

# LAKE WORTH POLICE DEPARTMENT



## 2020 ANNUAL REPORT



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## MESSAGE FROM THE CHIEF

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In a year that has been challenging for so many, I am proud of the commitment and compassion shown by the men and women of the Lake Worth Police Department. Despite being faced with a global pandemic, our staff accomplished what many would have deemed impossible. And while many cities across the country faced skyrocketing crime, civil unrest, and broken police trust, we did not.

In December of 2019, I proposed a one-year strategic plan with four main objectives: reorganize the department; refine internal processes, procedures, and personnel; correct institutional deficiencies; and complete the Texas Police Chiefs Association best practices recognition program. A year later, I am delighted to report that we accomplished all of our objectives. But that is not all.

In 2020, the Lake Worth Police Department reduced overall crime by 11% and property crime by 20%, including a 68% reduction in burglaries and a 16% reduction in theft. Motor vehicle crashes decreased by 22%, and arrests for impaired driving rose 88% from 2019. Violent crime was solved at a rate twice the national average, and property crime at a rate three times the national average. After a detailed review of our performance, I can confidently say that the City of Lake Worth, its citizens and visitors are safer today than ever before.

Legendary football coach Tom Landry said, *"You get what you demand. You encourage what you tolerate."* At LWPD, we demand excellence and tolerate nothing less. Our goal is to provide the highest levels of service and protection possible in every encounter. That means relentlessly pursuing those who wish to harm people who live, work, and pass through our community, all the while going beyond simple courtesies to ensure each person we meet is treated with the dignity, respect, and professionalism they rightly deserve. We cherish our community's trust, and we will protect it at all costs.

It remains my distinct honor to serve as your police chief. I am proud of where we have been and I am excited about where we are going. As our community evolves, I commit to leading the Lake Worth Police Department into a new era of policing. As always, thank you for your continued trust and support.

Humbly in your service,

*J.T. Manoushagian*  
J.T. Manoushagian





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## FLATTEN & REORGANIZE DEPARTMENT STRUCTURE

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In January of 2020, the department's organizational structure was reorganized and flattened. The positions of Assistant Chief of Police and Field Operations Lieutenant were converted and replaced with the positions of Field Operations Commander and Support Services Commander. This change eliminated unnecessary hierarchical conflict, balanced the span of control for mid-level supervision, and increased communication across the department.

The supervisory position of Detective Sergeant was converted to Special Operations Sergeant and replaced by a line-level Detective position. With only two subordinate detectives, the supervisory position of Detective Sergeant was found to be unnecessary. The department's three detectives are now supervised by the Commander of the Support Services Division.

The positions of City Marshal and Special Operations Sergeant were created. An existing position was converted to create the City Marshal's position and a new position was created for Special Operations Sergeant. The City Marshal splits time between the police department and the municipal court and is responsible for the following: bailiff duties, municipal building security, jail administration, and sex offender registration. The Special Operations Sergeant supervises the Traffic Unit and the department's School Resource Officers. The Sergeant is also responsible for administering traffic-related grants and coordinating all traffic-related criminal investigations.

The positions and responsibilities of Administrative Assistant and Property/Evidence Technician were previously combined; however, a third-party audit indicated the need to have a full-time Property/Evidence Technician. The position of Administrative Assistant was eliminated, allowing for the position of Property/Evidence Technician to become full-time in accordance with the audit's recommendations.

The position of Communications Supervisor was converted and replaced with the position of Communications Manager. The new title more accurately reflects the mid-level nature of the position and comes with a significant increase in managerial expectations. This conversion was also in line with the recommendations of a third-party audit.



The position of Professional Standards Officer was converted to Training Coordinator. (Professional Standards, normally known as internal affairs, is responsible for investigating internal complaints against police employees.) Due to a low number of complaints, it was determined that this was an unnecessary full-time position. It was also discovered that the duties being performed by the person in the position were more consistent with that of a Training Coordinator than that of Professional Standards Officer. Therefore, the full-time position was converted to Training Coordinator, and the duties and responsibilities of internal affairs investigations will now be assigned by the Chief of Police as needed. This conversion more accurately reflects the duties already being performed by the position and places emphasis on the importance of exceptional, quality training for the department's members.

A second School Resource Officer (SRO) was also added in 2020 to support the Lake Worth Independent School District. Both SROs are currently assigned to the Lake Worth High School.

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## REFINE INTERNAL PROCESSES, PROCEDURES & PERSONNEL

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After reorganization, the department was well-positioned to refine its internal processes, procedures, and personnel. Dealing first with process and procedures, department leaders undertook the daunting task of completely rewriting the department's policy and procedures manual. Previous manuals were outdated, incorrectly formatted, and not commensurate with the best practice recommendations of the Texas Police Chief's Association.



The department utilizes PowerDMS, a document management software, to manage its policies and procedures. When a new policy is published, department members receive a notification on their mobile devices and department email. After reading the policy, members are tested to ensure they have read and understand the information. Then, each member acknowledges the policy by electronic signature. A record is kept of every signature and test.

Using PowerDMS, department members are able to easily search all department and city policies. The search feature gives members the ability to access information from the field, office, or even their home. Timely, efficient access to policies and procedures gives members the opportunity to quickly consult the department's written



directives and make informed decisions almost anytime, anywhere (situation permitting).

Over the course of 12-months, department leaders authored more than 550 pages, or more than 150,000 words, to bring the department's formal guiding documents up to date. With such a substantial amount of information, it was crucial that the information in the policy and procedures manual be easy to understand and accessible by department members and the public.

Beyond making the department's policies and procedures available to our department members, leaders went a step further and made relevant portions of the manual publicly available via the department's website. A tab titled, "[Trust Through Transparency](#)" was added to the department's website and includes access to the policy and procedures manual, the complaint and commendation process, historical department reports and more. (To view the Lake Worth Police Department's policy and procedures manual, click [here](#).)

Personnel refinement included professional development training along with mandatory rotations for those occupying certain positions for long periods of time. Mandatory rotations help prevent professional stagnation and promote internal opportunities. The rotation of personnel was synchronized with the reorganization effort so that both occurred simultaneously. Since implementation, productivity has increased significantly.

Several leaders within the department continue to pursue refinement through professional development. During 2020, two leaders graduated from the Institute for Law Enforcement Administration's (ILEA) School of Police Supervision and one graduated from the Law Enforcement Management Institute of Texas (LEMIT). Multiple department members continue to work toward advanced degrees at the undergraduate and graduate levels at Universities across Texas. Others have enrolled in upcoming training or professional development including: Leadership Command College at LEMIT, the FBI National Academy and the Senior Management Institute for Policing (SMIP).

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## MITIGATE & RECTIFY PROBLEMATIC INSTITUTIONAL DEFICIENCIES

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Prior to making any major change to department operations, department leaders commissioned three independent, third-party audits of the following areas:



training and personnel, communications, and property/evidence. Below is a brief synopsis of each audit and its findings:

#### Texas Commission on Law Enforcement Credentialing and Training Program Audit



At the request of Chief Manoushagian, the Texas Commission on Law Enforcement (TCOLE) conducted two separate audits: a credentialing audit and a training program evaluation. During a credentialing audit, an agent from TCOLE physically examines documents such as firearms qualifications, employee discharge submittals, background investigations, officer appointments, etc. ***Upon review, the credentialing audit revealed four minor clerical errors which were corrected immediately.***

The Lake Worth Police Department operates as a TCOLE contract training provider. Under provisions of the contract, Texas Occupations Code and the Texas Administrative Code, the Commission may visit and inspect training providers conducting law enforcement training, and the Commission may make evaluations to determine if the provider is in compliance with Commission rules and state law. A comprehensive on-site evaluation was completed, during which six (6) key areas were reviewed. ***After a complete on-site physical review by TCOLE, no discrepancies were noted during the training program evaluation.***

#### Organizational Assessment from The Healthy Dispatcher

At the request of Chief Manoushagian, the City of Lake Worth City Council authorized The Healthy Dispatcher to conduct an organizational assessment of the communications (dispatch) center. The assessment included: anonymous organizational climate survey; one-on-one, face-to-face interviews with select team members; review of recruitment, hiring and training practices; and standard operating procedures (SOPs), and examination of the center's current metrics, (turnover, trainee success rate, call service levels, substantiated citizen complaints, dispatch time, QA scores, quality of training hours, etc.). The information was then measured against industry benchmarks and analyzed with focus on performance, turnover, culture, and risk/liability.

Using the information and analysis from the assessment as a road map, vast improvements have been made in the communications center over the last 12 months. The Communications Supervisor position was converted to Communications Manager in accordance with the assessment's recommendations. An internal promotion was made to fill the position. ***With new leadership in place, performance and professionalism within the communications center has improved exponentially.***





Below is a brief list of communications center accomplishments for 2020:

- 1) Seamlessly transitioned to Motorola (Spillman) FLEX CAD/ RMS system
- 2) Integrated phone lines (emergency and non-emergency) to streamline dispatching through a headset for efficiency and ease of use
- 3) Developed standard operating procedures for the entire communications center in accordance with recommendations from the Association of Public-Safety Communications Officials (APCO). SOP publication and assessment by APCO is pending
- 4) Rebranded and professionalized the communications center through the development of a communications-specific logo and uniforms.
- 5) Hired two experienced communications center personnel, which added experience and professionalism
- 6) Mandated monthly training for all communications center personnel for consistent continuing education and professional development

#### Comprehensive Evidence Audit of Processes and Systems (CAPS)

At the request of Chief Manoushagian, the City of Lake Worth City Council authorized Evidence Management Institute (EMI) to perform a comprehensive evaluation of evidence operations at the Lake Worth Police Department.



The inspection and audit process involved four days on-site at the department. This process yielded two reports; a 23-page inspection report and a 35-page final audit report containing the full evaluation of evidence operations. Supporting documentation included over 30 document exhibits, six spreadsheets and 297 photographic exhibits.

The evaluator wrote:

*“The Lake Worth Police Department should be commended for its commitment to the difficult and complex task of improving evidence operations. The decision by the incoming administration to request an independent audit is a prudent one that will help safeguard the integrity of the entire Lake Worth Police Department by focusing on an important aspect of law enforcement that many other agencies neglect or ignore.”*

Since the evaluation, new integrated evidence management technology has been implemented in conjunction with the transition to Motorola FLEX CAD/RMS. The property/evidence policy was completely rewritten and now conforms to the Texas Police Chiefs Association’s best practice recommendations. Improvements have also been made to the process of evidence submission and destruction. Over the last 12



months, the property/evidence technician has disposed of evidence from more than 1,285 criminal cases. This effort has created a safer working environment in the property/evidence room and more space. Regular biannual audits of the property room are now conducted in accordance with TPCA best practices by an assigned department supervisor. The property/evidence room's security system was upgraded and now includes keycard-only access and enhanced door locks.

As discussed above, the Property/Evidence Technician position was converted to a full-time position and responsibilities have been added beyond those discussed above. The technician now submits evidence to scientific laboratories, limiting the number of people handling evidence and preserving chain of custody. The technician also manages the department's medication disposal for the Safer Communities program, which collected and properly disposed of approximately 175 pounds of medication in 2020.

The Lake Worth Police Department's property/evidence program will continue to evolve and improve according to best practice and departmental needs. ***The department's leaders remain committed to continuous improvement in property/evidence management.***

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## COMPLETE TPCA BEST PRACTICES RECOGNITION PROGRAM

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Over the last 12 months, the Lake Worth Police Department and its members have worked tirelessly to become "Recognized" by the Texas Police Chiefs Association under the Best Practice Recognition Program. The recognition program is a voluntary process whereby police agencies in Texas prove their compliance with 166 Texas law enforcement best practices. The best practices were carefully developed by Texas law enforcement professionals to assist agencies in the efficient and effective delivery of service, the reduction of risk and the protection of individuals' rights.

In 2015, President Obama established the President's Task Force on 21<sup>st</sup> Century Policing. In its final report, the Task Force focused on six key areas called "pillars". The pillars are: 1) Building Trust and Legitimacy, 2) Policy and Oversight, 3) Technology and Social Media, 4) Community Policing and Crime Reduction, 5) Training and Education, and 6) Officer Wellness and Safety. Through its pursuit of recognition by the Texas Police Chief's Association, the Lake Worth Police Department



has addressed each pillar and integrated the recommendations of the Task Force into the fabric of the department.

On June 16, 2020, President Trump signed Executive Order #13929 titled, “Safe Policing for Safe Communities”. Among other things, the Executive Order requires every law enforcement agency that receives, or has applied for, or intends to apply for federal funds to be “certified” by an authorized credentialing body. The Texas Police Chiefs Association Best Practices Recognition Program is one of two authorized credentialing agencies in Texas.

After writing more than 550 pages of policy, the department is proud to report that all requirements for recognition and DOJ certification have been met. A mock assessment was conducted in December and the department received high praise from the assessor. Although no official on-site assessment date has been announced, the



department has fulfilled all of the program requirements. Assessment will take place in early 2021, at which time the department expects to receive “Recognized” status by the Texas Police Chief’s Association and fulfill the requirements of DOJ Certification.

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## 2020 CRIME REPORT

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Using a data-driven approach to crime and traffic safety (DDACTS), the Lake Worth Police Department shattered expectations by not only accomplishing its strategic objectives, but also reducing crime and increasing traffic safety.

Based on the 2020 Uniform Crime Report (UCR), the Lake Worth Police Department is proud to report more than an **11% reduction in crime** in the City of Lake Worth. Crime reporting is typically split into two categories: violent crime and property crime. Violent crime consists of murder, rape (sexual assault), robbery, and assault. Property crime includes burglary, larceny (theft), and motor vehicle theft.

*“In 2020, the Lake Worth Police Department reduced overall crime by more than 11%.”*

Violent crime has been historically low in the City of Lake Worth and 2020 was no exception. Although violent crime did slightly increase in 2020, the percentages were not statistically significant. Therefore, the department has chosen to report violent crime data in raw form: 3 – Sexual Assaults, 8 – Robberies, 39 – Assaults, 0 – Murders, and 0 – Arsons. It is important to note that although there were instances of



violent crime in Lake Worth, LWPD's Detectives do a remarkable job of solving violent crime cases. In 2020, LWPD's Criminal Investigative Division cleared 93% of all violent crime cases it received. According to the FBI (2019), the national clearance average for violent crime in 2019 was only 45.5%.

*Property crime was down 20% in 2020, and LWPD's clearance rate was more than three times the national average.*

In contrast, **property crime decreased by 20%**. Burglaries decreased by -67.92% and thefts decreased by -15.81%. The only property crime to rise was motor vehicle thefts, which rose 100% from 2019 (12 cases in 2019 to 24 cases in 2020). Although the increase in motor vehicle theft is significant, it is not a problem unique to Lake Worth. Across the State of Texas, motor vehicle thefts have increased approximately 10%. As is the case with violent crime, LWPD's Detectives are incredibly skilled at solving property crime cases. In 2020, LWPD's Criminal Investigative Division cleared 68% of all property crime cases it received. According to the FBI (2019), the national clearance average for property crime in 2019 was only 17.2%.

Proactive enforcement and investigative efforts focused on organized retail theft played a dominate role in the reduction of theft cases. Through partnerships with businesses and collaboration with other law enforcement agencies, Lake Worth PD was not only able to reduce thefts, but also prevent thefts before they occurred. Likewise, proactive patrol efforts led to the drastic decline in burglaries. In 2020, several burglars were caught in the act of burglary, which rarely occurs.

The Lake Worth Police Department maintains that simply responding to calls for service is not acceptable. We must, and do, take a proactive approach to solving crime problems in our community. Doing so provides the excellent service and protection our community expects and ensures most crime victims in Lake Worth receive the justice they rightly deserve.

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## 2020 TRAFFIC SAFETY REPORT

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Based on a cost-benefit analysis conducted by the International Association of Directors of Law Enforcement Standards and Training (IADLEST), the average cost per crash in Lake Worth is \$263.41. **In 2020, the Lake Worth Police Department reduced the number of traffic crashes in the city by 22%**, saving approximately \$26,077 in time and resources.

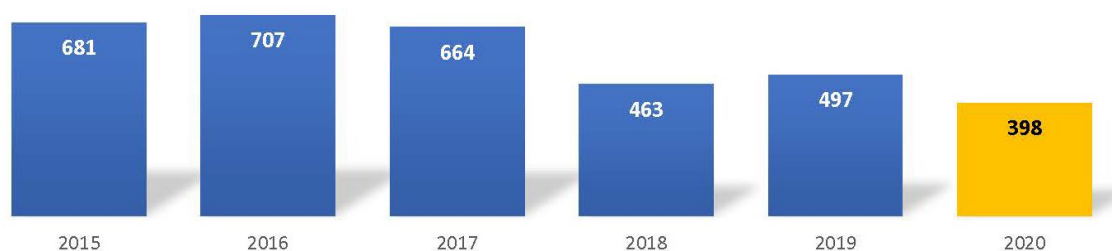




### Accidents by Month 2019 and 2020



### Accidents Compared to Past 5 Years



Approximately 7,295 traffic stops and 136 arrests for driving while intoxicated were made in 2020. LWPDP's traffic unit accounted for more than a third of all traffic stops and 45% of all DWI arrests. Sixteen traffic crashes were attributed to alcohol, drugs, or both in 2020. Unfortunately, Lake Worth's only traffic fatality in 2020 was a direct result of intoxicated driving. Due to the tremendous work of the Field Operations Division, not only were crashes reduced by 22%, but the number of DWI-related crashes remained low at 4%.

#### DWI Arrest

Misdemeanor	112	82%
Felony	21	15%
DUI Minor	3	2%

#### DWI Factors

Alcohol - Only	95	95%
Drugs - Only	2	2%
Poly Drug - Combination	3	3%
Pending Analysis	36	26%

#### How Factors Obtained

Consent Given	87	65%
Warrant Obtained	46	35%

#### Evidence Obtained

Breath	36	27%
Blood	97	73%

#### Average BAC

Average BAC	0.17
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#### DWI Crash

DWI Crashes	16	12%
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A historical review of DWI arrest data indicates an 88% increase in DWI arrests from 2019, and a 655% increase from 2017. That is to say that in 2020, Lake Worth PD Officers made more DWI arrests than the previous three years combined. The increase in arrests is attributable to the increased emphasis placed on traffic safety by the department.

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## FY2020 BUDGET REPORT

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### FY 2020 General Fund (GF):

*Total GF Budget:* \$2,694,528  
*Total GF Expenditures:* \$2,524,955 (~94%)  
***Total Under Budget (GF):* \$169,573 (6%)**

In FY20, the General Fund represented **68%** of the Police Department's total budget.

### FY 2020 Crime Control and Prevention District (CCPD):

*Total CCPD Budget:* \$1,266,135  
*Total CCPD Expenditures:* \$1,205,148 (~95%)  
***Total Under Budget (CCPD):* \$59,349 (5%)**

In FY20, the Crime Control and Prevention District represented **32%** of the Police Department's total budget.

### FY 2020 Combined Budget Totals:

*Total Budget (GF + CCPD)* = \$3,960,663  
*Total Expenditures (GF + CCPD)* = \$3,730,103  
***Total Under Budget (GF + CCPD)* = \$288,922**

In FY20, the Lake Worth Police Department was **7.3% under budget.**

With a focus on fiscal responsibility, the Lake Worth Police Department finished FY20 under budget, having accomplished all its goals and objectives. The majority of savings derived from job vacancies, but great emphasis was also placed on conservative spending throughout the year. Even as vacancies are filled and the economic outlook improves in FY21, department leaders remain committed to providing a high level of service to our citizens and visitors while pursuing appropriate and sustainable levels of spending.



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## NOTEWORTHY ACCOMPLISHMENTS

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*Sorted, scanned and destroyed more than 30 years' worth of accumulated paper records*

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*Brokered an exclusive partnership with Defender Outdoors, where all sworn department members have full access to Defender facilities and 100 rounds of ammunition per month*

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*Remodeled the secure parking lot, dispatch, and updated the administrative section of the police department*

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*Fully transitioned to Motorola FLEX CAD/RMS System*

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*Designed and implemented standard in-service training, revised pistol qualification course, provided refresher training in defensive tactics, handcuffing, and ground control*

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*Created the Public Relations and Outreach (PRO) Team*

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*Strengthened the partnership between Lake Worth PD and Lake Worth ISD*

*Implemented new key-management system that provides an at-a-glance audit of which vehicles are in use, increased security and reduced down time.*

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*Enhanced radio interoperability with neighboring agencies. Performed TDMA upgrades which expand radio access outside our immediate service area*

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*Created LWPD's first full-time Traffic Unit*

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*Continued to provide top of the line safety equipment to our members, including two new patrol vehicles*

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*Moved field training in to the 21<sup>st</sup> Century by transitioning to Agency360, a powerful public safety training platform that improves continuity and reduces liability*

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*Awarded 2021 TxDOT comprehensive Selective Traffic Enforcement Program Grant*

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*Became members of the Tarrant Regional Auto Crimes Task Force*



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## CONCLUSION

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*“Excellence in Service and Protection”*

LWPD’s guiding principle serves as the compass that guides the department. The phrase, “Excellence in Service and Protection” intentionally gives homage to the age-old police standard “to protect and serve” but goes beyond simply rendering service or providing protection. The overall expectations of the department have been intentionally elevated by requiring that excellence be carefully woven into everything we do. Excellence is now standard issue at LWPD.

Legendary Hall of Fame Coach Vince Lombardi said:

*“Gentlemen, we are going to relentlessly chase perfection, knowing full well we will not catch it, because nothing is perfect. But we are going to chase it, because in the process, we will catch excellence. I am not remotely interested in just being good.”*

The Lake Worth Police Department’s achievements in 2020 exceeded all expectations. Strategic objectives were achieved, overall crime was reduced, traffic safety was increased, and lasting business and community partnerships were forged . Although excellence was achieved, we remain keenly focused on our commitment to our community. Thank you for your continued trust and support. In 2021 and beyond, the Lake Worth Police Department will continue to provide excellent service and protection to our citizens and visitors.









