



FORT PIERCE POLICE DEPARTMENT

Staffing Study was conducted by the
Center For Public Safety Management
(CPSM)



Recommendation 1:

CPSM recommends that the department should continue to update its strategic plan.

Management Response:

Management concurs with this recommendation.

Implemented:

Partially implemented. The Police Department's strategic plan is interwoven with the City's strategic plan. The action items and due dates are as follows:

- SWAT Team proposal (submitted)– July 2025
- Gang Task force – Implemented – January 2025
- Gun Violence Reduction plan – Implemented – January 2025
- Drug Task Force – January 2025



Recommendation 2:

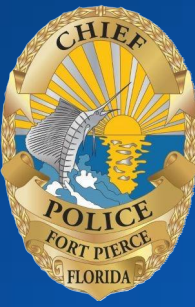
It is recommended that the department move forward with developing a detailed succession plan.

Management Response:

Management concurs with the recommendation. The Captains positions were created in 2025 but are now vacant due to retirements. Filling those positions will create movement through the ranks of sergeant and lieutenant. Additionally, retirements are anticipated at the rank of Deputy Chief creating promotions in 2025 and 2026. Established positions and structure are in place for succession.

Implemented:

Partially implemented. Projected implementation date of January 1, 2026.



Recommendation 3:

CPSM recommends a complete comprehensive review of all department policies or give consideration to again purchasing an already written and legally vetted policies from one of several private companies.

Management Response:

Management concurs with the recommendation. Currently, one half of the department's one hundred and seventy policies have been updated.

Implemented:

Partially implemented. Projected full implementation date using an internal or external source will be January 1, 2026.



Recommendation 4:

The department should consider applying for and receiving accreditation from Commission on Accreditation for Law Enforcement Agencies (CALEA).

Management Response:

This recommendation was considered and comes at a substantially higher cost than that of the Commission for Florida Accreditation (CFA). CALEA is recognized on an international level whereas CFA is recognized by the State of Florida, is a component of the FDLE and is best practices within the police industry unique to the State of Florida. The department will be evaluated under CFA in November of 2025.

Implemented:

Not implemented. CALEA accreditation and budgetary requirements can be evaluated after the current accreditation process is completed in November. Possible implementation by October 1, 2026.



Recommendation 5:

CPSM recommends that the two Majors be elevated to Deputy Chief positions to maintain consistency in the rank structure.

Management Response:

Management does not concur with the recommendation. This recommendation was based on the rank of Major answering directly to the Police Chief. Four Deputy Chiefs would create a top-heavy organization with unequal spans of control. Consistency of rank structure would be better achieved by the rank of Major answering to a Deputy Chief.

Implemented:

Not implemented.



Recommendation 6:

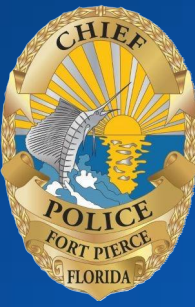
FPPD must begin developing, teaching, and mentoring its personnel to become the next leaders of the organization by providing them with the knowledge and experience so they can become good decision makers, and by pushing decision-making in the organization down to the ranks where the authority to make decisions is commensurate with their responsibility.

Management Response:

Management concurs with the recommendation. Currently we have a lieutenant, sergeant, detective, and an officer assigned to acting ranks above that are above their present rank. These persons are being mentored and trained for future promotion. Additionally, assignments such as field training officer and criminal investigations build responsibility, decision making, and competency for future promotion.

Implemented:

Implemented effective January 1, 2025.



Recommendation 7:

It is recommended that the department begin sending sergeants to supervisory training, and lieutenants and captains to leadership and management training.

Management Response:

Management concurs with the recommendation. Sergeants and lieutenants are currently enrolled or will enroll in training at Indian River State College- Public Safety Institute and/or FBI- Law Enforcement Executive Development Association. Classes include first line supervision, middle management, and command leadership. Future captains will be encouraged to attend FDLE's Florida Criminal Justice Executive Institute.

Implemented:

Implemented effective April 1, 2025.



Recommendation 8:

CPSM recommends increasing the number of detectives assigned to paid-on-call schedules.

Management Response:

Management concurs with this recommendation. Unable to implement at this time. The timeline for implementation of this recommendation depends on having adequate department-wide staffing.

Implemented:

Not implemented.



Recommendation 9:

CPSM recommends that FPPD add one civilian investigator to obtain and analyze digital evidence and directly support criminal investigations.

Management Response:

Management does not concur with this recommendation. A civilian investigator position does not exist in the police department structure. The types of cases that require the acquisition of digital evidence typically require a sworn position to view and analyze the data.

Implemented:

Not implemented.



Recommendation 10:

CPSM recommends the department dedicate the resources necessary to maintain the technology required to access modern cellular telephones and computers.

Management Response:

Management concurs with this recommendation. The department recently obtained resources to obtain and analyze digital evidence. However, advanced software is required for full implementation. That software has been requested in the FY 2026 budget.

Implemented:

This recommendation is 25% implemented. Projected full implementation date of January 1, 2026.



Recommendation 11:

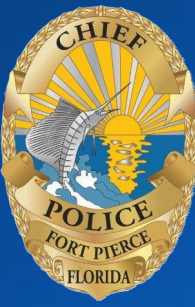
CPSM recommends the department consider moving one or more crime analysts to the detective unit (CID) to directly support investigations through digital forensics, data analysis, and other significant case support.

Management Response:

Management concurs with this recommendation that a crime analyst would be beneficial to CID in support of investigations and data analysis. This recommendation has not yet been implemented. The timeline for implementation of this recommendation depends on having adequate staffing.

Implemented:

Not implemented.



Recommendation 12:

In addition to moving an analyst and adding a civilian investigator for digital forensics, CPSM recommends that FPPD add a combination of two to three additional sworn or non-sworn investigators/detectives into the Criminal Investigations Unit.

Management Response:

Management concurs with this recommendation to add at least 3 additional sworn personnel to the Criminal Investigations Division. The timeline for implementation of this recommendation depends on having adequate department-wide staffing.

Implemented:

Not implemented.



Recommendation 13:

CPSM recommends that FPPD establish a sufficient annual training budget and allocate the necessary time for detectives to receive training in basic and advanced criminal investigations.

Management Response:

Management concurs with the recommendation. Pending approval of FY 2026 budget.

Implemented:

Not implemented. Projected implementation date of October 1, 2026



Recommendation 14:

CPSM recommends the department review possible reasons for low clearance rates in those specific areas and design an aggressive improvement plan focused on increasing the percentage of cases solved by the agency in those areas.

Management Response:

Management concurs with the recommendation. Detective supervisors routinely review all cases to determine the best course of action to obtain a clearance rate. There was an initial error by CPSM on the clearance rates. The discrepancy was identified and found that the correct clearance rates are in line with other agencies. CPSM agreed and corrected Tables 3-3 and 3-4.

Implemented:

Implemented



Recommendation 15:

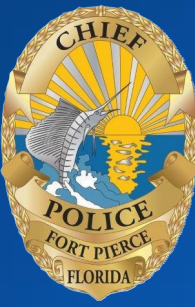
CPSM recommends that the FPPD develop a systematic way to dedicate at least a few resources and time to working on cold cases.

Management Response:

Management concurs with the recommendation. The timeline for implementation of this recommendation depends on having adequate department-wide staffing.

Implemented:

Not implemented.



Recommendation 16:

We recommend transitioning the sworn police officer position out of the Property and Evidence function and creating a civilian supervisory position for Property and Evidence.

Management Response:

Management concurs with this recommendation. Implementation will require addition of civilian positions which were requested but not funded in the FY 2026 budget.

Implemented:

Not implemented.



Recommendation 17:

CPSM recommends a full outside review of the Property and Evidence function. A comprehensive review by a team of property and evidence subject matter experts should include determining best practices for:

- Developing a robust property purge process
- A new inventory control system utilizing modern software and tools to maximize organization, efficiency, and purging of property no longer necessary to store
- Reorganization of current space, using modern systems to gain additional storage capacity in existing space
- Physical and procedural security

Management Response:

Management concurs with this recommendation. We will need to initiate a Request for Proposal process.

Implemented:

Not implemented. Projected implementation date of September 1, 2026.



Recommendation 18:

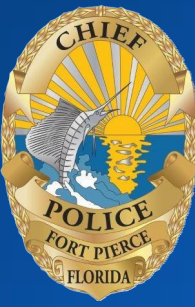
CPSM recommends that FPPD evaluate the possibility of reallocating a victim advocate position to a civilian investigator or similar position to more directly support criminal investigations.

Management Response:

Management does not concur with this recommendation. The victim advocates provide a much-needed service to bridge the gap between the Department and the community.

Implemented:

Not implemented.



Recommendation 19:

CPSM recommends that FPPD evaluate the efficacy of the Crime Suppression Unit (CSU) in context with the department resources available for patrol and investigations. If the department chooses to continue CSU in its current form, CPSM recommends that the department dedicate additional resources for ongoing training and equipment for the CSU.

Management Response:

Management concurs with this recommendation. Management has evaluated the efficacy of CSU and finds that they are an essential part of the Investigative Services Bureau. Members of CSU have recently attended advanced tactical response training along with purchasing tactical safety equipment. CSU operations complement both Road Patrol and CID with their proactive approach to address problem areas of the City.

Implemented:

Partially implemented. Projected full implementation date of July 1, 2026.



Recommendation 20:

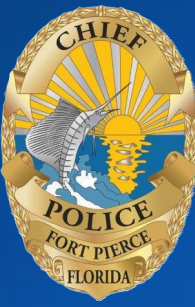
CPSM recommends that FPPD streamline its supervisor and management review process in the Community Policing Bureau.

Management Response:

Management does not concur with this recommendation. We have a system of checks and balances that incorporates a review process filtered from the officer to the sergeant and then to the lieutenant for final review. The lieutenant ensures that the final report covers the basis of legality, accountability, and liability.

Implemented:

Not implemented.



Recommendation 21:

CPSM recommends that FPPD reevaluate the need for a second upper management position (Captain) in the Community Policing Bureau.

Management Response:

Management concurs with this recommendation. Management reevaluated the captain's position and found it has been instrumental in ensuring that the largest bureau with the most employees maintains a timely administrative process, from inspections, daily requests from officers and civilians, the completion of reviewing evaluations, citizen complaints, reports, and processing daily blue-teams (which consist reviewing BWC, police reports, all use of forces). The captain also ensures that officers are following department policies and maintaining department expectations and compliance.

Implemented:

Implemented May 1, 2025.



Recommendation 22:

CPSM recommends that FPPD establish minimum staffing numbers for daily patrol deployment.

Management Response:

In “Recommendation 30”, CPSM recommends that FPPD establish minimum staffing levels of 15 sworn employees per shift, which includes officers, one K-9s, and two sergeants. Current shifts are staffed at or below these levels now. Shift staffing is augmented by officers working over-time or specialized units contributing officers. Full implementation of this recommendation depends on having adequate department-wide staffing.

Implemented:

Not implemented.



Recommendation 23:

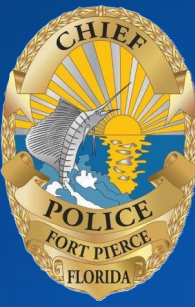
CPSM recommends that Beat 150 be merged into either Beat 120 or 130.

Management Response:

Management does not concur with this recommendation. Although this recommendation appears plausible, it does not conclude the real possibility of annexations in Zone 150. This has been a topic of discussion in previous commission meetings, and it appears to be a real possibility of expansion to the west and north of Zone 150. Ideally, each zone would have an officer assigned (110, 120, 130, and 150). With the current officers assigned to each zone, the Zone 150 officer can assist officers in neighboring zones with enforcing gang activity, narcotic violations, and other related matters.

Implemented:

Not implemented.



Recommendation 24:

CPSM recommends that FPPD accurately records all work activity, including report writing, in the Computer Aided Dispatch (CAD) system.

Management Response:

Management concurs with the recommendation. Management met with 911 communications management and developed a “Signal 100” designation for uncategorized work activity. As the CAD system is shared between four agencies, this new designation will have to be adopted county wide.

Implemented:

Partially implemented. Projected implementation date of October 1, 2025.



Recommendation 25:

CPSM recommends that FPPD take steps to define ‘busy activity’ in the CAD system clearly.

Management Response:

Management concurs with the recommendation. Management met with 911 communications management and developed a “Signal 100” designation for uncategorized work activity. As the CAD system is shared between four agencies, this new designation will have to be adopted county wide.

Implemented:

Partially implemented. Projected implementation by October 1, 2025.



Recommendation 26:

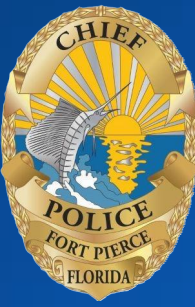
CPSM recommends that FPPD work with county dispatch partners to isolate unit designators to delineate patrol versus non-patrol units signed into the CAD system.

Management Response:

Management concurs with the recommendation. Management met with 911 communications management and developed separate mnemonic designators for units that are in service. As the CAD system is shared between four agencies, this new designation will have to be adopted county wide.

Implemented:

Partially implemented. Projected implementation date of October 1, 2025.



Recommendation 27:

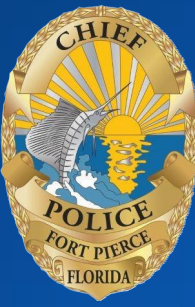
CPSM recommends that FPPD leadership engage the county dispatch center to realign the call priority system to ensure that the highest priority calls are coded as such and not diluted by lower priority calls for service.

Management Response:

Management concurs with the recommendation. Management met with 911 communications management to ensure calls are prioritized correctly and dispatched as such. Patrol supervisors will also monitor holding calls to ensure priority calls are answered before lower tier calls for service.

Implemented:

Implemented effective July 1, 2025.



Recommendation 28:

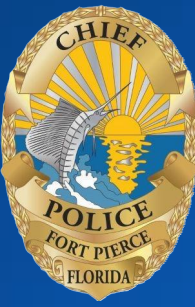
CPSM recommends that FPPD communicate expectations to supervisors for them to proactively manage police response times.

Management Response:

Management concurs with the recommendation. Management met with all patrol supervisors and discussed actively participating in monitoring active calls for service and holding calls for service to ensure the fastest response times.

Implemented:

Implemented effective April 15, 2025.



Recommendation 29:

CPSM recommends that FPPD review its existing canine policy to ensure it is accurate and up to date, based on current best practices and departmental structure.

Management Response:

Management concurs with the recommendation.

Implemented:

Implemented. The policy was revised and approved on May 27, 2025.



Recommendation 30:

CPSM recommends that FPPD establish minimum staffing levels of 15 sworn employees per shift, which includes officers, K-9s, and sergeants.

Management Response:

Management partially concurs. Management does not concur with the inclusion of K-9s and sergeants in total sworn staffing as they have specialized rolls and unique responsibilities. This staffing recommendation does not address vacation time, sick time, or training. Each shift would optimally have an additional two to three officers. The timeline for implementation of this recommendation depends on having adequate department-wide staffing.

Implemented:

Not implemented.



Recommendation 31:

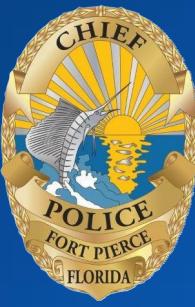
CPSM recommends that FPPD increase authorized staffing in Community Policing (Patrol) by two FTE police officers when the department is fully staffed.

Management Response:

Management concurs with the recommendation. The timeline for implementation of this recommendation depends on having adequate department-wide staffing.

Implemented:

Not implemented.



Recommendation 32:

If FPPD does not adopt a policy subscription service, CPSM recommends that all policies related to patrol operations should be reviewed and updated.

Management Response:

Management concurs with the recommendation. Currently, 80% of the department's patrol policies have been updated.

Implemented:

Partially implemented. Projected full implementation date will be November 1, 2025.



Recommendation 33:

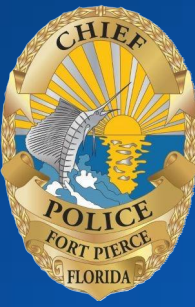
CPSM recommends that FPPD should continue to make it a priority on filling the accreditation manager position.

Management Response:

Management concurs with the recommendation.

Implemented:

Not implemented. Due to the recruiting process and detailed background screening, the anticipated date of filling the position is December 1, 2025.



Recommendation 34:

CPSM recommends that FPPD seek accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA), since many of the requirements for national accreditation are the same as the requirements for the state accreditation it already possesses.

Management Response:

This recommendation was considered and comes at a substantially higher cost than that of the Commission for Florida Accreditation (CFA). CALEA is recognized on an international level whereas CFA is recognized by the State of Florida, is a component of the FDLE and is best practices within the police industry unique to the State of Florida. The department will be evaluated under CFA in November of 2025.

Implemented:

Not implemented. CALEA accreditation and budgetary requirements can be evaluated after the current accreditation process is completed in November. Possible implementation by October 1, 2026.



Recommendation 35:

CPSM recommends the department consider purchasing from Lexipol a policy manual or purchase one from a similar company offering the same service.

Management Response:

Management concurs with this recommendation. This recommendation is currently being reviewed for cost analysis. A Request for Proposal process will be initiated if a decision is made to move forward.

Implemented:

Not implemented.



Recommendation 36:

CPSM recommends that the department continue retraining officers and sergeants in the necessary information required on reports and ensure sergeants are reviewing that information when approving reports.

Management Response:

Management concurs with the recommendation.

ACTION PLAN

- Re-train personnel on data entry through training bulletins that highlight the areas/fields/reports needing improvement in the quality of data input.
- Create a guide for supervisors outlining the key fields needed for basic analysis to ensure proper review of data entry

Implemented:

Implemented effective June 1, 2026.



Recommendation 37:

As important as life/work balance is to employees these days, some consideration could be given to allowing Crime Analysis Unit (CAU) employees to work a schedule of four 10-hour days in lieu of the current five-day, 8-hours schedule, which would provide members with an extra day off each week.

Management Response:

Management concurs with the recommendation.

Implemented:

Implemented May 31, 2025.



Recommendation 38:

Members of CAU should attend some additional advanced professional training classes or conferences in the field of crime analysis to remain current on trends and platforms that are occurring in the industry.

Management Response:

Management concurs with the recommendation. CAU has implemented a training block every Thursday. Additionally, members will be attending advanced training in October 2025.

Implemented:

Implemented effective June 1, 2025.



Recommendation 39:

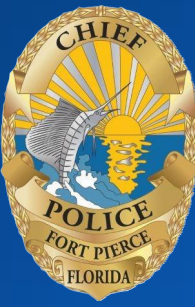
CPSM recommends that if the department continues to use the Stratified Policing Model, the department should invest in the Smart Force system to assist the unit with providing information that benefits the department's mission.

Management Response:

Management concurs with the recommendation. This recommendation is currently being reviewed for cost analysis. A Request for Proposal process will be initiated if a decision is made to move forward.

Implemented:

Not implemented.



Recommendation 40:

CPSM recommends the crime analysis function and workload be reviewed so the analysts have the capacity to perform more analysis of gang crime to have an impact on crime trends.

Management Response:

Management concurs with the recommendation. Analysts spend a large portion of their time cleaning (vetting) data. Some of the functions currently being conducted manually may be able to be automated.

Implemented:

Implemented effective February 1, 2025. The number of non-analytical functions/events in which analysts participate have significantly been reduced and reassigned.



Recommendation 41:

CPSM recommends the department invest in training and software programs that could make the CAU more efficient in providing information to officers and detectives.

Management Response:

Management concurs with the recommendation. In previous years, many of the software programs used to effectively run CAU became obsolete or too expensive to maintain due to budgetary constraints. Requested in FY 2026 budget.

Implemented:

Not implemented. Projected implementation date of November 1, 2025.



Recommendation 42:

It is recommended that the complaint policy be reviewed annually and be revised when necessary.

Management Response:

Management concurs with the recommendation. The Personnel Complaint Policy and the Administrative Investigation Policy have been updated.

Implemented:

Implemented effective July 1, 2025



Recommendation 43:

CPSM recommends the department fill the vacancy in the Office of Professional Standards (OPS) as soon as it is practicable and should consider making it a priority.

Management Response:

Management concurs with the recommendation. Full implementation of this recommendation depends on having adequate department-wide staffing.

Implemented:

Not implemented.



Recommendation 44:

When the department is faced with an employee's discipline that rises to anything that results in monetary loss, Education Based Discipline (EBD) could be considered.

Management Response:

Management concurs with the recommendation. Education and additional training are often components of disciplinary action issued by Command Staff. We are currently considering making intense and case specific training a mandatory element in lieu of disciplinary action. This requires policy revision, legal review and training. Education Based Discipline is dependent upon availability and training and travel funding.

Implemented:

Not implemented. Projected implementation date of June 1, 2026.



Recommendation 45:

It is recommended the department consider using a standardized progressive discipline matrix when applying discipline to employees.

Management Response:

Management concurs with the recommendation. The implementation of a discipline matrix has been in discussion, and efforts are currently underway to develop one. The implementation requires policy revision, legal review and training. The estimated time frame for full implementation would require approximately 6 months. A discipline matrix is a key tool that promotes fairness, consistency, and transparency by providing clear guidelines for addressing misconduct and ensuring proportional, standardized responses.

Implemented:

Not yet implemented. Projected implementation date of March 1, 2026.



Recommendation 46:

CPSM recommends that all supervisors conducting internal investigations attend some type of Internal Affairs (I/A) training.

Management Response:

Management concurs with the recommendation. Employees that conduct Internal Affairs investigations have attended the Federal Bureau of Investigation's Law Enforcement Executive Development Association (FBI LEEDA) school for Internal Affairs Investigation and Management training, as well as supplemental training. We are committed to providing ongoing professional development opportunities in this critical area. We are working to identify specific skills and implement the training by the end of the year.

Implemented:

Not yet implemented. Projected implementation date of January 1, 2025.



Recommendation 47:

CPSM recommends that no member of the Office of Professional Standards remain in the unit for longer than three years before rotating out of the assignment.

Management Response:

Management concurs with the recommendation. This is industry standard and is currently being reviewed for implementation. This allows for personnel development and aid in preventing burn-out. All options to reduce burn out and increase efficiency include working remotely and adjusting hours to promote a balanced work/personal life. Implementation reliant upon staffing

Implemented:

Not implemented.



Recommendation 48:

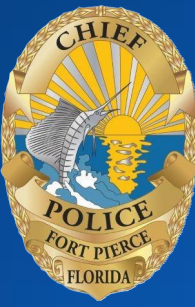
CPSM recommends that all interviews during investigations conducted by field supervisors should be recorded.

Management Response:

Management concurs with this recommendation. However, it is important to note that interactions involving supervisors and subordinates do not always amount to discipline and many times involve counseling or training. Field supervisors are not tasked with conducting formal interviews of officers. Formal interviews, which are always recorded, are conducted by the Office of Professional Standards.

Implemented:

Not implemented.



Recommendation 49:

CPSM recommends that some assistance be provided to OPS until such time as the vacant position can be filled to ensure the audits are completed.

Management Response:

Management concurs with the recommendation. This recommendation is currently under review and requires additional staffing with enhanced training and strict confidentiality pursuant to the Florida State Statutes regulating Administrative Investigations.

Implemented:

Not yet implemented. Projected implementation date of November 1, 2025.



Recommendation 50:

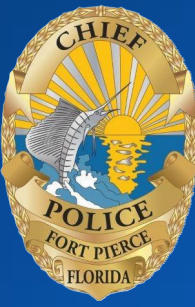
CPSM recommends that when an FPPD employee is suspected of having committed a criminal act, an outside law enforcement agency be requested to conduct the investigation.

Management Response:

All incidents referred to Professional Standards undergo a criminal investigation/review before the administrative investigation begins, due to there being no 5th Amendment protection in said investigations. By Policy, and by practice, FDLE and the State Attorney's Office are contacted to conduct a review/investigation of all allegations of criminal acts alleged against Agency employees.

Implemented:

Implemented prior to CPSM Study.



Recommendation 51:

CPSM recommends that a shooting review board be convened on each officer-involved shooting involving a FPPD employee.

Management Response:

Management does not concur with this recommendation. This recommendation requires extensive legal review, collaboration, and potential city ordinance change. Officer-involved shootings involving FPPD officers are investigated by the Florida Department of Law Enforcement in conjunction with the State Attorney's Office. The State Attorney's Office then presents evidence from that investigation to a grand jury, made up of citizens, to determine if the use of force was within the law. Additionally, all officer-involved shootings are investigated by the Office of Professional Standards for adherence to department policy.

Implemented:

Not implemented.



Recommendation 52:

The use of force policy should be reviewed annually for any changes in law or altering any way that force is used.

Management Response:

Management concurs with the recommendation. The use of force policy is reviewed annually, and changes are made with any new legislation or changes in case law.

Implemented:

Implemented prior to CPMS study.



Recommendation 53:

CPSM recommends the city consider offering a separate hiring bonus to candidates in addition to the state's incentive.

Management Response:

Management concurs with the recommendation. Although the city currently provides a \$250 monthly housing allowance for up to 10 years, it does not offer a hiring bonus. In today's competitive job market, this puts us at a disadvantage compared to neighboring agencies that do provide such incentives. To attract top-tier talent, a hiring bonus is not just beneficial, it's essential. Offering a \$5,000 bonus to 10 new officers each year would cost the city \$50,000 annually, a modest investment considering the high cost of vacancies and recruitment delays. This bonus would not only make our offers more competitive, but also help new hires manage relocation expenses, removing a key barrier to accepting the position and helping us build a stronger, more committed police force.

Implemented:

Not implemented. Implementation requires budgetary review and approval.



Recommendation 54:

CPSM recommends the recruitment effort should focus more attention upon websites such as Indeed, ZipRecruiter, CareerBuilder, and other sites that will reach the specific desired demographics.

Management Response:

Management concurs with the recommendation. Recruitment efforts must be expanded to reach the widest possible demographic. To achieve this, the Police Department will collaborate with the City's Human Resources Department to advertise across multiple recruiting platforms, including those previously mentioned. Human Resources currently utilizes various channels, such as local and state government job boards, targeted association websites, local resources, and area colleges. Additional advertising funds have been requested in the FY 2026 Human Resources budget to support this initiative.

Implemented:

Partially implemented.



Recommendation 55:

CPSM recommends that consideration be given to the outsourcing of some hiring background investigations to a private investigation company that specializes in completing pre-employment background investigations.

Management Response:

Management concurs with the recommendation however it is cost prohibitive currently. Currently under review for cost impact analysis.

Implemented:

Not implemented.



Recommendation 56:

CPSM recommends that the City of Fort Pierce give consideration to offering salary, benefits, and incentives that are commensurate with agencies in the region in order to retain its employees.

Management Response:

Management concurs with the recommendation. A competitive salary is crucial to retain officers. The average starting salary for one-year officers in Saint Lucie County is approximately 15% higher than that of the Fort Pierce Police Department. The disparity is highlighted even more when comparing the salaries and the workload between the Fort Pierce Police Department and the surrounding agencies.

Implemented:

Not implemented. Requires City/Union contract negotiations



Recommendation 57:

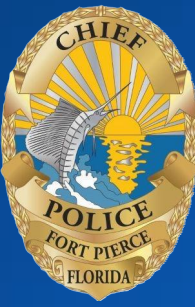
CPSM recommends the department consider implementing a dedicated recruitment team.

Management Response:

Management concurs with the recommendation. The recruitment team consists of one full-time background investigator/recruiter and the training unit will assist when possible and needed. Implementing a dedicated recruitment team as a strategy while outsourcing our background investigation can result in more workflow efficiency and increased prospects. This requires policy and legal reviews, financial support and training. Implementation of this recommendation depends on having adequate department-wide staffing

Implemented:

Not implemented.



Recommendation 58:

The department should target recruitment efforts towards female candidates and hire more females to fulfill the 30X30 initiative's goal and make the department more representative of the population it polices.

Management Response:

Management concurs with recommendation. 20% of the department's sworn personnel are females. Most of our applicants are males. Historically, the law enforcement profession has attracted more male applicants than females. Recruiting efforts and strategies are consistently adjusted to attract and retain the most qualified and diverse applicants.

Implemented:

Implemented.



Recommendation 59:

CPSM recommends the department also focus its recruitment efforts on the African American demographic.

Management Response:

Management concurs with recommendation. 23.4% of the department sworn personnel are African Americans. Recruiting efforts and strategies are consistently adjusted to attract and retain the most qualified and diverse applicants.

Implemented:

Implemented.



Recommendation 60:

CPSM recommends the department consider purchasing a laptop for the officer for use at recruitment events.

Management Response:

Management concurs with the recommendation. A laptop computer has been assigned to the recruiter as of February 1, 2025.

Implemented:

Implemented.



Recommendation 61:

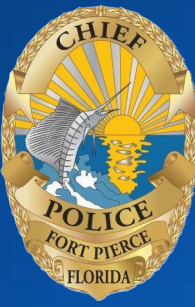
It is recommended that the department continue to provide opportunities such as the Master Public Information Officer (PIO) certification for the Public Affairs Manager to receive advanced professional training.

Management Response:

Management concurs with the recommendation. Advanced training in Public Information and Media Relations is essential to ensure the Public Affairs Manager is equipped to effectively manage communications during critical incidents, maintain public trust, and uphold the department's reputation.

Implemented:

Not implemented. Projected implementation date of November 1, 2025.



Recommendation 62:

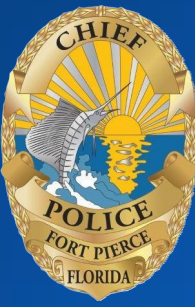
CPSM Recommendation: Review the department's training policy annually to ensure it aligns with contemporary standards.

Management Response:

Management concurs with the recommendation. The training policy has been revised and pending approval.

Implemented:

Projected implementation date of September 1, 2025.



Recommendation 63:

CPSM recommends the department consider purchasing a training software program to enable the electronic tracking of training requests and approvals.

Management Response:

Management concurs with the recommendation. Transitioning to a software-based training program offers several key benefits to include increased efficiency, improved accuracy and accountability, faster approvals, centralized access and tracking, cost savings and sustainability and enhanced data security and compliance. Requested in FY 2026 budget.

Implemented:

Not implemented. Projected implementation date of January 1, 2026.



Recommendation 64:

CPSM Recommendation: Continue recruitment efforts to maintain twelve active Field Training Officers (FTOs).

Management Response:

Management concurs with the recommendation. Four FTOs have been added bringing our total number to twelve.

Implemented:

Implemented effective April 1, 2025.



Recommendation 65:

It is recommended the department develop and implement a mechanism with which to capture training information that is provided in roll call briefings.

Management Response:

Management concurs with the recommendation. (See Recommendation 63)
This would allow for proper sourcing and creation of training programs specifically designed for rollcalls. This will significantly enhance accountability and efficiency. Requested in FY 2026 budget.

Implemented:

Not implemented. Projected implementation date of January 1, 2026.



Recommendation 66:

CPSM Recommendation: The department should begin holding regular quarterly FTO meetings.

Management Response:

Management concurs with the recommendation.

Implemented:

Implemented effective March 1, 2025.



Recommendation 67:

Create a structured two-week training program for newly promoted sergeants, modeled after the Mini-Academy for Officer-In-Training.

Management Response:

Management concurs with the recommendation. The Bureau has developed the First Line Supervisor Training and Resource Guide, the two-week Sergeant Training Program foundation.

Implemented:

Not implemented. Projected implementation date of October 1, 2025.



Recommendation 68:

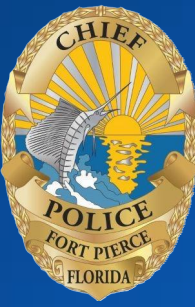
CPSM encourages the department to make attendance mandatory for their command level personnel at one of the executive level training schools.

Management Response:

Management concurs with the recommendation. Most executive leaders possess command-level training and continue to enhance their capabilities. Having a structured training format for developing new command level officers is beneficial for the agency and is currently being developed. Current command level personnel possess executive level training. Mandatory attendance of executive level training schools will be required for new captains.

Implemented:

Not implemented.



Recommendation 69:

CPSM would recommend the department consider rotating their lieutenants every two years.

Management Response:

Management partially concurs with this recommendation. Management concurs with supervisor rotation to improve overall department effectiveness by exposing leaders to diverse operational aspects. However, we believe a three-to-five-year rotation allows for stronger leadership development.

Implemented:

Not implemented. Projected full implementation date of August 1, 2026.



Recommendation 70:

CPSM recommends that FPPD establish a full-time specialist position and one part time position responsible for working at the front desk, referred to as the “bubble,” full-time, and for serving subpoenas within the agency.

Management Response:

Management concurs with the recommendation. An additional Community Service Officer and Records Specialist positions were requested as part of the Police Department’s FY2026 budget proposal. Those positions were not approved.

Implemented:

Not implemented.



Recommendation 71:

CPSM recommends a comprehensive, thorough review of all Records policies and procedures to reflect current legal requirements and operational practices.

Management Response:

Management concurs with the recommendation.

Implemented:

Partially implemented. 50% completed at this time. Projected full implementation date of October 1, 2025.



Recommendation 72:

To ensure adequate and consistent funding availability for future replacement of police vehicles, the department should work with the city to establish a fleet replacement fund. Budget appropriations would match projected costs for a replacement vehicle(s), factoring in the replacement cycle, as reported, and would be deposited into the fund monthly during the projected life of the vehicle. As vehicles must be replaced, adequate funding would exist to fund the replacement, thus no additional budget appropriation would be required.

Management Response:

Management partially concurs with the recommendation. Though the City does not have a fleet replacement fund, we do have a funded fleet replacement plan. To address the aging fleet for all fleet and pursuit vehicles, in 2018, the City implemented a Fleet Leasing Plan with Enterprise Fleet Management. In addition to the Enterprise Leasing Plan, the police department utilizes Ford Motor Credit to replace aging vehicles.

Implemented:

Implemented.



Recommendation 73:

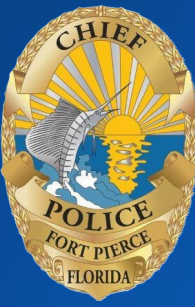
Consideration should be given to centralizing vehicle maintenance and eliminating reliance on the Enterprise lease's fleet management portion since anything other than oil changes must be handled at the city maintenance facility. Streamlining the process will save time and costs.

Management Response:

Management concurs with this recommendation. Only a small part of our fleet is on this maintenance plan and those vehicles will cycle out as their leases ends. Recently acquired fleet vehicles and future vehicles will not be included on this plan.

Implemented:

Implemented



Recommendation 74:

Vehicles, marine vessels, and other items listed on the master fleet list should be repaired to prevent further deterioration.

Management Response:

Management concurs with the recommendation. One marine vessel that was donated to the Police Department was recently sold at auction. New engines for our primary marine vessel have been requested in the FY2026 budget. Other vehicles and items identified by CPSM as needing repair were dead-lined and have been moved to the garage for disposal.

Implemented:

Partially implemented. Projected implementation date of November 1, 2025.



Recommendation 75:

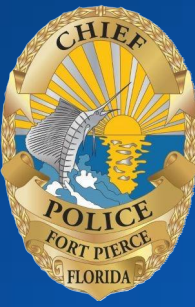
Vehicles that have reached the end of their life cycle should be auctioned or otherwise sold.

Management Response:

Management concurs with the recommendation. The police department is currently working with fleet maintenance to dispose of assets that have met their useful lifespan.

Implemented:

Implemented effective January 1, 2025.



Recommendation 76:

CPSM recommends that the City commission a spatial needs study to adequately assess current and future needs based on current population trends.

Management Response:

Management partially concurs with the recommendation. The police department will need additional space based on population growth; however, the city is meeting internally to assess space needs and possible solutions.

Implemented:

Not implemented.



Recommendation 77:

CPSM recommends that the department continue to review the shared configuration with other entities for effectiveness and reliability.

Management Response:

Management concurs with this recommendation. The Fort Pierce Police Department shares a Computer Aided Dispatch (CAD) and Report Management System (RMS) with Saint Lucie County, the Port Saint Lucie Police Department, the Saint Lucie County Sheriff's Office, and the Saint Lucie County Fire District. This configuration provides a cost savings and efficiency for all of the involved entities. The productivity of this relationship is reviewed annually along with alternatives. We find this shared configuration to be optimal.

Implemented:

Implemented



Recommendation 78:

CPSM recommends that the sworn member of IT be replaced with a civilian employee and the sworn member position then be reallocated to another area of the agency.

Management Response:

Management does not concur with this recommendation. The sworn employee presently in the position has expertise specifically related to multiple software and hardware systems that are integral to law enforcement operations county wide.

Implemented:

Not implemented.



Recommendation 79:

The IT Unit should develop a replacement plan for all IT equipment in the department.

Management Response:

Management concurs with the recommendation and further attests that the City maintains a formal IT Hardware Replacement Program governing all departments, including the Police Department, with defined lifecycle standards, centralized asset tracking, and annual review. This process is fully adopted and implemented organization-wide through administrative policy, correcting any previous outliers.

Implemented:

Implemented.



Recommendation 80:

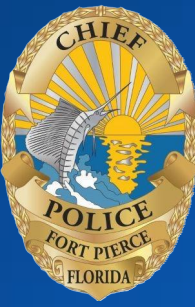
Consideration should be given to creating a rotational schedule for the School Resource Officer (SRO) assignment. CPSM recommends a four-year assignment with a staggered schedule to prevent a void in experience. This would allow for a rotational opportunity into this assignment every two years.

Management Response:

Management concurs with the recommendation. However, the police department has experienced difficulty filling our SRO positions due to lack of interest.

Implemented:

Not implemented.



Recommendation 81:

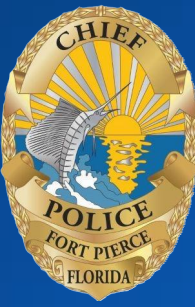
CPSM recommends a review and update of the department policy pertaining to the SRO program.

Management Response:

Management concurs with the recommendation.

Implemented:

Not implemented. Projected implementation date of September 1, 2025.



Recommendation 82:

Examine grants awarded and equipment purchased to ensure grant funds are utilized as specified.

Management Response:

Management concurs with the recommendation. All awarded grants are reviewed prior to expenditure, through the reporting process, and during the grant life cycle of the equipment to ensure all expenditures comply with grant requirements.

Implemented:

Implemented



Recommendation 83:

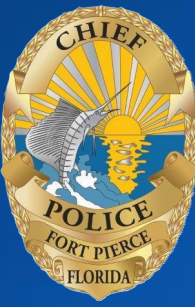
Consider additional training for SROs (CRASE, etc.)

Management Response:

Management concurs with the recommendation. Our SROs attend additional training annually including “Code Red” which deals with active assailants in schools. Civilian Response to Active Shooter Events (CRASE) is also training for active assailants. The Saint Lucie County School Board, Saint Lucie County Sheriff’s Office, Port Saint Lucie Police Department, and the Fort Pierce Police Department have all adopted “Code Red” as a training standard for students, faculty, and law enforcement response.

Implemented:

Implemented prior to study.



Recommendation 84:

Improve communication within the agency to explain that community resources such as mini cars and other items are purchased with special use funds that do not impact the overall budget. This will reduce resentment within the agency.

Management Response:

Management concurs with the recommendation. Management met with employees and explained the funding sources for those purchases. Management will continue to strive for improved communication and transparency with employees.

Implemented:

Implemented effective May 29, 2025.