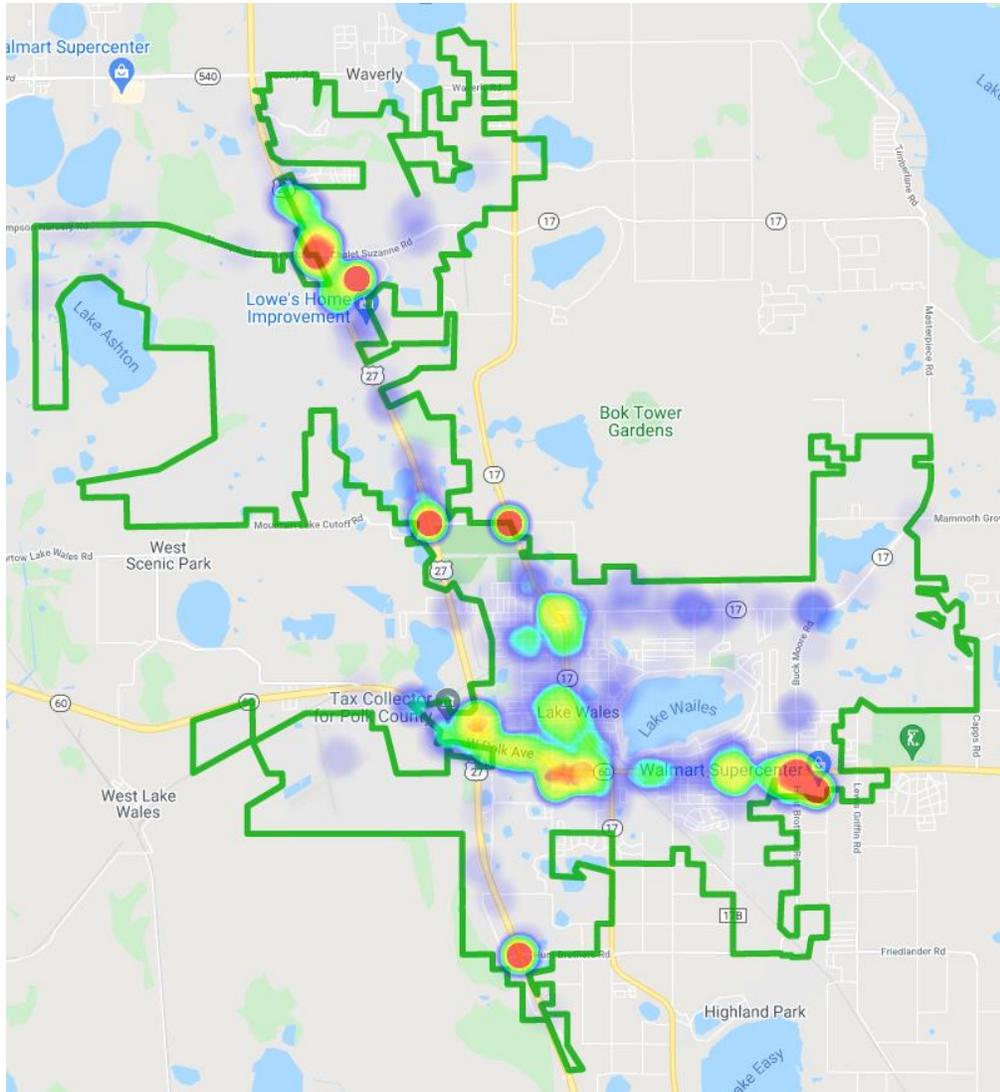
- Staff the power shifts with one officer each assigned as a traffic officer. (Recommendation No. 28.)
- Require that the officers develop and implement a strategic plan to improve traffic safety utilizing education, engineering, and enforcement. (Recommendation No. 29.)
- Ensure that all officers on patrol have an active role in the traffic safety plan. (Recommendation No. 30.)

**FIGURE 5-1: Spatial Representation of Traffic Stops (Red > 50 Stops)**



<b>Stops</b>	<b>Location</b>
173	Hwy 27 and Central Ave. W.
125	Hwy 60 E and 1st St. S.
106	Hwy 60 E and 2nd St. S.
97	Hwy 27 and Owens Rd.
91	Hwy 60 and Central Ave. W.
90	Scenic Hwy N and Burns Ave.
89	Hwy 60 W. and MLK Jr Blvd.
83	Hwy 27 and Oak Ave., LWW
74	Hwy 27 ONRP EB and Hwy 60 W.
68	Scenic Hwy N. and Seminole Ave. S.

**FIGURE 5-2: Spatial Representation of Traffic Crashes (Red > 20 Crashes)**



Location	Frequency	Other
Hwy 27/Chalet Suzanne	57	
2000 Hwy 60 E.	32	Walmart
Buck Moore Rd. S. and Hwy 60 E.	31	
Scenic Hwy N. and Mountain Lake Cutoff	21	
Hunt Brothers Rd. and Hwy 27	18	
451 Eagle Ridge Dr.	18	Eagle Ridge Mall

## PROPERTY AND EVIDENCE

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Managing property and evidence is one of the highest risk operations in any police department. The intake, processing, storage, and disposal of evidence and property are important functions for any law enforcement agency. It is especially true for weapons, narcotics and dangerous drugs, currency, and valuable jewelry. Police agencies across the country have often faced the consequences of mismanaged property and evidence sections. This has resulted in terminations and arrests of police employees, from janitors to police chiefs, for thefts of narcotics, cash, jewelry, guns, and other items of value. In some cases, audits that revealed unaccounted-for property and evidence led to the termination of police executives, though they were not suspected of being implicated in the theft/loss of the evidence. Controlling access to the property and evidence areas, inventory control, and regular audits are critical to the effective management of the property and evidence function.

The Property and Evidence Unit falls under the supervision of the Crime Suppression Sergeant, who also supervises the Crime Suppression and Traffic Units. The Sergeant is not considered a Property and Evidence Custodian. A full-time civilian serves as both the part-time Crime Scene Technician and the part-time Property and Evidence Custodian. There is a civilian administrative assistant who is assigned to another job position and who sometimes assists with moving evidence from the lockers to the office of the Property and Evidence Custodian when the Property and Evidence Custodian is on vacation or away from the office. This civilian has no training in property and evidence. The Property and Evidence Custodian started working as the Property and Evidence Custodian in 2013 and the Crime Scene Technician responsibilities were added to her position in 2015.

The Property and Evidence Custodian has received training for her position in Evidence and Property Training (Property and Evidence Association of Florida) and Managing the Property and Evidence Function (Public Agency Training Council).

The property and evidence room is open to the public from 0800 to 1700 hours, Monday through Friday. A temporary storage room is located within the police department headquarters. The property and evidence records management system utilized by the department is ARS, which is part of the Tiburon system. The forms utilized by property and evidence are property label, property receipt, destruction form, latent print work order, evidence submission log, and crime scene photo log. From 1997 to 2012 the department utilized a different RMS for property and evidence called Police Reporter. The Police Reporter RMS has been a significant problem for the accountability of the property and evidence function. This will be discussed later in this section of the report.

CPSM was provided statistics on the number of items processed by the unit for 2012 to 2021. These are shown in the following table.

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**TABLE 5-14: Evidence, Safekeeping, Abandoned, and Recovered Property and Evidence, 2012–2021**

Year	Evidence	Safekeeping	Abandoned	Recovered
2012–2013	339	138	23	70
2014	3,058	127	93	63
2015	3,067	164	67	49
2016	3,987	116	70	60
2017	3,218	118	51	59
2018	3,419	151	63	47
2019	2,868	125	44	47
2020	2,622	84	29	40
2021	2,267	104	27	21
<b>Total</b>	<b>24,845</b>	<b>1,127</b>	<b>467</b>	<b>456</b>

General Order 9.19, Evidence Collection and Submission, governs the procedures for the location, documentation, collection, processing, and preservation of evidence from a crime scene. This general order provides guidance for both crime scenes and the management of the property and evidence functions. The general order provides clear guidance for police officers and detectives as to their responsibilities when collecting property and evidence for submission to the Property and Evidence Unit. The general order is very comprehensive in detailing evidence and storage procedures including for perishable items such as blood and biohazardous materials that are clearly marked with the international biohazard symbol that must be securely stored in the evidence refrigerator located in the evidence packing room.

The policy would be enhanced by adding additional information. According to the International Association of Property and Evidence (IAPE), **Standard 15.1, Inventories**, recommends:

**Standard:** An inventory should be conducted annually, or whenever a change in key-holding personnel or in the Chief Executive Officer is made.

**Definition:** An inventory is the process of individually checking all or a specified portion of the property/evidence items against the agency's records.

**Reasoning:** The purpose of an inventory is to ensure that all items of property/evidence are accounted for. A complete inventory involves matching each piece of property or evidence with its corresponding documentation. Conducting annual inventories will identify property or evidence that is missing or misplaced from its assigned location, and it will identify items that are present in a particular location that should have been previously removed. Routine inventories will limit the time frame for investigating missing items. Without a timely inventory the time frame of an investigation and the total number of persons involved will expand significantly. Additionally, it is unfair to burden a new employee, supervisors, or managers with responsibility for items that may have been misplaced, lost, or stolen prior to his/her assignment. Agencies that conduct regular inventories are far less likely to experience an internal loss of property or evidence (p.85).

The policy should also include **Standard 15.2, Audits and Inspections**. The standard states the following:

**Standard:** Comprehensive audits should be conducted at least annually by the Chief Executive Officer or designee. Additionally, there should be inspections of the property room conducted by the supervisor, or the unit commander, who are responsible for that component of the agency.

**Definition:** An audit is a review of the policies, procedures, and processes of the property and evidence functions of the agency to determine whether or not they meet the recognized standards, best practices, and are in compliance with applicable statutes and codes. An inspection is a periodic review of designated aspects of the Property and Evidence Room function by its unit commander and/or supervisor(s). In addition to audits, agencies should conduct inspections. These inspections should be both formal, i.e., scheduled inspections as well as informal random inspections. Inspections should cover such areas as: security, access control, tickler files, missing evidence, partial examination of records; general cleanliness and housekeeping of the area; inventory levels within the Property Room; safety practices; training of Property Officers; etc. In both cases any findings of the inspections should be documented in writing.

**Reasoning:** The audit is an important internal control that provides for early identification of problems or deficiencies in the system as well as confirming that the property and evidence functions within the agency are free from significant errors or problems. Policy should define when audits are to be conducted, by whom, and the scope of the audit.

The entire property and evidence function within the agency should be periodically audited to ensure:

- The integrity of the system and the individuals working in it,
- That departmental policies, directives, and procedural manuals are in compliance with the legal requirements and,
- That departmental personnel are complying with the agency's written policies and procedures

**Audit Components:** A comprehensive system audit should be backed by policies and procedures as they pertain to:

- Review of any previous audits and recommendations.
- Staffing.
- Training.
- Purging / disposition.
- Security.
- Compliance with statutory mandates, including OSHA.
- Special handling for high-profile items such as: a) firearms, b) drugs, and c) money.
- Found property.

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The Lake Wales Police Department submitted documentation that a complete inventory audit was conducted in the Property and Evidence Room from March 25, 2009, to March 31, 2009. All case evidence and property from 2004 through 2009 were accounted for with the exception of a small soda bottle and an undetermined amount of loose change.

The Property and Evidence Custodian advised that no items taken in by property and evidence from 2004 to 2012 have been disposed of or destroyed. The reason for this is that during that time frame the RMS Police Reporter was used to store all the information pertaining to property and evidence, and a new RMS system for property and evidence has since been implemented. The Property and Evidence Custodian advised that it is very difficult to extract information from the Police Reporter system and there is only one computer in the department that still has the program on its hard drive. Therefore, there is a substantial amount of property and evidence that is retained in the property and evidence room and the potential dispositions are unaccounted for. These items need to be reviewed for destruction orders.

The department's policy could also be enhanced by implementing Standard 8.7, Security Alarms. The standard states: *All storage areas should be alarmed and monitored on a 24-hour basis. Storage rooms that contain guns, money and drugs should be separately alarmed or be in an independently zoned area whenever possible. High-value items including cash, jewelry, drugs, guns, and sensitive case evidence are to be stored in the evidence room utilizing a secured locker. All currency is to be counted and verified by a second member as a witness.*

CPSM recommends that the policy be enhanced to include IAPE standards such as Standard 9.4, Drugs Storage, which notes that narcotics should be stored separately from general evidence items in a location with enhanced security and a ventilation system; Standard 10.4, Money Storage, which states that currency should be stored separately from general evidence items in a location with enhanced security (CPSM recommends the use of a combination safe for money storage); and Standard 11.4, Firearms Storage, which states that firearms should be stored separately from general evidence items in a location with enhanced security. These recommendations will enhance the policy and the procedures of the property and evidence room.

Due to the lack of space in the property and evidence room, the Property and Evidence Custodian has to utilize her own office for storage of small items such as CDs, photographs, statements, and medical records. There are twenty-five file draws with locks in the Property and Evidence Custodian's office. For security, the Property and Evidence Custodian advised that she and an administrative assistant are the only individuals who have keys to her office. Additionally, the Property and Evidence Custodian cleans her own office to maintain security. Across from the Property and Evidence Custodian's office there is a door with a lock that leads into the officers' work area. The door is left open for the convenience of officers and there is a security camera in the hallway monitoring the doorway. In this work area are materials required for packaging property and evidence. There are twelve temporary lockers with locks and two refrigerators with padlocks in this area. Additionally, in the hallway there is a doorway that leads to the fenced exterior of the building. In the fenced-in area are six large storage lockers with security locks for oversized items.

The main property and evidence room is located in another building within the fenced-in area of the facility. There is a card reader for entrance into the main property and evidence room. The Property and Evidence Custodian and the administrative assistant have key card access to the Property and Evidence room. There is an external camera that monitors the front door of the main property and evidence room and there is also an alarm on the door. There is a desk with a computer for logging in property and evidence. There is a refrigerator for blood, urine, and DNA samples. This refrigerator does not have a temperature sensor. CPSM recommends purchasing a temperature sensor for the refrigerator to ensure the evidence is properly preserved. The room was ventilated with the temperature set at 63 degrees; the room is also equipped with a fire alarm system. A few days before the CPSM site visit the department had four video cameras installed in the main property and evidence room. There is a log form showing the date, time in,

time out, employee name, agency, and reason for entry into the property and evidence room. The Property and Evidence Custodian did not have the CPSM representative sign in. As well, the log indicated that only two persons had signed in during the past few years, one on 6/22/18 and one on 10/5/20. Greater security measures are needed for the persons entering the property and evidence room.

The property and evidence room needs greater security. Money is stored in a file cabinet. There are two bins in the cabinet, one for currency and one for counterfeit money and jewelry. These items should be stored under stricter security such as being secured in a combination safe in a small room with an alarm. Firearms should also be placed in a secure room with an alarm system. Drugs should also be separated and kept in a room with an alarm system.

We found that the property and evidence room is overstuffed with items that need disposition. However, there are some inherent issues that makes this process difficult. As previously discussed, from 1997 to 2012 a different RMS program was utilized for tracking property and evidence. The system was called Police Reporter. Now, there is only one computer in the department that can access this program. Therefore, the property and evidence room has a significant amount of items that need to be disposed of, as the room does not have the space capacity to continue to hold onto these items. Additionally, the Property and Evidence Custodian advised that it is difficult to get the State Attorney's Office to return requests for destruction.

The interior of the property and evidence room needs the attention of a full-time Property and Evidence Custodian to address several of the issues discussed in this section. The current employee who serves as a Crime Scene Technician and the Property and Evidence Technician has done a commendable job in trying to keep up with the duties of both positions. However, due to the need for better organization of the property and evidence room; the fact that significant research is needed to determine the dispositions of property and evidence logged under the Police Reporter software; and the need for more security for money, drugs, firearms, and expensive jewelry, a full-time position is required and should be a priority of the department.

Managing a Property and Evidence Unit is a very difficult task that requires time and attention to detail. The Lake Wales Department should be able to rectify the deficiencies of the property and evidence function by having a full-time employee handle these important responsibilities.

## Property and Evidence Recommendations:

- Add to General Order 9.19, Evidence Collection and Submission, the following International Association of Property and Evidence (IAPE) standards: 15.1 Inventories, 15.2 Audits and Inventories, 8.7 Security Alarms, 9.4 Drug Storage, 10.4 Money Storage, and 11.4 Firearms Storage. Implement these standards into daily practices and procedures. (Recommendation No. 31.)
- Ensure temperature sensors are put in the refrigerators. (Recommendation No. 32.)
- Ensure that any individuals entering the property and evidence room are escorted by the Property and Evidence Custodian and sign the entry log. (Recommendation No. 33.)
- Consider having a meeting with the State Attorney's Office to discuss the need for timely destruction orders as the property and evidence room has limited capacity for more items. (Recommendation No. 34.)
- The most important recommendation for property and evidence accountability and integrity is to hire a full-time Property and Evidence Custodian. (Recommendation No. 35.)

# SECTION 6. SUPPORT SERVICES

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## INTERNAL AFFAIRS

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While the Chief of Police has the ultimate responsibility for the discipline, training, and effectiveness of all members, the Support Services Lieutenant is responsible for overseeing internal affairs investigations. The Lieutenant has been with Lake Wales Police Department for twenty-seven years and in his current position for four years. The department has a General Order 12.02 for Discipline. The policy was last reviewed on May 4, 2020. The policy includes the following sections: Categories of Disciplinary Action, Authority to Discipline, Recording Formal Disciplinary Actions, Disciplinary Guidelines, Countermanding Orders and Procedures, Insubordination Offenses, Neglect of Duty Offenses, Improper Conduct Offenses, Competency, Job Knowledge and Proficiency, Unlawful Conduct Offenses, Damage to City Property, and a Glossary.

The general order is a robust and detailed policy for discipline. The disciplinary process is progressive in nature unless the seriousness of the violation dictates harsher action. The disciplinary process consists of informal action and formal action. Informal action is intended by the department to be educational rather than punitive in nature. Such measures include counseling forms, verbal counseling, retraining, direct correction or admonition, career counseling, performance improvement plan, letter of guidance, suspension of drive-home vehicle privileges, and/or assignment of extended probationary period. Formal action is intended to be punitive in nature and includes verbal reprimand, written reprimand, suspension, demotion, and termination. The general order details the supervisor role relative to disciplinary action. The general order details each type of department violation and the penalty for the violation. This approach clearly informs department members of the type of punishment they will receive for a particular violation and the form of progressive discipline.

The department has a complaint form that can be accessed on-line, by email, or mailed to the complainant. Anonymous complaints are accepted, and the department tries to investigate the complaint based on the information provided. When a complaint is filed, a supervisor signs the complaint form and forwards the complaint via chain of command. The commander and Deputy Chief also sign the form. The Chief of Police reviews the complaint and acknowledges by signature when a conduct review is initiated. An investigator would be assigned by the Chief of Police to conduct a thorough, formal investigation. Depending upon the seriousness of the complaint, the complaint may be investigated by the member's immediate supervisor or assigned to the Support Services Lieutenant. The investigating member keeps the Chief of Police informed of the investigation. The Chief of Police determines the penalty for a proven violation by the level of discipline indicated in the general order.

Currently, records are stored in the Administrative Investigations Management (AIM) software. The AIM software will be replaced in June 2022 when the Sheriff's Office implements the new software shared with the Lake Wales Police Department. The department categorizes complaint dispositions as sustained, not sustained, or unfounded based on the complaint. All internal affairs investigations are reviewed by the Chief of Police. Shown in the following table are the Internal Affairs Formal Cases investigated by the department for the time period of 2018 to August 2021.

**TABLE 6-1: Internal Affairs Formal Investigations, 2018–August 2021**

<b>Year and IA Case Number</b>	<b>Violation(s)</b>	<b>Disposition</b>	<b>Action Taken</b>	<b>Source</b>
2018-001	Conduct of Members/ Employee's Personal Life/ General Prohibitions	Sustained	Suspension w/out pay 12.25 hours/ Suspension w/out pay 12.25 hours/ Suspension w/out pay 12.25 hours	Citizen Complaint
2018-002	Control and Treatment of Prisoners/Arrest Procedures	Sustained	Written Reprimand/Written Reprimand	Administrative Complaint/Citizen Complaint
2018-003	Conduct of Members/ Conduct of Members	Not Sustained/Not Sustained	No further Action	Citizen Complaint
2018-004	Procedure K-9 Utilization	Sustained	Suspension 40 hours	Administrative Complaint
2018-005	Conduct of Members	Not Sustained	No Further Action	Citizen Complaint
2018-006	Dishonesty and Untruthfulness/Professional Responsibility	Sustained/ Sustained	Resigned in lieu of Termination	Administrative Complaint
2019-001	Impound of Vehicles	Policy Failure	No Further Action	Citizen Complaint
2019-002	Professional Responsibility/ Temporary Injunction for Protection	Not Sustained	No Further Action	Administrative Complaint
2020-001	Dishonesty and Untruthfulness	Not Sustained	No Further Action	Administrative Complaint
2020-002	Case Pulled in Error	N/A	N/A	N/A
2020-003	Conduct of Members/ Dishonesty and Untruthfulness/General Responsibility	Sustained/ Sustained/ Sustained	Resigned in lieu of Termination	Administrative Complaint
2020-004	Professional Responsibility/ Compliance with Orders	Sustained	Resigned in lieu of Termination	Administrative Complaint
2020-005	Dishonesty and Untruthfulness/Computer Use	Sustained/ Sustained	Resigned in Lieu of Termination	Administrative Complaint

<b>Year and IA Case Number</b>	<b>Violation(s)</b>	<b>Disposition</b>	<b>Action Taken</b>	<b>Source</b>
2020-006	Conduct of Members/Equal Protection Under the Law/Agent Agreements/General Responsibility/General Prohibitions/Discourteous, Insulting, Abusive or Inflammatory language or conduct toward the public or co-workers	Sustained/Not Sustained/ Sustained/ Sustained/ Sustained	Written Reprimand/Written Reprimand/No Further Action/Written Reprimand/Written Reprimand/Written Reprimand	Citizen Complaints
2021-001	Professional Responsibility/Unnecessary Use of Force	Unfounded/ Unfounded	No Further Action	Citizen Complaint
2021-002	Prohibited Acts/Conduct of Members/Alcoholic Beverage and Drug Use	Not Sustained/Not Sustained/Not Sustained	No Further Action	Anonymous Complaint

The Lake Wales Police Department also tracks informal cases of policy violations which are handled by the member's supervisor. Listed in the following table are the Supervisory Reports of Incidents for 2018 to August 2021.

**TABLE 6-2: Supervisory Reports of Incidents, 2018–August 2021**

<b>Year/Incident Number</b>	<b>Violation/Incident</b>	<b>Disposition</b>	<b>Action Taken</b>	<b>Source</b>
2018-001	Evidence and Property	Sustained	Corrective Action Written Counseling	Administrative
2018-002	Crash	At Fault	Corrective Action–Verbal Counseling	Administrative
2019-001	Accidental Discharge	Sustained	Additional Training	Administrative
2019-002	Crash	At Fault	Corrective Action–Verbal Counseling	Administrative
2019-003	Crash	At Fault	Verbal Counseling	Administrative
2019-004	Damage to Unit	Not At Fault	No Further Action	Administrative
2019-005	Injured Officer	Not At Fault	No Further Action	Administrative

<b>Year/Incident Number</b>	<b>Violation/Incident</b>	<b>Disposition</b>	<b>Action Taken</b>	<b>Source</b>
2019-006	Crash	Not At Fault	No Further Action	Administrative
2019-007	Vehicle Operations	Sustained	Corrective Action–Written counseling	Administrative
2019-008	Vehicle Operations	Sustained	Corrective Action–Written Counseling	Administrative
2019-009	Property Damage by K9	Not At Fault	No Further Action	Administrative
2019-010	Injured Officer	Not At Fault	No Further Action	Administrative
2020-001	Member Conduct	Sustained	Written Counseling	Administrative
2020-002	See IA 2020-003			
2020-003	Vehicle Operations	Sustained	Verbal Counseling	Administrative
2020-004	Vehicle Operations	Sustained	Verbal Counseling	Administrative
2020-005	Release of Confidential Information	Sustained	Written Reprimand	Administrative
2020-006	Crash	At Fault	Verbal Counseling	Administrative
2020-007	SEE IA 2020-004			
2021-001	Damage to Interior of Unit	Not At Fault	No Further Action	Administrative
2021-002	Professional Responsibility	Sustained	Verbal Counseling	Administrative

Internal Affairs also is responsible for conducting time-specific audits for: DAVID, FACES, CJIS Compliance, CJIS Tech, vehicle inspections, body cam audits, and FCIC/NCIC validations.

In the early 1970s, Herman Goldstein noted that problem officers are well-known by their supervisors, administrators, and peers, as well as by residents in the community. In 1981, the U. S. Commission on Civil Rights recommended that all police departments create an early intervention program to identify problem officers, that is, "those who are frequently the subject of complaints or who demonstrate identifiable patterns of inappropriate behavior."

An Early Intervention Program (EIP) or Early Warning System (EWS) is a data-based law enforcement management tool that helps identify officers whose behavior is problematic; such a program can guide intervention to correct problematic performance. The system can also document things done well by an officer. Using this model, a department can intervene before the problematic officer is in a situation that would warrant formal disciplinary action.

An Early Warning System allows the department to track personnel complaints, traffic crashes, pursuits, uses of force, etc. It is a resource that supervisory personnel can use to identify employees who may display symptoms of job stress or are in an early stage of performance problems. The intent of an Early Warning System is to proactively provide employees with the assistance and training necessary to perform their assigned duties in an effective and efficient manner.

While individual incidents such as personnel complaints, traffic collisions, and uses of force are reviewed at the time of occurrence by a supervisor and the chain of command, these incidents may appear acceptable in isolation. However, a pattern of less-than-optimal job performance may be developing that is more difficult to identify. Tracking the indicators through an Early Warning System enables supervisors to examine the totality of an individual's actions and make a more accurate assessment of the employee's well-being. The Lake Wales Police Department has established an early warning system through General Order 12.04, Early Warning Intervention Program. In 2020, the department discovered that the Early Intervention software was not set up properly and was not providing warnings. The department addressed the software issue. One Early Warning was initiated by the system in 2020; the officer made the decision to resign from the department. The Lake Wales Police Department is to be commended for its proactive discipline and intervention practices and for supporting its employees.

CPSM offers no recommendations.

## GRIEVANCES

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Grievances can be a reflection of the culture within a police department. A high number of grievances can be a consequence of poor management practices or ill-defined policies and procedures. Every employee has the right to be treated fairly and with dignity and have the opportunity to be heard about his/her perception of unfair treatment.

The Lake Wales Police Department provided information on grievances that have been filed recently by employees. One grievance was filed by a sworn officer in 2019. The Chief rejected the grievance and agreed with the discipline the officer received for an Internal Affairs case. Another sworn officer filed a grievance in 2020, but withdrew the grievance. General Order 12.05, Grievances, clearly describes the process. This general order was last reviewed on May 4, 2020,

The Lake Wales Police Department experiences a very low number of filed grievances; the resolutions resulted in the Chief of Police resolving the grievances. It is also noted that during the site visit, CPSM observed a high degree of good morale within the culture.

CPSM offers no recommendations.

## ACCREDITATION

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In order to ensure policy is consistent with practice, law enforcement agencies across the country are able to participate in various types of accreditation programs, either through the national Commission on Accreditation of Law Enforcement Agencies (CALEA) or through a state law enforcement accreditation commission.

The Commission for Florida Law Enforcement Accreditation was created in 1993 through Florida Statute 943.125 to encourage the Florida Sheriffs Association (FSA) and the Florida Police Chiefs Association (FPCA) to create an independent voluntary law enforcement agency accreditation program. In 1996, the first agency in Florida attained accreditation. There are mandatory standards that must be met and the agency must comply with at least 80 percent of the applicable non-mandatory standards.

Sgt. Stephanie Goreck oversees the accreditation process for the LWPD. She has been with the department for seventeen years and assigned to her current position for one year. She has been working on both policy development and alignment and the accreditation process standards. The Lake Wales Police Department is initiating an accreditation process review in April 2022.

The department is to be commended for its dedication to best practices and professionalism in policing.

### Accreditation Recommendation:

- Continue to strive to reach the goal of Commission for Florida Law Enforcement Accreditation. (Recommendation No. 36.)

## POLICY DEVELOPMENT

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Policy development is the foundation for effective and efficient management of any law enforcement organization. Given the mission of law enforcement, and ever-changing laws that regulate the performance of such, a comprehensive and current policy manual is vital. Few law enforcement agencies have the resources available to maintain a current policy manual. This is a daunting task. Yet, the department has given the responsibility for policy updates and alignment of the 109 policies to meet accreditation standards to the Sergeant who supervises accreditation and who also supervises the School Resource Officers (SROs).

The Sergeant is responsible for the development, modification, and updates to the policy manual. The Sergeant has been examining policies from numerous departments to produce customized and best practices policies for the Lake Wales Police Department. The accreditation process results in a police department adopting comprehensive and structured policies that promote guidelines to ensure accountability of all members. The continual review and updating of all policies are critical to maintain best practices in the workforce.

The Lake Wales Police Department's policy manual is extensive. There are 109 policies reflecting numerous procedures for officers to follow. Each policy is structured for uniformity, resulting in an appealing presentation. The policy manual contains critical policies for high-liability areas. For example, the General Order on Bias-based Policing was found to be detailed, and the department is to be commended for its follow-up research in section E.8. This section requires an annual review of agency practices involving bias-based profiling, to include the areas of forfeitures, traffic stops, and seizures. General Order 7.03 addresses Active Shooter Response. Other high-liability areas are also addressed such as General Order 5.03, Vehicle Pursuits; General Order 4.02, Firearms; General Order 5.05, Emergency Operations; and other critical areas for procedures.

The Lake Wales Police Department's policies each have an effective date, review date, and revision date. The approving authority is listed on each general order as Christopher Velasquez, Chief of Police. The department is to be commended for its efforts to create and maintain a best practices-based policy manual that aligns with accreditation standards.

CPSM offers no recommendations.

## SCHOOL RESOURCE OFFICERS

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The Lake Wales Police Department has three School Resource Officers (SROs). One SRO is assigned to the Lake Wales High School and works 0830 to 1630. The high school has approximately 1,500 students. Another SRO is assigned to McLaughlin Middle School and also works 0830 to 1630. The middle school has approximately 1,200 students. The other SRO is assigned to Roosevelt Academy (grades 6-12) and works 0700 to 1500. This academy has approximately 280 students. Additionally, SROs sometimes work after-school events held at their assigned school. The high school SRO position is funded through a charter and the two other SROs positions are funded through the Polk County School Board.

General order 13.01 provides a detailed discussion of the roles, guidelines, and training for the SRO program. The SROs serve multiple roles as a requirement of the position. First, the SRO is a police officer who provides security for the students and faculty. The SRO also serves as a counselor for the areas of law enforcement, delinquency, and crime prevention. SROs do not play a role in the school system's disciplinary process. The SRO also serves as an educator providing presentations approved by the principal or designee pertaining to law enforcement, delinquency, crime prevention, school safety, or the responsibilities of the SRO program.

The SROs perform numerous other activities in addition to arrests. Complete information on these other activities is not being captured at present. CPSM recommends capturing the other activities the SROs perform such as attending school activities both during school and after school, meetings with faculty or parents, and special events in addition to the provided incidents, arrests, and reports. This will assist in determining the future needs of additional SROs based upon the growth of the city and the schools. The sergeant did provide the statistics that were available. The following tables show the number of incidents, arrests, and reports for the SRO unit for the period of 2019 through November 2021.

**TABLE 6-3: Incidents for SROs, 2019 through November 2021**

School	Incidents 2019	Incidents 2020	Incidents Jan.–Nov. 2021	Totals
Lake Wales High School	303	152	110	565
McLaughlin Middle School	130	81	97	308
Roosevelt Academy	40	15	26	81
<b>Totals</b>	<b>473</b>	<b>248</b>	<b>233</b>	<b>954</b>

**TABLE 6-4: Arrests for SROs, 2019 through November 2021**

School	Arrests 2019	Arrests 2020	Arrests Jan.–Nov. 2021	Totals
Lake Wales High School	18	3	9	30
McLaughlin Middle School	20	8	6	34
Roosevelt Academy	4	2	0	6
<b>Totals</b>	<b>42</b>	<b>13</b>	<b>15</b>	<b>70</b>

**TABLE 6-5: Reports for SROs, 2019 through November 2021**

School	Reports 2019	Reports 2020	Reports Jan.–Nov. 2021	Totals
Lake Wales High School	33	18	25	76
McLaughlin Middle School	52	20	30	102
Roosevelt Academy	10	8	19	37
<b>Totals</b>	<b>95</b>	<b>46</b>	<b>74</b>	<b>215</b>

SROs are required to attend the forty-hour basic School Resource Officer School, which is accredited through the Attorney's General Office as soon as the training is available after their assignment. SROs are required to complete all department training for certification retention.

The SROs are supervised by the Sergeant who supervises accreditation and policy development. CPSM recognizes the significant amount of labor needed to be an accredited agency. Additionally, in the organizational chart, the SRO program is listed under Support Services Division. General order 13.01, E.2.j., states "The School Resource Officer should maintain a positive working relationship with the Patrol Section. The School Resource Officers and Patrol Shifts should work jointly to prevent crime and delinquency by juveniles in the areas surrounding the assigned school" (p.3). CPSM recommends that due to the workload of the Sergeant that is already responsible for accreditation and policy development, the SRO program be moved to patrol operations and the SROs report to the day shift Sergeants. This would promote a closer working relationship and the sharing of intelligence. Additionally, patrol and the SROs could train together for different types of incidents including active shooter drills.

### School Resource Officer Recommendations:

- The SROs perform numerous other activities in addition to arrests. These other activities are currently not being captured. CPSM recommends capturing information on all the activities the SROs perform such as attending school activities both during school and after school, meetings with faculty or parents, and special events in addition to the provided incidents,

arrests, and reports data. This will assist in determining the future needs of additional SROs based upon the growth of the city and the schools. (Recommendation No. 37.)

- CPSM recommends that due to the workload of the Sergeant who is already responsible for accreditation and policy development, the SRO program be moved to patrol operations and the SROs report to the day shift Sergeants. This would promote a closer working relationship and the sharing of intelligence. Additionally, patrol and the SROs could train together for different types of incidents including active shooter drills. (Recommendation No. 38.)

## TRAINING

Training is one of the most important functions in a law enforcement agency. Effective training is critical to providing essential information for personnel to perform their jobs and to minimize risk and liability. The outcome of effective training can be assessed in part by such measures as a high level of proactive policing and low level of citizen complaints, low numbers of claims or lawsuits, high citizen satisfaction with the police, well-written and investigated reports, safe driving records, and appropriate implementation and documentation of use-of-force incidents.

The Training Unit/Body Camera Program falls under Support Services in the organizational chart. The unit is supervised by a Sergeant who reports to the Commander of the Support Services Division. The Sergeant has been with the department for ten years and has been assigned to his current position since March 2021.

The Lake Wales Police Department is dedicated to training. Each year the Chief has raised the training budget. Training costs have increased, and new training courses are being placed on the market to improve officers' performances. CPSM recommends that the Chief continue to increase the budget since training costs continue to increase and the department grows. The training budgets for recent fiscal years are shown in the following table.

**TABLE 6-6: Training Budgets for FY 2018/2019, 2019/2020, and 2020/2021**

Account	2018/2019	2019/2020	2020/2021
Training and Education	\$8,500.00	\$10,000.00	\$10,000.00
Training – Second Dollar	\$7,500.00	\$7,500.00	\$10,000.00
<b>Totals</b>	<b>\$16,000.00</b>	<b>\$17,500.00</b>	<b>\$20,000.00</b>

### Academy Training

In July 2016, the U.S. Department of Justice, Bureau of Justice Statistics, published results of a 2013 survey of state and local law enforcement training academies. The survey found the average length of a basic law enforcement training program in a training academy (not including field training) was 840 hours or 21 weeks. Academies operated by state POST agencies averaged 650 hours. The Florida Department of Law Enforcement, Criminal Justice Standards and Training Commission, mandates 770 hours of academy training. Recruits must also successfully pass the state certification exam for certification as a law enforcement officer in Florida.

The Lake Wales Police Department hires laterally and also sponsors candidates to attend the police academy. Two police academies are utilized, one is the South Florida State College and the other is the Kenneth C. Thompson Institute of Public Safety at Polk State College. The Lake Wales Police Department advised that in 2019, two recruits successfully graduated from the

academy and in 2020, one recruit successfully graduated from the academy. The Lake Wales Police Department is to be commended for a 100 percent success rate in candidates completing the academy. To enhance recruitment strategies for minorities and women, CPSM recommends considering sponsorship of qualified individuals to attend the police academy. This could enhance the number of minorities and women in the department.

## Field Training Officer Program (FTO)

The Sergeant serves as the Field Training Coordinator, overseeing the Field Training Officer Program. Field Training Officers report to their patrol Sergeants, but the Field Training Officers, patrol Sergeants, and the Field Training Coordinator work in collaboration. Currently, there are seventeen Field Training Officers. In 2019, two sworn officers were hired and in 2020 one officer was hired. All three officers successfully completed the Field Training Officer Program (FTO). This translates to 100 percent success rate in 2019 and 2020.

General Order 11.10, Field Training Program, provides the guidelines and procedures for the Field Training Program. The general order requires Field Training Officers to successfully pass the Criminal Justice Standards and Training Commission Field Training Officer course; be on non-probationary status; have two years of continuous service as a law enforcement officer with the Lake Wales Police Department or one year of continuous service with the Lake Wales Police Department and two years of continuous service as a law enforcement officer with another law enforcement agency; be exemplary officers, knowledgeable in their duties, have a willingness to excel, and the ability to understand and communicate with people; and be approved by the Chief of Police.

Newly hired, full-time sworn members with no prior law enforcement experience are placed in the Field Training Program for sixteen weeks unless extended. Full-time sworn members with prior law enforcement experience may be placed in an accelerated Field Training Program at the discretion of the Chief of Police.

The department has a Field Training Program Recruit Officer Manual. The manual is detailed, and Section 1 contains the following contents: field training orders, policy acknowledgement, privacy acknowledgement, policy statement, law enforcement code of ethics, preface, objectives of the field training and evaluation program, and chain of command. The Field Training Program has an orientation and four phases.

The FTO program starts with an orientation phase that is approximately fourteen days in duration. The purpose of the orientation phase is to get the recruit familiar with the department operations, paperwork, high-liability policy instruction, and equipment/uniforms. Phase 1 is twenty-one days in duration and requires the recruit to take a vehicle pursuit test prior to driving a department vehicle. During this phase the recruit will learn the basics of the job and any potential for danger or liability. There is also a test at the conclusion of this phase in which the recruit must score at least 80 percent.

During Phase 2 the recruit is assigned to another Field Training Officer. This phase is fourteen days in duration. Tasks during this phase are progressively more difficult and advanced. There is also a test at the conclusion of this phase in which the recruit must score at least 80 percent.

Phase 3 is the last phase of formal training. The recruit is assigned to another Field Training Officer. This phase is also fourteen days in duration. This phase consists of advanced training and preparation for Phase 4. There is also a test at the conclusion of this phase in which the recruit must score at least 80 percent.

Phase 4 is exclusively an evaluation phase. The recruit is assigned to a shift Sergeant and the recruit is considered a solo operator. The Sergeant is present for evaluation purposes. Phase 4 is seven days in duration. The successful completion of Phase 4 will determine the prospective officer's assignment as a solo officer.

The recruit is evaluated through the use of Daily Observation Reports (DORs), task checklists, and standardized evaluation guidelines. The Lake Wales Police Department is to be commended for having a robust Field Training Officer Program.

## In-Service Training

In-service training is critical to ensure a competent and efficient police department. A Training Unit has great responsibility in providing training and access to training courses that will educate the department's police officers, impact the performance of the department, and enhance the public's confidence in the professionalism of the police. This responsibility is also shared by supervisory and line-level employees who must be focused on training opportunities and must work in collaboration with their supervisor and training coordinator for scheduling training. Supervisors must follow through with personnel to make sure they attend the scheduled training opportunities.

The Florida Department of Law Enforcement, Criminal Justice Standards and Training Commission, requires Florida officers to complete forty hours of training every four years to maintain certification. There are specified training requirements that are required every four years, every two years, and every year. Police departments can also supplement the training hours.

The LWPD utilizes thirteen in-house instructors who are qualified to train general topics, defensive tactics, CPR, firearms, and vehicle operations. This includes the Sergeant and two officers who teach defensive tactics. The department also utilizes outside vendors to deliver other specialized training courses.

The department provided statistics for in-house training and outsourced training in terms of total training hours for 2019, 2020, and 2021. The following table indicates the amount of training hours for 2019 through May 2021.

**TABLE 6-7: Department Total Training Hours, 2019 Through May 2021**

Year	Training Hours
2019	3,934.95
2020	1,186.95
Jan.–May 2021	336.60
Total Training Hours, 2019–May 2021	5,458.50

**Note:** Fluctuation in training hours is affected by COVID and the availability of training.

The department also utilizes PoliceOne.com to capture details of training. This program includes the following information: officer's name, email, department, position, division, course name, type of course, completion, credit in hours, test score, and date of training. In our review of this data, it was found that a wide variety of courses are attended by sworn personnel, including use of force/de-escalation, implicit bias, and numerous other important courses for proficiency as a police officer. CPSM reviewed three lesson plans: Civil and Criminal Liability, Developmental Disabilities, and Dealing with Elderly People. All three lesson plans were well-written.

During the officers' focus group, members advised that it was difficult to sometimes attend training due to staffing levels. Some officers advised that they used vacation time to attend training. This issue should be explored by command staff.

### Training Recommendations:

- Training costs have increased, and new training courses are being placed on the market to improve officers' performances. CPSM recommends that the Chief continue to increase the training budget due to increasing training costs and the growth of the department. (Recommendation No. 39.)
- To enhance recruitment strategies for minorities and women, CPSM recommends the department consider sponsoring qualified individuals to attend the police academy. This could enhance the number of minorities and women in the department. (Recommendation No. 40.)

## BODY-WORN CAMERA PROGRAM

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Eight officers in the LWPd are deployed with body-worn cameras (BWC). These devices are an essential part of an officer's duty equipment, and they have become as critical as their firearm and radio. The use of BWC video recordings offers an enormous upside potential to improve police operations and community relations.

Observing police-community interactions on video offers several opportunities. First, it would enable LWPd personnel to identify good and bad tactics used by officers and provide them with video evidence to include in training to make the job safer for all involved. Second, it would enable LWPd personnel to identify problematic officers who engage in poor performance when dealing with the public or handling CFS. And lastly, and this is where the greatest potential exists, BWCs record an enormous amount of positive and professional interactions between the police and the community. The videos also record the difficult and dangerous job the police do every day. The videos are essentially recorded evidence of police work and should be used to demonstrate to the community the good work (and the bad) that the LWPd performs. We bear witness to the sometimes shocking police use of force seemingly on a daily basis. Masked by these accounts are the millions of professional interactions that occur. The LWPd could use these recordings to educate and inform the public about the realities of police work and showcase good performance. CPSM recommends that BWC videos could be sampled and used in partnership with the police union and community groups to get a better understanding of the encounters that officers have every day in Lake Wales.

### Body-worn Camera Recommendation:

- Deploy BWCs on all operational personnel in the LWPd. (Recommendation No. 41.)

## PROMOTIONAL PROCESS

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LWPd General Order 3.05, effective March 19, 2020, lays out the department's policy on promotions. The policy promulgates guidelines for promotion that are in accordance with the city's personnel policies and the collective bargaining agreement with the union.

All personnel in the LWPd engage the promotional process in one form or another. Officers, when they are first assigned, have the rank of Patrolman I, and then can advance to

Patrolman II. In order to advance to Patrolman II, an officer must have three years of continuous service and satisfactory job performance evaluations. In addition, they must have completed the course Certification in Speed Measurement Operation, the Field Training Officer course, and one additional training class selected from the five approved advanced training courses, and as well receive recommendations from a majority of department supervisors.

An officer may substitute five years of sworn, active law enforcement service from a recognized law enforcement agency for one year of the required three years of service to advance to the rank of Patrolman II. Additionally, an officer may substitute a maximum of ten years of sworn service for two of the required three years.

The policy also articulates the criteria for promotion to Sergeant. In order to be considered for promotion to Sergeant a candidate must have the rank of Patrolman II, have satisfactory performance evaluations, must complete the C.J.S.T.C. "Line Supervisors" course, and have completed 30 credits at an accredited college or 80 hours in an approved advanced training course. If the candidate has these qualifications they may take the written exam when it is administered. The candidate must achieve a score of 80 percent or better on the written exam. All candidates achieving an 80 percent or higher score are eligible to take the "in-basket" exercise. The combination of the written score and the in-basket score is added, and candidates also earn one point for each continuous year with the LYPD, and one-half a point for each continuous full year as a city employee. Once the scores are tabulated, the Chief selects for promotion in consultation with the command staff. Essentially, all candidates are eligible once they earn an 80 percent or higher score on the written exam. The Chief may select anyone on the list regardless of score ranking.

Promotion to Lieutenant, Captain, and Deputy Chief are made without a written exam. Only Sergeants are eligible to be promoted to Lieutenant, and only Lieutenants are eligible to be promoted to Captain. Any member of the department is eligible to be promoted to Deputy Chief. Each position requires higher levels of education starting with an associate degree for Lieutenant and a bachelor's degree for Deputy Chief.

The policy promulgated by the LYPD is sound. The qualifications listed for each rank are consistent with best practices in policing, and they are clearly articulated to all personnel. There are several areas, however, where the process could be improved.

The written exam for Sergeant is prepared internally by the LYPD, and it was reported to CPSM that the "in-basket" exam has been used for the last several Sergeants' exams. Consideration could be given to hiring a private company to update the materials used for the exam and develop questions independent of LYPD personnel. This would enhance the integrity of the exam and add confidence to the process.

The current practice permits the Chief to select any candidate on the Sergeants' list who passed the written exam. In other words, score does not matter, and the top-scoring candidate is not necessarily the one that gets promoted first. Consideration should be given to changing this so that the top-scoring candidate should be promoted, or perhaps one of the top two could be considered. In any event, if a lower scoring candidate is selected over a higher scoring one, the Chief should be required to explain, in writing, the justification and rationale for not selecting candidates with higher scores.

There is no written exam for Lieutenant. Consideration could be given to implementing one. Written exams are not foolproof, but they offer objective standards to evaluate candidates for promotion. The weight of the written exam and in-basket could be determined in consultation with the employee group representatives.

Lastly, the department uses oral boards to screen candidates. To the greatest extent possible, these oral boards should consist of non-LWPD personnel. Police departments in the region could be solicited to provide personnel that could vet candidates at these oral boards. Participants would be given the criteria sought in a prospective candidate and then the board would examine the candidate with respect to those criteria. Here too, an outside professional testing service could be employed. Using independent (non-LWPD) personnel to evaluate LWPD personnel for promotion would add objectivity and would increase the integrity and confidence in the process.

## Promotional Process Recommendations:

- Consider using outside (non-LWPD) law enforcement officers to assist with the promotional process. (Recommendation No. 42.)
- Consider the use of an independent vendor to develop and administer elements of the promotional processes. (Recommendation No. 43.)

## RECORDS

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At the time of the CPSM site visit, the Records Unit was staffed with two full-time positions. The Records personnel report directly to the Support Services Lieutenant.

The unit is operational from 8:00 a.m. to 5:00 p.m., Monday through Friday; it is closed on Saturday and Sunday. During non-business hours a dedicated phone is available outside the main entrance that connects directly with the Polk County Sheriff's Dispatch Center. The combination of public access personnel available during regular business hours and a dedicated emergency line during off-hours provides the community with adequate access to LWPD services.

Personnel assigned to this function are generalists and share the workload accordingly without specialization. The general duties assigned are as follows:

- Prepare arrest packages for the State's Attorney electronically.
- Process records requests, in-person, mail, email.
- Compile data on officers' citations.
- Notary public services.
- Process parking ticket fees.
- Sworn Statement to Obtain Traffic Crash report.
- Compile crime data for UCR and NIBRS.
- Transcribe interviews/interrogations.
- Provides miscellaneous research and administrative support for operations and administration.
- Answer all general information phone calls coming into the department and greeting all visitors to the police facility during hours of operation.
- Validations: monthly report of stolen weapons and vehicles.
- Maintain CJIS.
- Prepare records for destruction.

## Records Recommendations:

- Discontinue the acceptance of cash at the public window as a payment option for services. However, if the decision is made to continue to accept cash, a comprehensive and periodic audit should be conducted. (Recommendation No. 44.)
- Records personnel receive very little if any training. CPSM recommends that the LWPDP conduct a training needs assessment for this position(s) and provide the appropriate training for personnel. (Recommendation No. 45.)
- Records personnel commit a substantial amount of time transcribing interviews/interrogations from audio to text. Consideration should be given to identify either a professional transcription service or software application that transcribes audio to text automatically. (Recommendation No. 46.)

## FACILITIES

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The LWPDP headquarters is located at 133 East Tillman Avenue in the downtown section of the city. The location and the proximity to downtown gives the public convenient access to the police offices. The building was built in 1994 and offers all of the amenities of a modern police department.

The facility has a front desk area for public access, ample conference room space, administrative space for the various units, a well-appointed patrol room, and supervisors' room. The locker rooms provide adequate space, and given that officers have "take-home" cars and arrive for work in uniform, the locker space is more than appropriate. The administrative spaces for the Chief, Deputy Chief, Lieutenants, and support personnel are also appropriate. The training room also provides adequate space for briefings and training. It has even been used to shelter officers and their families during hurricanes.

The prisoner holding area, prisoner processing area, and sally port are also well-designed and are structured to provide security for officers, prisoners, as well as visitors to the police facility. The interview rooms are equipped with audio/video recording, and all of the holding cells have recorded video and non-recorded audio that can be monitored remotely. Lastly, the facility also has a generator that can power the entire building in the event of a power failure.

The facility also houses an indoor firearms range. This is a very valuable asset for the department and one that is not commonly seen in police departments the size of Lake Wales. The range features state-of-the-art capabilities including added ballistic protection that permits flexible use of the space to conduct tactical training. The LWPDP is to be commended for managing and maintaining this space.

In general, the police facility is sound and has been constructed to provide the LWPDP with a secure environment, with adequate work space, in close proximity to the busiest part of the community. The only thing missing from the facility is an exercise room for officers and civilian staff. There is a room in the facility that had basic fitness equipment, but it is not used frequently by the LWPDP personnel. Perhaps the department could refurbish this space or identify other space in the facility to support a health and fitness program. CPSM offers no recommendations with respect to the LWPDP facility and physical plant.

## FLEET

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Every sworn officer has a take-home vehicle. This is standard in the region. The LWPDP operates with a fleet of 83 vehicles. The fleet is a combination of patrol, staff, undercover, and utility vehicles. The department uses primarily Chevy and Ford brands for operations, and it deploys a combination of models including the Impala, Intercept-SUV, and recently added the Tahoe.

Contract maintenance is handled through the county. The county determines the service costs for each vehicle every year and the department incurs those costs monthly. The fees range from a high of \$2,065 per year for the oldest model Fords, to as little as \$600 for some models. Having maintenance performed by the county on a preventive and as-needed basis provides the department with a reliable and cost-efficient way of maintaining the fleet.

The department does not have a strict policy on replacing vehicles and does not track the mileage of each individual vehicle. Instead, each vehicle is assessed periodically and the age, mileage, repair history, and cost of service are evaluated to assess the need for a replacement. Considering the size and condition of the fleet, as well as the maintenance policy with the county, this approach seems sound. This process evolved over time and suits the needs of the department well. The condition of the fleet is excellent and it is recommended that the process of acquisition and maintenance continue in the LWPDP.

The LWPDP has an outstanding fleet management program. No recommendations for improvement are offered for this excellent program.

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# SECTION 7. STRATEGIC PLANNING

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The department's leadership relies on informal strategic planning in both operational and administrative management of the department. CPSM observed that department members understand the daily mission of the department, but long-term strategic planning is not prevalent in the department. Leadership had a clear "gut-instinct" as to when, where, why, and how crimes were occurring throughout the community, but there is a lack of the use of crime analysis data by the department to support both tactical and strategic planning.

It should be noted that the department produces an annual report that contains some excellent information. However, annual reports differ from strategic plans because annual reports are a snapshot of the past; strategic plans focus on the future. CPSM offers the following suggested steps to enable the department to make more effective use of strategic planning. Formalizing operational and administrative processes within a police department requires a shift in the organizational culture. Just as policing requires a proactive and not reactive approach to reduce crime, systems must be put into place to enable the department to shift to a proactive philosophy.

## STRATEGIC PLANNING PROCESS

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The Lake Wales Police Department is to be commended for producing an annual report. However, a strategic plan is a forward-looking document rather than a document that articulates what the department has accomplished the preceding year. Strategic planning must be integrated throughout the department. The initial step should be to create a three- to five-year strategic plan for the department. Leadership should create broad goals and objectives for the entire department. Each component of the department should then use these department-wide goals and objectives to develop unit-level goals and objectives.

The strategic plan should include goals and objectives, measurable outcomes, timelines, and funding requirements, and should identify a responsible party for the execution of each of the goals and objectives. The plan's end goal is to reduce crime and enhance the quality of life in Lake Wales, Florida. A detailed strategic plan will enable the department to work with city leadership to determine priorities and funding.

The responsibility for creating a strategic plan is certainly directed by the leadership of the Chief of Police; however, the strategic planning process should be guided by a ranking member. The ranking member would be responsible for overseeing the development of the strategic planning process, but all supervisors would be involved in creating goals and objectives reflective of their unit.

There is no one format that is used universally for constructing a law enforcement agency strategic plan. The formatting, contents, level of analysis, and depth of detail of strategic plans vary by department. CPSM offers the following examples of strategic plans that the Lake Wales Police Department can review. Click on the department's name to access the link to the department's strategic plan. The department should review the strategic plans of other police departments for guidance and ideas in creating a strategic plan that best fits the needs of the Lake Wales Police Department.

- [Ashland Police Department, 2018 - 2023](#)
- [Clearwater Police Department, 2017 - 2022](#)

- [Salt Lake City Police Department, 2018 - 2022](#)
- [Stockton Police Department, 2020-2022](#)
- [Castle Rock Police Department, 2019-2023](#)
- [Charleston Police Department, 2020-2025](#)
- [Article – Strategic planning for small law enforcement agencies, Police1](#)
- [Article – Strategic Management in Policing: The Role of the Strategic Manager, IACP](#)

### Strategic Planning Recommendation:

- Develop and follow a three- to five-year strategic plan, the ultimate goals of which are to reduce crime and enhance the quality of life in Lake Wales. (Recommendation No. 47.)

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# SECTION 8. FOCUS GROUPS

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## INTERNAL FOCUS GROUPS

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During CPSM's site visit on October 6 and 8, 2021, two focus groups were conducted with police officers. The combined focus groups consisted of ten participants, comprised of six White males, two Hispanic/Latino males, one Black male, and one White female. Participants were assured by CPSM that none of the participants' responses would be identified by name. Only demographic information would be presented about the participants. The participants were open to sharing their perspectives and the sessions were 60 to 75 minutes in duration. The internal focus groups examined the following questions; since each group was small, the responses from both internal focus groups were collapsed and the collective responses are presented here. The intent of the focus groups was to extract qualitative data as to the department's strengths, weaknesses, opportunities, and threats, which represent a typical S.W.O.T. assessment. However, it should be noted that CPSM doesn't refer to weaknesses in focus groups but rather enquires about potential enhancements to the department. As well, in these focus groups CPSM doesn't utilize the S.W.O.T. term threats, but rather enquires about barriers and challenges to department performance.

**Question 1 – From your perspective as a police officer, what are the strengths of the Lake Wales Police Department? What are the things the Lake Wales Police Department does well?**

- Our department truly has a family atmosphere.
- Leadership works well with us and backs us up.
- We have a culture of care with one another and our community.
- We enjoy our community events such as shop with a cop, tip a cop, Special Olympics, etc.
- We help the community. We have mowed lawns and trimmed trees for the community. Even the Chief helped with this project.
- Employees know one another and their families.
- The department has good social events for us to bring people together.
- Our morale improved when more officers were hired to help with the workload.
- Chief has a good relationship with the community and communicates well with us and the community.
- You don't feel like just a number working at this department and the Chief knows each of our names.
- We work well with the community, and we have a good relationship with the community.
- We are engaged with our community.

**Question 2 – What are any areas for enhancement that are needed in the Lake Wales Police Department?**

- Vehicle fleet could be improved by having more spare vehicles available.

- We could use active shooter vests that would provide protection from a rifle round. Maybe there is a grant available for this.
- Our pay could be improved.
- The pension system could be improved as we do not receive any COLAs upon retirement.
- Attending training is difficult due to staffing levels and sometimes we have to use our vacation time to attend a training course.
- High-liability training needs to be enhanced.
- Traffic congestion continues to grow and we need more traffic officers.
- We rotate shifts every three months, maybe the department should consider permanent shifts or shifts of longer duration.

**Question 3 – What unexplored opportunities exist for the Lake Wales Police Department? Do you have any innovative recommendations?**

- Consider rental cars or leased cars for the vehicle fleet.

**Question 4 – What are the barriers or challenges that impact the performance of the Lake Wales Police Department?**

- Having to reassign an officer from patrol to School Resource Officer when the SRO is absent.
- We have hired more police officers, but it seems like we are always behind because of resignations or retirements.
- We are falling behind in pay and that could affect retention rates. Officers will leave for other departments that pay more in the same geographical area.
- More staffing would enable our department to be more proactive and train more for enhanced performance.

## EXTERNAL FOCUS GROUPS

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On November 17 and 18, 2021, CPSM conducted interviews via phone with the mayor, deputy mayor, and commissioners. The interviews consisted of five participants, comprised of two White males, one Black female, and two Black males. Participants were assured by CPSM that none of the participants' responses would be identified by name. Only demographic information would be presented about the participants. The participants were open to sharing their perspectives, thus the sessions were approximately 30 minutes to 1 hour in duration. The external focus groups responded to the same questions asked in the internal focus groups. The intent of the interviews was to extract qualitative data as to the department's strengths, weaknesses, opportunities, and threats, which represent a typical S.W.O.T. assessment. However, it should be noted that CPSM doesn't refer to weaknesses in focus groups but rather enquires about potential enhancements to the department. As well, CPSM doesn't utilize the S.W.O.T. term threats, but rather enquiries about barriers and challenges to department performance.

**Question 1 – From your perspective as a mayor, deputy mayor, or commissioner, what are the strengths of the Lake Wales Police Department? What are the things the Lake Wales Police Department does well?**

- They are trying to put their best foot forward and make changes.

- Children in the schools feel safe especially when there are school activities.
- Hiring more females.
- Downtown businesses love our police.
- Strong, exceptional leadership from the Chief.
- Strong camaraderie within the department.
- Over the past year, increased involvement with community.
- Great department.
- Chief has good personal qualities and is a good communicator.
- Department hires local individuals for police officers so they know the community.
- Department is getting more engaged with the community by volunteering to help citizens with lawns and roofs.
- Officers are getting out of their cars more and meeting citizens.
- Chief is directing the officers to be engaged with the community.
- Recent increase in community involvement and communication.
- More proactive response to police complaints or incidents.

**Question 2 – What are any areas for enhancement that are needed in the Lake Wales Police Department?**

- Continue working on engaging with different communities. Show the community the police do more than just arrest people.
- Hire people that have experience from other departments.
- Police need to be more friendly to citizens. This would help race relations.
- Department needs better pay to attract and retain officers.
- Continue implementing projects in the African-American community to strengthen community relations.
- Enhancements are being implemented, such as how officers talk to citizens during traffic stops.
- Maybe having more training on community relations.
- Be more thorough in investigating allegations against police.

**Question 3 – What unexplored opportunities exist for the Lake Wales Police Department? Do you have any innovative recommendations?**

- Create programs for at-risk children involving the police such as basketball, baseball, and other sports. We have a PAL program in the city, but the police are not involved. Walk around in communities to get to know people.
- Over the last year, department created a community liaison officer.
- Attain accreditation.

- Continue finding ways for greater community engagement.
- Department is implementing body cameras so that is an innovation. The cameras also have been upgraded so that when an officer unholsters a taser or weapon, all nearby body cameras are turned on to capture the incident.
- Police are being innovative through community policing and showing positive results.

**Question 4 – What are the barriers or challenges that impact the performance of the Lake Wales Police Department?**

- Outside trainers are needed to help train the officers for new perspectives on how to do things. Learn how other departments do things.
- Low pay.
- Department needs to communicate their successes better as they do many positive things that the public does not hear about.
- Need more personal relationships with the community.
- Sometimes citizens come to city hall and disrupt meetings complaining about the police.
- Negative citizens passing wrong information about the police to others who believe the incorrect information.
- Need to find a way to attract more minorities to work at the department.

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## SECTION 9. SUMMARY

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The Lake Wales Police Department is a progressive, service-oriented law enforcement agency that applies the practices of modern policing. CPSM staff observed the practices of the Lake Wales Police Department through data analysis, focus groups, interviews, document review, and operational/administrative observations. It is the opinion of CPSM staff that the entire department is dedicated to executing the department's mission, vision, and values.

CPSM staff was very impressed with the leadership of the department and the dedication of the department staff for ensuring public safety. The Lake Wales Police Department is focused on instituting best practices in law enforcement. This commitment to excellence in service has trickled down to the sworn officers who work a beat every day. Clearly, leadership has created a culture that embodies high values, high expectations, and a sincere reflection of the importance of ethics and integrity. CPSM believes that all personnel in the department view themselves as part of the Lake Wales community. Department leadership is to be commended for creating a culture of excellence.

The leadership of the Lake Wales Police Department is focused on and embraces critical analysis of all operations. This has resulted in the Lake Wales Police Department being an exemplary police department. Progressive departments are able to strategically focus on continuous improvement. As described by Jim Collins in *Good to Great* (2001), "Leadership does not begin just with vision. It begins with getting people to confront the brutal facts and to act on the implications" (p. 89). It is clear to us the Lake Wales Police Department demonstrates the ability to critically examine its operations in the spirit of continuing to strive for excellence in police services. The Chief and all members of the department are commended by CPSM for their professionalism and dedication to policing and meeting the needs of their community. The recommendations offered in this report should not be viewed as criticism of the Lake Wales Police Department, but as opportunities to enhance the practices and procedures of a progressive, well-managed, service-oriented police department that has a desire and vision for greatness.

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# SECTION 10. DATA ANALYSIS

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This data analysis report on police patrol operations for the Lake Wales Police Department focuses on three main areas: workload, deployment, and response times. These three areas are related almost exclusively to patrol operations, which constitute a significant portion of the police department's personnel and financial commitment.

All information in this analysis was developed using data recorded by the Polk County Sheriff's Office's 911 Communications Center in its computer-aided dispatch (CAD) system.

CPSM collected data for one year from January 1, 2019, through December 31, 2019. The majority of the first section of the analysis, concluding with Table 10-9, uses call data for one year. For the detailed workload analysis, we used two eight-week sample periods. The first period is from January 4 through February 28, 2019, or winter, and the second period is from July 7 through August 31, 2019, or summer.

## WORKLOAD ANALYSIS

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When CPSM analyzes a set of dispatch records, we go through a series of steps:

- We first process the data to improve accuracy. For example, we remove test records that do not indicate an actual activity. We also remove incomplete data, as found in situations where there is not enough time information to evaluate the record.
- At this point, we have a series of records that we call "events." We identify these events in three ways:
  - We distinguish between patrol and nonpatrol units.
  - We assign a category to each event based upon its description.
  - We indicate whether the call is "zero time on scene" (i.e., units spent less than 30 seconds on scene), "police-initiated," or "community-initiated."
- We then remove all records that do not involve a patrol unit to get a total number of patrol-related events.
- At important points during our analysis, we focus on a smaller group of events designed to represent actual calls for service. This excludes events with no unit time spent on scene and directed patrol activities.

In this way, we first identify a total number of records, then limit ourselves to patrol events, and finally focus on calls for service.

As with similar cases around the country, we encountered several issues when analyzing the Lake Wales dispatch data. We made assumptions and decisions to address these issues.

- 749 events (about 4 percent) involved patrol units spending zero time on scene.
- 8 calls lacked accurate busy times. We excluded these calls when evaluating busy times and work hours.
- The computer-aided dispatch (CAD) system used approximately 124 different event descriptions, which we condensed into 20 categories for our tables and 12 categories for our

figures (shown in Chart 10-1). Table 10-20 in the appendix shows how each call description was categorized.

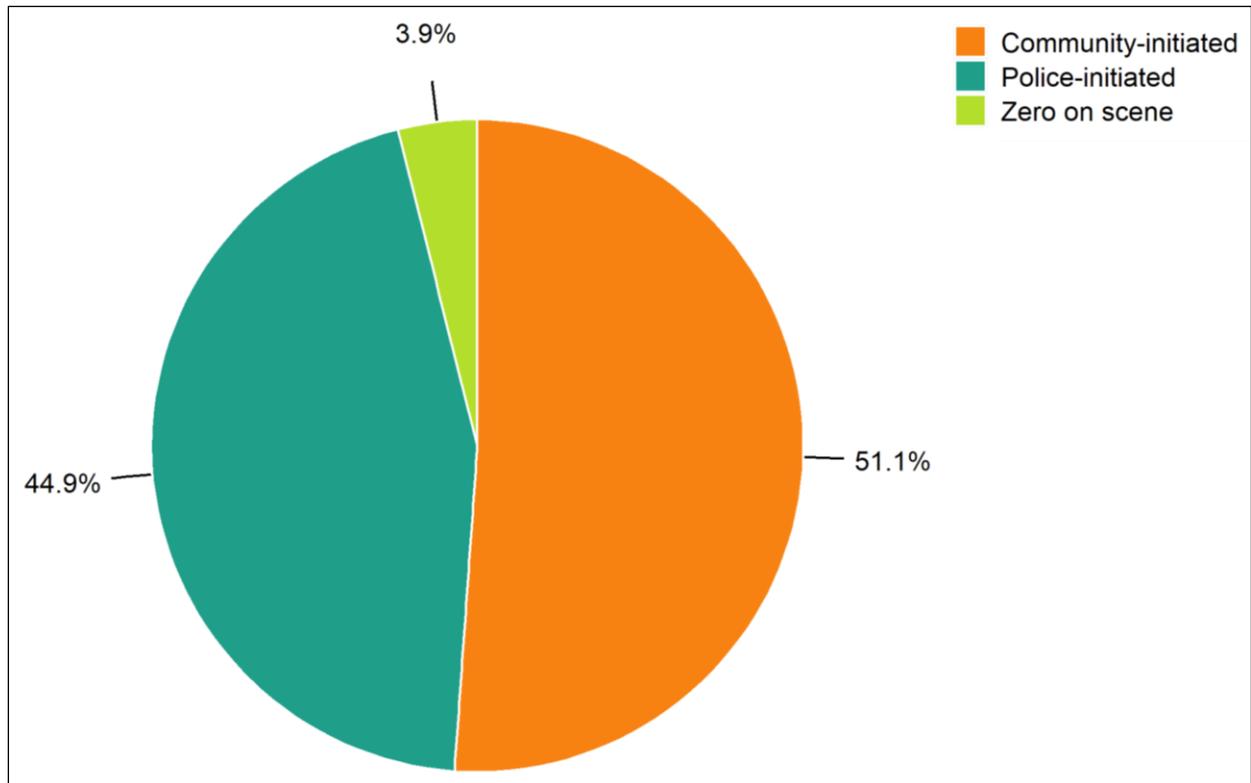
Between January 1, 2019, and December 31, 2019, the communications center recorded approximately 19,011 events involving a responding patrol unit. When measured daily, the department was dispatched to an average of 52 patrol-related events per day, approximately 4 percent of which (2 per day) had fewer than 30 seconds spent on the call.

In the following pages, we show two types of data: activity and workload. The activity levels are measured by the average number of calls per day, broken down by the type and origin of the calls, and categorized by the nature of the calls (crime, traffic, etc.). Workloads are measured in average work hours per day.

### CHART 10-1: Event Descriptions for Tables and Figures

Table Category	Figure Category
Assist citizen	Assist
Assist other agency	
Check	Check
Crime–person	Crime
Crime–property	
Custody/warrant	Custody/warrant
Directed patrol	Directed patrol
Disturbance	Disturbance
Animal	General noncriminal
Information	
Miscellaneous	
Violation	
Investigation	Investigation
Out of service–administrative	Out of service
Out of service–personal	
Suspicious incident	Suspicious
Accident	Traffic
Traffic enforcement	
Traffic stop	

**FIGURE 10-1: Percentage Events per Day, by Initiator**



**Note:** Percentages are based on a total of 19,011 events.

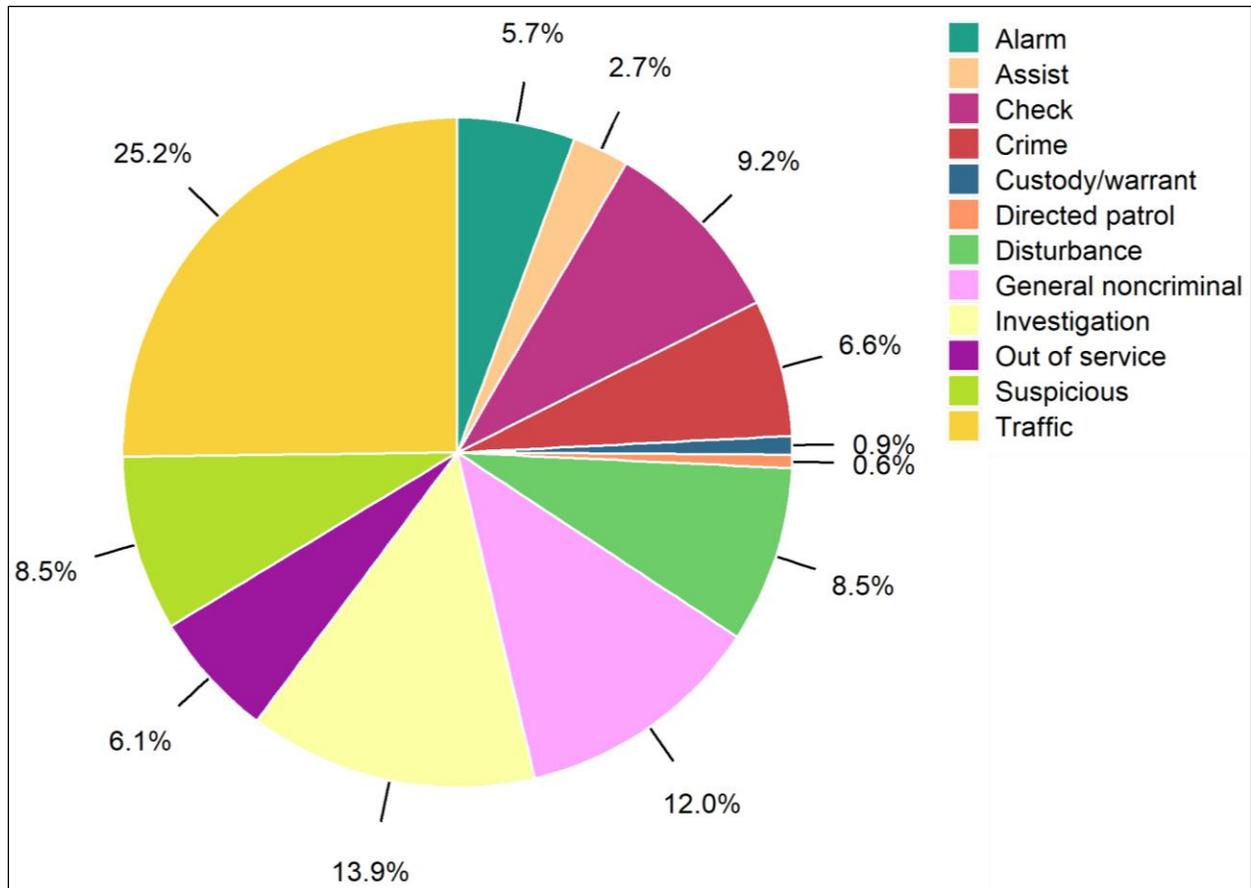
**TABLE 10-1: Events per Day, by Initiator**

Initiator	No. of Events	Events per Day
Community-initiated	9,723	26.6
Police-initiated	8,539	23.4
Zero on scene	749	2.1
<b>Total</b>	<b>19,011</b>	<b>52.1</b>

**Observations:**

- 4 percent of the events had zero time on scene.
- 45 percent of all events were police-initiated.
- 51 percent of all events were community-initiated.
- There was an average of 52 events per day or 2.2 per hour.

**FIGURE 10-2: Percentage Events per Day, by Category**



**Note:** The figure combines categories in the following table according to the description in Chart 10-1.

**TABLE 10-2: Events per Day, by Category**

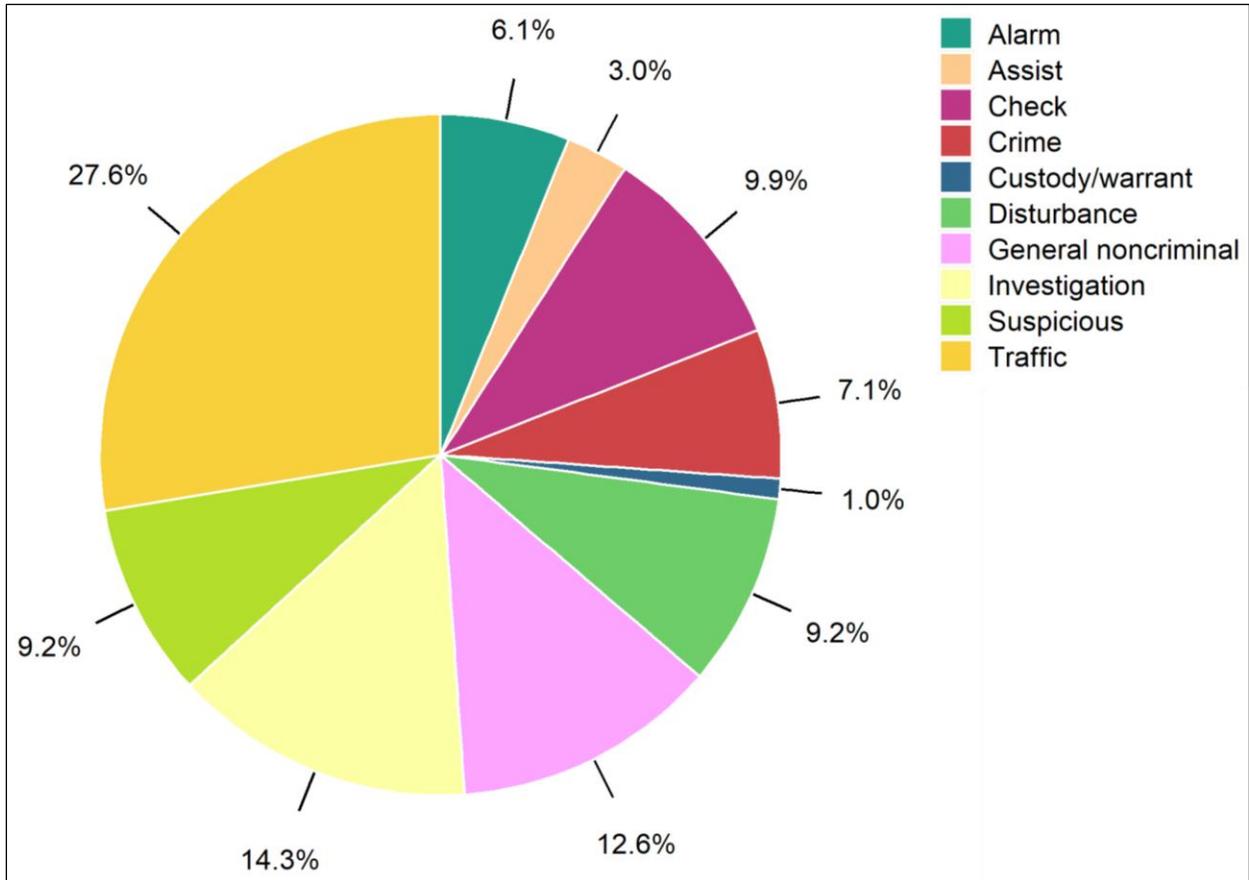
Category	No. of Events	Events per Day
Accident	859	2.4
Alarm	1,081	3.0
Animal	47	0.1
Assist citizen	36	0.1
Assist other agency	482	1.3
Check	1,746	4.8
Crime–person	408	1.1
Crime–property	850	2.3
Custody/warrant	171	0.5
Directed patrol	121	0.3
Disturbance	1,621	4.4
Information	2,091	5.7
Investigation	2,648	7.3
Miscellaneous	98	0.3
Out of service–administrative	1,149	3.1
Out of service–personal	12	0.0
Suspicious incident	1,611	4.4
Traffic enforcement	752	2.1
Traffic stop	3,180	8.7
Violation	48	0.1
<b>Total</b>	<b>19,011</b>	<b>52.1</b>

**Note:** Observations below refer to events shown within the figure rather than the table.

### Observations:

- The top three categories accounted for 51 percent of events.
  - 25 percent of events were traffic-related.
  - 14 percent of events were investigations.
  - 12 percent of events were general noncriminal.
- 7 percent of events were crimes.

**FIGURE 10-3: Percentage Calls per Day, by Category**



**Note:** The figure combines categories in the following table according to the description in Chart 10-1.

**TABLE 10-3: Calls per Day, by Category**

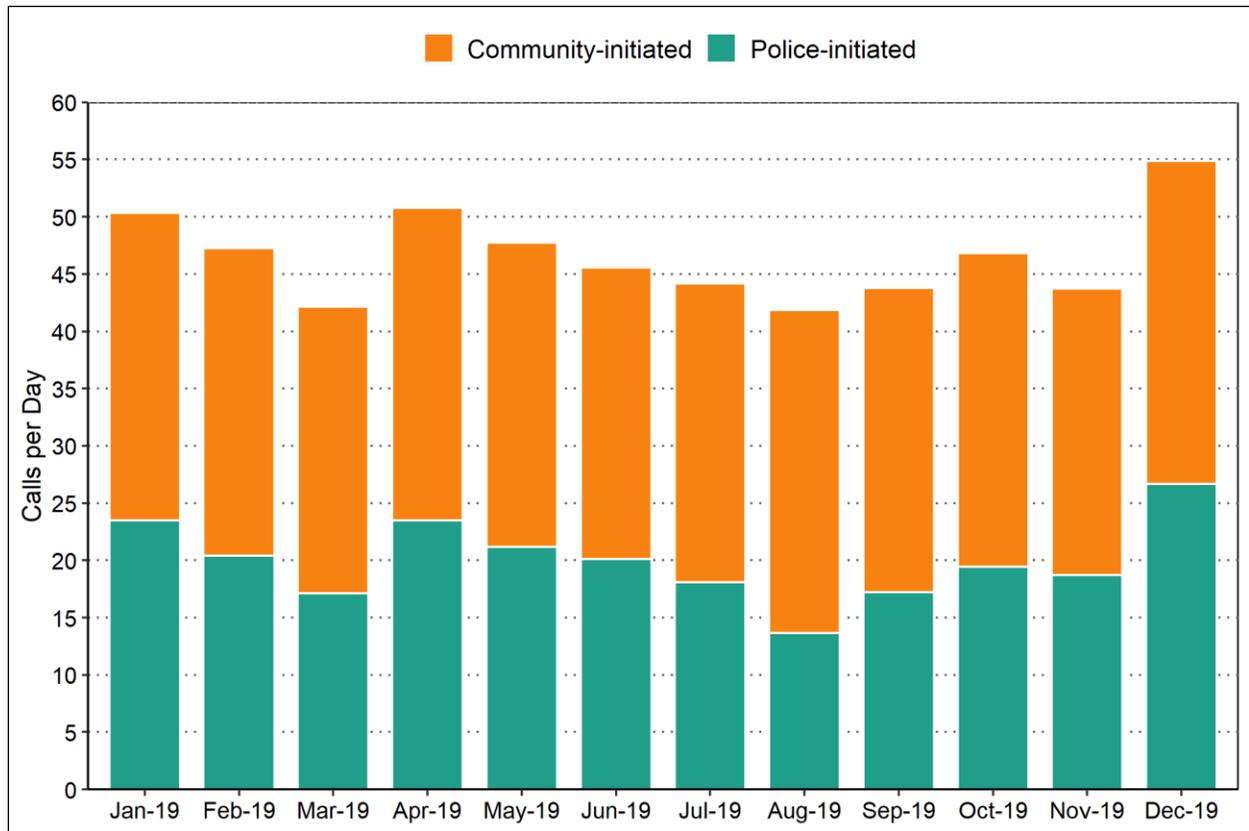
Category	No. of Calls	Calls per Day
Accident	846	2.3
Alarm	1,041	2.9
Animal	46	0.1
Assist citizen	34	0.1
Assist other agency	471	1.3
Check	1,691	4.6
Crime-person	389	1.1
Crime-property	815	2.2
Custody/warrant	165	0.5
Disturbance	1,561	4.3
Information	1,959	5.4
Investigation	2,431	6.7
Miscellaneous	95	0.3
Suspicious incident	1,564	4.3
Traffic enforcement	704	1.9
Traffic stop	3,148	8.6
Violation	45	0.1
<b>Total</b>	<b>17,005</b>	<b>46.6</b>

**Note:** The focus here is on recorded calls rather than recorded events. We removed 749 events with zero time on scene, 118 directed patrol events, and 1,139 out-of-service activities.

### Observations:

- On average, there were 46.6 calls per day, or 1.9 per hour.
- The top three categories accounted for 55 percent of calls:
  - 28 percent of calls were traffic-related.
  - 14 percent of calls were investigations.
  - 13 percent of calls were general noncriminal.
- 7 percent of calls were crimes.

**FIGURE 10-4: Calls per Day, by Initiator and Month**



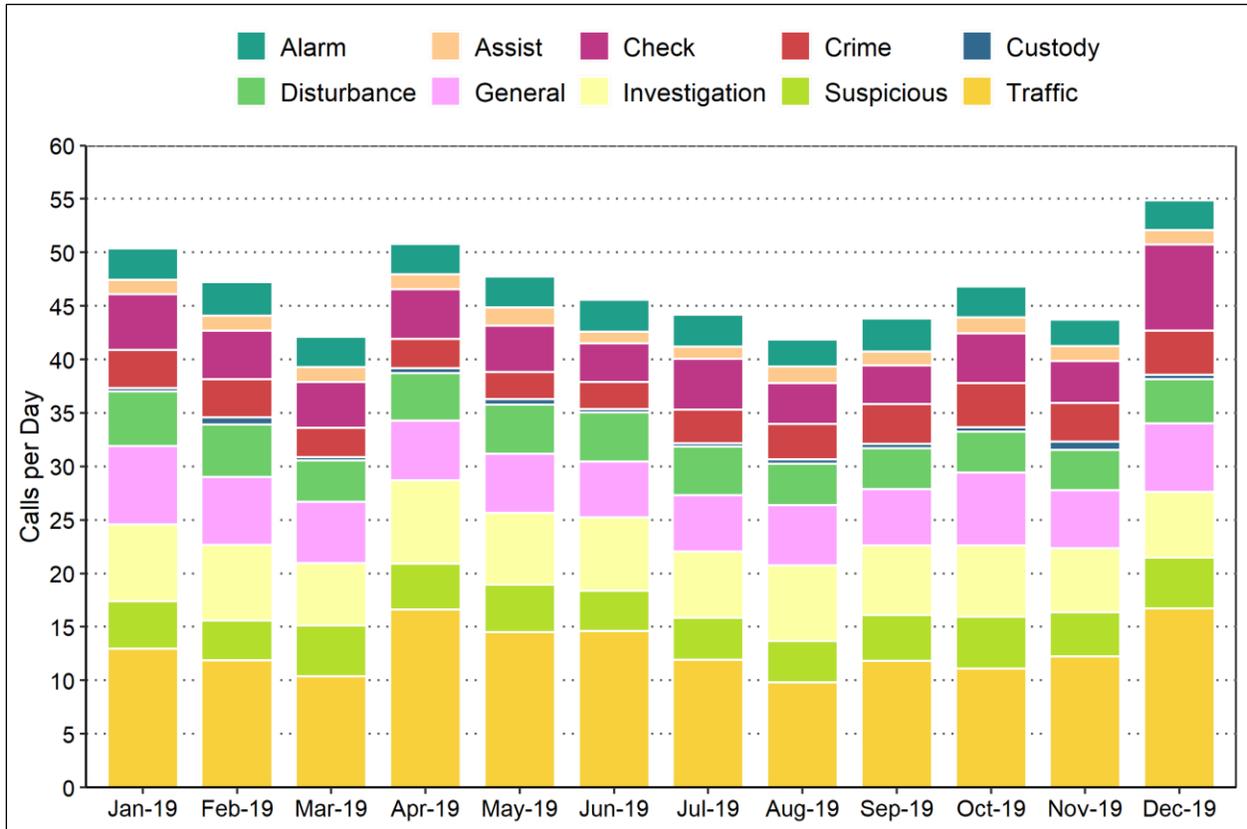
**TABLE 10-4: Calls per Day, by Initiator and Months**

Initiator	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Community	26.9	26.9	25.0	27.3	26.5	25.4	26.1	28.2	26.6	27.4	25.0	28.2
Police	23.5	20.4	17.1	23.5	21.2	20.1	18.1	13.6	17.2	19.4	18.7	26.6
<b>Total</b>	<b>50.4</b>	<b>47.2</b>	<b>42.1</b>	<b>50.8</b>	<b>47.7</b>	<b>45.6</b>	<b>44.2</b>	<b>41.8</b>	<b>43.8</b>	<b>46.8</b>	<b>43.7</b>	<b>54.9</b>

**Observations:**

- The number of calls per day was lowest in March and August.
- The number of calls per day was highest in December.
- The months with the most calls had 31 percent more calls than the months with the fewest calls.
- December had the most police-initiated calls, with 95 percent more than August, which had the fewest.
- August and December had the most community-initiated calls, with 13 percent more than March and November, which had the fewest.

**FIGURE 10-5: Calls per Day, by Category and Month**



**Note:** The figure combines categories in the following table according to the description in Chart 10-1.

**TABLE 10-5: Calls per Day, by Category and Month**

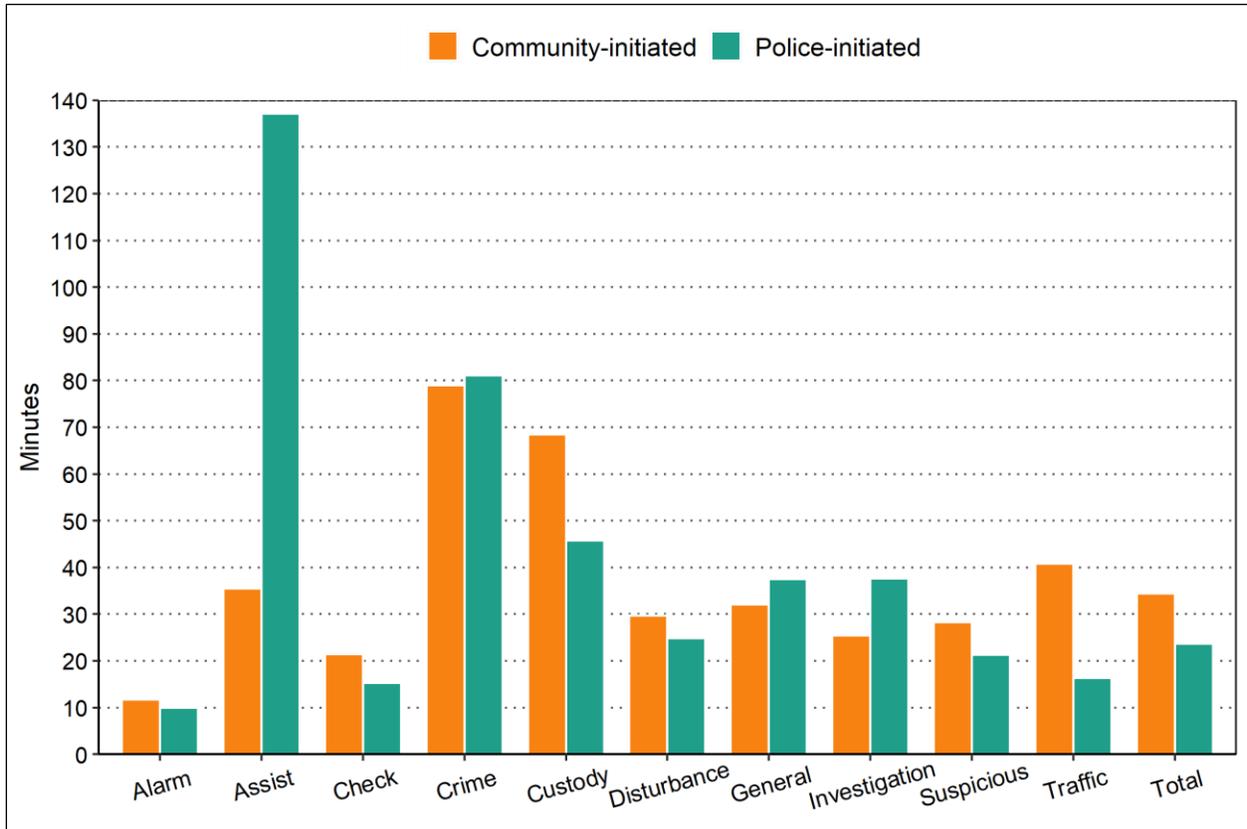
Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Accident	2.2	2.5	2.5	2.9	2.1	2.2	1.7	2.4	2.2	2.5	2.3	2.5
Alarm	2.9	3.1	2.8	2.8	2.9	3.0	3.0	2.5	3.1	2.9	2.5	2.8
Animal	0.0	0.1	0.1	0.2	0.1	0.1	0.3	0.1	0.1	0.1	0.1	0.3
Assist citizen	0.0	0.0	0.1	0.1	0.3	0.2	0.1	0.0	0.1	0.2	0.1	0.0
Assist other agency	1.3	1.4	1.4	1.3	1.4	0.9	1.0	1.6	1.2	1.4	1.3	1.3
Check	5.2	4.6	4.3	4.6	4.4	3.6	4.8	3.8	3.6	4.6	3.9	8.1
Crime-person	1.4	1.1	0.9	0.9	0.9	1.1	0.8	1.1	1.3	1.3	1.0	1.0
Crime-property	2.2	2.4	1.8	1.8	1.6	1.4	2.3	2.2	2.4	2.8	2.6	3.1
Custody/warrant	0.3	0.7	0.3	0.5	0.5	0.3	0.3	0.4	0.4	0.5	0.8	0.4
Disturbance	5.1	4.9	3.9	4.4	4.6	4.6	4.5	3.8	3.8	3.8	3.8	4.1
Information	6.8	6.0	5.3	5.1	5.1	4.9	4.7	4.9	4.8	6.0	5.2	5.7
Investigation	7.2	7.1	5.8	7.8	6.7	6.8	6.2	7.1	6.5	6.7	6.0	6.1
Miscellaneous	0.4	0.1	0.3	0.2	0.2	0.1	0.2	0.6	0.2	0.4	0.1	0.3
Suspicious incident	4.4	3.7	4.7	4.3	4.5	3.8	3.9	3.9	4.3	4.8	4.1	4.8
Traffic enforcement	2.4	1.6	1.6	2.6	1.9	1.8	1.2	2.2	1.9	2.1	1.7	2.1
Traffic stop	8.4	7.8	6.3	11.1	10.5	10.6	9.0	5.3	7.7	6.5	8.3	12.1
Violation	0.1	0.1	0.1	0.1	0.2	0.1	0.1	0.1	0.2	0.3	0.0	0.1
<b>Total</b>	<b>50.4</b>	<b>47.2</b>	<b>42.1</b>	<b>50.8</b>	<b>47.7</b>	<b>45.6</b>	<b>44.2</b>	<b>41.8</b>	<b>43.8</b>	<b>46.8</b>	<b>43.7</b>	<b>54.9</b>

**Note:** Calculations were limited to calls rather than events.

### Observations:

- The top three categories averaged between 52 and 59 percent of calls throughout the year:
  - Traffic calls averaged between 9.8 and 16.7 calls per day throughout the year.
  - Investigation calls averaged between 5.8 and 7.8 calls per day throughout the year.
  - General noncriminal calls averaged between 5.2 and 7.3 calls per day throughout the year.
- Crime calls averaged between 2.5 and 4.1 calls per day throughout the year and accounted for 5 to 9 percent of total calls.

**FIGURE 10-6: Primary Unit's Average Occupied Times, by Category and Initiator**



**Note:** The figure combines categories using weighted averages from the following table according to the description in Chart 10-1.

**TABLE 10-6: Primary Unit's Average Occupied Times, by Category and Initiator**

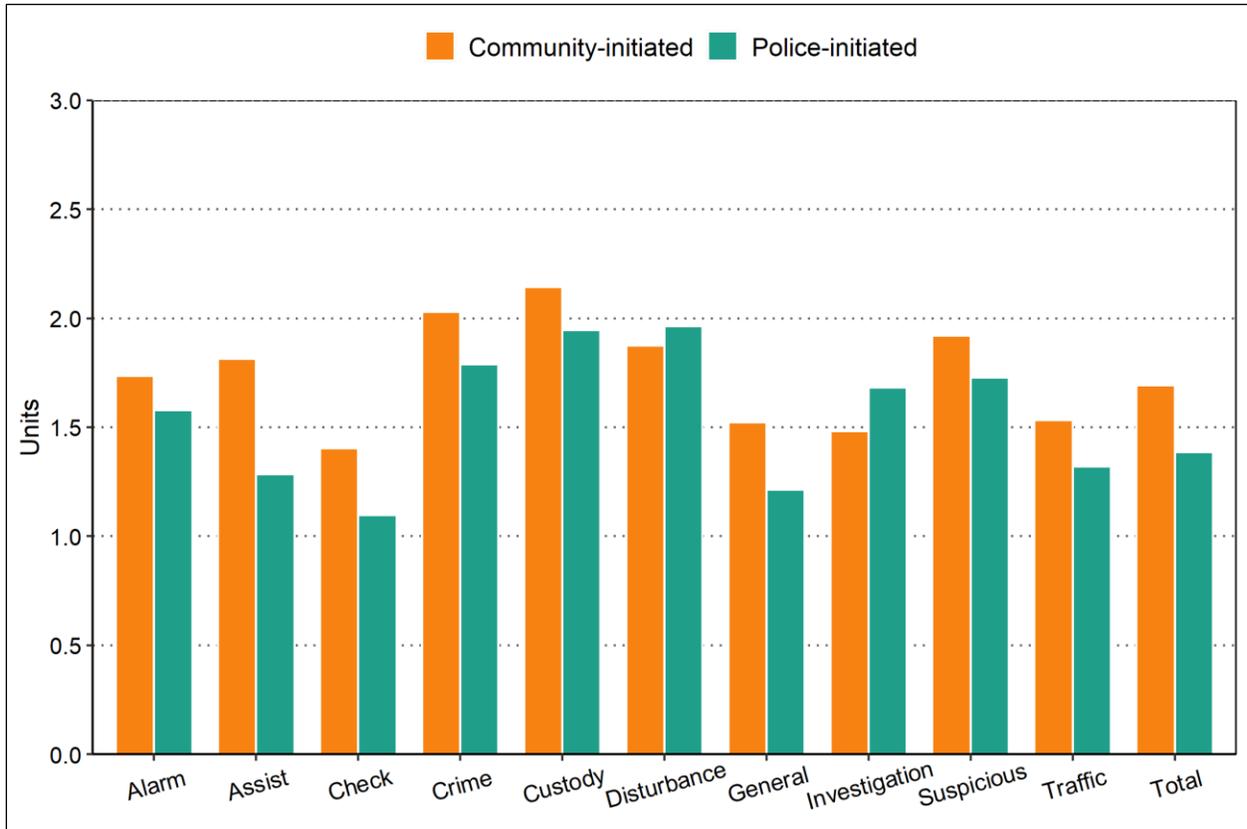
Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	54.2	760	59.2	86
Alarm	11.8	1,022	10.0	19
Animal	28.0	43	32.7	3
Assist citizen	10.6	1	334.3	25
Assist other agency	35.5	416	47.4	55
Check	21.4	398	15.3	1,293
Crime-person	97.7	358	152.2	31
Crime-property	69.5	709	60.2	106
Custody/warrant	68.5	56	45.8	109
Disturbance	29.7	1,507	24.8	54
Information	31.8	1,545	34.5	414
Investigation	25.5	1,546	37.6	885
Miscellaneous	54.4	35	59.2	60
Suspicious incident	28.3	786	21.3	778
Traffic enforcement	20.2	493	22.5	211
Traffic stop	13.7	2	14.8	3,146
Violation	28.0	44	10.0	1
<b>Weighted Average/Total Calls</b>	<b>34.4</b>	<b>9,721</b>	<b>23.7</b>	<b>7,276</b>

**Note:** For this table, we removed eight calls with inaccurate busy times. The information in Figure 10-6 and Table 10-6 is limited to calls and excludes all events that show zero time on scene. A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call. Observations below refer to times shown within the figure rather than the table.

### Observations:

- A unit's average time spent on a call ranged from 10 to 137 minutes overall.
- The longest average times were for police-initiated assist calls. Most of these calls were described as "visitors present."
- The average time spent on crime calls was 79 minutes for community-initiated calls and 81 minutes for police-initiated calls.

**FIGURE 10-7: Number of Responding Units, by Initiator and Category**



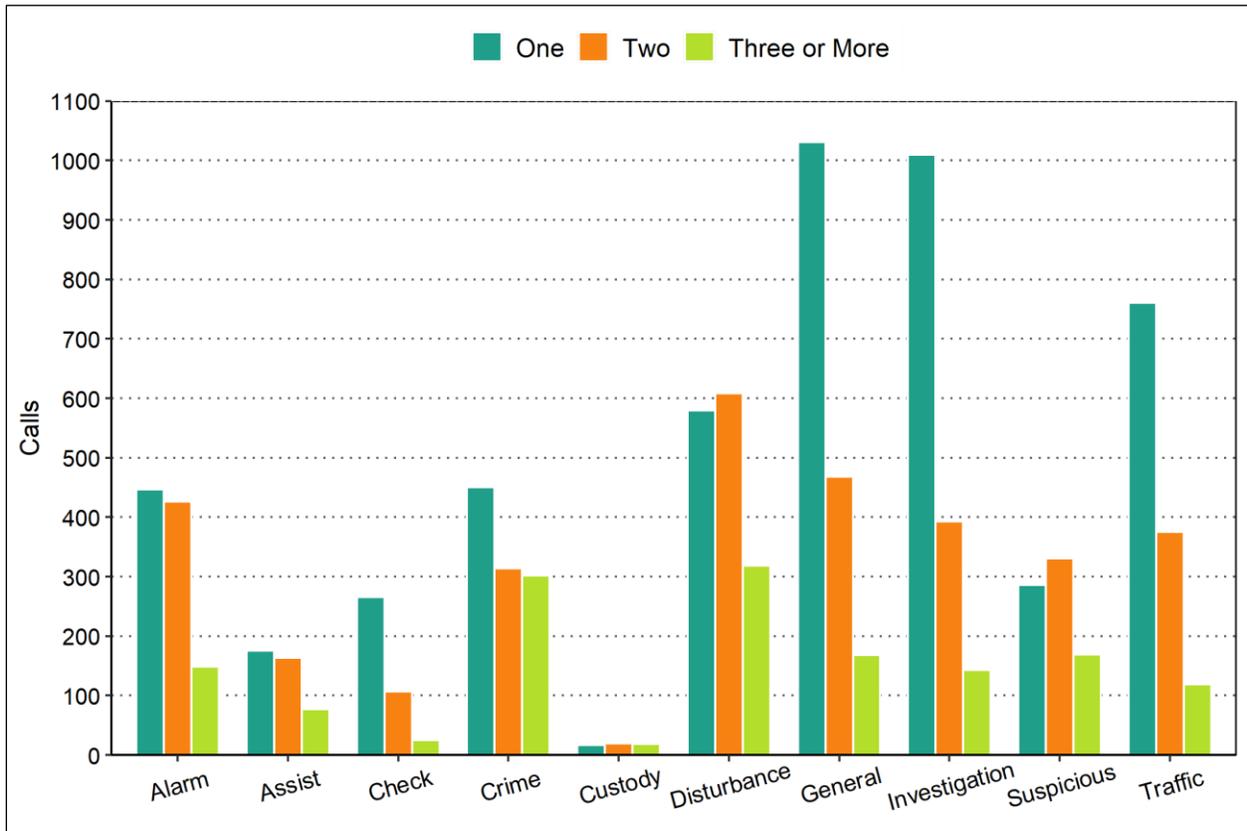
**Note:** The figure combines categories using weighted averages from the following table according to the description in Chart 10-1.

**TABLE 10-7: Average Number of Responding Units, by Initiator and Category**

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.6	760	1.8	86
Alarm	1.7	1,022	1.6	19
Animal	1.8	43	2.0	3
Assist citizen	1.0	1	1.0	33
Assist other agency	1.8	416	1.4	55
Check	1.4	398	1.1	1,293
Crime–person	2.5	358	2.5	31
Crime–property	1.8	709	1.6	106
Custody/warrant	2.1	56	1.9	109
Disturbance	1.9	1,507	2.0	54
Information	1.5	1,545	1.2	414
Investigation	1.5	1,546	1.7	885
Miscellaneous	2.1	35	1.1	60
Suspicious incident	1.9	786	1.7	778
Traffic enforcement	1.4	493	1.3	211
Traffic stop	1.0	2	1.3	3,146
Violation	1.4	44	1.0	1
<b>Weighted Average/Total Calls</b>	<b>1.7</b>	<b>9,721</b>	<b>1.4</b>	<b>7,284</b>

**Note:** The information in Figure 10-7 and Table 10-7 is limited to calls and excludes all events that show zero time on scene. Observations refer to the number of responding units shown within the figure rather than the table.

**FIGURE 10-8: Number of Responding Units, by Category, Community-initiated Calls**



**Note:** The figure combines categories using weighted averages from the following table according to the description in Chart 10-1.

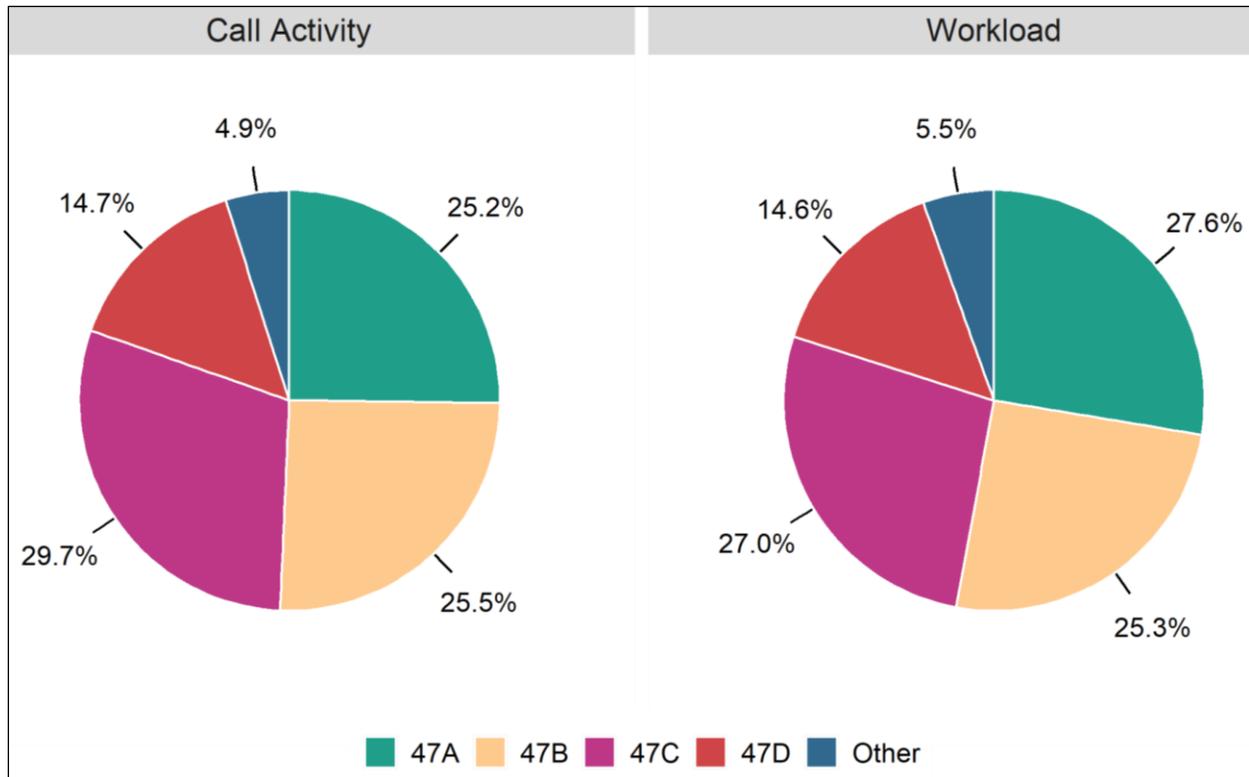
**TABLE 10-8: Number of Responding Units, by Category, Community-initiated Calls**

Category	Responding Units		
	One	Two	Three or More
Accident	431	240	89
Alarm	447	426	149
Animal	18	18	7
Assist citizen	1	0	0
Assist other agency	175	164	77
Check	266	107	25
Crime-person	92	113	153
Crime-property	359	201	149
Custody/warrant	17	20	19
Disturbance	580	608	319
Information	973	422	150
Investigation	1,010	393	143
Miscellaneous	11	15	9
Suspicious incident	286	331	169
Traffic enforcement	328	135	30
Traffic stop	2	0	0
Violation	29	13	2
<b>Total</b>	<b>5,025</b>	<b>3,206</b>	<b>1,490</b>

### Observations:

- The overall mean number of responding units was 1.4 for police-initiated calls and 1.7 for community-initiated calls.
- The mean number of responding units was as high as 2.1 for custody/warrant calls that were community-initiated.
- 52 percent of community-initiated calls involved one responding unit.
- 33 percent of community-initiated calls involved two responding units.
- 15 percent of community-initiated calls involved three or more responding units.
- The largest group of calls with three or more responding units involved disturbance.

**FIGURE 10-9: Percentage Calls and Work Hours, by Beat**



**Note:** The other category included calls at Lake Wales police station and calls missing beat information.

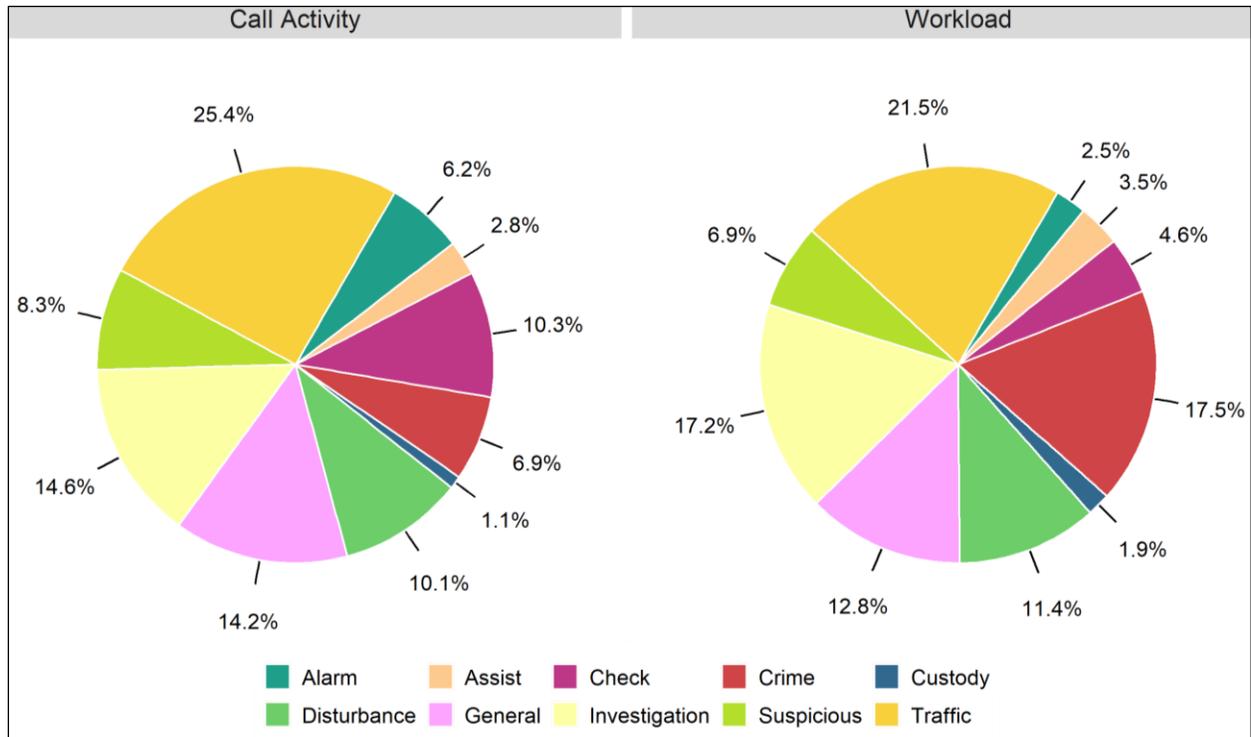
**TABLE 10-9: Calls and Work Hours by Beat, per Day**

Beat	Per Day		Area (Sq. Miles)	Population (2020)
	Calls	Work Hours		
47A	11.7	9.2	1.9	2,649
47B	11.9	8.4	6.1	6,718
47C	13.8	9.0	4.3	2,912
47D	6.8	4.8	8.1	3,877
Other	HQ	2.2	1.5	NA
	Unknown	0.1	0.3	NA
<b>Total</b>	<b>46.5</b>	<b>33.2</b>	<b>20.3</b>	<b>16,156</b>

**Observations:**

- Beat 47C had the most calls (13.8 per day) and workload (9.0 hours per day), and it accounted for 30 percent of total calls and 27 percent of total workload.
- Excluding calls located at headquarters and missing beat information, an even distribution would allot 11.1 calls and 7.8 work hours per beat.

**FIGURE 10-10: Percentage Calls and Work Hours, by Category, Winter 2019**



**TABLE 10-10: Calls and Work Hours per Day, by Category, Winter 2019**

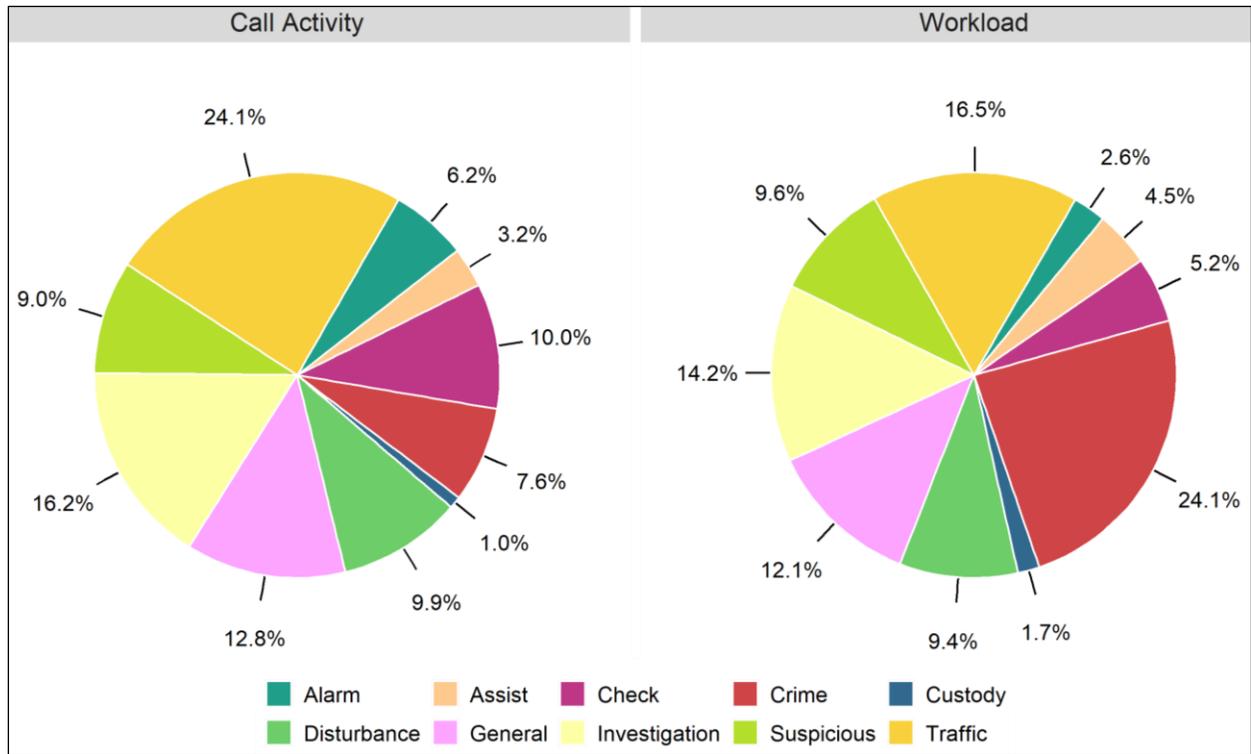
Category	Per Day	
	Calls	Work Hours
Accident	2.4	3.1
Alarm	3.1	0.9
Animal	0.1	0.0
Assist citizen	0.0	0.0
Assist other agency	1.4	1.2
Check	5.0	1.7
Crime-person	1.2	2.7
Crime-property	2.2	3.5
Custody/warrant	0.5	0.7
Disturbance	5.0	4.1
Information	6.5	4.1
Investigation	7.1	6.1
Miscellaneous	0.3	0.3
Suspicious incident	4.1	2.5
Traffic enforcement	2.0	1.1
Traffic stop	8.1	3.5
Violation	0.1	0.0
<b>Total</b>	<b>48.9</b>	<b>35.6</b>

**Note:** Workload calculations focused on calls rather than events.

### Observations, Winter:

- The average number of calls per day and daily workload were higher in winter than in summer.
- Total calls averaged 49 per day or 2.0 per hour.
- Total workload averaged 36 hours per day, meaning that on average 1.5 units per hour were busy responding to calls.
- Traffic calls constituted 25 percent of calls and 22 percent of workload.
- Investigation calls constituted 15 percent of calls and 17 percent of workload.
- General noncriminal calls constituted 14 percent of calls and 13 percent of workload.
- These top three categories constituted 54 percent of calls and 52 percent of workload.
- Crime calls constituted 7 percent of calls and 18 percent of workload.
- Disturbance calls constituted 10 percent of calls and 11 percent of workload.

**FIGURE 10-11: Percentage Calls and Work Hours, by Category, Summer 2019**



**TABLE 10-11: Calls and Work Hours per Day, by Category, Summer 2019**

Category	Per Day	
	Calls	Work Hours
Accident	2.0	2.3
Alarm	2.6	0.9
Animal	0.1	0.1
Assist citizen	0.0	0.1
Assist other agency	1.3	1.3
Check	4.2	1.7
Crime–person	1.0	3.2
Crime–property	2.2	4.7
Custody/warrant	0.4	0.6
Disturbance	4.2	3.1
Information	4.8	3.6
Investigation	6.8	4.6
Miscellaneous	0.4	0.3
Suspicious incident	3.8	3.1
Traffic enforcement	1.8	0.8
Traffic stop	6.4	2.3
Violation	0.1	0.0
<b>Total</b>	<b>42.1</b>	<b>32.5</b>

**Note:** Workload calculations focused on calls rather than events.

### Observations, Summer:

- Total calls averaged 42 per day or 1.8 per hour.
- Total workload averaged 32 hours per day, meaning that on average 1.4 units per hour were busy responding to calls.
- Traffic calls constituted 24 percent of calls and 16 percent of workload.
- Investigation calls constituted 16 percent of calls and 14 percent of workload.
- General noncriminal calls constituted 13 percent of calls and 12 percent of workload.
- These top three categories constituted 53 percent of calls and 43 percent of workload.
- Crime calls constituted 8 percent of calls and 24 percent of workload.

## NONCALL ACTIVITIES

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In the period from January 1, 2019, through December 31, 2019, the dispatch center recorded activities that were not assigned call numbers. We focused on those noncall activities that involved a patrol unit. Each record only indicates one unit per activity. There were a few problems with the data provided and we made assumptions and decisions to address these issues:

- We excluded activities that lasted less than 30 seconds. These are irrelevant and contribute little to the overall workload.
- Another portion of the recorded activities lasted more than twelve hours. As an activity is unlikely to last more than twelve hours, we assumed that these records were inaccurate.
- After these exclusions, 1,159 activities remained. These activities had an average duration of 230 minutes.

In this section, we report out of service activities and workload by type of activity. In the next section, we include these activities in the overall workload when comparing the total workload against available personnel in winter and summer.

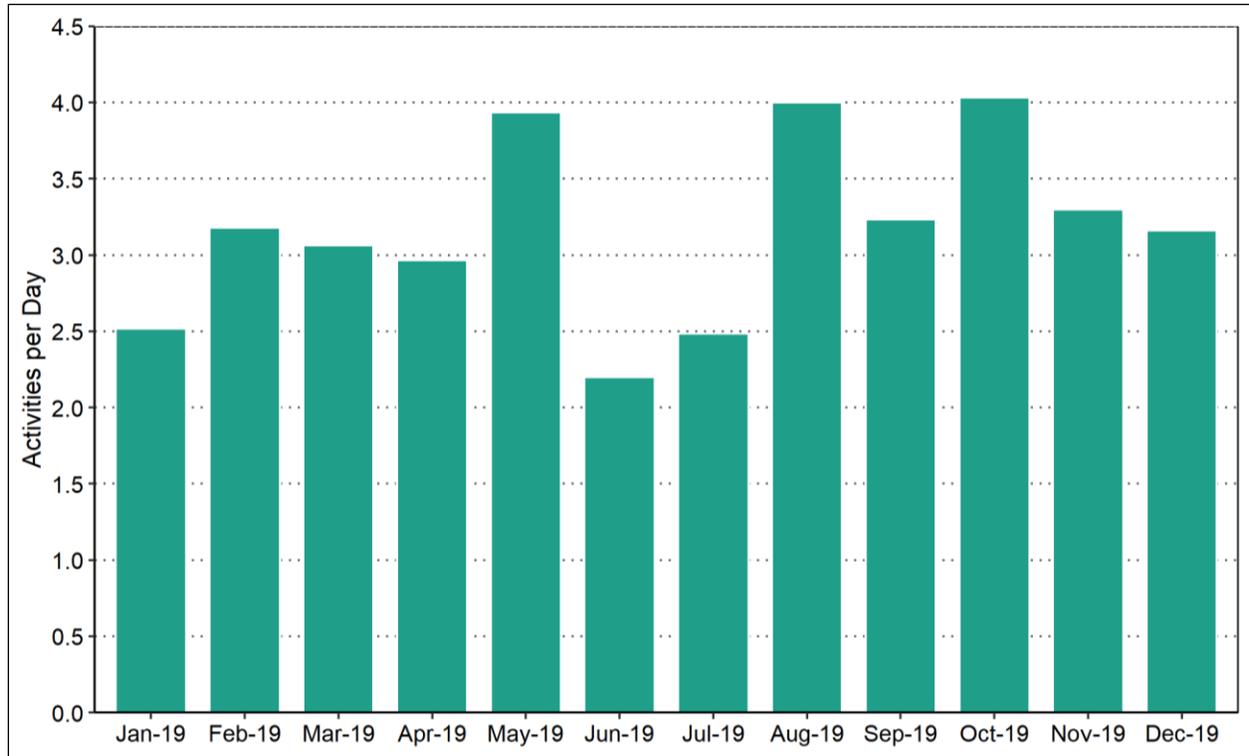
**TABLE 10-12: Activities and Occupied Times by Description**

Description	Occupied Time	Count
Enroute	69.7	98
In unit personal	194.9	4
Meal break	33.2	5
Out of service	189.7	352
Return to substation	44.1	47
Special detail	291.6	653
<b>Weighted Average/Total Activities</b>	<b>230.4</b>	<b>1,159</b>

### Observations:

- The most common out-of-service activity was special detail.
- The average time spent on noncall activities was 230.4 minutes.

**FIGURE 10-12: Activities per Day, by Month**



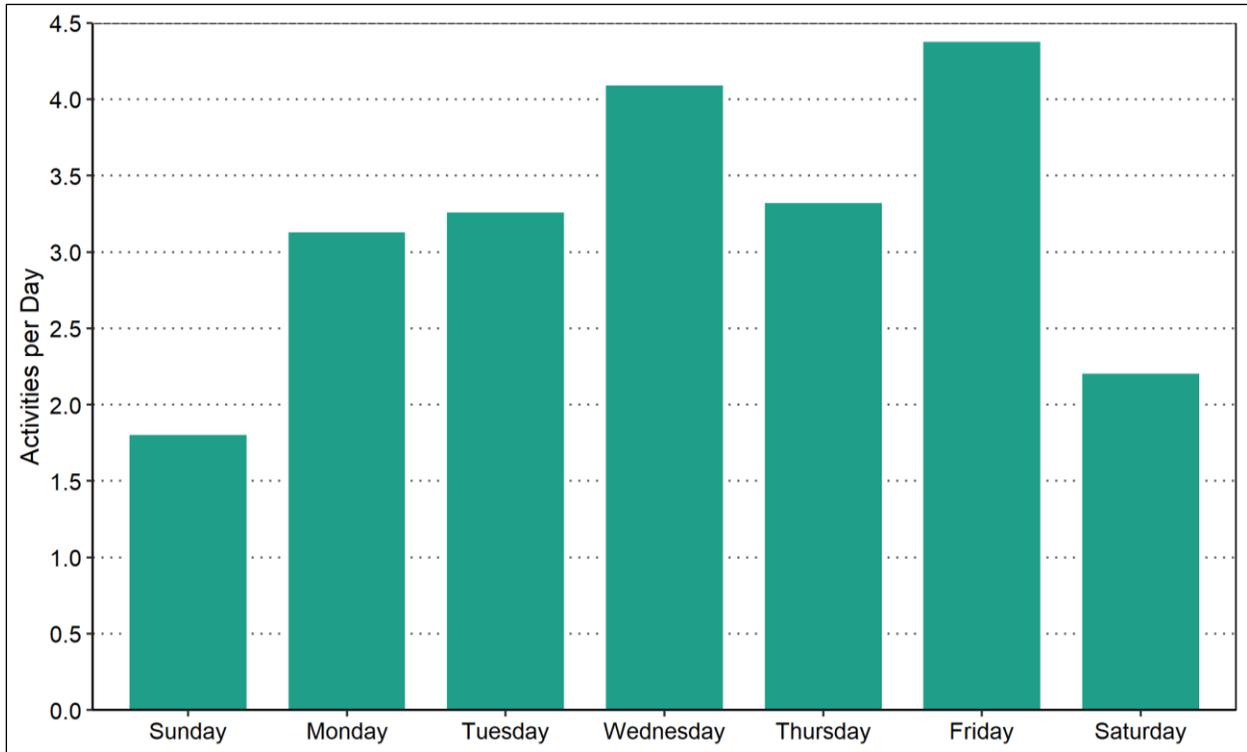
**TABLE 10-13: Activities and Work Hours per Day, by Month**

Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Count	2.5	3.2	3.1	3.0	3.9	2.2	2.5	4.0	3.2	4.0	3.3	3.2
Hours	5.9	10.3	11.6	9.9	14.3	9.1	10.2	16.6	14.5	16.9	13.6	13.1

**Observations:**

- The number of activities per day was lowest in June.
- The number of activities per day was highest in August and October.

**FIGURE 10-13: Activities per Day, by Day of Week**



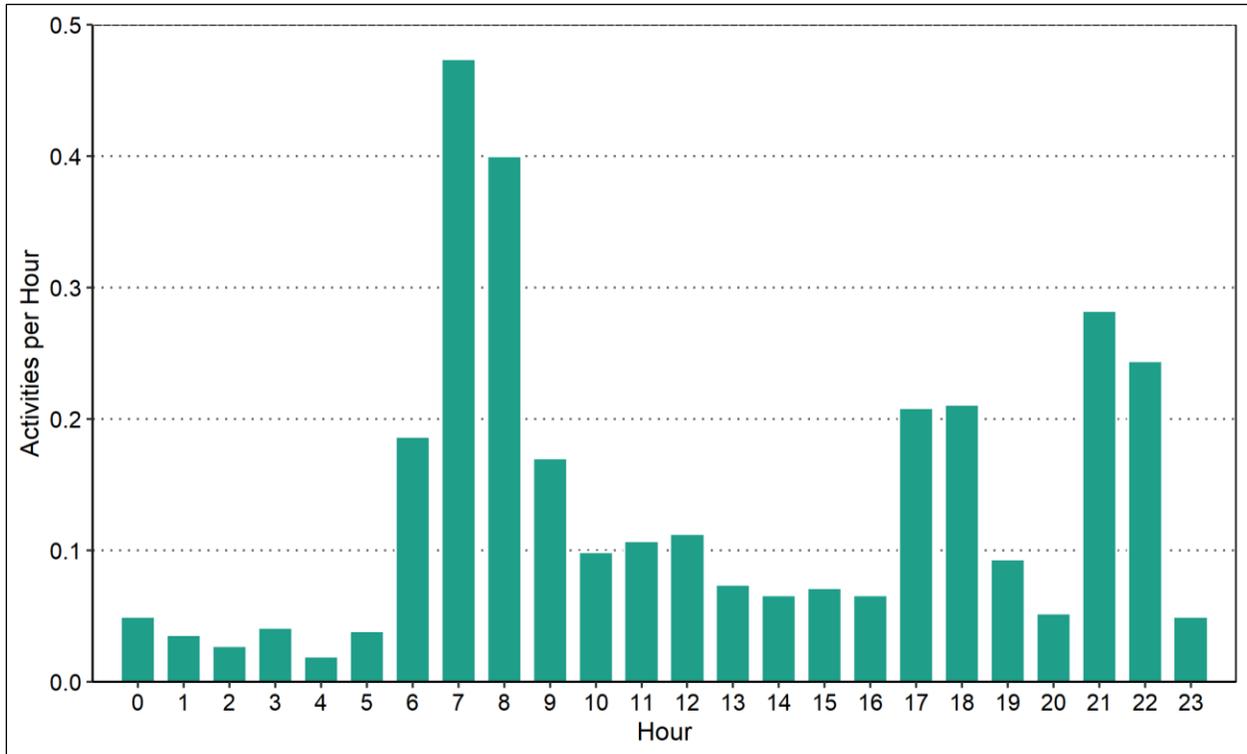
**TABLE 10-14: Activities and Work Hours per Day, by Day of Week**

Day of Week	Activities	Hours
Sunday	1.8	6.3
Monday	3.1	11.7
Tuesday	3.3	12.8
Wednesday	4.1	15.3
Thursday	3.3	15.5
Friday	4.4	16.0
Saturday	2.2	7.8
<b>Weekly Average</b>	<b>3.2</b>	<b>12.2</b>

**Observations:**

- The number of activities per day was lowest on weekends.
- The number of activities per day was highest on Fridays.

**FIGURE 10-14: Activities per Day, by Hour of Day**



**TABLE 10-15: Activities and Minutes per Hour, by Hour of Day**

<b>Hour</b>	<b>Activities</b>	<b>Minutes</b>
0	0.05	5.65
1	0.04	5.64
2	0.03	3.16
3	0.04	2.06
4	0.02	0.71
5	0.04	13.29
6	0.19	44.66
7	0.47	108.53
8	0.40	131.59
9	0.17	30.32
10	0.10	18.77
11	0.11	19.39
12	0.11	19.28
13	0.07	10.25
14	0.07	3.45
15	0.07	12.86
16	0.07	10.83
17	0.21	32.61
18	0.21	46.70
19	0.09	14.88
20	0.05	7.63
21	0.28	95.94
22	0.24	83.91
23	0.05	9.50
<b>Hourly Average</b>	<b>0.13</b>	<b>30.48</b>

**Observations:**

- The number of activities per hour was highest between 7:00 a.m. and 8:00 a.m.
- The number of activities per hour was lowest between 4:00 a.m. and 5:00 a.m.

## DEPLOYMENT

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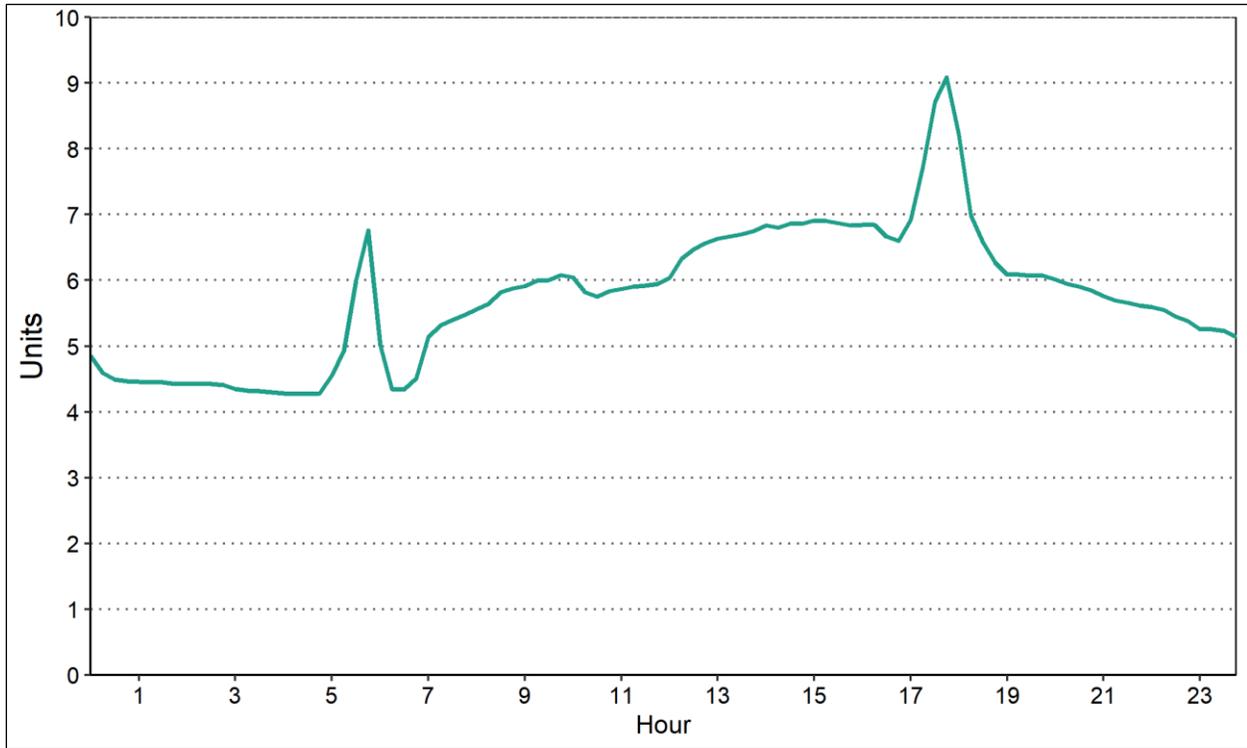
For this study, we examined deployment information for eight weeks in winter (January 4 through February 28, 2019) and eight weeks in summer (July 7 through August 31, 2019). The department's main patrol force consists of patrol units, sergeants, K9 units, and traffic units. During 2019, the patrol force operated on 12.25-hour shifts starting between 5:00 a.m. and 6:00 a.m., and between 5:00 p.m. and 6:00 p.m. The police department's main patrol force deployed an average of 5.5 units per hour during the 24-hour day in winter 2019 and an average of 5.3 units per hour in summer 2019.

In this section, we describe the deployment and workload in distinct steps, distinguishing between summer and winter and between weekdays (Monday through Friday) and weekends (Saturday and Sunday):

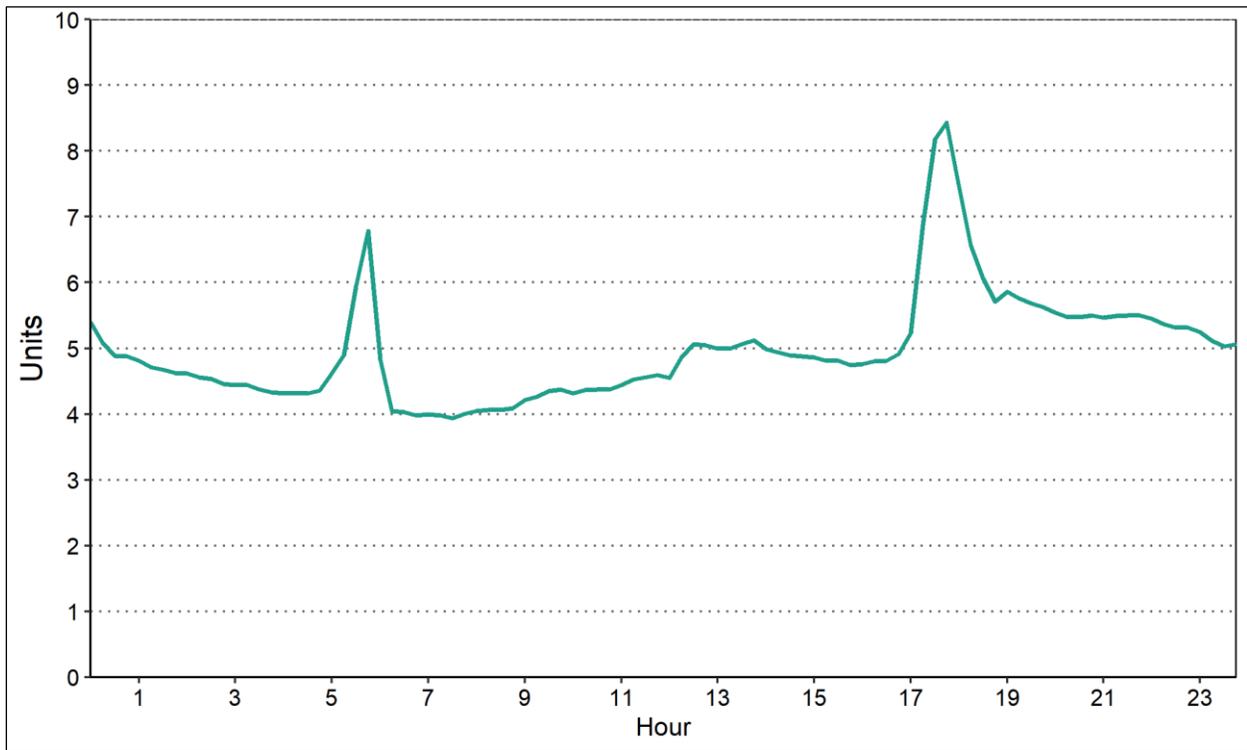
- First, we focus on patrol deployment alone.
- Next, we compare “all” workload, which includes community-initiated calls, police-initiated calls, directed patrol, and out-of-service activities.
- Finally, we compare the workload against deployment by percentage.

Comments follow each set of four figures, with separate discussions for winter and summer.

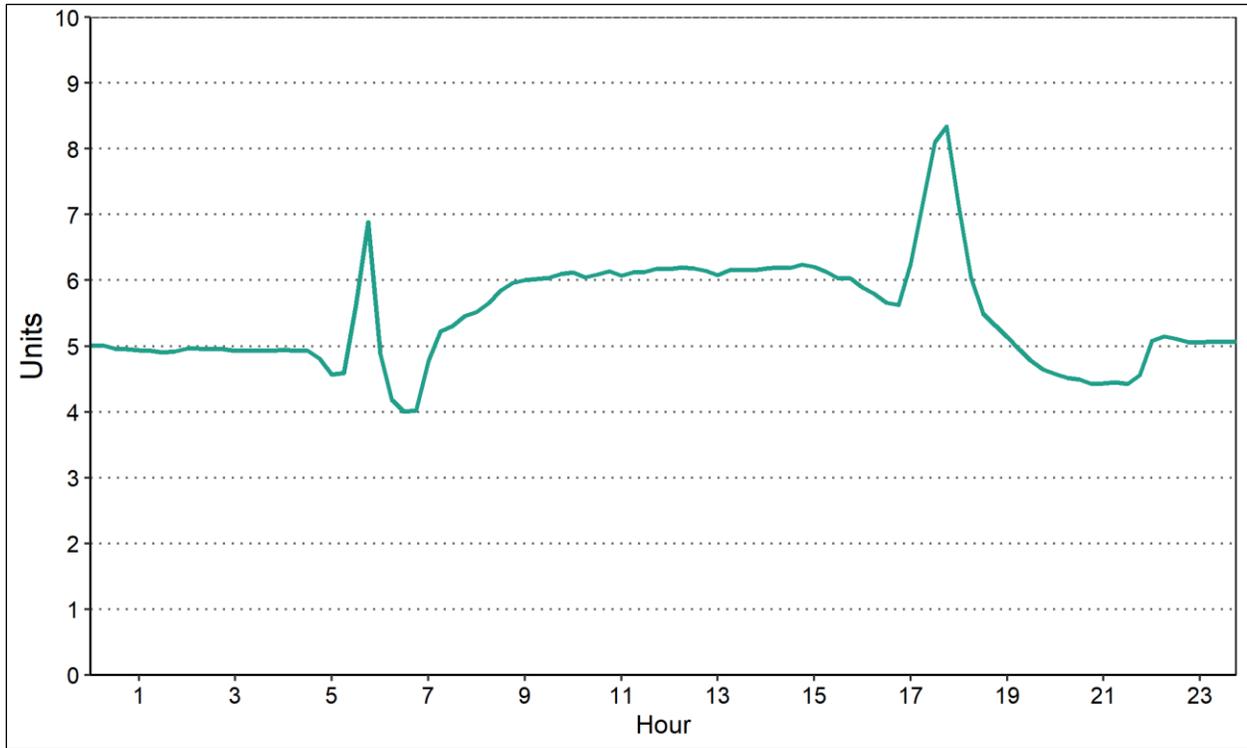
**FIGURE 10-15: Deployed Units, Weekdays, Winter 2019**



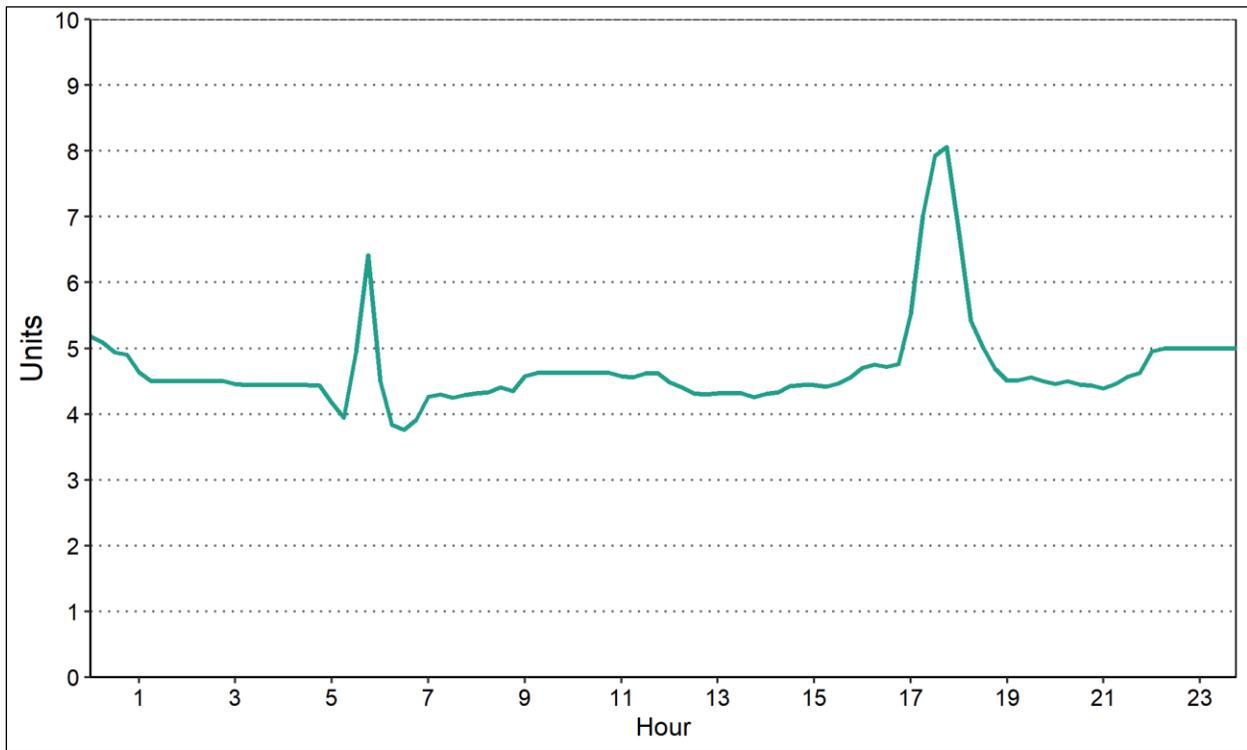
**FIGURE 10-16: Deployed Units, Weekends, Winter 2019**



**FIGURE 10-17: Deployed Units, Weekdays, Summer 2019**



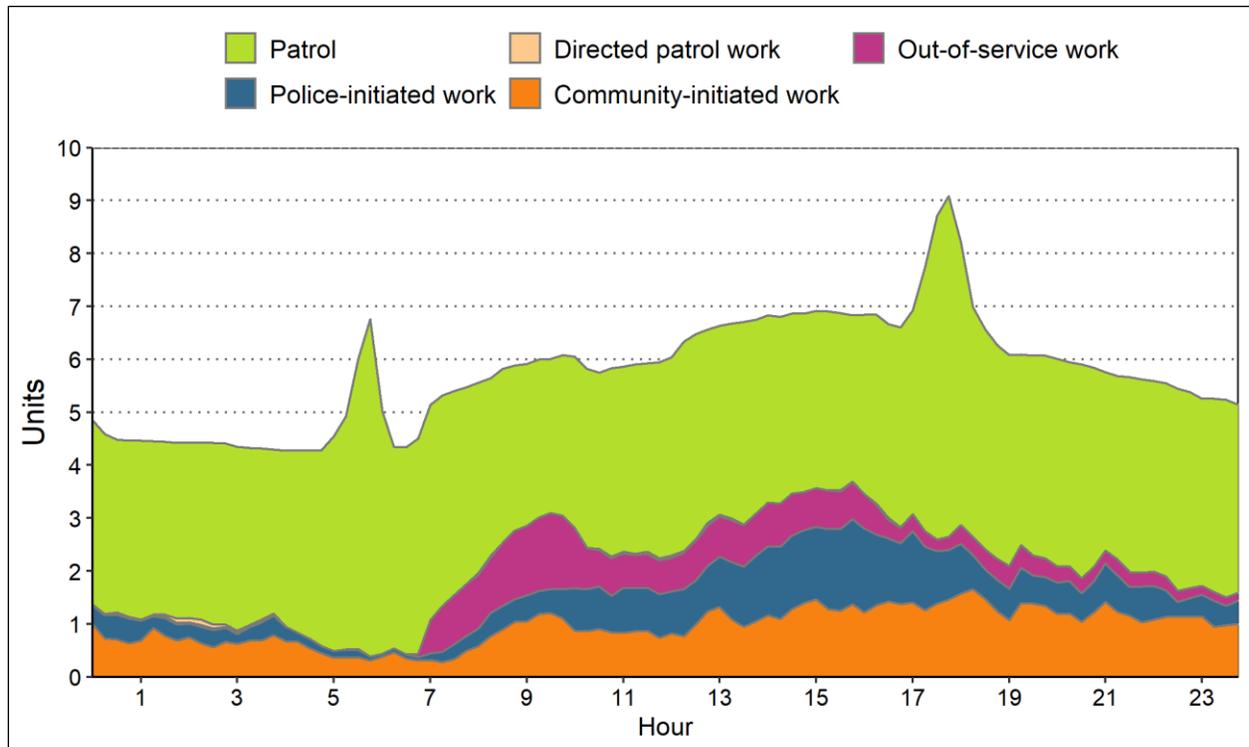
**FIGURE 10-18: Deployed Units, Weekends, Summer 2019**



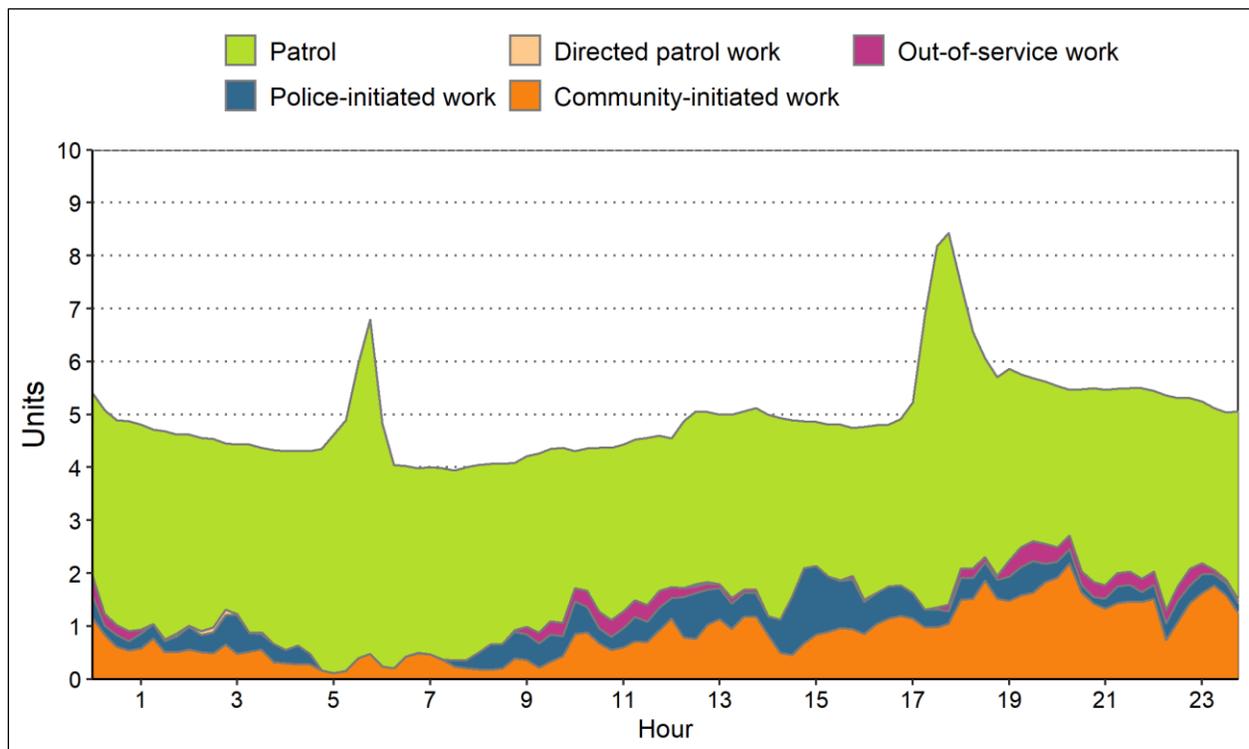
## Observations:

- For Winter (January 4 through February 28, 2019):
  - The average deployment was 5.8 units per hour during the week and 5.0 units per hour on the weekend.
  - Average deployment varied from 4.3 to 9.1 units per hour on weekdays and 3.9 to 8.4 units per hour on weekends.
- For Summer (July 7 through August 31, 2019):
  - The average deployment was 5.5 units per hour during the week and 4.7 units per hour on the weekend.
  - Average deployment varied from 4.0 to 8.3 units per hour on weekdays and 3.8 to 8.1 units per hour on weekends.

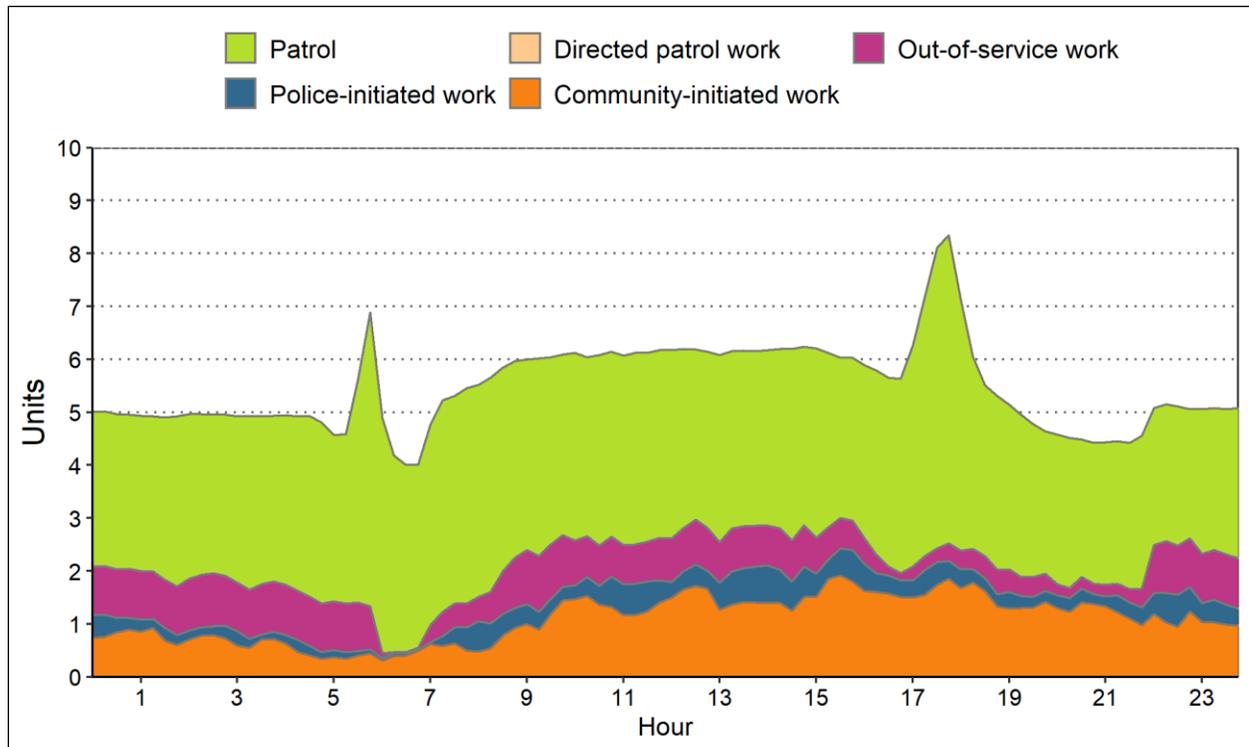
**FIGURE 10-19: Deployment and All Workload, Weekdays, Winter 2019**



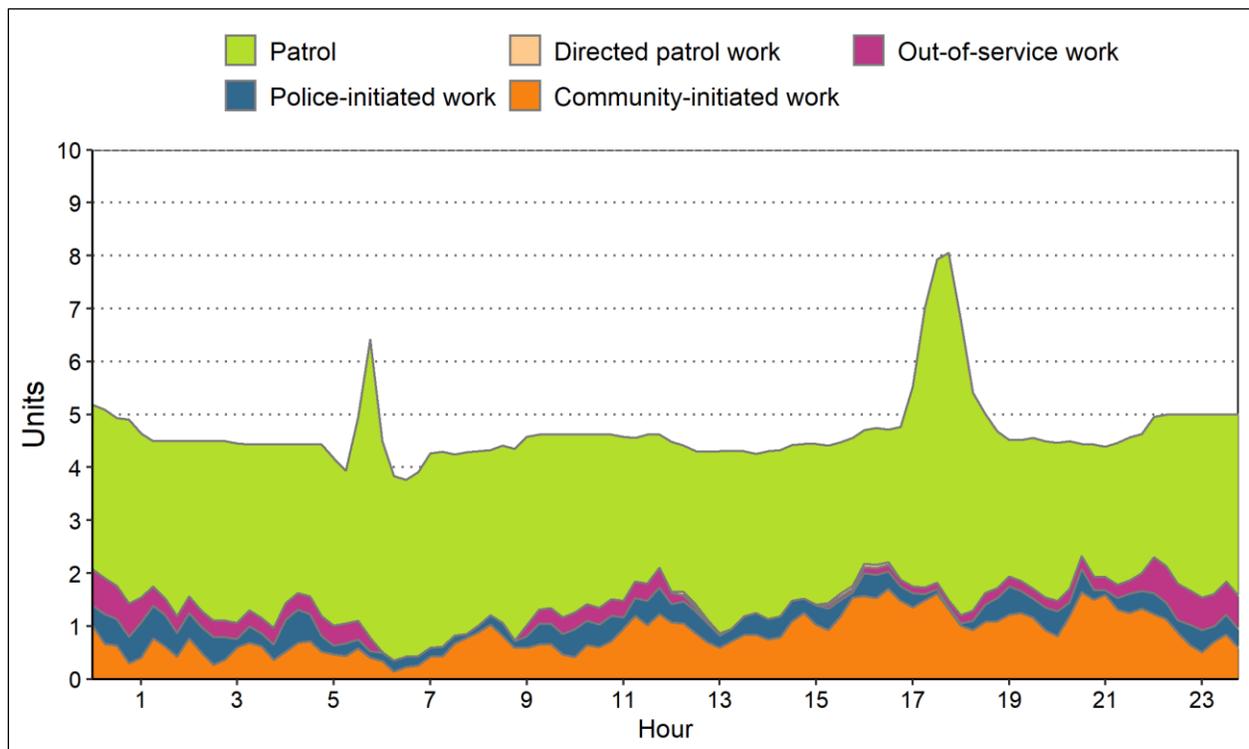
**FIGURE 10-20: Deployment and All Workload, Weekends, Winter 2019**



**FIGURE 10-21: Deployment and All Workload, Weekdays, Summer 2019**



**FIGURE 10-22: Deployment and All Workload, Weekends, Summer 2019**



**Note:** Figures 10-19 to 10-22 show deployment along with all workload from community-initiated calls and police-initiated calls, directed patrol work, and out-of-service work.

## Observations:

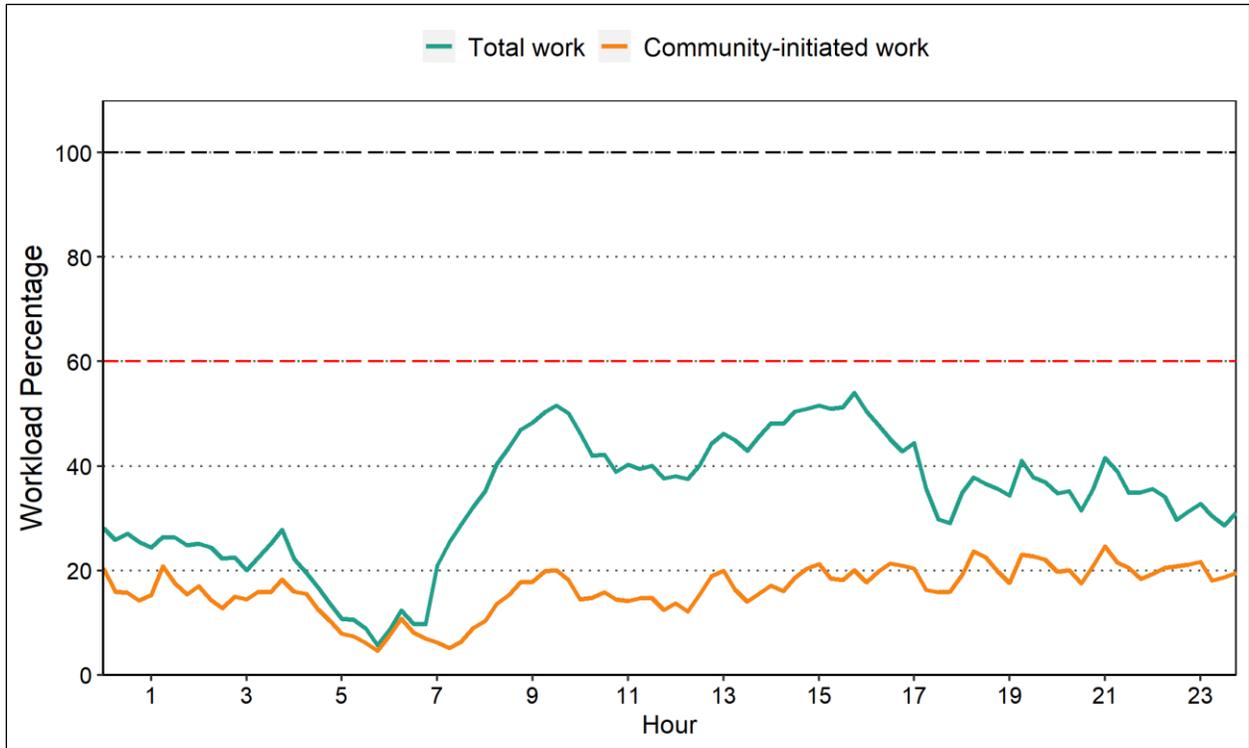
### Winter:

- Community-initiated work:
  - Average community-initiated workload was 1.0 units per hour during the week and 0.9 units per hour on weekends.
  - This was approximately 17 percent of hourly deployment during the week and 17 percent of hourly deployment on weekends.
- All work:
  - Average workload was 2.0 units per hour during the week and 1.4 units per hour on weekends.
  - This was approximately 35 percent of hourly deployment during the week and 27 percent of hourly deployment on weekends.

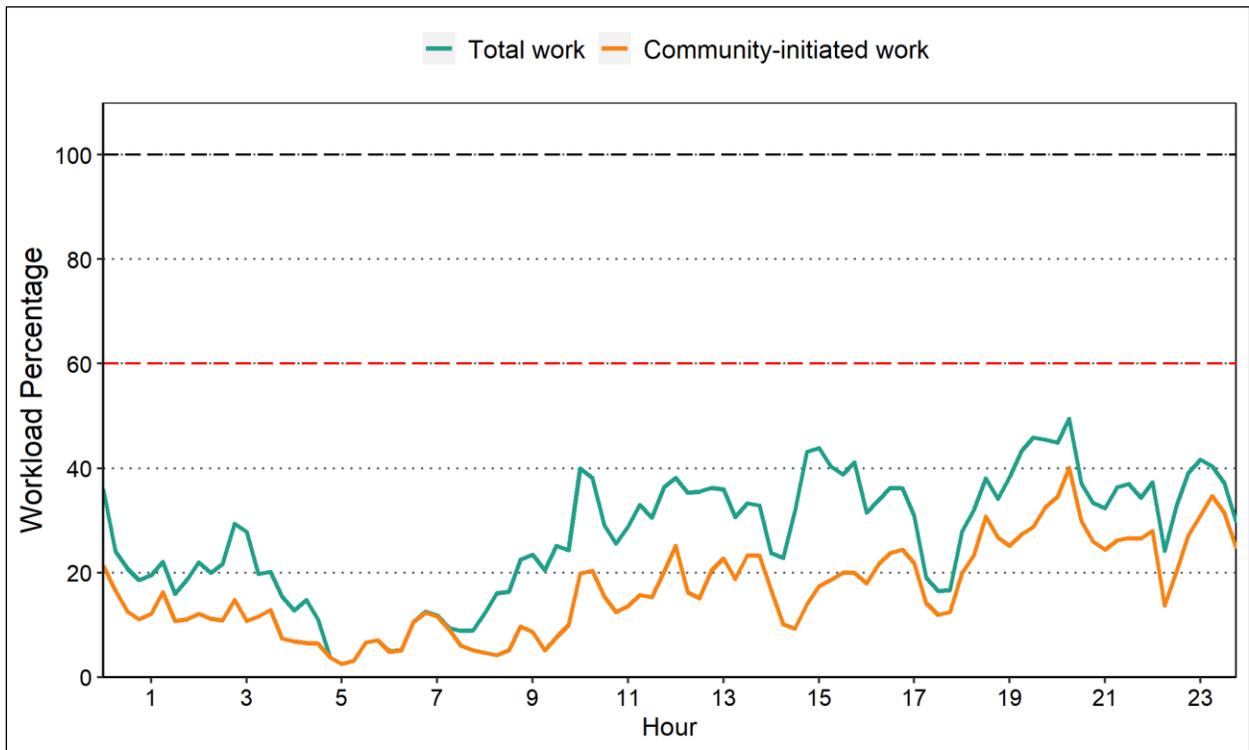
### Summer:

- Community-initiated work:
  - Average community-initiated workload was 1.1 units per hour during the week and 0.9 units per hour on weekends.
  - This was approximately 20 percent of hourly deployment during the week and 18 percent of hourly deployment on weekends.
- All work:
  - Average workload was 2.1 units per hour during the week and 1.4 units per hour on weekends.
  - This was approximately 38 percent of hourly deployment during the week and 31 percent of hourly deployment on weekends.

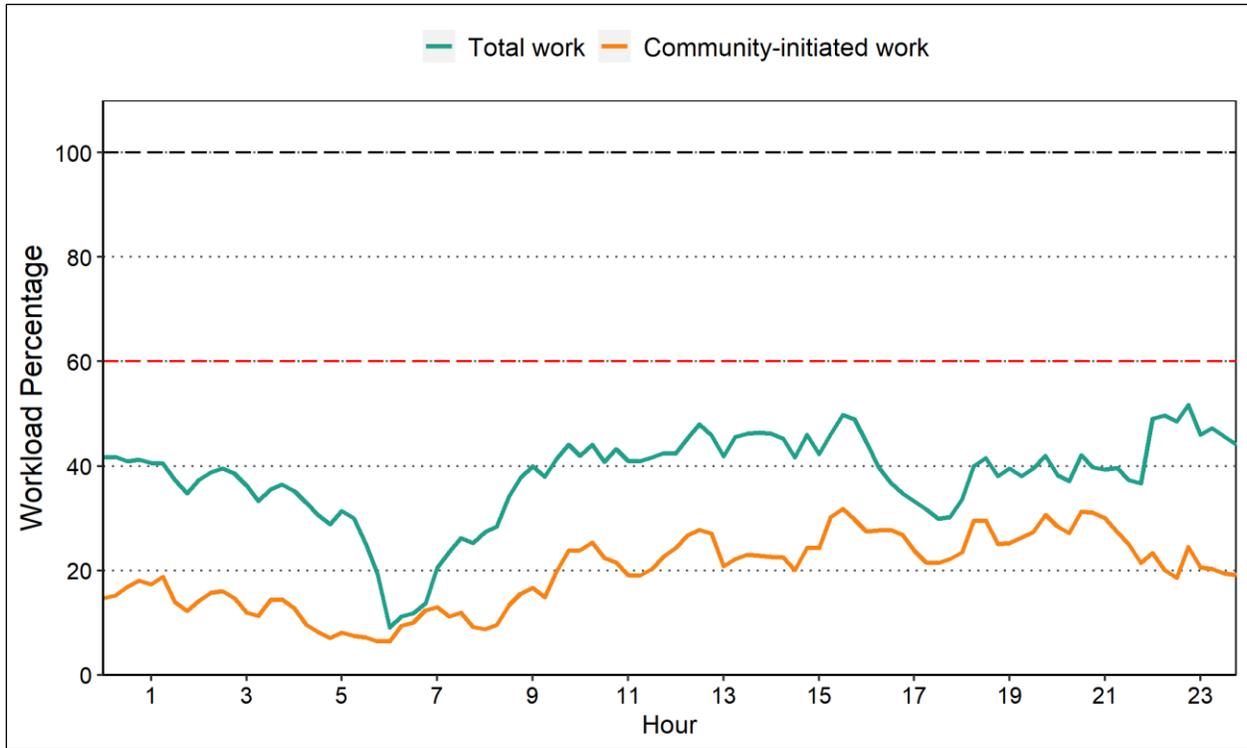
**FIGURE 10-23: Percentage of Workload, Weekdays, Winter 2019**



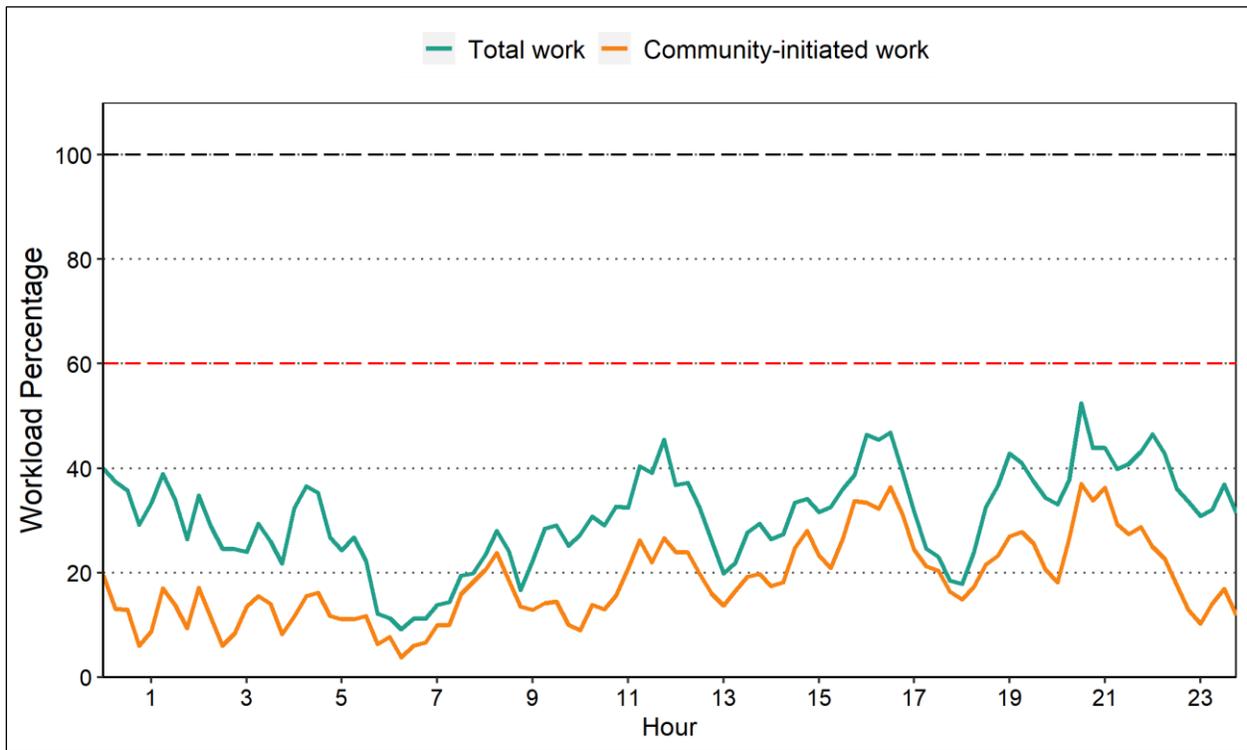
**FIGURE 10-24: Percentage of Workload, Weekends, Winter 2019**



**FIGURE 10-25: Percentage of Workload, Weekdays, Summer 2019**



**FIGURE 10-26: Percentage of Workload, Weekends, Summer 2019**



## Observations:

### Winter:

- Community-initiated work:
  - During the week, workload reached a maximum of 25 percent of deployment between 9:00 p.m. and 9:15 p.m.
  - On weekends, workload reached a maximum of 40 percent of deployment between 8:15 p.m. and 8:30 p.m.
- All work:
  - During the week, workload reached a maximum of 54 percent of deployment between 3:45 p.m. and 4:00 p.m.
  - On weekends, workload reached a maximum of 50 percent of deployment between 8:15 p.m. and 8:30 p.m.

### Summer:

- Community-initiated work:
  - During the week, workload reached a maximum of 32 percent of deployment between 3:30 p.m. and 3:45 p.m.
  - On weekends, workload reached a maximum of 37 percent of deployment between 8:30 p.m. and 8:45 p.m.
- All work:
  - During the week, workload reached a maximum of 52 percent of deployment between 10:45 p.m. and 11:00 p.m.
  - On weekends, workload reached a maximum of 52 percent of deployment between 8:30 p.m. and 8:45 p.m.

## RESPONSE TIMES

---

We analyzed the response times to various types of calls, separating the duration into dispatch processing and travel time, to determine whether response times varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on scene. This is further divided into dispatch processing and travel time. Dispatch processing is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on scene.

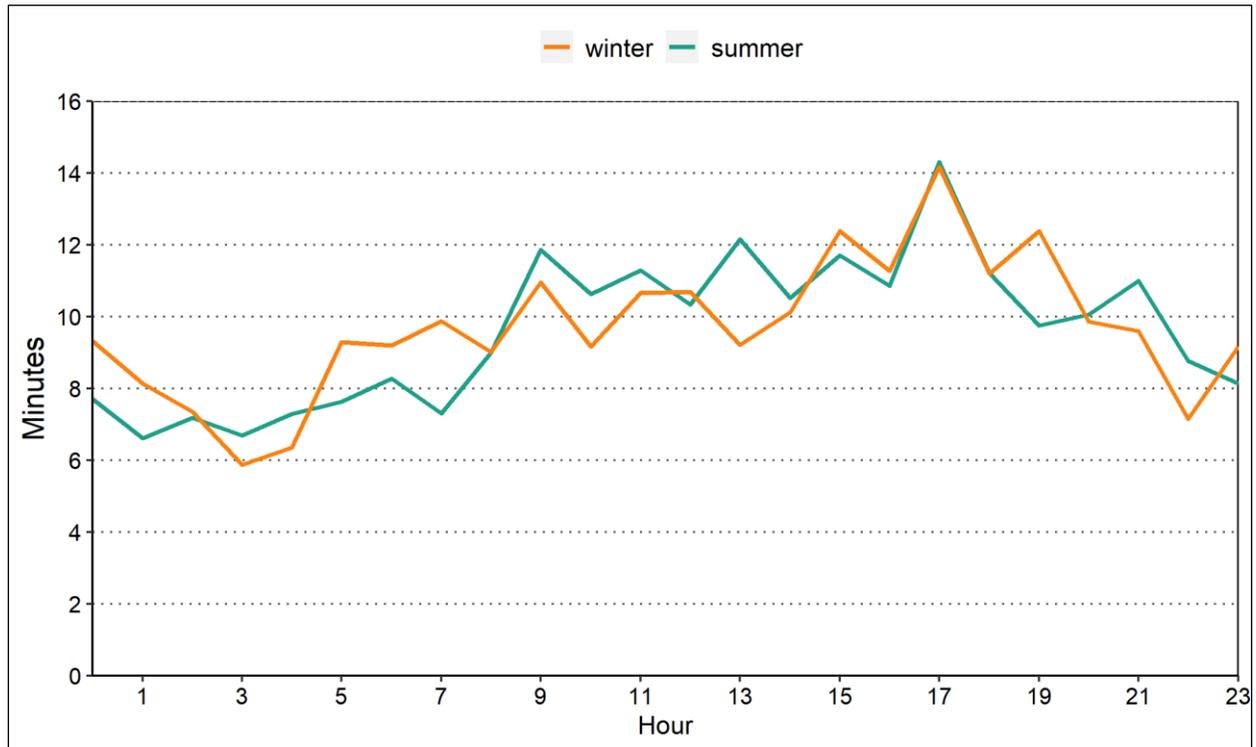
We begin the discussion with statistics that include all calls combined. We started with 2,742 calls for winter and 2,361 calls for summer. We limited our analysis to community-initiated calls, which amounted to 1,498 calls for winter and 1,519 calls for summer. Also, we removed a few calls lacking a recorded arriving unit and calls located at headquarters. We were left with 1,293 calls in winter and 1,337 calls in summer for our analysis. For the entire year, we began with 17,005 calls, limited our analysis to 9,721 community-initiated calls. With similar exclusions, we were left with 8,475 calls.

Our initial analysis does not distinguish calls based on priority; instead, it examines the difference in response to all calls by time of day and compares the winter and summer periods. We then present a brief analysis of response time for high-priority calls alone.

## All Calls

This section looks at all calls without considering their priorities. In addition to examining the differences in response times by both time of day and season (winter versus summer), we show differences in response times by category.

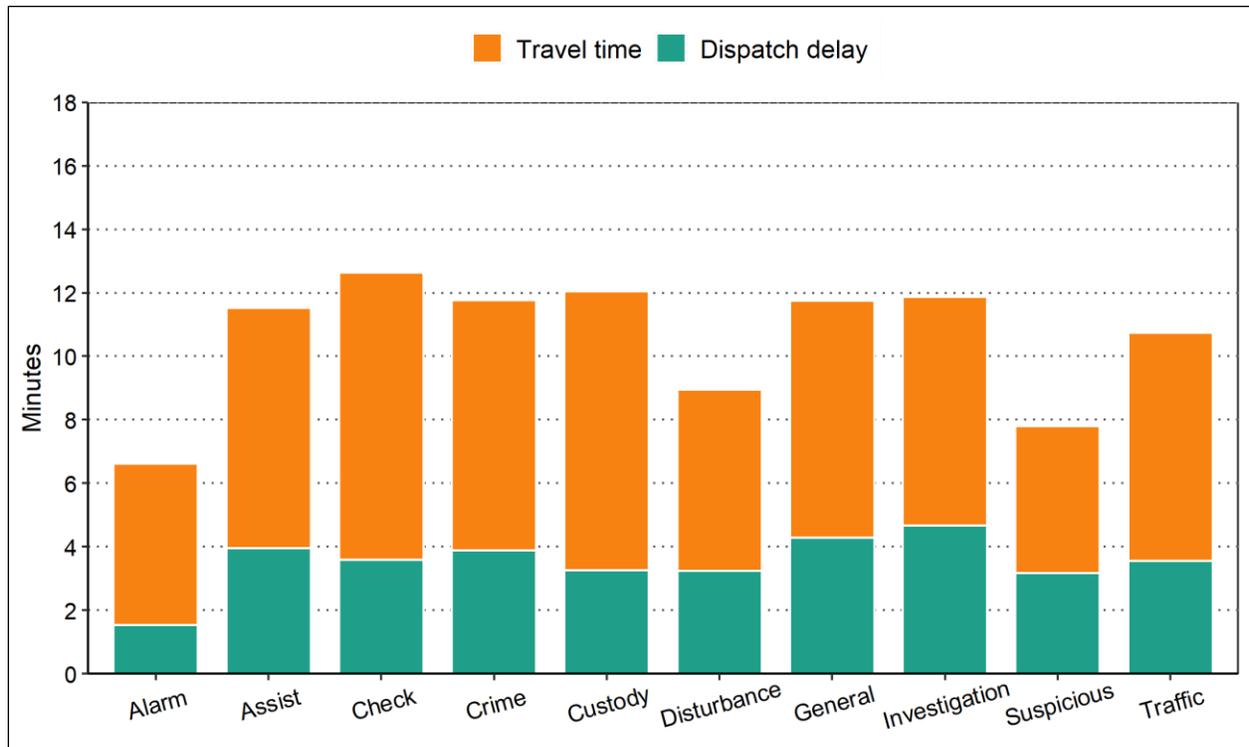
**FIGURE 10-27: Average Response Times, by Hour of Day, Winter and Summer 2019**



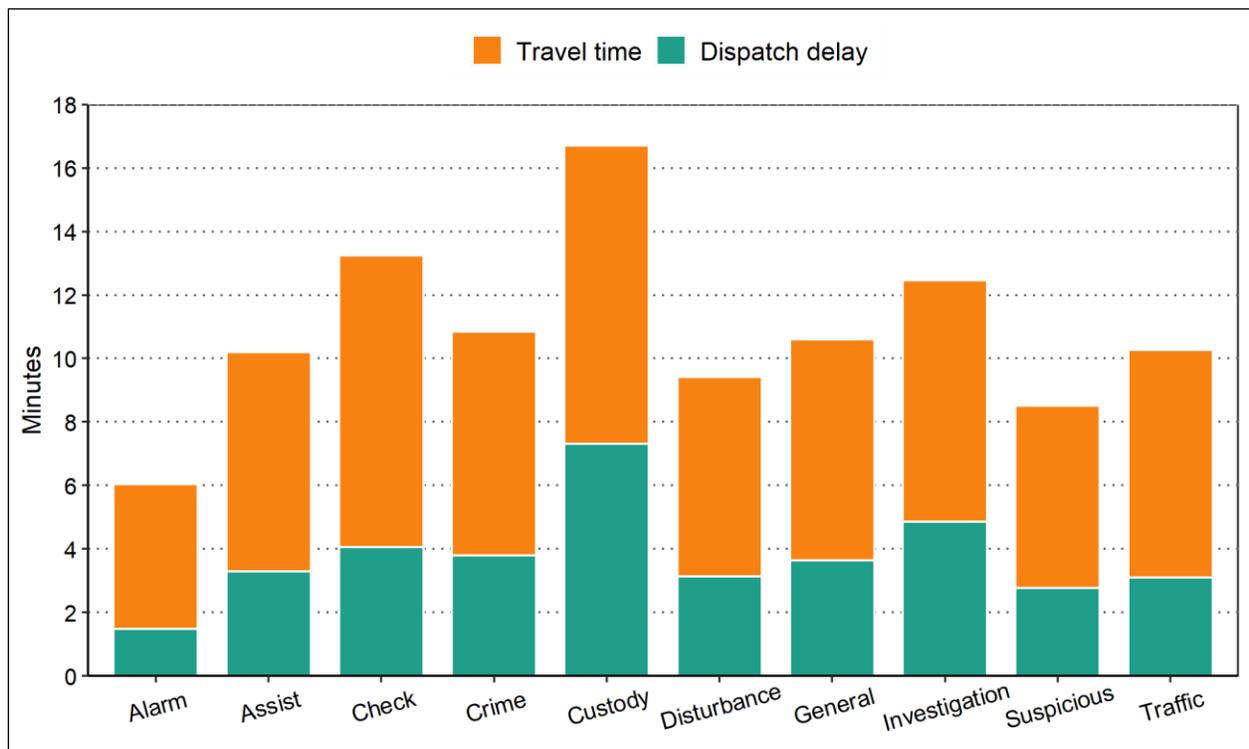
### Observations:

- Average response times varied significantly by the hour of the day.
- In winter, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 14.2 minutes.
- In winter, the shortest response times were between 3:00 a.m. and 4:00 a.m., with an average of 5.9 minutes.
- In summer, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 14.3 minutes.
- In summer, the shortest response times were between 1:00 a.m. and 2:00 a.m., with an average of 6.6 minutes.

**FIGURE 10-28: Average Response Time by Category, Winter 2019**



**FIGURE 10-29: Average Response Time by Category, Summer 2019**



**TABLE 10-16: Average Response Time Components, by Category**

Category	Winter				Summer			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	3.7	6.9	10.7	117	3.2	8.3	11.5	99
Alarm	1.5	5.1	6.6	156	1.5	4.6	6.0	131
Assist other agency	4.0	7.6	11.5	66	3.3	6.9	10.2	67
Check	3.6	9.0	12.6	62	4.0	9.2	13.2	73
Crime-person	3.8	6.3	10.1	55	3.1	6.3	9.4	48
Crime-property	3.9	8.8	12.7	91	4.1	7.4	11.5	100
Custody/warrant	3.2	8.8	12.0	4	7.3	9.4	16.7	6
Disturbance	3.2	5.7	8.9	251	3.1	6.3	9.4	206
Information	4.4	7.5	11.9	162	3.7	7.0	10.7	160
Investigation	4.7	7.2	11.9	180	4.9	7.6	12.5	250
Miscellaneous	2.3	6.5	8.8	6	3.4	5.9	9.3	12
Suspicious incident	3.2	4.6	7.8	85	2.8	5.7	8.5	127
Traffic enforcement	3.2	7.7	10.9	52	2.9	5.1	8.0	54
Violation	3.5	6.2	9.7	6	1.9	7.0	8.9	4
<b>Total Average</b>	<b>3.5</b>	<b>6.7</b>	<b>10.2</b>	<b>1,293</b>	<b>3.5</b>	<b>6.8</b>	<b>10.3</b>	<b>1,337</b>

**Note:** The total average is weighted according to the number of calls per category.

### Observations:

- In winter, the average response time for most categories was between 7 minutes and 12 minutes.
- In winter, the average response time was as short as 7 minutes (for alarms) and as long as 13 minutes (for checks).
- In summer, the average response time for most categories was between 6 minutes and 14 minutes.
- In summer, the average response time was as short as 6 minutes (for alarms) and as long as 17 minutes (for custody/warrant calls).
- The average response time for crimes was 12 minutes in winter and 11 minutes in summer.

**TABLE 10-17: 90th Percentiles for Response Time Components, by Category**

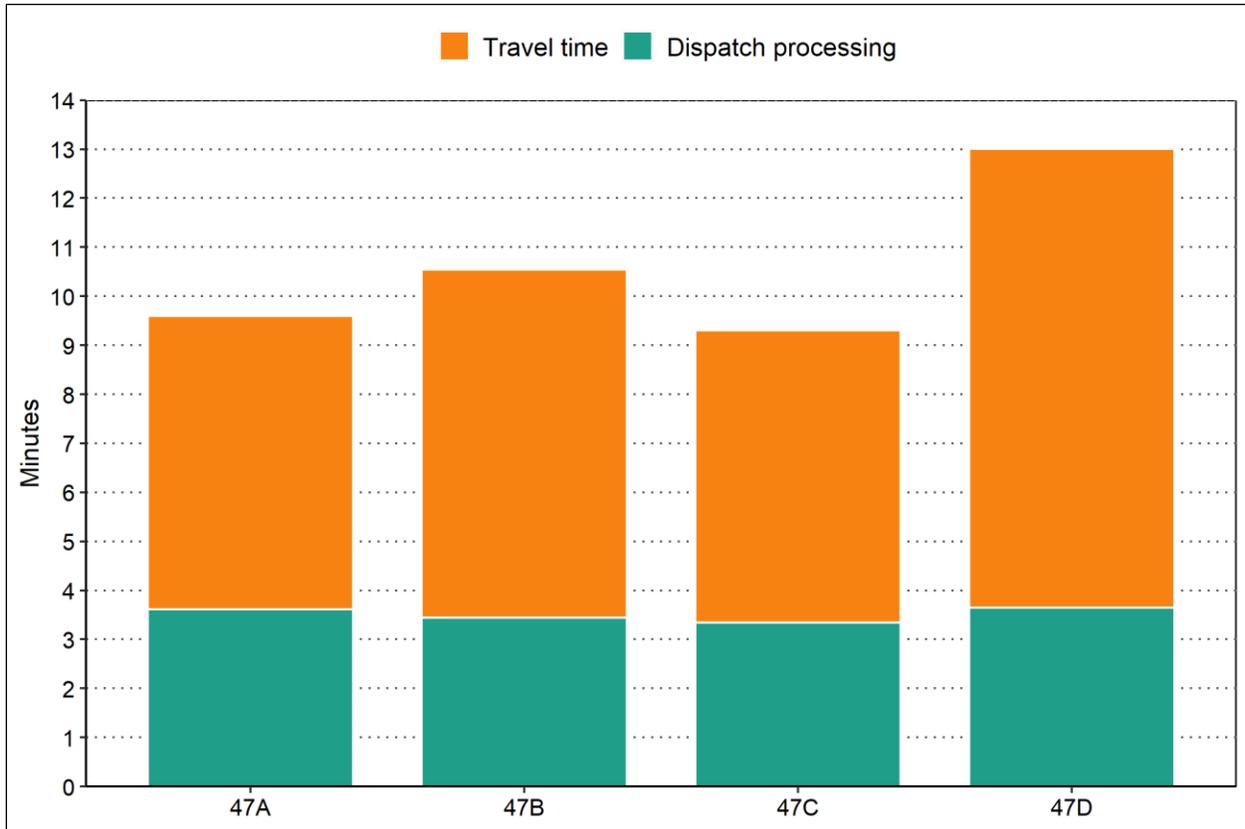
Category	Minutes in Winter			Minutes in Summer		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	5.2	12.5	21.6	5.2	19.3	22.2
Alarm	2.5	9.0	11.1	2.0	8.1	9.9
Assist other agency	8.8	19.8	29.5	7.0	16.6	21.4
Check	6.6	22.1	27.3	8.9	18.5	24.6
Crime-person	7.2	12.7	19.1	5.5	10.6	19.2
Crime-property	6.8	17.5	24.5	9.3	15.5	23.3
Custody/warrant	5.2	13.7	16.5	25.6	15.4	36.0
Disturbance	5.1	11.2	16.7	4.8	12.3	17.3
Information	8.9	16.3	23.9	7.2	15.0	22.9
Investigation	8.3	14.8	25.0	7.9	16.3	25.7
Miscellaneous	4.5	12.4	16.8	5.3	8.1	12.3
Suspicious incident	5.6	9.3	12.8	4.6	12.8	15.6
Traffic enforcement	5.5	15.6	22.4	4.5	9.4	14.0
Violation	6.3	13.0	19.1	2.3	8.9	10.9
<b>Total</b>	<b>6.2</b>	<b>14.3</b>	<b>20.1</b>	<b>6.2</b>	<b>14.3</b>	<b>20.8</b>

**Note:** A 90th percentile value of 20 minutes means that 90 percent of all calls are responded to in fewer than 20 minutes. For this reason, the columns for dispatch processing and travel time may not be equal to the total response time.

### Observations:

- In winter, the 90th percentile value for response time was as short as 11 minutes (for alarms) and as long as 29 minutes (for assists).
- In summer, the 90th percentile value for response time was as short as 10 minutes (for alarms) and as long as 36 minutes (for custody/warrant calls).

**FIGURE 10-30: Average Response Time Components, by Beat**



**TABLE 10-18: Average Response Time Components, by Beat**

Beat	Minutes			Calls	Area (Sq. Miles)	Population (2020)
	Dispatch	Travel	Response			
47A	3.6	6.0	9.6	2,273	1.9	2,649
47B	3.4	7.1	10.5	2,382	6.1	6,718
47C	3.3	6.0	9.3	2,422	4.3	2,912
47D	3.6	9.4	13.0	1,398	8.1	3,877
<b>Total</b>	<b>3.5</b>	<b>6.8</b>	<b>10.3</b>	<b>8,475</b>	<b>20.3</b>	<b>16,156</b>

**Observations:**

- All four beats had similar dispatch processing times.
- Beat 47C had the shortest response time, which is about 9.3 minutes.

## High-priority Calls

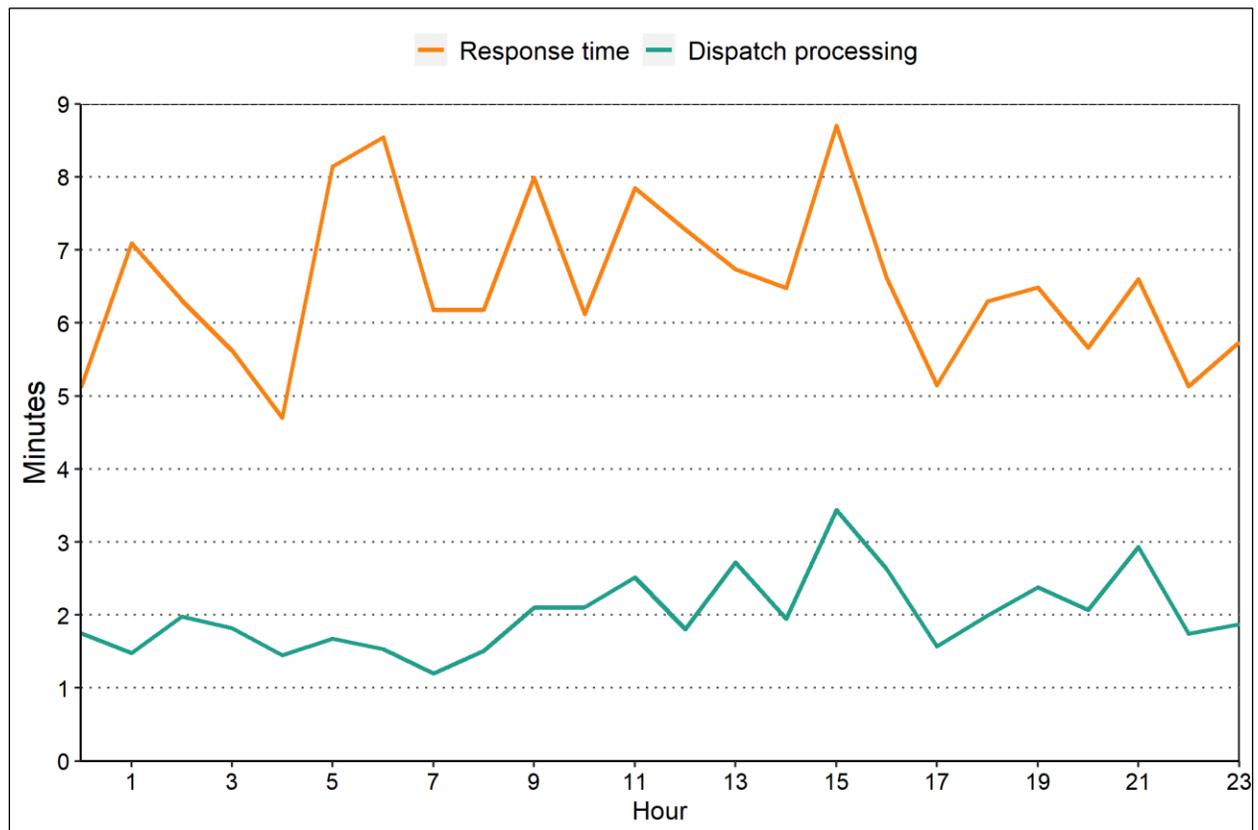
The department assigned priorities to calls with priorities “1” and “1E” as the highest priorities. The following table shows average response times by priority.

**TABLE 10-19: Average and 90th Percentile Response Times, by Priority**

Priority	Dispatch	Travel	Response	Calls	90th Percentile
1	2.1	4.6	6.7	421	10.9
1E	2.0	4.1	6.1	189	10.3
2	4.1	7.8	11.9	719	24.3
2U	3.1	6.2	9.3	3,943	17.7
3N	4.1	7.8	12.0	3,203	25.6
<b>Total</b>	<b>3.5</b>	<b>6.8</b>	<b>10.3</b>	<b>8,475</b>	<b>20.8</b>

**Note:** The total average is weighted according to the number of calls within each priority level.

**FIGURE 10-31: Average Response and Dispatch Processing Times for High-priority Calls, by Hour**



## Observations:

- The average response time was 6.5 minutes for high-priority calls, lower than the overall average of 10.3 minutes for all calls.
- Average dispatch processing was 2.1 minutes for high-priority calls, compared to 3.5 minutes overall.
- For high-priority calls, the longest response times were between 3:00 p.m. and 4:00 p.m., with an average of 8.7 minutes.
- For high-priority calls, the shortest response times were between 4:00 a.m. and 5:00 a.m., with an average of 4.7 minutes.

## APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from January 1, 2019, to December 31, 2019, were classified into the following categories.

**TABLE 10-20: Call Type, by Category**

Call Type Code	Call Type Description	Table Category	Figure Category
S54	ALARM	Alarm	Alarm
1014	ESCORT OR CONVOY	Assist citizen	Assist
1012	VISITORS PRESENT		
S50A	AED ASSIST	Assist other agency	
S50	ASSIST OTHER AGY		
S25	FIRE		
S50E	FIRST RESPONDER REQUEST		
S41	INJURED PERSON		
S75	NATURAL DISASTER		
S43	OVERDOSE		
S17	ATT TO CONTACT	Check	
S37	PERIMETER CHECK		
SS	SUBJECT STOP	Crime-person	Crime
S59A	AGG ASSAULT		
S29A	AGG BATTERY		
S59	ASSAULT		
S29	BATTERY		
S55	DANGEROUS SHOOTI		
S29D	DOM BATTERY		
S45	FIGHT		
S65	HARR PHONE CALLS		
S60	LEWD ACT		
S49	MOLESTING		
S89	RESISTING OFFCR		
S24	ROBBERY/HOLDUP		
S48K	SEX BATT KNOWN		
S48U	SEX BATT UNK		
S48	SEXUAL BATTERY		
S87B	SHOOT/THROW BUIL		
S87V	SHOOT/THROW VEHI		
S56	SHOOTING/PERSON		
S14V	VIOL INJUNCTION		
S21B	BURG BUSINESS		
S21C	BURG CONVEYANCE		
S21R	BURG RESIDENCE		
S21S	BURG STRUCTURE		

Call Type Code	Call Type Description	Table Category	Figure Category
S80	BUY/DEAL STLN PR		
S83	CARRYING CONCLD		
S73	COUNTERFEITING		
S51	CRIM MISCHIEF		
S18	FELONY		
S71	FORGERY		
S85	FRAUD		
S39G	GRAND THEFT		
S39I	IDENTITY THEFT		
S9L	LOST/ABANDONED TAG OR DECAL		
S39M	MAIL THEFT		
S19	MISDEMEANOR		
S39P	PETIT THEFT		
S63	RETAIL THEFT		
S9	STOLEN TAG		
S9S	STOLEN TAG/DECAL IN PROGRESS		
S10	STOLEN VEHICLE		
S39	THEFT		
S66	TRESPASSING		
S33	WRNT/CAPIAS ARR	Custody/warrant	Custody/warrant
S78	COMM SVC PROGRAM		
S67B	PATROL BUSINESS		
S67	PATROL REQUEST	Directed patrol	Directed patrol
S67R	PATROL RESIDENCE		
1067	SERVE CIVIL PROC		
S22C	DISTURB. CIVIL		
S22F	DISTURB. FAMILY		
S22J	DISTURB. JUVENIL		
S22N	DISTURB. NOISE	Disturbance	Disturbance
S22V	DISTURB. VEHICLE NOISE		
S220	DISTURB. WEAPON		
S22	DISTURBANCE		
S2	DRUNK PERSON		
S58D	DOMESTIC ANIMAL		
S58L	LIVESTOCK COMPL	Animal	
OWNED	OWNER SURRENDER		
S58W	WILDLIFE COMPLAI		
S14	INFORMATION	Information	General noncriminal
LAW	LAW ENFORCEMENT CALL		
1010	OTHER DUTIES	Miscellaneous	
S81	PROP DAMG NON CR		
S77	SCENE UNDER CTRL		

Call Type Code	Call Type Description	Table Category	Figure Category
S42	CRUELTY TO ANML	Violation	
S34C	CURFEW VIOLATION		
S40	LITTERING		
S34S	SOLICITATION VIOLATION		
S11	ABANDON/IMPOUND	Investigation	Investigation
S38	ABANDONED PROP		
S7	DEATH INVESTIGAT		
S26	DROWNING		
S38F	FOUND PROPERTY		
INVATK	INV. AN ATTACK		
1017	INVESTIGATION		
S38L	LOST PROPERTY		
S20	MENTALLY ILL PER		
S8E	MISS/ENDANGERED		
S8M	MISSING PERSON		
S31	NARC VIOLATION		
S68	OPEN DOOR/WINDOW		
S8R	RUNAWAY		
S10R	STOLEN VEHICLE RECOVERY		
S44	SUICIDE		
S44A	SUICIDE ATTEMPT		
S90C	UNCONFIRMED EMER W/ CONTACT		
S90H	UNCONFIRMED EMER W/ NO CONTACT		
S90O	UNCONFIRMED EMER W/ NO NOISE		
S90N	UNCONFIRMED EMER W/ NOISE		
1051	ENROUTE	Out of service– administrative	
1007	OUT OF SERVICE		
1019	RETURN TO SUBSTA		
S15	SPECIAL DETAIL	Out of service– personal	
1085	IN UNIT PERSONAL		
1040	MEAL BREAK		
S13I	SUSP INCIDENT	Suspicious incident	Suspicious
S13P	SUSP PERSON		
S13V	SUSP VEHICLE		
S3I	HIT & RUN INJURIES	Accident	Traffic
S3P	HIT & RUN PROPERTY DAMAGE ONLY		
S4D	VEH CRASH AGENCY VEHICLE		
S4C	VEH CRASH COUNTY VEHICLE		
S4	VEHICLE CRASH		
S74	DISABLED VEHICLE	Traffic enforcement	
S1	DRUNK DRIVER		
S16	HWY OBSTRUCTION		

<b>Call Type Code</b>	<b>Call Type Description</b>	<b>Table Category</b>	<b>Figure Category</b>
S36	TRAF ASSIGNMENT		
S12	TRAF COMPLAINT		
T	TRAFFIC STOP	Traffic stop	

## APPENDIX B: WORKLOAD BY SEASON, 2020

FIGURE 10-32: Deployment and All Workload, Weekdays, Winter 2020

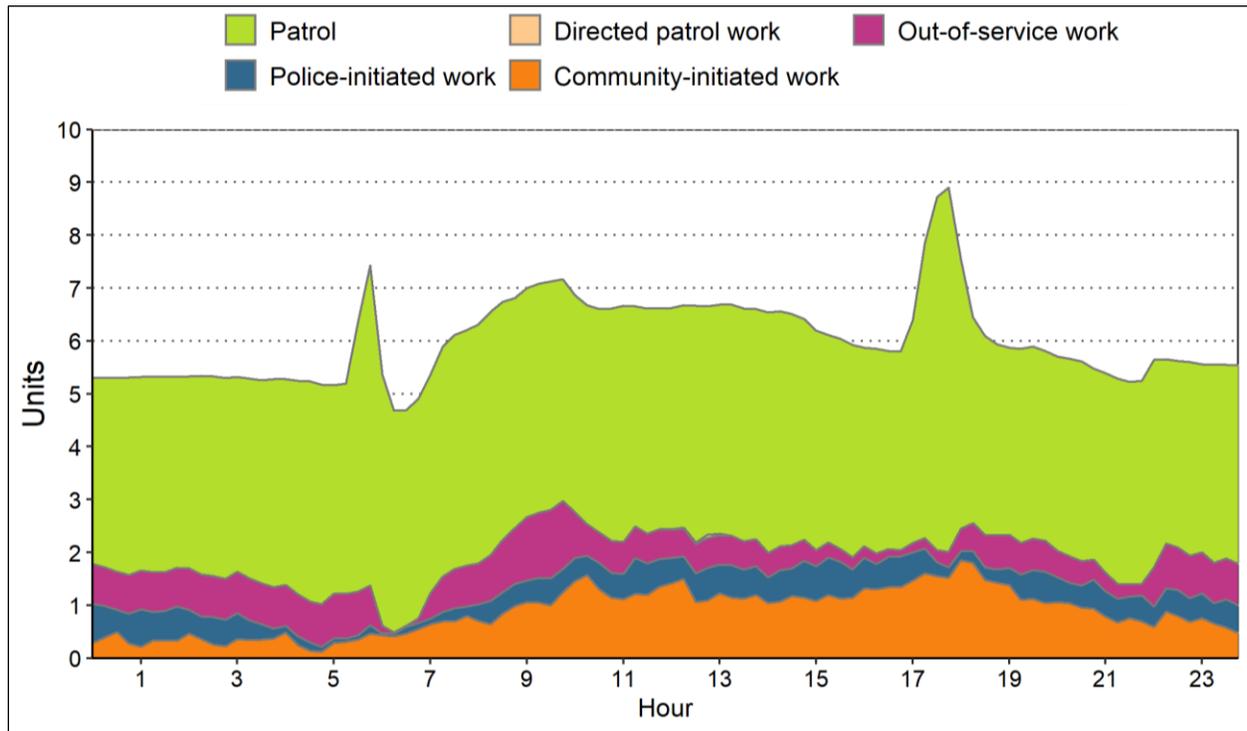
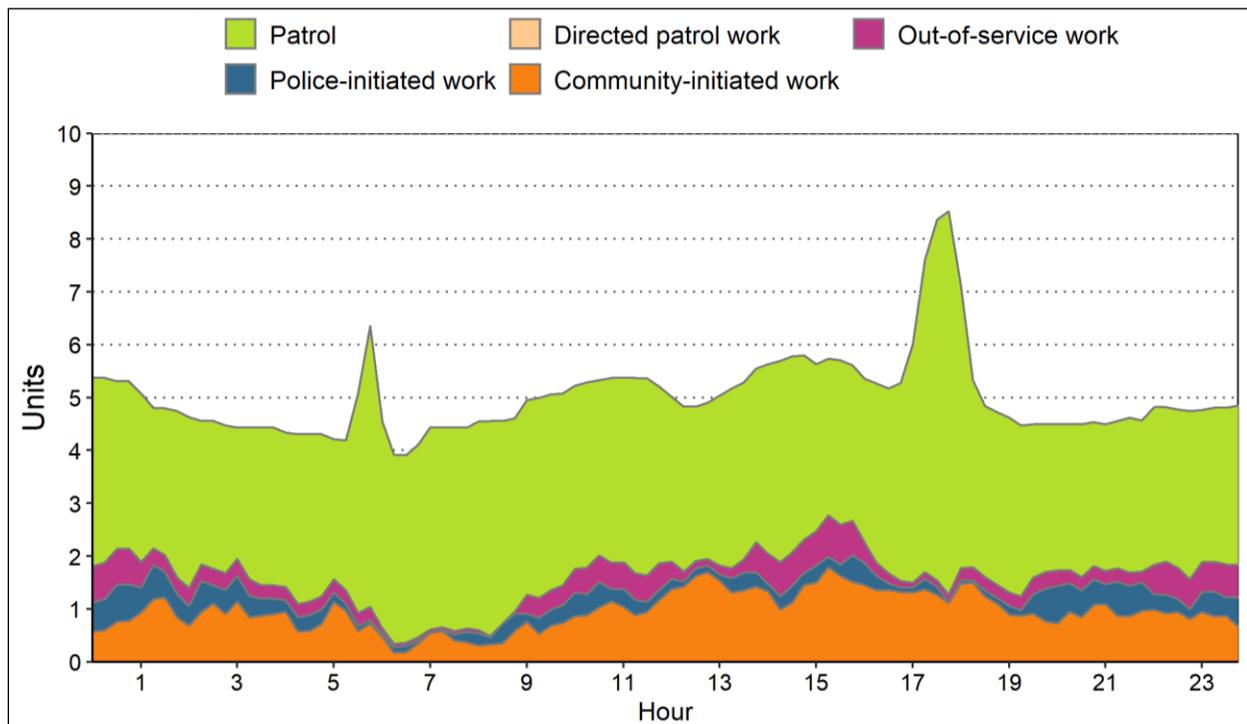
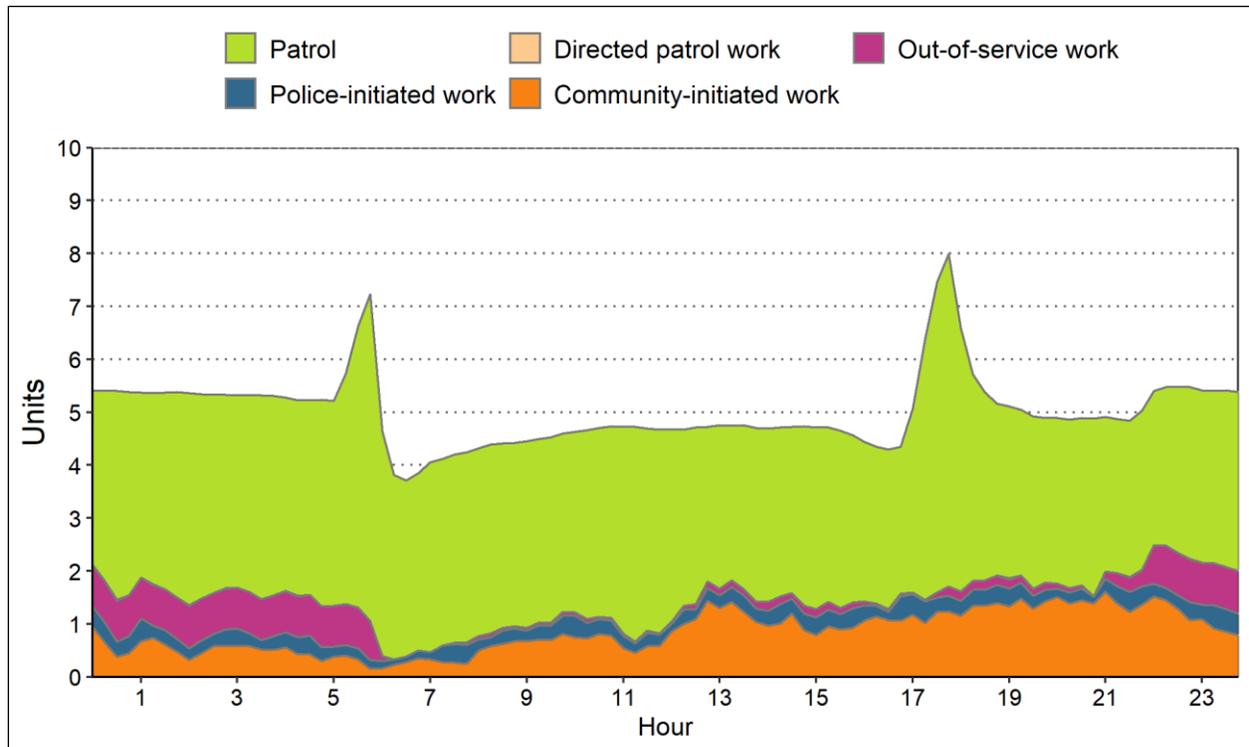


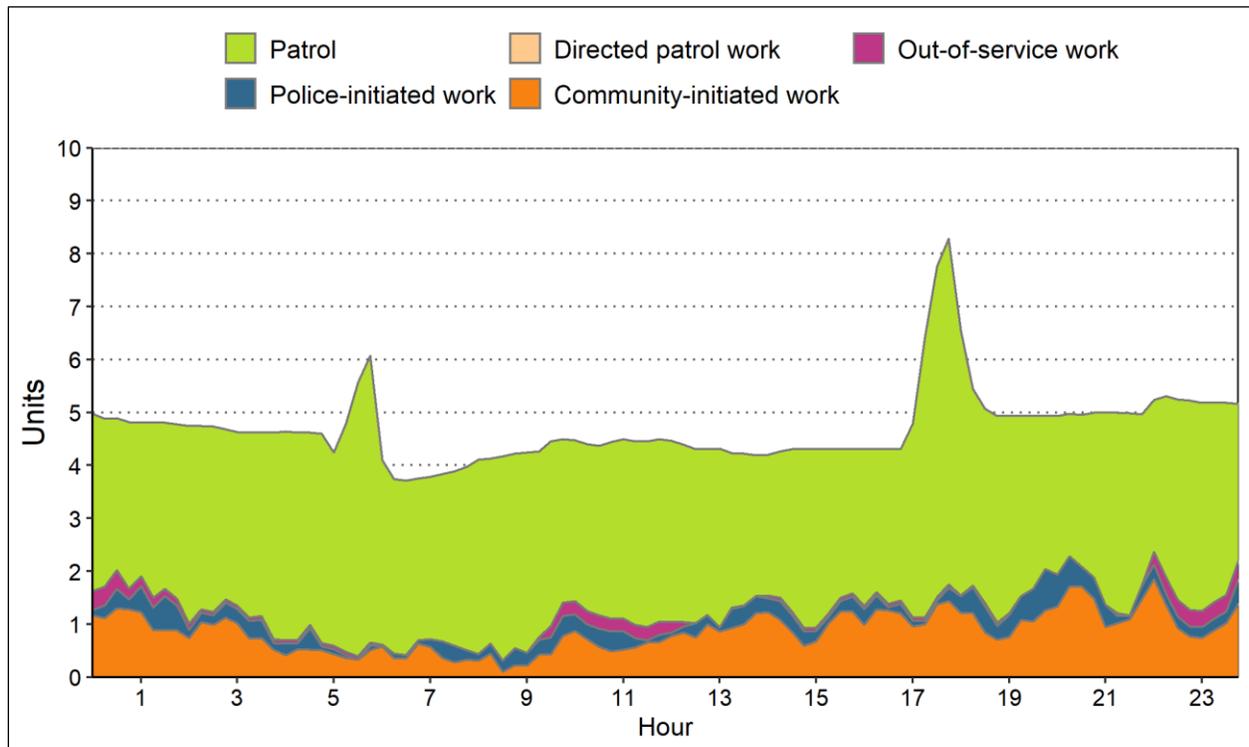
FIGURE 10-33: Deployment and All Workload, Weekends, Winter 2020



**FIGURE 10-34: Deployment and All Workload, Weekdays, Summer 2020**



**FIGURE 10-35: Deployment and All Workload, Weekends, Summer 2020**



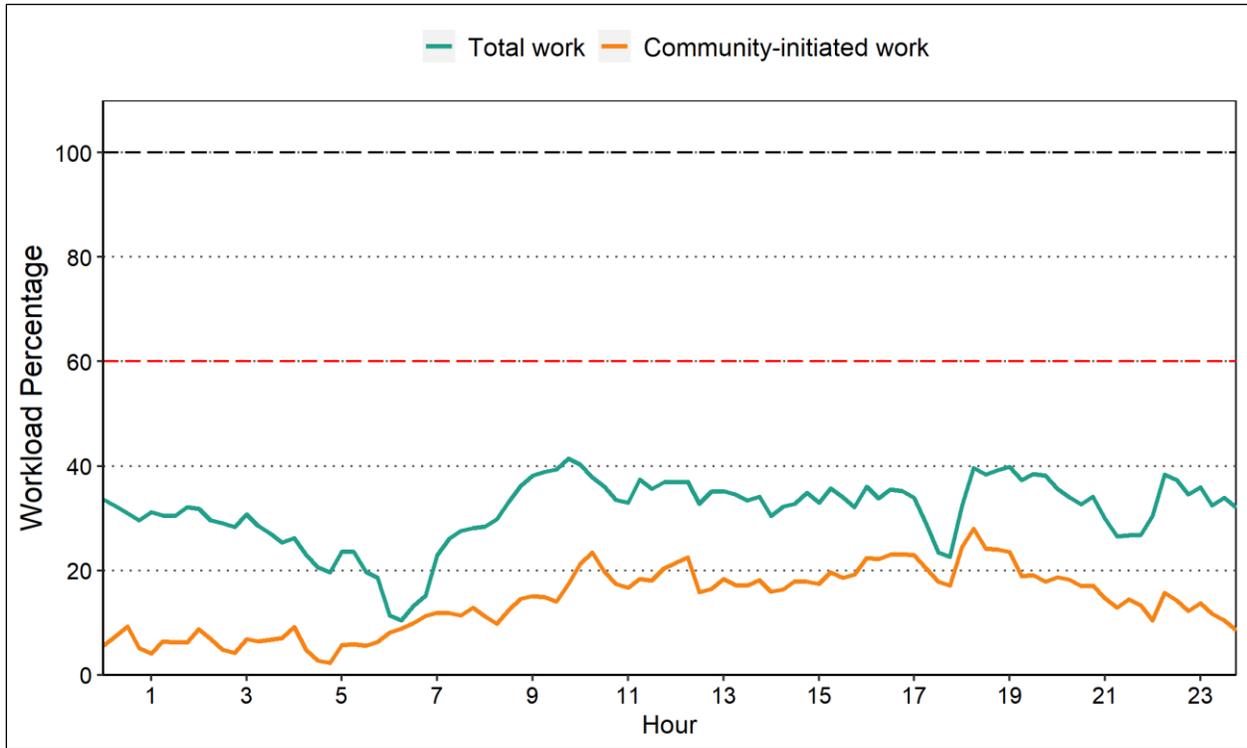
### **Winter (January 4 through February 28, 2020):**

- Community-initiated work:
  - Average community-initiated workload was 0.9 units per hour during the week and 1.0 units per hour on weekends.
  - This was approximately 15 percent of hourly deployment during the week and 19 percent of hourly deployment on weekends.
- All work:
  - Average workload was 1.9 units per hour during the week and 1.6 units per hour on weekends.
  - This was approximately 32 percent of hourly deployment during the week and 32 percent of hourly deployment on weekends.

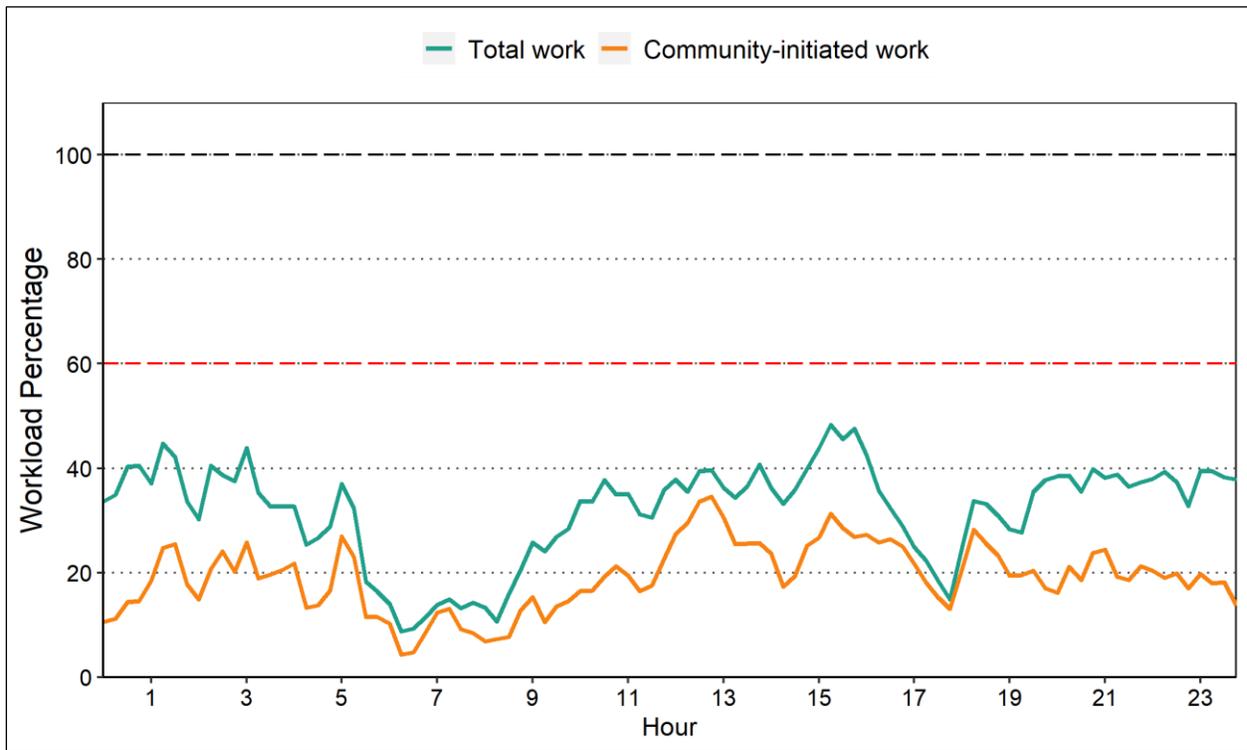
### **Summer (July 7 through August 31, 2020):**

- Community-initiated work:
  - Average community-initiated workload was 0.9 units per hour during the week and 0.9 units per hour on weekends.
  - This was approximately 17 percent of hourly deployment during the week and 18 percent of hourly deployment on weekends.
- All work:
  - Average workload was 1.4 units per hour during the week and 1.2 units per hour on weekends.
  - This was approximately 29 percent of hourly deployment during the week and 26 percent of hourly deployment on weekends.

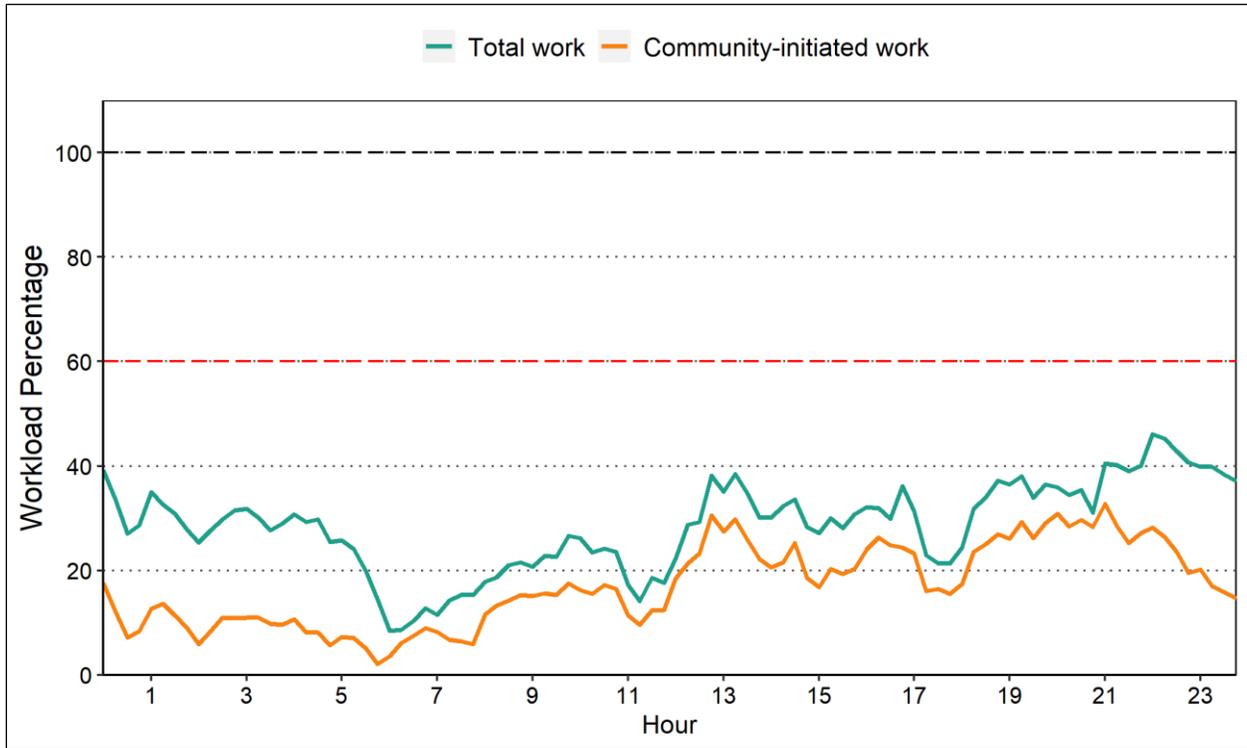
**FIGURE 10-36: Percentage of Workload, Weekdays, Winter 2020**



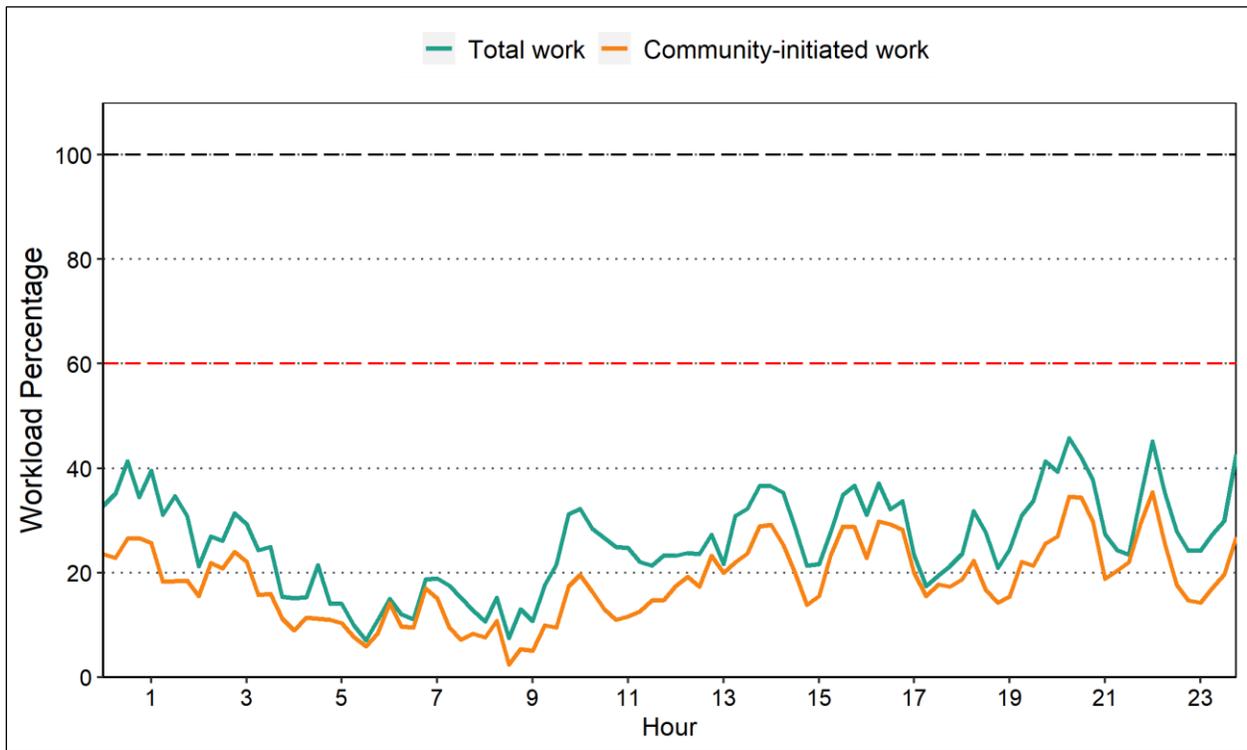
**FIGURE 10-37: Percentage of Workload, Weekends, Winter 2020**



**FIGURE 10-38: Percentage of Workload, Weekdays, Summer 2020**



**FIGURE 10-39: Percentage of Workload, Weekends, Summer 2020**



## Observations:

### Winter:

- Community-initiated work:
  - During the week, workload reached a maximum of 28 percent of deployment between 6:15 p.m. and 6:30 p.m.
  - On weekends, workload reached a maximum of 35 percent of deployment between 12:45 p.m. and 1:00 p.m.
- All work:
  - During the week, workload reached a maximum of 41 percent of deployment between 9:45 a.m. and 10:00 a.m.
  - On weekends, workload reached a maximum of 48 percent of deployment between 3:15 p.m. and 3:30 p.m. and between 3:45 p.m. and 4:00 p.m.

### Summer:

- Community-initiated work:
  - During the week, workload reached a maximum of 33 percent of deployment between 9:00 p.m. and 9:15 p.m.
  - On weekends, workload reached a maximum of 35 percent of deployment between 8:15 p.m. and 8:30 p.m. and between 10:00 p.m. and 10:15 p.m.
- All work:
  - During the week, workload reached a maximum of 46 percent of deployment between 10:00 p.m. and 10:15 p.m.
  - On weekends, workload reached a maximum of 46 percent of deployment between 8:15 p.m. and 8:30 p.m.

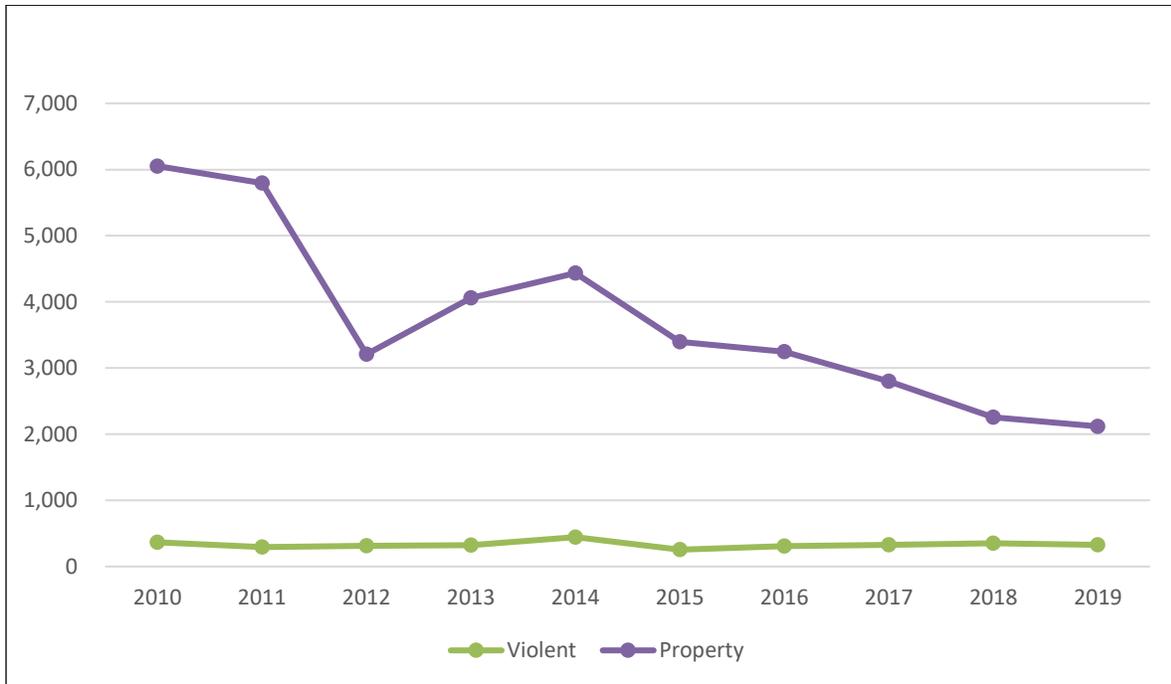
## APPENDIX C: UNIFORM CRIME REPORT INFORMATION

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI). The tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2010 through 2019, along with clearance rates for 2019. Crime rates are expressed as incidents per 100,000 population.

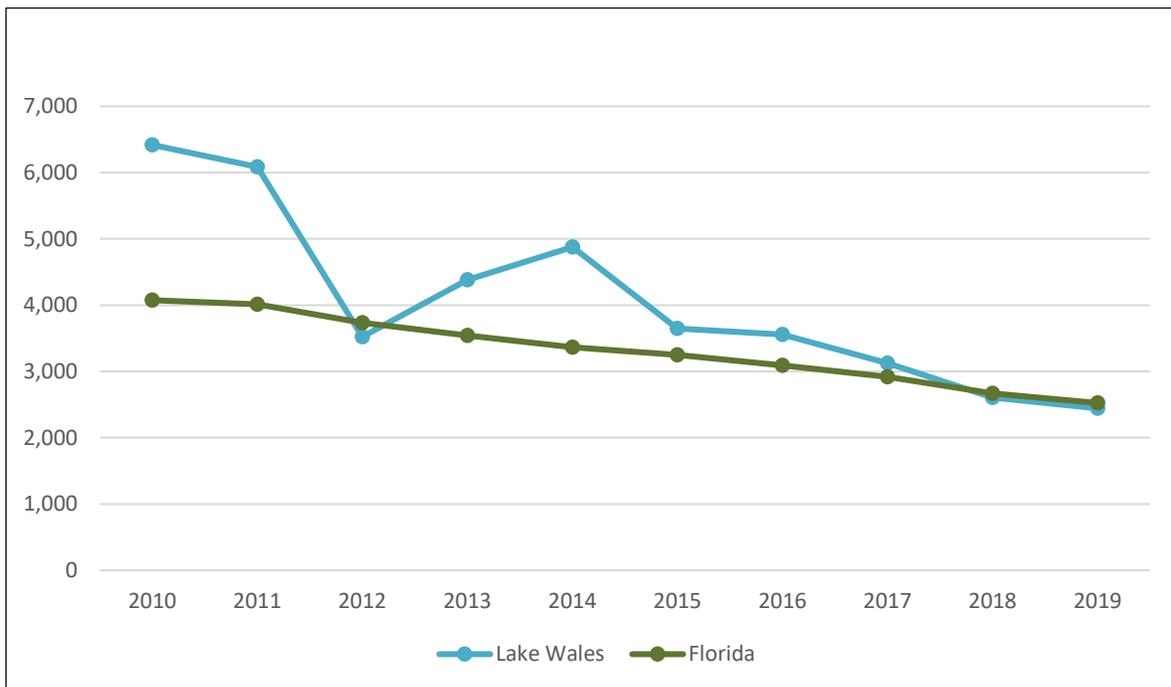
**TABLE 10-21: Reported Crime Rates in 2019, by City**

Municipality	State	Population	Crime Rates		
			Violent	Property	Total
Auburndale	Florida	16,679	330	4,287	4,617
Bartow	Florida	20,296	379	3,020	3,400
Desoto	Florida	29,278	355	1,749	2,104
Eustis	Florida	21,432	247	2,501	2,748
Groveland	Florida	15,667	166	1,500	1,666
Haines City	Florida	25,746	179	1,915	2,094
Hardee	Florida	19,202	245	1,406	1,651
Lady Lake	Florida	15,835	101	1,775	1,876
Leesburg	Florida	23,527	735	5,075	5,810
Maitland	Florida	18,222	154	1,860	2,014
Minneola	Florida	12,506	120	864	984
Mount Dora	Florida	14,491	442	3,920	4,361
New Port Richey	Florida	16,703	796	3,023	3,820
Palmetto	Florida	13,855	563	2,548	3,111
Sebring	Florida	11,008	518	4,370	4,887
Tavares	Florida	17,962	262	1,520	1,782
Temple Terrace	Florida	26,725	266	2,114	2,380
Winter Park	Florida	31,494	222	2,410	2,632
Zephyrhills	Florida	15,836	309	3,801	4,111
<b>Lake Wales</b>	<b>Florida</b>	<b>16,901</b>	<b>325</b>	<b>2,118</b>	<b>2,444</b>
<b>Florida</b>		<b>21,477,737</b>	<b>378</b>	<b>2,146</b>	<b>2,524</b>
<b>National</b>		<b>328,239,523</b>	<b>379</b>	<b>2,010</b>	<b>2,489</b>

**FIGURE 10-40: Reported Lake Wales Violent and Property Crime Rates, by Year**



**FIGURE 10-41: Reported City and State Crime Rates, by Year**



**TABLE 10-22: Reported Lake Wales, Florida, and National Crime Rates, by Year**

Year	Lake Wales				Florida				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2010	14,225	366	6,053	6,418	18,910,325	540	3,536	4,075	314,170,775	393	2,833	3,225
2011	14,419	291	5,798	6,089	19,173,658	513	3,500	4,012	317,186,963	376	2,800	3,176
2012	14,595	315	3,207	3,522	19,434,305	484	3,252	3,736	319,697,368	377	2,758	3,135
2013	14,854	323	4,060	4,383	19,672,665	467	3,077	3,544	321,947,240	362	2,627	2,989
2014	15,092	444	4,433	4,877	20,007,473	456	2,909	3,365	324,699,246	357	2,464	2,821
2015	15,377	254	3,395	3,648	20,388,277	459	2,791	3,249	327,455,769	368	2,376	2,744
2016	15,819	310	3,249	3,559	20,750,677	427	2,663	3,089	329,308,297	383	2,353	2,736
2017	16,150	328	2,799	3,127	20,984,400	408	2,512	2,920	325,719,178	383	2,362	2,745
2018	16,349	349	2,257	2,606	21,299,325	385	2,282	2,667	327,167,434	369	2,200	2,568
2019	16,901	325	2,118	2,443	21,477,737	378	2,146	2,524	328,239,523	379	2,010	2,489

**TABLE 10-23: Reported Lake Wales, Florida, and National Crime Clearance Rates**

Crime	Lake Wales			Florida			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	NA	NA	NA	1,208	822	68%	14,325	8,796	61%
Rape	1	1	100%	8,443	3,581	42%	124,817	41,065	33%
Robbery	8	9	113%	16,199	6,153	38%	239,643	73,091	31%
Aggravated Assault	46	39	85%	55,333	31,294	57%	726,778	380,105	52%
Burglary	54	16	30%	63,149	12,869	20%	981,264	138,358	14%
Larceny	275	91	33%	357,835	75,185	21%	4,533,178	834,105	18%
Vehicle Theft	29	10	34%	38,982	9,254	24%	655,778	90,497	14%

**Note:** \*Clearances were calculated from crimes and clearance rates, as these numbers are not directly available from the FBI.

**END**