

From: [Fabian Zamora](#)
To: [Linda Hudson](#); [Arnold Gaines](#); [Curtis Johnson](#); [James Taylor](#); [Michael Broderick](#); [Sara Hedges](#); [Richard Chess](#); [Linda Cox](#)
Subject: Fort Pierce Police Department Internal Survey
Date: Sunday, May 18, 2025 1:31:34 PM
Attachments: [Survey Results Document 1.pdf](#)
[Full Survey Results .pdf](#)

City of Fort Pierce

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Dear Mayor Hudson, Commissioners, and City Leadership,

In light of the upcoming May 19, 2025 City Commission Special Meeting regarding the CPSM Final Report and the Police Chief's employment, I am writing on behalf of the Fort Pierce Police Union to share a comprehensive internal survey conducted among our sworn personnel.

Please allow me to clarify that this survey was not designed to promote any particular agenda. Its sole intent was to accurately capture the voices, experiences, and sentiments of the officers currently serving our community. The responses collected provide an unfiltered and candid assessment of morale, leadership, operational needs, and retention factors within the department.

Attached to this message is the full survey summary, which includes:

Average scores from key Likert scale-based questions

Full, unedited written comments from personnel

Thematic insights revealing the pressing concerns and needs of the rank and file

This document is not only a reflection of current challenges but also an opportunity to move forward with solutions that benefit both our officers and the community we are committed to protecting.

We understand that difficult decisions may lie ahead, and our intent in providing this survey is to ensure that the voices of our frontline officers are given thoughtful consideration during

those deliberations.

Please do not hesitate to contact me directly should you have any questions or wish to discuss the contents of the report further.

Respectfully,
Fabian Zamora
Union Representative, Fort Pierce Police Department
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In your opinion, what could leadership (sergeant and up) do better to support you and your team?

- Communicate better, encourage further education, acknowledge good work
- Delegate authority to each appropriate level to run their departments
- Supervisors lack the ability of holding officers accountable. There is a lot of laziness that is overlooked simply because supervisors are not monitoring calls, CAD, checked out, etc. It's very frustrating for the officers that are doing their part because they now have to pick up the slack of those who are doing the bare minimum and are not being put in their places.
- They should be more transparent and micromanage a bit.
- Better training, more discipline, knowledgeable.
- Not be promoted to do favoritism when there are better candidates for the position at the time.
- Maybe appointing sergeants with common sense. There isn't a lot to pick from but some are horrible.
- Standards, communication
- Hold the same standard across the board. Certain officer's laziness are enabled by supervisors and punishments for similar or the same infractions are treated differently depending on the officers race, gender or how well they are liked by the supervisors.
- Allow for more growth and training opportunities.
- I have no problems with the Sergeants I think they all do a great job and very helpful when needed.
- Have the confidence in their officers and the individuals under them to do their jobs without issue. Trust comes from the top down. Officers need to be recognized when they go above and beyond.
- Have a backbone in making decisions when it comes to fulfilling the needs of on the road rather than satisfying higher ups.
- Less micro managing, less paperwork.
- There is not much that supervisors can do since most of the issues stem from near the top of the totem pole, since everything has to go all the way up to the Chief. Sergeants and higher should be more supportive of officers when they do well, applying for awards, etc. Sergeants should advocate better for officers when they voice their concerns.
- Managing accordingly by being engaged with their shifts, spot checking their people, mentoring and fostering an environment of trust and safety. Setting and holding a clear standard and upholding said standard themselves, as well as not having a double standard that only adheres to some. Assist when needed but no micromanaging unless absolutely needed. Hold in-house trainings within each shift (traffic stops, building searches, report writing, etc). Empower senior officers to make decisions, and debrief those senior officers on that decision pertaining to what was right and/or wrong. Debrief on high stress events. Reward good behaviors and actions as well as punish the bad ones in accordance with department policies, and not just because the supervisor THINKS that the Officer violated, but because they KNOW there is a clear violation. Shift cohesion by holding functions on or off duty. Leadership should be chosen for their leadership qualities and who's the best qualified for the job, not on the basis of personal standings within the department. This would effectively circumvent some issues of command climate that some supervisors are creating or failing to manage.
- Most SGT and LT are good but you have others that have no business being in a leadership position let alone in law enforcement
- All be on the same page. Either be a team player and support your officers or all be out to

- get your people with BS paper.
- Support each other, motivate
- Stop the nepotistic behaviors that are at the forefront of our department.
- Listen to their people, make decisions when necessary, trust, empower and support their people when they do their jobs. Coach them on how to be better officers
- Advocate better for officers and/or detectives concerns, needs, etc. Also, acknowledge when an investigation or call for service is handled well.
- Communication
- We have great supervisors but some should not be in that position.
- Stop micromanaging your good offices. Also, they should be training their officers in different aspects such as building clearing, different investigations, procedures etc.
- Maintain a proactive approach in identifying and addressing the essential resources required to optimize officers' daily operational efficiency, such as state-of-the-art equipment, reliable vehicles, and competitive compensation.
- My sgt and Lt are good.
- Provide more training and support
- Don't care to answer
- Leadership can better support us by consistently acknowledging the hard work and dedication of their officers. Simple, genuine recognition....whether through a verbal thank you, a written commendation, or public acknowledgment during briefings. It goes a long way in boosting morale and reinforcing that our efforts are seen and valued.
- Sergeants for the most part are ok, There's only a couple of great Lieutenants.
- Allow basic / day to day operational decisionsn be made by the unit Lt
- Help find ways to take off some of the work load from road officers.
- Have knowledge and tenure in the profession not promote who you like.
- A gradual incline in disciplinary action, and not jumping straight to right ups.
- Attempt to help obtain equipment, uniforms, and basic essentials in a timely manner. Educate and mentor officers for future growth within the department.
- Actually hold people accountable and treat everyone equally.
- Leadership should be more transparent about the decision-making process especially when it comes to training opportunities or promotions. It often feels like favoritism plays a role, and that can hurt morale. Clear communication about why certain individuals are chosen over others would go a long way in building trust and accountability.
- Provide a better quality of leadership.
- When it comes to Sgt's, it is in my opinion that some do not belong in this position. Some have no business being in any leadership role. I do feel the same about some particular lieutenants. When it comes to our captains, we have none and that is very sad, considering that there are lieutenants That could literally step into that role today. Our Majors have come from outside agencies and I believe that they have no idea what they stepped into. But I would say the best that they can do to support the team is communication and lead from the front.

How confident are you in the current chief's abilities to lead this department?

- Not confident. Several individuals in leadership positions who are unable to lead by example.
- Not
- Zero confidence
- Zero
- Not confident.

- confidence. She doesn't know half of our names and never interacts with her Officers.
- She needs to go. The department has only gotten worse.
- Not confident at all. Not transparent to the officers. Won't let command staff make decisions as well as takes forever to finalize her decisions. On vacation more than she is at work. Also never comes and talks to her officers and when she does gives dirty looks. Passes over great potential candidates for leadership but picks ones that can't lead.
- Not confident in the slightest. Issues within the agency or things that could change for the better have been voiced several times and are completely disregarded. The chief preaches about how we are a family yet we never hear from her or see her. Certain officers are forced to resign for whatever specified reason but then you have useless positions that are created just to keep someone employed because they can no longer stay on disability or medical leave because they are favored by the chief. Officers who are taken off the road due to an I.A. Investigation are in turn rewarded with a promotion or moved to another "created position". Again there is no standard across the board!!!
- Zero confidence. She's a lame duck who is scared to make important decisions.
- None at all.
- Not very confident. The chief will walk right past her officers and not speak to them and hold a conversation with someone else.
- Not very, she micro manages everything instead of allowing the people under her to do their job. She needs to allow the top positions to do their jobs effectively and stop trying to micro manage everything. She needs to stop spending money on things that are not useful to the every day work of the department such as a food trailer.
- 0
- Not very confident. [cite_start]The current chief does care about her officers, but focuses far too heavily on community engagement and party planning.
- I'm not confident at all in the Chief's abilities since she is terrible at her job. She has shown on multiple occasions that she doesn't actually know what she's talking about, likely because she spent her career at Tampa in records and doesn't actually know anything about the different aspects of law enforcement. She is very vindictive and difficult to work with which is why multiple people that have had to work closely with the Chief ended up leaving. Other people who have gotten on the Chiefs bad side have been targeted. Although some problems, such as pay, can only be fixed by the City; there are many issues with the actual way the department is ran which is directly an issue stemming from her and others directly under her that do nothing to fix it. Everyone in this department has been hoping and waiting for the day she leaves in hopes that we can get someone better that knows what they are doing and will fix the many many issues we have here.
- While her heart is to see FPPD thrive, the leadership perceived is that she is more concerned with community relations instead of adequate training funding/staffing and proper equipment used by all Officers/Detectives. I understand that money comes from different pots/grants, however I feel the money is still mismanaged and used for items that do not benefit the Officers on the Road or Detectives/Officers in specialized units that are dealing with the very real danger of Law Enforcement, 40 hours (or frequently more) a week. My confidence level is low.
- Zero percent
- She is never here, nothing ever get accomplished that supports officers, when it's something geared towards the community it immediately gets done. Everything else has so much red tape and never gets done or "sits on her desk" then disappears when she finally returns from wherever she goes.
- I'm not confident at all. She's never around or even interacts with her department unless it's majors and up or her community unity unit.

- She's doing her best, unfortunately it's not enough.
- Not very confident as she was unable to get the tools (money) from the city to accomplish the basic mission of policing, to protect and serve.
- Not confident whatsoever- she has been inadequate and incapable since I was hired- which is going on 7 years. The chief is never seen, whether it's showing up on major crime scenes, roll calls, into departments such as CID to check in on her officers. We are a small department and we never see her, nor does she know the majority of us. The chief is not a leader as a leader leads by example at the fore front, in rich she is always either hiding in her office or on personal leave. The chief is vindictive and manipulative and is only staying out of spite. She has specifically paved the way for specific individuals of color to be promoted and/or in designated positions to ensure they stay at the department. Even as far as to create positions that never existed. The chief protects these select individuals and in return they serve as her eyes and ears, which in return creates an unsafe environment for the rest of us- as every word and move is being monitored by her select group of employees- both civilian and sworn. She is a hypocrite, as she preaches to the public and to the city that we are a family but we are anything but that. I am at the point in my career where I am torn between leaving for better opportunities to provide for my children or waiting out for new leadership.
- Neutral
- We need a leader who stand by her officers. She would walk past you without even acknowledging you.
- I don't think the problems fall solely on the chief. I think city hall does not support us completely. Chief is living within her boundaries.
- There is often a lack of communication regarding developments within the department that could benefit us officers.
- Not very
- Not very much
- Very confident. We have a great chief!!!!
- It's truly difficult to be confident in the current chief's leadership when her goals for the agency have not been clearly communicated... I have been here under 2 years but there is very little direct interaction or open dialogue between her and the officers, which creates a disconnect in my opinion. I have only seen the chief in person and that was on our sworn-in ceremony. Additionally, our current compensation does not reflect the demands and risks of the job, which further impacts morale and trust in leadership.
- I'm not, there are so many problems within our agency that she has let go on that is not good for morale. She does not promote the people that should be supervisors because they do not fit into her crowd or are not do boys. There's a lot of things that need to change in this agency. FPPD could be great if the right changes are made.
- Overall confident but there is room for improvement
- Ready for change
- Not very
- A recent demonstration of the departments decline and frivolous spending of funds on unnecessary equipment would lean towards being not very confident in the Chiefs ability to lead.
- Not confident at all.
- Not very confident this department is falling apart.
- Honestly, I'm not fully aware of the chief's qualifications or leadership experience. While she holds the position, we've experienced setbacks in progress and a noticeable lack of resources for essential equipment and training. At the same time, funds seem to be directed toward less necessary events or items, which raises concerns about priorities.
- None. In the 7 years I have been employed here I can take an accurate guess that I have

seen the Chief of Police maybe 15 times and spoken to her half of those times. I can vividly remember seeing her walking in the hallway past the break room and being astonished that she actually came to "this side of the building". The Chief preaches that we're one big family but in reality it's her way or the highway. She has created a system where every decision no matter big or small has to go through her for approval. From my experience she is rarely part of that process, rather she leaves the brain storming to others after which said idea gets presented to her where she either takes forever to review it, kicks the idea back, or after approval never signs off on it. The lack of communication between the Administration and the Officers is horrendous. Decisions are made behind closed doors with little to no explanation. One day there is no food trailer, the next there is a food trailer and only a select few know how it came to be. This is only 1 example of 7 years of head scratching decisions that have been made. The camaraderie here is at the lowest I have ever seen it. People have no motivation to come to work for a Chief nor City that has time and time again shown it has little to no interest in its officers and will only begrudgingly provide anything meaningful to the department or its members. I feel that the Chief puts way too much time, energy and resources into "Unity in the Community" events. I understand the importance of winning over the trust and respect of the citizens you serve, but not at the expense of conducting real police work which is the primary responsibility of a police department, this is not a popularity contest. The way this agency treats its retired officers, officers who served with pride and dignity for 25 plus years are not raised to the level of adoration they should be receiving on there last day. No department held party, no final send off just a "who's going to fill there zone now". It is often left to co-workers to organize some sort of sending off party with almost no administration attending. The way discipline is dispensed here is also concerning. There is a clear line drawn that there are rules for Officers and rules for Supervisors. Punishment for Officers is often harsh and swift, while Supervisors get no sort of repercussions for there actions and this falls directly on the Chief, as she is ultimately the person who decides what the punishment, or lack there of is. This only creates an unspoken divide between officers and supervisors as well as sets precedents that could lead to issues down the line. The Chief is not the only one to blame however, the governing body of this City has shown its inability or refusal to grow and prosper. Rather it continues to be a haven for the poor. The Kings Landing debacle, a project which was advertised 5 years ago as being completed in 2026 has only as of late made any progress. In the same time, this city approved the building of Blue Sky Landing, which advertises that it is a "Fair housing opportunity" where they "gladly accept section 8 housing vouchers, VASH or any other forms of agency rental assistance". A City commission that approves a development like this knowing there will be little to no tax base, may actually provide the money for people to live here and sit back and go "we just don't have the money" makes you wonder if you're living in a dream or is this reality. In conclusion, I reiterate my lack of trust in this Chief of Police and the governing body of this City that either ultimately have any interest in this Police Department or its officers. As a former commissioner once put it "they'll keep quitting and we'll just keep hiring".

- I believe that the Chief is doing the best she can but unfortunately it's just not enough. I do believe that her way of managing is not what's best for the agency at this particular time.

What are 3 things you would like to see change at the police department?

- Leadership, pay, and budget
- New chief, getting back to the basics of law enforcement
- New chief, better pay, better equipment/uniforms
-

1. Better pay 2. Better training 3. Better uniform

- People, training, pay.
- Pay, better training and more specialized units.
- Pay, equipment and turnover rate. Having people stay. Having a 3 year officer as the highest seniority on shift is crazy.
- PAY, Leadership, recognizing the officers, also take a deep view into the current Sgt and lieutenant and find out the real problem is with road patrol
- 1. Equal treatment & the same standard held for all people within this agency. As a white officer we are not treated the same and punished differently than other officers of a different race. Go pull the records on disciplinary action and you will see where certain officers have things swept under the rug, while other officers are crucified. 2) The departments vagueness and inability to explain past officer involved shooting incidents which has led to threats of retaliation against officers, the spread of rumors between residents in the city, including the family members of the deceased believing officers were responsible for the death instead of the offender. 3) More recognition for officer and detectives who are actually trying to make a difference. Rather than recognizing the hard work and crimes solved by officers and detectives, admin is more concerned with bike helmets and other trivial things that "unify the community". The administration does not care about us or the effort we put into this city.
- More recognition, fewer cookouts, more emphasis on social media of good police work vs. community events, better chase policy, clear expectations, better equipment maintenance, listening to the radio (Dove), and calling out other officers when they aren't doing their job.
- More recognition (I personally have no issue here, but there is good police work that is not being recognized by some leadership), more social media at least portraying us as something more than a soft-on-crime department, fewer leaders promoted just for their time in the department or social status box they check. Actual leaders no matter the race or gender.
- New leadership, more opportunities for growth, and better pay.
- Better pay, Better command staff and more opportunities for growth
- The department to hold everyone to the same standard, reduction in calls for service (such as not responding to animal calls, minor crashes, utility issues), overall moral increase. The department is at an all time low for the moral and it just progressively is getting worse which is causing a large increase of officers leaving. Hiring and retaining officers would be a great place to start.
- Change in leadership, build morale, trust when it comes to making decisions, communication, cohesiveness, properly use the chain of command, fix the salary issue, promote officers that deserve promotions, recognize officers for officer of the month that are on the road and not just detectives, maintain a standard across the board and not pick and choose what officers can do certain trainings and others cannot, get better equipment, have higher ups understand what officers on the road do and not be out of touch when making decisions, chief needs to leave and pushes everyone out that does not agree with her. Have leadership care about their officers, we have officers standing in the heat with no water source when it comes to a homicide, no one to relieve them for bathroom breaks, etc. although it is a pay issue, that hopefully will be resolved, most officers stay because they love who they work with. If there is a change in leadership, and have leadership who genuinely care about their officers, more officers would stay and not leave.
- Better pay, more opportunity for advancement, better/new leadership
- I'm naming more than 3 cause there are way more issues than just 3. 1. Punishments All

punishments from IA investigations are decided by the Chief and there has been serious differences in punishments because of favoritism. There are officers that did not violate any policy at all, but were given written warnings meanwhile other officers faced serious allegations and faced little to no punishment. I would allow the decisions of punishments to go back to someone in IA or directly over it and end the the favoritism toward certain officers when being investigated. 2. Transparency with the Public For some reason when we have had officer involved shootings we have been incredibly vague when announcing the incident that occurred. This has caused officer safety issues since gang members threatened retaliation. This has also caused rumors to fly around about the incidents so even the family members of the deceased don't know if the offender killed their family member or the police did. I would be open about the incident that occurred (like other agencies do when explaining and showing body camera video or other video) so that it is clear to the public what occurred and why. 3. Awards No one in our agency are ever awarded for anything except for specific special officers because of primarily favoritism. The only awards anyone ever really gets is officer of the month or officer of the year. But again favoritism plays a huge role since there are officers that have gotten it and no one can figure out why. I would allow for officers to actually be awarded properly. Officers to receive medals and ribbons for years served, specialized units, etc. 4. Proper Training There are many in our department that lack proper training from officers to crime analysts. We have a crime analyst that never actually got to go attend the training for it. No officers are ever required to go to any specialized training classes, so the only officers that go are the ones that are interested and request it. Even then there are many times officers have to use their own vacation time or comp time because the agency doesn't want to give them administrative time to go. The same occurs for specialized units, there is no one in CID or CSU that is specially trained in anything or required to do so. I would have officers be mandated to begin attending specialized classes (like intro to investigations, domestic investigations, and other basic classes, and allow administrative time. I would have detectives, training officers, etc. be mandated to attend more specialized classes (advanced homicide investigations, REID interview and Interrogations, etc.), and allow administrative time. This would be so that officers on the road and those placed into specialized positions are being trained and educated further so they are fully functional in their roles. 5. Proper Use of Positions We have crime analysts that don't actually do what other crime analysts do in any other department. They do the most basic of analyst work. Then many people in roles like analysts, detectives, etc. are mandated to be taken away from their position to do community outreach stuff instead of actually doing their job. One good example is Unity with the Community. Every single person from CID, the crime analysts, etc. are mandated to go be part of this event all day instead of investigating anything or doing our jobs. I stop mandating people in special roles to go play community outreach and instead allow them to work and do what the community is trusting and expecting them to be doing. I would also change what certain roles do, such as, the crime analysts, so that they are more affective in their roles and match more what other agencies do. 6. Purchases The Chief has decided to purchase a number of stupid things for community or other reasons, all of which were a waste of money. A stupid little buggy was purchased for a parade, an ice cream truck was purchased for community stuff, we purchased 3 boats which have mechanical issues and are almost never used cause we don't really have a boat unit. These purchases affect the departments ability to actually purchase useful tools we could use. I would stop purchasing useless things so the department can have more money to properly spend on actual needed things. 7. Favoritism This was brought up a couple times now in other areas, but there is a huge favoritism issue. There are officers placed into special created positions just for them while others have been left out to dry or had to quit. There are

sergeants and lieutenants who are terrible at their job, but are there because they are favorited (one sergeant had an entire shift consider quitting because he was that bad). There are many instances of favoritism that can be seen in the treatment for punishments, special positions made, promotions given, etc. As part of the favoritism, there are officers and supervisors that are coddled instead of being corrected when they mess up so they never actually learn anything. I would do whatever possible to end the favoritism. Regular officers should not have any reason to regularly be visiting higher ups like the majors, deputy chiefs, chief. Special jobs should not be created just to accommodate one specific person.

8. Communication There is terrible communication within the agency from the top down. No one ever really knows anything and primarily rely on rumors. There is also a lack of communication between events on the road and CID or CSU. Roll calls done on the road don't go over anything that occurred earlier that the people coming on might want to know. They also don't go over anything related to CID or CSU that they might want to know like suspects or areas being worked on. I would fix the communication barrier so everyone can properly learn what is going on within the agency. I would also stop the useless "front porch" roll calls and allow officers to meet at the station and have proper briefings of anything they need to know.

9. Proper Pay This one is obvious but proper pay is still a huge factor. Fact is the department works 3x harder here than anywhere else around us for 1/3 of the pay. This is from regular road patrol to specialized areas like CID. No one is going to want to stay here if they are being paid the worst and have nothing to look forward to. The pay needs to be competitive with other neighboring agencies. The detail pay needs to be competitive with other agencies. Anyone training someone whether an FTO on the road or someone training a new detective in CID or CSU should be paid for the extra work that goes into training them.

10. Lack of Options Another obvious one, but there is no where for anyone to go in this agency. This can't be adjusted for a long time until other things are fixed and numbers can be brought up, but there needs to be more options for people to do. Once we can get numbers up I would make an ACTUAL boat unit that regularly just patrols, maybe even only have a couple permanently in the position and allow others to temporarily swap out from the road so everyone is getting a bit of time off the road. I would expand CID to AT LEAST 15 people so that there is a proper amount of detectives to investigate crimes assigned. This also would allow for specialized detectives, such as, homicides, sex crimes, economic crimes, missing persons, etc. I would also attempt to slowly develop other legitimate things for officers to be able to go into so the choice isn't only CSU or CID. I would also suggest a crime prevention unit that can focus on patrolling problem areas, checking for unlocked vehicles and such with proper methods of notification to owners, etc. I would also adjust the CSU so there's one focused on gangs and others focused on drugs. I would also possibly allow temporary rotation positions from the road here.

- Leaders who treat everyone fairly and respectfully, leadership that values and recognizes hard work and good decision making, more training, a physical standard set for all sworn to complete once a year or twice a year.
- Pay leadership and updated equipment
- Pay Qualified Man power New chief
- PAY, Administration, Equipment
- Pay is a short term solution to a long term problem. 1. We haven't given out awards in the department for over 7 years. 2. The acting positions where you get appointed once you get pregnant, injured, threatened to leave. 3. The promoting based off of race is highly prejudicial.
- Create a mission statement to live by. Fund the department adequately (salary, benefits, equipment, and training) Be fair and equitable with all of the employees recognizing their work and ensuring that decisions and disciplinary actions are fair and consistent with all.

- 1. A new chief- new leadership who can lead by example and actually practice what they preach. A chief who knows her officers and checks in with them. A chief who is aware and current with what is happening in the community and doesn't shy away from the public but rather shows up to hot scenes and shows unison with her officers who are on the front line handling the crisis and the community. A chief who actually acknowledges that our city has a high crime rate and not shy away to depict something that it is not. 2. The favoritism for a select group of officers, and complete disregard for the rest of us, who are equally or even better equipped for positions and roles. More transparency with the community about what our detectives are actually solving and making arrests on to ensure the city is aware of how much work we are actually doing, versus posting about handing out popsicles to children. There is a lack of leadership and transparency to on the public which is why our relationship with them isn't strong. 3. Pay- as a single parent I struggle every month on how I am going to pay my mortgage, child care expenses, food, etc. With the economy constantly increasing prices for everything our pay needs to also follow the same trajectory- it is one of the main reasons officers leave along with their absolute disgust for our chief and leadership. There is no reason why officers should have to work 7 days a week to include details on their days off just to keep their family afloat. The majority of us do not live in fort pierce, there needs to be a happy medium to provide livable wages so that we can ensure officers mental health is not being challenged along an already chronically stressful occupation. Pay is only a part of the real issue here at FPPD, in whole the major issue is our chief and how out of touch with the reality of our city, her officers and our current needs.
 - Transparency, communication, and training
 - New Chief, Competitive salary, and more room for growth
 - Fairness and consistency for all officers. Stop recognizing trash officers because they kissed a baby instead of the hard working chargers that actually do the job. More specialized units as a swat team and other specialized units to make this place fun including a chase policy and pitting.
 - Pay
 - Pay raises. Fair and professional leadership. Promotions solely based off of qualifications, time of service, education, and work ethic. Panel interviews and testing for all promotions should be conducted by third-party agencies. Command staff should have no say in who gets promoted. We should not be playing favorites with promotions.
 - Pay, equipment, and management
 - For people to stop fucking with Chief Diane Hobley. She's a great person and does all that she can do for our department.
 - Three key changes I'd like to see at the department are: an increase in salary that reflects the responsibilities and risks we take on, a stronger presence and ability to control crime throughout the city, and access to better, more reliable equipment to perform our duties safely and effectively.
 - Change in command staff, better pay and benefits, and actually getting recognition for doing a good job.
 - Pay, Allowing middle mgmt to make decisions which can speed up processes, more staff
 - Pay, lighten the workload, and change from the top. Maybe a fourth recommendation, move people to the road to help with services.
 - Pay, equal opportunity based on knowledge and not based on color, administration and quality of applicants that are hired
 - New administration An overhaul for road patrol supervisors and the shifts Tasks that

should be handled by the proper personnel and not delegating down road patrol with such tasks

- Competitive pay, better quality officers/ more officers, more opportunities within the department.
- Pay, leadership, advancement opportunities.
- Leadership, accountabilities, and pay
- I would say that pay would be a step in the right direction. However, pay would just be a small solution to long-term problems. Officers want to see recognition, and better communication from command staff than I do believe that this would solve long-term problems. However, the city commissioners the city mayor and the city manager have to do their part and make sure that our department is well funded. I believe that with this, our police department can thrive and operate at a cohesive level.

Average Responses for Other Questions

Here are the question-by-question averages for the other questions with numerical responses:

- **How likely are you to still be working here in 1 to 3 years?** 2.08 (on a scale of 1 to 5, where 1 is Not very and 5 is Very much)
- **Do you feel like there are opportunities for career growth and advancement within the police department?** 1.49 (on a scale of 1 to 5, where 1 is Not very and 5 is Very much)
- **How confident are you in the leadership (sergeant and up) team's ability to make decisions?** 2.38 (on a scale of 1 to 5, where 1 is Not very and 5 is Very much)
- **How satisfied are you with your pay and overall compensation (benefits included)?** 1.31 (on a scale of 1 to 5, where 1 is Very dissatisfied and 5 is Very satisfied)