

**MINUTES OF THE SPECIAL MEETING  
OF THE LADY LAKE TOWN COMMISSION  
LADY LAKE, FLORIDA  
April 9, 2009 6:00 P.M.**

The Special Meeting of the Lady Lake Town Commission was held in the Town Hall Commission Chambers, 409 Fennell Blvd., Lady Lake, Florida, with Mayor James Richards presiding. The meeting convened at 6:00 p.m.

**CALL TO ORDER:** Mayor/Commissioner James Richards

1. **ROLL CALL:** Tony Holden, Commissioner, Ward 2  
Ty Miller, Commissioner, Ward 3  
Ruth Kussard, Commissioner, Ward 1  
Paul Hannan, Commissioner, Ward 4  
James Richards, Mayor/Commissioner, Ward 5

**STAFF MEMBERS PRESENT:** Bill Vance, Town Manager, Chief Ed Nathanson, Police Department; Lt. Lori Davis, Police Department; Guy Shields, Human Resources Director; Kristen Kollgaard, Town Clerk; and Jayne York, Staff Assistant to Town Clerk

2. **Discussion of Police Audit Results (Guy Shields/Dr. Ernie Scott, Jr.)**

Guy Shields, Human Resources Director, stated that almost a month ago he came before the Commission and asked for \$2,000 to contract out an audit on the Police Department. He explained why at the time and also had an individual in mind to use. Dr. Ernie Scott spent 3 days and evenings with the Lady Lake Police Department on different shifts in different areas. Mr. Shields stated that they were not going to read the 30-page report (on file in the Town Clerk's office) but would discuss Dr. Scott's recommendations and that Dr. Scott would answer any questions.

Dr. Scott stated that he hoped he had provided to the Commission all of the information that they needed in advance and would be glad to answer any questions. He pointed out that this report is based on a snapshot; he was only here 3 days and there could be history and other factors that he doesn't know about that could change what he would recommend.

Commissioner Hannan asked if the Commissioners could comment on what they had already read prior to Dr. Scott reviewing the recommendations. He commended Dr. Scott for going into nooks and crannies that had not even been thought about. Commissioner Hannan stated that over 80% of Lady Lake is in The Villages and he thinks there is no other town in Central Florida that compares to Lady Lake because of The Villages and that the people living in The Villages typically are older and retired. He finds it hard to compare Lady Lake to other cities statistically and added that he would like to know where the other Commissioners stand on each recommendation.

Bill Vance, Town Manager, stated that a lot of the positions of the Commission, as related to what is proposed, are going to boil down to affordability. At this point in time, money is going to play a significant part in whether or not the Commissioners can endorse some of these proposals. Mr. Vance commented that Staff is not into the budget process yet and he does not have any specific financial information as to what effect these recommendations are going to have on the next proposed budget.

Mayor Richards stated that this audit was done to see how the Police Department was doing and also for justification as to what the department is lacking and what its needs are.

Commissioner Kussard stated that this was an excellent report and thought that it was very inclusive. There was one statement from the report that she read and that was “the only overriding impression developed during the interview is that agency members are committed to keeping crime out of the town proactively versus worrying about how to fight crime reactively. This attitude is a tremendous asset to the Town and its citizens.” She stated that Chief Ed Nathanson has been saying all along that the Town has a very caring and dedicated police department.

Commissioner Holden stated that this was a very thorough report and very interesting and he stated that he agrees with most of it. He added that the ages of the majority of the citizens needs to be considered because there are a lot of retirees that do not require the police services that an average community might need.

Commissioner Miller stated he thought the report was very thorough and it gives the Commission some things to think about.

Mayor Richards stated that he liked a lot of the recommendations because he had concerns about where the problem areas were and where the staffing levels needed to be and what the department was lacking.

Dr. Scott stated that as to The Villages, it is built into the report that Lady Lake has a shift from The Villages being the predominant residential population to this commercial influx. He stated that it is clear that this is no longer Lady Lake sitting out here but will be part of the continuous stream of commercial and perhaps lower-income higher-density housing either adjoining the town limits or actually within the town limits. What he heard from the police officers repeatedly is that they are worried about this.

Dr. Scott also stated that what he expected to find here was a bunch of bored small-town cops but what he found were cops who really believe in this culture that has been built here – that being keeping the crime out. Dr. Scott stated that is unusual and that he certainly recognizes the elder, more well-heeled population which is a great service population. He also sees high density housing that may not have been here before; he stated that the apartment complexes for the most part are nice but not entirely upper crust and those can go to “heck-in-a-hand-basket” overnight if not monitored. These recommendations are geared to being prepared, maintaining the proactive community control that the Town has enjoyed and being prepared for what is an inevitable encroachment from people that are not wanted in the Town committing crimes.

Mr. Vance stated that another thing that Lady Lake is battling is that Lady Lake has become a destination; it's not just Lady Lake's population which has remained pretty constant over the last 5 years but the traffic counts now exceed those of Clermont (right outside of Orlando). A lot of visitors to Town or going through Town have created an increasing amount of work for the Police Department as well and that is another factor to consider.

Dr. Scott offered the following recommendations in his report:

❖ *Recommendation #1 – Consider creating a management-level, full-time administrative position with direct report to the Chief. This position could be non-sworn and responsible for research and development, planning, training administration, materials and supplies, policy review and development, overseeing Communications and Records and administering the alarm and traffic recovery programs, if implemented. It is recommended that filling this position be considered a top priority. The effect of creating and filling this position would be a reduction in concurrent administrative duties currently assigned to sworn personnel and the availability of an in-house resource for more complex research and analyses.*

Dr. Scott's opinion is that you don't pay the Police Chief to sit all day and try and crunch numbers; he is supposed to be leading the officers. Also, Dr. Scott's perspective is that the Town's growth and the department's growth is such that they need onboard someone who is going to figure out what is needed, do the scheduling and administering all of the many things that are going on. This administrative position, whether sworn or non-sworn, is a critical step in making sure that the department has data versus opinions that shows what really is needed in order to project budget and make personnel decisions in a much more intelligent fashion.

Dr. Scott added that there are a number of sworn officers who are performing administrative duties that could be spending that time on the road or doing other things that actually require some kind of sworn authority. In response as to whether a non-sworn person would be less expensive to the Town, Dr. Scott stated that person would be less expensive in terms of the package benefits – retirement, car, equipment, etc. He envisions that the Town will have to pay a pretty decent amount of money for a person with the right skill-set but the other advantage of the non-sworn person is that the Town has someone who is not responsible for directing traffic or dealing with personnel issues – their job would be strictly administration.

All of the Commissioners were in favor of creating this administrative position.

❖ *Recommendation #2 – Consider assigning both lieutenants to the Patrol rotations with more active roles in operations and less active roles in administration. This recommendation is contingent on the execution of Recommendation #1. Assigning lieutenants to the two Patrol rotations enhances operational focus and management presence; allows lieutenants to either formally or informally train/coach new supervisors; provides greater flexibility in scheduling supervisors for training; and provides increases in the sworn strength.*

Dr. Scott explained that this would allow two more officers on the road or to be available to back up the road and this would be an important benefit since the Town has a relatively young group of sergeants. The Town does not have a large enough agency to have an official sergeants training program necessarily, so his perspective is that those patrol sergeants need to have someone always available to mentor them or to provide informal training, counseling, coaching, etc. He stated that the 2 lieutenants would split on rotation which is sometimes called a Watch Commander system and that this would be entirely appropriate for this size of agency in this environment. In addition, the lieutenants could be the liaison with loss-prevention entities and proprietors in the retail trade because they are already out there.

All commissioners also agreed with this recommendation.

❖ *Recommendation #3 – Conduct calls for service analyses. An in-depth call loading analysis will help develop a better picture of the true workload based on the distribution of calls by day/time, time on calls and number of officers required. These analyses will be of value in both hiring and assignment decisions.*

Dr. Scott pointed out that each agency and each service population is different – The Villages is certainly different than Leesburg or Eustis or Orlando – so no single statistical measure can be used to make informed decisions as to how much money the Town wants to spend, how many officers are needed, etc. A “calls for service” analysis simply states the days and times where the activity is the lightest and the heaviest so Staff can be scheduled accordingly and intelligently when most likely needed. It is predicted that the lowest number of calls for service will be between 4:00 a.m. and 6:00 a.m. on most days. He also stated that the Police Department will be updating the CAD-RMS shortly and maybe the vendor could build some custom routines for the Chief and the lieutenants to see where the call loads are and allow that information to be available on-going.

❖ *Recommendation #4 – Conduct Job Task and Workload Analyses for the following positions: Detective Sergeant, Village Officers and School Resource Officer. These positions diverge from the bulk of agency personnel (patrol) and encompass a variety of primary and concurrent duties. A better understanding of the duties and workloads attendant to these positions will inform hiring and assignment decisions.*

Dr. Scott stated that he thinks everyone will be surprised as to how much the above mentioned officers do and that is why he has suggested doing this Job Task Analysis (JTA) to determine if anything can be reassigned or if an additional person is needed. He stated that HR personnel would probably be amply equipped to do this JTA since it's a pretty standard procedure for Human Resources personnel.

Commissioner Hannan stated that Dr. Scott's report indicated that the assignment of the School Resource Officer (SRO) to a single elementary school is an unusually generous arrangement and asked the Chief if the School Resource Officer had other duties when school was not in session.

Chief Ed Nathanson stated that when school is in session, the officer is there full time directing traffic in the morning and afternoon and patrolling the campus the entire time.

It's like an insurance policy and there have been several incidences on campus with fights, custody problems, lockdowns and ammunition on campus. An officer in an elementary school is not mandated so that is why Dr. Scott stated that it was an unusually generous arrangement – the Town chose proactively to staff that officer.

Dr. Scott stated that, in most jurisdictions, one officer covers several schools and also the school board is usually required to pay some portion of the cost of the officer.

Bill Vance, Town Manager, stated that just because it is considered generous to have a SRO at a school facility, that shouldn't mean that it should be considered unnecessary.

Dr. Scott stated that, in regard to The Villages officers, he expected the other patrol officers to indicate that job is for slackers but that is not what they said; it may be that more officers are needed in The Villages. He understands that they do a lot of things other than patrol so the recommendation is to try and find out what they really do and see if more officers are needed for that specialized assignment.

❖ *Recommendation #5 – Expedite the review and revision of high-liability policies; incorporate dissemination and discussion into in-service training. Inconsistencies in some officers' understanding of critical policies/procedures were noted during interviews.*

Dr. Scott stated that this is a housekeeping issue and that writing a policy manual is a hateful job and it is nearly impossible to stay on top of it. The problem is that a smaller agency has to have almost all the same policies as a larger agency and deal with keeping them updated and disseminated even though the smaller agency doesn't have the kind of personnel resources needed to pull that off as easily. It's a never-ending job and he recommends, rather than getting the whole manual out in the revised form, covering the most important bases and revising the high-liability policies if necessary and then disseminate the information directly back to the personnel accompanied with the in-service training and review to make sure that everyone is on the same page in regard to the critical areas.

The Chief stated that the revision of the policy manual is currently underway and will be available on share files to disseminate quickly.

Mr. Shields stated that HR is in the process of rewriting the manual and he believes that the Police Department is eliminating some of the duplicate policies; there will be one HR policy on-line and the police department will then have their police-related one so there is no need for duplicates.

Dr. Scott stated that the problem is that case law changes so quickly that it is difficult to keep the policy manual up to date. The Town does not want to be in a position where the officers have done something that may make good sense but conflicts with policy because the policy has not kept up with good sense.

❖ *Recommendation #6 – Consider increasing sworn strength by a maximum of four officers in 2009. This recommendation may appear to contradict lengthy arguments*

*regarding the complexity of hiring and assignment decisions. However, it was noted that – in general terms – some increase in staffing was seen as prudent. What remains unclear is how the addition of sworn personnel should be absorbed by the PD in terms of assignments and/or restructuring of assignments, duties and scheduling.*

*Two qualifications are added to this recommendation: First, if the Town does not intend to permit or encourage future growth and/or density, then additional sworn personnel may not be necessary. Second, it would not be prudent to hire four new officers and simply spread them across the Patrol squads – a variety of analyses are needed to make the best of new personnel.*

Dr. Scott stated that it would not be unreasonable to state that the Town will need 4 more officers over the next year from what he is seeing.

Mr. Vance stated that if Lady Lake can grow right now with the economy the way it is, obviously it is going to be a trend that is going to continue especially with the widening of CR 466 and the extension of water and sewer to Sumter County. There is more tax-basing responsible development expected to occur.

Dr. Scott stated that the Town could need 10 more officers depending on what is planned for the Town over the next year. The Chief has asked for 6 more officers this fiscal year and 2 or more next fiscal year but Dr. Scott stated that planning for 4 more positions this year, regardless of where they are going in the agency mix, would be prudent.

Mr. Vance stated that his and the Chief's positions are that the Town definitely needs more resources and more officers but the faster the administrative position is filled, the faster additional resources are created for in the field, referring to the Chief and the lieutenants.

Chief Nathanson stated that he spends 2 – 3 hours daily on the road now but does have some administrative work that he has to tend to in the office.

❖ *Recommendation #7 – Conduct an analysis of training needs; develop a training agenda and acquire adequate funding for in-service, outside, and executive/management training; develop an evaluation system for all training.*

Dr. Scott stated that he has no idea what kind of a training budget the Chief has to work with – he didn't look at that at all – and without spending a lot more time than he would have wanted to, he also doesn't know how much training has been rejected, what kind of training has been accepted or approved. The bottom line is that, like everything else, you get what you pay for. His perspective, if the Town can afford it and from what he has heard from the officers, is that it is going to cost some money. Some one will have to take the time to consolidate records and develop a strategic plan for a training agenda which is a lot of work planning and also administrating effectively. He thought about \$2,000 per officer would be a good foundation and enough to start a real solid training program. This can be complicated based upon the funds available and adjusting schedules especially when it is beneficial for a group or squad to attend so they know how to work as a team. He emphasized that the best training costs money.

❖ Recommendation #8 – *Proceed with acquisition of Tasers for all sworn personnel.*

Dr. Scott feels that Tasers should be virtually required equipment these days; he doesn't see a downside to them. They will cost the Town some money but they really work and will reduce suspect injuries as well as officer injuries – that has been shown time and time again all across the country.

Commissioner Hannan stated that up until last December, Tasers have killed over 330 people in the United States and he personally is against Tasers. Because 80% of the Town's taxpayers are seniors, he hates to see the police on his street with Tasers.

Chief Nathanson stated that this community has been referred to as the "retirement community" but he reminded the Commission that the past 5 shootings that have involved the Police Department have been with people 65 or older. He doesn't want people who live in a retirement community to have a false sense that nothing is going to happen there. He pointed out several incidents including the one where Deputy Brian Lintz from Marion County was shot and killed by a 72-year old man in a gated community and he was not shot by a teenager gang banger; he was shot by a retired well-respected senior citizen.

Commissioner Hannan stated that he thinks good training comes into play here also – as far as he is concerned, officers that are trained well with the equipment they have today would suffice.

Town Manager Bill Vance stated that what the Chief and the officers need is another option; if all the officer has is a gun to combat a gun, the only option is to shoot somebody to slow them down. If you have a Taser, you have another potentially non-lethal option.

Chief Nathanson cited another incident that happened in The Villages where there was a standoff with a man who was barricaded in a house and had an array of machetes, knives, daggers, etc strategically laid out on his bed. This man's father was contacted and was called to help; the father said he was scared of him and had never seen him like that. When the man went for the weaponry, the decision was made to use a Taser on him (by the County). The father was thankful that his son was not shot or killed. If it wasn't for the Taser from the County, the officers would have had no choice but to defend themselves because the department doesn't have an in-between weapon. The Chief stated that some of police work is training and education and some of it is tools and equipment and added that they are just asking to protect the citizens and the officers as well and need that in-between weapon.

Mr. Vance stated that this will be discussed more during the budget process.

Commissioner Kussard stated that, personally, Tasers scare the "daylights" out of her; however, she thinks that there is a totally difficult type of criminal out there now and unless the Police Department has the proper equipment to deal with the criminals, the officers are at a loss.

Chief Nathanson stated that if the citizens are willing to hurt the police and bring their own tools to the fight, the department needs a chance; the “use of force” matrix always allows that the police department can “one up” anybody. He stated that you hear of the 300 people who died from the use of Tasers, but how many people were killed with guns last year but yet the officers carry guns and don’t use them all the time. It is a necessary insurance policy – better that we have it and not need it than need it and not have it. Give the department the crime-fighting tools needed to keep the officers and community safe. Policies will dictate how the Tasers are going to be used. The Police Department is trusted with vehicles, pistols and shotguns every day; this is just another crime-fighting tool that has less lethal force but will give the department a more controlling factor to resolve a situation as expeditiously and safely as possible.

Commissioners Kussard and Holden and Mayor Richards stated that they all agree with Tasers.

Dr. Scott stated that Tasers have proven themselves and the research is ample; he added that there are a lot of controls built-in. He is clearly an advocate of Tasers stating that they will save the Town money and pain down the road.

❖ *Recommendation #9 – Proceed with a phased acquisition of long rifles.*

Dr. Scott stated that long rifles and militarization of the police is a big topic. He commented that the only place that he differed with the Chief in terms of the Chief’s 18-month plan is that he feels the long rifles can be phased in so they are available to 2 or 3 officers each rotation. This is where society is going and the Town is not immune from it.

Mr. Vance stated that the discussion during the budget process will be about whether the Town should be in the public safety business or not; if so, it can’t be done halfway – it has to be done 100%, meaning that the police department needs whatever is necessary to deal with the potential for a worst case scenario or the Town needs to get somebody else to do it.

Chief Nathanson stated that he is not opposed to a phase-in of long rifles but each rifle is individually serial numbered and each person has to qualify with the exact weapon that has been sighted for them. He is not necessarily in favor of everybody checking out a gun because it would not be sighted for that person and added that certification is needed to qualify with that weapon. The Chief stated that his ultimate goal is to arm everybody.

❖ *Recommendation #10 – Create a case tracking system that monitors prosecution outcomes and any gaps in case preparation.*

Dr. Scott stated that this is an administrative matter. There were no complaints from the police department about the State Attorney in this circuit. There are a couple of things in case tracking that helps identify where more training is needed in the agency. Dr. Scott stated that he had an experience where case tracking was necessary because he needed evidence to be able to go to the State Attorney and tell him that his Assistant State Attorneys were slackers and were dumping cases that didn’t need to be dumped. He

stated that this is pretty easy to do and is really a minor administrative matter. For example, if search and seizure training is a problem and the department is tracking cases and finds out that they are losing cases in suppression hearings when you shouldn't be, it helps to target that kind of training to avoid that for the future.

❖ *Recommendation #11 – Establish a liaison officer(s) with commercial entities and loss prevention organizations; consider development of a “Business Watch” or similar commercial crime prevention program. This recommendation is not offered with the intent of creating a new position. If lieutenants are shifted to Patrol rotation, they could share these duties as appropriate agency representatives. Alternatively, if Village patrol staffing is increased, crime prevention (residential and commercial) would be an appropriate concurrent duty.*

Dr. Scott commented that he visited Spanish Springs Town Square on a Monday night and a Wednesday night and his brief observations were that a lot of people in The Villages live in a fantasyland about crime which is good because they feel safe but it is bad because they are not thinking that anything could ever happen to them. He is concerned about older people out late at night “puttsing” around in dark places in their golf carts waiting to get robbed.

Dr. Scott stated that his belief is that not only should there be crime prevention with citizens but also among the businesses that cater to the citizens. The police department needs to try to mold the businesses and thereby do some kind of trickle down to their clients/customers into thinking a little more about crime prevention, target hardening, etc. During interviews, the police officers complained about businesses having absolutely no sense on how not to get robbed – running around with their money bags, leaving their doors unlocked, etc. – that is some target hardening that can be dealt with but it will require some work. The lieutenants could help with this. The big box stores have sophisticated loss prevention and are on top of it. It's the smaller businesses and shops that need to start thinking more about not being crime victims and by doing so, helping the residents not be crime victims.

Chief Nathanson stated that the department also runs into issues where merchants don't care or don't respond when their doors are found open at night. Even worse, the department catches the shoplifters, makes the arrest and then the merchants do not want to prosecute.

Dr. Scott stated that it is a pretty cheap investment to do some kind of commercial crime prevention effort – it could be suggested to the merchants who help support the Town that the first time one of the seniors gets thumped and robbed on the Town Square is going to be bad; the second and third time it happens, they will see their business dry up. As the Chief pointed out, it is worth making sure the resources are available in the Police Department to encourage some kind of commercial coordination for crime prevention.

❖ *Recommendation #12 – Begin development of a long-range facility plan to accommodate anticipated growth. PD growth forecasts depend on the Town's general attitude and predictions about its growth rate, volume, density and mix. If Town growth is anticipated, the PD's facilities must be grown in a concurrent fashion.*

Dr. Scott commented that if the Police Department is going to grow, more room is needed facility-wise as everyone is well aware of.

❖ *Recommendation #13 – Consider obtaining agency-level law enforcement accreditation which is a long and expensive process and should be undertaken with eyes-wide-open. National accreditation through CALEA (Commission on Accreditation of Law Enforcement Agencies) and/or state accreditation through CFLEA (Commission for Florida Law Enforcement) provides some important benefits to the PD and the Town. The most important benefit is that the PD, if accredited (and remains accredited), will have been certified as meeting nationally-accepted, best practice standards for police agencies. The standards are adapted to agency size and context. The Accreditation and re-accreditation process every few years ensures that agency standards remain high and consistent, regardless of changes in Town government or PD leadership. In addition, accreditation may improve the PD and Town's position in defending against claims, and there is evidence that accreditation reduces insurance and self-insurance costs.*

*Accreditation is time-consuming and expensive. The PD would probably need one knowledgeable FTE for one or two years to serve as an accreditation manager. A number of Florida agencies the size of Lady Lake PD have become accredited and these agencies would be the best source of information/perspective about the cost/benefits of accreditation.*

Dr. Scott stated that accreditation is a tremendous amount of work and it never ends once it starts. The benefit is that, by remaining accredited, the agency is always at a nationally accepted standard for the way it does its business. He endorses being accredited as it keeps the agency where it needs to be; he added that it is something that needs to be examined very carefully before jumping into it and it requires some specialization.

Mayor Richards asked if there were any further comments after going through the recommendations.

Commissioner Hannan stated that the idea of the Traffic Accident Recovery Program sounds good and thought it would be a good thing for the Town if it could be mimicked after the Ocala program. He added that Dr. Scott did a great job on the audit.

Commissioner Holden stated that it was an excellent presentation.

Commissioner Miller stated that he thought Dr. Scott had done a fantastic job.

Mayor Richards stated that the report was excellent but there were several areas that he had questions about. He asked Dr. Scott to explain the chain of command and how it works for the Lady Lake Police Department.

Dr. Scott stated that especially for smaller police departments, the chain has to be flexible because there are only so many people to get things done and there is not necessarily time to deal with a formal chain all the time.

Mayor Richards asked Dr. Scott if this was something that he did look into to try to understand the inter-workings of the police department.

Dr. Scott stated that he didn't hear anything about the chain of command being a problem and being destructive to the agency.

Mayor Richards asked about an "open door policy" and how it works in Lady Lake or if they have one.

Mr. Vance stated that the Town has an "open door policy" across the board, no matter what department. An employee who has a problem takes that problem to their immediate supervisor. If the employee and their immediate supervisor cannot resolve the problem, the two go to the next level and so on and it could lead all the way up to the Town Manager. He stated that each department head is responsible for their independent department and if they cannot resolve the situation within their department, the manager is the last stop. It goes all the way up the chain with everybody involved together so there is no confusion as to who said what when.

Mayor Richards stated that he was looking for something in Dr. Scott's audit report regarding the matter on how things are reported and if accepted policies and procedures were followed.

Guy Shields, Human Resources Director, had a current organization chart for the police department that was not included in the report but pointed out that there is a gap in the police lieutenant administration right now. He also stated that when there are issues, they are brought up through the chain of command.

Mr. Shields stated that this meeting was set up for discussion and that Staff was not asking for money or people at this time. He wanted the input from an external source with the experience so everyone could come back to the Commission with a recommendation whether it is in the budget next year or pre-budget or whatever.

In addition, Mr. Shields stated that Staff has been discussing the reorganization of the chain of command if the management-level administrative position was added and added that this is something for the Chief to work on. Mr. Shields also mentioned that there are 400 retired police officers in The Villages and there is the possibility of hiring some of these ex-officers to work on a part-time basis as community officers to support the sworn officers at accident scenes, etc.

Mr. Vance stated that it has also been discussed about strengthening ties with the Village Watch and Staff will follow up on that.

Mr. Shields stated that the community officer positions would be paid positions, not volunteer – they will be part-time employees of the Town with no benefits and 4 community officers can be staffed for the price of one police officer.

Mr. Shields stated that these are some of the things that Staff has discussed and will bring back to the Commission.

Mr. Shields stated that he is not coming back to the Commission to ask for more money for another audit. He thinks that with what the Town has and if some of the recommendations are followed, another audit is not needed right now and there is no sense in spending the money. As the budget process moves forward, Staff will get a feel for what the Commission will fund, what is needed and where we are going. He stated that he appreciates dealing with Dr. Scott – it was an interesting time. An analysis of the workforce can be done by HR but not when they are cops because there are different rules and that's why Staff wanted Dr. Scott to do the audit.

Mayor Richards asked Dr. Scott if it was explained to him why the Police Department is down one lieutenant to which Dr. Scott responded yes. The Mayor then asked Dr. Scott at what point in the process was that explained to him. Dr. Scott stated that he saw media reports even before he sent his contract to the Town and he also talked to a number of officers in that regard.

Mayor Richards stated that he realized medication was involved and a suicide note and that there were concerns on Lt. Wadkins part in regard to the way business was being conducted in the Lady Lake Police Department.

Commissioner Hannan stated that the Town Attorney was not present but asked if it was proper for the Commission to be discussing this at the meeting.

Mayor Richards stated that it was public information – it was in the newspaper several times and he had a stack of papers that had been sent to him. He stated that the reason he brought this up is that SOP's need to be looked at as well as whether policies and procedures are being followed. In doing an audit of an operation to make sure they are responding to the needs of not only their employees but the community, you need to look at how they handle and disseminate things. The Mayor also stated that Dr. Scott, in his report, indicated that the employees seem to be happy and not asking for more money (which is sometimes an indicator of dissatisfaction) but went on to say that the officers were asking for more help. Nowhere in the report did it mention this incident which is a major thing. He also asked Dr. Scott if he had been told about the officer who was still on probation and was let go (which the Town had every right to do). In addition, he stated that there have been some questions regarding the anonymous letter and the suicide note; he thought the parties that were called out in the suicide note should not have been a part of the audit process. The Mayor asked Dr. Scott how he handled all of that in the audit report.

Town Manager Bill Vance stated that he was confused as to what the Mayor was actually asking just because somebody puts together some information prior to deciding to take their own life; that would mean that those individuals, just due to that one individual's perception, should not be involved with a business audit of the police department.

Mayor Richards asked Dr. Scott if the suicide note and the anonymous letter were made available to him and if that was factored in.

Dr. Scott stated that a number of people, if not all, that he spoke to were clearly affected by this and some more deeply and personally than others. He pointed out that suicide is

never a rational act and you can't assign some rational process of thinking to justify that decision. He doesn't see investigating that or trying to rationalize it as part of what the Town has paid him to do. He mentioned in the report that he certainly kept his ears and eyes open with everyone that he spoke to about all the grievances and grudges that can be found in any organization no matter how large or small. He didn't see that as affecting what he saw as the big picture. He's not certain it would have been relevant. His only concern and opening words to the Chief, given this environment, was to make sure that he was coming in to do an objective audit and he stated that he would not have taken the job had he thought anything other than that was expected. He told the Chief when he walked in, if he thought this was a hatchet job, he wouldn't have taken it. Dr. Scott added that there is some grief and hurt, etc. attentive to the suicide situation but he doesn't see it as being relevant for what he was asked to do.

Mr. Vance stated that the anonymous letter was directed to the Police Chief; he is responsible for his department and he dealt with the anonymous allegations as he felt he needed to.

Commissioner Hannan stated that he personally didn't read the letters – he didn't feel he was qualified to make judgments on what was in the letters. He returned both letters; he felt the whole situation was in the hands of Human Resources and the Police Department and that the Commission didn't really need to know the details.

Mr. Vance stated that it was an education about police officers on medication; he doesn't know any specifics but he has plenty of questions as to whether or not police officers taking certain medications should be back on duty. There was a doctor's release but this did not prevent outside influences having what he deems a tragic effect.

Dr. Scott stated that he did not see a lot of intrigue going on in the Lady Lake Police Department. He saw a good core group of people committed to what they were doing and the recommendations that he made will hopefully help the department to make the leap from where it has been to where it needs to go.

Commissioner Hannan stated that, in the Chief's 18-month plan, a chart indicated a spike in the number of medical calls the department responded to. He asked if there are any alternatives to the police responding to medical calls.

Dr. Scott stated that the other option is not to respond but this is part of the service that the residents get and apparently like.....

**The tape was changed to Tape #2 at 7:35 p.m.**

Commissioner Hannan asked if there are other agencies that respond to medical calls rather than the police.

Dr. Scott stated that when a 911 call comes in, the dispatcher transfers it if it is medical and also dispatches an officer if one is available. The Chief can speak as to why an officer is dispatched. He added that it does draw down the police resources but there are some advantages to having a cop present even though it is not a crime issue.

Chief Nathanson stated that the Police Department responds to medical calls because the department is a community agency. In a lot of cases, the police are needed to get into the residence, contact other people or direct traffic so they might as well respond at the beginning of the call.

Commissioner Hannan asked if the Police Department had any defibrillators and if they were in the patrol cars.

The Chief stated that the department owns 9 and that when the batteries are up, they are in the patrol cars. The defibrillators were acquired through grants over the years; a couple of years ago through the American Heart Association, the batteries were replaced which are very expensive at a cost of \$300 + each. When batteries are purchased in a group, then the batteries are going to die at about the same time. There are a few defibrillators up right now and the rest of the batteries are on order and the defibrillators will then be back into the cars.

Mayor Richards brought up another point in Dr. Scott's report, that being the large amount of time that is needed to process someone who has been arrested. He suggested that there might be an opportunity for savings if the Sheriff's Dept. had a substation in the holding cells at the Lady Lake Police Department or a paddy wagon that just transported people back and forth so the sworn officers wouldn't have to go all the way to Tavares and lose 3 or 4 hours; this would allow the department, staffing-wise, to have the officers available for more time on the road.

Chief Nathanson stated that he has met with the Sheriff and that is something that is being bantered around but he doesn't know how that will turn out.

Mr. Vance stated that the Town is lucky to have a jail facility at the Police Department and he thinks there is some kind of opportunity to work with the Sheriff's Dept. in regard to some kind of satellite office. Those are good ideas and will be investigated.

Commissioner Holden questioned whether defibrillators in police cars are effective because of the steps that you have to go through in order to use one.

The Chief stated that the AED's are calibrated prior to the shift just like the radar units. If the need arises to use one, the AED's talk you through it and will tell you if you should deploy it. He added that the Police Department's job is to get there as expeditiously as possible and they are hoping that the EMS and paramedics are right behind them.

Commissioner Kussard thanked Dr. Scott for his excellent report and stated that it will now be up to the Commission to take the recommendations under consideration.

Mayor Richards stated that he was glad that the report went into the depth that it did because last year prior to budget, the Commission needed some justification as to how to do it and where the people are needed. He thanked Dr. Scott for pointing the Commission in the right direction.

**3. Discussion of Proposed Ordinances for Red Light Cameras, Alarm Response  
Fines and Traffic Accident Recovery**

Bill Vance, Town Manager, announced that Item # 3 would be postponed and brought back to the Commission on a near future agenda.

There being no further discussion, the meeting was adjourned at 7:45 p.m.

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Kristen Kollgaard, Town Clerk

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James Richards, Mayor

Minutes transcribed by Jayne York, Staff Assistant to Town Clerk