



Commission on Accreditation for
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May 11, 2016

Mr. Larry Giddens
Chief of Police
Lakeland Police Department
219 N. Massachusetts Avenue
Lakeland, FL 33801

Dear Chief Giddens:

CALEA Accreditation represents a commitment to professional excellence. The work of your organization toward attaining this internationally recognized credential is indicative of sound leadership, as well as practitioner support of adherence to standards.

The report accompanying this transmittal is provided only to the chief executive officer and represents observations and findings from the most recent standards-based review of the organization. It is important to review this document in its entirety with specific attention to any matter indicating compliance concerns, required policy/practice adjustments, or outcomes not reflective of the intent of standards. The Commission will use this document as the primary resource in considering your organization for accreditation. To that end, you or a qualified representative(s) should be prepared to address information contained in this report and respond to inquiries by Commissioners

The Lakeland Police Department is scheduled for a Review Committee Hearing at the next Commission Conference in Baltimore, Maryland on July 30, 2016. While the Commission does not require your attendance at this hearing, your participation helps ensure a comprehensive understanding of issues impacting your agency's candidacy. An Awards Banquet for successful organizations will occur in the evening following the Review Committee Hearing.

CALEA is *The Gold Standard for Public Safety Agencies* and we are honored to have your organization participate in this highly regarded process.

Sincerely,

A handwritten signature in black ink that reads "W. Craig Hartley, Jr." in a cursive script.

W. Craig Hartley, Jr.
Executive Director



**Lakeland (FL) Police Department
Assessment Report**



2016

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A. Agency name, CEO and AM

Lakeland Police Department Communications
219 N Massachusetts Ave
Lakeland, FL 33801

Larry Giddens, Chief of Police
Bill LePere, Communications Manager/Accreditation Manager

B. Dates of the On-Site Assessment:

April 4 – 6, 2016

C. Assessment Team:

1. Team Leader: Zeta Fail, Manager
College Station Police Department
2611 Texas Ave S
College Station, Texas 77840

D. CALEA Program Manager and Type of On-site:

Program Manager: Vince Dauro

First reaccreditation, B size (authorized 47 personnel, 2 part-time)
Communications Accreditation utilizing multiple program approach

The agency utilizes PowerDMS Standards

E. Community and Agency Profile:

1. Community profile

Lakeland was settled in the 1870's and expanded in the 1880s with the arrival of rail service. Lakeland was incorporated in 1885, founded by Abraham Munn and named for the many lakes near the town site. The area is home to the spring training camp of the Detroit Tigers, Lakeland Raiders indoor football and the Florida state league baseball team the Lakeland Flying Tigers. The area encompasses sixty-seven square miles, of which almost six acres is water. There are thirty-eight named lakes and the city is governed by a six-member council and elected mayor. Lakeland is the largest city on Interstate 4 between Orlando and Tampa and is home to large industry including citrus, cattle and phosphate mining. The largest employer is Publix supermarket, employing over 6,500 people in the Lakeland area. There are twenty-eight elementary schools, seven middle schools and five high schools, with three magnet choice high schools. No longer considered a small town in a rural county,

Lakeland reflects a very diverse and growing labor force as the community attracts new industry and businesses along the Interstate 4 corridor.

2. Agency profile

The Public Safety Communications Center is the primary Public Safety Answering Point (PSAP) and a consolidated dispatch center providing services to the Lakeland Police and Fire Departments as well as the Florida Polytechnic University Police Department. The organization has forty-seven employees; forty-five are full time positions and two part-time positions. The Chief of Police is the Agency CEO and a Communication Manager commands the Communication Center, which provides twenty-four hour service to the community. The Public Safety Communication Center is part of the Support Services Division and is located within the Police Department Headquarters building. The Center maintains anywhere from seven to nine dispatch and call taking stations at any given time with as many as ten during heavier workload times.

The Lakeland Police Department was simultaneously assessed utilizing the multiple program crosswalk assessment, limiting the number of files reviewed.

3. Demographics

The demographic composition of the service area and agency are represented in the following table:

	Service Population		Available Workforce		Current Employees		Current Female Employees		Prior Assessment Employees		Prior Assessment Female Employees	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	63,956	63%	43,986	65%	36	77%	28	60%	36	84%	32	74%
African-American	21,319	21%	12,884	19%	10	21%	10	21%	6	14%	6	14%
Hispanic	13,197	13%	8,692	13%	1	2%	1	2%	1	2%	1	2%
Other	3,045	3%	2,348	3%	0	0	0	0	0	0	0	0
Total	101,517	100%	67,910	100%	47	100%	39	83%	43	100%	39	90%

The agency currently has forty-seven employees with slight under representation in proportion to the ethnic composition of the available work force for Hispanic and Other demographics. The agency maintains a comprehensive recruitment plan with the goal of creating a diverse work force characteristic of the service area.

4. Future issues

The agency has identified future issues that could present challenges for the Public Safety Communication Center. Administrators recognize the growth in their community's Hispanic ethnic composition and will work to emphasize increasing Hispanic applicants in their candidate pool. The agency has worked during this last assessment period to make changes, but the net effect has yet to be realized.

The Lakeland Fire Department desires to implement Emergency Medical Dispatch within the Communication Center as opposed to sharing this responsibility with Polk County. Implementation costs and a need for increased staffing present funding challenges at this time and will require inclusion in future budget actions.

Next Generation 911 (NG911) is a future challenge faced by centers across the nation. Since the Lakeland Public Safety Answering Point operates their 911 systems under the infrastructure of the Polk County 911 system, progress in this area depends on an outside entity.

As the agency moved through this last accreditation cycle the performance measure process was changed due to recognition of a problem with the software reporting. The agency anticipates placing emphasis on workloads and quality of service provided for internal and external customers to evaluate future processing measures. Workload analyses show a significant trend of increasing 911 calls as well as wireless calls. This combined with multiple calls being received for the same incident requires focus on performance measures to ensure adequate staffing to handle the workload.

Succession planning is another difficulty the center must address with a majority of their supervisory staff being eligible for retirement soon. The manager will retire in three to five years and half of the supervisors are eligible within the next three to five years. With the City of Lakeland Deferred Retirement Options Program (DROP) there is some opportunity to know when these personnel will retire, but the number of personnel eligible will require planning for succession in supervision.

There is also a desire to achieve additional certification that will build on the existing programs, CALEA and Florida law enforcement accreditations. Specifically, the agency desires to pursue APCO Training Program Certification and EMD Certification in the future.

5. CEO biography

Chief Larry Giddens began his law enforcement career in 1984 as an Auxiliary Police Officer with the Lakeland Police Department. He was

hired full time by the Department in 1985 with patrol assignments including Field Training Officer, Honor Guard and Uniform Crime Scene Technician. He was selected as a SWAT member in 1987 and served on the department's Street Crimes Unit. Giddens has served as a K-9 Officer, Sergeant, Lieutenant, Officer in Charge of Special Investigations Section, Captain of Uniformed Patrol and Assistant Chief of Neighborhood Services Bureau. He is also a graduate of the FBI National Academy, holds an Associate Degree in Criminal Justice, and a Bachelor of Arts in Criminology. Giddens is a Certified Public Manager through Florida State University and graduated from the Senior Management Institute for Police. City Management cited Giddens as a man who had served the community unselfishly for over thirty years and calls Lakeland his hometown. Giddens was promoted to Chief of Police in March 2015.

F. Public Information Activities:

Public notice and input are corner stones of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their public safety communication function and to bring matters to the attention of the Commission that otherwise may be overlooked.

1. Telephone Contacts

The Public Information Telephone Session was conducted on Tuesday, April 5, 2016 from 1:00 p.m. to 3:00 p.m. The assessment team was provided a dedicated telephone line in the work area, which was tested prior to the session beginning. The assessment team received no telephone calls relating to the Public Safety Communication Center.

2. Correspondence

The assessment team received no correspondence relating to the Public Safety Center.

3. Media Interest

There was no contact from local media with the assessment team during the on-site.

4. Public Information Material

The agency prepared a Public Information Plan. A news release was disseminated to local media on March 21, 2016. Public notices were distributed by the Lakeland Police Department Public Information Officer and forwarded to the City of Lakeland Communication Department for inclusion on Lakeland Government Network. Copies were available in the lobby and posted in Lakeland City Hall. Information was also posted on the Police Department website and social media to include Facebook and

Twitter. News releases were distributed to the Department's media distribution list consisting of television, radio and print media.

5. Community Outreach Contacts

Qualitative discoveries with agency personnel and public safety partners to include forty-two individuals were conducted to ensure a complete perspective of operations was obtained. During the assessment, interviews were conducted with twenty-seven of the forty-seven communications staff (58%) and fifteen other personnel for a total of forty-two contacts. The contacts confirmed compliance with numerous standards and also provided perspective of the agency operations and work environment. Information was solicited from Communication personnel, Supervisors, Training, Fire Department, Information Technology and Police Department employees.

G. Essential Services

Organization, Direction and Supervision (Chapters 1-2)

Risk Management Program

The Public Safety Communication Center has an administrative policy establishing a risk management program to address topics inclusive of issues and conditions that may create potential injury to the public or employees, events that could create liability for the Department, matters related to possible omission or failure of policies and procedures, incidents of employee or supervisor negligence or deficient equipment or training. The Communication Manager is responsible for the overall management of the risk program. The agency conducts an annual review and written report of all issues or conditions that affect risk, worker's compensation, and liability concerning operations in the Communication Center. The City of Lakeland is self-insured and provides adequate liability coverage as required by Florida Statutes and City Ordinance through the Florida Municipal Insurance Trust. The agency conducts periodic inspections of the workplace environment and any potential hazards in order to mitigate risk. The agency has a comprehensive directive outlining responsibilities of all members of the Communication Center, supervisors and the Communication Manager.

Expectation of Privacy

The agency has specific agency directives to address expectations of privacy in the workplace stating any member's actions during and related to job duties are generally open to inspection and public release. All mail and correspondence is presumed department related and subject to public record requirements. No expectation of privacy should be presumed for any mail, correspondence, telephone or fax machine transmissions. Other forms of agency property including computer hard drives, equipment, desks, workstations and lockers are subject to inspection for reasons of security, suspected violation of department policy or law. The agency distributes the written policy via their electronic document management system.

Analytical Reports

The agency has various management reports designed to provide information within the agency on a day-to-day operational basis to include daily, monthly and annual reports. These reports document a systematic, structured process to analyze events to reveal any patterns or trends that could be predictive or indicate program effectiveness, training needs, equipment upgrade needs and/or policy modification needs. Reports include workload and staffing, analysis of sick leave, performance measures, monthly operational reporting, and annual reviews. Reports are distributed through the chain of command for administrative review and to any affected external components.

Organizational Values/Workload Assessment

The agency's organizational mission, vision, values, goals and objectives were deemed in compliance during the Law Enforcement on-site and are part of the crosswalk process. The Public Safety Communications Center has a specific vision and mission as well as center goals and objectives. They have a shared vision with the Police Department to include one of dedicated professionals working together to provide excellent service to enhance the quality of life in Lakeland. The Center's vision is to consistently achieve excellence in public safety communications services to all customers. Their mission states in order to save lives and property they will promptly and efficiently answer all calls for assistance and dispatch the appropriate resources to meet the needs of those seeking help. The agency strives to maintain steadfast service to the community and understands their work ethic and professionalism allows them to achieve excellence in operations and maintain their mission critical service.

Conditions of Investigations/Discipline

The complaint and disciplinary process was deemed in compliance during the Department's recent Law Enforcement on-site. These files are part of the crosswalk process and were not reviewed during the Communication assessment. The agency has established guidelines and procedures to ensure prompt investigation of allegations of member misconduct in order to maintain the integrity of the Department and its members.

Personnel Actions

	Year 1	Year 2
Reprimand	0	0
Warning	0	0
Counseling	5	6
Suspension	1	0
Demotion	0	0
Resign In Lieu of Termination	0	0
Termination	0	0
Total	6	6
Commendations	4	13

The agency has minimal personnel actions involving Communication personnel. The level of counseling has remained the same from the last assessment cycle, but there

was a reduction in reprimands and warnings. This may be attributed to the increased level of accountability. The majority of counseling issues were related to job knowledge, competency and performance, with one suspension regarding cell phone usage in the center involving an employee that later resigned. Agency awards during this accreditation cycle include eleven unit citations, two distinguished performance, two meritorious service awards and two civilians of the year citations.

Agency Liability

The agency has a directive requiring Shift Supervisors to submit a written report whenever a member is involved in an incident where there may be a question as to agency liability. The agency specifies these incidents include but are not limited to failure to enter a call for service, entry of an incorrect address, failure to dispatch, equipment failure or other inappropriate call handling. Each incident is reviewed for potential liability relating to policy, procedure, training and discipline issues and forwarded through the chain of command. Annually the Communication Manager is responsible for conducting a documented analysis to focus on patterns or trends.

Liability Reports

	Year 1	Year 2
Number Reported	5	5
Training Deficiencies	0	0
Failure of Policy	0	1
Inattention to Detail	5	4
Other	0	0

Liability reports for both years during this review cycle were analyzed for any patterns or trends relating to training needs, equipment upgrades, and/or modification of written directives. Of the ten reports during this review period, nine were pertaining to calls for service requiring a fire response and one involving a law enforcement incident. Counseling was provided for dispatch procedures and performance errors, one policy change was made, and there were no needs identified for equipment or technology changes.

Emergency Line Performance Measures

The agency has an established performance measure program to ensure timely, accurate and useful information regarding the quality and efficiency of service delivery. The Communication Manager is responsible for the overall operation of the program and manages the data collection, processing, cleaning and reporting. Personnel receive training on the program to include learning objectives relating to general performance measurement concepts and implementation of performance measurement techniques. The current data collected includes the average answer times for 9-1-1 calls, average processing times for 9-1-1 calls, percentage of calls received from cellular devices and landlines, number of 9-1-1 calls received, number of administrative calls received, and number of calls transferred to Polk County Fire/Rescue and Polk County Sheriff's Office. Quarterly and annual reports detail performance measure progress and are distributed to internal as well as external stakeholders. Reports are

posted on the agency’s electronic document management system for comment and feedback purposes. During this assessment cycle, the agency identified an issue with the performance measure reporting software that did not include calls that were in queue. A new report was created to include these metrics and changes were made to ensure the service level was accurately calculated. Existing parameters include all 9-1-1 calls answered in less than ten seconds 90% of the time in alignment with State of Florida E9-1-1 Plan. Overall progress shows over ninety percent of calls being answered within ten seconds. The agency is also considering the national standard that requires ninety percent of calls to be answered within ten seconds during the busiest hour, however this standard of measurement is currently approximately eighty-six percent and will require further research and changes to manpower.

Performance Measures

	Year 1	Year 2
Incoming Emergency Calls	89,956	95,360
Incoming Non-Emergency Calls	233,652	232,431
Outgoing Calls	n/a	n/a
Total	323,608	327,791
Calls resulting in Dispatch	100,795	108,657
Average Abandonment Rate	0.005	0.003
Average Processing Time	2:37	2:09

A review of the abandonment rate during this accreditation cycle shows a slight increase from an average of .002% during the last onsite to an average of .004%. The agency has reviewed number of trainees, number of openings and other factors but has found no identifiable reason for this increase.

Critical Incident Stress

The Lakeland Police Department Public Safety Communications Center is committed to providing assistance to members dealing with stress associated with critical situations, traumatic events, or the stressful aspects of the overall public safety telecommunicator occupation. The agency strives to minimize the cumulative effects of critical incident stress in their personnel. An Employee Assistance Program is available to employees and includes additional referral services of Department Chaplains, and the Polk County CISM program. Relief from duty is authorized if necessary after involvement in a traumatic critical incident. All members share the responsibility for identifying and recognizing common signs of stress in coworkers and Shift Supervisors are responsible for monitoring situations to determine if follow up action is required based on work behaviors or other factors. The department provides basic training in stress recognition to all employees and periodic refresher training. Proofs of compliance show the training is occurring as required.

Community Involvement

The agency has chosen to opt out of the community involvement function with the exception of liaison with the community and an annual community involvement report. The center actively participates in the Lakeland Citizen Police Academy and has made presentation to numerous school classes giving informational presentations during these visits. The agency has taken the initiative to complete an annual community involvement report even though their activities are limited. While the Lakeland Police Department does conduct a citizen survey, the questions are not specific to the communication function so the agency elected to place this file in an other than mandatory 20% status with intent to review and determine if a specific survey for the dispatch function would be beneficial to their overall operations.

Public Information

The Lakeland Police Department has an established Public Information Officer (PIO) position to inform the community through print, broadcast and social media of events occurring within the community that are handled by or involve the police department including the Communication Center. The PIO is available for on-call responses and prepares and distributes news releases as information becomes available. Proofs of compliance were provided to show social media postings making the community aware of National Dispatcher Appreciation Week, The public information process was deemed in compliance during the Department's recent Law Enforcement on-site. These files are part of the crosswalk process and were not reviewed during the Communication assessment.

	Year 1	Year 2
Presentations Performed	18	24
Number of people* contacted (tours, etc.)	3150	4500
Press Releases initiated by Agency	0	0

The number of people contacted includes participants that were a part of agency tours, agency open house, classroom presentation, and Citizen Police Academy and Citizen Academy appearances.

Human Resources, Recruitment, Selection, Promotion and Training (Chapters 3-5)

Classification Plans

The agency has an established written classification plan that was reviewed and found in compliance during their Law Enforcement on-site. This area is designated as a crosswalk function and was not reviewed during the Public Safety Communication assessment.

In 2015 the agency conducted a job task analysis and systematic examination of the functions and objectives of the dispatcher position as it relates to the knowledge, training and skills required to perform the tasks and duties of the job. The analysis included work behaviors, specific examples of involvement with co-workers, other agencies and citizens, as well as essential tasks, criticality, frequency and job skills necessary for successful performance. There were some minor discrepancies identified regarding frequency of tasks for emergency communication specialists and minimum education requirements for the training coordinator. Command Staff and the Human Resources section will design a process to address the differences between expectations and deliverables.

Compensation, Benefits and Conditions of Work

The Lakeland Police Department's salary program was reviewed and found in compliance during their Law Enforcement on-site. This area is designated as a crosswalk function and was not reviewed during the Public Safety Communication assessment.

Performance Evaluations

All Performance Evaluation standards were confirmed in compliance during the Law Enforcement on-site and were not reviewed during the Public Safety Communication assessment.

Personnel Early Warning System

The Personnel Early Warning System standards are part of the crosswalk function and were deemed in compliance during the Law Enforcement assessment. There were no early warning alerts for Communication personnel during the accreditation cycle.

Grievances

The grievance procedures are part of the crosswalk function and were deemed in compliance during the Law Enforcement assessment. There were no grievances involving Communication personnel during the accreditation cycle.

Recruitment activities

The agency strives to achieve an ethnic, racial and gender workforce composition in approximate proportion to the available workforce in the City of Lakeland's service area. The agency's recruitment plan is a strategic approach to employing new public safety telecommunicators through analyzing staffing needs and anticipated turnover, updating recruiting materials, participating with law enforcement recruiters, exploring opportunities to recruit military veterans and monitoring programs utilized by other centers. Personnel create partnerships with stakeholders to assist in recruiting qualified applicants from minority communities. Recruiting responsibility is shared between the Public Safety Communication Center, the City of Lakeland's Civil Service Department, Department of Risk Management, and the Lakeland Police Department's General Services Section. Annual analysis of the plan has been documented and the agency has collaborated with the Mayor's Hispanic Advisory Council and the Puerto Rican Hispanic Chamber of Commerce to include them in recruitment efforts. The agency has

also changed the interview process to include all candidates who successfully complete the CritiCall screening application. This has shown an increase in the number of Hispanic candidates interviewed. The agency has also shown a 4% increase in African American demographics and a 10% increase in male employees during this last analysis. The agency states there is difficulty in making extensive progress toward decreasing underrepresentation when only an average of three to five new hires occur or when candidates given conditional offers are disqualified during the background investigation. Assessors discussed the possibility of compensating those who are bi-lingual in an effort to improve recruitment in their underrepresented classes.

The agency enjoys an above average retention rate (85.5%) as it relates to the Communication Center compared to the national average (79%). The retention percentage has increased over this cycle from 86.1% to 89.2% in the last two years.

Selection Process

The selection process is governed by Civil Service Commission Rules and is administered in conjunction with the City Human Resource Department. All elements of the selection process are designed to use only those rating criteria or minimum qualifications that are job related. Elements are administered, scored, evaluated and interpreted in a uniform manner. The General Services Section and Civil Service are responsible for ensuring the security of the selection materials and any disposal of these materials is done in a manner that prevents disclosure of the information contained within. The process includes a cognitive skills test, interview panel, conditional job offer, background investigation, polygraph examination, psychological fitness exam, medical exam and drug screen. The agency utilizes a basic cognitive skills test and CritiCall testing to measure multitasking, prioritization skills, map reading, data entry and memory recall. All candidates who receive a conditional offer of employment undergo a basic medical examination tailored to the specific job description to assess their ability to perform the essential duties. The agency conducts psychological fitness, polygraph, medical, and hearing and vision exams prior to appointment to probationary status. Newly hired personnel must complete a one-year probationary period prior to being granted tenured status. Quarterly evaluations are conducted during the probationary period.

The selection process has been evaluated to ensure measurement of traits that are a significant part of the job. The agency conducted a competency model assessment to delineate the traits, qualities, knowledge, skills, abilities, and other characteristics required for success in the job and criteria for performance excellence. Trends indicated rapidly changing technical skills and an increase in importance of personal attributes important to successful job performance. Proofs of compliance show the selection process is validated by the City's Human Resource Division.

Promotion

The Commanding Officer of the Support Services Bureau is responsible for administering and coordinating the promotion process for civilian personnel with the City of Lakeland Civil Service Department. The Civil Service Assessment Services Division

produces written exams. Any assessment centers are developed with input from the Lakeland Police Department to include establishment of scoring criteria and training of assessors. Written directive establish the rules and procedures for the promotion of civilian members of the Department. The process consists of an application, written examination, assessment center, review of personnel, training and discipline files as well as a scored interview. The candidates are ranked on an eligibility list based on the numeric results of the specific stages of the process. The Chief of Police selects the most qualified employees for promotion from the top three candidates. The remaining candidates retain their listed ranking and reside on the eligibility list for a period of twenty-four months from the list's date of certification. Members may review or appeal adverse decisions on a case-by-case basis. Reviews of answer keys for written exams are allowed and may be contested in writing. Subject matter experts will determine if questions should be eliminated or scores adjusted. Appeals of any other aspect of the process must be reported in writing to the Chief of Police within fifteen calendar days of the completion of the process. All original candidates have an opportunity to reapply for open positions. Individuals promoted are placed on probation for a period of six months. Lateral entry is determined on a case-by-case basis when in the Department's best interest to expand the pool of applicants. When lateral entry is permitted, eligibility requirements and processes are the same as those for internal candidates.

Although the promotional process had not been completed during the last assessment, there was one promotion during this cycle. Proofs of compliance show the agency updated the supervisor competency model prior to the process being implemented and also utilized subject matter experts in development of the assessment center. The agency requires a six-month probationary period for all promoted employees. There are concise directives and the agency is in compliance with directives and procedures.

Training Program

The agency participated in the crosswalk function but asked that assessors review the training program as they feel their training standards are distinctive and unique as compared to their law enforcement training standards.

The agency has an established Public Safety Communication Training Committee consisting of one Supervisor, serving as the chair of the committee, and representatives from each of the four squads. The Committee reports to the Communication Manager who appoints members based on stated interest in the position and recommendations from immediate supervisors. The Committee meets annually and conducts an assessment of training needs, making recommendations for the training calendar. Proofs of compliance show active participation and valuable recommendations contributed for consideration in improving the training program.

Agency members are required to attend at least ninety percent of all mandatory training courses in order to meet attendance requirements. Members are required to make up all mandatory classes missed due to required court appearance, sick or medical leave

or other excused reasons. Written directives explain the agency's reimbursement policy for those attending training both in and outside the service area.

Lesson plans are a prerequisite for all training courses conducted by the Communication Center. Lesson plans submitted as proofs of compliance met the requirements of the standard. The agency provided documentation to show that personnel assigned to conduct training activities receive the required instruction in lesson plan development, performance objective development, instructional techniques, testing and evaluation techniques as well as resource availability and use. The Training Coordinator is responsible for updating and maintaining current training records for all agency members. The agency maintains records of each training class conducted.

Communication personnel receive new hire training in six phases of instruction from a squad of twelve Communication Training Officers (CTO) that have received certification through the APCO Communication Training program; classroom orientation training for eighty hours, basic telecommunicator training for forty hours, call taker/intake training for 320 hours, police dispatch training for 480 hours, fire/medical dispatch training for 280 hours and data/teletype training for 120 hours totally over thirty-three weeks of training prior to routine assignment. Lateral entry telecommunicators are required to complete all six phases of instruction and may be accelerated only after demonstrating sufficient job skills and proficiency in each phase. Trainees are evaluated through written tests, verbal tests, situational tests and observation of actual job performance. Orientation handbooks are provided to all new entry-level members at the time their training begins. The agency evaluates the training program throughout the process by conducting reviews involving the CTO, Trainee, and Supervisors. Training summaries of the program and CTO effectiveness are provided at the conclusion of each phase to develop the skills and abilities of the training staff and identify the strengths and weaknesses of the training program. The agency has improved the feedback mechanism regarding CTO evaluation of the program's effectiveness during this assessment cycle and supervisory personnel also provide reviews of CTO and trainees performance. Training is provided through a classroom environment, PowerDMS or online training as well as squad level training. The State of Florida requires twenty hours of specific training every two years in order to recertify as a 911 public safety telecommunicator. The State requirements can be met through journal review, workshops, seminars, classroom training, multi-media, quality assurance reviews, meetings, teaching or protocol review. Of these seven categories, the submissions are restricted to no more than twelve hours in a particular category with the exception of workshops, which could include up to sixteen hours. Shift training is provided to keep employees current between formal training sessions. The training material is provided to each squad and the Training Coordinator evaluates the delivery of training and makes updates as needed. Proofs of compliance show that training was provided to include best practices for missing and abducted children, active shooter, customer service, call handling for fire, aircraft emergencies, and National Incident Management Systems. Remedial training may be provided to reinforce policies and/or procedures to improve performance. Remedial training may range from verbal review to required

classroom instruction. Need for training may be discovered through performance review or as a result of a formal incident report.

Positions identified as requiring specialized training include supervisory, technical and training positions. Pre-assignment training is required for Communication Training Officers (CTO). CTO must have at least one year of experience with the agency and must submit an application, recommendation by immediate supervisor and endorsement through the chain of command as well as complete an interview and be selected by the Bureau Commander. CTO must receive at least twenty hours of training every two years and are managed by the Shift Supervisors. Reporting requirements include daily observation reports, training status reports for each phase of training and remedial training reports. CTO may offer recommendations to the Training Coordinator for training topics or programs. Training is required for all CTO prior to assumption of duties. Reporting responsibilities of trainers are clearly detailed setting out the expectations and ensuring documentation is completed and appropriately prepared.

The Training Coordinator, who has received applicable training as an instructor, conducts or schedules monthly training for center personnel to ensure the annual requirement for updating agency personnel is met.

Training

	Year 1	Year 2
Hired	4	6
Released from Probation	1	1
Completed Training	0	2
Retained for Three Years or More	32	33
Average in-service training hours per person per year	34	31

As depicted in the chart the agency has hired twelve personnel during this accreditation cycle as compared to five in the last cycle. It is evident from the number of personnel retained for three years or more that the agency has minimal attrition and a high retention level for their staff. The average tenure for the center is ten years; again proving the agency's work environment is conducive to preserving their workforce.

Operations, Critical Incidents, Special Operations, and Homeland Security (Chapters 6-7)

Dissemination of Information

The agency has detailed policies concerning dissemination of information that is in compliance with Florida Public Record Laws. The agency ensures privacy and security of records relating to their operations. All information obtained by personnel during the course of employment is disseminated only in the official performance of their duties. Personnel are required to read, sign and abide by a Code of Ethics.

Quality Assurance

The agency seeks continuous improvement in methods of call handling through quality checks of telephone and radio contacts. Supervisors conduct quality assurance checks to analyze and document dispatcher performance. The Training Coordinator records the results and maintains comprehensive files regarding compliance. Supervisors conduct a minimum of two assessments for each member of their squad per month including both radio and call-taking performance. Performance is reviewed and dispatchers are provided the opportunity to give feedback and the Training Coordinator reviews all forms to determine if there is a need for in-service training to improve performance.

Quality Assurance Reviews

	Year 1	Year 2
EMD QA Reviews Performed	N/A	N/A
Protocol Compliance Percentage for EMD	N/A	N/A
QA Reviews Performed	796	900
Protocol Compliance Percentage for Reviews	91.8%	90.8%

The agency conducted 208 reviews during their last assessment, which represented only five months of the process since implementation. Previous assessors determined that quality checks were not being conducted for fire dispatch incidents. The agency corrected this practice during the current cycle and continues to improve their processes to ensure protocols are in compliance.

Disposal of Work Sensitive Documents

The agency's written directives require that confidential information or information of a sensitive nature is shredded at the end of the workday. The directive clearly identifies documents that are considered work-sensitive.

Call Handling Procedures

Personnel have access to agency resources including a duty roster of all personnel, supervisor in-charge, contact telephone numbers, call out procedures, tactical dispatch guides and service area maps located in the agency's electronic document management system.

Service maps, procedures for procuring emergency and necessary external services are readily available. Communication Unit personnel have immediate access to tactical dispatch plans and call handling guides containing procedures to direct resources and obtain pertinent information. All hazard plans are readily available via both a common computer drive and PowerDMS.

Calls for service are evaluated to determine whether an emergency non-emergency response is needed based on the seriousness of the situation and urgency. Calls are classified as either a priority one, two or three response based on the circumstances.

The agency has a comprehensive written directive regarding obtaining and recording of relevant information relating to calls for service or initiated activity. Calls for service are recorded in the Computer Aided Dispatch (CAD) system and include all requirements of the standard.

The agency has directives regarding calls for service that are received which should have been directed to another police or fire department. Directives establish rules and procedures for prompt handling and appropriate routing of misdirected emergency calls.

If the call is not an emergency, the caller is both referred and provided the appropriate telephone number or transferred if speed dial is available while information is conveyed on their behalf to the correct responders. If the call is an emergency all pertinent information is collected and relayed to the appropriate agency or department. Personnel will stay on the line long enough to ensure all required information is received by the receiving agency.

Provisions are detailed for those database errors needing correction to include number and location information as well as mapping errors. Discrepancy reports are provided and are forward to ensure corrections are made. Within the software there is a discrepancy report that goes directly to Polk County for correction.

Any emergency calls received in which the caller disconnects prior to the call taker interview is considered a hang-up emergency call. Personnel attempt to make contact to determine if a response is needed. After utilizing available resources, if personnel are still unable to establish contact, officers are dispatched. Guidelines are also in place for hang up calls from cellular devices. All hang-up calls are documented and indicate whether any contact could be made. Call takers have discretion in sending responses based on conversation or background noise that could indicate assistance is needed. Proofs of compliance were provided to show proper documentation of hang-up calls.

The agency understands they may receive calls from persons who may present unique challenges to the call taker. Directives are in place for handling chronic callers, intoxicated callers, abusive callers and those contemplating suicidal actions. Although callers contemplating suicide may be suffering from mental health issues, the agency saw the benefit in addressing this more broadly and instituted a more comprehensive directive while assessors were onsite that included a more detailed procedure for those who may have a mental illness but are not suicidal. Through proofs of compliance and observation it is clear the agency emphasizes professional interaction during all contacts with the agency. The agency has a complete directive regarding handling of calls from elderly citizens or children. The directive indicates these calls may require special consideration and attention to include thought processes, additional prompting or questioning. Calls received from other-than-English speaking callers are immediately

conferenced with the Language Line services for assistance with the interview if the call receiver does not have certification on file for that language.

Any emergency notification call received by the Public Safety Communication Center shall be judged on their own merit regarding the necessary priority. Death notifications, next of kin notifications, serious injury or ill persons are eligible for consideration of deliver. Chaplains are available for assistance in death notification or serious injury reports.

The agency has established procedures for contacting wrecker companies for vehicle removal and subsequent maintenance of those records. Vehicles are removed by public safety officers through a rotation agreement with approved towing companies. A log is maintained in the Communications Center when a vehicle is removed.

Emergency Medical Dispatch

The agency prohibits members from giving emergency medical instructions over the phone or radio.

Missing, Lost or Abducted Adults & Children

The agency has directives in place regarding the handling of calls regarding missing, lost or abducted adults. Telecommunicators who receive information on a missing adult will complete a "Quick Entry" form and confirm information is correct prior to entry. Entries are required to be made within two hours after the responding officer obtains the necessary information. Procedures regarding Florida Silver Alert are detailed in written directives.

The agency has comprehensive directives regarding the handling of missing children to including runaway, abused, abandoned, and abducted, unidentified or other missing status. Call takers will immediately determine the age of the child and known facts surrounding why or how the child is missing. Dispatchers will send a police response and notify a field supervisor of the call. Communication Shift Supervisors monitor these calls during their shift and ensure compliance with policies and procedures. Staff will make the appropriate entry into the FCIC/NCIC database and send alerts to all on-duty officers and other local law enforcement agencies. The agency has guidelines for the activation of the Amber Alert Plan if needed. There have been no activations during this assessment cycle. Personnel have also received in-service training regarding Amber Alert and endangered missing children as well as children with autism. Proofs of compliance show the agency follows their guidelines.

Radio Communication with Field Units

All members of the Center are required to conduct broadcasts in accordance with Federal Communication Commission (F.C.C.) procedures and requirements.

The Center has continuous two-way communication capability with field units via a Motorola 7500 Elite 800 MHz trunked system and recognizes that operations are more

efficient and officer safety is enhanced when dispatchers, supervisors, and fellow officers know the status of their officers. Field personnel are required to communicate their status via radio or mobile computer. The center has status monitors to view the field units and personnel are required to continually monitor these systems. All portable and mobile radios have an “emergency” button and there are concise directives regarding procedures when these buttons are activated. Area agencies are available through radio contact via the 800 MHz talk groups and procedures are in place for identification when utilized.

A single unit will generally be dispatched to handle routine calls for service. However, the nature of some calls may require additional units for safety reasons or to effectively handle a particular situation. The agency has specific guidelines for those calls requiring a two-unit response and for those calls requiring the notification of a supervisor. Multichannel communication with other agencies is available through a uniform system shared throughout Polk County. The system is available to all public safety agencies within the County and enables communication for all police, fire, EMS and other city services. These agencies operate under an interoperable radio communication plan that provides contact through public safety work groups, zones and available radio talk groups. All radio dispatch consoles are capable of interoperable radio communications through existing radio systems and the Supervisors document equipment testing a minimum of monthly. All transmissions over the Lakeland police radio system are encoded.

Monitoring of Alarms

The Communication Center receives alarms from within the police department facility and has established procedures for handling those types of alarms. Alarms are monitored for the Quartermaster area, Property and Evidence area, both fire and panic alarms within the facility and the equipment room. The agency has specific procedures outlined for handling each of these incidents.

Facilities and Infrastructure

The agency provides a safe and secure environment for its employees as well as the vital equipment and records housed in the facility. Security for the Police Department building includes access that is restricted to employees who have received proper authorization and have appropriate electronic control keys to access the specific areas of the buildings. Several sections of the facility area are monitored through a video system. Communication personnel monitor and answer speakers provided at each of the designated areas.

The agency has a generator and a battery operated uninterruptible power source (UPS) located within the Police Department building. Both systems automatically activate when the commercial power supply is stopped to keep critical systems operating without a delay or disruption.

The agency has two generators, one on-site and one at the Parker Street Tower location. Generator fuel supply is secured within the agency's back lot and can run as long as seven days on existing fuel. The Police Department generator is a 500kw Onan and Parker Street has a 100kw Generac system. The UPS is Mitsubishi 9900A series system using an automatic transfer switch. The agency exceeds the standard by conducting a full-load test monthly during their routine inspection.

Evacuation Plan

In the event that a technology system failure or manmade or natural disaster warrants the evacuation of the Communication Center, directives are in place outlining the procedure. The Polk County Sheriff's Office Communication Center is the primary backup center in the event of an emergency, disaster or evacuation where dispatch and call taking functions can be transferred. The Center maintains an Emergency Evacuation Kit containing all the supplies and reference materials needed to continue dispatch operations in another location. Procedures are in place for both immediate and staged evacuations to include duties for all positions and transfer of operations. The evacuation plan is posted in a manual at the Communication Supervisor's desk in the Communication Center. Proofs of compliance show that annual training is occurring as required.

The agency chose to place the standard relating to backup operations in an other-than-mandatory 20% status. However, they do have the capability of utilizing the Polk County Communications Center in the event they would need to evacuate or move operations. Talk groups would be established with Polk County if the need were to arise and personnel would relocate. Assessors encouraged the agency to see how they could comply with this standard moving forward and they determined the City system also has a backup. They will explore the monthly testing option in the future to see how they can meet the requirements.

Criminal Justice Information Systems

The agency maintains access to local, state, federal and national resources. Access to necessary resource information is available to provide information regarding wanted or missing persons, missing or stolen property, and protect the lives and security of the community. Members are required to receive and maintain full certification as designated by FBI CJIS and Florida Department of Law Enforcement (FDLE). The FCIC functions under the management control of the FDLE and works in conjunction with the National Crime Information Center (NCIC) and the National Law Enforcement Telecommunications System (NLETS). These databases are access through internet applications and virtual private network connections. All personnel complete one-hour security awareness training prior to being authorized access and permissions to operate these systems. Proofs of compliance were provided to show the agency provides initial and subsequent retraining of agency personnel who have access to these criminal justice systems.

Communication Systems

The agency mandates compliance with all federal, state and local laws and requirements concerning usage radio systems. The agency utilizes a Tiburon Computer Aided Dispatch system for operations which has a unique control number, date and time, name and address of complainant, type of incident and incident location, units to be assigned, dispatch time, first unit arrival time, last unit back in service and the call disposition or status. The agency uses a combination of a Nortel and CML software to handle phone system operations. Twenty-four hour, toll free voice telephone access is provided for emergency calls and the agency maintains equipment to provide sufficient coverage for the service area. The agency is the primary public safety answering point for all 9-1-1 emergency calls from the City of Lakeland. Separate access for non-emergency calls is also available twenty-four hours per day through CML software. All telephone contact and radio transmissions are continuously recorded utilizing the NICE Inform Telephony and NICE Inform Radio recording systems for all audio information on radio frequencies and available telephone lines. Recordings are available through retrieval and playback software instant recall devices at each position. The agency keeps 180 days of stored records. The State Attorney's Office and department personnel can review information contained on the digital recording system unless deemed confidential or part of an ongoing criminal investigation. Both the Office of Media Relations and Communication Supervisor are authorized to duplicate recordings. All recording requests are logged in an audio request log to include requestor and relevant data. Retention of this information corresponds with the Florida Division of Archives History Records Management.

The agency prohibits the use of personal cell phones, department cell phones or other unrecorded means of communication to conduct business except in emergency situations or when the normal phone system does not work. This restriction includes text messaging of official department business; as such messages may constitute a public record.

TDD/TTY Access

The agency has clear directives with procedures for providing equal service to all citizens, including those who have a hearing or speech impairment. The procedures are established for processing calls, training of personnel and the documented testing of equipment. The agency has equipment for TDD/TTY call processing at each station. Upon employment initial training is provided for all employees through the field-training program. Subsequently, every six months all personnel are retrained and unannounced calls are completed to ensure proficiency. The Training Coordinator is required to test and document TDD/TTY equipment every month. Proofs of compliance confirm the documented testing and training has occurred. The agency identified and self-reported that during one of the six-month re-training sessions there was an omission of training for one squad. Records were examined for the previous and subsequent years to show that all personnel received training in other instances. The agency had also implemented a new procedure to account for all squads in the PowerDMS system in order to prevent any omissions in the future.

Record Privacy and Security Precautions

The agency has clear written directives ensuring the physical security and controlling access to Communication Center files. There are concise procedures and criteria for the release of agency records. The Department complies with the Florida Division of Archives History Records Management or any other State or Federal law.

The agency has a policy requiring requests for service be maintained and documented within the Computer Aided Dispatch (CAD) system. Every reported activity, whether originated by a citizen or a department member; including citizen reports of crimes, citizen complains, citizen requests for service and criminal and non-criminal cases initiated by department personnel is entered and receives a call number. Complaints against the communication center or the public safety agencies it services are referred to the appropriate supervisor or Internal Affairs Division. There have been no complaints against communication personnel during this accreditation cycle.

All software programs in use at the Center comply with copy-write and license requirements to insure the employee is legally entitled to have and operate the software. The Information Technology section actually "over-buys" licenses to ensure there are extra provisions for training and other needs. Employees are prohibited from installing, modifying, or removing any software from systems without proper approval, unless it is part of normal job duties. Usage of the Department's computer hardware, software, and mobile technologies are limited to official department business except as delineated in rules and procedures. Policies are in place prohibiting viewing, downloading and/or transmitting materials, unless required for police business, known to involve obscene language, images, jokes, sexually explicit materials or messages that disparage any person, group or class of individuals.

All computers are protected by anti-virus software that receives updates locally through the network. The agency utilizes Sophos Endpoint Security and Control installed on every device and server to ensure security of the systems. All incoming and outgoing files are scanned for viruses and quarantines are performed if a virus is detected. Policies are in place prohibiting access that would constitute a security risk. Department of Information Technology support staff may audit networks and systems on a periodic basis to ensure compliance with policies and procedures. Mobile Data Terminals have 128 bit encryptions and use Junos pulse PKI two-factor authentication in compliance with CJIS requirements. The dispatch system is segmented away from the Internet to further protect the center and ensure continuity of operation.

The agency has an automated system of verifying passwords and access security that is monitored continually, exceeding the standard requiring a quarterly inspection. When employees separate or change positions, notification is made to city help desk and they disable active directory. Additionally, notice is sent to other points of contact for termination of service. Servers show activity in event logs and are monitored manually on a monthly basis. The City's monthly Key Success Indicators include the process of disabling network access within one day of notification. Data storage is accomplished

through backup servers and a disaster recovery site maintained in separate buildings with access limited to authorized CJIS staff. Backups are accomplished live through the “grandfather-father-son” rotation scheme involving three or more backup cycles; daily, weekly and monthly. The agency has adequate directives addressing password access that meets the specifications of the standard.

The agency records retention and destruction is governed by compliance with the Florida General Records Schedule and the FBI’s Criminal Justice Information System requirements.

Emergency Operations Plan/Special Events

The agency has an established Emergency Operations Plan with clear directives and measures to keep the communication center operational during critical incidents. These plans are electronically available through the document management system and in hard copy format at the Supervisor workstation.

The Communication Center is the primary facility for all Police and Fire Department communications during disaster operations. Identified hazards include active threats, weather emergencies, civil disturbances, and natural disasters. The Communication Manager is charged with planning a response in response to critical incidents. The focus of the plan is to establish standardized management processes, protocols, and procedures in the event of a critical an unusual incident, either man-made or natural disaster, that impacts normal operations within the Center by disrupting essential systems or creating a workload that exceeds the capabilities of normal staffing levels. The Communication plan establishes procedures consistent with the Lakeland Police Department’s overall emergency operations plan.

Priorities are set to include continuity of communications as being the number one priority in any disaster contingency plan. There are provisions for re-call of communication personnel if additional resources are needed and procedures for media relations and public notifications. Situations are assessed to determine the extent personnel can be returned to normal duties. Communication Shift Supervisors are responsible for maintaining documentation and forwarding information to the Department’s Fiscal Management Section regarding payroll maintenance and establishing accounting of personnel and resources utilized. After action reports are required to include a the nature or circumstances causing the plan to be activated, specific components and resources utilized, the impact of command and supervisory actions and areas where operational or administrative improvement should be considered. An after action report was generated after planning for a tropical storm striking the central Florida area.

The agency conducts annual evacuation exercises and the emergency operations plan is accessible in both electronic and hard copy format. The agency was able to test their operational readiness during two incidents this assessment cycle. The agency’s CAD system failed in October of 2015, which included the administrative phone lines into the

center. The agency reverted to manually logging of data relating to calls for service and dispatch operations. In January of 2016 the center also lost a portion of their 9-1-1 lines due to damaged equipment from their service provider. In both instances the agency completed a comprehensive after action report to analyze the incident, causes, risk and impact assessment, as well as continuity of operations and other aspects. The agency directly attributes the limited negative consequences to their preparedness through the CALEA processes outlined in Chapter seven.

The agency conducts monthly operational readiness inspections to include all portable radios, emergency cell phones, manual entry forms, radio systems and other pertinent equipment. Plans were produced to prepare for any civil unrest as a result of the Ferguson grand jury decision and personnel participated in a table-top exercise for an active shooter incident at a local college.

Special event plans are formulated for handling communication functions with consideration to equipment and technology needs in order to support first responders. Special events may include parades, community events, entertainment or sporting events, VIP visits, demonstrations, protests, etc. The Communication Manager coordinates with Incident Commanders to determine radio communication needs as a part of incident action plans. Directives indicate that the Training Coordinator conducts monthly operational readiness inspections and annual documented training on the emergency operations plan.

H. Standards Issues Discussion:

This section provides specific information on standards found to be in compliance after on-site “adjustments” were made. Adjustments may include modifying agency policies and directives, creating documentation, and an alteration of the physical plant.

The agency had no standards in standards issues.

I. 20 Percent Standards:

CALEA agencies must be in compliance with at least 80% of applicable other than mandatory (O) standards. The agency is free to choose which standards it will meet based on their unique situation. This section administratively clarifies these standards for the agency, assessors, and CALEA Commissioners.

The agency was in compliance with 89% of applicable other-than mandatory (O) standards.

J. Future Performance / Review Issues

The agency had no issues for future performance consideration

K. Table: Standards Summary:

	<u>TOTAL</u>
Mandatory (M) Compliance	__ 160 __
(M) Noncompliance	__ 0 __
Waiver	__ 0 __
Other-Than-Mandatory Compliance	__ 40 __
(O) Noncompliance	__ 0 __
(O) Elect 20%	__ 5 __
Not Applicable	__ 7 __
 TOTAL	 __ 212 __

L. Summary:

The Lakeland Police Department Communications Center provides 9-1-1 answering services as well as fire and law enforcement for the City of Lakeland. Professional staff reports to the Communication Manager who is responsible for the center operations.

Assessors reviewed all standards and found them to be in compliance. Agency files were found to be well organized and well documented and personnel were very helpful when questions arose. The agency is fortunate to have Bill LePere as the Communication and Accreditation Manager. His background and experience as a former Police Administrator is a benefit to ensuring processes are in place and procedures are consistent and professional.

The agency has worked diligently to embrace not only the letter, but also the spirit of the standards. This is obvious in their preparedness for unusual occurrences as evidence through their successful mitigation and recovery from both a complete CAD system failure and 9-1-1 system outage.

All comments received concerning the agency were positive, stressing cooperation and professionalism in providing services to their stakeholders. Interviews with public safety partners were extremely positive and further emphasized the agency's dedication to providing excellent service. Interaction with agency personnel confirms the commitment to serving the City of Lakeland is held throughout the organization.

Respectfully Submitted,



ZETA FAIL
Team Leader
April 10, 2016