C I T Y O F F O R T P I E R C E

CITY COMMISSION SPECIAL MEETING

Special Meeting - Monday, May 19, 2025 - 9:00 a.m.
City Hall - City Commission Chambers, 100 North U.S. #1, Fort Pierce, Florida

1. **CALL TO ORDER**

2. **PLEDGE OF ALLEGIANCE**

3. **ROLL CALL**

4. **COMMENTS FROM THE PUBLIC**

   Any person who wishes to comment on any subject may be heard at this time. Please limit your comments to three (3) minutes or less, as directed by the Mayor, as this section of the Agenda is limited to fifteen minutes. The City Commission will not be able to take any official actions under Comments from the Public. Speakers will address the Mayor, Commissioners, and the Public with respect. Inappropriate language will not be tolerated.

5. **NEW BUSINESS**

   a. Follow up discussion from the May 12, 2025 City Commission meeting regarding the final report conducted by the Center for Public Safety Management and the status of the Police Chief's employment.

6. **ADJOURNMENT**

Any person seeking to appeal any decision by the City Commission with respect to any matter considered at this meeting is advised that a record of proceedings is required in any such appeal and that such person may need to insure that a verbatim record of the proceedings is made including the testimony and evidence upon which the appeal is to be based.
In accordance with the Americans with Disabilities Act and Section 286.26, Florida Statutes, persons with disabilities needing special accommodation to participate in this meeting should contact the City Clerk’s Office at (772) 467-3065 at least 48 hours prior to the meeting.

City Commission Special Meeting - 9:00 a.m.

Meeting Date: 05/19/2025

Re: CPSM Final Report - Police Department

Information

SUBJECT:

Follow up discussion from the May 12, 2025 City Commission meeting regarding the final report conducted by the Center for Public Safety Management and the status of the Police Chief's employment.

Attachments

Police Study - Final Report
Consultant's Presentation
Police Department's Presentation
Police Chief Employment Contract
Charter Section 48
Resignation Email
Police Department Survey
Full Surveys

Form Review

Form Started By: Linda Cox Started On: 05/12/2025 04:41 PM
Final Approval Date: 05/12/2025

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC

POLICE OPERATIONS AND DATA ANALYSIS REPORT

FORT PIERCE, FLORIDA, POLICE DEPARTMENT



CPSM®

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC
475 K STREET NW STE 702 • WASHINGTON, DC 20001
WWW.CPSM.US • 716-969-1360

ICMA

Exclusive Provider of Public Safety Technical Services for
International City/County Management Association

THE ASSOCIATION & THE COMPANY

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION (ICMA)

The International City/County Management Association (ICMA) is a 109-year-old, non-profit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to their citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its website, www.icma.org, publications, research, professional development, and membership.

CENTER FOR PUBLIC SAFETY MANAGEMENT (CPSM)

The ICMA Center for Public Safety Management (ICMA/CPSM was launched by ICMA to provide support to local governments in the areas of police, fire, and Emergency Medical Services.

The Center also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security. In 2014, as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) spun out as a separate company and is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, etc.

The Center for Public Safety Management, LLC, maintains the same team of individuals performing the same level of service that it had for ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs, and identify industry best practices.

We have conducted more than 400 such studies in 46 states and provinces and more than 275 communities ranging in population size 3,300 (Lewes, DE) to 800,000 (Indianapolis, IN).

Thomas Wieczorek is the Director of the Center for Public Safety Management.
Dr. Dov Chelst is the Director of Quantitative Analysis.

CENTER FOR PUBLIC SAFETY MANAGEMENT PROJECT CONTRIBUTORS

Thomas J. Wieczorek, Director
Dov Chelst, Director of Quantitative Analysis
Shan Zhou, Data Analyst
Sarita Vasudevan, Data Analyst
Craig Junginger, Senior Public Safety Consultant – Team Leader
Jarrod Burguan, Senior Public Safety Consultant
Rob Handy, Senior Public Safety Consultant
Carrie Ellis, Public Safety Consultant
Dennis Kouba, Senior Editor

CONTENTS

Tables vii

Figures ix

Section 1. Executive Sumary 1

General Observations 2

Recommendations 3

Section 2. Methodology 9

Section 3. Community and Department Overview 10

Community 10

Law Enforcement Services 10

Fort Pierce Crime Trends 10

Clearance Rates 13

Section 4. Administrative 14

Strategic Plan 21

Succession Planning 21

Career Development 22

Mission Statement/Vision Statement 23

Accreditation 23

Administrative Positions 23

FPPD Policy Manual 23

Section 5. Investigative Services Bureau 25

Criminal Investigations Division 25

Case Management and Schedule 25

Training 27

Clearance Rates 27

Cold Cases 29

Property and Evidence Unit 30

Crime Scene Investigations Unit 31

Victims Advocate Unit 32

Crime Suppression Unit 32

Section 6. Community Policing Bureau 35

Bureau Overview – Command Structure 35

Bureau Staffing 37

Team Structure / Scheduling 37

Minimum Staffing 38

Patrol Workload Assessment 39
The Rule of 60 39
Fort Pierce Patrol Area and Beat Configuration 51
Sworn Officer Out-of-Service Activity 55
Deployment and Workload 57
Response Times 71
CSO Workload 74
K-9 Program 76
Patrol Summary 77
Relief Factor 80
Patrol Policy 80
Section 7. Support Services Bureau 82
Accreditation Unit 82
Staffing 82
Accreditation Status 82
Policy 83
CALEA Accreditation 83
Crime Analysis Unit (CAU) 83
Staffing 84
Training 84
Unit's Responsibilities 84
Stratified Policing 85
Workload 85
Office of Professional Standards (OPS) 86
Training 87
Complaints 87
Investigation Process 89
Dispositions 90
Complaints and Investigations 90
Officer-Involved Shootings 92
Discipline Option 92
Discipline Matrix 93
Random Audits 93
Early Intervention Program 94
Use of Force 95
Policy 95
De-escalation and Duty to Intercede and Report 95

Early Intervention Program 96
Personnel/Recruitment/Retention 97
Recruitment 97
Hiring Bonus 98
Hiring Process 99
Pre-Employment Background investigations 99
Retention 100
Public Affairs Unit 102
Training 103
Social Media 103
Training 103
Training Records 103
Training Requests 104
Requirements for Training Instructor 104
State of Florida Mandatory Retraining Requirements 105
Training Policy 105
Training Schedule 105
Training Hours 106
Entry Level Training 106
Field Training Officer Program (FTO) 107
FTO Meetings 108
Briefing Training 109
Career Development Program 109
New Sergeant Training 109
Lieutenant Professional Development 110
Professional Training for Executives 110
Section 8. Administrative Services Bureau 112
Records Division 112
Fleet/Logistics 114
Vehicle Acquisition 115
Maintenance 115
Marine 116
Fuel 116
Collisions / Vehicle Damage 116
Take-Home Vehicles 117
Facilities 119
Future Growth 120

Parking 120
Police Station Lobby 121
Lobby Hours/Desk Officer 121
Workout Facility 121
Locker Rooms 121
Facility Security 122
Information Technology 122
School Resource Officers 124
Staffing / Work Schedule 124
Training 124
Workload 125
Rotation Schedule 125
SRO Policy 126
Summary 126
Grants Coordinator 127
Community Engagement, Crime Prevention, and Citizens on Patrol 128
Section 9. Summary 130
Section 10. Data Analysis 131
Workload Analysis 132
Out-of-Service Activities 154
Deployment 159
Response Times 169
All Calls 170
High-Priority Calls 176
Road Patrol Units 178
Community Service Officers 184
Appendix A: Call Type Classification 188
Appendix B: Heat Maps Showing Relative Concentration of Events 194
Appendix C: Uniform Crime Report Information 198

§ § §

TABLES

TABLE 3-1: Reported Crime Rates in 2022 and 2023, by City 12
TABLE 3-2: Reported Fort Pierce, Florida, and National Crime Rates, by Year 12
TABLE 3-3: Reported Fort Pierce, Florida, and National Crime Clearance Rates, 2022 13
TABLE 3-4: Reported Fort Pierce, Florida, and National Crime Clearance Rates, 2023 13
TABLE 4-1: Department Authorized Staffing, FY2021/2022 to FY2023/2024 14
TABLE 5-1: Investigative Services Bureau Staffing 25
TABLE 5-2: Reported Fort Pierce, Florida, and National Crime Clearance Rates, 2022 28
TABLE 5-3: Reported Fort Pierce, Florida, and National Crime Clearance Rates, 2023 28
TABLE 6-1: Community Policing Bureau Staffing 37
TABLE 6-2: Fort Pierce PD Patrol Team Scheduling and Staffing 38
TABLE 6-3: Events per Day, by Initiator 41
TABLE 6-4: Calls per Day, by Category 44
TABLE 6-5: Calls per Day, by Initiator and Months 45
TABLE 6-6: Calls per Day, by Category and Month 46
TABLE 6-7: Primary Unit's Average Occupied Times, by Category and Initiator 47
TABLE 6-8: Average Number of Responding Units, by Initiator and Category 48
TABLE 6-9: Number of Responding Units, by Category, Community-initiated Calls 50
TABLE 6-10: Calls and Work Hours by Beat, per Day 53
TABLE 6-11: Calls and Work Hours per Day, by Category, Winter 2024 54
TABLE 6-12: Calls and Work Hours per Day, by Category, Summer 2024 55
TABLE 6-13: Activities and Occupied Times by Description 56
TABLE 6-14: Average and 90th Percentile Response Times by Priority 72
TABLE 6-15: Average Response Time Components, by Beat 73
TABLE 6-16: Events, Calls, and Workload by Category, CSO Units 75
TABLE 6-17: Summary of Patrol Workload (All Personnel) 77
TABLE 6-18: Summary of Workload (Patrol Officers Only) 77
TABLE 6-19: FPPD Comparable Data to Other CPSM Projects 79
TABLE 7-1: Complaints 90
TABLE 7-2: Most Common Allegations, 2023* 91
TABLE 7-3: Findings in External Complaint Allegations, 2023 91
TABLE 7-4: Comparison of External Complaints to Calls for Service and Arrests 92
TABLE 7-5: Example of a Standardized Progressive Discipline Matrix 93
TABLE 7-6: Use of Force Events Compared to Citizen Calls for Service and Arrests 96
TABLE 7-7: Use of Force by Weapon Type 96
TABLE 7-8: City of Fort Pierce and FPPD Demographics, 2024 98
TABLE 7-9: Background Investigations on Sworn Personnel, 2021–2024 100
TABLE 7-10: Sworn Personnel Separations, 2021–2024 101
TABLE 7-11: FPPD Recruit Academy Training Results, 2019 through 2024 106
TABLE 7-12: FTO Program Outcomes, 2021–2023 108

TABLE 8-1: Records Division Workload, Fiscal Year 2023/2024 113
TABLE 8-2: Vehicle Allocation in the FPPD Fleet 114
TABLE 8-3: Police Vehicle Collision Data, 2022–2024 117
TABLE 8-4: SRO Criminal Case Assignments, 2022–2024 125
TABLE 8-5: FPPD Grants Received over the Past Three Years 127
TABLE 10-1: Events per Day, by Initiator 134
TABLE 10-2: Events per Day, by Category 136
TABLE 10-3: Calls per Day, by Category 138
TABLE 10-4: Calls per Day, by Initiator and Months 139
TABLE 10-5: Calls per Day, by Category and Month 141
TABLE 10-6: Primary Unit's Average Occupied Times, by Category and Initiator 143
TABLE 10-7: Average Number of Responding Units, by Initiator and Category 145
TABLE 10-8: Number of Responding Units, by Category, Community-initiated Calls 147
TABLE 10-9: Calls and Work Hours by Beat, per Day 149
TABLE 10-10: Calls and Work Hours per Day, by Category, Winter 2024 151
TABLE 10-11: Calls and Work Hours per Day, by Category, Summer 2024 153
TABLE 10-12: Activities and Occupied Times by Description 154
TABLE 10-13: Activities and Workload per Day, by Month 155
TABLE 10-14: Activities per Day, by Day of Week 156
TABLE 10-15: Activities per Hour, by Hour of Day 158
TABLE 10-16: Average Response Time Components, by Category 172
TABLE 10-17: 90th Percentiles for Response Time Components, by Category 173
TABLE 10-18: Average Response Time Components, by Beat 175
TABLE 10-19: Average and 90th Percentile Response Times, by Priority 176
TABLE 10-20: Events, Calls, and Workload by Category, CSO Units 184
TABLE 10-21: Calls by Initiator, CSO Units 186
TABLE 10-22: Activities and Occupied Times by Description, CSO Units 187
TABLE 10-23: Call Type, by Category 188
TABLE 10-24: Reported Crime Rates in 2022 and 2023, by City 198
TABLE 10-25: Reported Fort Pierce, Florida, and National Crime Rates, by Year 200
TABLE 10-26: Reported Fort Pierce, Florida, and National Crime Clearance Rates, 2022 201
TABLE 10-27: Reported Fort Pierce, Florida, and National Crime Clearance Rates, 2023 201

§ § §

FIGURES

FIGURE 3-1: Reported Fort Pierce Violent and Property Crime Rates, by Year* 11
FIGURE 3-2: Reported Fort Pierce and Florida Overall Crime Rates, by Year* 11
FIGURE 6-1 Community Policing Bureau Organizational Chart 35
FIGURE 6-2: Percentage Events per Day, by Initiator 41
FIGURE 6-3: Percentage Events per Day, by Category 42
FIGURE 6-4: Percentage Calls per Day, by Category 43
FIGURE 6-5: Calls per Day, by Initiator and Month 45
FIGURE 6-6: Number of Responding Units, by Category, Community-initiated Calls 49
FIGURE 6-7: FPPD Patrol Area and Beat Map 51
FIGURE 6-8: Percentage Calls and Work Hours, by District 52
FIGURE 6-9: Deployed Officers, Weekdays, Winter 2024 57
FIGURE 6-10: Deployment and All Workload, Weekdays, Winter 2024 58
FIGURE 6-11: Percentage of Workload, Weekdays, Winter 2024 59
FIGURE 6-12: Deployed Officers, Weekends, Winter 2024 60
FIGURE 6-13: Deployment and All Workload, Weekends, Winter 2024 60
FIGURE 6-14: Percentage of Workload, Weekends, Winter 2024 61
FIGURE 6-15: Deployed Officers, Weekdays, Summer 2024 62
FIGURE 6-16: Deployment and All Workload, Weekdays, Summer 2024 62
FIGURE 6-17: Percentage of Workload, Weekdays, Summer 2024 62
FIGURE 6-18: Deployed Officers, Weekends, Summer 2024 64
FIGURE 6-19: Deployment and All Workload, Weekends, Summer 2024 64
FIGURE 6-20: Percentage of Workload, Weekends, Summer 2024 65
FIGURE 6-21: Deployment and All Workload, Weekdays, Winter 2024, Road Patrol 67
FIGURE 6-22: Percentage of Workload, Weekdays, Winter 2024, Road Patrol 67
FIGURE 6-23: Deployment and All Workload, Weekends, Winter 2024, Road Patrol 68
FIGURE 6-24: Percentage of Workload, Weekends, Winter 2024, Road Patrol 68
FIGURE 6-25: Deployment and All Workload, Weekdays, Summer 2024, Road Patrol 69
FIGURE 6-26: Percentage of Workload, Weekdays, Summer 2024, Road Patrol 69
FIGURE 6-27: Deployment and All Workload, Weekends, Summer 2024, Road Patrol 70
FIGURE 6-28: Percentage of Workload, Weekends, Summer 2024, Road Patrol 70
FIGURE 6-29: Average Response Time and Dispatch Processing, by Hour of Day, Winter and Summer 2024 71
FIGURE 6-30: Average Response Times and Dispatch Processing for High-priority Calls, by Hour 74
FIGURE 6-31: Percentage Calls and Work Hours, by Category, CSO Units 75
FIGURE 10-1: Percentage Events per Day, by Initiator 134
FIGURE 10-2: Percentage Events per Day, by Category 135
FIGURE 10-3: Percentage Calls per Day, by Category 137
FIGURE 10-4: Calls per Day, by Initiator and Month 139
FIGURE 10-5: Calls per Day, by Category and Month 140
FIGURE 10-6: Primary Unit's Average Occupied Times, by Category and Initiator 142

FIGURE 10-7: Number of Responding Units, by Initiator and Category 144
FIGURE 10-8: Number of Responding Units, by Category, Community-initiated Calls 146
FIGURE 10-9: Percentage Calls and Work Hours, by District 148
FIGURE 10-10: Percentage Calls and Work Hours, by Category, Winter 2024 150
FIGURE 10-11: Percentage Calls and Work Hours, by Category, Summer 2024 152
FIGURE 10-12: Activities per Day, by Month 155
FIGURE 10-13: Activities per Day, by Day of Week 156
FIGURE 10-14: Activities per Day, by Hour of Day 157
FIGURE 10-15: Deployed Officers, Weekdays, Winter 2024 160
FIGURE 10-16: Deployed Officers, Weekends, Winter 2024 160
FIGURE 10-17: Deployed Officers, Weekdays, Summer 2024 161
FIGURE 10-18: Deployed Officers, Weekends, Summer 2024 161
FIGURE 10-19: Deployment and All Workload, Weekdays, Winter 2024 163
FIGURE 10-20: Deployment and All Workload, Weekends, Winter 2024 163
FIGURE 10-21: Deployment and All Workload, Weekdays, Summer 2024 164
FIGURE 10-22: Deployment and All Workload, Weekends, Summer 2024 164
FIGURE 10-23: Percentage of Workload, Weekdays, Winter 2024 166
FIGURE 10-24: Percentage of Workload, Weekends, Winter 2024 166
FIGURE 10-25: Percentage of Workload, Weekdays, Summer 2024 167
FIGURE 10-26: Percentage of Workload, Weekends, Summer 2024 167
FIGURE 10-27: Average Response Time and Dispatch Processing, by Hour of Day, Winter and Summer 2024 170
FIGURE 10-28: Average Response Time by Category, Winter 2024 171
FIGURE 10-29: Average Response Time by Category, Summer 2024 171
FIGURE 10-30: Average Response Time Components, by District 174
FIGURE 10-31: Average Response Times and Dispatch Processing for High-priority Calls, by Hour 177
FIGURE 10-32: Deployment and All Workload, Weekdays, Winter 2024, Road Patrol 178
FIGURE 10-33: Deployment and All Workload, Weekends, Winter 2024, Road Patrol 178
FIGURE 10-34: Deployment and All Workload, Weekdays, Summer 2024, Road Patrol 179
FIGURE 10-35: Deployment and All Workload, Weekends, Summer 2024, Road Patrol 179
FIGURE 10-36: Percentage of Workload, Weekdays, Winter 2024, Road Patrol 181
FIGURE 10-37: Percentage of Workload, Weekends, Winter 2024, Road Patrol 181
FIGURE 10-38: Percentage of Workload, Weekdays, Summer 2024, Road Patrol 182
FIGURE 10-39: Percentage of Workload, Weekends, Summer 2024, Road Patrol 182
FIGURE 10-40: Percentage Calls and Work Hours, by Category, CSO Units 185
FIGURE 10-41: Crime Runs 194
FIGURE 10-42: Other Runs 195
FIGURE 10-43: Traffic Stops 196
FIGURE 10-44: Traffic Accidents 197
FIGURE 10-45: Reported Fort Pierce Violent and Property Crime Rates, by Year 199
FIGURE 10-46: Reported Fort Pierce and Florida Crime Rates, by Year 199

SECTION 1. EXECUTIVE SUMARY

The Center for Public Safety Management, LLC (CPSM) was commissioned to review the operations of the Fort Pierce Police Department. While our analysis covered all aspects of the department's operations, particular areas of focus of this study included identifying appropriate staffing of the department given the workload, community demographics, and crime levels; the effectiveness of the organizational structure; and efficiency and effectiveness of division/unit processes.

We analyzed the department workload using operations research methodology and compared that workload to staffing and deployment levels. We reviewed other performance indicators that enabled us to understand the implications of service demand on current staffing. Our study involved data collection, interviews with key operational and administrative personnel, focus groups with line level department personnel, on-site observations of the job environment, data analysis, comparative analysis, and the development of alternatives and recommendations.

Based upon CPSM's detailed assessment of the Fort Pierce Police Department, it is our conclusion that the department, overall, provides quality law enforcement services. The staff is professional and dedicated to the mission of the department. Through this report, we will strive to allow the reader to take a look inside the department to understand its strengths and its challenges. We sincerely hope that all parties utilize the information and recommendations contained herein in a constructive manner to make a fine law enforcement agency even better.

As part of this Executive Summary, below we provide observations that we believe identify some of the more significant issues facing the department. Additionally, we include a master list of recommendations for consideration; we believe these recommendations will enhance organizational effectiveness. Some of these recommendations involve the creation of new job classifications; others involve the reassignment/repurposing of job duties to other sections and units. Oftentimes our recommendations require a substantial financial commitment on the part of a jurisdiction. In the case of the Fort Pierce Police Department, many of these recommendations can be accomplished through realignment of workload and/or reclassification of job descriptions. It is important to note that in this report we will examine specific sections and units of the department and will offer a detailed discussion of our observations and recommendations for each.

Our list of recommendations is extensive. It is important that we emphasize that the number of recommendations is common in our operational assessments of agencies around the country and should in no way be interpreted as an indictment of what we consider to be a fine department. Based on which recommendations the Fort Pierce Police Department chooses to implement, it must be recognized that this process could take not just weeks or even months to complete, but perhaps longer.

The recommendations are intended to form the basis of a long-term improvement plan for the city and department. As well, new leadership in the department creates an environment in which constructive change can thrive. While all of the recommendations are important, we suggest the Fort Pierce Police Department in conjunction with other city departments, the city council, the city manager, and members of the community decide which recommendations should take priority.

GENERAL OBSERVATIONS

- The department's employees and command staff are dedicated, committed, and enjoy working as a team to provide police service to the community. This was clearly evident to us while speaking with employees individually and when speaking with them during focus groups. There is a strong sense of caring for fellow employees and a caring for the community that is rarely seen in many police departments.
- In virtually all police studies conducted by CPSM, lack of communication is cited as an organizational impediment. That sentiment was expressed in Fort Pierce PD as well. In some cases, the concern raised is justifiable, and in other cases, those who express the concern have subjected themselves to selective awareness. In any event, we suggest open, constructive communication up and down the line is vital to any law enforcement organization.
- The department has difficulty retaining employees once they are hired and trained and has essentially become a "training ground" for new officers who move on to other law enforcement agencies.
- There is a lack of review of all department policies and procedures to ensure they are meeting best practices and legal mandates.
- There are areas within the department where more efficiency can be achieved by moving to paperless systems.
- There are opportunities in the department to civilianize positions that are currently being held by sworn personnel.
- In speaking with civilian employees of the department, they all expressed a feeling that they are "less than" the sworn employees of the department and don't receive the same training and recognition as the sworn employees.
- There are opportunities for the department to begin doing a better job of capturing the work conducted by patrol officers.
- Some positions in the department have organically grown into handling work that is outside of their job classification.

CPSM staff would like to thank Chief of Police Hobley-Burney, Major Chan, and the entire staff of the Fort Pierce Police Department for their gracious cooperation and assistance in completing this project.

§ § §

RECOMMENDATIONS

Administrative

(See pp. 14-24.)

1. The department should continue to update its strategic plan.
2. It is recommended that the department move forward with developing a detailed succession plan.
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
4. The department should consider applying for and receiving accreditation from CALEA
5. CPSM recommends that the two Majors be elevated to Deputy Chief positions to maintain consistency in the rank structure.
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.
7. It is recommended that the department begin sending sergeants to supervisorial training, and lieutenants and captains to leadership and management training.

Investigative Services Bureau

(See pp. 25-34.)

8. CPSM recommends increasing the number of detectives assigned to paid-on-call schedules.
9. CPSM recommends that FPPD add one civilian investigator to obtain and analyze digital evidence and directly support criminal investigations.
10. We also recommend the department dedicate the resources necessary to maintain the technology required to access modern cellular telephones and computers.
11. CPSM recommends the department consider moving one or more crime analyst/s to the detective unit to directly support investigations through digital forensics, data analysis, and other significant case support.
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.
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.
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.
15. CPSM recommends that the FPPD develop a systematic way to dedicate at least a few resources and time to working on cold cases.
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.

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
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.
19. CPSM recommends that FPPD evaluate the efficacy of the 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.

Patrol / Community Policing Bureau

(See pp. 35-81.)

20. CPSM recommends that FPPD streamline its supervisor and management review process in the Community Policing Bureau
21. CPSM recommends that FPPD reevaluate the need for the second upper management position in the Community Policing Bureau.
22. CPSM recommends that FPPD establish minimum staffing numbers for daily patrol deployment.
23. CPSM recommends that Beat 150 be merged into either Beat 120 or 130.
24. CPSM recommends that FPPD accurately record all work activity, including report writing, in the CAD system.
25. CPSM recommends that FPPD take steps to define busy activity clearly in the CAD system.
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.
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.
28. CPSM recommends that FPPD communicate expectations to supervisors for them to proactively manage police response times.
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 department structure.
30. CPSM recommends that FPPD establish minimum staffing levels of 15 sworn employees per shift which includes (officers, K-9s, and sergeants).
31. CPSM recommends that FPPD increase authorized staffing in Community Policing (Patrol) by two FTE police officers when the department is fully staffed.

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

Support Services

Accreditation Unit

(See pp. 82-83.)

33. The department should continue to make a priority of filling the accreditation manager position.
34. CPSM would recommend the department seek CALEA accreditation, since many of the requirements for accreditation are the same as the requirements for the state accreditation it already possesses.
35. CPSM recommends the department consider purchasing from Lexipol a policy manual or purchase one from a similar company offering the same service.

Crime Analysis Unit

(See pp. 83-86.)

36. CPSM recommends that the department continue retraining officers and sergeants in the necessary information required on reports and ensure the sergeants are reviewing that information when approving reports.
37. As important as life/work balance is to employees these days, some consideration could be given to allowing CAU employees to work a schedule of four 10-hour days in lieu of the current five-day, 8-hour schedule, which would provide the members an extra day off each week.
38. Members of the unit 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.
39. CPSM recommends that if the department continues to use the Stratified Policing Model, the department should invest in the SmartForce system to assist the unit with providing information that benefits the department's mission.
40. CPSM recommends the crime analysis function and workload be reviewed so the analysts have the capacity to perform more analysis of gang crime in order to have an impact on to crime trends.
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.

Office of Professional Standards

(See pp. 86-94.)

42. It is recommended that the complaint policy be reviewed annually and be revised when necessary.
43. CPSM recommends the department fill the vacancy in OPS as soon as is practicable and should consider making it a priority.
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.
45. It is recommended the department consider using a standardized progressive discipline matrix when applying discipline to employees.

46. CPSM recommends that all supervisors who conduct internal investigations attend some type of I/A training.
47. CPSM recommends that no member of OPS remain in the unit for longer than three years before rotating out of the assignment.
48. CPSM recommends that all interviews during investigations conducted by field supervisors should be recorded.
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 being completed.
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.
51. CPSM recommends that a shooting review board be convened on each officer-involved-shooting involving an FPPD employee.

Use of Force
(See pp. 95-97.)

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

Personnel and Recruitment
(See pp. 97-102.)

53. CPSM recommends the city consider offering a separate hiring bonus to candidates in addition to the state's.
54. CPSM recommends the recruitment effort should focus more attention on websites such as Indeed, ZipRecruiter, CareerBuilder, and other sites that will reach the specific desired demographics.
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.
56. CPSM recommends that the City of Fort Pierce give consideration to offering salary, benefits, and incentives that are commensurate with other agencies in the region in order to better retain employees.
57. CPSM recommends the department consider implementing a dedicated recruitment team.
58. The department should target recruitment effort on female candidates and hire more females to fulfill the 30X30 initiative's goals and make the department more representative of the population it polices.
59. CPSM recommends the department also focus recruitment efforts on African American candidates.
60. CPSM recommends the department consider purchasing a laptop for the recruiting officer to use at recruiting events.

Public Affairs Unit
(See pp.102-103.)

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

Training
(See pp. 103-111.)

62. CPSM recommends the department review its training policy annually to ensure it meets contemporary standards.
63. CPSM recommends the department consider purchasing a training software package for tracking and approving training requests.
64. CPSM recommends the department continue with its recruitment efforts to bring the number of FTOs back up to twelve.
65. It is recommended the department develop and implement a mechanism with in which to capture training information that is provided in roll call briefings.
66. CPSM recommends the department begin holding regular quarterly FTO meetings
67. CPSM recommends the department develop a two-week sergeant training program similar to what is being used by the department when training new officers in FTO.
68. CPSM encourages the department to make attendance mandatory for their command level personnel at one of the executive level training schools.
69. CPSM would recommend the department consider rotating their lieutenants every two years.

Administrative Services

Records
(See pp. 112-113.)

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

Fleet
(See pp.114-118.)

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.
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.
74. Vehicles, marine vessels, and other items listed on the master fleet list should be repaired to prevent further deterioration.
75. Vehicles that have reached the end of their life cycle should be auctioned or otherwise sold

Facilities

(See pp. 119-122.)

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

IT

(See pp. 122-124.)

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

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.

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

School Resource Officers

(See pp. 124-126.)

80. Consideration should be given to creating a rotational schedule for the 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.

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

Grants Coordinator

(See pp. 127-128.)

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

Community Engagement

(See pp. 128-129.)

83. Consider additional training for SROs (CRASE, etc.)

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.

§ § §

SECTION 2. METHODOLOGY

Data Analysis

CPSM used numerous sources of data to support our conclusions and recommendations for the Fort Pierce Police Department. Information was obtained from the FBI Uniform Crime Reporting (UCR) Program, Part I offenses, along with numerous sources of internal information. UCR Part I crimes are defined as murder, rape, robbery, aggravated assault, burglary, larceny-theft, and larceny of a motor vehicle. Internal sources of information included data from the computer-aided dispatch (CAD) system for information on calls for service (CFS).

Interviews

This study relied extensively on intensive interviews with personnel. On-site and in-person interviews were conducted with all division commanders regarding their operations.

Focus Groups

A focus group is an unstructured group interview in which the moderator actively encourages discussion among participants. Focus groups generally consist of ten to twelve participants and are used to explore issues that are difficult to define. Group discussion permits greater exploration of topics. For the purposes of this study, focus groups were held with a representative cross-section of employees within the department.

Document Review

CPSM consultants were furnished with numerous reports and summary documents by the Fort Pierce Police Department. Information on strategic plans, personnel staffing and deployment, monthly and annual reports, operations manuals, intelligence bulletins, evaluations, training records, and performance statistics were reviewed by project team staff. Follow-up phone calls were used to clarify information as needed.

Operational/Administrative Observations

Over the course of the evaluation period, numerous observations were conducted. These included observations of general patrol, investigations, support services such as records, communications, property and evidence, and administrative functions. CPSM representatives engaged all facets of department operations from a "participant observation" perspective.

Staffing Analysis

In virtually all CPSM studies, we are asked to identify appropriate staffing levels. That is the case in this study as well. In the following sections, we will present an extensive discussion on workload, operational and safety conditions, and other factors to be considered in establishing appropriate staffing levels. Staffing recommendations are based upon our comprehensive evaluation of all relevant factors.

SECTION 3. COMMUNITY AND DEPARTMENT OVERVIEW

COMMUNITY

The City of Fort Pierce is located in, and is the county seat of, St. Lucie County. The city is part of the Treasure Coast and is known as the Sunrise City. The city was named after the Fort Pierce Army post built in 1838 during the second Seminole War. Fort Pierce is located in the transition zone between a subtropical climate which dominates Central Florida, and a tropical climate typical of South Florida. The population as of the 2020 census was 47,297. The city encompasses 29.84 square miles of area, with 23.79 sq. mi. being land and 6.05 sq. mi. being water. It operates under a Commission/Manager government with an elected mayor and commission.

The City of Fort Pierce is a heterogeneous community; its population is 42.0 percent White, 20.5 percent Hispanic, 44.4 percent Black, 0.18 percent Native American, 1.7 percent Asian, and 6.08 percent two or more races. 78.9 percent of its citizens possess a high school diploma, while 20.1 percent possess a bachelor's degree or higher.

The owner-occupied housing rate is 47.3 percent for the city compared to 66.9 percent for the state. The median value of owner-occupied housing is $191,200 compared to $292,200 for the state. The median household income is $45,121 for the city compared to $73,311for the state, and people living in poverty make up 29.0 percent of the city's population compared to 12.3 percent in the state. This comparison reflects that the city poverty rate is higher than the state rate, while the household median income is lower.

LAW ENFORCEMENT SERVICES

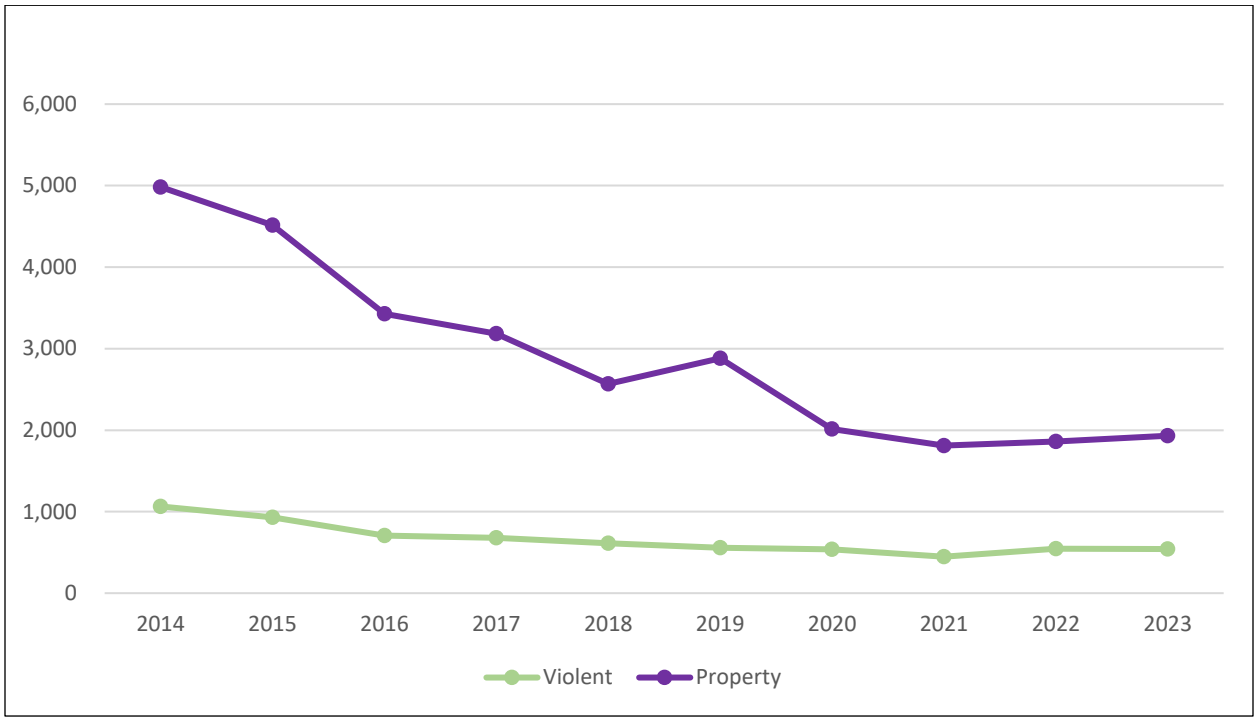
The Fort Pierce Police Department provides a full range of law enforcement services and many assorted units that provide the service to the community. The department serves as a leader in law enforcement services for the county.

Fort Pierce Crime Trends

The following figures and tables present information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI) and the Florida Department of Law Enforcement (FDLE). The tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2014 through 2023, along with crime clearance rates for 2022 and 2023. *Note that crime rates are expressed as incidents per 100,000 population.*

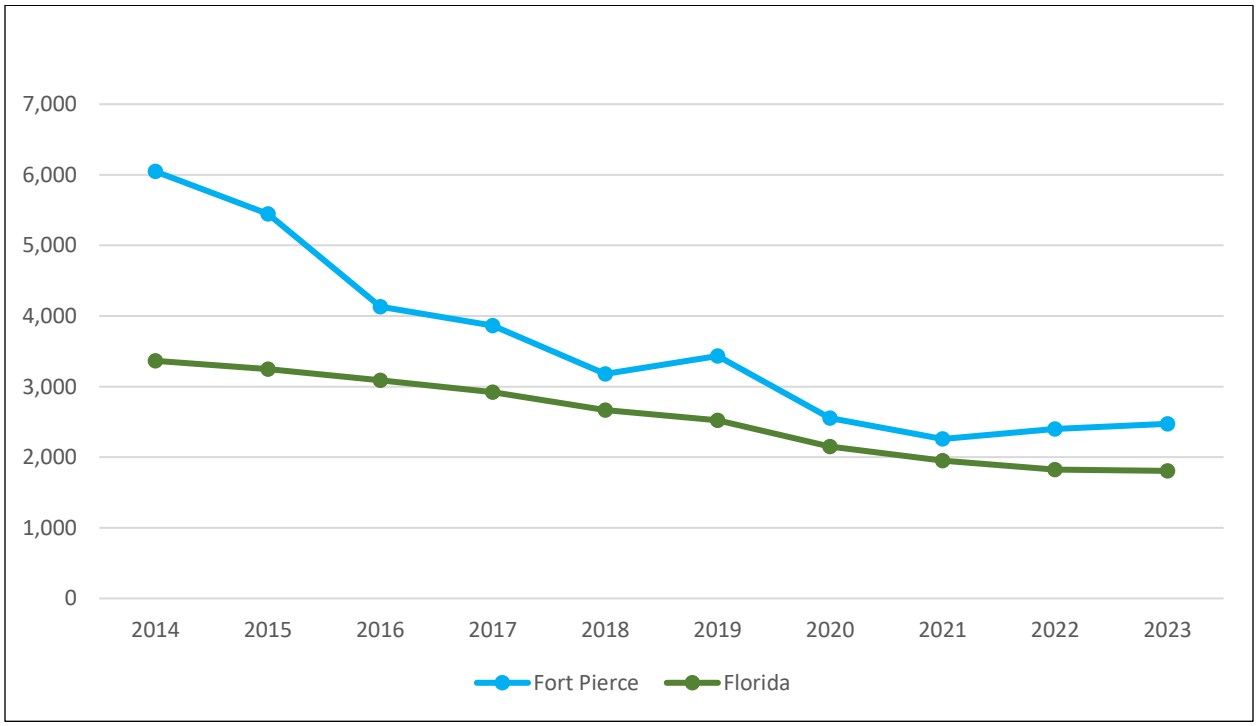
The following figure reflects Part 1 Crime trends in Fort Pierce over the past ten years. The violent crime rate has remained somewhat constant from 2014 to 2013. The property crime rate saw a decline starting in 2014 and continued to drop until about 2021 when it began to level off to its current point.

FIGURE 3-1: Reported Fort Pierce Violent and Property Crime Rates, by Year*



Note: *Per 100,000 population.

FIGURE 3-2: Reported Fort Pierce and Florida Overall Crime Rates, by Year*



Note: *Per 100,000 population.

TABLE 3-1: Reported Crime Rates in 2022 and 2023, by City

Municipality	State	2022				2023			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Greenacres City	FL	43,534	322	1,371	1,693	43,702	279	1,400	1,680
Lake Worth	FL	39,844	693	2,276	2,969	40,498	933	2,852	3,785
Riviera Beach	FL	38,554	895	2,975	3,870	38,716	966	3,001	3,967
Royal Palm Beach	FL	38,988	210	1,290	1,500	39,392	234	1,417	1,650
Sebastian	FL	26,258	65	910	975	27,004	163	1,581	1,744
Titusville	FL	48,979	539	1,795	2,334	49,577	262	843	1,105
Wellington	FL	61,119	129	988	1,117	61,370	147	1,087	1,234
Fort Pierce	**FL**	**48,529**	**544**	**1,859**	**2,403**	**48,781**	**541**	**1,933**	**2,474**
Florida		**22,244,823**	**259**	**1,566**	**1,825**	**22,610,726**	**290**	**1,516**	**1,807**
National		**333,287,557**	**377**	**1,974**	**2,351**	**334,914,895**	**364**	**1,917**	**2,281**

TABLE 3-2: Reported Fort Pierce, Florida, and National Crime Rates, by Year

Year	Fort Pierce				Florida				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2014	43,347	1,064	4,983	6,047	20,007,473	456	2,909	3,365	316,128,839	370	2,744	3,114
2015	44,012	929	4,515	5,444	20,388,277	459	2,791	3,249	318,857,056	364	2,589	2,953
2016	44,987	705	3,428	4,132	20,750,677	427	2,663	3,089	321,418,820	372	2,481	2,854
2017	45,858	680	3,184	3,864	20,984,400	408	2,512	2,920	323,127,513	387	2,459	2,846
2018	46,109	614	2,568	3,182	21,299,325	385	2,282	2,667	325,719,178	377	2,361	2,738
2019	46,597	556	2,880	3,436	21,477,737	378	2,146	2,524	327,167,434	371	2,245	2,616
2020	46,574	539	2,014	2,553	21,733,312	384	1,769	2,153	328,239,355	364	2,132	2,497
2021	48,038	448	1,811	2,259	21,898,945	369	1,583	1,952	329,484,123	386	1,967	2,353
2022	48,529	544	1,859	2,403	22,244,823	259	1,566	1,825	331,894,354	361	1,793	2,154
2023	48,781	541	1,933	2,474	22,610,726	290	1,516	1,807	333,287,557	377	1,974	2,351

Clearance Rates

Th following table compares the Fort Pierce Police Department crime clearance rates to the state and national averages for 2022 and 2023. These clearance rates are based upon the department's reporting to the UCR.

TABLE 3-3: Reported Fort Pierce, Florida, and National Crime Clearance Rates, 2022

Crime	Fort Pierce			Florida			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	8	2	25%	917	465	51%	21,797	10,752	49%
Rape	19	3	16%	7,945	2,368	30%	132,997	27,856	21%
Robbery	42	17	40%	7,851	910	12%	215,760	51,930	24%
Aggravated Assault	195	100	51%	41,323	8,366	20%	756,601	334,405	44%
Burglary	76	20	26%	28,574	5,519	19%	916,970	125,838	14%
Larceny	717	159	22%	198,716	30,366	15%	4,947,709	633,098	13%
Vehicle Theft	109	42	39%	21,388	3,715	17%	953,827	87,140	9%

TABLE 3-4: Reported Fort Pierce, Florida, and National Crime Clearance Rates, 2023

Crime	Fort Pierce			Florida			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	12	6	50%	693	403	58%	20,703	11,822	57%
Rape	12	3	25%	6,315	2,111	33%	198,687	53,118	27%
Robbery	25	8	32%	5,856	1,225	21%	214,935	59,473	28%
Aggravated Assault	215	125	58%	32,392	9,779	30%	845,782	390,525	46%
Burglary	99	29	29%	21,979	4,268	19%	796,483	114,725	14%
Larceny	728	85	13%	162,250	27,684	17%	4,254,880	639,552	15%
Vehicle Theft	116	19	16%	19,635	3,148	16%	1,031,839	85,045	8%

SECTION 4. ADMINISTRATIVE

The following table shows the authorized staffing levels for the department since 2021 and current vacancies. Staffing levels will be addressed throughout the report as we discuss specific operating sections. This table is simply intended to provide a broad overview of staffing levels for the department.

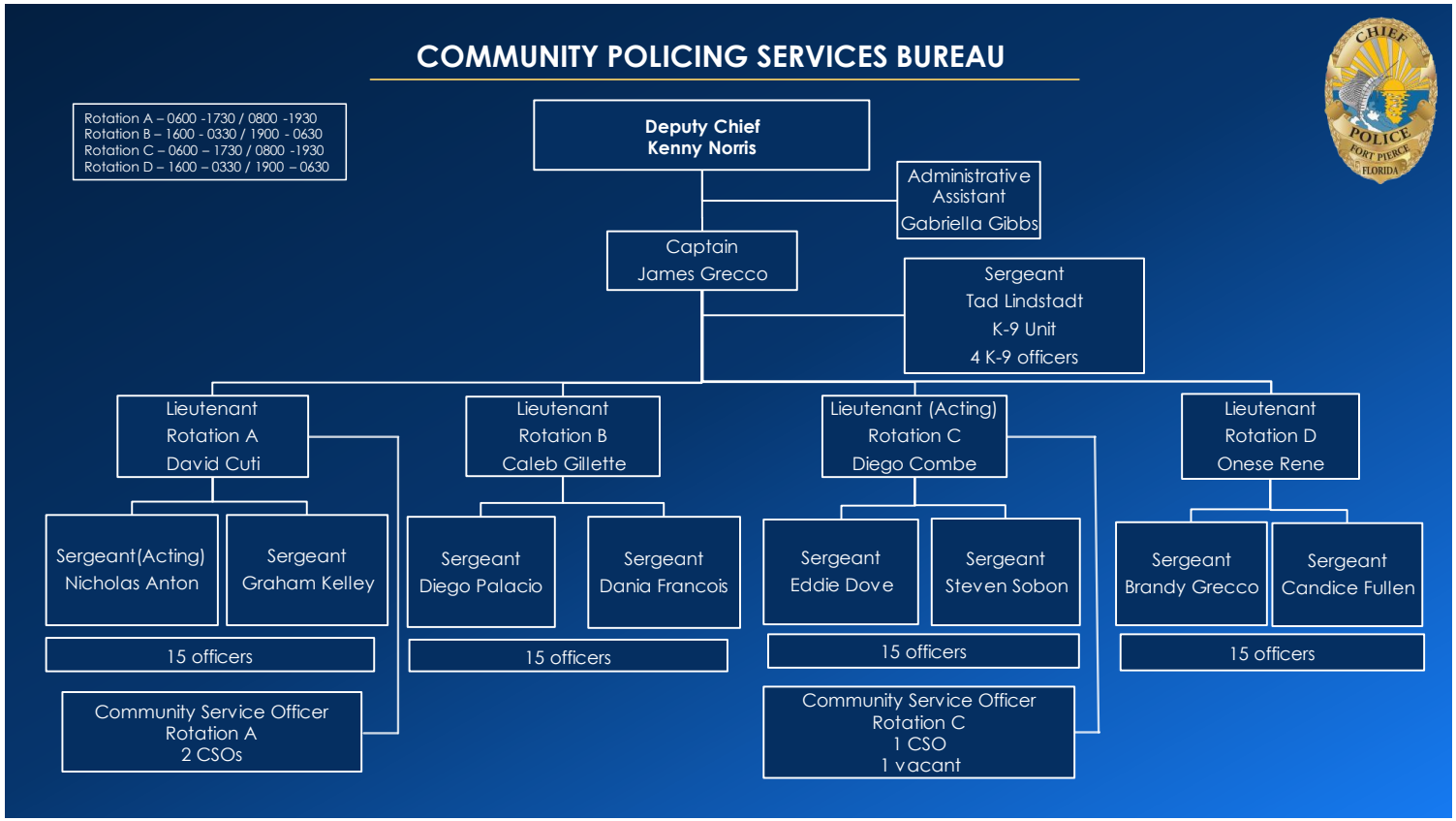
TABLE 4-1: Department Authorized Staffing, FY2021/2022 to FY2023/2024

Position	2021/2022 Budgeted	2022/2023 Budgeted	2023/2024 Budgeted	Actual at Present	Vacant
Sworn Personnel					
Chief	1	1	1	1	0
Deputy Chief	2	2	2	2	0
Major	1	1	2	2	0
Captain	0	0	2	2	0
Lieutenant	7	7	7	7	0
Sergeant	15	15	18	16	2
Police Officers	101	101	109	111	16
Sworn Total	**127**	**127**	**141**	**141**	**14**
Civilian Professional Personnel					
Records Specialist Supervisor	1	1	1	1	0
Records Specialist	4	4	4	4	1
Property/Evidence Technician	1	1	1	1	1
Administrative Assistants	3	3	3	3	0
Executive Assistant	1	1	1	1	1
Community Service Officers	5	5	5	4	1
Senior Accountant	1	1	1	3	0
Grants Coordinator/Writer	1	1	1	1	0
Criminal Analysts	3	3	3	3	0
Public Information Officer	1	1	1	1	0
Crime Scene Investigators	3	3	3	3	0
Accreditation Specialist	1	1	1	1	1
Information System Admin	1	1	1	1	0
Information Systems Analyst II	1	1	1	1	0
Information Systems Analyst I	1	1	1	1	0
Digital Evidence Specialist II	1	1	1	1	0
Digital Evidence Specialist I	1	1	1	1	0
Police Payroll Specialist	1	1	1	1	1
School Crossing Guards (P/T)	8	8	8	8	0
Civilian Professional Total			**39**	**40**	
Total Authorized Personnel			**180**	**181**	

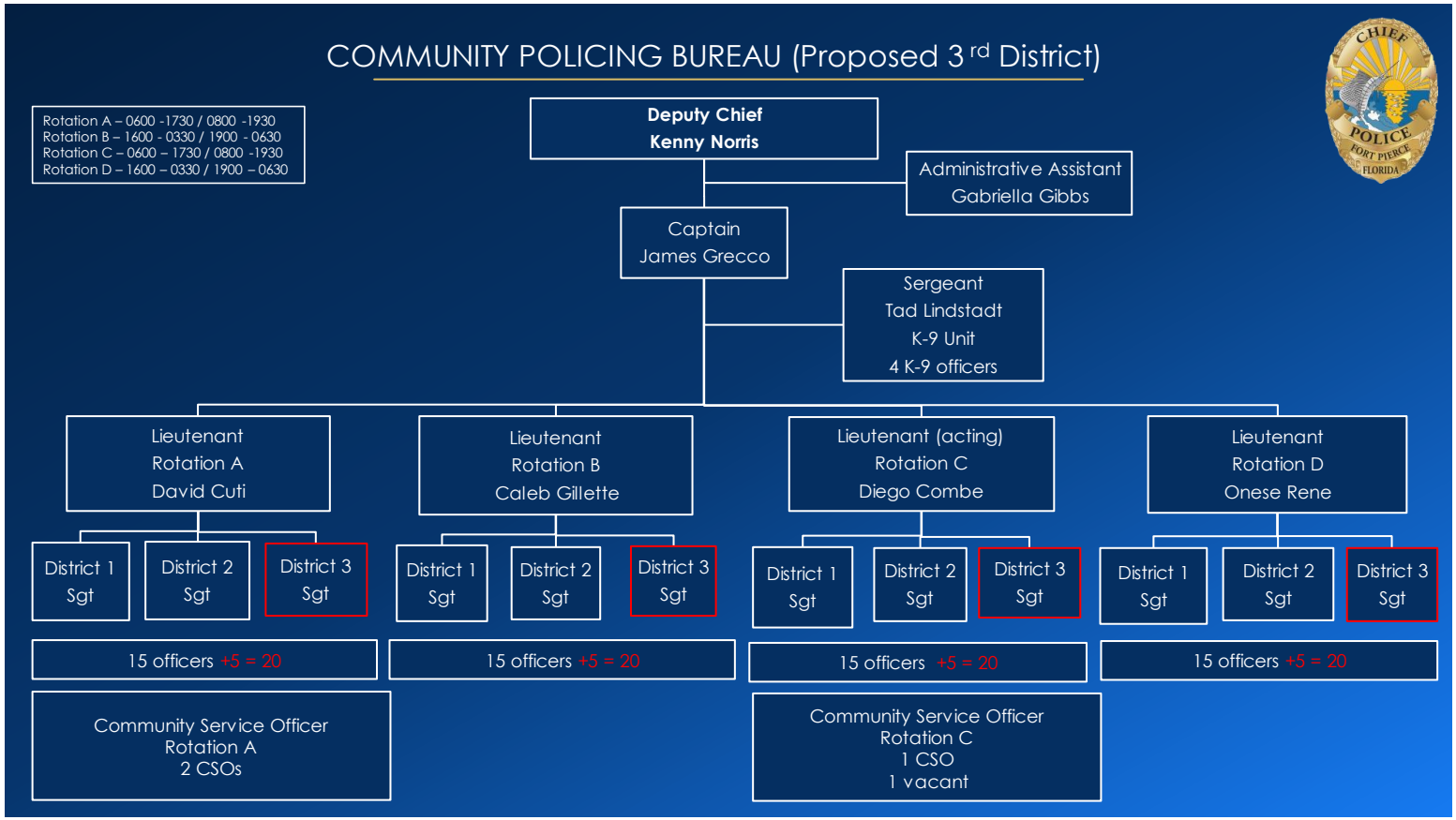
The following graphics illustrate the department's organizational chart(s) (2024).

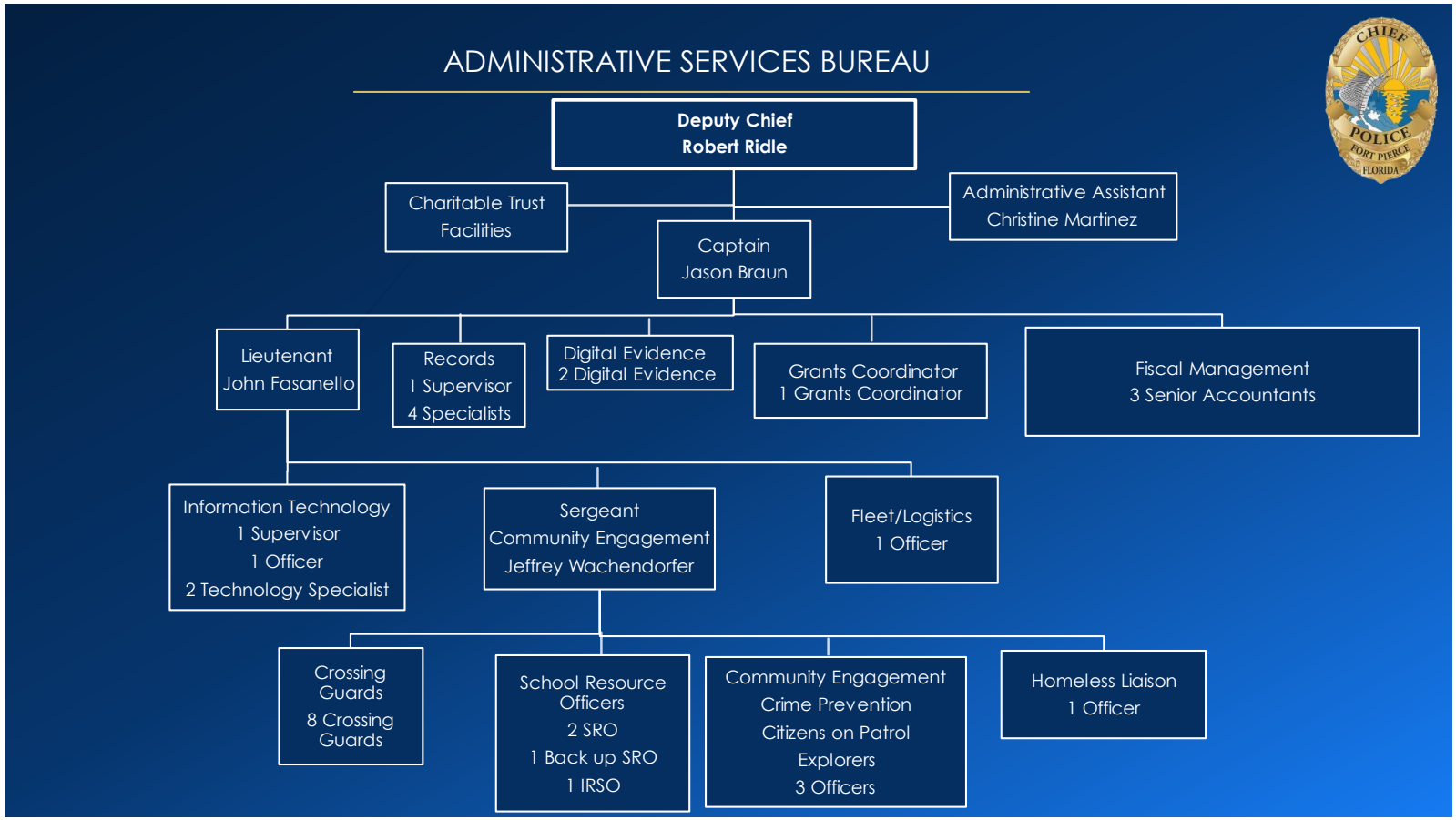


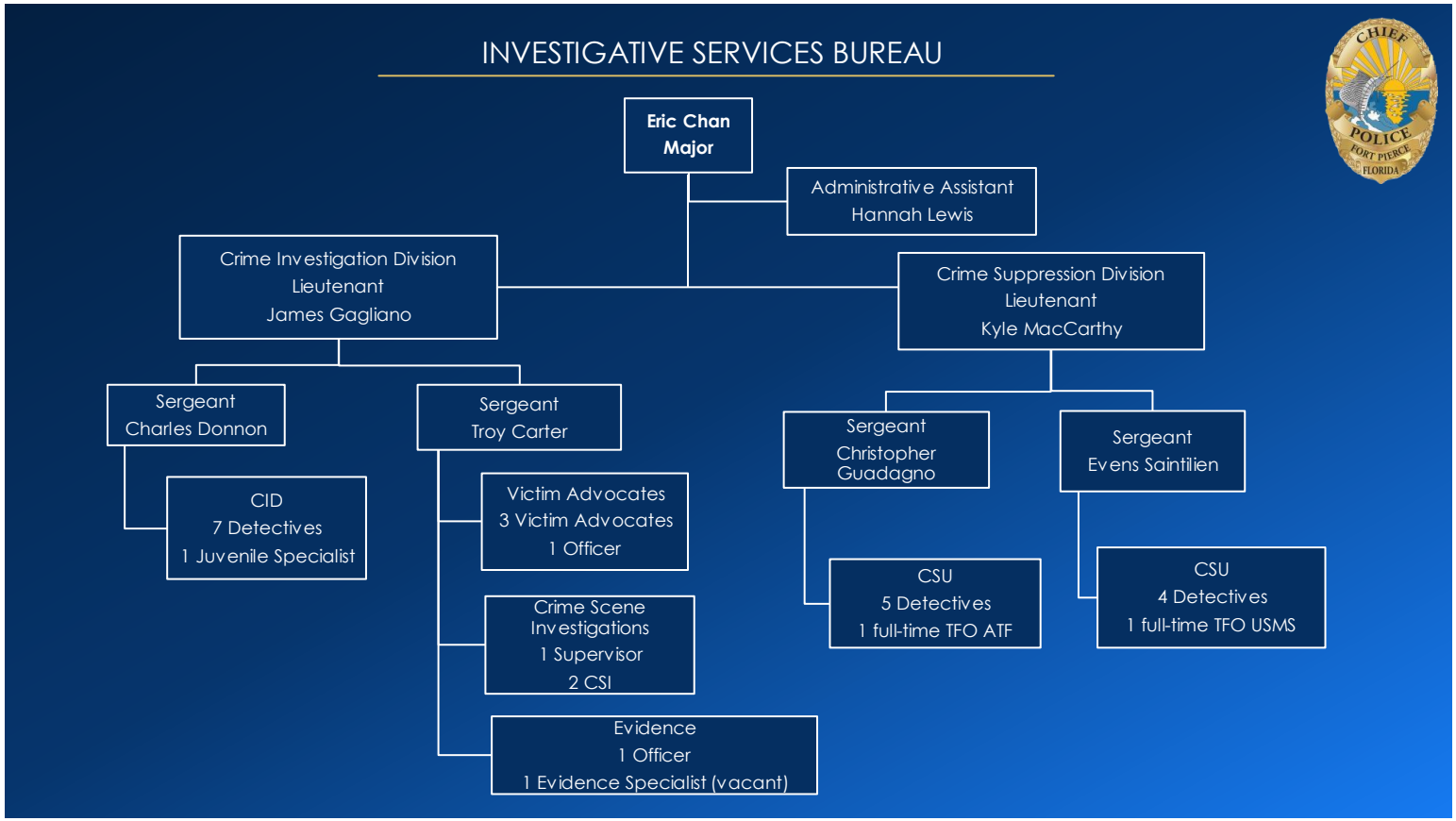
COMMUNITY POLICING SERVICES BUREAU

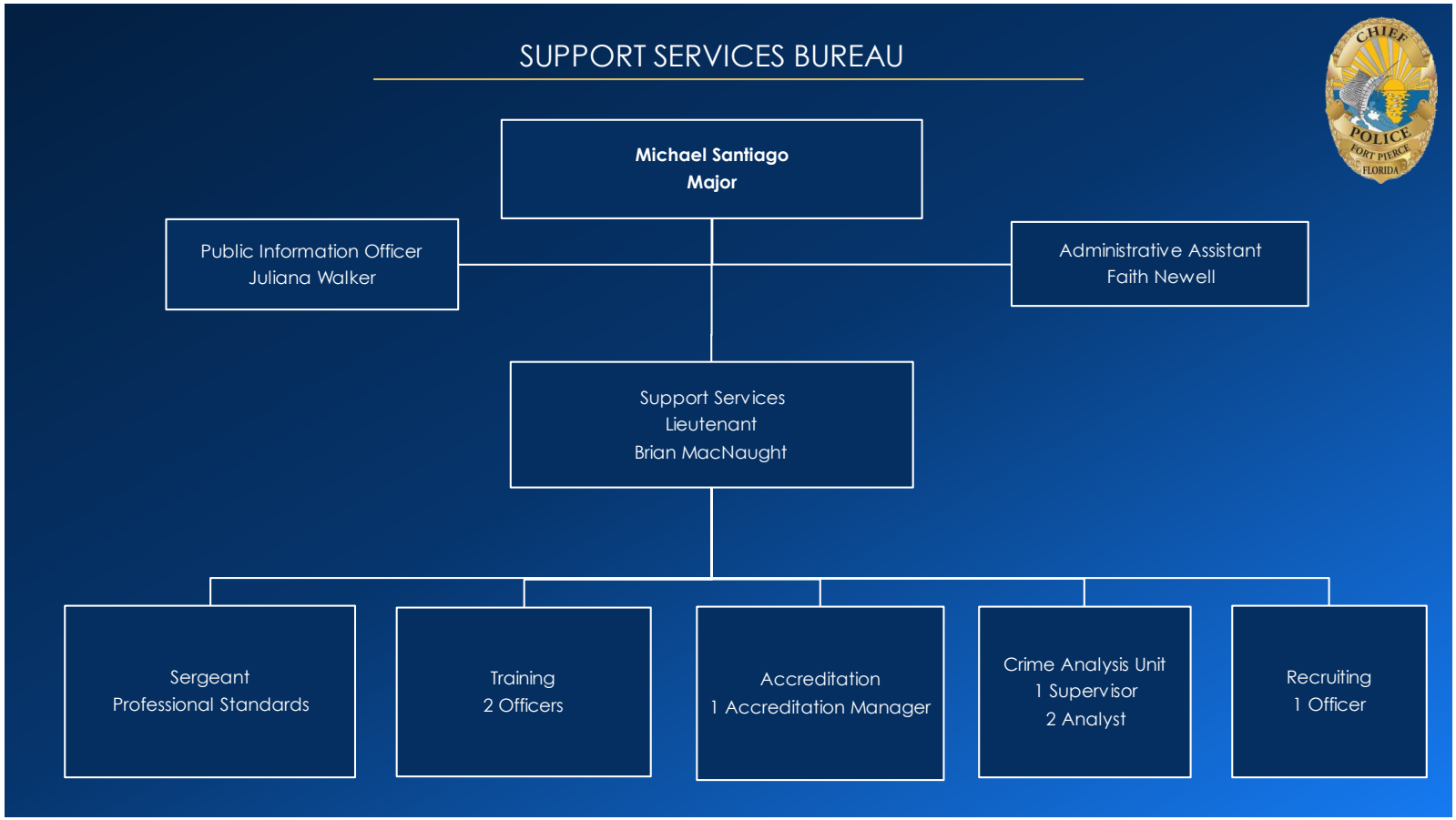


COMMUNITY POLICING BUREAU (Proposed 3rd District)




ADMINISTRATIVE SERVICES BUREAU
Deputy Chief
Robert Ridle
Charitable Trust
Facilities
Administrative Assistant
Christine Martinez
Captain
Jason Braun
Lieutenant
John Fasanello
Records
1 Supervisor
4 Specialists
Digital Evidence
2 Digital Evidence
Grants Coordinator
1 Grants Coordinator
Fiscal Management
3 Senior Accountants
Information Technology
1 Supervisor
1 Officer
2 Technology Specialist
Sergeant
Community Engagement
Jeffrey Wachendorfer
Fleet/Logistics
1 Officer
Crossing
Guards
8 Crossing
Guards
School Resource
Officers
2 SRO
1 Back up SRO
1 IRSO
Community Engagement
Crime Prevention
Citizens on Patrol
Explorers
3 Officers
Homeless Liaison
1 Officer


INVESTIGATIVE SERVICES BUREAU
Eric Chan
Major
Administrative Assistant
Hannah Lewis
Crime Investigation Division
Lieutenant
James Gagliano
Crime Suppression Division
Lieutenant
Kyle MacCarthy
Sergeant
Charles Donnon
Sergeant
Troy Carter
Sergeant
Christopher
Guadagno
Sergeant
Evens Saintilien
CID
7 Detectives
1 Juvenile Specialist
Victim Advocates
3 Victim Advocates
1 Officer
Crime Scene
Investigations
1 Supervisor
2 CSI
Evidence
1 Officer
1 Evidence Specialist (vacant)
CSU
5 Detectives
1 full-time TFO ATF
CSU
4 Detectives
1 full-time TFO USMS


SUPPORT SERVICES BUREAU
Michael Santiago
Major
Public Information Officer
Juliana Walker
Administrative Assistant
Faith Newell
Support Services
Lieutenant
Brian MacNaught
Sergeant
Professional Standards
Training
2 Officers
Accreditation
1 Accreditation Manager
Crime Analysis Unit
1 Supervisor
2 Analyst
Recruiting
1 Officer

STRATEGIC PLAN

The Fort Pierce Police Department has a multiyear strategic plan that runs through 2025. Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is headed, and the actions needed to make progress, but also how it will know if it is successful.

The department is routinely updating this strategic plan to ensure it is addressing the community's needs, department needs, and city council's needs.

The department should continue to update its strategic plan.

SUCCESSION PLANNING

One of the highest priorities for a Chief of Police should be to develop his or her staff and to have a succession plan in place for at least the next chief executive. During a leadership change, a succession plan maintains the continuity of the police department mission and reduces uncertainty and resistance to change.

Succession planning is the process of reviewing the agency for leadership talent, identifying possible successors, and then providing those individuals with the training, mentoring, and support they need to prepare themselves for critical roles within the organization when vacancies occur. Succession planning is often associated primarily with the chief executive's position, but it is also essential to identify and prepare leadership at all levels of the organization. Having a succession plan at every leadership level ensures that no matter what personnel change, there will be experienced and trained personnel to step into leadership positions. For this reason, leadership development for staff is critical for an agency of any size.



A typical succession plan for a police department should ideally span several years, with a focus on identifying and developing potential successors well in advance of a current leader's retirement or departure, aiming for a timeframe of at least three to five years to ensure adequate training and experience development for the next generation of leadership.

CPSM learned that Fort Pierce PD has no succession plan in place for any future transition of power in the department nor for elevating its employes. It is recommended that the department move forward with developing a detailed succession plan for future leaders of the organization.

CAREER DEVELOPMENT

Career development is crucial for police departments because it fosters a motivated and skilled workforce, improves community safety by ensuring officers are continuously learning and adapting to new challenges, helps retain experienced officers, and enables them to take on more complex roles and leadership positions within the department, ultimately leading to better service delivery and a more effective police force.

Key reasons why career development is important for police departments:

- **Enhanced skills and knowledge**: Ongoing training and professional development opportunities allow officers to stay updated on legal changes, new policing techniques, de-escalation strategies, and community relations, leading to more effective policing practices.
- **Improved officer morale and retention**: Providing clear career paths and opportunities for advancement can boost officer morale, leading to increased job satisfaction and reduced turnover rates within the department.
- **Leadership development**: By identifying and nurturing potential leaders within the ranks, police departments can ensure a strong succession plan and better-equipped leadership teams to guide the organization.
- **Community trust building**: Officers with specialized training in areas such as crisis intervention or cultural competency can better understand and engage with diverse communities, fostering positive relationships.
- **Adaptability to changing needs**: Career development allows police departments to proactively address evolving crime trends and community concerns by equipping officers with the necessary skills to handle new challenges.
- **Reduced liability**: Properly trained officers are less likely to make mistakes or use excessive force, potentially minimizing legal issues and improving the department's reputation.

FPPD should continue to enhance its career development program to ensure employees receive the training and experience that prepares them for opportunities to reach their individual goals in the organization. A robust career development program provides a clear path for employees to reach their goals of working in another assignment in the department.

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. It must also push decision-making in the organization down to the ranks where the authority to make decisions is commensurate with their responsibility. It is recommended that the department begin sending sergeants to supervisorial training, and lieutenants and captains to leadership and management training.

MISSION STATEMENT/VISION STATEMENT

A mission statement can provide a common theme around which members of the agency can base their day-to-day public interactions, tactical decision-making, and long-term strategic planning. When they are properly integrated within the organization, mission and vision statements can create a sense of unity, direction, and opportunity. Mission and vision statements also provide the foundation for an organization's strategic planning efforts. It is incumbent upon the leadership of the agency to ensure its employees reflect the mission and vision statements of the organization and the community it serves.

Fort Pierce PD Mission Statement

The Fort Pierce Police Department's mission is to reduce crime and enrich the quality of life through a collaborative partnership with all citizens, emphasizing community engagement and proactive law enforcement.

ACCREDITATION

The department received accreditation through the Commission for Florida Law Enforcement Accreditation Inc. in November 2022. The Commission for Florida Law Enforcement Accreditation is the accrediting body for law enforcement agencies and Inspector General Offices in Florida. FPPD received prior accreditations in 1998, 2001, 2011, 2014, 2017, and 2020. Since the department has already received accreditation through the State of Florida, consideration should be given to receiving accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA), which is a non-governmental agency that sets standards for law enforcement agencies, training academies, and communications agencies. It was created by The International Association of Chiefs of Police (IACP), the National Association of Black Law Enforcement Executives (NOBLE), the National Sheriff's Association (NSA), and the Police Executive Research Forum (PERF) in 1979.

ADMINISTRATIVE POSITIONS

FPPD currently operates with a command staff of one individual managing each of the four department bureaus. Two of those bureaus are managed by a Deputy Chief, while the other two are managed by a Major, although Deputy Chiefs and Majors all report directly to the Chief of Police. Having different ranks leading the four different bureaus can occasionally cause issues in the chain of command. Each of the four managers of the bureaus are doing the same work regarding the management of their individual bureaus. CPSM recommends that the two Majors be elevated to Deputy Chief positions to maintain consistency in the rank structure.

FPPD POLICY MANUAL

All police departments maintain policy and procedure manuals to guide operations. Due to the complexity of such manuals, which often range to more than 1,000 pages, many agencies utilize outside resources to assist in the development of their manuals. It was learned that FPPD at one time engaged Lexipol to purchase a ready-made policy manual; however, due to staffing constraints it became too onerous for the department to proceed with it and cancelled the contract.

As CPSM reviewed various FPPD policy sections, we noted that some policies were excellent, while in other cases the policy had not been reviewed or updated in years. CPSM recommends a complete comprehensive review of all department policies, or to give consideration to again purchasing already written and legally vetted policies from one of several private companies, such as Lexipol.

Administrative Recommendations:

- The department should continue to update its strategic plan. (Recommendation No. 1.)
- It is recommended that the department move forward with developing a detailed succession plan. (Recommendation No. 2.)
- CPSM recommends a comprehensive review of all department policies, or give consideration to again purchasing already written and legally vetted policies from one of several private companies. (Recommendation No. 3.)
- The department should consider applying for and receiving accreditation from CALEA. (Recommendation No. 4.)
- CPSM recommends that the two Majors be elevated to Deputy Chief positions to maintain consistency in the rank structure. (Recommendation No. 5.)
- 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. (Recommendation No. 6.)
- It is recommended that the department begin sending sergeants to supervisorial training, and lieutenants and captains to leadership and management training. (Recommendation No. 7.)

§ § §

SECTION 5. INVESTIGATIVE SERVICES BUREAU

The Investigative Services Bureau includes the Criminal Investigations Division, Property and Evidence Unit, Crime Suppression Unit, Crime Scene Investigations Unit, and the Victim Advocate Unit. A major commands the Investigative Services Bureau; two lieutenants, three sergeants, and two civilian supervisors provide management oversight of each of the teams in the Bureau. The breakdown of staffing is shown in the following table.

TABLE 5-1: Investigative Services Bureau Staffing

Investigative Services Bureau Unit	Sergeants/ Supervisors	Sworn Personnel	Civilian
Criminal Investigations Unit	1 (sworn)	7	0
Crime Scene Investigations Unit	1 (civilian)	0	2
Property and Evidence Unit	1 (sworn)	1	1.5
Victims Advocate Unit	1 (civilian)	0	2
Crime Suppression Unit	2 (sworn)	11	0

CRIMINAL INVESTIGATIONS DIVISION

Case Management and Schedule

The Criminal Investigations Unit handles all follow-up investigations on all felony cases generated by patrol and, in some instances, misdemeanor cases as well. The Criminal Investigations Division is comprised of one sergeant and seven detectives. The sergeant reviews all police reports written by the department and assigns felony cases and a few higher-profile misdemeanor cases to the various detectives. Detectives are on one squad and work a variety of case types. Although the unit does not have specialized detectives by crime type, informal areas of expertise have developed, and many cases are assigned accordingly. The sergeant reviews the case status of the detectives' caseloads weekly and approves all changes to case status as the detectives pend or close cases.

The detectives work various schedules to achieve Monday through Friday coverage during regular business hours. Each detective rotates through a paid-on-call status for one week at a time. Detectives are called out on serious felony crimes requiring in-depth investigation or immediate follow-up. Although only one detective is on call, other detectives are called and respond if available for homicides or other complex investigations.

The call-out structure has proven to be insufficient on multiple occasions. Many investigations have relied upon supervisors or patrol officers to conduct key interviews or follow-ups, activities that may be outside their experience level. Realizing all jurisdictions have unique circumstances, most municipalities CPSM has evaluated rely on four to eight detectives for a homicide scene. FPPD sometimes gets sufficient detectives on call-outs, but lacking an adequate call-out structure has often caused deficiencies.

Another complicating factor is the low number of detectives assigned to the unit. With the overall low number of detectives, the city's high crime rate, and a high number of call-outs, a sufficient call-out structure with current personnel would put detectives on call for well over half of every month.

We recommend increasing the number of detectives assigned to paid-on-call schedules. However, adding additional detectives or using CSU personnel may be necessary to have enough people to avoid detectives being on call for much of their off time.

There are no absolute standards to determine an appropriate caseload for police investigators, and caseload numbers vary considerably based on the type of crimes and complexity of the investigations. One murder investigation could occupy the time of several detectives for months; on the other hand, one detective could handle hundreds of theft cases in a similar period. Nonetheless, the International Association of Chiefs of Police (IACP) suggests that a detective caseload between 120 and 180 cases per year (10 to 15 per month) is manageable.

Another factor to consider when evaluating caseloads is the landscape for detectives, which has changed significantly over the last 10 years. The advancement of technology, including computers, mobile devices, and social media, has dramatically increased the workload per case. Criminals utilize these technology tools daily, like most law-abiding people in society, and this type of technology often contains evidence of crimes. A typical felony case may require one to four search warrants to access a phone, cell towers, and social media accounts. Developing these search warrants is time-consuming and data analysis is needed to interpret the results. Even just a few years ago most cases did not require a search warrant and the technology-based evidence did not exist.

Current prosecution standards now require this type of technical evidence in many cases. Only recently did FPPD acquire the ability to access cellular phones; however, the software and system it utilizes cannot access the most modern phones. To investigate the complex cases the department handles, it is necessary to continually update the systems used to extract cell phone data. Several recent cases have required detectives to wait up to six months for data to be retrieved by a partner agency either because the system was not yet available at FPPD or because the system they have could not access a modern phone.

The software and hardware systems used to extract the data are complex and require training and practice to become proficient. The Criminal Investigations Division has no line-level staff dedicated to digital evidence analysis. One of the Investigative Services Bureau sergeants handles digital evidence downloads and analysis as a collateral duty. Obtaining and extracting the data in useable form is a very technical undertaking and requires specialized software and training. This collateral duty arrangement is insufficient to keep up with the ever-increasing demand to analyze digital evidence for serious crimes. It is also not a role for a supervisor to typically handle. CPSM recommends that FPPD add one civilian investigator to obtain and analyze digital evidence to assist with investigations. As well, the department must dedicate the resources necessary to maintain the technology required to access modern cellular telephones.

The number of cases assigned to each detective in FPPD has varied because of the turnover in the unit. Based on the number of detectives assigned over the last three years and the cases assigned, we find the average caseload is at the top of the industry standard recommendations. Recently, FPPD detectives' caseload numbers have ranged from approximately 120 to 173 cases yearly. As Fort Pierce detectives mainly investigate felony crimes and Fort Pierce has a higher rate of violent crime than many other similarly situated jurisdictions, the high number of cases per detective is significant.

Nationally, police departments have addressed the rising complexity of investigations and limited sworn staffing by adding non-sworn investigators and analysts to detective units. FPPD does not currently utilize civilian investigators or criminal intelligence analysts in investigations. The department has three crime analysts, but they are not assigned to the Investigative Services Bureau. Based on what CPSM learned during the site visit and the reports created by the Crime

Analysis Unit, we found the analysts provide crime analysis regarding patterns, trends, etc., but do not directly support criminal investigations with intelligence or case-specific analysis. During our site visit, several people reported that the three analysts are often directed to perform many other duties, such as administrative or community relations-type activities unrelated to an analyst's typical duties. We recommend that the department consider moving one or more crime analyst/s to the CIU to directly support investigations through digital forensics, data analysis, or other significant case support. In addition to moving an analyst, CPSM recommends that FPPD add a combination of three sworn and non-sworn investigators/detectives into the Criminal Investigations Unit. Adding personnel to the unit will enable it to increase the number of detectives who respond to homicide and other complicated scenes and would likely contribute to a rise in solvability rates.

Training

When detectives are initially assigned to the CIU, they receive training from a senior peer detective who monitors their cases and provides on-the-job training. The detectives are sent to local training when available. Tenured detectives can also attend in-service training when local opportunities arise, and funds are available. In recent years, very little training has been made available to detectives. There is no specific annual budget allocation for initial and ongoing detective training. A wide variety of basic and advanced detective training is available in Florida, but travel is often required, and the funds for this are not available. CPSM recommendations regarding department training are covered elsewhere in this report; however, we strongly recommend that FPPD establish a sufficient annual training budget for detectives to receive ongoing training.

Clearance Rates

Clearance rates are an essential measure of an individual detective's performance. Information on clearance rates can lead to identifying training needs, additional supervisory oversight, and, in some cases, reassignment from the unit. CPSM maintains that while preventing a crime is paramount for any law enforcement agency, solving crime should have parity. Solving crimes that result in the prosecution of offenders prevents future crimes and provides much-needed closure to crime victims.

As defined and measured by the FBI Uniform Crime Report (UCR), clearance rates are the benchmark for a department's effectiveness in solving crimes. The UCR establishes strict three-prong criteria for clearing a case. For UCR reporting purposes, a crime is considered cleared when (1) a law enforcement agency has arrested the offender, (2) the offender has been charged with the offense, AND (3) the offender is turned over to the court for prosecution (whether following arrest, court summons, or police notice). The arrest of one person may clear several crimes, or the arrest of several persons may clear only one crime. Convictions or acquittals are not factored into clearance rates.

There are clearances via exceptional means, but the exceptions are minimal and do not result in statistically sufficient numbers to warrant consideration for our purposes here. Examples include the death of an offender or the lack of an extradition treaty with a foreign government in a nation to which the offender has fled.

The FPPD case clearance rates for 2022 and 2023 can be seen in the following tables:

TABLE 5-2: Reported Fort Pierce, Florida, and National Crime Clearance Rates, 2022

Crime	Fort Pierce			Florida			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	8	2	25%	917	465	51%	21,797	10,752	49%
Rape	19	3	16%	7,945	2,368	30%	132,997	27,856	21%
Robbery	42	17	40%	7,851	910	12%	215,760	51,930	24%
Aggravated Assault	195	100	51%	41,323	8,366	20%	756,601	334,405	44%
Burglary	76	20	26%	28,574	5,519	19%	916,970	125,838	14%
Larceny	717	159	22%	198,716	30,366	15%	4,947,709	633,098	13%
Vehicle Theft	109	42	39%	21,388	3,715	17%	953,827	87,140	9%

TABLE 5-3: Reported Fort Pierce, Florida, and National Crime Clearance Rates, 2023

Crime	Fort Pierce			Florida			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	12	6	50%	693	403	58%	20,703	11,822	57%
Rape	12	3	25%	6,315	2,111	33%	198,687	53,118	27%
Robbery	25	8	32%	5,856	1,225	21%	214,935	59,473	28%
Aggravated Assault	215	125	58%	32,392	9,779	30%	845,782	390,525	46%
Burglary	99	29	29%	21,972	4,268	19%	796,483	114,725	14%
Larceny	728	85	13%	162,250	27,684	17%	4,254,880	639,552	15%
Vehicle Theft	116	19	16%	19,635	3,148	16%	1,031,839	85,045	8%

Overall, the FPPD clearance rates are below those of the state in some areas and higher in others. When we explored reasons with staff, several factors were identified that CPSM agrees contribute to the low clearance rates in those specific areas. Possible reasons are identified below, with a brief discussion of each factor:

- **Limited investigative personnel assigned to complex investigations:** The number of detectives assigned to the CIU has declined substantially over the years even as the complexity of cases has increased. A decade ago the unit had as many as four additional detectives.
- **High caseloads per detective:** The average number of cases for each detective is at or above the recommendations from the IACP. More time and effort per individual case would likely increase clearance rates.
- **Many victims of violent crime in Fort Pierce are gang members or are citizens who do not cooperate with the police:** Multiple examples of the lack of cooperation from victims and witnesses were cited to consultants; this lack of cooperation makes investigations and prosecutions more difficult. The community outreach efforts by FPPD will likely improve this phenomenon over time. Increasing resources and applying additional technology to cases also reduces the reliance on eyewitnesses.

- **The criteria for the State's Attorney's Office to file cases is often unattainable with the types of cases FPPD investigates:** Our consulting team learned that detectives routinely seek permission and/or a warrant during an investigation before an arrest. We understand this is not a requirement but a standard practice. If the cases are strong, as depicted by investigators, FPPD should consider limited use of probable cause arrests during investigations rather than seeking a warrant. It is not uncommon for a prosecutor to apply a beyond-a-reasonable-doubt standard to an arrest (standard for a conviction) rather than probable cause, which is the legal standard for an arrest. The use of probable cause arrests can have a positive impact on prosecutorial review. Probable cause arrests can also cause the suspects or others to make statements or take actions that positively contribute to evidence in the case.

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

Cold Cases

"Cold cases" are criminal cases where leads are typically exhausted, the cases are no longer actively worked on by detectives, and the case remains unsolved. Departments nationwide have been effective at reviewing violent cold case crimes against persons and applying current investigative techniques and technology. Crimes such as sexual assault, aggravated assault, and homicide are often solved through forensic evidence. The technology available for DNA and other biological evidence has advanced tremendously over the last many years.

FPPD does not have resources dedicated to reviewing and working cold cases. The detective sergeant reviews and works cold cases when time permits. However, the sergeant works on current active cases in addition to his regular supervisory duties due to staffing shortages. The agency does not have formal resources or processes dedicated to solving cold cases. It is widely accepted that a small number of people commit the most crimes in a community. Solving previously unsolved cases not only brings justice for victims but can also positively impact current crime rates and prevent further victimization. Some creative approaches other agencies have taken toward solving cold cases include:

- Hiring retired detectives or other experienced personnel as part-time employees to work cold cases as civilian investigators.
- Utilization of volunteers or reserve officers to review cold cases to organize information, contact witnesses, and bring forward viable leads and information to current detectives for review.
- Formation of multi-agency task forces to work cold cases as a group.
- Obtain grant monies for staff time or forensic analysis.

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

PROPERTY AND EVIDENCE UNIT

The Fort Pierce Police Department's Property and Evidence Unit has recently undergone substantial changes. Early in 2024 a piece of evidence for an active criminal case was discovered destroyed because of an error in a purge of property. As a result, all property purging was suspended, and a complete inventory of all property and evidence was conducted. As a result of the audit, personnel were disciplined, and line level personnel and supervisory and leadership structures were changed. The unit currently consists of one sworn property officer, one civilian evidence technician (in the hiring process at the time of the report), and one part-time civilian (investigations administrative assistant) as a collateral assignment. The Investigative Services major is heavily involved while the unit revamps policy and procedures.

It is our understanding that the sworn officer was recently assigned to Property and Evidence because of the current challenges. In most police departments, the property and evidence functions are handled by civilian employees. Civilian positions are typically far less expensive, and civilians tend to stay in the positions longer and develop more expertise in what can be a technical position. CPSM recommends FPPD transition the sworn position into a civilian supervisory position. With this change, FPPD would have one civilian property and evidence supervisor and one property and evidence technician. In addition to the two permanent staff, the backup for the property function could be the civilian employees we are recommending for the Criminal Investigations Division.

The property room is located across the hall from the CID offices. The unit consists of two rooms, one where officers enter to package and secure evidence and one area where the Property and Evidence Unit personnel log and store evidence in a secure environment. The officer area has one-way lockers into which officers place evidence; this evidence and property can be retrieved only by Property and Evidence staff members from the secure side of the lockers. There are also two separate, secure areas inside the property room area, one for firearms and one for drugs, money, and jewelry. There is a surveillance camera in the officer packaging area, one at the entrance to the property room, and another in the general storage area. The room is secured by a key with only a few personnel issued keys and an alarm with single-person alarm codes. There is a handwritten log with which to sign in and out for every person entering the secure area.

Currency is kept in a separately secured area inside the property room where drugs and jewelry are also kept. The money is kept in standard packaging but not separate from other evidence in this secure area. Money is routinely taken and deposited into a trust account created to safely hold money that is part of the Property and Evidence function. This process is conducted as needed and does not occur at specific intervals or when balances achieve a particular level. The amount of cash in the property room during our site visit was insignificant, as a recent deposit had occurred.

The security procedures and infrastructure for the Property and Evidence Unit are primarily consistent with industry standards. There are a few opportunities for improvement in specific areas, according to guidelines of International Association of Property and Evidence (IAPE):

- Add additional camera/s as necessary inside of the property room to provide coverage of the secure areas for firearms, drugs, and money.
- Acquire a secure storage system for money, such as a safe or secure filing cabinet.

The FPPD room where property and evidence are stored is crowded, has substantial space limitations, and will run out of room for additional property soon without significant efforts to

purge the current inventory. Removing property from storage is a tedious and time-consuming task that requires multiple steps. The review, documentation, and permission processes can take weeks or months for a piece of property to be ordered, destroyed, or otherwise released. It is not uncommon for agencies to struggle with purging property as the work is are time-intensive, and agencies often do not dedicate the resources necessary to efficiently purge property that is no longer necessary to hold. A comprehensive process is essential to ensure the integrity of case prosecutions and the public's trust and to effectively manage space needs.

At FPPD, property purging was suspended in early 2024 due to the critical error that was discovered. Once the mistake was discovered, a temporary hold was placed on all property purging. Due to the suspension of property purging in 2024, the number of items brought in during the year far exceeded the number of items purged. However, in calendar year 2023 there was also substantially more property brought into storage than property purged. In 2023, 606 items were purged, while 6,353 items were brought into storage. In 2024, 11 items were purged, while 5,737 items were brought into storage. The property room currently holds more than 72,000 items in less than 1,000 square feet of space.

In addition to the substantial growth in inventory, the current inventory control system is run from a module in the department's overall records management system (RMS). This system offers only basic functions for property and evidence and does not offer the advanced data management tools necessary to adequately handle the issues facing FPPD. In assessing the number of items held in storage versus the number of items brought in each year, we view it as unrealistic to plan on purging property alone to solve storage space needs and thwart the pending capacity issues with the storage room.

Recognizing that even though FPPD conducted an internal audit of the property evidence room inventory, policies, and procedures, 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 that is no longer necessary to store.
- Reorganization of current space, using modern systems to gain additional storage capacity in existing space.
- Physical and procedural security.

CRIME SCENE INVESTIGATIONS UNIT

A small team of crime scene investigators investigate major crime scenes in Fort Pierce. Three full-time civilian employees are crime scene investigators (CSI), one of whom is also a supervisor. The team members work four ten-hour shifts to provide coverage seven days per week coverage. Each person rotates through a paid-on-call status for two-week intervals to provide for a 24/7 response. The scheduling system appears mostly adequate except when a major crime scene occurs during off hours. Recently, one crime scene investigator processed a murder scene. Combined with the limited detective callout system, the after-hours response capability for investigations is inadequate for the violent crime FPPD experiences.

CSI team members receive initial and ongoing training. Unit members mostly rely on a local network and other agencies for training. From our review of recent classes attended it appears the training for this unit is sufficient.

VICTIMS ADVOCATE UNIT

The Victims Advocate Unit consists of three people: one supervisor and two advocates. The supervisor reviews every incident from the preceding day and assigns cases as appropriate to one of the advocates. The supervisor provides quarterly reports on the work of the advocates.

Based on the operations of other agencies CPSM has reviewed, three victim advocates for an agency the size of the Fort Pierce PD appears quite robust. The number of cases reviewed by advocates in FPPD seems significant, with 47 percent of all criminal cases (1,152 of 2,403) in 2022 and 64 percent of all criminal cases (1,595 of 2474) in 2023. The number of cases assigned to a victim advocate in 2022 and 2023 far exceeded all violent crimes in the city during each year, meaning victim advocates were also assigned to lower-level crimes. During the site visit, our consultants learned that a substantial amount of the victim advocates' time had been spent performing community relations-type activities and other functions for the department.

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.

CRIME SUPPRESSION UNIT

The Crime Suppression Unit (CSU) is a 14-member unit tasked with proactively combatting and investigating street-level crimes in Fort Pierce. CSU detectives focus on problem areas in the city, targeting criminal actors responsible for the sale and distribution of illicit narcotics; illegal possession, sale, and purchase of firearms; and violence associated with gangs. CSU detectives often partner with federal, state, and local law enforcement agencies. As well, they are assigned as task force officers to the Drug Enforcement Administration; Homeland Security investigations; Alcohol, Tobacco and Firearms; and the U.S. Marshals Service. CSU detectives take proactive measures to prevent crimes, including surveillance operations and undercover work to infiltrate criminal organizations.

The CSU is comprised of one lieutenant, two sergeants, and eleven detectives. The detective positions include one detective assigned full-time to the U.S. Marshal's Task Force, one detective assigned full-time to the Bureau of Alcohol Tabaco and Firearms (ATF), and two detectives assigned part-time to the Drug Enforcement Administration (DEA).

The CSU has two squads which split their schedules in order to provide coverage five days per week. They utilize overlapping coverage to consistently have the personnel numbers necessary to serve search warrants and manage complex operations. The squads' hours are mainly mid-shift, ending around midnight each weekday night and 2:00 a.m. on Friday and Saturday nights.

The current structure of the Unit (expanded from previous levels) was put in place last summer in response to a surge in violent crime. We found the computer-aided dispatch (CAD) data used to measure patrol activity was inaccurate for the CSU, as many of its operations do not use the radio system in a traditional patrol format. The productivity of the squads is currently measured and reported by the unit lieutenant through the chain of command to the Police Chief. Since the inception of the current group (June 2024), the unit has accumulated the following:

Arrests

- 153 people.

Seizures

- 19 firearms.
- 9 pounds of cannabis.
- 87.6 grams of crack cocaine.
- 66 grams of powder cocaine.
- 205 grams of MDMA.
- 134 grams of MDPV.
- 40 grams of fentanyl.
- $31,000 in U.S. currency.

The unit utilizes undercover, plain clothes, and uniformed policing techniques. The unit engages in both long-term and short-term investigations with an overall mission to lower violent crime. The unit conducts surveillance, undercover operations, and serves search warrants. Most personnel in the unit have attended a specialized tactical training class. However, we found there was a notable absence of formalized, ongoing training for a unit that operates in various high-risk roles, such as conducting buy busts, undercover hand-to-hand operations, and serving high-risk search warrants. In addition, the unit does not have heavy ballistic armor or other specialized equipment designed for teams operating in the high-risk environments in which the unit routinely operates.

In multiple conversations with department personnel, it was relayed to CPSM consultants that the CSU has been successful, based on a drop in violent crime over the previous six-plus months. Although correlations can be made in theory, CPSM did not find any direct correlation between a decline in crime and CSU activities. Many agencies nationwide reported drops in violent crime during the same period.

Based on our experience reviewing other agencies, CPSM believes it is unusual for a department to operate a proactive unit larger than the unit that investigates crimes that have occurred (seven detectives and one sergeant in criminal investigations versus eleven detectives and two sergeants in CSU). One of the reasons the numbers are greater for CSU is the complex operations that CSU performs, which are staff-intensive and require a substantial number of officers to be safe and effective. Most jurisdictions similarly situated to Fort Pierce (size and available resources for equipment, training, etc.) do not operate units performing complex high-risk tasks undertaken by the CSU. The more common proactive units for small to mid-sized departments are more uniform-centered, conducting high visibility proactive enforcement contacts, which require fewer resources and equipment.

CPSM recommends that FPPD evaluate the efficacy of the CSU in the context of 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 unit.

Investigative Services Bureau Recommendations:

- CPSM recommends increasing the number of detectives assigned to paid-on-call schedules. (Recommendation No. 8.)

- CPSM recommends that FPPD add one civilian investigator to obtain and analyze digital evidence and directly support criminal investigations. (Recommendation No. 9.)
- We also recommend the department dedicate the resources necessary to maintain the technology required to access modern cellular telephones and computers. (Recommendation No. 10.)
- CPSM recommends the department consider moving one or more crime analyst/s to the detective unit to directly support investigations through digital forensics, data analysis, and other significant case support. (Recommendation No. 11.)
- 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. (Recommendation No. 12.)
- 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. (Recommendation No. 13.)
- 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. (Recommendation No. 14.)
- CPSM recommends that the FPPD develop a systematic way to dedicate at least a few resources and time to working on cold cases. (Recommendation No. 15.)
- 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. (Recommendation No. 16.)
- 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: (Recommendation No. 17.)
  - Developing a robust property purge process.
  - A new inventory control system utilizing modern software and tools to maximize organization, efficiency, and purging of property that is no longer necessary to store.
  - Reorganization of current space, using modern systems to gain additional storage capacity in existing space.
  - Physical and procedural security.
- 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. (Recommendation No. 18.)
- CPSM recommends that FPPD evaluate the efficacy of the 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 CSU. (Recommendation No. 19.)

§ § §

SECTION 6. COMMUNITY POLICING BUREAU

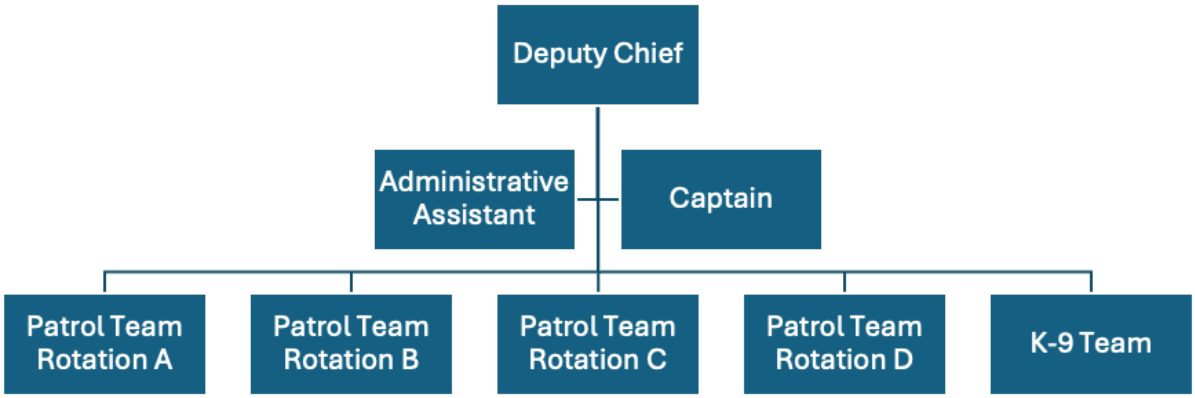
BUREAU OVERVIEW – COMMAND STRUCTURE

Uniformed patrol is considered the "backbone" of American policing. Bureau of Justice Statistics indicates that nearly all police departments in the U.S. in the same size category as the Fort Pierce Police Department provide uniformed patrol. Officers assigned to this important function are the most visible members of the department and command the largest share of resources committed by the department. Proper allocation of these resources is critical to have officers available to respond to calls for service and provide law enforcement services to the public.

Uniform patrol within the Fort Pierce Police Department is referred to as the Community Policing Bureau. This bureau encompasses the uniformed patrol faction as well as the patrol K-9 function.

The bureau is commanded by a deputy chief who reports directly to the Chief of Police. Falling directly below the deputy chief on the department organizational chart is a police captain who manages four separate patrol teams, each commanded by a police lieutenant. There is also a K-9 team and an administrative assistant assigned to the bureau, reporting to the captain and deputy chief. The graphic below shows the chain of command for the division.

FIGURE 6-1 Community Policing Bureau Organizational Chart



The above management structure for an agency the size of Fort Pierce PD is not common. The hierarchy of a deputy chief and the captain both commanding a bureau/division the size of FPPD Community Policing/Patrol is more top heavy than what we would normally see. Traditionally, an organization and a bureau this size will have one upper management position managing the patrol operations. We learned that FPPD traditionally had just a deputy chief in the role. However, as of February 2024, the department created a new patrol captain position and promoted an existing lieutenant into the role. When questioned about the role of each of the two management positions it was clear that while there is a division of work the captain was

put in place to mitigate some of the work that was previously being done by the deputy chief. In speaking with other department members within the bureau it was also evident that the roles were blurred in the eyes of the employees.

In further discussions about the work flow we learned that FPPD has multiple layers of approvals for administrative reports as well as police reports. Some examples include:

- **Police Reports:** In the FPPD a police report generated by a police officer will be reviewed and "approved" by a patrol sergeant. The report will then be reviewed and approved by a patrol lieutenant. The lieutenant is also responsible for ensuring that all of the required aspects of the report are completed and forwarded to records.
  - Traditionally, the role that is being fulfilled by the patrol lieutenant should be handled by either a lieutenant/watch commander or the patrol sergeant. The additional layer used by FPPD creates inefficiencies. FPPD says this is done to minimize mistakes, as lieutenants often catch mistakes or omissions by the sergeants. This should not be the case. If sergeants are not accurately reviewing/approving the work being produced by police officers, then there is a performance or training deficiency on the part of the sergeants. The deficiency should be addressed, and expectations should be established without creating unnecessary administrative layers.
- **Administrative Blue Team Reviews:** Blue Team is a software system often used by police departments to manage the administrative workflow of administrative actions occurring within the agency. For instance, all use of force incidents occurring in the department should be recorded within Blue Team to manage the administrative review process of those incidents. FPPD uses Blue Team for this purpose as well as several other types of reports. It was explained to CPSM that often times a Blue Team report is initiated by a police officer, it is then reviewed by the sergeant, the lieutenant, the captain, and possibly the deputy chief, depending on the seriousness of the incident. We learned that this is one area where the captain may make an administrative finding (i.e., "in policy") and close out the Blue Team without forwarding the matter to the deputy chief. Again, this is an area where there is at least one additional layer of review that creates an administrative inefficiency within the Bureau.
  - We will highlight a concern with the officer initiating the Blue Team to start the process. If an incident such as a use of force occurs there should be a separation between the police report and the administrative review. If an officer is engaged in a use of force as defined by department policy the officer should be required to have a sergeant respond to report what occurred. The sergeant should initiate the administrative review/investigation at that point. The officer should write their police report so the criminal case can be forwarded to the state attorney for potential charges against the suspect while the sergeant documents an internal report summarizing the "use of force" in Blue Team. That entry should be accompanied with all the required police reports/photos/BWC/additional evidence.
  - Once the review process starts there should be an ability to have the lieutenant (one level above the sergeant) make a policy determination with a quick consultation with the captain or deputy chief. If the matter is within policy, it can be concluded very quickly. If there are concerns regarding the matter, it can referred into the department's internal investigative process for further review. Again, FPPD's process creates an additional layer of administrative work that is unnecessary.
- **Crime Trends and Patterns:** We learned that the deputy chief will often engage in a monthly review of patrol / crime activity to make deployment decisions. This is good practice. However, under normal circumstances most of the work that is produced in the area of evaluating crime trends can be done by the crime analysis unit and summarized for

management to make decisions. We learned that the FPPD crime analysis unit has not been involved in the process and that much of the work is manually done by the deputy chief. Again, this is inefficient.

The examples cited above are just a sampling of what we learned. The additional work that FPPD does in these areas has no doubt contributed to the department's desire to add a captain to mitigate administrative workload on the deputy chief. Investing in proper training and building competency versus promoting an additional management position would have been a more efficient path for the agency to take.

We would recommend that FPPD evaluate its administrative review process in all aspects of patrol operations and minimize unnecessary steps where appropriate. Once this process is completed the necessity of the additional upper management position should be reevaluated.

BUREAU STAFFING

The following table shows the authorized and actual staffing for the Community Policing Bureau. It should be noted that the actual number is as of the CPSM site visit during January 2025. This number frequently fluctuates due to personal movement, attrition, and hiring.

TABLE 6-1: Community Policing Bureau Staffing

Position	Authorized	Actual
Deputy Chief	1	1
Captain	1	1
Lieutenants	4	4
Sergeants	9	9
Officers	65	55
CSO's	4	3
Administrative Assistant	1	1
Total	**85**	**74**

Team Structure / Scheduling

The patrol function of FPPD is divided into four teams, each led by a lieutenant with two sergeants. The teams work an 11.5-hour schedule and are scheduled to work three days one week and four days the following week. The following table breaks down each team, their scheduled days to work, hours, and staffing levels for each team. There are two separate sets of hours presented because the FPPD splits the start and end times for the teams in half to ensure coverage during shift change periods. Additionally, as noted earlier, the actual staffing number fluctuates often; the numbers in the table are effective as of mid-January 2025.

TABLE 6-2: Fort Pierce PD Patrol Team Scheduling and Staffing

	Team				Totals
	Rotation A	**Rotation B**	**Rotation C**	**Rotation D**	
Work Days	SMT(W)	SMT(W)	(W)TFS	(W)TFS	
Hours	0600-1730	1600-0330	0600-1730	1600-0300	
	0800-1930	1900-0630	0800-1930	1900-0630	
Authorized Staffing					
Lieutenant	1	1	1	1	**4**
Sergeant	2	2	2	2	**8**
Officer	15	15	15	15	**60**
Actual Staffing					
Lieutenant	1	1	1	1	**4**
Sergeant	2	2	2	2	**8**
Officer	14	11	12	13	**50**

We find that the above schedule works well for FPPD and appears to be effective for deployment with the department staffing levels.

Minimum Staffing

Agencies will often develop a documented minimum staffing mandate to ensure proper and effective coverage to manage the normal work volume in a community. Minimum staffing should be established based on call data to ensure proper coverage is in place on the right days of the week and during the right times of the day.

FPPD does not have a documented minimum staffing number. We learned that different watch commanders (lieutenants) have different numbers based on their own comfort level. Some lieutenants said they want at least 10 officers per shift, but 11 officers was desired. Others indicated that their minimum was 12 officers per shift. We also learned that the minimum number was a sliding scale based on whether full staffing numbers were available. For instance, if a team has 12 officers assigned, then the lieutenant managing the shift might be comfortable allowing one or two officers off on prescheduled vacation time; they would then call in officers on overtime if additional assigned officers called in sick for their shift. Under the same circumstances, if that shift was fully staffed at 15 the lieutenant may only allow three off to keep staffing at 12 officers. Although discretion for adjusting numbers on occasion is acceptable, there should be greater consistency so the rank and file officers know when they may be allotted to take time off. In other words, officers like consistency in the workplace. We also learned that the existing minimums were also based on ensuring that all beats (10 in the city) had at least one officer assigned. However, the workload from beat to beat is very inconsistent. The beat boundaries do not appear to have been established based on an even distribution of workload. We were shown that a new beat was created when the city annexed some county property several years ago. Why the new beat was created versus simply including that territory in the existing beat adjacent to the area is unknown by the current staff.

Later in this report we will discuss workload in greater detail and outline workload per beat. We encourage FPPD to use that data to establish minimum staffing numbers to provide greater consistency for patrol officers.

The Rule of 60

Studies such as this are intended to assist the community and the department in making appropriate staffing decisions for police services. Staffing decisions, particularly for patrol, must be based on actual workload. Patrol workload can be a complicated matter when considering the various ways that patrol workload occurs within a community and a department.

Once the actual workload is determined, the amount of discretionary time is determined, and then staffing decisions can be made consistent with the department's policing philosophy and the community's ability to fund it. The FPPD is a police department whose philosophy is to address essentially all requests for service in a community policing style. With this in mind, it is necessary to look at workload to understand the impact of this style of policing in the context of community demand.

To understand the actual workload (the time required to complete certain activities), it is critical to review the total reported events within the context of how they originated, such as through directed patrol, administrative tasks, officer-initiated activities, and citizen-initiated activities. This section will offer a number of charts and tables based on CAD data to outline this information.

Generally, a "Rule of 60" can be applied to evaluate patrol staffing. This rule has two parts. The first part states that 60 percent of the sworn employees in a department should be dedicated to the patrol function (patrol staffing) and the second part states that no more than 60 percent of their deployed time should be committed to calls for service, which includes all activities that occupy an officer's time, including calls from the public, self-initiated work, and administrative tasks. This commitment of 60 percent of their time is referred to as the *Patrol Saturation Index*.

The Rule of 60 is not a hard-and-fast rule but rather a starting point for discussion on patrol deployment. Resource allocation decisions must be made from a policy and/or managerial perspective through which the costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time police officers dedicate to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the saturation index was less than 60 percent.

This Rule of 60 for patrol deployment does not mean the remaining 40 percent of the time is downtime or break time. It is a reflection of the extent to which patrol agent time is saturated by the existing workload. The time when police personnel are not responding to calls should be committed to management-directed operations. This more focused use of time can include supervised allocation of patrol officer activities toward proactive enforcement, crime prevention, community policing, and citizen safety initiatives. It will also provide ready and available resources in the event of a large-scale emergency.

From an organizational standpoint, it is important to have uniformed patrol resources available to undertake activities such as proactive enforcement, community policing, and emergency response. Patrol is generally the most visible and available resource in policing, and harnessing this resource is critical for successful operations.

From an officer's standpoint, once a certain level of CFS activity is reached, the officer's focus shifts to a CFS-based reactionary mode. The patrol officer's mindset shifts from looking for ways to deal with crime and quality-of-life conditions in the community to continually readying themselves for the next call. After saturation, officers are likely to cease proactive policing and engage in a reactionary style of policing. The outlook becomes, "Why act proactively when my

actions are only going to be interrupted by a call?" Any uncommitted time is spent waiting for the next call.

Rule of 60 – Part 1

According to the FPPD's personnel data, the patrol function is ***authorized*** for 80 sworn officers (1 Deputy Chief, 1 Captain, 4 Lieutenants, 9 sergeants, and 65 officers). These 80 officers of the 144 sworn officers represent **55 percent** of the sworn employees in the Fort Pierce Police Department.

This part of the "rule" is not hard and fast. However, it must be considered when examining the department's operational elements and staffing recommendations. The department's data indicates that overall authorized staffing is below the 60 percent recommendation. We will discuss this in further detail at the end of this section.

Rule of 60 – Part 2

The second part of the "Rule of 60" examines workload and discretionary time and suggests that no more than 60 percent of time should be committed to calls for service. In other words, CPSM suggests that no more than 60 percent of available patrol officer time be spent responding to the service demands of the community. The remaining 40 percent of the time is the "discretionary time" for officers to be available to address community problems and be available for serious emergencies.

It is CPSM's contention that patrol staffing is optimally deployed when the saturation index (SI) is in the 60 percent range. An SI greater than 60 percent indicates that the patrol labor resource is largely reactive and thus overburdened with CFS and workload demands. An SI of somewhat less than 60 percent indicates patrol is optimally staffed. SI levels much lower than 60 percent, however, indicate underutilized patrol resources.

Departments must be cautious in interpreting the SI too narrowly. One should not conclude that SI can never exceed 60 percent at any time during the day, or that in any given hour no more than 60 percent of any officer's time be committed to CFS. The SI at 60 percent is intended to be a benchmark to evaluate overall service demands on patrol staffing. When SI levels exceed 60 percent for substantial periods of a given shift, or at specific times during the day, then decisions should be made to reallocate or realign personnel to reduce the SI to levels below 60 percent.

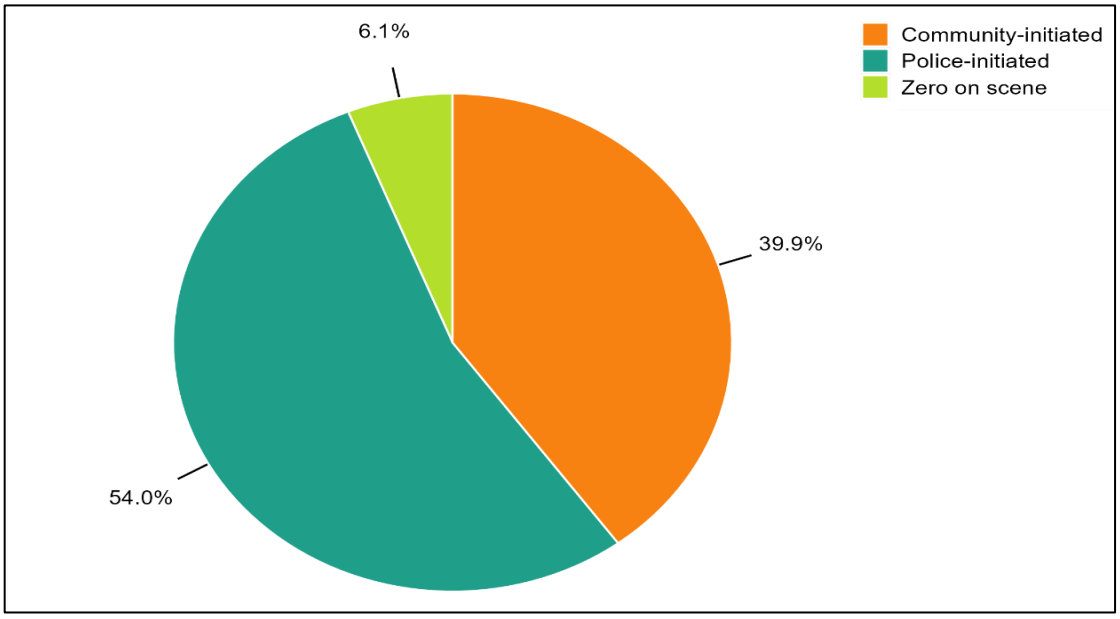
The CPSM data analysis in the second part of this report provides a rich overview of CFS and staffing demands experienced by the Fort Pierce Police Department. The analysis here looks specifically at patrol deployment and how to maximize the personnel resources of the department to meet the demands of calls for service while also engaging in proactive policing to combat crime, disorder, and traffic issues in the community.

The following sets of figures and tables are separated into two parts. The first part will look at what drives the workload in the FPPD, what types of calls impact the community, and how much time those calls require. This call data is from the time period of October 1, 2023, through September 30, 2024 (except for 12 missing data dates as outlined in the data report due to a data breech by the county that affected them). The second part will look at workload percentages for patrol officers, including the deployment and saturation index (SI) during the two months (seasons) on which we focused our workload analysis. The figures represent the staffing, service demands, and workload saturation during weekdays and weekends from January 4 to February 28, 2024 (Winter) and July 7 through August 31, 2024 (Summer). Examining these figures permits exploration of the second part of the Rule of 60.

The following figure and table show the percentage of events that occur per day based on who initiated the event in the CAD system. The orange-shaded area is community-initiated events (calls from the public into the dispatch center), which averaged 100 events per day (35,466 per year), or 39.9 percent of the total event workload. The green shaded area denotes police-initiated work, totaling 135 incidents per day (47,984 per year), or 54 percent of the workload shown in this figure and table. An additional category called "zero on scene" is shown here. Those events are recorded in CAD, but minimal officer-on-scene time is recorded in the system. It is determined that those events do not contribute meaningfully to the overall workload, usually because officers immediately cleared themselves from the call once received or on-scene. Those incidents totaled 15 per day, 5,418 per year, or 6.1 percent of the workload.

In total, the Fort Pierce Police Department CAD system recorded 88,868 individual events during the 12-month study period, or an average of 251 events per day.

FIGURE 6-2: Percentage Events per Day, by Initiator



Notes: Percentages are based on a total of 88,868 events.
Community-initiated calls are those calls generated by citizens, while police-initiated calls are those calls generated by the officers.

TABLE 6-3: Events per Day, by Initiator

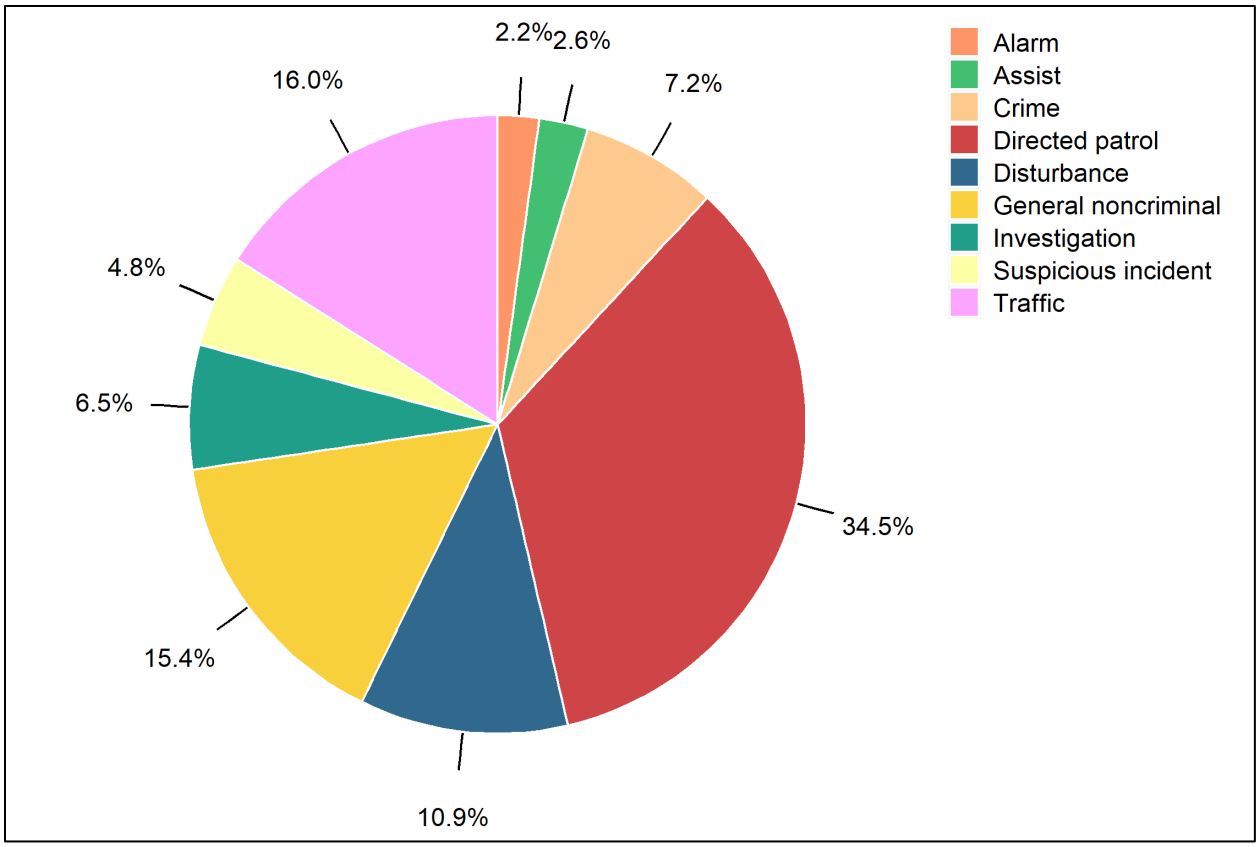
Initiator	No. of Events	Events per Day
*Community-initiated	35,466	100.2
*Police-initiated	47,984	135.5
Zero on scene	5,418	15.3
Total	**88,868**	**251.0**

Note: *Community-initiated calls are those calls generated by citizens, while police-initiated calls are those calls generated by the officers.

The next figure breaks down the events recorded in the CAD system into categories. The single largest category of events is directed patrols, which make up 34.5 percent of all events recorded (30,626 per year / 86.5 per day). The next busiest category is traffic-related events, a combination of traffic accidents, traffic enforcement, and traffic stops recorded by FPPD officers. These traffic incidents make up 16 percent of all FPPD event activity. General

noncriminal events make up 15 percent of workload events, disturbances 10.9 percent, and crime events 7.2 percent.

FIGURE 6-3: Percentage Events per Day, by Category

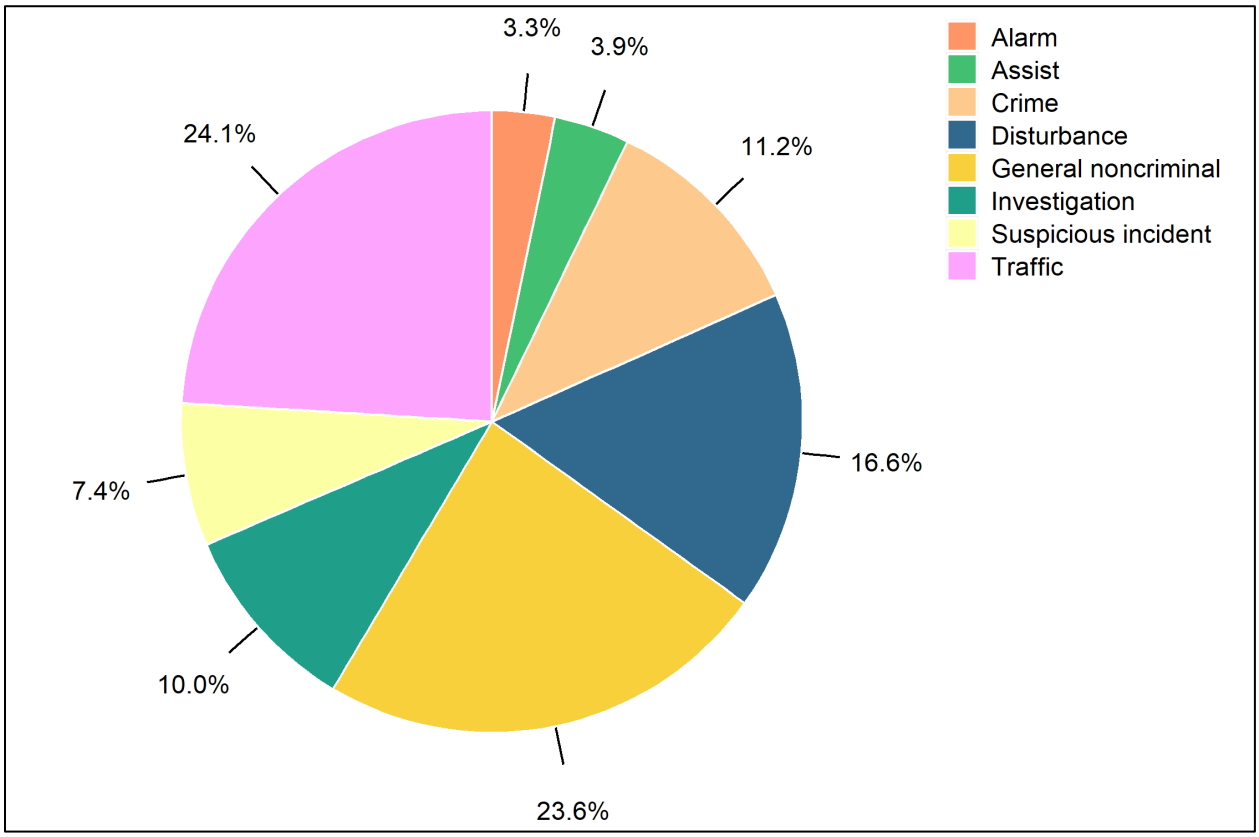


Note: All categories are described in the Appendix in the data report

The directed patrols noted above is a large number and one that will create some pause in evaluating the actual workload of FPPD officers. FPPD has a management expectation that patrol officers frequently check on assigned areas that have been identified as being problematic, are seen as driving crime, or because of community complaints. This responsibility is commonplace in organizations. Checking on areas or situations is part and parcel of the officers' "uncommitted" time, and should be performed proactively while driving around on patrol. However, to ensure that the activity occurs and to record how often it occurs, the department asks officers to log those patrols in CAD so they can be counted for accountability.

In the next figure and table, we move from recorded "events" to "calls." To accomplish this, we removed the zero-on-scene events, as they contribute very little to the workload. We also eliminated the directed patrols, as they are determined to be discretionary workload by FPPD officers. This changes the workload percentages considerably. Traffic-related calls become almost a quarter of all calls at 24.1 percent, general noncriminal calls jump to 23.6 percent, and disturbances jump to 17 percent of all calls. Crime calls make up 11 percent of all calls.

FIGURE 6-4: Percentage Calls per Day, by Category



Note: All categories are described in the Appendix in the data report

The table on the following page is the data that populated the figure above. We found the category of miscellaneous to be an anomaly. There is a reference for what calls are included in that call category in the appendix of this report. However, we discovered that the driver for that category was FPPD's use of the call code "detail." FPPD officers use the same call sign whenever they are logged into the CAD system. One day an officer might be working a patrol beat and the next day they may be assigned to a "detail" for an entire shift. In many cases these details are extra-duty jobs the officer may be working at locations such as the hospital where they are hired by the hospital for security on their normal days off. Because they work these extra jobs in FPPD uniform and drive their assigned patrol car to the job, they are logged into CAD. When this occurs, they may assist with a police-related call at the hospital but they are not assigned to the patrol function on these days.

§ § §

TABLE 6-4: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accident	3,222	9.1
Alarm	1,815	5.1
Animal	672	1.9
Assist citizen	1,114	3.1
Assist other agency	1,063	3.0
Civil problem	935	2.6
Crime against persons	1,366	3.9
Crime against property	4,306	12.2
Crime against society	531	1.5
Disturbance	9,216	26.0
Investigation	5,557	15.7
Juvenile	2,221	6.3
Mental health	767	2.2
**Miscellaneous	7,725	21.8
Suspicious incident	4,125	11.7
Traffic enforcement	1,413	4.0
Traffic stop	8,743	24.7
Warrant/arrest	829	2.3
Total	**55,620**	**157.1**

Note: The focus here is on recorded calls rather than recorded events. We removed 5,418 events with zero time on scene and an additional 27,830 directed patrol activities.

**Miscellaneous denotes all calls that don't fall within the other listed categories

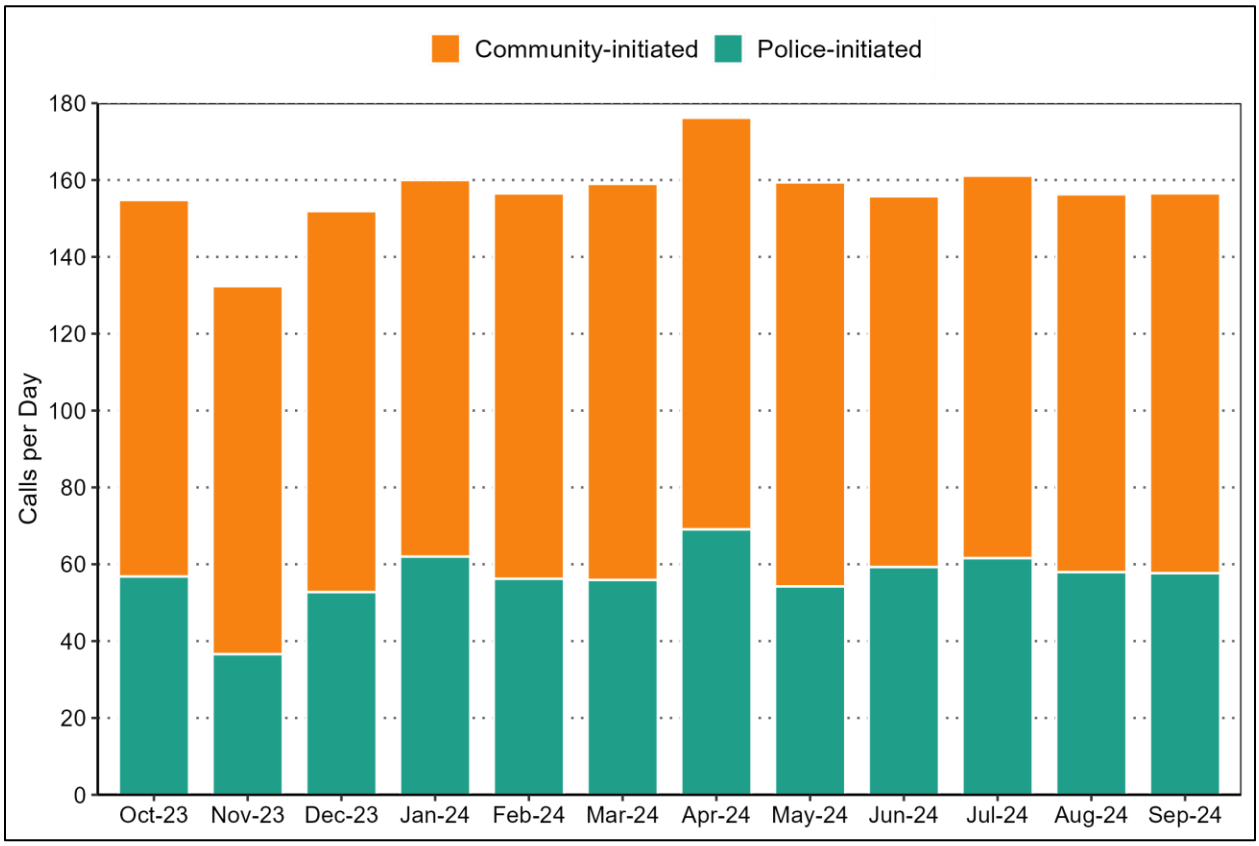
§ § §

The next table and figure show the average calls per day by month and by initiator. Although there is a reasonable amount of monthly consistency in call load we do see that April was the busiest month with a spike in calls and November was the slowest month with a drop in calls from the monthly average.

TABLE 6-5: Calls per Day, by Initiator and Months

Initiator	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Community	98.0	95.8	99.1	98.0	100.3	103.1	107.1	105.1	96.5	99.5	98.3	98.8
Police	56.8	36.6	52.8	62.0	56.2	55.9	69.1	54.3	59.3	61.6	58.0	57.7
Total	**154.8**	**132.4**	**151.9**	**160.0**	**156.5**	**159.0**	**176.2**	**159.4**	**155.8**	**161.1**	**156.3**	**156.5**

FIGURE 6-5: Calls per Day, by Initiator and Month



Note: Community-initiated calls are those calls generated by citizens, while police-initiated calls are those calls generated by the officers.

§ § §

The following table shows the daily average or calls per month and by category. This table excludes the directed patrols discussed earlier but it does include the miscellaneous category that contains the "detail" calls. Disturbances and traffic stops remain prevalent as the highest call category per day. FPPD management advised that it places an emphasis on police officers being proactive with traffic stops as a crime control strategy. Crime calls only make up 10 to 12 percent of all calls throughout the year.

TABLE 6-6: Calls per Day, by Category and Month

Category	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Accident	8.4	8.6	9.4	8.5	10.0	10.7	9.9	9.4	7.7	8.2	9.1	9.2
Alarm	4.8	5.3	5.1	3.8	4.3	4.6	5.3	6.0	5.6	6.2	5.4	5.1
Animal	1.9	1.6	2.1	2.4	2.2	1.5	2.4	1.7	1.9	1.5	1.6	1.9
Assist citizen	3.0	3.2	3.2	3.1	3.0	3.0	3.4	2.9	3.1	3.1	3.6	3.1
Assist other agency	2.5	2.8	2.8	2.9	2.8	2.9	3.0	3.2	3.5	2.8	3.1	3.7
Civil problem	2.3	2.4	2.2	2.5	2.7	3.2	2.9	2.7	2.9	2.5	2.7	2.7
Crime against persons	4.2	3.5	5.3	3.5	3.6	3.9	3.7	5.0	3.1	4.0	3.6	2.9
Crime against property	12.8	11.0	12.0	11.8	11.9	13.3	12.3	11.8	13.0	14.7	10.4	10.8
Crime against society	1.6	1.4	1.3	1.4	2.1	2.1	1.8	1.6	1.3	1.0	1.0	1.6
Disturbance	26.1	26.7	25.0	26.9	25.9	28.0	28.4	27.2	23.7	26.2	23.1	25.4
Investigation	16.2	13.1	14.3	14.4	16.1	16.1	17.5	15.5	15.4	16.2	18.6	14.5
Juvenile	6.8	6.7	6.2	7.8	7.7	6.3	7.3	7.0	5.7	3.6	4.8	5.5
Mental health	2.0	1.6	2.6	1.9	2.2	1.9	1.7	2.7	2.2	2.3	1.9	2.7
Miscellaneous	21.4	18.9	20.5	20.4	22.2	22.2	23.7	23.6	21.7	22.0	22.2	22.6
Suspicious incident	13.5	12.5	11.3	11.6	12.6	12.7	12.5	10.9	10.2	10.4	11.9	10.4
Traffic enforcement	3.2	3.5	3.9	3.9	3.3	3.5	4.3	3.7	4.6	4.3	4.6	4.8
Traffic stop	21.6	7.1	22.8	30.7	21.5	20.5	33.7	22.0	28.0	29.6	26.4	28.2
Warrant/arrest	2.6	2.3	2.3	2.4	2.4	2.6	2.4	2.5	1.9	2.6	2.4	1.6
Total	**154.8**	**132.4**	**151.9**	**160.0**	**156.5**	**159.0**	**176.2**	**159.4**	**155.8**	**161.1**	**156.3**	**156.5**

Note: Calculations were limited to calls rather than events.

§ § §

The next table shows the average occupied time for the primary police unit on various call types and by initiator. We use the primary unit because that is typically the unit that will spend the most time on a call, as any backing officers will clear before the primary unit. It should be noted that CPSM removed the calls determined to be 'zero on scene' because the small amount of time recorded in CAD would have reduced the averages.

TABLE 6-7: Primary Unit's Average Occupied Times, by Category and Initiator

Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	60.8	2,999	65.0	223
Alarm	15.3	1,807	6.9	8
Animal	26.4	620	31.3	52
Assist citizen	31.9	772	28.5	342
Assist other agency	33.6	904	27.5	159
Civil problem	30.7	923	52.3	12
Crime against persons	66.9	1,271	64.9	95
Crime against property	50.4	4,172	59.6	134
Crime against society	38.3	480	63.3	51
Disturbance	35.1	9,002	35.2	214
Investigation	34.7	3,518	43.4	2,039
Juvenile	58.7	1,235	10.0	986
Mental health	49.6	746	55.5	21
**Miscellaneous	27.6	3,121	137.7	4,604
Suspicious incident	26.2	2,353	21.4	1,772
Traffic enforcement	22.7	881	23.6	532
Traffic stop	57.1	4	14.7	8,739
Warrant/arrest	77.6	617	54.9	212
Weighted Average/Total Calls	**39.1**	**35,425**	**48.5**	**20,195**

Note: **Miscellaneous denotes all calls that don't fall within the other listed categories.

§ § §

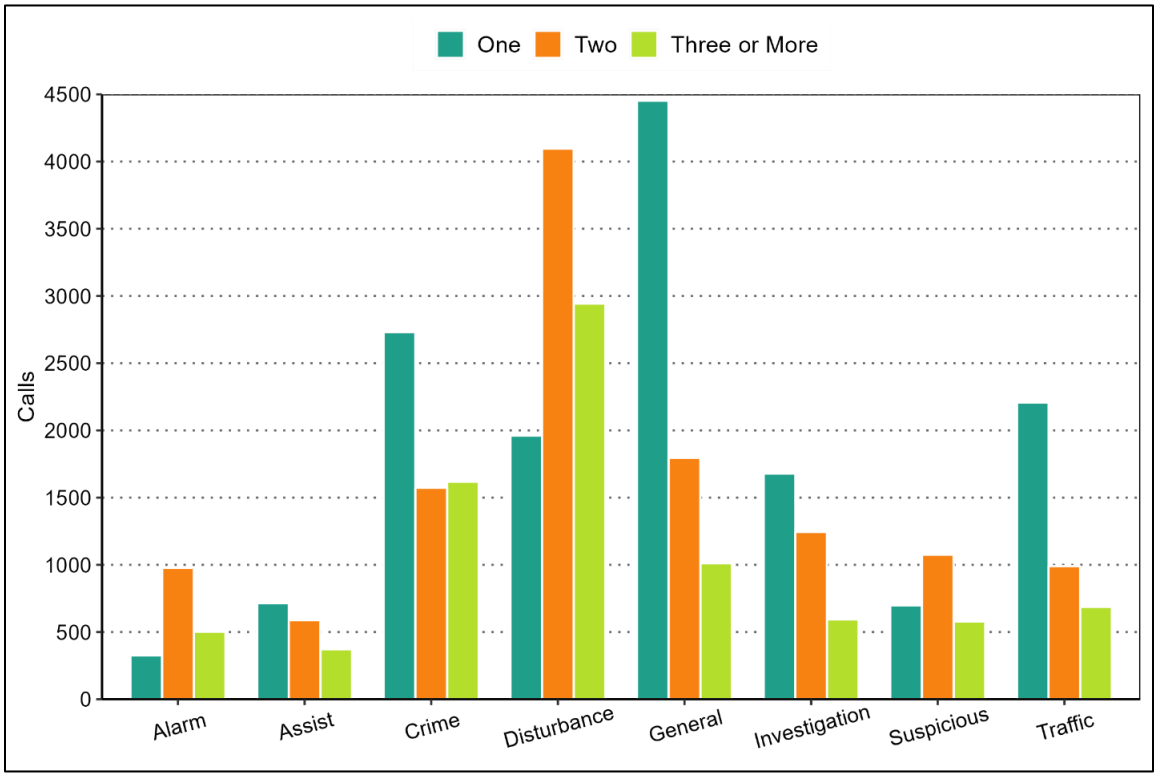
The following tables and figure show the number of units on average that FPPD uses on select call types. For instance, FPPD responded to 746 community-initiated calls that involved some type of mental health concern. The table above shows that on average those calls took almost 50 minutes to bring to a resolution. The table below shows that those same calls required 2.6 units on average. The final table in this set of visuals shows that in 278 of those mental health-related calls, FPPD used three or more units to manage the call. In 382 instances the call was handled by two officers and in 86 cases the mental health call was managed by one officer. This information is valuable for management and supervisors to see what types of calls are using more than the average number of units. For instance, most mental health calls normally require two units to manage, and one officer will speak with the subject of the call while another will be the cover officer for officer safety. The fact that 278 times the department used three or more officers may be completely justified but those calls should be proactively managed to ensure resources are efficiently deployed and used. Statistics such as this may highlight value in using an alternative response model for certain types of calls.

TABLE 6-8: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.9	2,999	2.3	223
Alarm	2.2	1,807	1.8	8
Animal	1.3	620	1.5	52
Assist citizen	1.6	772	1.3	342
Assist other agency	2.3	904	1.5	159
Civil problem	1.5	923	1.1	12
Crime against persons	3.3	1,271	4.6	95
Crime against property	1.8	4,172	2.0	134
Crime against society	3.3	480	3.6	51
Disturbance	2.3	9,002	2.8	214
Investigation	1.8	3,518	1.4	2,039
Juvenile	1.8	1,235	1.1	986
Mental health	2.6	746	2.2	21
**Miscellaneous	1.4	3,121	1.3	4,604
Suspicious incident	2.1	2,353	1.9	1,772
Traffic enforcement	1.5	881	1.3	532
Traffic stop	4.8	4	1.7	8,739
Warrant/arrest	2.2	617	2.7	212
Weighted Average/Total Calls	**2.0**	**35,425**	**1.6**	**20,195**

Note: The information in Table 6-8 is limited to calls and excludes all events that show zero time on scene. Observations refer to the number of responding units shown within the figure rather than the table.
**Miscellaneous denotes all calls that don't fall within the other listed categories.

FIGURE 6-6: Number of Responding Units, by Category, Community-initiated Calls



Notes: The figure combines categories using weighted averages from the following table according to the description in Chart 10-1.

- One: Only one unit responded to the call.
- Two: Two units responded to the call.
- Three or More: Three or more units responded to the call.

All terms used are described in the Appendix in the data report.

§ § §

TABLE 6-9: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	1,600	801	598
Alarm	327	977	503
Animal	481	112	27
Assist citizen	431	263	78
Assist other agency	284	326	294
Civil problem	581	271	71
Crime against persons	293	358	620
Crime against property	2,349	1,085	738
Crime against society	89	130	261
Disturbance	1,962	4,096	2,944
Investigation	1,679	1,245	594
Juvenile	696	320	219
Mental health	86	382	278
**Miscellaneous	2,397	499	225
Suspicious incident	698	1,076	579
Traffic enforcement	607	188	86
Traffic stop	0	1	3
Warrant/arrest	212	213	192
Total	**14,772**	**12,343**	**8,310**

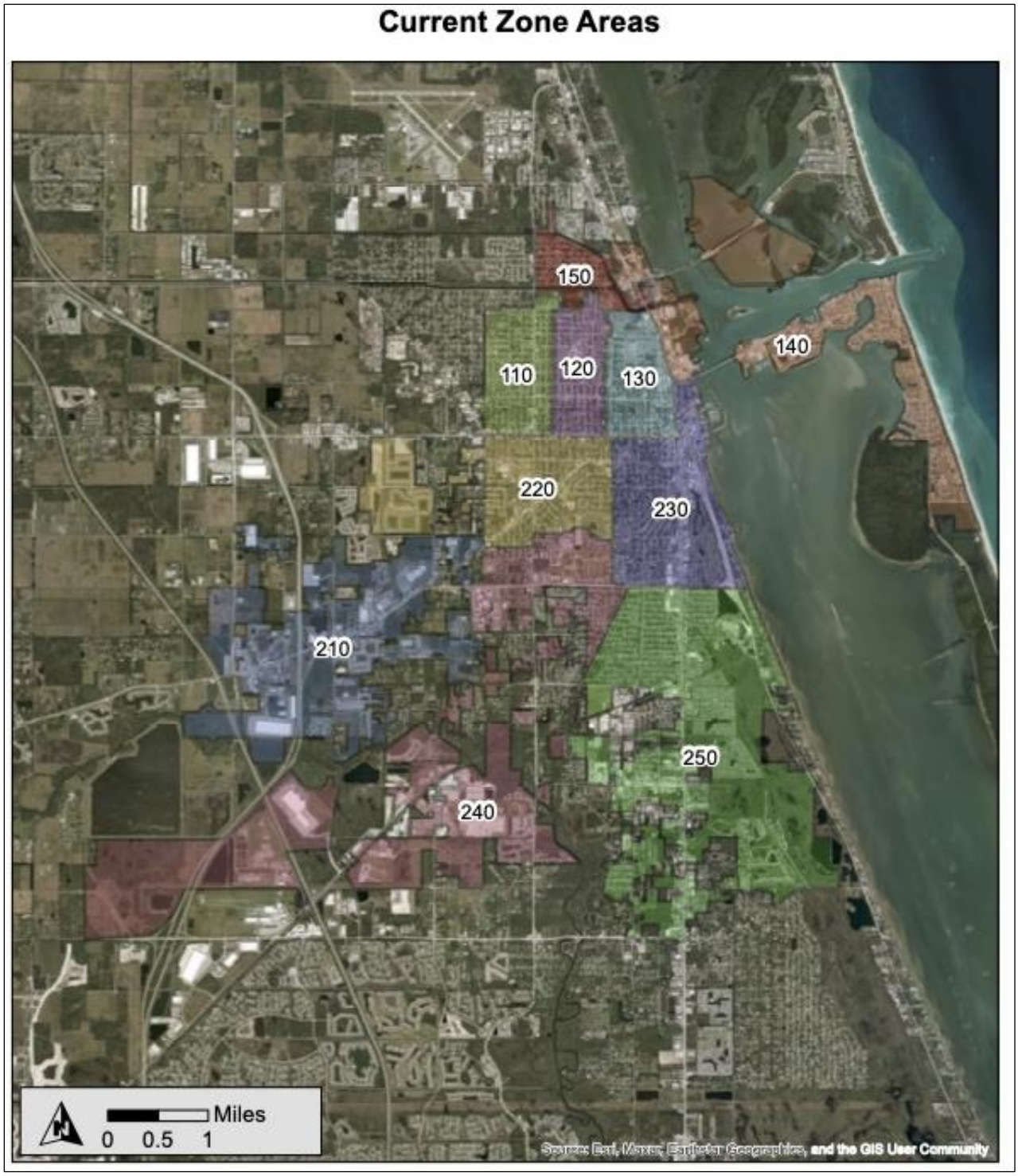
Note: Miscellaneous denotes all calls that don't fall within the other listed categories.

§ § §

FORT PIERCE PATROL AREA AND BEAT CONFIGURATION

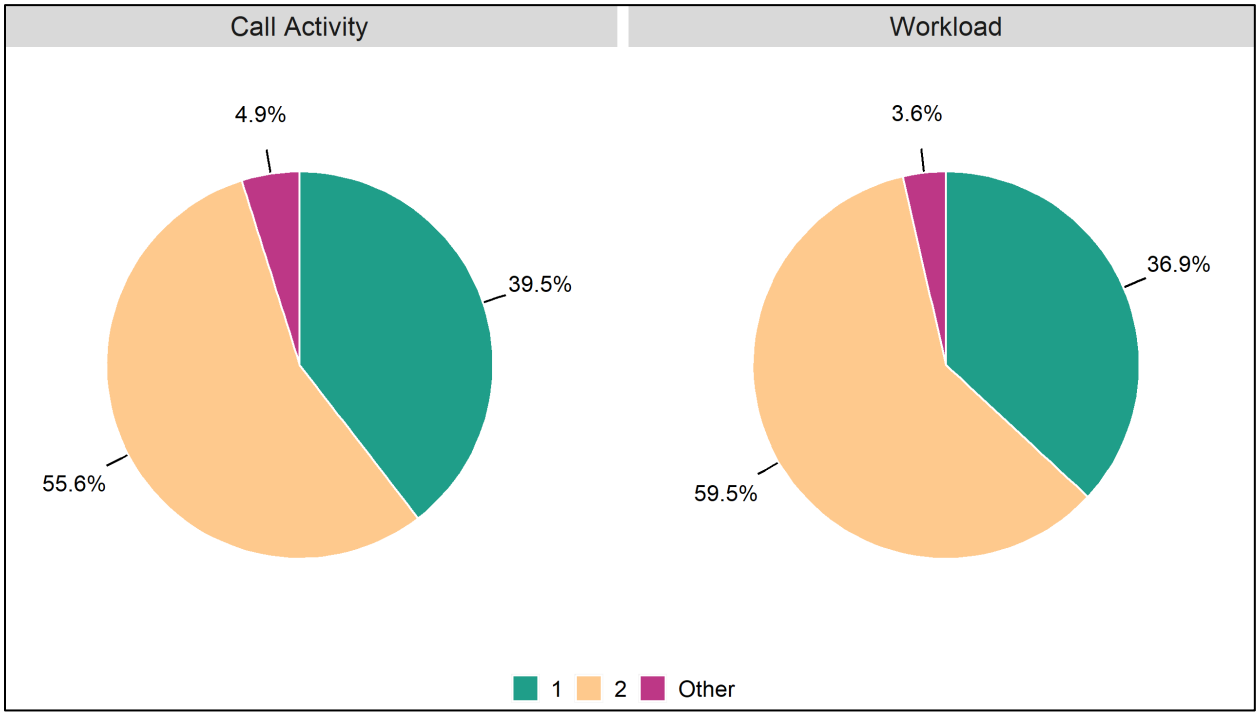
The Fort Pierce PD separates the city into two districts, each with five beats. The following is the city map with the beat boundaries.

FIGURE 6-7: FPPD Patrol Area and Beat Map



We asked FPPD how the existing districts and beats were established. The existing staff was unsure of beat origins as the boundaries have not changed in years. Staff did say that beat 150 was an annex addition; at that time, the department elected to create a tenth beat versus adding that territory to beat 120 or 130. The following figure shows the distribution of calls in each of the two districts. As the graphic shows, both workload and call activity is busier in District Two.

FIGURE 6-8: Percentage Calls and Work Hours, by District



Note: The "other" category includes calls at headquarters and in miscellaneous beats (e.g., Z07, Z06, Z05) and calls with missing beat information.

Looking deeper into the call data by district, the following table shows the average calls per day within each beat. Also included in this table is the total work hours per day in each beat/district.

It is clear that there is a great deal of disparity in calls and work hours between the beats. District Two is the busiest district, with 83 daily calls, requiring 104 hours of work by FPPD officers. Additionally, beat 240 is the busiest in the city, requiring 27.6 hours of work, even though it has fewer calls than beat 230, and which requires 24.7 hours of work on average.

District One is significantly slower than District Two, requiring 65 hours of labor. The busiest beat in District One is beat 110, requiring 22 hours of work over 22 calls per day. The remaining four beats are the slowest in the city. The newest beat (150) has a comparatively slower workload, with only 1.6 calls requiring 1.6 hours of labor.

Police work encourages beat accountability; because of this and the fact that FPPD strives to staff every beat, we would recommend that FPPD merge beat 150 into either beat 120 or 130.

TABLE 6-10: Calls and Work Hours by Beat, per Day

District	Beat	Per Day	
		Calls	Work Hours
1	F110	22.1	22.4
	F120	13.8	13.3
	F130	12.7	12.7
	F140	11.9	14.9
	F150	1.6	1.6
	Subtotal	**62.1**	**64.9**
2	F210	15.1	15.5
	F220	14.9	15.4
	F230	22.1	24.7
	F240	15.1	27.6
	F250	20.2	21.4
	Subtotal	**87.3**	**104.6**
Other	HQ	3.6	2.8
	Miscellaneous	3.2	2.6
	Unknown	0.8	1.0
	Subtotal	**7.6**	**6.4**
Total		**157.1**	**175.9**

§ § §

In many communities, there is a significantly different workload when comparing summer and winter. The workload often drops in colder climates as more people stay inside and off the road. When evaluating the workload difference between seasons in Fort Pierce, we see that it remains consistent. This is expected as Florida enjoys pleasant weather year-round, allowing more people to be out and about all year. The following tables compare the seasonal workload for FPPD. We did inquire if Fort Pierce was a winter destination community with a higher population in winter due to snowbirds migrating south. FPPD felt that its snowbird population was minimal and reported that most residents were year-round, meaning that the population remains static.

TABLE 6-11: Calls and Work Hours per Day, by Category, Winter 2024

Category	Per Day	
	Calls	Work Hours
Accident	9.3	14.5
Alarm	4.1	2.0
Animal	2.4	1.4
Assist citizen	3.1	2.0
Assist other agency	2.9	3.3
Civil problem	2.6	1.6
Crime against persons	3.5	8.0
Crime against property	11.6	13.6
Crime against society	1.8	2.7
Disturbance	25.7	28.1
Investigation	15.3	14.4
Juvenile	7.9	5.9
Mental health	2.1	2.8
**Miscellaneous	21.6	42.9
Suspicious incident	12.1	8.6
Traffic enforcement	3.7	2.5
Traffic stop	26.6	12.1
Warrant/arrest	2.3	4.3
Total	**158.8**	**170.8**

Note: Workload calculations focused on calls rather than events.
**Miscellaneous denotes all calls that don't fall within the other listed categories.

§ § §

TABLE 6-12: Calls and Work Hours per Day, by Category, Summer 2024

Category	Per Day	
	Calls	Work Hours
Accident	8.8	14.1
Alarm	5.5	3.0
Animal	1.6	1.0
Assist citizen	3.4	2.7
Assist other agency	2.9	3.0
Civil problem	2.6	1.8
Crime against persons	3.8	14.2
Crime against property	12.3	14.9
Crime against society	0.9	2.0
Disturbance	23.8	30.0
Investigation	17.5	19.4
Juvenile	4.2	4.5
Mental health	2.1	3.6
**Miscellaneous	21.8	38.6
Suspicious incident	11.3	8.4
Traffic enforcement	4.4	2.8
Traffic stop	25.8	10.0
Warrant/arrest	2.6	5.1
Total	**155.3**	**178.8**

Note: Workload calculations focused on calls rather than events.
**Miscellaneous denotes all calls that don't fall within the other listed categories.

SWORN OFFICER OUT-OF-SERVICE ACTIVITY

Out-of-service activity is a normal part of the police business. Police officers must engage in many tasks that do not necessarily fall into a regular call for service category. It is necessary to capture these activities as accurately as possible to be able to measure actual workload. Police culture has generally allowed many of these "out-of-service" or "administrative" activities to take place while an officer is designated as "in-service" in the police CAD system. Historically, this practice was part of the beat integrity culture that required police officers to be "available" as often as possible to manage any work in their area of responsibility (beat). This cultural practice meant that employees often handled administrative functions without placing themselves "busy" on a task. The following table summarizes the "out-of-service" activities captured in the FPPD CAD system.

§ § §

TABLE 6-13: Activities and Occupied Times by Description

Description	Occupied Time	Count
At home	59.9	40
At station	38.1	3,847
At substation	28.3	1,069
Busy	49.4	2,408
Court	90.6	77
Evidence	53.6	72
Fuel	33.5	1,834
Report writing	45.8	167
Roll call	55.4	2,544
Training	136.4	423
**Miscellaneous	104.5	34
Administrative - Weighted Average/Total Activities	**46.3**	**12,515**
Meal	20.7	103
Meal break	55.4	2,075
Personal - Weighted Average/Total Activities	**53.8**	**2,178**
Weighted Average/Total Activities	**47.4**	**14,693**

Note: **All activities that don't fall within the other listed categories

Accurate reporting of all officer time is essential to understand the actual workload of any police agency. We will point out two concerns we see with the above data.

- Many agencies do not accurately record report writing time. FPPD has a culture in which officers clear a call and write a police report in their car while they show "available" in CAD. This is verified by the fact that report writing was recorded in CAD less than one time per day on average throughout the year. Ideally, report writing would be captured on the original call to show the workload occurring where it occurs. The next best alternative is to capture report writing as a separate activity. We strongly encourage FPPD to alter its culture and capture all work activity, including report writing in CAD.
- Roll call is appropriately captured in the table above. However, there are more than 7,300 incidents of officers reporting at the station, at the substation, or simply "busy" with no further explanation. This accounts for over 5,000 hours of labor without further detail on what activity is occurring. Some of that time may be report writing or roll call but greater detail should be made available to supervisors and managers to ensure time accountability. FPPD should establish greater detail in that activity and officers should use the appropriate code to show actual activity.

§ § §

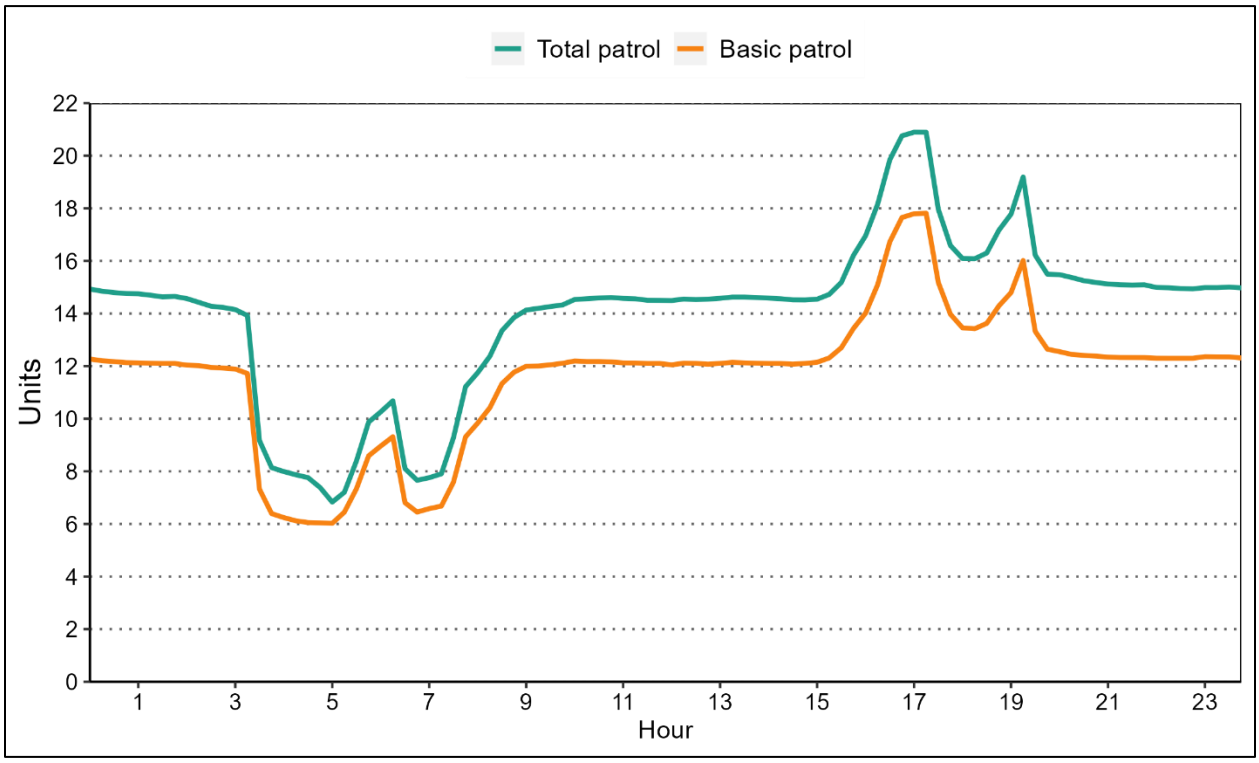
DEPLOYMENT AND WORKLOAD

We now transition into the second part of our data analysis to explore officer deployment and workload. The following data sets related to deployment and saturation index are compiled from data from two eight-week periods in winter and summer. To remind the reader, this part of the report is related to the "Rule of 60," specifically assessing the patrol saturation index that is optimal at levels below 60 percent.

The following figures represent staffing and the saturation of patrol resources in FPPD during the two eight-week periods as outlined earlier.

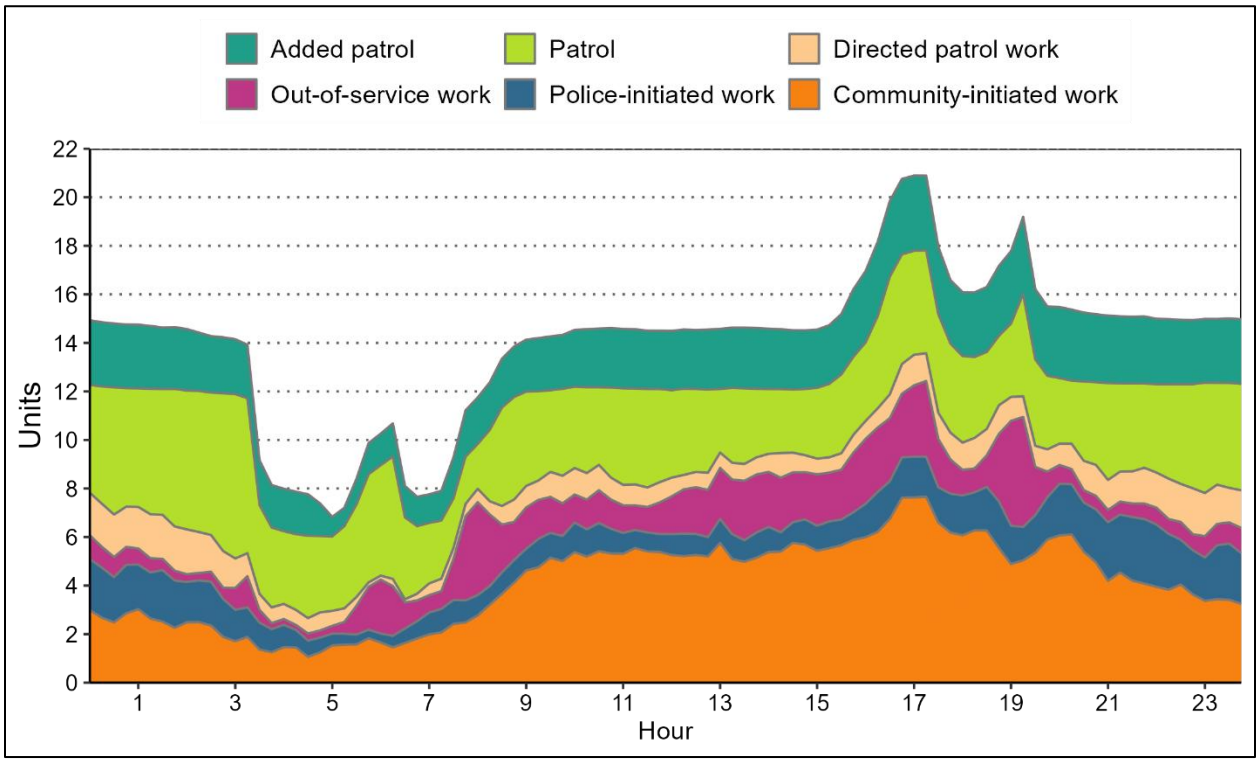
The first three figures show deployed officers by hour of the day (identified as patrol resources), deployment and all workload, and the percentage of workload (saturation index) during the 2024 winter weekdays period.

FIGURE 6-9: Deployed Officers, Weekdays, Winter 2024



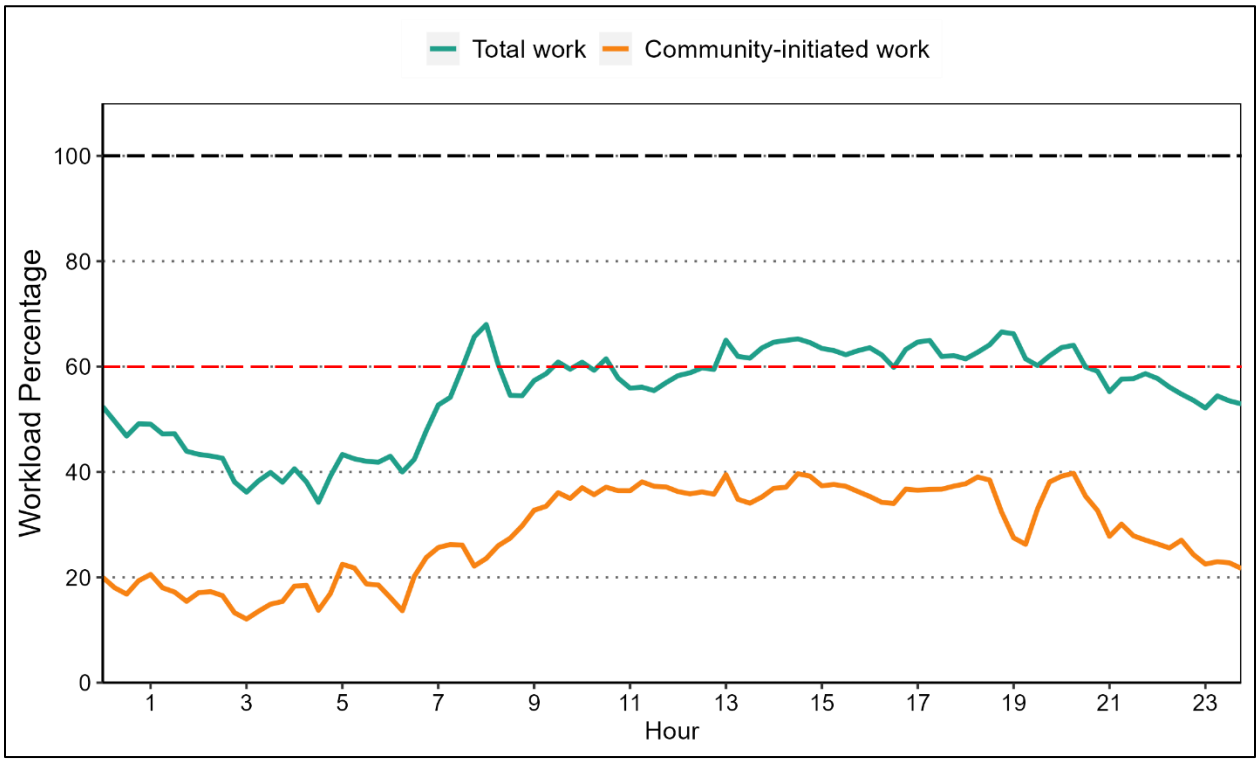
Note: Total patrol is inclusive of K-9 and sergeants responding to calls. Basic patrol is only officers responding to calls.

FIGURE 6-10: Deployment and All Workload, Weekdays, Winter 2024



Notes: Added Patrol is all units responding to calls (inclusive of K-9 and Sergeants.
Patrol is only police officers responding to calls for service.
Directed patrol work is work directly assigned to a unit.
Out-of-service work is when a unit is unavailable for assignment

FIGURE 6-11: Percentage of Workload, Weekdays, Winter 2024



Note: Total work is a combination of police-initiated work and community-initiated work.

Workload v. Deployment – Weekdays, Winter

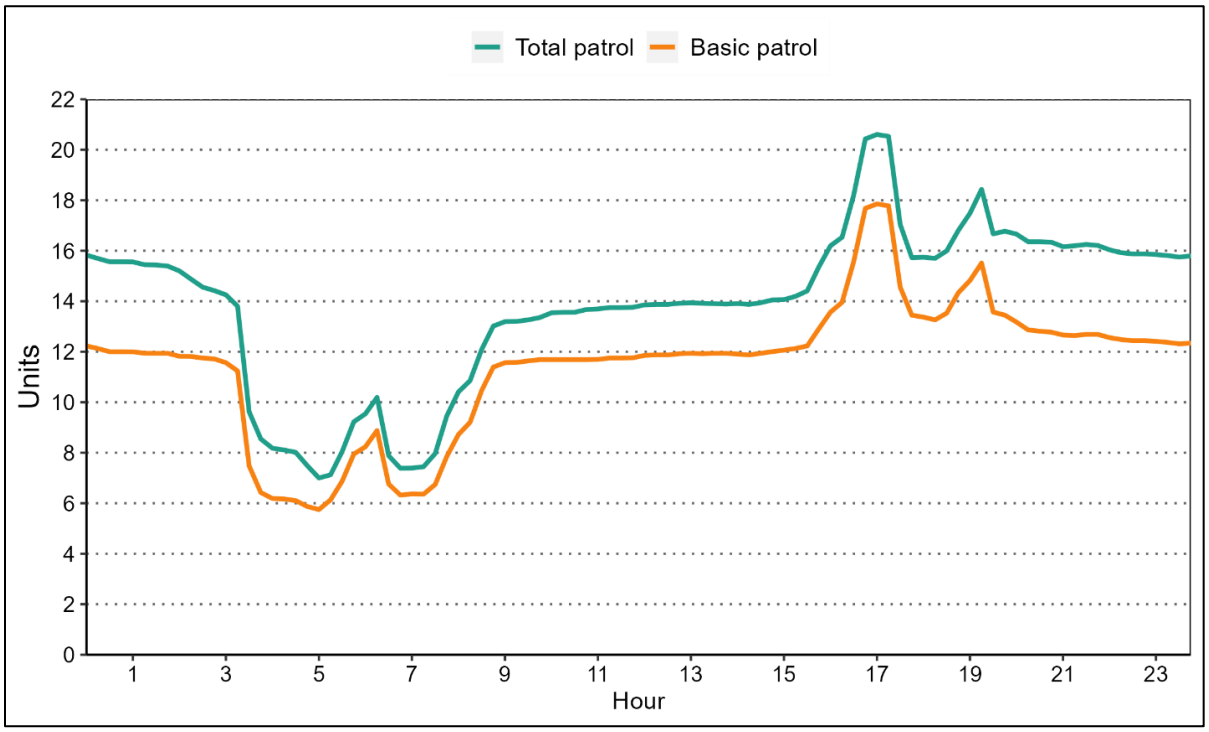
Avg. Deployment	14 officers per hour
Avg. Workload:	7.9 officers per hour
Avg. % Deployed (SI):	56 percent
Peak SI:	68 percent
Peak SI Time:	8:00 - 8:15 a.m.

The figures above and the following statistics on workload represent a great deal of data. The "Deployment and All Workload" figures show the relationship of all on-duty police officers that were factored into the workload analysis and what work is represented by those officers throughout the day. For weekdays in winter, the average deployment throughout the day was 14 officers per hour; this includes patrol officers and sergeants. The average saturation index (SI) was 56 percent, and the peak SI was 68 percent at 8:00 a.m. to 8:15 a.m. However, as the last figure shows, workload generally exceeded 60 percent from 8:00 a.m. until 8:00 p.m. This would suggest that FPPD was generally understaffed on the weekdays during the winter months in 2024.

Now for the remainder of the remaining workload figures for the periods analyzed.

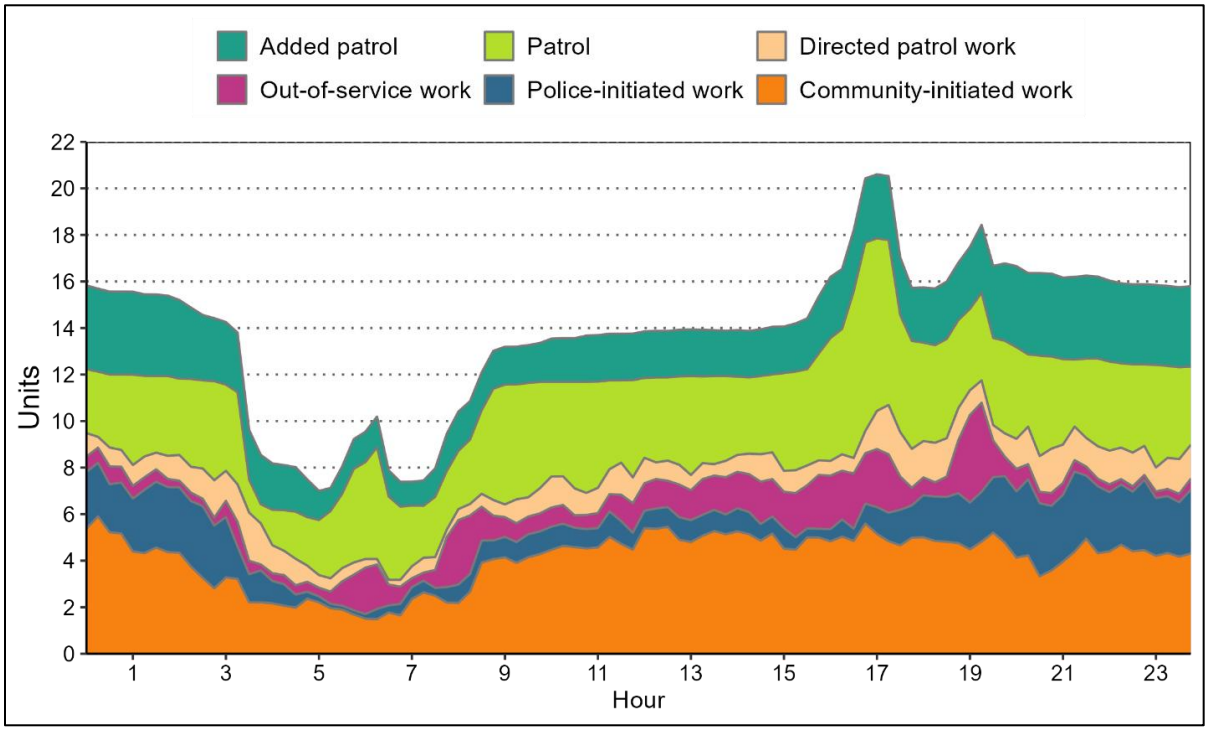
§ § §

FIGURE 6-12: Deployed Officers, Weekends, Winter 2024



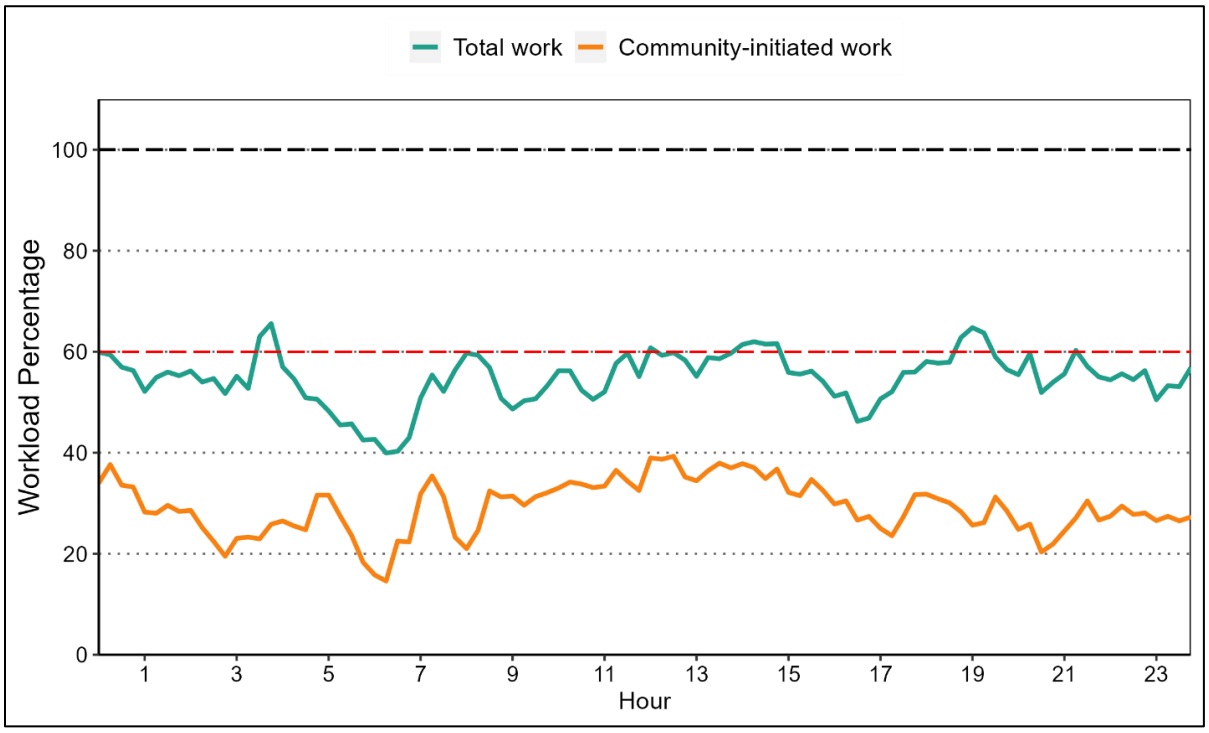
Note: Total patrol is inclusive of K-9 and sergeants responding to calls. Basic patrol is only officers responding to calls.

FIGURE 6-13: Deployment and All Workload, Weekends, Winter 2024



Notes: Added Patrol is all units responding to calls (inclusive of K-9 and Sergeants.
Patrol is only police officers responding to calls for service.
Directed patrol work is work directly assigned to a unit. Out-of-service work is when a unit is unavailable for assignment

FIGURE 6-14: Percentage of Workload, Weekends, Winter 2024



Note: Total work is a combination of police-initiated work and community-initiated work.

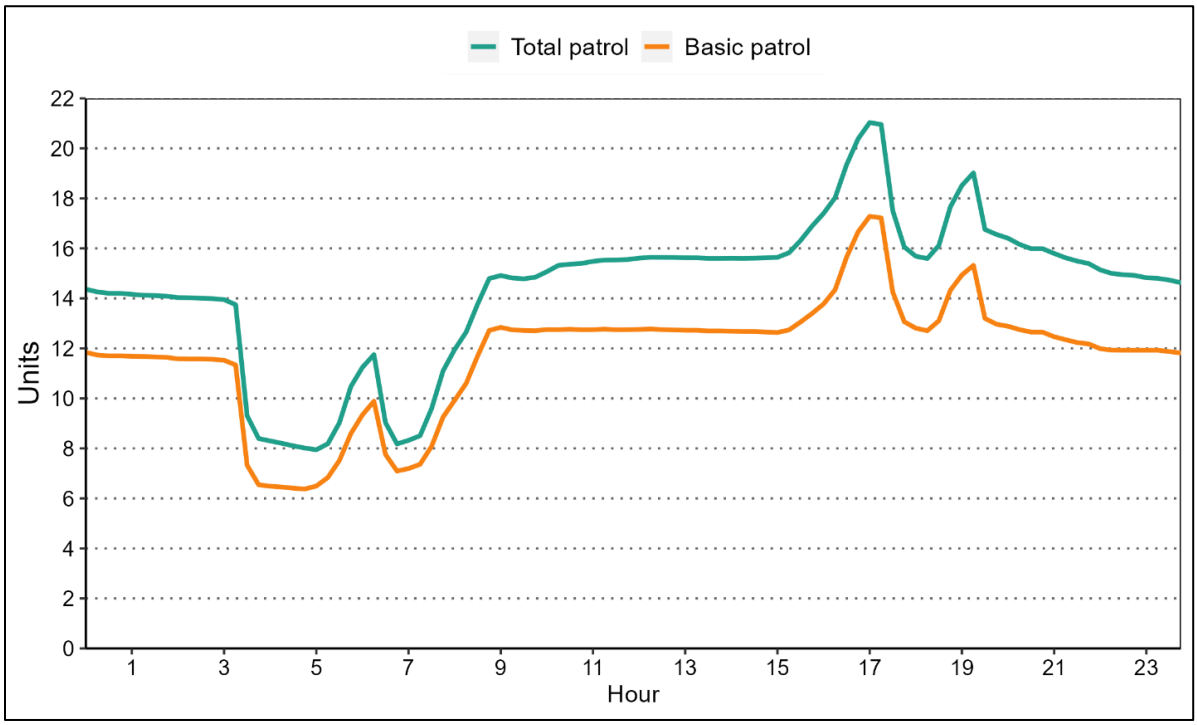
Workload v. Deployment – Weekends, Winter

Avg. Deployment:	13.9 officers per hour
Avg. Workload:	7.6 officers per hour
Avg. % Deployed (SI):	55 percent
Peak SI:	66 percent
Peak SI Time:	3:45 a.m. – 4:00 a.m.

The deployment and workload numbers for the winter weekends period are very similar to the winter weekdays period. One difference, however, is that the workload percentage does not exceed the 60 percent threshold for a significant period of the day as in the weekday figures.

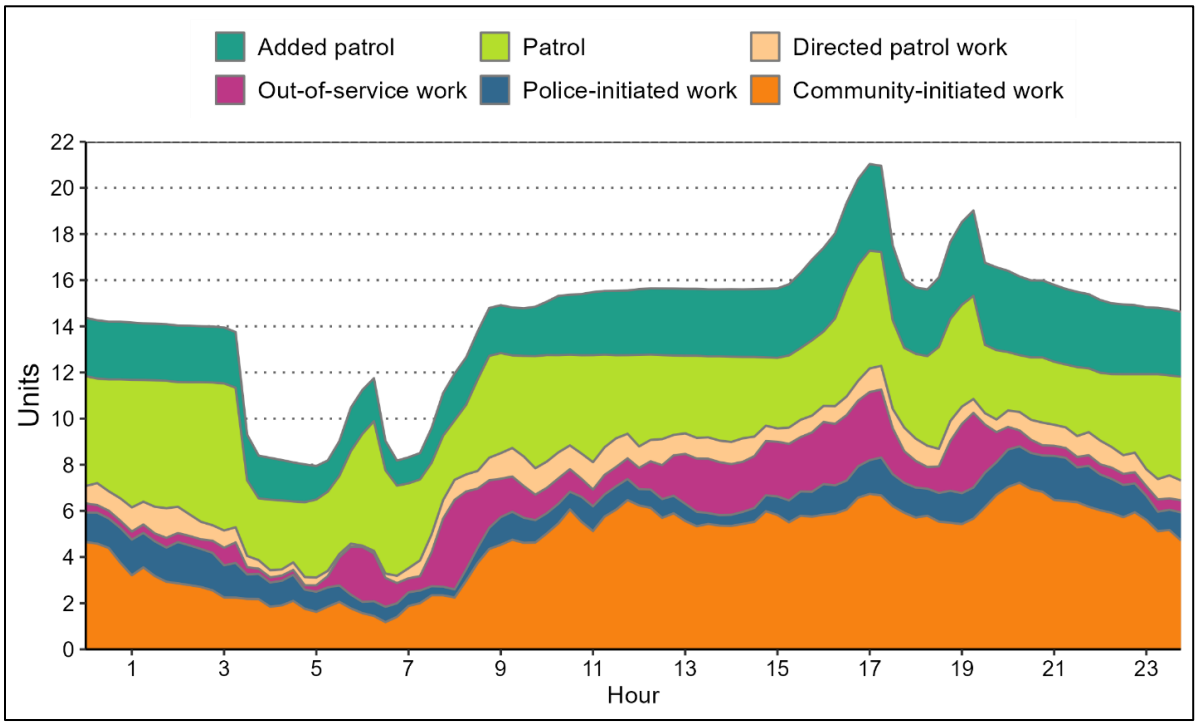
§ § §

FIGURE 6-15: Deployed Officers, Weekdays, Summer 2024



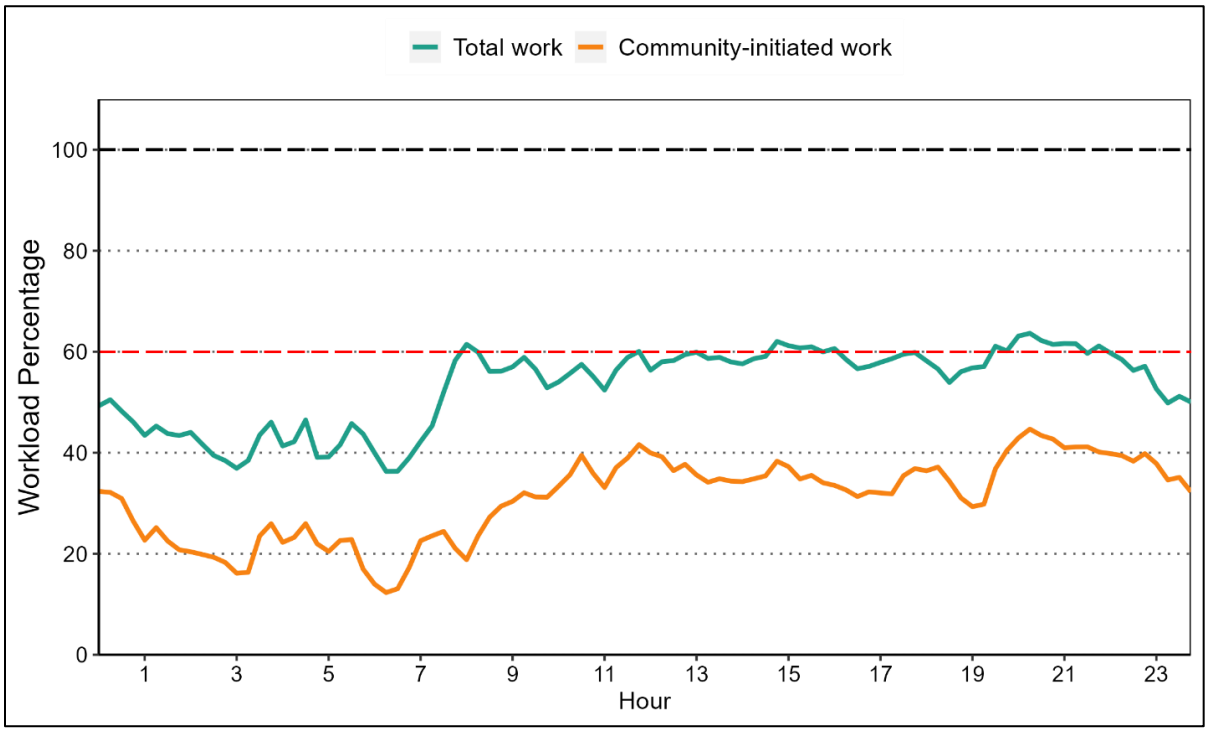
Note: Total patrol is inclusive of K-9 and sergeants responding to calls. Basic patrol is only officers responding to calls.

FIGURE 6-16: Deployment and All Workload, Weekdays, Summer 2024



Notes: Added Patrol is all units responding to calls (inclusive of K-9 and Sergeants.
Patrol is only police officers responding to calls for service.
Directed patrol work is work directly assigned to a unit. Out-of-service work is when a unit is unavailable for assignment.

FIGURE 6-17: Percentage of Workload, Weekdays, Summer 2024



Note: Total work is a combination of police-initiated work and community-initiated work

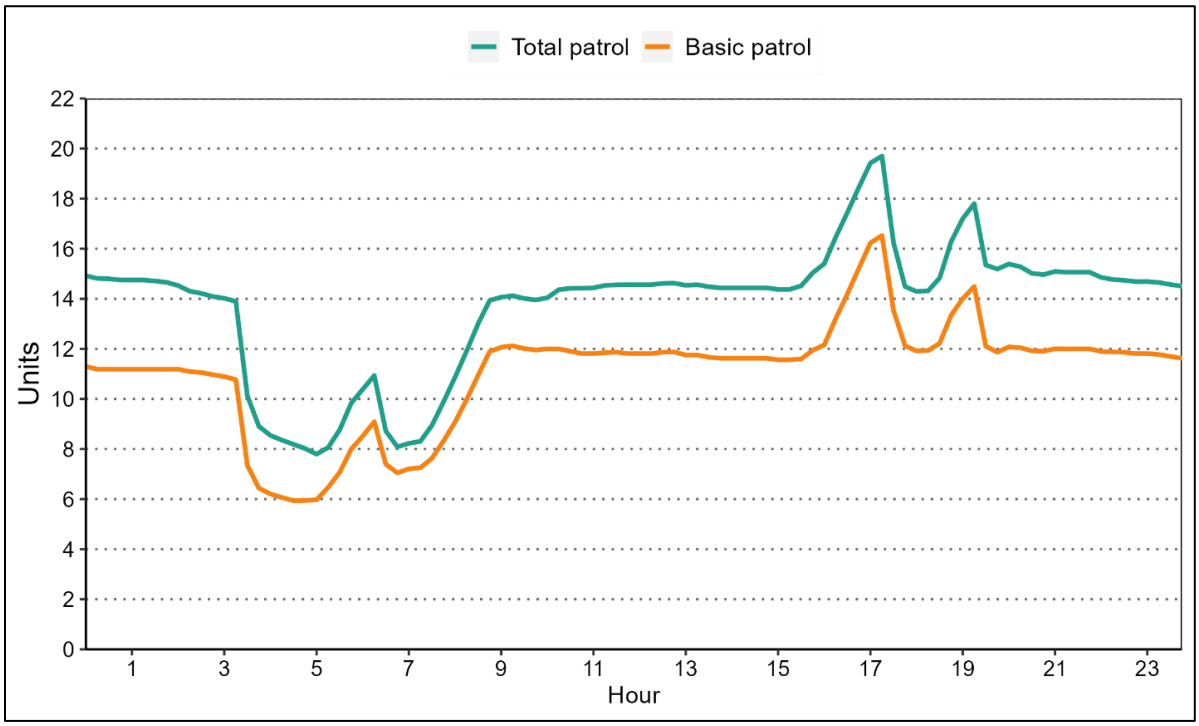
Workload vs. Deployment – Weekdays, Summer

Avg. Deployment:	14.4 officers per hour
Avg. Workload:	7.8 officers per hour
Avg. % Deployed (SI):	54 percent
Peak SI:	64 percent
Peak SI Time:	8:15 p.m. – 8:30 p.m.

We specifically look at summer and winter and weekends versus weekdays because, in many communities, the workload profile can change significantly depending on the period analyzed. We have noted that within Fort Pierce, the workload remains relatively consistent in all of these periods. As shown in this collection of figures, the deployment and workload percentages remain reasonably consistent from season to season. Now for the last set of seasonal data figures.

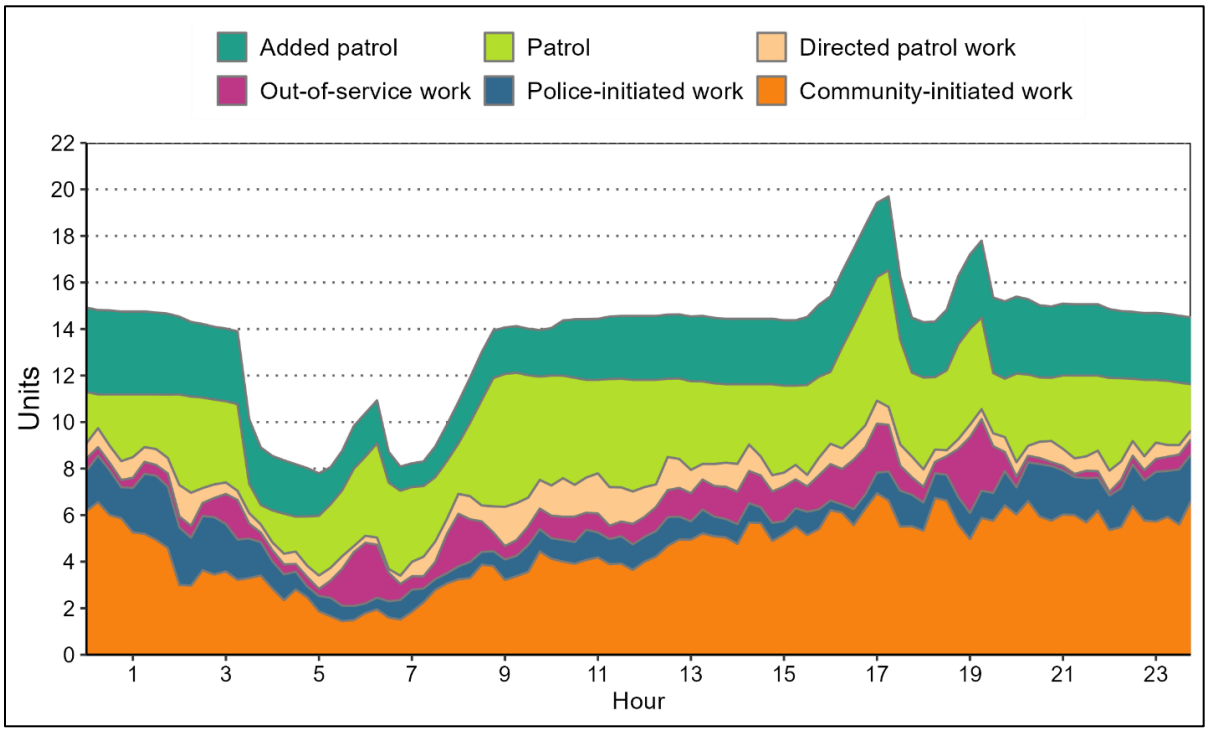
§ § §

FIGURE 6-18: Deployed Officers, Weekends, Summer 2024



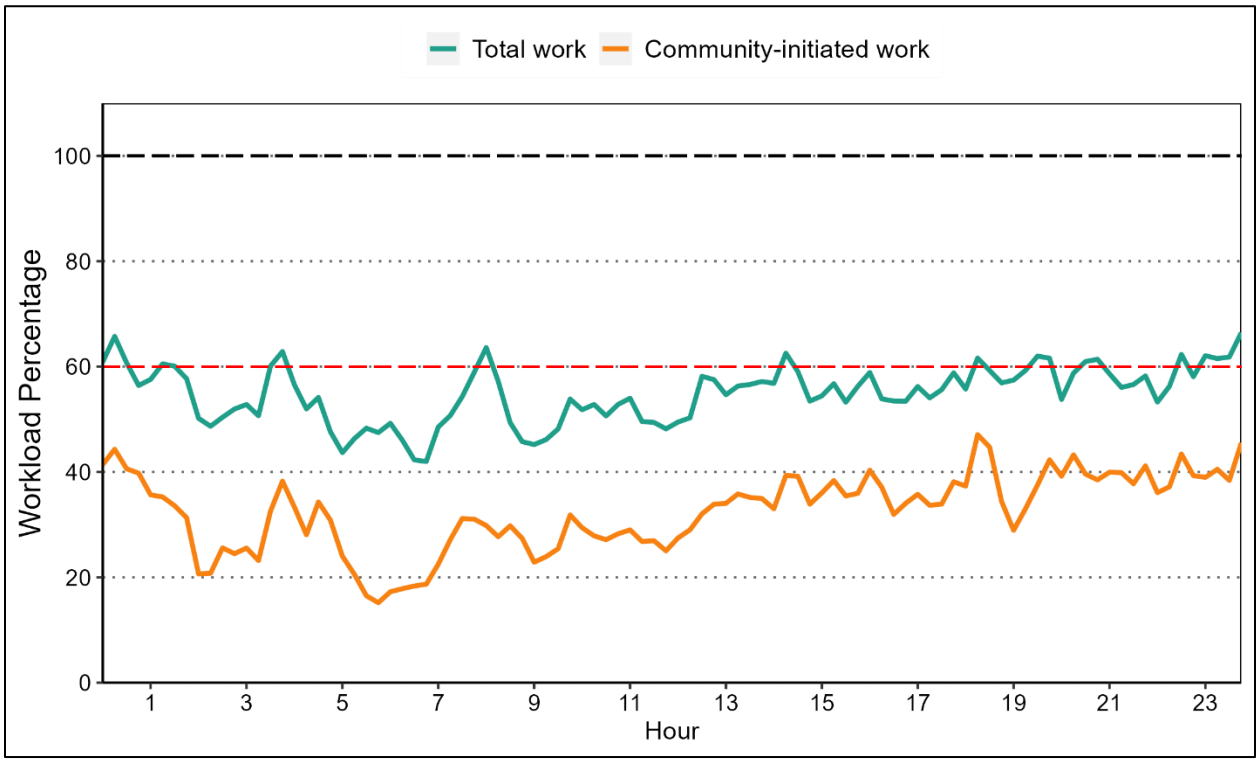
Note: Total patrol is inclusive of K-9 and sergeants responding to calls. Basic patrol is only officers responding to calls.

FIGURE 6-19: Deployment and All Workload, Weekends, Summer 2024



Notes: Added Patrol is all units responding to calls (inclusive of K-9 and Sergeants.
Patrol is only police officers responding to calls for service.
Directed patrol work is work directly assigned to a unit. Out-of-service work is when a unit is unavailable for assignment.

FIGURE 6-20: Percentage of Workload, Weekends, Summer 2024



Note: Total work is a combination of police-initiated work and community-initiated work

Workload v. Deployment – Weekends, Summer

Avg. Deployment:	13.7 officers per hour
Avg. Workload:	7.6 officers per hour
Avg. % Deployed (SI):	55 percent
Peak SI:	66 percent
Peak SI Time:	12:15 a.m. – 12:30 a.m.

The preceding workload and deployment figures include patrol officers, K-9 officers, and patrol sergeants. We specifically removed units signed onto the CAD system assigned to special details as it was determined that, in most cases, those CAD-assigned units were working overtime assignments in uniform and not part of the patrol deployment for those specific days. This created apparent challenges in that it corrupts CAD data for accurate analysis. In solving this challenge with FPPD, we relied on the department to exclude those units that should not have been factored into the study, as the records were maintained manually and sometimes unavailable. FPPD does not operate its own CAD system or its own dispatch center, as it relies on the county for those functions. One potential solution to this CAD data issue would be to work with the county to create a CAD designation for either patrol officers for the day or special units not working patrol for the day.

We also had discussions with FPPD leadership about whether to include patrol sergeants in the data analysis.

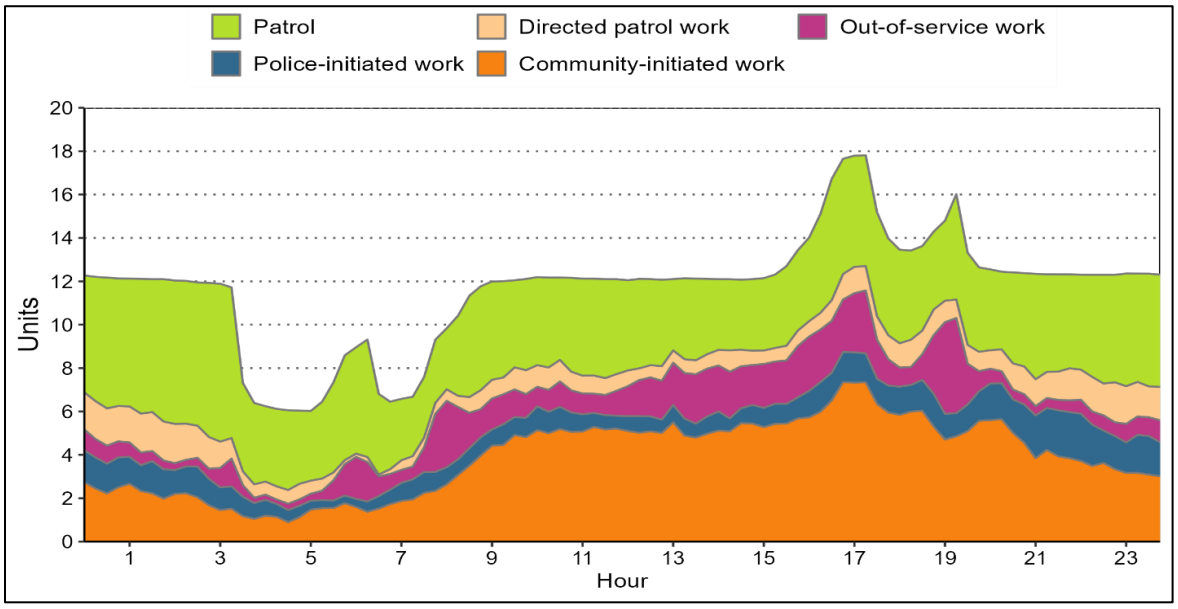
FPPD contends that sergeants do not get dispatched to calls and, therefore, their inclusion skews the overall workload experience by the patrol officers. This is a common concern noted by agencies in these analysis reports. There are small agencies where a shift supervisor is customarily dispatched to calls. However, in the larger small agencies and up, the norm is that patrol officers

handle the call load while sergeants remain available to respond when a supervisor may be needed. FPPD falls into the category of using sergeants in this manner. However, we contend that sergeants are a uniform asset; they do respond to calls regularly, and depending on the organizational expectations, sergeants may play a critical role in keeping low-level calls off the screen by quickly handling them. From the standpoint of a community making decisions as to whether to increase patrol staffing, sergeants should be included as an existing asset available to offset the patrol workload.

All that said, to determine what the patrol workload and saturation index would look like if sergeants were excluded from the calculations, we focused a separate analysis of patrol officers alone (excluding K-9s as well as sergeants). Following are figures that reflect that analysis.

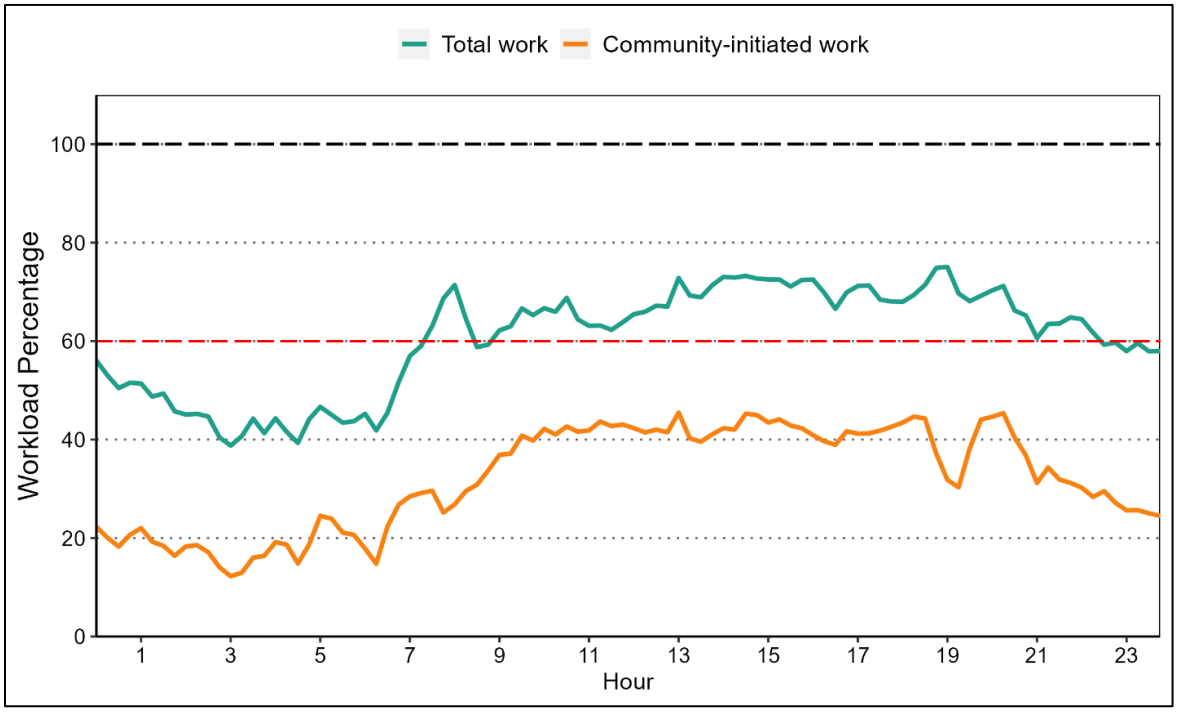
§ § §

FIGURE 6-21: Deployment and All Workload, Weekdays, Winter 2024, Road Patrol



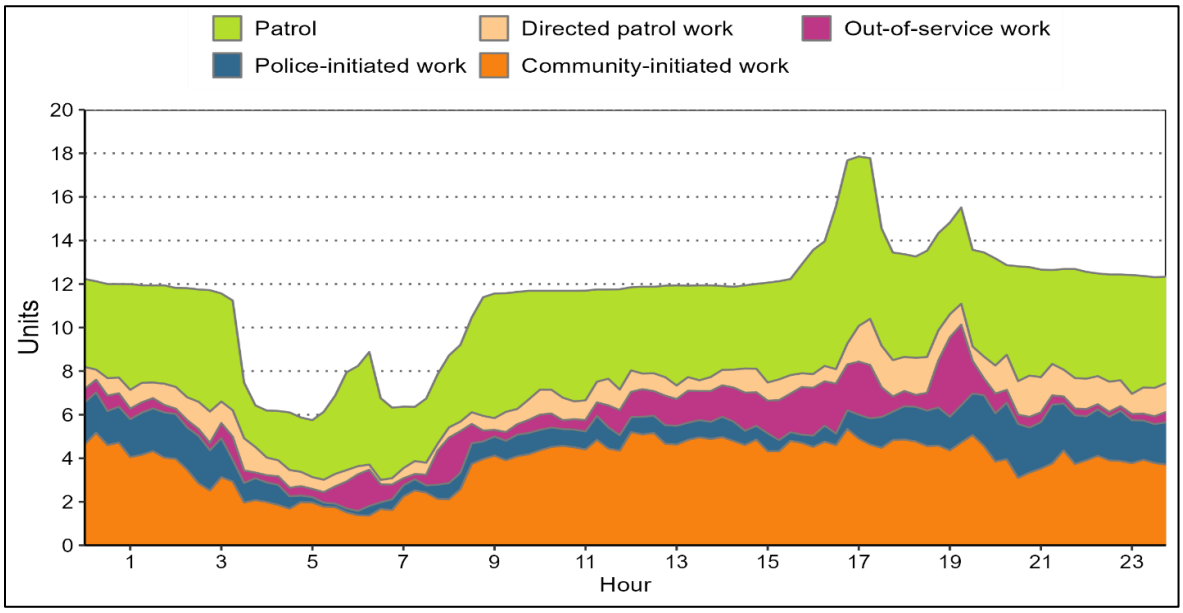
Notes: Patrol is all units responding to calls (exclusive of K-9 and Sergeants).
Police-initiated work is pro-active observation activity by officers.
Community-initiated work are calls for service from the community.
Directed patrol work is work directly assigned to a unit.
Out of service work is when a unit is unavailable for assignment.

FIGURE 6-22: Percentage of Workload, Weekdays, Winter 2024, Road Patrol



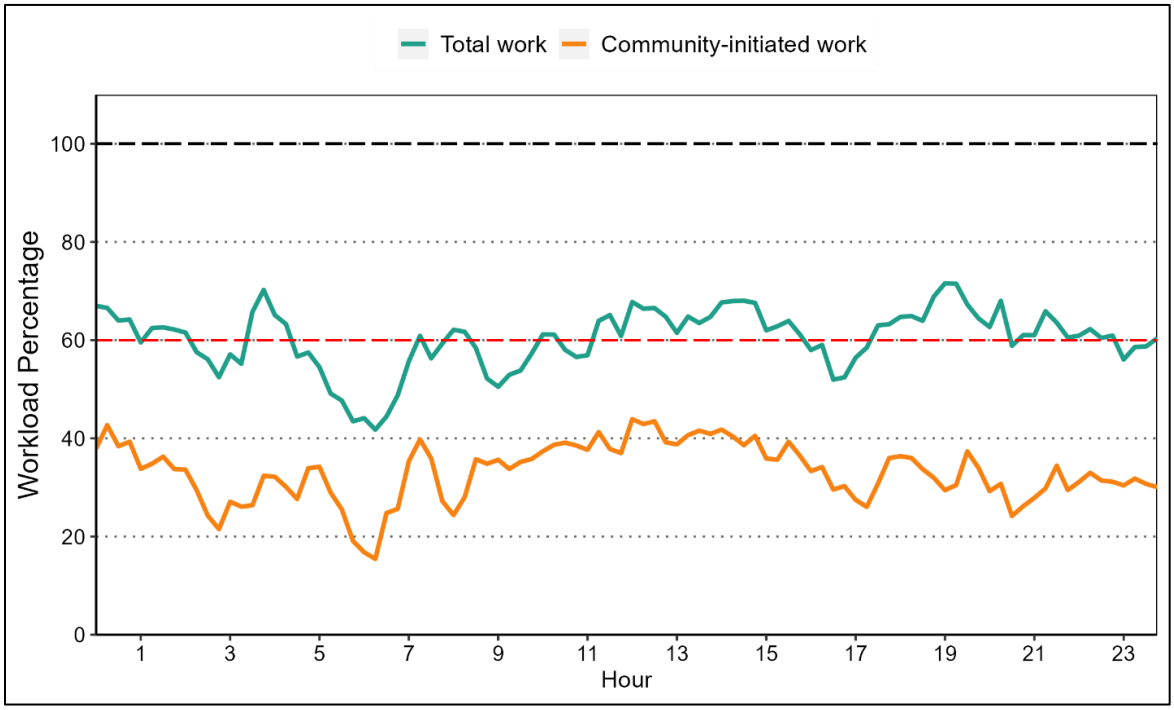
Note: Total work is the aggregation of police-initiated work and community-initiated work.

FIGURE 6-23: Deployment and All Workload, Weekends, Winter 2024, Road Patrol



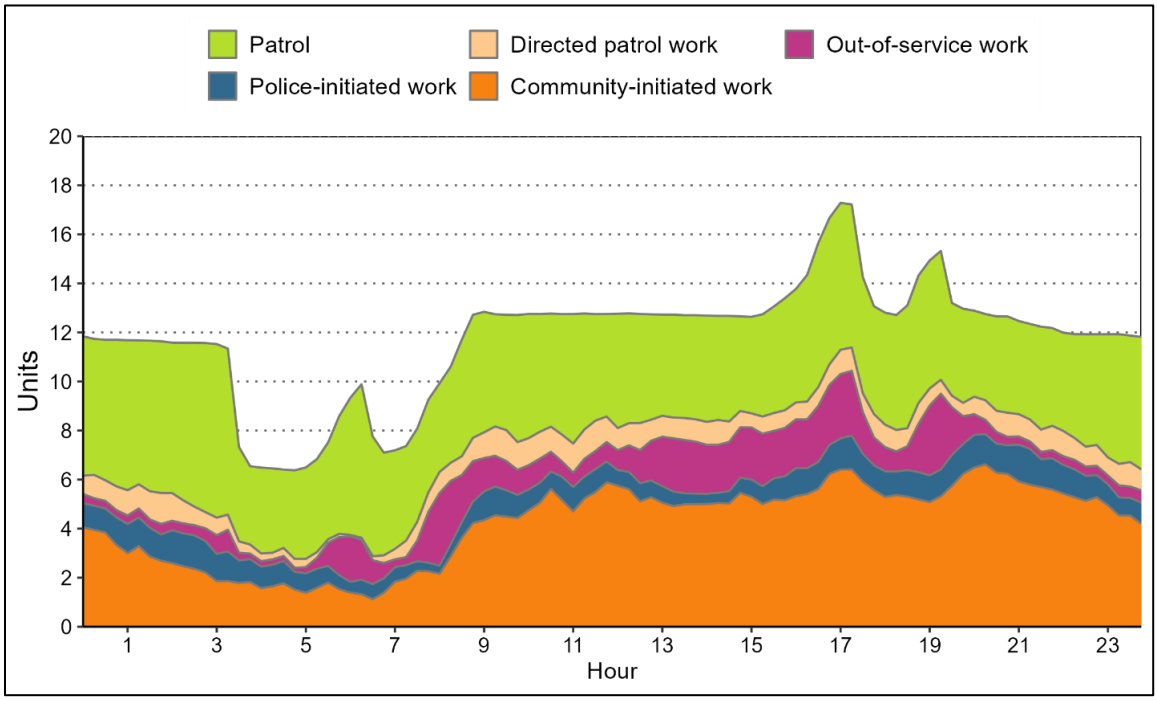
Notes: Patrol is all units responding to calls (exclusive of K-9 and Sergeants).
Police-initiated work is pro-active observation activity by officers.
Community-initiated work are calls for service from the community.
Directed patrol work is work directly assigned to a unit.
Out of service work is when a unit is unavailable for assignment.

FIGURE 6-24: Percentage of Workload, Weekends, Winter 2024, Road Patrol



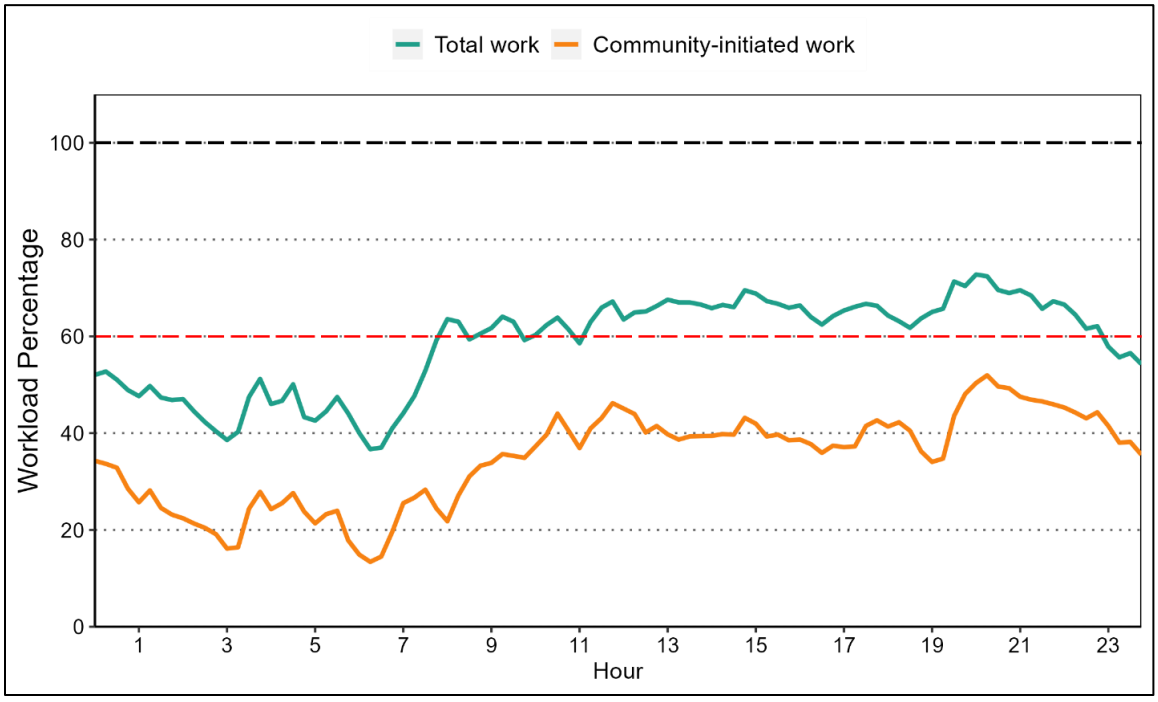
Note: Total work is an aggregation of police-initiated work and community-initiated work

FIGURE 6-25: Deployment and All Workload, Weekdays, Summer 2024, Road Patrol



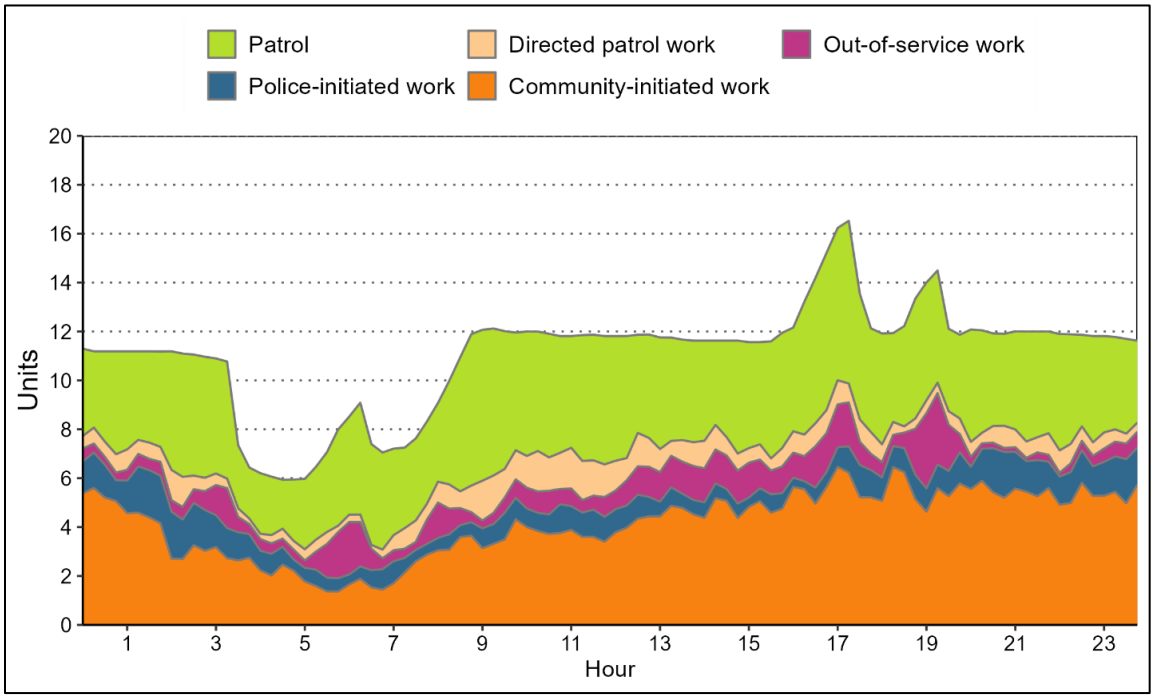
Notes: Patrol is all units responding to calls (exclusive of K-9 and Sergeants).
Police-initiated work is pro-active observation activity by officers.
Community-initiated work are calls for service from the community.
Directed patrol work is work directly assigned to a unit.
Out of service work is when a unit is unavailable for assignment.

FIGURE 6-26: Percentage of Workload, Weekdays, Summer 2024, Road Patrol



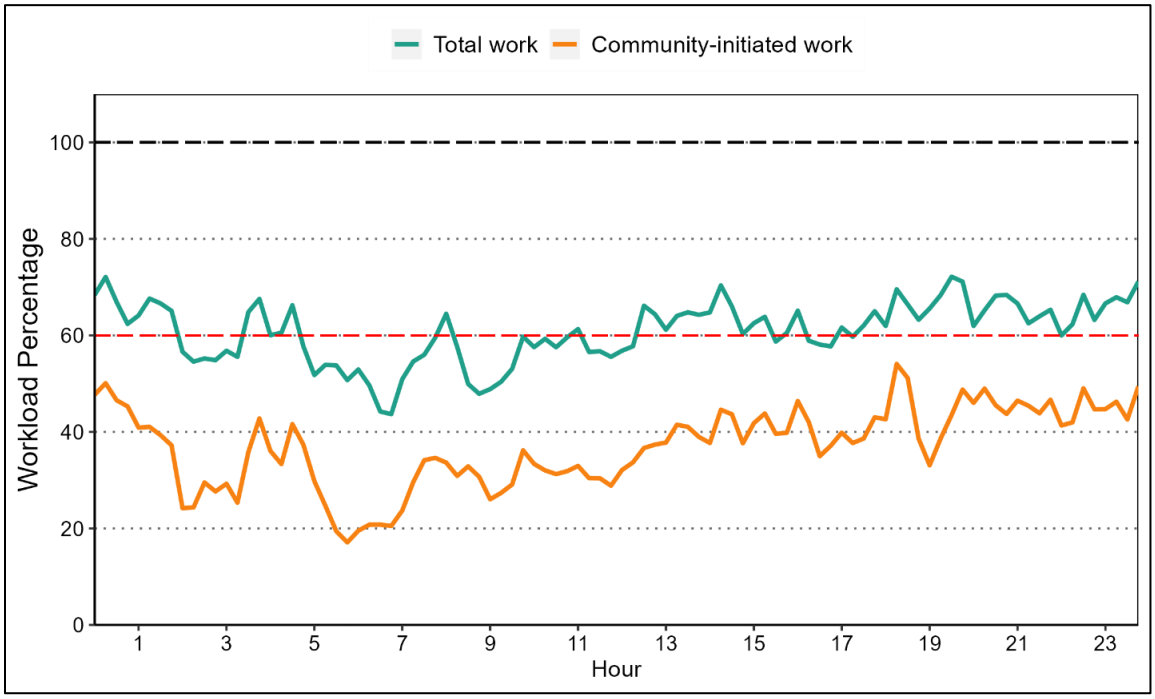
Note: Total work is a combination of police-initiated work and community-initiated work

FIGURE 6-27: Deployment and All Workload, Weekends, Summer 2024, Road Patrol



Notes: Patrol is all units responding to calls (exclusive of K-9 and Sergeants).
Police-initiated work is pro-active observation activity by officers.
Community-initiated work are calls for service from the community.
Directed patrol work is work directly assigned to a unit.
Out of service work is when a unit is unavailable for assignment.

FIGURE 6-28: Percentage of Workload, Weekends, Summer 2024, Road Patrol



Note: Total work is a combination of police-initiated work and community-initiated work

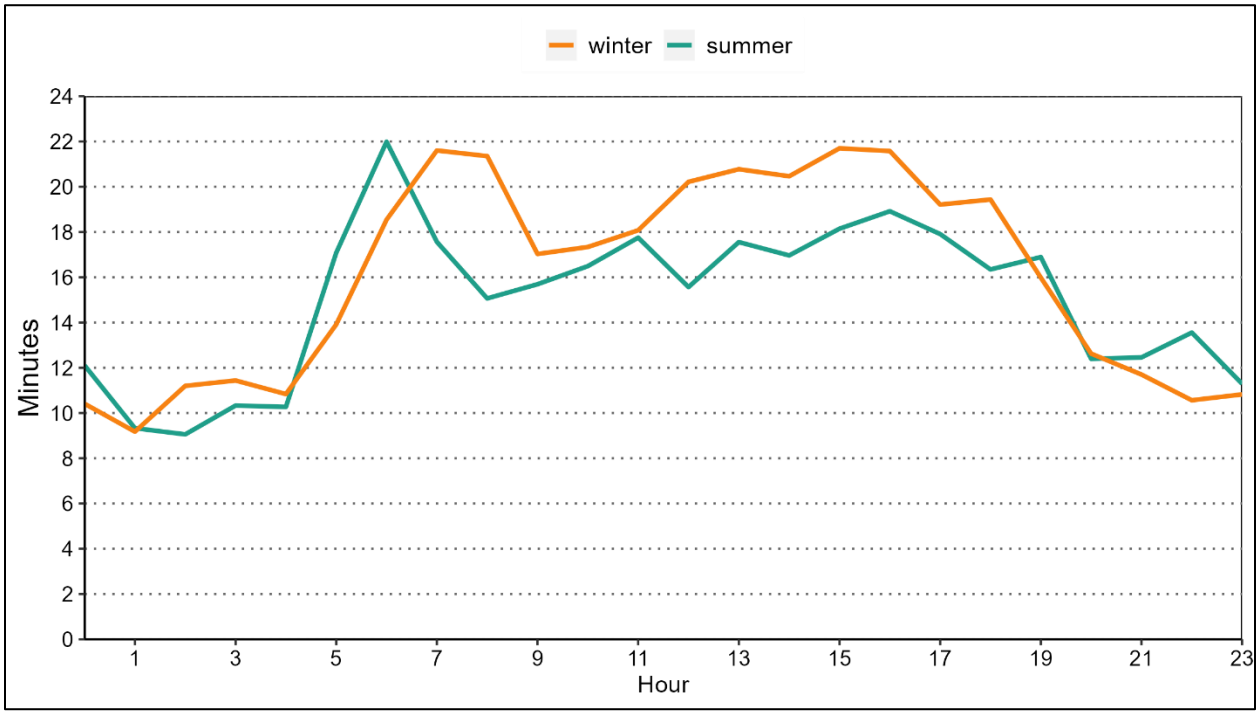
Overall, the workload is higher for patrol officers versus all deployments shown earlier; this is to be expected and would be the case in most agencies. Concerningly, the workload for patrol officers is significantly over the 60 percent threshold for extended periods. We will discuss this in greater detail in a patrol summary later in this section.

RESPONSE TIMES

Police departments are often judged by their community based on the speed at which they can respond to calls for service when they occur. Poor response times are often negatively received by the community, resulting in criticism over a slow response. Response times are a byproduct of two primary factors that can be impacted by city and department management. One, are there adequate personnel working to respond when calls arise? Two, is the department effectively managed to ensure officers are efficient and deployed correctly to ensure that overall response times are not extended unnecessarily?

The following figure shows the average response time by the FPPD by hour of day to all calls. The green line represents the summertime response time, while the orange line represents the wintertime response time.

FIGURE 6-29: Average Response Time and Dispatch Processing, by Hour of Day, Winter and Summer 2024



The above figure shows that the average wait for a Fort Pierce community member when calling for police assistance is consistently above 15 minutes, regardless of season. That overall number is better during the early morning and late evening hours, but from 7:00 a.m. until 8:00 p.m., the average citizen will wait 15 minutes or more for a unit to arrive.

For obvious reasons, an overall response time of 15 minutes for emergency-type calls would be unacceptable in any urban/suburban community in the United States. For that reason, police

departments establish priority systems to ensure that more urgent calls get handled before less urgent and routine type calls.

We looked at priority calls in Fort Pierce and discovered that the average response time is 12.8 minutes, as shown in the following table. We believe this is unacceptable; communities strive to have a response time of around five minutes for the most critical types of emergency calls. FPPD CAD data below breaks down the priorities established by law enforcement leadership in the county, the response times in each category, and how many calls were classified into each category. The highest priority of calls should be those types with an in-progress threat to life and, in some cases, an in-progress threat to property. Often, in what priority level a call is placed is discretionary on the part of the dispatcher.

TABLE 6-14: Average and 90th Percentile Response Times by Priority

Priority	Dispatch	Travel	Response	Calls	90th Percentile Response Time
P	6.4	6.3	12.8	4,651	25.2
4	4.3	6.4	10.7	224	19.1
3	4.5	6.0	10.5	122	20.5
2	11.7	9.2	20.9	12,042	49.0
1	6.7	6.7	13.4	13,047	26.7
Unknown	11.0	7.5	18.5	18	35.0
Total	**8.6**	**7.6**	**16.3**	**30,104**	**35.8**
Injury accident	1.6	4.0	5.6	85	10.3

We see that 15 percent of all calls were placed into the highest priority category, usually one that warrants an expedited response; these calls have an overall response time of 12.8 minutes. This response time demonstrates that too many calls are classified in this category. In contrast, we asked specifically for the response times of injury traffic collisions, a category that all agencies will place as a high priority. In those cases (85), FPPD can respond to those calls in 5.6 minutes, well within the desired response time for emergency calls. Moving into the category of priority 1, we see that the overall response time is 13.4 minutes (43 percent of all calls), and priority 2 shows a response of 20.9 minutes (40 percent of all calls).

The response time for traffic collisions is likely the more consistent response by FPPD to emergency-type threats to life calls. Those types of calls should warrant a response from anybody available, including non-patrol assets in the field, and often involve a lights and siren response. This is what a Priority "P" should be reserved for. The large number of calls with a response time of almost 13 minutes does not look good for FPPD to the outside observer.

We understand there are limitations for FPPD to change these priorities, as it is a customer of a regional dispatch center managed by the county. This gives the FPPD only a limited voice to institute change. However, if a less-than-optimal response is occurring in Fort Pierce, it also is occurring in other jurisdictions served by the county dispatch center. Changes would benefit all agencies involved.

Response Time by Beat

The following table shows the response times to each of the individual beats in Fort Pierce. The beats in District One have a much better overall response time of 13.9 minutes on average. District Two sees slower response times at 17.7 minutes on average. What we see here is consistent with the insight provided by FPPD during our interaction with members of the agency.

District Two has a larger geographic footprint, often requiring more travel time for the officers assigned to District Two beats. District Two also has more calls, but typically, those calls may be of lesser priority than those in District One. This is evidenced by the faster dispatch time observed in District One.

As a reminder, we should repeat that dispatch time is the total time involved in receiving the initial call into dispatch, entering the necessary information into the CAD system, and finally dispatching a unit to the call. Travel time is self-explanatory; it is the driving time for the officer once that call is received. The combination of the two is the total response time.

The dispatch time observed here is much slower than what is actually required to answer the phone, gather the relevant information, and input the data into the CAD system for the patrol officers to see. The additional time is likely a byproduct of not having available beat units to send to the call, forcing the dispatcher to hold the call. However, departments always need to be mindful of efficiency issues that can arise in these situations. For instance, field supervisors can play a very active role in watching the calls that may be holding, and be proactive in getting other units available to handle those holding calls; supervisors are also responsible for ensuring units are clearing calls promptly and not using unnecessary resources on a call.

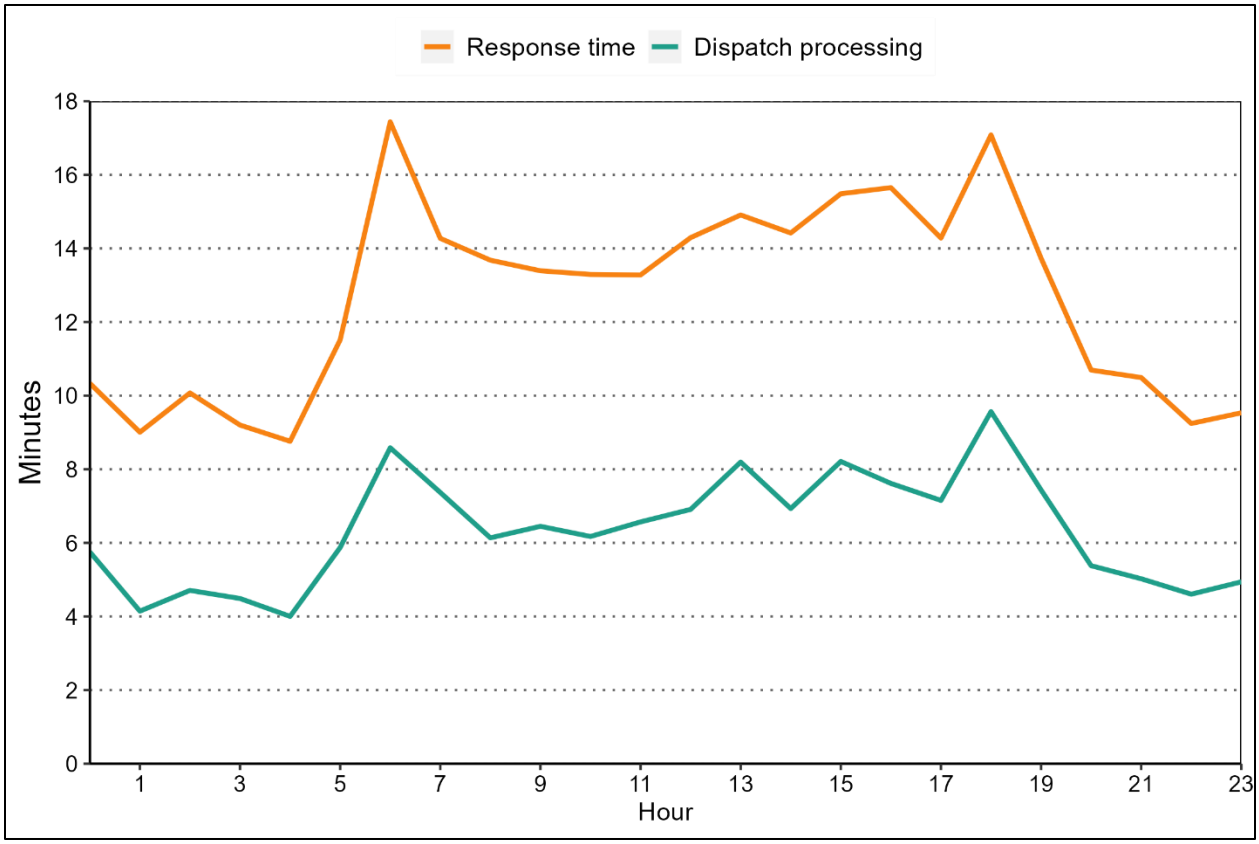
We will provide comparable data in this report that indicates FPPD spends more than the average time on certain priority-type calls. Finally, culture related to beat ownership may cause a dispatcher to hold a call even if nearby units are available, since a dispatcher will wait for the beat unit to clear and be available to handle the call. All of these factors are part of the regular police culture and must be proactively managed through consistent messaging of expectations from leadership. Beat integrity is a positive attribute of police culture but should not preclude better service to the community by delaying response times.

TABLE 6-15: Average Response Time Components, by Beat

District	Beat	Minutes			Calls
		Dispatch	Travel	Response	
1	F110	7.4	6.1	13.5	3,980
	F120	7.6	6.0	13.6	2,586
	F130	7.9	6.0	13.8	2,652
	F140	6.7	7.8	14.5	1,919
	F150	7.9	8.4	16.4	395
	Subtotal	**7.5**	**6.4**	**13.9**	**11,532**
2	F210	9.4	9.3	18.7	3,722
	F220	9.8	8.2	17.9	3,475
	F230	8.3	6.6	14.8	4,289
	F240	9.6	9.0	18.6	2,158
	F250	10.0	9.1	19.1	4,680
	Subtotal	**9.4**	**8.4**	**17.7**	**18,324**
Other	Miscellaneous	8.1	11.4	19.5	234
	Unknown	9.4	6.6	16.0	14
	Subtotal	**8.2**	**11.2**	**19.3**	**248**
Total		**8.6**	**7.6**	**16.3**	**30,104**

The following figure is the last of the response time data presented in this part of the report. It shows the average response time for high-priority calls throughout the typical day in Fort Pierce. Similar to other workload data, there are problematic times in the middle of the day, while late evening and early morning see better response times when the workload is lighter.

FIGURE 6-30: Average Response Times and Dispatch Processing for High-priority Calls, by Hour



CSO WORKLOAD

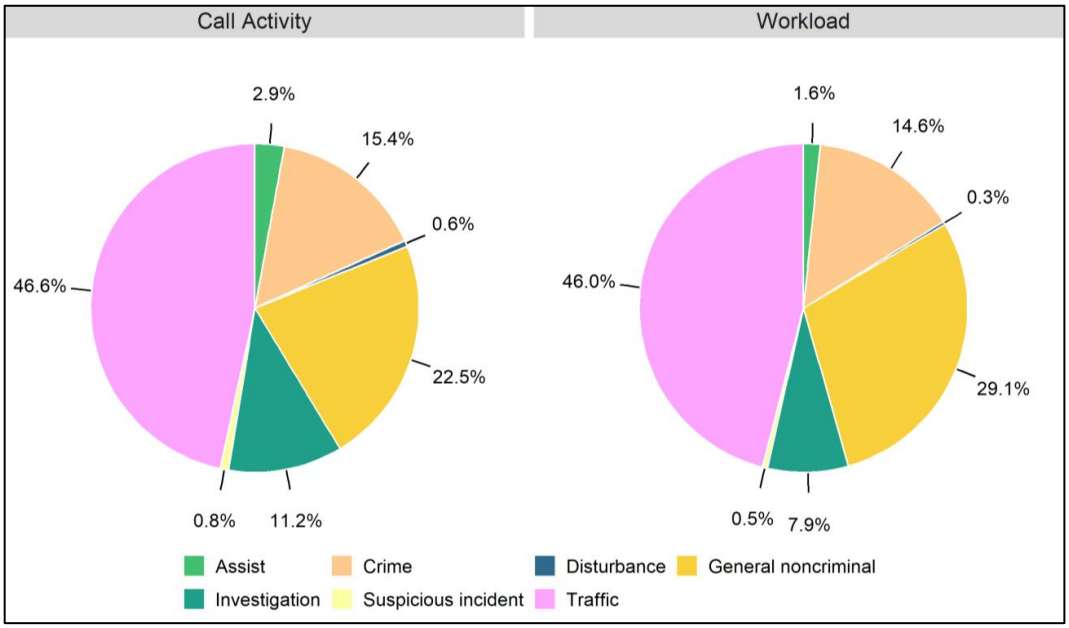
The Fort Pierce Police Department employs Community Service Officers to assist in the overall sworn officer workload. Using civilians to offset non-hazardous workload calls is an industry best practice; FPPD is to be commended for using these positions. Currently, FPPD has three CSOs employed in the patrol division with one additional vacancy. Unlike sworn officers, the Rule of 60 does not apply to civilian employees as the forty percent highlighted in the rule is specifically for proactive policing measures determined by management. CSOs are beneficial because the higher the workload, the more efficient the use of the positions. This is not to imply that the FPPD does not take measures to maintain a desirable work environment for CSOs and other civilian employees, only to point out that efficiency standards for those positions are not tied to the Rule of 60.

The following data sets highlight the work that CSOs are engaged in. Each of the calls handled by a CSO represents time saved for the sworn workforce.

TABLE 6-16: Events, Calls, and Workload by Category, CSO Units

Category	Events	Calls	Work Hours
Accident	333	328	405.2
Alarm	2	2	0.3
Assist citizen	22	20	16.1
Assist other agency	4	4	0.7
Civil problem	1	1	0.3
Crime against persons	2	2	5.7
Crime against property	130	125	144.4
Crime against society	2	2	0.1
Directed patrol	33	0	0.0
Disturbance	6	5	3.0
Investigation	95	94	81.9
Juvenile	1	1	0.8
Mental health	2	2	0.1
Miscellaneous	187	181	297.8
Suspicious incident	6	5	4.8
Traffic enforcement	63	62	68.4
Warrant/arrest	3	3	0.6
Total	**892**	**837**	**1,030.1**

FIGURE 6-31: Percentage Calls and Work Hours, by Category, CSO Units



K-9 PROGRAM

The Fort Pierce Police Department has an active police canine (K-9) unit currently staffed with five working canines and their handlers. Additionally, there is one more handler/canine team currently in training. Handlers are issued a vehicle specifically designed for police canine use and are expected to provide on- and off-duty care for the dogs.

FPPD has a policy that specifically addresses the canine unit and the use/deployment of department canines. Policy 41-500 was created in 1991 and updated in December 2016. The approving signature on the existing policy is a past police chief. In a cursory review of the existing policy, we observed no significant issues that deviated from industry norms. However, police canine units are high-liability tools, and departments should ensure that existing policies governing their use are current and up to date; at minimum, there should be some indication that the policy is reviewed more often than once every eight years. There are simple items in the policy that appear to be inconsistent with the current practices. For instance, section F of the policy states that the unit is supervised by a police lieutenant who reports to the division commander. FPPD advised that the unit is supervised by a sergeant (not a lieutenant) who reports to the captain and then the deputy chief.

As noted above, the FPPD K-9 program is supervised by a police sergeant. Existing officers are deployed on both the day shifts and evening shifts for broad coverage. They are not assigned to regular police beats but respond to patrol calls as part of their regular duties. If the existing K-9 supervisor is not on duty, then any officers/K-9s working will report to the working shift supervisor.

In the event of a K-9 use of force incident, the FPPD practice is to document that use of force according to department guidelines and have that UOF reviewed through the existing chain of command in the Community Policing Bureau (sergeant-captain and, if necessary, the deputy chief). CPSM did request records on K-9 deployments and use of force incidents; according to FPPD, the data is collected, but reports was not provided as of the time of this report.

All FPPD K9 handlers are expected to attend a 480-hour FDLE course to be certified as K-9 handlers within Florida. They will also participate in weekly training that involves cross-training with other neighboring agency K-9 units.

§ § §

PATROL SUMMARY

Division leadership within FPPD expressed concern that the workload for patrol officers is too high and additional personnel are needed to offset the workload. In this report, we presented the commonly used metric for determining police patrol staffing in the Rule of 60. The following is a summary of the workload metrics for all FPPD patrol resources as well as FPPD patrol officers only (exclusive of supervisors and K-9 units).

TABLE 6-17: Summary of Patrol Workload (All Personnel)

Measure	Winter		Summer	
	Weekdays	Weekends	Weekdays	Weekends
Average Deployment	14	13.9	14.4	13.7
Average Workload	7.9 Ofcrs.	7.6 Ofcrs.	7.8 Ofcrs.	7.6 Ofcrs.
Average SI	56%	55%	54%	55%
Peak SI	68%	66%	64%	66%

TABLE 6-18: Summary of Workload (Patrol Officers Only)

Measure	Winter		Summer	
	Weekdays	Weekends	Weekdays	Weekends
Average Deployment	11.7	11.4	11.7	11.1
Average Workload	7.2 Ofcrs.	7 Ofcrs.	7 Ofcrs.	6.8 Ofcrs.
Average SI	62%	61%	60%	61%
Peak SI	75%	72%	73%	72%

A review of the above data shows that there are slight variances that increase workload for patrol officers when compared against all patrol resources. The saturation index numbers in Table 6-18 consistently exceed 60 percent, thereby supporting the assertion that patrol is understaffed and should have additional personnel included in its daily staffing plan. However, there are two competing factors in these numbers that should be noted:

- Not all FPPD patrol data is accurately captured. Specifically, there is very little recording of report writing time by FPPD officers. Report writing is, by its nature, a significant responsibility that contributes to an officer's workload. FPPD leadership admitted that its organizational culture is for officers to write reports between calls yet remain available for the next call. It is essential that FPPD take steps to amend this cultural issue and follow our recommendation to adopt a culture of accurately capturing the time of its employees. Making this change will improve the quality of the department data and raise supervisors' expectations to ensure that employees are being efficient with their time while improving accountability for use of time. In our experience, report writing can add several percentage points to any patrol force's workload (saturation index). However, with little information available on this activity within FPPD it is difficult to judge what is occurring.
- FPPD data showed a significant number of directed/extra patrols. This is a good practice, but it is also an area of data analysis that should be carefully considered. Within the Rule of 60, the goal of having 40 percent of unobligated time is in place to enable proactive and management-directed activity. Extra patrols fall into this category. Thus, the reader should not

allow the existing workload to be skewed by the existence of those calls in the data. Additionally, directed patrols and proactive data can easily be used as a tool to make an agency look busier than it actually is. Looking at several workload figures in this report, we see that directed patrols account for enough time, that if subtracted, the overall workload would be just under 60 percent consistently. Nonetheless, the actual use of administrative time, if tracked properly, could far outweigh the time involved in directed patrols.

The issue of officers entering activity into CAD either at management's discretion or on their own requires active supervision by police field sergeants. The following table provides a profile of FPPD data compared against other agencies that CPSM has assessed in recent years. There are portions of these comparisons that FPPD should take note of. FPPD officers take more time per incident and the department sends more resources per incident than the average agency. FPPD officers spend an average of 48 minutes on each officer-initiated call versus the industry average of 17 minutes. In the same category, they use an average of 1.57 officers versus the industry average of 1.26. Armed with this data, FPPD could strive to be more efficient. Again, this requires active supervision.

The reader should also take note that FPPD is a busier agency than the average agency, with a higher saturation index and a higher violent crime rate.

§ § §

TABLE 6-19: FPPD Comparable Data to Other CPSM Projects

Variable	Median	Minimum	Maximum	Fort Pierce PD	Compared to Median
Population	43,311	4,474	833,024	48,781	HIGHER
Officer Rate	151.27	25.71	1,677.51	260.35	HIGHER
CFS Rate	639.93	67.08	7,185.39	1,140.2	HIGHER
Primary Unit Service Time, Community Initiated	30.16	13	54.66	39.14	HIGHER
Primary Unit Service Time, Police Initiated	17.04	7.1	56.8	48.53	HIGHER
Responding Units, Community Initiated	1.75	1	2.56	2.02	HIGHER
Responding Units, Police Initiated	1.26	1	1.99	1.57	HIGHER
All Units Service Time, Community Initiated	45.58	19.7	88.09	66.32	HIGHER
All Units Service Time, Police Initiated	22.37	7.73	140.08	62.6	HIGHER
Workload Percent, Summer Weekdays	39.08	5.54	85.66	54.26	HIGHER
Workload Percent, Summer Weekends	39.49	5.02	81.95	55.29	HIGHER
Workload Percent, Winter Weekdays	36.7	5.08	66.61	56.3	HIGHER
Workload Percent, Winter Weekends	35.73	4.12	68.99	55.18	HIGHER
Response Time, Summer	13.25	2.4	81.35	15.55	HIGHER
Response Time, Winter	12.76	3.1	82.56	17.19	HIGHER
High-priority Calls Response Time	7.49	2.84	23.12	12.78	HIGHER
Violent Crime Rate	239.09	0	1,866	541	HIGHER
Property Crime Rate	2,127.16	319.04	11,234	1,933	LOWER
Total Crime Rate	2,449	404.96	12,740	2,474	HIGHER

It would be a reasonable goal to lower the average saturation index to 50 percent in all categories. This should provide room to absorb the busier times when the SI spikes and to offset the currently unreported administrative time (report writing). To accomplish this, we recommend the average deployment should be as follows:

- Winter Weekdays: 15.68 Officers*
- Winter Weekends: 15.29 Officer*
- Summer Weekdays: 15.55 Officers*
- Summer Weekends: 15.07 Officers*

**Note: This includes all patrol assets on a shift (officers, sergeants, K9s). Additionally, the calculation to reach this desired level is: Planned SI/Current SI = Current Staffing/Planned Staffing (i.e., Planned Staffing = Current Staffing (Current SI/Planned SI).*

With the above information, FPPD should strive for a minimum staffing level of 15 sworn patrol employees per shift. Naturally, there can be deviations from this during very early morning and very late evening hours.

Relief Factor

All police agencies should be considerate of the need for a "relief factor." This is broadly defined as the normal vacancy rate per shift due to prescheduled time off such as vacation, sick time, injury time, and training time, and which removes officers from a shift. A regular and reasonable relief factor in the police industry is 25 percent. For every ten employees scheduled to work on a given day, there will be 2.5 absences for legitimate reasons. For FPPD, this would equate to needing 19 employees being scheduled per shift.

Based on the FPPD team structure, this is 76 sworn employees at the rank of sergeant, patrol officer, and K-9 officer. Adding the deputy chief, the captain, and four lieutenants, then overall patrol staffing should be authorized at 82 positions, an increase of two authorized police officer positions from the current levels after all current vacant sworn positions are filled.

We understand this is a minimal increase over the current patrol staffing level and may not appear to make a measurable difference in performance. However, FPPD is currently holding 10 vacancies at the patrol level, meaning this increase will be 12 positions from current levels to meet reasonable minimum staffing levels based on workload data. It is difficult to maintain full staffing in modern police agencies. FPPD complains of higher-than-average turnover that may be related to a myriad of factors. If FPPD continues with current vacancy rates and enacts a minimum staffing of 15 per shift (an increase of 1+ from current levels), the workforce will quickly be overwhelmed with mandatory overtime and scheduling challenges that detract from a positive work environment. One potential solution is to consider an "overhire" authorization that may occasionally allow overstaffing to keep necessary staffing closer to needed levels.

This recommendation does not consider that a department reorganization that holds vacancies elsewhere could also be a solution.

PATROL POLICY

Earlier in this section we highlighted some concerns with the K-9 policy, specifically related to some inaccuracies and the last revision date.

Looking through the FPPD policy manual, three other policies are directly related to patrol operations:

- Policy 41.100 – Patrol Organization, Function and Administration (Rev 11-6-12).
- Policy 41.105 – Patrol Shifts, Zones and Rotational Assignments (Rev 2/19).
- Policy 41.110 – On-Scene First-Line Supervisor (Rev 11-9-12).

During a cursory review of each policy, we found there were inconsistencies with current practices. This is likely a byproduct of the extended time since the last revision, wherein policy did not keep pace with organizational changes.

This report contains a broad recommendation to use a policy subscription service. If FPPD elects not to adopt that recommendation and continues with its current policy management practice, then all policies related to community policing and patrol should be reviewed and updated to reflect current practices and policies.

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

Patrol / Community Policing Bureau Recommendations

- CPSM recommends that FPPD streamline its supervisor and management review process in the Community Policing Bureau. (Recommendation No. 20.)
- CPSM recommends that FPPD reevaluate the need for the second upper management position in the Community Policing Bureau. (Recommendation No. 21.)
- CPSM recommends that FPPD establish minimum staffing numbers for daily patrol deployment. (Recommendation No. 22.)
- CPSM recommends that Beat 150 be merged into either Beat 120 or 130. (Recommendation No. 23.)
- CPSM recommends that FPPD accurately record all work activity, including report writing, in the CAD system. (Recommendation No. 24.)
- CPSM recommends that FPPD take steps to define busy activity clearly in the CAD system. (Recommendation No. 25.)
- CPSM recommends that the FPPD work with county dispatch partners to isolate unit designators in order to delineate patrol versus non-patrol units signed into the CAD system. (Recommendation No. 26.)
- 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. (Recommendation No. 27.)
- CPSM recommends that FPPD communicate its expectations to supervisors that they manage police response times proactively. (Recommendation No. 28.)
- CPSM recommends that FPPD review its existing canine policy to ensure it is accurate and up to date based on current best practices and department structure. (Recommendation No. 29.)
- CPSM recommends that FPPD establish minimum staffing levels of 15 sworn employees per shift (officers, K-9s, and sergeants). (Recommendation No. 30.)
- CPSM recommends that FPPD increase authorized staffing in Community Policing (Patrol) by two FTE police officers once the department is fully staffed. (Recommendation No. 31.)
- If FPPD does not adopt a policy subscription service, CPSM recommends that all policies related to patrol operations should be reviewed and updated. (Recommendation No. 32.)

§ § §

SECTION 7. SUPPORT SERVICES BUREAU

ACCREDITATION UNIT

Law enforcement accreditation is a self-initiated, voluntary process based on standards reflective of best practices in law enforcement. It has long been recognized as a means of maintaining the highest standards of professionalism. Accreditation involves the certification by an independent reviewing authority that a department meets specific requirements and standards. Accreditation standards cover roles and responsibilities; relationships with other agencies; organization, management, and administration; law enforcement operations, operational support, and traffic law enforcement; detainee and court-related services; and auxiliary and technical services.

Achieving accreditation provides norms against which agency performance can be measured and monitored over time provides objective measures to justify decisions related to budget requests and personnel policies, streamlines operations, provides more consistent deployment of staffing, and serves as a yardstick to measure the effectiveness of the agency's programs and services.

An accreditation process involves:

- Reviewing files.
- Interviewing agency members.
- Observing operations.
- Reviewing agency equipment, policies, and procedures.
- Meeting standards set by the accrediting commission.

Staffing

The FPPD Accreditation Manager position is currently being filled by a sworn sergeant who is temporarily filling in for the civilian manager who recently left the organization. The sergeant has been filling in at the position since November 20, 2024. The sergeant will continue to fill the position temporarily until the department hires a new accreditation manager. The only training the sergeant has received was about five hours on the job (OJT) with the prior accreditation manager.

According to the current accreditation manager, the position originally was staffed by a sworn member of the department; however, at some point the decision was made to reclassify the position to a civilian position. The next accreditation manager will also be classified as a civilian position. Most agencies studied by CPSM have civilians acting as the accreditation manager. The department should place a priority on filling the accreditation manager position.

Accreditation Status

The department received accreditation through the Commission for Florida Law Enforcement Accreditation Inc. in November 2022. The Commission for Florida Law Enforcement Accreditation is the accrediting body for law enforcement agencies and Inspector General's Offices in Florida. FPPD received prior accreditations in 1998, 2001, 2011, 2014, 2017, and 2020.

Policy

In addition to the accreditation responsibilities, the sergeant has the responsibility for ensuring the department's policy and procedures manual is current and reviewed. As stated elsewhere in this report, many of the department policies and procedures have not been reviewed in years. When the new accreditation manager is hired, priority should be given to either purchasing a policy and procedure service from a vendor, or begin the onerous task of reviewing the department's current manual.

CALEA Accreditation

The Commission on Accreditation for Law Enforcement Agencies (CALEA) was created in 1979 as a credentialing authority through the joint efforts of law enforcement's major executive associations. Whereas the FPPD is accredited through the State of Florida body, CALEA provides a national recognition for accreditation. CPSM would recommend the department seek CALEA accreditation, since many of the requirements for CALEA accreditation are the same as the requirements for the state accreditation it already possesses.

Accreditation Recommendations

- The department should continue to make it a priority on filling the accreditation manager position. (Recommendation No. 33.)
- CPSM would recommend the department seek CALEA accreditation, since many of the requirements for national accreditation are the same as the requirements for the state accreditation it already possesses. (Recommendation No. 34.)
- CPSM recommends the department consider purchasing from Lexipol a policy manual or purchase one from a similar company offering the same service. (Recommendation No. 35.)

CRIME ANALYSIS UNIT (CAU)

A police department's crime analysis unit should gather, analyze, and share information about criminal activity to help prevent crimes. In addition, analysts should review information such as crime reports, arrest reports, and calls for service to identify patterns, trends, and hot spots in order to provide that information to patrol officers and detectives to assist in identifying criminals. They also should prepare department statistics, maps, and data queries.

According to the International Association of Crime Analysts (IACA), crime analysis is defined as follows:

> *A profession and process in which a set of quantitative and qualitative techniques are used to analyze data valuable to police agencies and their communities. It includes the analysis of crime and criminals, crime victims, disorder, quality of life issues, traffic issues, and internal police operations, and its results support criminal investigation and prosecution, patrol activities, crime prevention and reduction strategies, problem solving, and the evaluation of police efforts.*

Staffing

The Crime Analysis Unit falls under the command of the Support Services Bureau; the CAU supervisor reports directly to the bureau's major. The supervisor is a long-tenured department employee who has been assigned to crime analysis for approximately 20 years.

All of the analysts assigned to CAU are civilian personnel. The following positions make up the crime analysis unit:

- 1 Crime Analysis Supervisor.
- 1 Crime Analyst.
- 1 Community Service Officer who functions as a crime analyst.

One of the crime analysts is assigned to support administrative analysis and internal affairs. Over the years the duties and responsibilities of the unit have organically morphed into much more than providing crime analysis assistance. As an example, the supervisor is the department's backup public information officer, and in fact, for the past six months has been fulfilling that role in addition to supervising the unit. In addition, the supervisor also handles responsibilities for organizing and planning department events.

Members of the unit have staggered starting times depending upon what reports or projects they are currently working on; however, their hours vary from starting at 5:30 a.m. until 8:00 a.m. Unit members work 8-hour days. As important as life/work balance is to employees these days, some consideration could be given to allowing employees to work a modified schedule of 10-hour days in lieu of the 8-hour days, which would provide the members an extra day off each week.

Training

Members of the unit should regularly 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. The supervisor of the unit is most likely going to be retiring in the near future and is currently training the unit members in the history of the unit and how it has evolved to its present form.

Unit's Responsibilities

The unit provides crime analysis in the form of a weekly report for the department's weekly intelligence meeting, which is a recap of crime and activity that occurred within the preceding week. The report is placed onto Sharepoint, allowing everyone in the department to review the activity; however, it was learned that most employees are not reviewing the posting. All reports developed by the unit are placed onto Sharepoint for review by all employees. The unit also provides a daily report (prior day's activity), reports regarding crime patterns and trends, annual UCR comparisons, and crime comparisons of individual districts.

It was learned that the unit spends quite a bit of time each day cleaning data (ensuring the data can be entered into the mapping system). When we asked about this we were told each member of the unit can spend up to several hours each day cleaning data. The root cause of the data having to be cleaned by the unit rests with the initial data entry at the officer level and then review of the report by the supervisor. Apparently, officers when completing the report can see that information in the report is not populating into the system. CPSM recommends that the

department undertake retraining the officers and sergeants in the necessary information required and ensure the sergeants are reviewing that information when approving reports.

Stratified Policing

Much of the work of the unit is focused around the Stratified Policing Model and the development of reports to match that policing model. Stratified Policing is an organizational model of problem-solving, analysis, and accountability supported by evidence-based practices. It seeks to facilitate organizational transformation within police departments in order to reduce crime and increase public safety. This model was developed by Roberto and Rachel Santos and is based on the principles of problem-oriented policing, intelligence-led policing, and community policing. The Stratified Model breaks down the traditional police organization into four distinct levels: the executive level, the operational level, the tactical level, and the patrol level. At each level, officers are tasked with specific roles and responsibilities that are designed to foster collaboration and create an integrated approach to crime reduction. By integrating these four levels, Stratified Policing seeks to create a holistic approach to problem-solving and crime reduction that is transparent and accountable.

It was learned that in order for the unit to continue its work regarding the Stratified Policing Model the department would need to purchase a software platform called "SmartForce." SmartForce is an invaluable software *tool to facilitate communication and accountability for crime reduction within Stratified Policing*.

CPSM recommends that if the department continues to use the Stratified Policing Model, the department should invest in the SmartForce system to assist the unit with providing information that benefits the department's mission. Something that CPSM sees in many organizations is also true at FPPD where the function of crime analysis is more of a statistician, collecting and reporting data, and less of an analyst that reviews crime trends and offers analysis as to why crime is occurring and how to interrupt the current trends.

Workload

It was learned through talking to staff that the unit does not have the time available to work on crime analysis as it relates to the gang activity in the city. As we know, gang activity is often responsible for a significant portion of violent crime within a community and should be a major focus for reducing crime rates and maintaining public safety. CPSM recommends the crime analysis function and workload be reviewed so the analysts have the capacity to perform more analysis of gang crime, which would have an impact on crime trends.

Currently, there are certain areas that the department must rely on other law enforcement agencies to obtain information, such as facial recognition and predictive policing. If the department were to invest in the training and purchase of the needed software in those two areas, the unit could operate more quickly and efficiently in providing necessary information regarding criminal activity. In addition, software that could assist the members of the unit when cleaning data would benefit the department by increasing the unit's efficiency.

Crime Analysis Unit Recommendations:

- CPSM recommends that the department continue retraining officers and sergeants in the necessary information required on reports and ensure the sergeants are reviewing that information when approving reports. (Recommendation No. 36.)

- As important as life/work balance is to employees these days, some consideration could be given to allowing CAU employees to work a modified schedule of 10-hour days in lieu of the current 8-hour days, which would provide the members an extra day off each week. (Recommendation No. 37.)
- Members of the unit 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. (Recommendation No. 38.)
- CPSM recommends that if the department continues to use the Stratified Policing Model, the department should invest in the SmartForce system to assist the unit with providing information that benefits the department's mission. (Recommendation No. 39.)
- CPSM recommends the crime analysis function and workload be reviewed so the analysts have the capacity to perform more analysis of gang crime, which would have an impact on crime trends. (Recommendation No. 40.)
- CPSM recommends the department invest in training and software programs that could make the CAU more efficient in providing information to officers and detectives. (Recommendation No. 41.)

OFFICE OF PROFESSIONAL STANDARDS (OPS)

Ensuring the department has the public's trust is vital to the law enforcement mission, and this trust rests on departmental responsiveness to community needs and expectations. The department must receive commendations and complaints with equal professional interest and courtesy and give both appropriate supervisory and management attention to foster public confidence and to promote constructive communication.

The Fort Pierce Police Department is committed to maintaining a high level of integrity and professionalism among its employees and regards the investigation of all complaints as important to its overall mission. Personnel complaints include any allegation of misconduct or improper job performance that, if true, constitute a violation of department policy, or of federal, state, or local law, policy, or rule.

The Fort Pierce Police Department has a designated Office of Professional Standards (OPS). It is staffed by one detective sergeant and a civilian crime analyst. A lieutenant acts as a back-up investigator when needed. However, at the time of this project, the detective position was vacant due to department-wide vacancies. Due to the reduction of the detective position in the unit, some of the responsibilities such as conducting monthly audits are not being completed. CPSM recommends the department fill the vacancy in OPS as soon as it is practicable and should consider making it a priority.

There is no time limit for the sergeant to remain in OPS. According to best practices and legal considerations, internal affairs investigators should be rotated periodically, typically every few years to maintain impartiality, prevent burnout, and avoid potential conflicts of interest that could arise from prolonged exposure to the same unit or personnel within a department. The current sergeant in the unit has been in that position for three years. CPSM recommends that no member of OPS remain in the unit for longer than three years before rotating out of the assignment.

The sergeant in the unit reports directly to the Support Services Bureau major.

Training

Members of the department assigned to the Office of Professional Standards should attend internal affairs training to ensure they possess the necessary skills to properly investigate allegations of misconduct within the department and to ensure they conduct a fair and thorough investigation while upholding legal and ethical standards. The Professional Standards investigators have completed the FBI LEEDA Internal Affairs Training Course along with receiving some supplemental training provided by the Dolan Consulting Group.

According to the department, only a few patrol sergeants and only a couple of patrol lieutenants have attended any type of internal affairs training. Those that have done so received the training when they were prior assigned to OPS. CPSM recommends that each employee conducting internal affairs investigations attend a certified Internal Affairs training class that provides information on how to conduct investigations.

Complaints

The Fort Pierce Police Department and the Office of Professional Standards (OPS) has a responsibility to investigate all complaints of unethical, improper, and/or illegal conduct of their employees. FPPD's complaint policy is covered in the department's Policy and Procedure Manual section 52.250 (Personnel Complaints). The policy was effective in 2010, and last revised in January 2013. Police policies should be reviewed annually to ensure they remain compliant with current laws, reflect evolving best practices in policing, adapt to changing community needs, and minimize the risk of legal liability by staying updated with recent legal developments and societal shifts> This ensures a department is effectively addressing the needs of the community while upholding the highest standards of policing.

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

Complaints can be submitted in writing, through e-mail, or by calling the department. A complaint can be filed by going to the department's webpage where there is a complaint form available in several different languages. A complainant may use a fillable form to file the complaint and then submit it through the website. FPPD is to be commended for providing the complaint form in multiple languages and for providing a fillable form in which the complaint can be submitted.

Each complaint is reviewed by OPS and assigned for investigation as a citizen/employee complaint or a service-related inquiry. Allegations of serious egregious policy violations will be conducted by the department's executive staff. All investigations are concluded with one of the following findings:

- Sustained: The investigation produced a preponderance of evidence to prove the allegation on an act determined to be misconduct.
- Not Sustained: the investigation failed to produce a preponderance of evidence to either prove or disprove the allegation.
- Exonerated: The alleged act(s) that were the basis of the complaint did occur, however, the investigation revealed they were justified, lawful, and withing accepted policy and procedure.
- Unfounded: The alleged act(s) that were the basis for the complaint or allegation did not occur.

- Policy Deficiency: The alleged act(s) occurred, but the employee was not at fault due to a deficiency in the applicable policy as written.

Once the investigation is completed a finding or recommendation is submitted through the chain of command to the division commander and/or the executive staff for recommendation of corrective action or discipline, if warranted.

Patrol sergeants are assigned the less serious investigations related to officers' misconduct such as rudeness, discourtesy, missing a court date, etc. Sergeants conduct a modified investigation which is recorded in the BlueTeam program and when completed is reviewed by members of command staff and then stored in the OPS I/A Pro database. Sergeants have access to Blue Team but not I/A Pro.

Mediation of Complaints

Mediation is considered an alternative to traditional disciplinary investigations, offering a more collaborative approach to resolving complaints. The process can improve community relations by helping to build trust between the community and law enforcement by allowing for direct dialogue and understanding.

When a supervisor or OPS receive a complaint that does not constitute a violation of law, departmental policy, or personnel regulations, but rather the complainant just doesn't understand or agree with departmental operating procedures, the department allows the complaint to be mediated. During the mediation, the supervisor will meet with the complainant and review the applicable law, policy, or procedure with the complainant in an effort for them to understand them.

It was learned that most complaints are handled in this manner by the field supervisors before ever reaching the OPS. Once the supervisor enters the incident into BlueTeam, the information is then obtained by OPS, which enters it into I/A Pro and closes out the complaint.

Tracking and Managing of Complaints

Data regarding administrative investigations and public complaints are valuable as a risk management tool to identify training needs, performance deficiencies, or patterns of misconduct. The department currently uses IA Pro by CI Technologies. IA Pro is the most commonly used tracking system by police departments across the country. The IA Pro platform does much more than manage and track internal affairs investigations, it can also track informal complaints, uses of force, and also provides early warning system capabilities.

All of the department's paper copies of administrative investigations are maintained in a locked file cabinet in the OPS office, and the sergeant and the administrative assistant are the only two that have access to the cabinet. Once a complaint is maintained for five years, it is then digitized and the paper copy eliminated.

FPPD is to be commended for the investment and use of IA Pro and its storage of files.

Informal Complaints

Many times, informal complaints are handled by a supervisor who contacts the complainant and satisfactorily resolves the issue. It is critical that those informal complaints are documented. FPPD documents informal complaints in BlueTeam.

Investigation Process

All investigations conducted by FPPD are governed by Florida Statute 112.532. The statute is also known as the Law Enforcement Officers' Bill of Rights, and protects the rights of law enforcement officers and correctional officers in the State of Florida.

The following is from Florida Statute 112.532:

> *1. Interviews of an accused employee shall be conducted during reasonable hours and preferably when the employee is on-duty. If the employee is off-duty, the employee shall be compensated.*
>
> *2. Unless waived by the employee, interviews with an accused employee shall be at the Fort Pierce Police Department or other reasonable and appropriate place.*
>
> *3. No more than two interviewers should ask questions of an accused employee.*
>
> *4. Prior to any interview, the employee should be informed in writing of the nature of the investigation.*
>
> *5. All interviews should be for a reasonable period, and the employee's personal needs should be accommodated.*
>
> *6. No employee should be subjected to offensive or threatening language, nor should any promises, rewards, or other inducements be used to obtain answers.*
>
> *7. The interviewer should record all interviews with employees and witnesses. The employee may also record the interview. If the employee has been previously interviewed, a copy of that recorded interview may be provided to the employee prior to any subsequent interview.*
>
> *8. All employees subjected to interviews that could result in discipline have the right to have an uninvolved representative present during the interview. However, to maintain the integrity of each individual's statement, involved employees shall not consult or meet with a representative or attorney collectively or in groups prior to being interviewed.*
>
> *9. All employees shall provide complete and truthful responses to questions posed during interviews.*

All interviews conducted by OPS are recorded and officers are afforded the right to have representation of their choice to be present during the interview.

All investigations meet the standards of the statute and are completed within 45 to 90 days; however, all investigations must be completed and adjudicated within 180 days.

Any criminal investigation involving a member of FPPD that occurs within the jurisdiction of the City of Fort Pierce will be conducted by an outside law enforcement agency. FPPD most often reaches out to the St. Lucie County Sheriff's Office to conduct the investigation. An outside police department is often brought in to investigate criminal allegations against officers to ensure fairness, impartiality, and public trust, as it eliminates potential conflicts of interest that could arise if the investigation were conducted by the officer's own department, which might be seen as biased towards protecting their colleagues.

Dispositions

After the investigation has been completed and discipline is recommended, disposition is covered in Fort Pierce Policy and Procedure section number 26.150 (Corrective Action), which was last reviewed in February 2019. Its purpose is to ensure that all agency personnel will be treated impartially, fairly and equally and by accordance with applicable law.

The department has two types of corrective action (1) Informal Corrective Action, and (2) Formal Corrective Action.

- Informal Corrective Action: Non-punitive and is meant to educate an employee of work deficiencies and minor misconduct. It can consist of:
  - Counseling.
  - Remedial training.
- Formal Corrective Action: Punitive and is taken to eliminate employee performance deficiencies that are inconsistent with the standards expected of the employee or that are required by law. It can consist of:
  - Written Warning.
  - Reprimand.
  - Suspension without pay.
  - Demotion/Reduction in Class, Rank, or Pay.
  - Termination.

Those methods of corrective actions used by FPPD are standard within the industry and used by most every law enforcement agency studied by CPSM.

Complaints and Investigations

All complaint data in the following tables were provided by the department and reflect the total number of citizen/internal complaints for 2022, 2023, and 2024.

TABLE 7-1: Complaints

Year	Citizen Complaints
2023	73
2024	26

Source: Fort Pierce Police Department (12/2024).

When the department was questioned regarding the disparity in the number of complaints received in 2023 compared to 2024, the department said that it had modified its complaint handling and that many of the complaints were now handled in a more informal manner instead of classifying them as internal affairs investigations.

Some low-level complaint investigations such as rudeness complaints are usually handled by the field supervisor of the employee who has been named as the offender. Those investigations are usually a shorter modified investigation than those conducted by the OPS. It was learned that unless the field supervisor had previously been assigned to OPS, they would not have received any training regarding conducting complaint investigations. CPSM recommends that all supervisors conducting internal investigations attend some type of I/A training. As was

mentioned earlier in this section, OPS records all investigation interviews; however, it was learned that the field supervisors may not be recording their interviews with the officers, complainant, or witnesses. CPSM recommends that all interviews during investigations conducted by field supervisors should be recorded.

Complaint Allegations

The following table shows the types of complaint allegations lodged against officers by the community and internally by the department in 2023. In studies conducted by CPSM, the top three complaint allegations seen in most departments are discourtesy, code of conduct, and failure to follow policy.

TABLE 7-2: Most Common Allegations, 2023*

Allegation	External 2023	Internal 2023
Discourtesy	12	0
Code of Conduct	31	4
Failure to follow policy or directive	22	1
Insubordination	0	1
Missed Court	4	0
Neglect of Duty	3	4
Discrimination	0	0
Required by policy	0	0
Harassment	4	0
Other**	76	12

Notes: *2024 statistics will not be available until Spring 2025. **Other indicates a damage to department property complaint and a break complaint form that has been submitted by a citizen.

TABLE 7-3: Findings in External Complaint Allegations, 2023

Finding	2023	% of Total
Exonerated	14	22
Unfounded	27	42
Sustained	9	14
Not Sustained	1	2
Policy Deficiency	0	0
Deferred to Court	13	20

§ § §

TABLE 7-4: Comparison of External Complaints to Calls for Service and Arrests

	2022	Rate	2023	Rate
External complaints	51	N/A	64	N/A
Citizen calls for service	40,129	0.00127	38,400	0.00167
Officer-initiated calls for service	46,726	0.00109	47,759	0.00134
Total number of arrests	2,819	0.0180	2,808	0.228

Source: Fort Pierce Police Department (2024)

The above table represents the number of citizen complaints by citizens regarding the conduct of FPPD employees. As one can see, the department had 86,159 police contacts during 2023, and in only 0.00167 per 1,000 of those contacts was there a complaint filed with the department. This is representative of a department that acts in a professional manner and treats the citizens appropriately.

Officer-Involved Shootings

All investigations involving an officer-involved shooting with an employee of the Fort Pierce Police Department is conducted by the Florida Department of Law Enforcement. By FDLE conducting the investigation, it eliminates the chance of any bias towards FPPD employees.

However, it was learned that the department does not conduct a shooting review board regarding an officer's OIS. Shooting review boards are established to independently assess police shootings, ensuring accountability by examining whether the use of deadly force was justified according to department policy and the law, and to make recommendations for improvements in training, procedures, or disciplinary actions, ultimately aiming to build public trust and prevent future incidents by providing a transparent review process.

CPSM recommends that a shooting review board be convened on each OIS involving a FPPD employee.

Discipline Option

An option for a method of discipline that could be considered by FPPD is Education Based Discipline (EBD). EBD is unique to the law enforcement community and is an alternative to punitive discipline. EBD changes the interaction of employees and management, and it changes the impact of the discipline process forever. The premise of EBD is that it offers an alternative to unpaid suspension days and is beneficial to both the department and employee. It provides an opportunity for employees to voluntarily participate in an individualized remedial plan that emphasizes education, training, and other creative interventions which promote a successful outcome. When the department is faced with an employee's discipline that rises to anything that results in monetary loss, EBD should be considered. Discipline should not debilitate the affected employee, and most times the employee is less bitter regarding their discipline after EBD is utilized. 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.

Discipline Matrix

A discipline matrix is used in law enforcement to ensure fairness and consistency in disciplinary actions by providing clear guidelines for potential consequences based on the severity of the misconduct and the officer's disciplinary history. A matrix essentially acts as a standardized reference point for decision-making when addressing policy violations, it promotes transparency, and it reduces the likelihood of arbitrary punishments. A well-designed matrix can help defend against grievances or legal challenges related to disciplinary actions by demonstrating a transparent and consistent process. The following table shows an example of a Standardized Progressive Discipline Matrix that should be considered by FPPD when applying discipline to employees.

TABLE 7-5: Example of a Standardized Progressive Discipline Matrix

Class	First Offense	Second Offense	Third Offense	Fourth Offense
1	Min: Verbal counseling	Min: Documented counseling	Min: Documented written reprimand	Min: 1-day suspension
	Max: Documented oral reprimand	Max: Documented written reprimand	Max: 3-day suspension	Max: 5-day suspension
2	Min: N/A	Min: Documented written reprimand	Min: 1-day suspension	Min: 5-day suspension
	Max: Documented written reprimand	Max: 5-day suspension	Max: 5-day suspension	Max: 10-day suspension
3	Min: Documented written reprimand	Min: Documented written reprimand	Min: 1-day suspension	Min: 30-day suspension
	Max: 1-day suspension	Max: 10-day suspension	Max: 15-day suspension	Max: Dismissal
4	Min: 1-day suspension	Min: 5-day suspension	Min: 10-day suspension	Min: Dismissal
	Max: 10-day suspension	Max: 15-day suspension	Max: 30-day suspension	Max: Dismissal
5	Min: 5-day suspension	Min: 10-day suspension	Min: 30-day suspension	Min: Dismissal
	Max: Dismissal	Max: Dismissal	Max: Dismissal	Max: Dismissal

Random Audits

In law enforcement, random audits can help ensure that organizations adhere to minimum standards and compliance. They can also help improve the integrity of system data and protect criminal justice information.

Members of OPS have two types of random audits they conduct each month: a random monthly drug and alcohol test and a random body-worn camera audit based on the topic selected by the Chief of Police (for example, Domestic, Traffic Stops, Narcan Deployment, Use of Force, Vehicle Inspections).

In 2024, the department conducted eight monthly audits. Three audits were not completed because of officer-involved shootings. Only three of the eight were not completed in the prescribed time frame, but they were completed.

The department is to be commended for the audit program to ensure compliance with department policies and procedures.

Early Intervention Program

An early intervention program is used as a resource by supervisory personnel to identify employees who may display symptoms of job stress or performance problems at early stages. The intent of an EIP is to proactively provide employees with the assistance and training necessary to perform their assigned duties in an effective and efficient manner. While individual incidents such as personnel complaints, traffic collisions, and uses of force are reviewed at the time of occurrence by a supervisor and the chain of command, these incidents may appear acceptable in isolation, but a pattern of less-than-optimal job performance may be developing that is more difficult to identify. The tracking of the indicators detailed in an EIP enables supervisors to examine the totality of an individual's actions and make a more accurate assessment of the employee's well-being.

There are benefits for a law enforcement organization to have a formalized EIP whether it is a large department or a small department. Fort Pierce PD utilizes Blue Team /IAPro to track all categories mentioned above, and when an alert is received, it auto-generates emails to the supervisors and managers. The supervisors and managers then interact with the employees and develop remedial plans, corrections, or provide assistance.

Office of Professional Standards Recommendations:

- It is recommended that the complaint policy be reviewed annually and be revised when necessary. (Recommendation No. 42.)
- CPSM recommends the department fill the vacancy in OPS as soon as it is practicable and should consider making it a priority. (Recommendation No. 43.)
- 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. (Recommendation No. 44.)
- It is recommended the department consider using a standardized progressive discipline matrix when applying discipline to employees. (Recommendation No. 45.)
- CPSM recommends that all supervisors conducting internal investigations attend some type of I/A training. (Recommendation No. 46.)
- CPSM recommends that no member of OPS remain in the unit for longer than three years before rotating out of the assignment. (Recommendation No. 47.)
- CPSM recommends that all interviews during investigations conducted by field supervisors should be recorded. (Recommendation No. 48.)
- CPSM recommends that some assistance be provided to OPS until such time as the vacant position can be filled to ensure the audits are being completed. (Recommendation No. 49.)
- 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. (Recommendation No. 50.)
- CPSM recommends that a shooting review board be convened on each officer-involved shooting involving a FPPD employee. (Recommendation No. 51.)

USE OF FORCE

The necessary and appropriate use of force in carrying out a police officer's duties up to and including the taking of a human life is among the most complex and critiqued actions of law enforcement. At no time in the past has the use of force been looked at, examined, and judged as it is today. It is essential and critical that the department have and follow a comprehensive policy on the use of force. Providing relevant training in the use of force is vital for the department. The purpose of comprehensive training in the use of force is to ensure employees are using proper and reasonable applications of force in the performance of their duties. With respect to the use of deadly force, no other responsibility of the city or department has more importance. Police departments must engage in an in-depth review of uses of force by their officers. In President Obama's *21st Century Policing* report, it was stated that departments must have a review process of uses of force by their officers in place.

Policy

Fort Pierce Police Department's use of force policy is found in section 01.300 of the department's policy and procedure manual. It was last revised in June 2022. The use of force policy authorizes officers to use only the amount of force which is reasonably necessary to overcome the level of resistance to secure a subject, or to stop a direct threat of harm posed by a subject, which is clearly defined within the policy. Any use of force by a member of the department shall be documented promptly, completely, and accurately in an appropriate report, depending on the nature of the incident. The use of force policy should be reviewed annually for any changes in law or altering any way that force is used.

De-escalation and Duty to Intercede and Report

In recent years, law enforcement agencies nationwide have begun to include the duty to intercede and de-escalation into their use of force policies. Duty to intercede requires an officer to intervene if they witness a department member using force that is clearly beyond that which is necessary, as determined by an objectively reasonable officer under the circumstances. A duty to report policy requires any officer who observes a law enforcement officer or an employee use force that potentially exceeds what the officer reasonably believes to be necessary to report such observation to a supervisor.

De-escalation requires an officer to use de-escalation techniques and other alternatives consistent with their training whenever possible and appropriate before resorting to force.

FPPD's Use of Force policy contains both de-escalation and duty to intercede provisions and the department is to be commended for being proactive in including these areas in its use of force policy.

Reporting Responses/Supervisor Responsibilities

Officers at FPPD must notify their supervisor prior to leaving the scene of any incident involving use of force. The officer must then document the use of force on an Offense Incident Report (OIR), which is used to capture the circumstances surrounding the use of force.

The supervisor then will respond to the scene to investigate the incident. That investigation includes:

- Conducting a preliminary investigation into the incident surrounding the use of force.

- Completing a Use of Force/BlueTeam Report.
- Submitting all use of force paperwork by the end of their shift.

Use of Force Review

The use of force incident is then reviewed by the supervisor and shift commander, and then the Chief of Police may order:

- An administrative investigation/review of the incident to include, but not limited to, compliance with policy and training.
- A criminal investigation/review of the incident.

The department also conducts an annual administrative review by the department's Office of Professional Standards in accordance with its Early Warning System. The review and analysis shall incorporate all incidents wherein the level of force was greater than a restraint device.

The following table illustrates the ratio of incidents of use of force to the total number of calls for service.

TABLE 7-6: Use of Force Events Compared to Citizen Calls for Service and Arrests

Measure	2022	Rate	2023	Rate
Total Use of Force Events	78	N/A	83	N/A
Citizen Calls for Service	40,129	0.00194	38,400	0.00216
Officer-initiated Calls for Service	46,726	0.00167	47,759	0.00174
Total Number of Arrests	2,819	0.0277	2,808	0.0296
Total Number of Baker Acts	786	0.0992	864	0.0960

From January 1, 2023, to December 31, 2023, FPPD recorded 86,159 calls for service that involved contact with citizens. With 83 reportable use of force incidents (which included displaying a firearm), **OCPD officers used force in less than 1 in 1,000 calls**. For a department the size of FPPD, those numbers are extremely low numbers and represent a well-trained department.

The following table shows the weapon type used in use of force incidents for a five-year period.

TABLE 7-7: Use of Force by Weapon Type

Year	Firearm	Taser	OC Spray	Impact Weapon	Physical Controls	K-9	Vehicle	Total
2019	4	19	1	2	23	1	0	50
2020	27	56	1	2	92	8	0	186
2021	24	43	1	0	72	1	0	141
2022	26	48	0	1	45	4	0	124
2023	18	48	2	0	37	3	0	108

Early Intervention Program

A "use of force early intervention program" refers to a data-driven system used by law enforcement agencies to identify officers who may be exhibiting concerning patterns related to

use of force, allowing for proactive interventions and support to be provided before serious issues arise. Such a program aims to prevent escalation and potential misconduct by addressing potential problems early on.

FPPD has an EIS related to uses of force by employees and has a threshold of five or more uses of force within a twelve month period, which triggers a counseling session with a supervisor. Some officers have reached that threshold within the time period, and when that occurs, the department then reviews the uses of force to determine if there is a pattern of uses of force with that particular officer. If so, then the department becomes more aggressive in how it handles the issues with the officer. By more aggressive, that means that it could involve some retraining of the officer.

Use of Force Recommendations:

- The use of force policy should be reviewed annually for any changes in law or altering any way that force is used. (Recommendation No. 52.)

PERSONNEL/RECRUITMENT/RETENTION

The law enforcement profession always faces the challenge of renewing its ranks. For nearly every agency, this is an ongoing effort. However, for some time and especially more recently, finding qualified applicants who have the desire and ability to meet the requirements of the selection process and academy training has become a more challenging proposition, adding to a growing shortage of law enforcement officers nationwide. In addition, a problem plaguing police departments is the ability to retain employees once they are hired and trained.

Personnel and recruitment are handled by a sworn officer who is assigned to the Recruitment Unit and who reports directly to the Support Services lieutenant. The officer has been in the unit for approximately six years and has attended training in background Investigations. However, the lieutenant will often assist the officer when necessary.

Recruitment

All of the recruitment efforts at FPPD are handled by the recruitment officer with assistance from the lieutenant. The officer visits colleges, high schools, job fairs, etc. The department does not have a dedicated recruitment team other than the officer and lieutenant; however, when the need arises when conducting a visit, the officer can put together a team of department employees. A police recruitment team should ideally be diverse in terms of background and experience, including members from different demographics within the community they serve, alongside experienced officers, community outreach specialists, and potentially individuals with recruitment expertise, all working together to attract a broad pool of qualified candidates and effectively communicate the positive aspects of a law enforcement career within their department. CPSM recommends the department consider implementing a dedicated recruitment team.

Recruitment information is advertised through the department's Facebook site, LinkedIn, and Instagram pages. It has been shown that the new job-seeking generation uses the internet almost exclusively for job searches. The recruitment effort should focus more of its attention upon websites such as Indeed, ZipRecruiter, CareerBuilder, and other sites that will reach the specific desired demographic. CPSM has learned after conducting many of these assessments that

publishing in periodicals is not the best way to reach the demographic applying for law enforcement positions.

TABLE 7-8: City of Fort Pierce and FPPD Demographics, 2024

	Male	Female	White	Asian	African American	Hispanic	Other
FPPD Sworn	79.5%	20.0%	47.7%	1.5%	23.4%	25.0%	2.27%
City of Fort Pierce	48.4%	51.6%	42.5%	1.7%	43.7%	20.5%	6.8%

Source: Fort Pierce Police Department

Public Safety agencies are facing ever-increasing pressure to have the racial and ethnic diversity of their employees match or exceed the racial and ethnic diversity found in their communities. Police agencies that are rich in diversity are simply more likely to garner individual trust among a group of citizens because the agency is reflective of the community and is inclusive of officers of many backgrounds and experiences. As one can see in the table above, the Fort Pierce Police Department's demographic closely mirrors the City of Fort Pierce, except in the area of females and African Americans. The department is seriously under-represented in both of those demographics. There is an ongoing nationwide initiative (30X30) meant to advance the number of women in policing. The ultimate goal is to increase the representation of women in policing to 30 percent of a force by 2030 and to ensure policies and culture support the success of qualified women officers throughout their careers. It was learned that the department has participated in several multi-agency hiring fairs specifically to recruit women. CPSM recommends the department continue to focus its recruitment on hiring women to meet the 30X30 goal.

CPSM recommends the department also focus its recruitment on the African American demographic. To attract Black officers, police departments can implement recruitment techniques that include actively engaging with Black communities, highlighting diversity within the force through marketing campaigns, building relationships with community leaders, offering culturally relevant outreach programs, and ensuring a transparent and inclusive hiring process that addresses potential biases. The city offers two days off to any employee who refers an applicant who is female or other than white and who eventually ends up being hired by the department.

The officer has found that specifically targeting areas within the state where police officer salaries are more comparable to FPPD's salary range has been beneficial in recruitment.

One of the issues that the officer has when doing on-site recruiting is that she does not have a laptop that would allow her to work in a mobile fashion. CPSM recommends the department consider purchasing a laptop for use at recruitment events.

Hiring Bonus

Most law enforcement organizations are offering hiring bonuses in order to attract applicants. Some agencies, such as one in California, are offering as much as a $100,000 hiring bonus due to the competitive environment of every law enforcement agency trying to hire personnel from the same pool of applicants. FPPD does not offer any type of hiring bonus to candidates; however, the State of Florida will give each candidate who is hired and who successfully completes the police academy a $5,000 bonus. CPSM recommends the city consider offering a hiring bonus to candidates that is in addition to the state's.

Although the department does not offer a hiring bonus, the city does provide a housing allowance to police officers of $250 per month to those who live in the City of Fort Pierce; however, that housing allowance ends after the employee's tenth year of service.

Hiring Process

When a vacancy occurs, the department notifies the city's Human resources Department, which posts an opening for the position. Applicants must then complete an application on the city's HR website, and then an additional application for the police department. The applications are reviewed by both HR and the recruitment officer, and if the applicant meets the standards to be an officer, the applicant is moved forward into the process. It was learned that city hall recently switched over to a new HR system for accepting applications, which has caused some of the police applications to be dropped from the system. The city is working on correcting that issue.

The following are the steps one must pass to become an entry level Fort Pierce police officer:

- Online application.
- Agility test.
- Oral Panel interview.
- Background investigation.
- Polygraph.
- Psychological examination.
- Command staff review.

Once the applicant passes all phases of the process, they are placed on an eligibility list until an opening occurs. It was learned that testing is open as long as the department continues to have vacancies. For officers with prior Florida experience, the process is streamlined if they have had a medical, psychological exam, and polygraph within the last year.

When the candidate is hired at Fort Pierce PD, the entry level candidate attends the Treasure Coast Public Safety Training Basic Law Enforcement Academy at Indian River State College in Fort Pierce. The Basic Law Enforcement Academy is approximately 24 weeks in length and consists of 864 hours of training. Upon successful completion of the academy, and successful passing of the state officer test, the candidate then enters the FTO program at FPPD.

Pre-Employment Background investigations

The pre-employment background investigation is one of the most important investigations a law enforcement agency will ever conduct. The investigations must be very comprehensive if they are to lead to informed hiring decisions. They must ensure compliance with all applicable minimum standards for appointments and screen out candidates who are found unsuitable for the position, based on relevant information and their past history. Background investigations are also among the most challenging investigations to conduct. The manner in which background investigations are conducted, from areas investigated to the evaluation of resulting information, must be treated consistently across all candidates.

The department conducts background investigations of police recruits and police lateral officers. The background investigations are usually conducted by the recruitment officer; however, the officer may be assisted by others in the department if the number of background

investigations is more than the officer can handle by herself. The officer has attended a 40-hour background investigator's course.

The department strives to complete an applicant's hiring background investigation within two to five weeks depending on where the applicant is located. Obviously, the quicker the background investigation can be completed, the better chance the department has of hiring that candidate. A one-month completion is about average for most departments studied by CPSM. It was learned that the department several years ago eliminated the neighborhood canvasses and eliminated out-of-state travel to complete background checks. All of the out-of-state hiring investigations are conducted via e-mail or through zoom interviews.

The following table illustrates the number of only sworn personnel backgrounds that were completed in order to hire the 63 officers over the last four years; however, what it doesn't show is the number of backgrounds that were started and either discontinued or completed and the candidate wasn't hired for some reason. It would be safe to say that most likely there were approximately 5 to 10 each year that fell into the second category. It was learned that background investigations are taking longer to complete because of the number being conducted by the officer, and that the department has lost applicants to other police agencies because of the delay. The officer estimated that in 2024, seven applicants were lost to other agencies because of the delay in completing the hiring background investigations.

TABLE 7-9: Background Investigations on Sworn Personnel, 2021–2024

Year	Number
2021	16
2022	14
2023	16
2024 (thru May)	17
Total	**63**

Many police agencies studied by CPSM are outsourcing background investigations to retired law enforcement personnel who have obtained their private investigator licenses. Some of the reasons for outsourcing pre-employment background investigations are: personnel currently doing background investigations can be assigned elsewhere there is a need in the department, the investigation can be completed in a timelier manner, extensive investigator experience, reduced costs, and sometimes even a better, more thorough investigation. CPSM recommends that consideration be given to outsourcing some hiring background investigations to a private investigation company that specializes in conducting pre-employment background investigations.

Retention

In today's competitive environment, law enforcement executives must examine the use of benefits and incentives in recruitment and retention for sworn positions. In addition to attracting new recruits, benefits and incentives play a key role in retaining existing employees; may dissuade them from seeking employment elsewhere; and can demonstrate the agency's commitment to employees' health, happiness, and overall well-being. Experts agree that agencies must reimagine signing bonuses, pension plans, and additional incentives for retention.

As can be seen in the following table, over the period of 2021through 2024 the department saw 37 officers resign their employment from the Fort Pierce PD, with total separations over the four years totaling 54. The department then had to hire replacements for those 54 officers. Studies

have shown that the cost of hiring an applicant from the start of the process through the point they become a solo police officer can be in excess of $100,000. In FPPD's case, with 54 people having separated from the agency, and FPPD then having to hire and train 54 new officers, the needed investment is staggering.

TABLE 7-10: Sworn Personnel Separations, 2021–2024

Year	Hired	Retired	Terminated	Resigned	Deceased	Total Officers Separated	Military Leave	Left Within Four Years After Attending Academy
2021	16	3	1	8	1	13	0	1
2022	14	3	1	6	0	10	0	1
2023	16	3	1	8	0	12	0	2
2024	17	4	0	15	0	19	1	0
Total	63	13	3	37	1	54	1	4

Oftentimes, there are monetary issues that motivate employees to leave their agencies, such as salary, benefits, and incentives. In speaking with FPPD employees, it appears the reason that employees are leaving the agency is because of low pay, benefits, and incentives.

Following are some examples of incentives that many law enforcement agencies have instituted to retain their employees:

- Longevity pay: Additional compensation given to an employee based on the length of their continuous service with a department, essentially rewarding their loyalty and tenure with a regular pay increase tied to their years of employment.
- Bilingual pay: Refers to additional compensation given to an employee who is certified as fluent in a second language, particularly when their job requires utilizing that language proficiency in their role; this can vary depending on the agency and the specific language spoken, with some employers offering a percentage increase to base salary for bilingual employees.
- Health and wellness program: Provides wellness tools and resources for officers.
- Sabbatical program: This program provides guaranteed time off for sworn and civilian employees is in lieu of holidays and is in addition to their annual vacation leave. It allows employees to "get away" from the job and focus on their well-being and their families and separates them from the stressors of the profession.

Other internal issues that can cause employees to leave and seek employment elsewhere are (1) Poor supervision or leadership, (2) Poor job fit, (3) Higher ordered needs such as belongingness, self-esteem, and self-actualization, (4) Lack of career growth or better opportunities, (5) Inadequate recognition, (6) Inadequate training, and (7) Inadequate equipment. This is not to say that these are present at FPPD, but they are areas to be cognizant of when efforts are being applied to retaining employees.

Never before has the retention of police personnel been as critical or as challenging for police organizations as it is today. To address these challenges successfully, law enforcement leaders must examine the process in an entirely different manner. This process requires a constant review of the labor market, compensation systems, leadership, recruiting techniques, supervision of

recruiters, employer brands, leadership and operational management systems, and retention systems. Quite simply, when recruiting and retaining personnel, every detail is important and deserves attention.

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

Personnel and Recruitment Recommendations:

- CPSM recommends the city consider offering a separate hiring bonus to candidates in addition to the state's. (Recommendation No. 53.)
- 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. (Recommendation No. 54.)
- 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. (Recommendation No. 55.)
- 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. (Recommendation No. 56.)
- CPSM recommends the department consider implementing a dedicated recruitment team. (Recommendation No. 57.)
- 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. (Recommendation No. 58.)
- CPSM recommends the department also focus its recruitment efforts on the African American demographic. (Recommendation No. 59.)
- CPSM recommends the department consider purchasing a laptop for the officer for use at recruitment events. (Recommendation No. 60.)

PUBLIC AFFAIRS UNIT

The public affairs manager is responsible for the development, management, and administration of strategic outreach, community engagement, media relations, and communications of initiatives for external and internal audiences of the Fort Pierce Police Department. The position provides professional level management for organizational activities to promote a positive and professional image of the Fort Pierce Police Department through community engagement, media relations, marketing, and brand management. The manager oversees the implementation of priorities and programs utilizing various communication strategies, including traditional and social media.

The Public Affairs Unit is staffed by one civilian FTE who reports directly to the major of the Support Services Bureau. The primary focus of the public affairs manager is to act as the department's public information officer; however, when needed, the major of the bureau and another civilian within the agency will fill in if the manager is not available. The recently hired public affairs manager had previously worked for the St. Lucie County Sheriff's Office.

Training

The manager has attended training and received an advanced PIO certification. The manager should continue to attend advanced professional training, namely, LEEDS PIO training and Master PIO training. It is recommended that the department continue to provide opportunities for the Public Affairs Manager to receive advanced professional training such as Master PIO certification.

Social Media

Another responsibility of the position is the handling of all social media content for the department. The department uses Facebook, Twitter, and Instagram to push information out to the community. Those sites are used to provide real-time information regarding incidents occurring in the city and traffic accidents that are blocking roadways. A review of the department's Facebook site showed that a posting is made to the site approximately every few days.

Public Affairs Unit Recommendations:

- It is recommended that the department continue to provide opportunities such as the Master PIO certification for the Public Affairs Manager to receive advanced professional training. (Recommendation No. 62.)

TRAINING

Training is one of the most important functions in a law enforcement agency. Effective training is critical in providing essential information and minimizing risk and liability. The outcome of effective training can be assessed in part by such measures as a high level of proactive policing and low level of citizen complaints, low numbers of claims or lawsuits, high citizen satisfaction with the police, well-written and investigated reports, safe driving records, and appropriate implementation and documentation of use of force incidents.

Under management of the Support Services Bureau major, the unit has two officers and one administrative assistant who report to the Support Services Bureau lieutenant. The Training Unit is responsible for the training of all sworn and civilian personnel in the department. It was learned during the site visit that the Support Services Bureau lieutenant spends the majority of each day working within the training unit handling administrative related issues.

One of the two officers acts as the training coordinator who is responsible for all training, tracking, and the entering of training data into the Florida Department of Law Enforcement database. At the beginning of each year, the training coordinator and the lieutenant meet and schedule a master schedule of training for the upcoming year. The other officer in the training unit has the responsibility of coordinating the FTO program.

Currently, there are no officers that are out of Florida Department of Law Enforcement certification. It appears that Fort Pierce does a good job of ensuring the officers in the agency are receiving the mandated training in order to maintain their certification.

Training Records

Maintaining the training records of department personnel to ensure officers are up to date with the training required to keep their certification current is an extremely important task. The

department's training records are maintained in Power DMS, which centralizes and standardizes all of the employees' training records in one easily accessible location.

Training Requests

In order for department employees to attend additional training other than what is already provided by the department, they must first fill out a hard copy training request form and identify the training they wish to attend. The training request is then given to their immediate supervisor for approval, who then gives it to the Support Services lieutenant, who must approve it and then enter the request into an Excel spreadsheet for tracking. Once the lieutenant approves and logs the training request, it is then sent to the captain, who then sends it to the Support Services major for approval, who then passes it on to a deputy chief for approval. Then, finally, the training request is forwarded to the Chief of Police for approval. In all, the training request requires a total of seven people who must touch and sign the document for the training to be approved. Each one of those steps must be communicated to the lieutenant to allow him to enter the progress of the request into the Excel spreadsheet. This process is not an efficient use of management level employees. There are software programs that can electronically track training requests through the process in lieu of it having to be hand carried to seven different people for approval.

It is apparent that the process for the approval of training classes needs to be streamlined to make it more efficient. CPSM recommends the department consider purchasing a training software package that will enable electronic tracking of training requests.

Another remedy that could help to make the approval process more efficient is to provide authority to the lieutenant for final approval of training requests. The lieutenant, as a mid-level manager, should have the authority to make that decision as well as managing the funds that are in the training budget.

Requirements for Training Instructor

FPPD's requirements for the department's training instructors can be found in FPPD policy and procedure section 33.300, which was last revised in 2016. The policy's purpose is to establish the requirements for selection to the position of instructor. Each employee selected to the instructor position must receive their training prior to assuming instructor responsibilities. Instructors must possess current certification as an instructor by the Florida Criminal Justice and Standards Training Commission (CJSTC). There are no tenure requirements concerning instructors for department-operated training programs. Training is a collateral duty outside of primary assignment, which is standard practice for a department of this size.

The department currently has nineteen Basic Instructors certified in general teachings, five First Aid Instructors, four Defensive Tactics Instructors, five EVOC Instructors, and nine firearms instructors.

Training for Instructors

Instructors receive updated and annual training regarding in the specific disciplines they are teaching. Instructors will attend training and receive certification from FDLE/CJSTC, Indian River State College, and the Florida Department of Law Enforcement Training Institute.

State of Florida Mandatory Retraining Requirements

Certified police officers in the State of Florida must complete 40 hours of training every four years to maintain their state certification. The specified training requirements are in areas required by almost every state in the country. This includes classes such as:

- Human diversity and interpersonal skills.
- Use of force.
- Taser.
- Firearms qualification.
- Domestic violence.
- Discriminatory profiling and professional traffic stops.
- Officer health and wellness principles.
- First Aid/CPR.

Training Policy

FPPD's training policy can be found in the department's Policy Manual number 33.120. This policy establishes the Training Unit functions, training attendance, and participation provisions. As with many of the policies reviewed by CPSM during this project, this policy has not had a revision since November 2013. CPSM recommends that policies be reviewed annually.

Training Schedule

It is the responsibility of the Training Unit staff to develop, review, update, and maintain a training schedule and to ensure that mandated basic, in-service, and department-required training is completed by all members as needed or required. The plan includes a systematic and detailed method for recording and logging of all training for all members and is done annually at the beginning of each year.

The State of Florida requires annual mandated training such as Taser and active assailant training, and then every two years the department provides firearm training. The department provides CPR training, and all FDLE requirements annually to ensure officers remain within certification. At the time of the site visit, all officers were in compliance with their certifications.

Many law enforcement agencies will host training courses throughout the year which in most cases allows the department to have tuition free spots in the training classes. It was learned that FPPD does host outside classes intermittently during the year.

Most of the training provided to FPPD sworn employees is through the college; however, the department will partner with other local law enforcement agencies to conduct specialized training.

The department does not have its own firing range and has been using the range at the college until it became cost prohibitive. Now the department uses the Florida Power and Light firing range to do their annual weapon qualifications.

Training Hours

In almost all agencies studied by CPSM there is a complaint by the officers that they don't receive enough training outside of what is mandated; however, in FPPD that is not the case.

In 2023, the department outsourced 2,324 hours of training for the officers in addition to all mandated training. The department had a total of 16,277 total training hours for the officers in 2023, which is approximately 130 hours on average training for each officer. Civilians in the department received an average of 21.98 hours of training in 2023. FPPD without a doubt provides more training to its sworn personnel than is mandated by the state. FPPD is to be commended for its commitment to training to increase the professionalism of the agency.

Entry Level Training

All new, entry level officers hired by FPPD must successfully complete the Indian River State College Police Academy located at the Treasure Coast Public Safety Training Complex in Fort Pierce. The purpose of the program is to provide the officer candidate with the necessary knowledge, skills, and abilities to perform the duties of a certified law enforcement officer in the State of Florida. The Basic Law Enforcement training program is currently 770 hours long.

Once new officers graduate from the academy, they enter the department's Field Training Officer (FTO) Program and must successfully complete the training. The Field Training Program is intended to facilitate an officer's transition from the academic setting (academy) to the performance of general patrol duties. (See the Field Training Officer Program section for additional details.)

Over the last five years (2019–2024), 29 FPPD recruits began training at the Indian River State College Police Academy and had a high graduation rate, as shown in the following table.

TABLE 7-11: FPPD Recruit Academy Training Results, 2019 through 2024

Year	Recruits	Graduated	Pending Graduation	Terminated	Did not pass state exam
2019	2	2	0	0	0
2020	4	2	0	1	1
2021	2	2	0	0	0
2022	9	9	0	0	0
2023	4	3	0	1	0
2024	7	1	6	0	0
Total	**29**	**19**	**7**	**2**	**1**

Source: FPPD (2024)

As can be seen in the table, department has done a very good job of hiring applicants who are able to successfully pass the strenuous requirements of the academy training program. In the past six years, the department has entered 29 applicants into the academy program and including the pending graduations (which there is no indication they won't pass), their successful pass rate is approximately 91 percent. FPPD is to be commended for its hiring practices that allow enable such a high graduation rate of applicants from the police academy.

Field Training Officer Program (FTO)

Once new officers graduate from the basic recruit academy, they enter the department's Field Training Program. Although an officer graduating from the academy has received a thorough introduction to basic law enforcement subjects, that officer cannot be expected to immediately assume the full responsibilities of an experienced officer. The field training program is intended to facilitate an officer's transition from the academic setting (academy) to the performance of general patrol duties.

Newly assigned officers must receive this additional in-service training where they can learn from officers who have a great deal of practical patrol experience. Unlike the statewide basic recruit academy, the FTO program introduces a newly assigned officer to the personnel, procedures, practices, policies, and mission specific to the Fort Pierce Police Department.

FTO Program Chain of Command

The Community Policing commander oversees the Field Training Program and may appoint a lieutenant to serve as the Field Training Commander who will be responsible for operation and administration of the program. The department also designates a sergeant to act as the Field Training Supervisor and who is responsible for the day-to-day responsibility of guiding a recruit through an "on street" training program.

FTO Policy and Procedure

FPPD has an FTO policy (33.400) whose purpose is to establish guidelines for the Field Training Officer Program; however, that policy was last reviewed in May 2016. CPSM recommends the department review its policy to ensure it still meets contemporary standards.

Field Training Officer Selection

Selecting a Field Training Officer (FTO) is crucial because they directly shape a new officer's career by providing on-the-job training, and influence their skills, professionalism, and understanding of departmental procedures, essentially acting as a role model and significantly impacting the future of the agency by ensuring new officers are properly equipped to serve the community effectively. Choosing the right FTOs is vital for developing competent and ethical police officers.

Personnel desiring to become a FTO must submit an application in response to the specific assignment announcement, and selection will be made by a panel comprised of present FTOs and the FTO sergeant, with the Chief of Police having final approval.

- Applicants should possess a minimum of 24 months experience with the Fort Pierce Police Department.
- Must not have any serious disciplinary action within the last 18 months.
- Satisfactory ratings on the last two annual evaluations.
- Excellent oral and written communication skills.
- Strong investigative skills.
- Completion of the Field Training Officer certification course or a commitment to complete it within the first six months of appointment, if possible, or as soon as practical.

FTO Compensation

FTOs receive 1.5 hours of overtime for each shift during which a trainee accompanies them. That level of compensation is pretty standard within the industry; however, many agencies are realizing the importance of having the best officers involved in the onboarding of new employees and are raising the compensation level of the FTOs to ensure they have the highest quality of training.

Officer Field Training Program

The FTO training is 14 weeks in length; the FPPD uses the San Jose FTO model. The San Jose Field Training Model was developed in the 1970s by the San Jose Police Department in California. The program's development was intended to fulfill a formalized training need for officers transitioning from police academies to answering calls for service on the streets. The San Jose Model is the most widely used model in law enforcement field training.

The FTO training introduces a newly assigned officer to the personnel, procedures, policies, and purposes of the department. The training is 14 weeks long and contains four phases. Trainees spend a phase on each of the three patrol shifts with a different FTO for each phase.

FTOs are assigned to new officers based on their current shift and their availability. At times an FTO will be assigned to a new officer because of their strengths related to the new officer's deficiencies.

The new officer's FTO training can be extended at the discretion of the Chief of Police until the new officer's performance improves sufficiently to meet standards, or the performance fails to improve.

FTO Meetings

The Training Unit has the responsibility for having meetings with the department's FTOs. The unit is attempting to have quarterly meetings of all the FTOs to discuss FTO and trainee expectations and to discuss issues with the daily reports and specific issues related to a trainee's training. CPSM believes there is a lot of benefit of an agency having regular meetings with their trainees.

CPSM recommends that the department begin holding regular quarterly FTO meetings

Staffing

The department currently has seven FTOs and is in the process of attempting to bring the number back up to twelve, which the department had within the last year. CPSM recommends the department continue with its efforts to bring the number of FTOs back up to twelve.

FTO Program Outcomes

In the following Table, we examine the number of trainees processed through the Field Training Program for calendar years 2021–2023.

TABLE 7-12: FTO Program Outcomes, 2021–2023

	2021	2022	2023
Trainees	15	14	13
Trainees who passed FTO	14	14	12
Trainees who resigned in FTO	1	0	1

Source: Fort Pierce Police Department (2024)

As can be seen by the table above, the department has a high pass rate with trainees who have successfully passed through the FTO program. The department is to be commended for having the high success rate of trainees who have successfully passed the program.

Briefing Training

Briefing is an opportunity to disseminate and discuss information on current operational and administrative topics. Briefing is also a time for accomplishing mandatory and optional training. Department policies, procedures, and other relevant topics can be presented in an environment amenable to open discussion among various levels of experience and rank. Briefing training is handled by the shift sergeant and topics are based upon issues in the department, legal updates, and debriefing of incidents and calls for service. However, none of the training is tracked and documented in employees' files.

Such training by the department should be tracked and documented as briefing training; it can be designed to keep personnel up to date with new laws, technological improvement and revisions to FPPD policies, procedures, and regulations. Capturing data on any training provided to department personnel, even briefing training, can benefit the organization when there is litigation against the agency related to training.

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

Career Development Program

The department has a robust Career Development Program. The responsibility is on the officer to find and request classes that interests them. Career development in law enforcement enables employees to improve their skills, knowledge, and abilities and advance in their careers. The programs can also help agencies match employees' aspirations with the agency's challenges, which can improve organizational effectiveness.

Programs can include:

- Training.
- Self-improvement.
- Job Growth.
- Mentoring.
- Counseling.

The department has a three-tier program that is designed for the growth and development of sworn officers. The department encourages officers and supervisors to develop a good foundation and skill set before moving to the next tier of courses in their development.

New Sergeant Training

Promotion to first-level supervisor is an important step in law enforcement. The newly promoted supervisor should be indoctrinated to the position through a training program involving tenured supervisors in the department, similar to what a new officer would complete. Many departments have some type of training program that consists of the new supervisor working under the tutelage of an experienced supervisor for several weeks. This training includes operational,

supervisory, and administrative benchmarks to be documented, similar to an FTO program. Currently FPPD has no training program in place to train new supervisors.

Currently when an officer is promoted to sergeant, which is FPPD's first line of supervision, he or she must attend first line supervisor's school within the first year. Although the department will send personnel to the class when the employee is promoted, there is no additional training provided such as that mentioned above.

CPSM recommends the department develop a two-week sergeant training program similar to what is being used by the department when training new officers in FTO.

Lieutenant Professional Development

The department does not rotate their lieutenants within the different positions in the organization. A lieutenant could remain in a division indefinitely and not work in any other positions or in any other divisions. Rotating of management positions will (1) provide experience in all aspects of the department for their personnel, (2) allow for greater upward mobility, (3) significantly boost morale, and (4) assist the personnel in becoming more well-rounded. CPSM would recommend the department consider rotating their lieutenants every two years.

Professional Training for Executives

Managing a police organization is a complex process for those tasked with ensuring the department operates at the most effective and efficient level. Those whose job it is to manage the organization must be as well-trained as officers in the field.

FPPD will send its command personnel to executive training if requested; however, it is not required. The department has sent executive personnel to Middle Management School, the FBI National Academy, Southern Police Institute, and the Florida Department of Law Enforcement (FDLE) Certified Training Institute.

CPSM encourages the department to make attendance mandatory for its command-level personnel at one of the executive level training schools mentioned above.

Training Recommendations:

- CPSM recommends the department review its training policy annually to ensure it meets contemporary standards. (Recommendation No. 62.)
- CPSM recommends the department consider purchasing a training software program to enable the electronic tracking of training requests and approvals. (Recommendation No. 63.)
- CPSM recommends the department continue with its recruitment effort to bring the number of FTOs back up to twelve. (Recommendation No. 64.)
- It is recommended the department develop and implement a mechanism with which to capture training information that is provided in roll call briefings. (Recommendation No. 65.)
- CPSM recommends the department begin holding regular quarterly FTO meetings. (Recommendation No. 66.)
- CPSM recommends the department develop a two-week sergeant training program similar to what is being used by the department when training new officers in FTO. (Recommendation No. 67.)

- CPSM encourages the department to make attendance mandatory for their command level personnel at one of the executive level training schools. (Recommendation No. 68.)
- CPSM would recommend the department consider rotating their lieutenants every two years. (Recommendation No. 69.)

§ § §

SECTION 8. ADMINISTRATIVE SERVICES BUREAU

A deputy chief of police manages the Administrative Services Bureau of the Fort Pierce PD. This bureau's units and responsibilities provide the administrative support services necessary for the effective operation of the department. The bureau oversees sworn and civilian employees in a wide variety of functions that both sustain and strengthen the mission of serving the community.

RECORDS DIVISION

The records functions within the FPPD are overseen by a records supervisor, supported by an authorized staff of four full-time employees and one part-time position. Currently, the part-time position is vacant.

The department's public records window operates Monday through Friday from 0700 to 1700 and is staffed by a CSO (non-sworn). Staff work shifts that alternate monthly from 0700-1600 and 0800-1700. This schedule ensures consistent coverage while accommodating varying operational needs.

The records management system (RMS) the agency uses, OSSI, is functioning effectively, with no reported technical issues. However, the Records staff have identified occasional challenges in coordinating training opportunities and maintaining adequate shift coverage. Addressing these challenges could further support the department's ability to manage records efficiently and according to best practices and current statutes while ensuring staff development and readiness. Despite current staffing limitations, the FPPD continues to prioritize operational efficiency and public service in its management of records functions.

The Records Division operates under specific policies governing the records function, juvenile records, and public records requests. These policies, the oldest being from 2013 and the latest revision in 2021, no longer reflect current practices or address recent advancements. Over the past decade, significant technological developments and changes in governing statutes have reshaped the records management landscape, creating challenges in maintaining compliance and efficiency.

The gap between policy and practice underscores the need for a comprehensive review and update of these policies to ensure they reflect current technology, legal requirements, and operational needs. Such updates would support the Records Division in maintaining compliance, streamlining workflows, and providing efficient service to the public while safeguarding sensitive information, including juvenile records.

The records supervisor manages the overall operations of the section and assists personnel as needed. For the fiscal year 23/24, the Records Division's workload is as follows:

TABLE 8-1: Records Division Workload, Fiscal Year 2023/2024

Activity	Number
Accident reports	2,311
Incident reports	3,674
Other records requests	8,729
Backgrounds	415
Citations	4,885
No trespass signs	325
Ride alongs	9
Bike registrations	74
SAO subpoena requests	15,075
Body-worn camera	4,286
Fingerprints	147
Total	**39,930**

The records supervisor manages personnel, liaisons with police command staff, handles complaints, and manages the RMS and FIBRS/NIBRS. The RMS is NIBRS compliant and is part of a consortium with the St. Lucie Police Department and the St. Lucie County Sheriff's Office. FPPD is currently compliant with NIBRS reporting. The OSSI RMS compiles and extracts the data needed for NIBRS reporting. In Florida, these reports are sent to the Florida Department of Law Enforcement, which sends the information to the FBI's crime reporting clearinghouse.

The transition to new software for Human Resources and the hiring process has delayed the posting and review of potential candidates and the ability of the outgoing employee to train a newly hired employee. Additional new software adds unnecessary work to the Records Division, especially with the addition of an affidavit for crash reports. The software does not allow attachments for the request for records, and each time a crash report is requested, a separate email must be sent with the blank affidavit form.

Records personnel are also tasked with managing digital evidence for the agency. All bodycam and in-car camera recordings are monitored and managed by Records personnel. The Records Division is tasked with monitoring video uploads to Evidence.com and is responsible for individually contacting officers if it is observed that videos have not been uploaded within a specified timeframe. This ensures timely compliance and proper management of digital evidence. Records personnel also handle all requests for video and utilize redaction software when required.

Records Recommendations:

- 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. (Recommendation No. 70.)
- CPSM recommends a comprehensive, thorough review of all Records policies and procedures to reflect current legal requirements and operational practices. (Recommendation No. 71.)

FLEET/LOGISTICS

Fleet management is overseen by a captain, with a lieutenant directly supervising one officer. FPPD has an in-house shop that handles vehicle repairs and maintenance. FPPD command decides vehicle purchases, and vehicle maintenance is managed through a vehicle management program from Tyler Technologies.

The police department is assigned 195 vehicles. The vehicle inventory list is not up-to-date; many vehicles listed as part of the current fleet are no longer in use and are in various stages of decommissioning. Based on the vehicle inventory received from FPPD dated Sept. 12, 2024, the fleet contains 75 vehicles which have more than 50,000 miles, 39 vehicles with more than 75,000 miles, and 20 vehicles with more than 100,000 miles. SROs (School Resource Officers) also have both of the agency's two ATVs at the public schools and one at the college for use as necessary.

The FPPD fleet allocates vehicles as shown in the following table.

TABLE 8-2: Vehicle Allocation in the FPPD Fleet

Bureau	Vehicles and Type
Patrol	■ 11 Marked Supervisor ■ 5 Unmarked Supervisor ■ 7 Marked K-9 ■ 1 Unmarked K-9 ■ 87 Patrol Units ■ 6 CSO units
Detectives (CID,CSU)	■ 31 Unmarked
Administration	■ 18 Unmarked
Specialty Vehicles (ATVs, boats, etc.)	■ 29

There is no vehicle replacement program in place in the City of Fort Pierce. No guidelines or policies exist on how many years or mileage caps are needed to retain departmental vehicles. The agency is utilizing Enterprise to lease approximately half of its current fleet.

This discussion begins with an overview of the City of Fort Pierce's current practices regarding its fleet, specifically focusing on the Fort Pierce Police Department. The fleet includes automobiles, trucks, and specialty vehicles, with attention given to vehicle acquisition and maintenance and budgeted funds where applicable. Additionally, alternative methodologies employed by other agencies nationwide will be highlighted when relevant to provide insight into potential improvements or innovations.

The department operates under specific policies that govern the use and management of its vehicles. These include a policy addressing vehicle equipment and maintenance, a policy outlining operations and pursuits, and another focused on take-home vehicles. The respective review dates for these policies are 2013, 2022, and 2020. While some policies are relatively

recent, others may require updates to align with current practices, technological advancements, and evolving standards.

Vehicle Acquisition

Under current practices for the acquisition of new or replacement vehicles, it is the responsibility of the police department staff to submit requests to fleet management, generally during the standard budget processing, for the number and types of vehicles requested. Fleet management is under the city's public works department and is housed at the public works facility. Vehicle requests identify the vehicle requested, including the total cost of purchasing and equipping the vehicle for deployment. This amount can be significant as the cost of a fully equipped police vehicle can exceed $60,000. At the end of a vehicle's life, it is sold at auction, and the proceeds are deposited to the city's general fund. While this purchasing practice is not unusual, alternatives exist.

One alternative that helps to create funding stability in the annual budgeting process is instituting a vehicle replacement fund for all city vehicles. This practice calls for annual budget allocations to the replacement fund based upon projected vehicle replacement costs prorated over the planned life cycle of vehicles in the fleet (e.g., 3, 7, 10 years).

These deposits would begin when the vehicle first enters the fleet. This method provides for monies to be set aside over time to pay for a replacement vehicle at the time of purchase, eliminating the need for substantial budget allocations, financing costs, and even lengthy budget deliberations. If a department chooses to seek the addition of a vehicle to its fleet (versus replacing an existing vehicle), a new budget allocation would need to be submitted for approval of the cost of the added vehicle.

Another method that FPPD is considering is the transition to Ford Municipal Lease. FPPD asserts that the Ford Municipal Lease is a comparable alternative to Enterprise leasing. A benefit of utilizing the Ford Municipal Lease is that it is a one-stop place to purchase and upfit police vehicles. At the end of the sixty-month lease, vehicles can be traded towards another fleet vehicle or purchased for a nominal amount to remain in the departmental fleet.

Maintenance

For FY 23/24, a budget appropriation of $40,000 covers both routine maintenance (outside of warranty) and damage repair, $80,000 for vehicle parts, and $30,000 for tires, tubes, and batteries. Preventive maintenance services are contracted out to a local vendor(s) for leased vehicles and the city maintenance facility for the remaining vehicles. The city shop is responsible for all other vehicle repairs. It was noted that those vehicles on the maintenance contract only utilize local vendors for maintenance, and if any other issues are noted as a repair items, the vehicle must go to the city shop. It was indicated that it is easier for the vehicles to be serviced and repaired at the city shop due to convenience and the potential for up-selling at other vendors.

It should be noted that the $40,000 allocated for vehicle repair also covers repairs to vehicles damaged in collisions. According to FPPD personnel, when any insurance funds are received, they are deposited into the general fund and not reallocated back into the vehicle maintenance line item. It should also be noted that FPPD personnel stated that only two local collision repair facilities will work on city vehicles due to non- or slow-payment issues.

Other types of vehicles listed on the master fleet list are in various stages of disrepair and sit idly in the parking storage area. Specifically, an antiquated message board that is at the end of its life

cycle remains parked in the elements, deteriorating further. Another message board sign has been in a state of disrepair for several months due to a battery or charging capability issue. Neither is going to be repaired. Of the four Segways, one is not working and won't be repaired, since Segway is out of business. There is no maintenance schedule for equipment.

CPSM asserts that the lack of maintenance on vehicles listed in the fleet and allowing them to sit in various states of disrepair is a problem that should be addressed immediately. We would offer that vehicles and other items included in the departmental fleet be sold at auction if they have reached the end of their life cycle and that serviceable items be repaired as soon as feasible. Additionally, all vehicles and other items on the departmental fleet should be on a maintenance schedule, and all special equipment should be tested at least quarterly.

Marine

FPPD has three marine vessels. Of the three, only one is operational, but according to interviews, it cannot be utilized because it does not have proper markings or emergency equipment. The other two vessels are inoperable, because one needs an engine replacement and the other (donated) is not worth repairing.

Fuel

For FY 23/24, a budget appropriation of $400,000 is set aside for fuel costs, which is 11.7 percent more than the previous budget year but less than the actual fuel costs in FY 21/22. Fluctuations in fuel prices are challenging to budget, and the current amount is reasonable. We note that continuing to add more fuel-efficient vehicles and cycling out the older vehicles will result in cost savings.

Collisions / Vehicle Damage

Evaluating vehicle operations, including fleet accidents, allows a department to manage important assets. Ensuring department vehicles are operated safely and efficiently is a key responsibility of supervisors and managers. Injury to personnel or vehicle damage due to unsafe vehicle operations can have a long-term impact on valuable resources. During discussions with personnel, it was learned that vehicle repairs sometimes have significant delays. It was learned that some body repair facilities are reluctant to work on police vehicles due to slow or non-payment for repair services.

As we examined this issue, we were advised that the supervisor of the employee involved in an accident is to investigate the cause of a collision or damage. The completed investigation is reviewed by the division lieutenant, the assistant chief, and potentially the Chief of Police. If it appears that the employee was at fault or otherwise responsible in some way for the collision or damage, an administrative investigation or disciplinary action may be initiated.

CPSM inquired as to whether the department maintained annual collision data to include information such as the number of collisions, the movement prior to the collision (e.g., backing), the number of collisions in which the involved employee was deemed at fault, and other related factors. The department could use this data to determine if any common denominators were present, such as a high rate of turning movement or backing collisions. If so, then training could be initiated to reduce the incidence of such. The collected information on collisions is summarized in the following table. Crashes categorized as 'Other' have details in narratives that were not part of the information obtained by CPSM. It would be worth examining the data in this category to ascertain if there are common denominators that could be addressed through training.

TABLE 8-3: Police Vehicle Collision Data, 2022–2024

Cause	2022		2023		2024	
Avoidable						
	Number	**% of All**	**Number**	**% of All**	**Number**	**% or All**
Fail to Yield ROW	2	17	3	27	1	7
Improper Backing	6	50	1	9	2	14
Distracted Driving	1	8	0	-	0	-
Other	3	25	3	27	7	50
Citizen Error	0	-	2	18	0	-
Following Too Close	0	-	2	18	2	14
Speeding	0	-	0	-	1	7
Unsafe Lane Change	0	-	0	-	1	7
Total	**12**	**100**	**11**	**100**	**14**	**100**
Unavoidable						
Alcohol	2	8	1	8	2	10
Citizen Error	10	42	4	31	9	43
Fail to Yield ROW	2	8	3	23	0	-
Improper Backing	4	17	1	8	3	14
Other	4	17	3	23	2	10
Speeding	1	4	0	-	0	-
Unknown	1	4	1	8	1	5
Follow Too Close	0	-	0	-	1	5
Improper Turn	0	-	0	-	1	5
Distracted Driving	0	-	0	-	1	5
Mechanical	0	-	0	-	1	5
Total	**24**	**100**	**13**	**100**	**21**	**100**

Take-Home Vehicles

The Fort Pierce Police Department (FPPD) maintains a take-home vehicle program, outlined in departmental policy, which was last reviewed in 2020. This program allows certain employees to utilize department-owned or leased vehicles for routine duties, specialized assignments, and other authorized functions. The policy defines a take-home vehicle as a motor vehicle assigned to a specific individual, with eligibility and assignment determined by the Chief of Police based on fleet availability, job description, essential functions, and the nature of the member's duties.

Typically, take-home vehicles are provided to command staff, detectives, and patrol personnel. Assignments are discretionary, ensuring vehicles are allocated where they can best support operational needs and maximize efficiency. Employees assigned a take-home vehicle have specific responsibilities to ensure proper maintenance, security, and operational readiness. Daily inspections are required to confirm that the vehicle is clean and contraband-free, and all equipment functions as intended. Individuals must also remove all firearms and mobile data terminals when the vehicle is parked overnight or not in use.

Supervisors are tasked with conducting monthly inspections of take-home vehicles to ensure compliance with departmental standards. These inspections help maintain accountability and

ensure the vehicles remain in optimal condition for continued use. The program is designed to enhance operational readiness and increase the availability of department personnel, enabling rapid response to critical incidents or emergencies.

Fleet Recommendations:

- 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 are to be replaced, adequate funding would exist to fund the replacement and no additional budget appropriation would be required. (Recommendation No. 72.)
- 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. (Recommendation No. 73)
- Vehicles, marine vessels, and other items listed on the master fleet list should be repaired to prevent further deterioration. (Recommendation No. 74.)
- Vehicles that have reached the end of their life cycle should be auctioned or otherwise sold. (Recommendation No. 75.)

§ § §

FACILITIES

The department's main police facility is a stand-alone building located at 920 S US Hwy 1. There is an additional facility located at 1229 Avenue D. According to a special needs study commissioned in 2006, the police headquarters is 18,041 square feet, and the substation is 4,059 square feet. The police department also utilizes storage at other city-owned facilities.





The Administrative Services Bureau deputy chief oversees the police facility's operations and maintenance and is assisted by a Sergeant. Routine issues within the building are addressed by city staff, including IT personnel, who handle minor repairs and upkeep. For problems beyond their expertise, specialized trades such as plumbers, electricians, roofers, or HVAC technicians are called in to resolve the issues as necessary. This process ensures that the facility remains functional and well-maintained at all times.

During a site visit, CPSM conducted a thorough tour of the police facility. The inspection revealed an exceptionally clean, well-organized, and thoughtfully designed building. The facility was enhanced by several photographs displayed throughout the building, many of which depicted the Chief of Police participating in various community events within the city. These photographs, along with other memorabilia, contributed to the welcoming and professional atmosphere of the facility.

Overall, the facility was found to be well-maintained and welcoming, showcasing the department's dedication to professionalism, community connection, and service excellence. This level of attention to detail in creating a community-oriented space demonstrates the department's commitment to thoughtfully and comprehensively serving the city's needs.

Future Growth

A common challenge with police facilities is predicting future growth. When facilities are built, police managers must estimate the department's expansion and determine how much space will be required several decades into the future. In 2006, a special needs study projected that the city's population would grow to approximately 100,000 by 2026. However, according to the 2020 census, the city's actual population is significantly lower than anticipated, at approximately 47,500.

Due to the lower-than-expected population growth, the current facility should be adequate to meet the department's spatial needs. However, during interviews, it was revealed that the city provides certain services beyond its immediate boundaries and is considering annexing additional property. These developments may affect the department's operational demands and space requirements over time.

Additionally, it is important to note the broader population trends within the county where the department operates. The county's population is currently approximately 355,760 and is projected to increase to 407,451 by 2035, according to Florida Economic and Demographic Research. This growth is likely to impact the department indirectly, as population increases in surrounding areas could lead to higher service demands, collaboration with other agencies, and potential jurisdictional expansions.

The current facility does not meet present needs as the facility has run out of office space for personnel and storage. Department planning should work with city leaders to begin to address the lack of space by increasing the footprint of the facility. Strategic planning should also consider the city's potential annexation efforts and the broader growth within the county. Anticipating these factors will allow the department to remain proactive in addressing space and resource needs over the coming years.

Parking

Secure parking is available for police employees and fleet vehicles. There is sufficient room for FPPD personnel and additional room for other agencies to utilize when they need to park their official vehicles. A chain link fence surrounds the lot, and an access card/fob is required to enter the lot. Several cameras are positioned in the lot and are monitored. With future growth, the department will have to increase the facility's footprint to accommodate the additional personnel.

Police Station Lobby

The lobby and front desk areas of most police departments are some of the most important areas of the department. It is where citizens come to conduct business and where officers may meet them to conduct that business.

One unique and noteworthy feature of the police facility was found in the public lobby. The lobby included a child-friendly area designed to accommodate young visitors. This area featured child-sized furniture, toys, and books selected explicitly for children. Such a thoughtful addition demonstrates the department's commitment to creating a positive and inclusive environment for even the community's youngest members, including families and children. The child-friendly area in the lobby not only serves as a practical solution for parents who may need to visit the facility with their children but also reflects the department's emphasis on community engagement and approachability. It is a small but impactful gesture that aligns with the department's mission to foster trust and build strong relationships with the community.

Lobby Hours/Desk Officer

The FPPD police station lobby is open to the public from 7:00 a.m. to 5:00 p.m., Monday through Friday. This schedule aligns with a growing trend among law enforcement agencies that have shifted away from staffing police lobbies 24/7. During operating hours, a non-sworn desk officer staffs the lobby, working from a glass-enclosed area adjacent to the Records Division.

The desk officer plays a dual role in supporting both public-facing and internal operations. They are responsible for assisting members of the public who visit the lobby, providing information, and addressing inquiries. In addition, they assist the Records Division by managing officer subpoenas and performing other administrative tasks as needed.

The desk officer also serves as the first point of contact for anyone contacting FPPD by telephone. All incoming calls are routed through the front desk, where the desk officer directs them to the appropriate destination or department. This setup ensures that calls are handled efficiently without using a typical phone tree and that the public receives the assistance they need in a timely manner. By consolidating these responsibilities, FPPD optimizes staffing while maintaining accessibility and high-quality service for the community.

Workout Facility

Studies indicate that physically fit officers are more confident in their ability to perform their duties, make better decisions regarding appropriate levels of force, and experience reduced stress levels. Physical fitness enhances job performance and contributes to overall officer wellness. Recognizing these benefits, most departments assessed by CPSM have prioritized providing workout facilities for their employees.

FPPD is an excellent example of this commitment to officer wellness. By fostering a culture of fitness and wellness, FPPD demonstrates its dedication to promoting healthier, more resilient officers, ultimately benefiting both the department and the community it serves.

Locker Rooms

The department provides locker room facilities for both male and female personnel. Currently, the women's locker room has reached full capacity for issued lockers, while the men's locker room is nearing capacity. As the city continues to grow, it will be essential for the department to plan for adequate locker room space to accommodate future officers.

Both locker rooms are equipped with large individual lockers and shower facilities, offering convenience and functionality for personnel. The locker rooms were found to be clean, orderly, and well-maintained during an inspection. Ensuring sufficient locker room space as the department expands will be a critical part of meeting the needs of its growing workforce.

Facility Security

In today's environment, police facilities face increasing threats, some with fatal consequences if proper security measures are not in place. Assessing threat characteristics and vulnerabilities is crucial to mitigate risks and prevent potential exploitation. A comprehensive security approach ensures the safety of both personnel and the community.

The police station utilizes a key fob access control system to enhance building security. Key fobs are programmed with unique codes that must match the system to grant entry, ensuring only authorized personnel can access the facility or specific restricted areas. This system offers a significant security advantage over traditional keys or shared PIN codes, requiring each individual to use a unique credential, reducing the risk of unauthorized access.

Additionally, the facility is equipped with surveillance cameras placed both inside and outside the building. While the cameras provide valuable coverage, they are not continuously monitored. However, command staff members can access the camera system and view footage when necessary. This setup adds an extra layer of security by allowing leadership to oversee the facility and review recorded incidents.

Maintaining and enhancing these security measures is essential to protecting the facility, its personnel, and the public it serves. Regular reviews of vulnerabilities and updates to technology will further ensure effective threat mitigation.

Facility Recommendation:

- CPSM recommends that the city commission a spatial needs study to adequately assess current and future needs based on current population trends. (Recommendation No. 76.)

INFORMATION TECHNOLOGY

The Fort Pierce Police Department employs four budgeted staff members to manage various information technology systems. The IT Unit is comprised of a system administrator, an IT digital evidence officer, a level 2 technician, and a level 1 technician. This team includes three civilian employees and one sworn officer, all operating under the direction of a lieutenant who reports directly to the captain. In most studies completed by CPSM, IT personnel are usually all civilian employees. It does not appear that there are any duties within the unit which require a sworn employee. CPSM recommends that the sworn member of IT be replaced with a civilian employee and the sworn member position be reallocated to another area of the agency.

The IT Unit plays a crucial role in ensuring the smooth operation of the department's technology infrastructure. Their responsibilities include maintaining computer systems, managing digital evidence, troubleshooting technical issues, and supporting specialized law enforcement applications. They also ensure data security, oversee software updates, and provide technical training and assistance to department personnel.

This dedicated team is vital to the department's efficiency, enabling seamless technology integration into daily operations while supporting the agency's mission to serve and protect the community.

IT currently supports 180 active users 24 hours a day, 7 days a week, 365 days a year, and supports over 1,000 fixed and mobile assets by providing support for 210 computers (servers, workstations, and laptops) and over 250 software applications. They also support and service hardware such as printers, fax machines, scanners, and telephones. They are also part of the support process for Mobile/CAD/RMS Central Square OSSI applications and acquire and maintain certifications for FDLE/CJIS LASO's, TAC, and FDLE audits.

Additionally, IT has a large footprint in terms of the physical and cyber security of the police department. These services include firewall and perimeter hardening, multifactor authentication testing, and end-user training. It also supports entrance gates, access control systems, and user management.

IT provides support and service for police vehicles and police-specific equipment. They assist with laptop mounts, printers, LTE network connectivity, video recording, lightbars, Axon system and cameras, fixed and portable officer radios, body-worn cameras and systems, license plate readers, speed-readers, digital signs, drones, air-conditioning, audio and visual systems, and conference and training rooms and systems.

The IT Unit staff manages numerous projects and systems, often pulled in multiple directions to meet the department's technological needs. While the IT Unit is critical in maintaining and supporting infrastructure, it does not perform forensic investigations.

Forensic examinations of electronic devices, which is not a duty of the Administrative Services Bureau, are not conducted in-house in the department. Detectives requiring such services must seek assistance from external agencies. This reliance on outside resources creates specific challenges, including delays in investigations and potential bottlenecks when timely access to digital evidence is critical.

Addressing this gap by exploring in-house forensic capabilities or streamlining partnerships with external agencies could improve the efficiency and effectiveness of investigations, ensuring the department can meet its operational and investigative demands.

The department's involvement in the Consortium for CAD and RMS systems delivers cost savings for FPPD. The fee charged for the FPPD participation in the consortium is based on usage. As FPPD is the smallest of the law enforcement agencies involved, the department's share is approximately 26 percent of the total. There is no issue with flexibility in the usage of the system as FPPD provides IT support to the system. It was stated that FPPD may have more flexibility with the system than other users.

Servers for the RMS are currently housed at the County Emergency Operations Center (EOC). The EOC also houses the shared dispatch center. OSSI is moving towards a web-hosted and cloud-based storage, which is anticipated to be an effective upgrade to the RMS. FPPD plans to continue with this platform. No deficiencies were noted with the RMS platform.

The department is currently using IT equipment that is approaching or beyond its service life. Almost 70 percent of the department's laptops and desktop computers need to be replaced due to age. The IT Unit should develop a replacement plan for all IT equipment in the department.

IT Recommendations:

- CPSM recommends that the department continue to review the shared configuration with other entities for effectiveness and reliability. (Recommendation No. 77.)
- 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. (Recommendation No. 78.)
- The IT Unit should develop a replacement plan for all IT equipment in the department. (Recommendation No. 79.)

SCHOOL RESOURCE OFFICERS

SRO programs play an invaluable role in providing for a safe school environment, shaping young people's relationships with police, and in establishing and maintaining productive relationships with school officials. Recognizing the importance of such, the Fort Pierce Police Department, in conjunction with the St. Lucie School District, maintains an SRO program with the schools located within the city limits of Fort Pierce.

The provisions of the agreement between the city and the St. Lucie County Sheriff's Office are articulated in a Memorandum of Understanding signed in June 2019 with an addendum signed in 2023 covering a one-year period that automatically renews each August. The provisions call for two SROs to provide services "from bell to bell at their assigned schools." It does not define the specific services to be provided, but information from the SRO supervisor states that SROs are responsible for ensuring campus safety and responding promptly to incidents. In addition, SROs are responsible for building rapport with students and providing educational programs at both schools. FPPD receives payment from the St. Lucie County Sheriff's office in the amount of one-half of an officer's salary.

Additionally, the agreement calls for the St. Lucie County Sheriff's Office to reimburse the City of Fort Pierce one-half of the annual salary and benefits for the two officers. Though the formula for cost-sharing of SRO personnel expenses varies from agency to agency, such decisions are economic policy decisions for the governing bodies, and we submit that the spirit of this agreement is consistent with that of many other agencies.

Staffing / Work Schedule

Two FPPD officers serve as SROs on a permanent (non-rotational) basis. Their regular work schedule coincides with the school hours for the school to which they are assigned, and they work eight-hour shifts. One SRO is assigned to the Dan McCarty Middle School, and the other is assigned to C. A. Moore Elementary School. A third SRO is assigned as a backup to the two SROs mentioned above. There is a fourth officer assigned to this unit but this officer is assigned to Indian River State College.

During school holiday periods, the SROs are assigned to patrol to supplement staffing, or they are permitted to take leave time. During summer break, they are assigned to work patrol.

Training

Training is extensive in preparation for duties as an SRO and the officers also undergo continuing professional training. Training courses include:

- NASRO Basic SRO Course.
- NASRO Adolescent Mental Health Training.

Workload

SROs serve as mentors for students, resources for families and school staff, and are responsible for law enforcement-related duties at the schools. Additionally, they are responsible for teaching various courses during the school year. These courses include:

- Bullying prevention.
- Safety.
- Law enforcement.

While many agencies assign SRO programs under the Patrol function's direction, the department has assigned this function to Community Engagement.

SROs maintain comprehensive data/reports on their work duties/efforts, although much of their work involves providing a security presence, counseling (formal or informal), and other efforts which are not readily quantifiable.

However, CPSM requested criminal caseload data for the SROs as previously described. The following table reflects the total number of criminal cases handled by SROs over the past three calendar years. These investigations are in addition to their general SRO duties and include investigations occurring during the school year as well as those assigned to the SRO during holiday or summer periods.

TABLE 8-4: SRO Criminal Case Assignments, 2022–2024

Year	2022	2023	2024
Cases Assigned	29	34	20

Rotation Schedule

The department's SRO program is a permanent assignment. Once assigned, SROs generally only leave the assignment based upon promotion, retirement, personal request, or an administrative action related to a performance or discipline issue. The advantage of this practice is that personnel become highly trained and experienced, and relationships are developed with school administrators, instructional staff, and students. There is no question that there is value to this argument.

It should be noted, however, that a rotation in and out of specialized units avoids stagnation and facilitates career development for officers. A four-year rotation schedule for School Resource Officers (SROs) can ensure career growth while preventing stagnation, thus ensuring a well-rounded skill set and sustained engagement throughout their careers. This approach fosters both professional growth and retention.

Here, we would submit that a four-year assignment, with overlapping terms to avoid a vacuum in experience, would well serve the department. By staggering rotations, new SROs can be paired with seasoned officers during transitions, ensuring continuity of knowledge and a smooth handover of responsibilities. For example, while one officer rotates out after their term, another can begin training under an experienced officer's guidance, maintaining consistent leadership

and experience within schools. This approach not only enhances career development for officers but also ensures that schools remain well-supported and that the department preserves a high level of expertise across all assignments.

SRO Policy

The department maintains a policy governing the School Resource Officer (SRO) program to provide foundational guidance for the unit. This policy clearly outlines the roles and responsibilities of SROs, emphasizing their role in fostering school safety and building positive relationships with students and staff.

As of this report, the policy was last updated in 2019 and remains in effect, having been signed by the current Chief of Police. While the policy provides a solid framework for the SRO program, regular updates are essential to ensure alignment with evolving practices, legal standards, and community needs. The department's commitment to maintaining a well-defined and effective SRO program reflects its dedication to supporting schools, students, and the broader community.

Summary

School Resource Officer (SRO) programs play a crucial role in fostering positive relationships between young people and law enforcement while strengthening partnerships with school officials. These programs bridge schools and the community, promoting safety, mentorship, and mutual understanding.

The City of Fort Pierce, St. Lucie County Sheriff's Office, and the St. Lucie School District deserve recognition for their unwavering commitment to the SRO program and the well-being of the community's children. Their dedication ensures a collaborative approach to creating a safe and supportive school environment where students can thrive academically and personally.

By investing in the SRO program, Fort Pierce demonstrates its prioritization of proactive engagement with youth and its belief in the importance of early relationship-building with law enforcement. These efforts significantly foster trust, reduce misunderstandings, and shape a more connected and resilient community.

SRO Recommendations:

- Consideration should be given to creating a rotational schedule for the 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. (Recommendation No. 80.)
- CPSM recommends a review and update of the department policy pertaining to the SRO program. (Recommendation No. 81.)

§ § §

GRANTS COORDINATOR

One person currently manages grants within FPPD. The grants coordinator plays a critical role in securing funding to support key initiatives within the police department. This position is responsible for identifying and evaluating potential grant opportunities, preparing and submitting applications, and ensuring compliance with all grant requirements. Effective management of grant activities requires the coordinator to maintain detailed records and provide timely, accurate reports to funding agencies.

Collaboration is a central aspect of the role, as the grants coordinator works closely with departmental staff to develop project proposals that align with the organization's strategic goals. These efforts are instrumental in enhancing the department's ability to implement innovative programs, improve community outreach, and address pressing operational needs.

By proactively pursuing funding opportunities and ensuring efficient grant management, the grants coordinator significantly contributes to the department's capacity to expand services, improve resources, and strengthen its impact within the community.

Over the past three years, FPPD has received more than $2.9 million in grant funding. Listed in reverse chronological order in the following table from the most recent to the oldest, these grants showcase the department's successful efforts to secure critical resources. These funds have been instrumental in enhancing operations, improving officer safety, and upgrading technology and facilities. Each grant was categorized to provide a summary and reflect FPPD's commitment to meeting the community's evolving needs.

TABLE 8-5: FPPD Grants Received over the Past Three Years

Funded Area	Amount
Community	$103,729.00
Crime Victims	$484,542.00
Equipment	$282,652.00
Investigations	$99,999.00
IT	$479,506.81
Officer Safety	$110,380.50
Personnel	$1,250,000.00
Safety	$181,667.21

The grants coordinator has secured substantial funding, significantly benefiting FPPD in various ways. These funds have enabled the department to enhance its services, ensuring the community receives improved and efficient support. Additionally, the safety of officers has been prioritized through the acquisition of bullet-resistant body armor, providing essential protection while on duty. Furthermore, the funding has facilitated improvements to FPPD facilities, allowing for the integration of advanced technology and upgrades to existing infrastructure. These advancements bolster the department's operational capabilities and contribute to a safer and more secure environment for both officers and the community they serve. The grant coordinator's efforts demonstrate a commitment to strengthening the department's resources, improving overall performance, and addressing critical needs. By securing these funds, FPPD is better equipped to meet the demands of modern policing while fostering a more resilient and innovative organization.

Grants Coordinator Recommendation:

- Examine grants awarded and equipment purchased to ensure grant funds are utilized as specified. (Recommendation No. 82.)

COMMUNITY ENGAGEMENT, CRIME PREVENTION, AND CITIZENS ON PATROL

The Community Engagement Unit operates under the leadership of the deputy chief of the Administrative Services Bureau. The unit's chain of command includes a captain and a lieutenant, with a sergeant overseeing daily operations and scheduling. The sergeant supervises a diverse team consisting of eight crossing guards, two full-time School Resource Officers (SROs), one backup SRO, three officers assigned to Crime Prevention, Citizens on Patrol, and the Law Enforcement Explorer Post, as well as a dedicated homeless liaison.

In addition to managing the team, the sergeant attends morning briefings and monitors the unit's overall activities. They actively participate in Crime Watch and Downtown Business Meetings to address community concerns, assign personnel, and implement safety strategies. The sergeant also oversees all off-duty assignments, ensuring proper review and approval while addressing vendor complaints.

Beyond these supervisory responsibilities, the sergeant handles emerging situations that demand immediate attention, including critical incidents, public complaints, and administrative inquiries. He is the first point of contact for urgent requests from subordinates and works closely with external agencies to coordinate responses for community events and unforeseen occurrences.

The sergeant's role is pivotal in fostering strong community relationships and ensuring the unit's operational success. They balance strategic oversight with hands-on involvement, demonstrating a commitment to addressing the needs of both the public and their team. By maintaining clear communication, addressing complaints, and managing resources effectively, the sergeant ensures the Community Engagement Unit remains responsive, efficient, and focused on its mission to enhance public safety and strengthen community partnerships.

Officers in the Community Engagement Unit take on diverse responsibilities, including serving as the Explorer Post Commander. In this role, they organize and lead the Explorer program. Additionally, these officers handle the procurement of departmental supplies and manage the inventory of promotional items used for community outreach. One officer also contributes to the field of crime prevention by serving as a board member of the Florida Crime Prevention Association (FCPA).

Special programs and partnerships that FPPD engages in include the Resources In Community Hope (R.I.C.H) House, utilization of a cargo food-service trailer, and a micro car, which, according to interviews, is a very popular asset with the community and is, according to FPPD personnel, a great conversation starter. The R.I.C.H House provides educational assistance to all ages in the community, helps build self-esteem, and assists in enhancing socialization skills. The food service trailer was observed and appears to be an excellent tool for engaging the community at events. It would, however, be better utilized if it were utilized to its full potential. Currently, only prepackaged items can be served as neither the trailer nor any employees have the proper inspection and training.

Officers in this unit also serve as liaisons to veterans and the unhoused population. As the liaison to the veterans in the community, they arrange a monthly coffee social, assist with events, and use social media to develop and maintain relationships to serve and act as a consistent point of contact. As the liaisons to the unhoused community, they assist patrol with monitoring homeless camps and assist with placement to help the transition from being unhoused to having a home.

Beyond these specialized duties, the officers share district responsibilities, supporting the department's broader mission. They participate in proactive patrols to monitor and address criminal activity, ensuring the safety and security of the community. Through these efforts, they engage directly with residents and businesses, providing crime prevention information and building strong relationships with community members. By combining administrative tasks, program leadership, and hands-on engagement, the officers of the Community Engagement Unit play a vital role in fostering community trust and enhancing public safety.

The Community Engagement Unit also oversees an active Explorer Post. During interviews CPSM learned that the department has twenty-one explorers. It was stated that the Post is very active and conducts training routinely. It was also stated that Explorers also help with special events when needed and appropriate.

Additionally, FPPD has a Citizens On Patrol (COP) program, which is part of the more extensive Civilian Volunteer Assisting Police Program (CVAP). This program currently has six active participants, who have been assigned two vehicles to utilize. There is a policy for police volunteers, and it was last reviewed in 2023. The policy outlines the minimum qualifications for volunteers and states that training is given to orient them with departmental operations, and they will also receive position-specific training to ensure they have adequate knowledge to perform assigned tasks.

Community Engagement Recommendations

- Consider additional training for SROs (CRASE, etc.). (Recommendation No. 83.)
- 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. (Recommendation No. 84.)

§ § §

SECTION 9. SUMMARY

Throughout this report we have endeavored to provide the reader with insight into the Fort Pierce Police Department, its strengths, and opportunities for improvement.

CPSM recognizes that the recommendations, especially those involving added personnel, come at a significant cost. Please be assured that these recommendations were not made lightly, but with significant consideration regarding the operational necessity associated with each position. In one case, we recommended a reduction in staffing, but only if what we believe is unnecessary workload is modified or transferred.

We further recognize that implementing many of these recommendations, should the FPPD choose to do so, may in some cases take months or perhaps much longer. We would encourage the department leadership to work with the Chief on identifying those recommendations that are most critical. As well, we would make ourselves available to consult as necessary and appropriate.

Additionally, a comprehensive data analysis report will follow. While the more pertinent aspects of that analysis are embedded in the operational assessment, readers are encouraged to review the data analysis report in its entirety.

§ § §

SECTION 10. DATA ANALYSIS

This data analysis on police patrol operations for the Fort Pierce Police Department focuses on three main areas: workload, deployment, and response times. These three areas are related almost exclusively to patrol operations, which constitute a significant portion of the police department's personnel and financial commitment.

All information in this analysis was developed using data from the St. Lucie County 911 Center's computer-aided dispatch (CAD) system.

CPSM collected data for the one-year period of from October 1, 2023, through September 30, 2024. The majority of the first section of the analysis, concluding with Table 10-9, uses call data from the one-year period. For the detailed workload analysis, CPSM used two eight-week sample periods. The first period is from January 4 through February 28, 2024, or winter, and the second period is from July 7 through August 31, 2024, or summer.

Note that the dataset has data missing from 12 days of the one-year study period: six days in October 2023 (October 26–31) and six days in November 2023 (November 1–6). To account for the missing data, calculations of calls or work hours per day were adjusted accordingly. Rather than dividing by 366 days for the year, we divided by 354 days (366 total days minus the 12 missing days). Similarly, October's daily averages were calculated using 25 days (31 days minus 6 missing days), and November's daily averages were based on 24 days (30 days minus 6 missing days).

§ § §

WORKLOAD ANALYSIS

When CPSM analyzes a set of dispatch records, we go through a series of steps:

- We first process the data to improve accuracy. For example, we remove duplicate patrol units recorded on a single event as well as records that do not indicate an actual activity. We also remove incomplete data, as found in situations where there is not enough time information to evaluate the record.
- At this point, we have a series of records that we call "events." We identify these events in three ways:
  - We distinguish between patrol and nonpatrol units.
  - We assign a category to each event based on its description.
  - We indicate whether the call is "zero time on scene" (i.e., a patrol unit spent less than 30 seconds on scene), "police-initiated," or "community-initiated."
- We then remove all records that do not involve a patrol unit to get the total number of patrol-related events.
- At important points during our analysis, we focus on a smaller group of events designed to represent actual calls for service. This excludes events with no officer time spent on scene and directed patrol activities.

In this way, we first identify a total number of records, then limit ourselves to patrol events, and finally focus on calls for service.

As with similar cases around the country, we encountered several issues when analyzing Fort Pierce's dispatch data. We made assumptions and decisions to address these issues.

- 5,418 events (about 6 percent) involved patrol units spending zero time on scene.
- The computer-aided dispatch (CAD) system used approximately 247 different event descriptions, which we condensed into 19 categories for our tables and 9 categories for our figures (shown in Chart 10-1). Table 10-26 in the appendix shows how each call description was categorized.

Between October 1, 2023, and September 30, 2024, the communications center recorded approximately 88,868 events that were assigned call numbers, which included an adequate record of a responding patrol unit as either the primary or secondary unit. When measured daily, the department reported an average of 251.0 patrol-related events per day, approximately 6 percent of which (15.3 per day) had fewer than 30 seconds spent on the call.

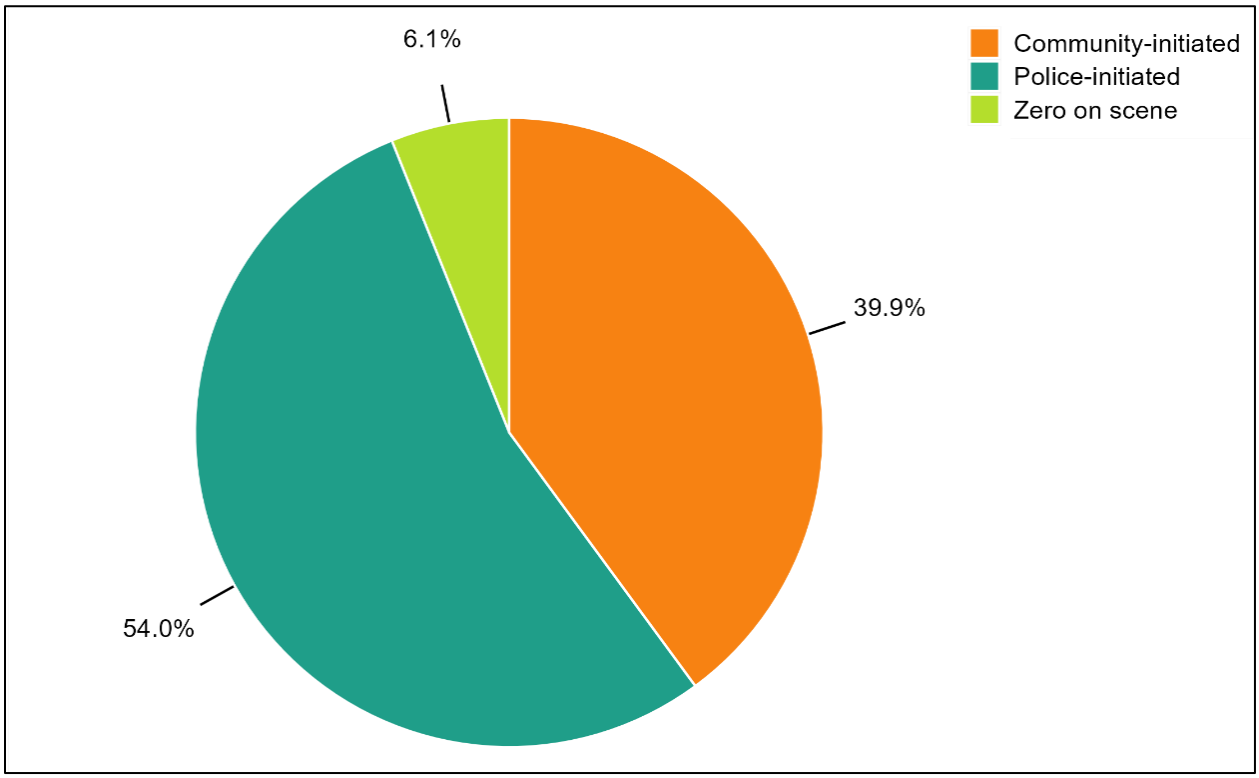
In the following pages, we show two types of data: activity and workload. The activity levels are measured by the average number of calls per day, broken down by the type and origin of the calls, and categorized by the nature of the calls (crime, traffic, etc.). Workloads are measured in average work hours per day.

CHART 10-1: Event Descriptions for Tables and Figures

Table Category	Figure Category
Alarm	Alarm
Assist citizen	Assist
Assist other agency	
Crime against persons	Crime
Crime against property	
Crime against society	
Directed patrol	Directed patrol
Disturbance	Disturbance
Animal	General noncriminal
Civil problem	
Juvenile	
Mental health	
*Miscellaneous	
Warrant/arrest	
Investigation	Investigation
Suspicious incident	Suspicious incident
Accident	Traffic
Traffic enforcement	
Traffic stop	

*All items not listed above

FIGURE 10-1: Percentage Events per Day, by Initiator



Note: Percentages are based on a total of 88,868 events.

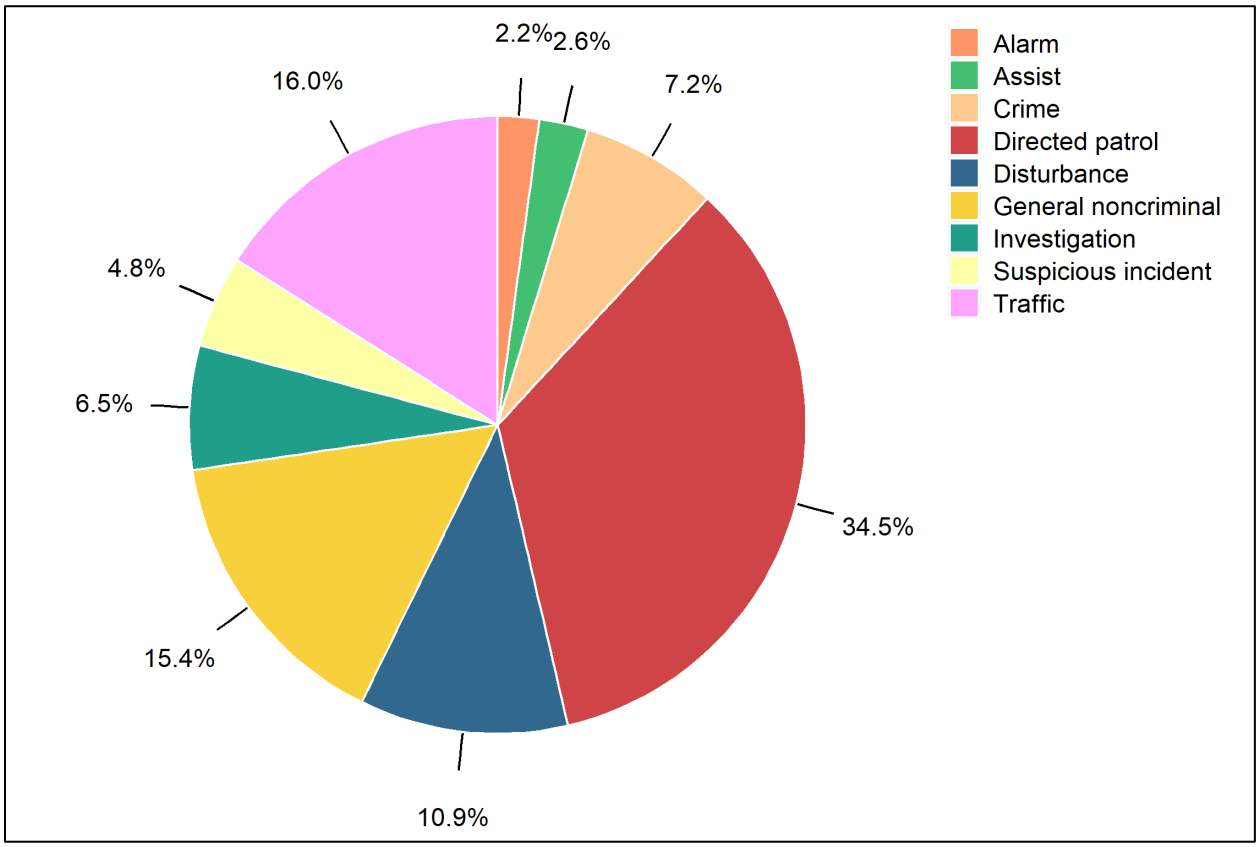
TABLE 10-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	35,466	100.2
Police-initiated	47,984	135.5
Zero on scene	5,418	15.3
Total	**88,868**	**251.0**

Observations:

- 6 percent of the events had zero time on scene.
  - 50 percent (2,695) of zero-time on-scene events were close patrol activities.
  - 9 percent (500) of zero-time on-scene events were reckless driver calls.
- 54 percent of all events were police-initiated.
- 40 percent of all events were community-initiated.
- There was an average of 251 events per day or 10.5 per hour.

FIGURE 10-2: Percentage Events per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 10-1.

TABLE 10-2: Events per Day, by Category

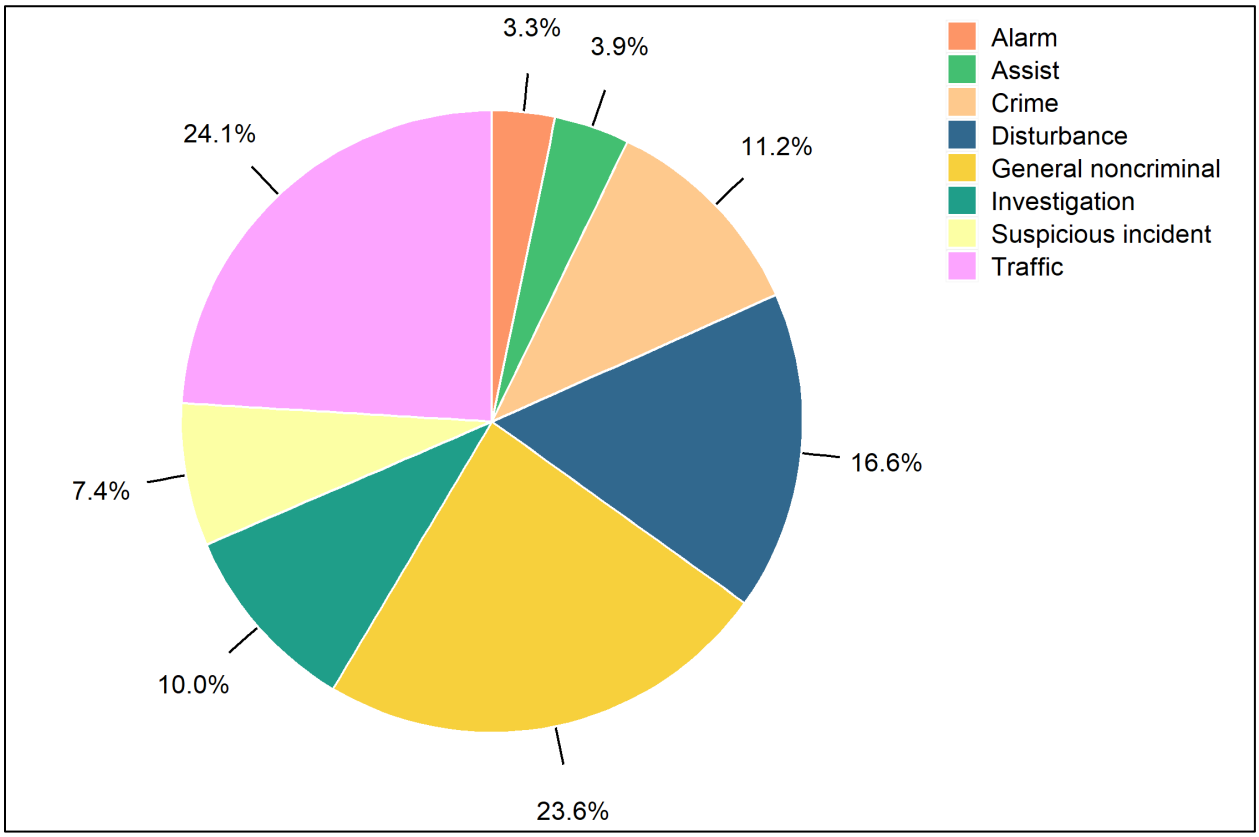
Category	No. of Events	Events per Day
Accident	3,274	9.2
Alarm	1,917	5.4
Animal	741	2.1
Assist citizen	1,160	3.3
Assist other agency	1,120	3.2
Civil problem	964	2.7
Crime against persons	1,399	4.0
Crime against property	4,388	12.4
Crime against society	574	1.6
Directed patrol	30,626	86.5
Disturbance	9,708	27.4
Investigation	5,775	16.3
Juvenile	2,277	6.4
Mental health	776	2.2
*Miscellaneous	8,071	22.8
Suspicious incident	4,296	12.1
Traffic enforcement	2,069	5.8
Traffic stop	8,888	25.1
Warrant/arrest	845	2.4
Total	**88,868**	**251.0**

Note: Observations below refer to events shown within the figure rather than the table.
*All items not listed above

Observations:

- The top four categories accounted for 77 percent of events:
  - 34 percent of events were directed patrol activities.
  - 16 percent of events were traffic-related.
  - 15 percent of events were general noncriminal activities.
  - 11 percent of events were disturbances.
- 7 percent of events were crimes.

FIGURE 10-3: Percentage Calls per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 10-1.

TABLE 10-3: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accident	3,222	9.1
Alarm	1,815	5.1
Animal	672	1.9
Assist citizen	1,114	3.1
Assist other agency	1,063	3.0
Civil problem	935	2.6
Crime against persons	1,366	3.9
Crime against property	4,306	12.2
Crime against society	531	1.5
Disturbance	9,216	26.0
Investigation	5,557	15.7
Juvenile	2,221	6.3
Mental health	767	2.2
*Miscellaneous	7,725	21.8
Suspicious incident	4,125	11.7
Traffic enforcement	1,413	4.0
Traffic stop	8,743	24.7
Warrant/arrest	829	2.3
Total	**55,620**	**157.1**

Note: The focus here is on recorded calls rather than recorded events. We removed 5,418 events with zero time on scene and an additional 27,830 directed patrol activities.
* Miscellaneous denotes all calls not otherwise categorized.

Observations:

- On average, there were 157.1 calls per day, or 6.5 per hour.
- The top three categories accounted for 64 percent of calls:
  - 24 percent of calls were traffic related.
  - 24 percent of calls were general noncriminal activities.
  - 17 percent of calls were disturbances.
- 11 percent of calls were crimes.

FIGURE 10-4: Calls per Day, by Initiator and Month

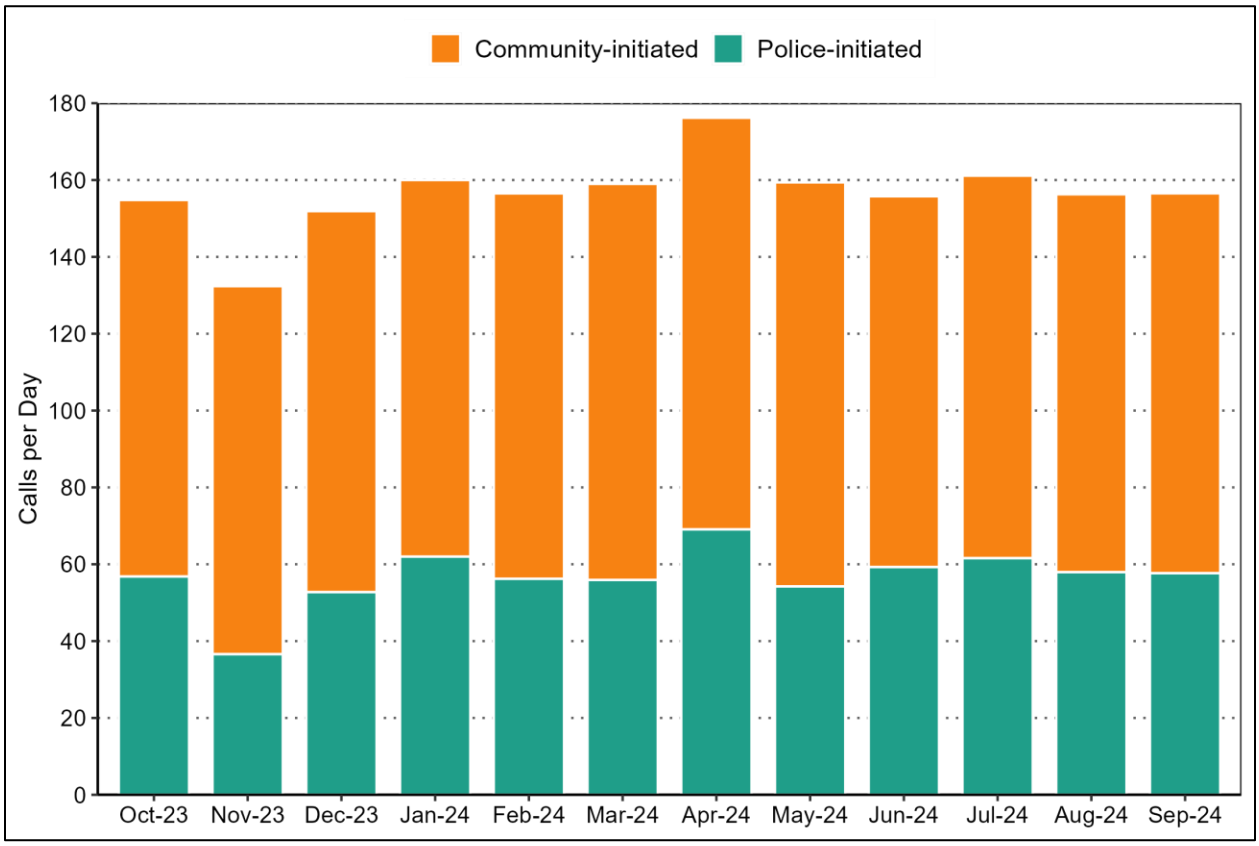


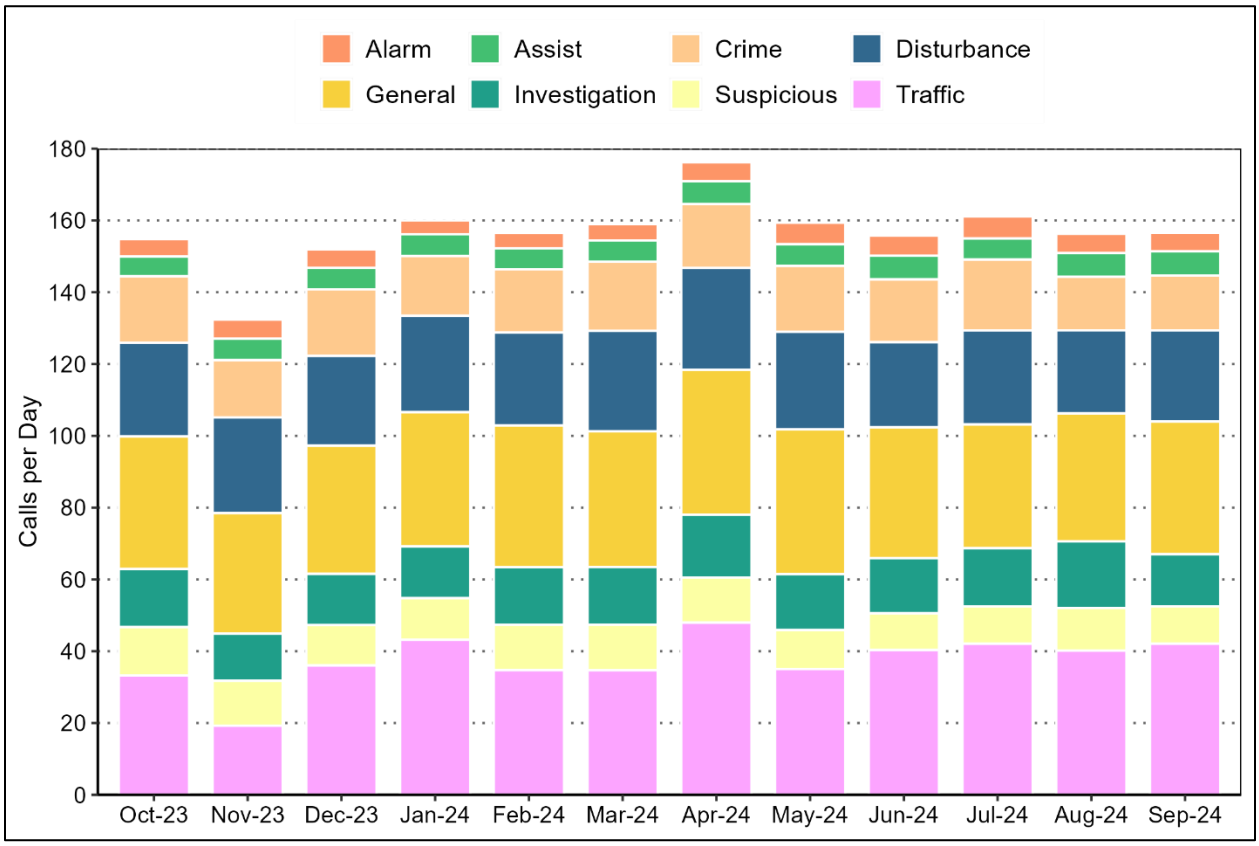
TABLE 10-4: Calls per Day, by Initiator and Months

Initiator	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Community	98.0	95.8	99.1	98.0	100.3	103.1	107.1	105.1	96.5	99.5	98.3	98.8
Police	56.8	36.6	52.8	62.0	56.2	55.9	69.1	54.3	59.3	61.6	58.0	57.7
Total	**154.8**	**132.4**	**151.9**	**160.0**	**156.5**	**159.0**	**176.2**	**159.4**	**155.8**	**161.1**	**156.3**	**156.5**

Observations:

- The number of calls per day was lowest in November.
- The number of calls per day was highest in April.
- The month with the most calls had 33 percent more calls than the month with the fewest calls.
- April had the most police-initiated calls, with 89 percent more than November, which had the fewest.
- April had the most community-initiated calls, with 12 percent more than November, which had the fewest.

FIGURE 10-5: Calls per Day, by Category and Month



Note: The figure combines categories in the following table according to the description in Chart 10-1.

TABLE 10-5: Calls per Day, by Category and Month

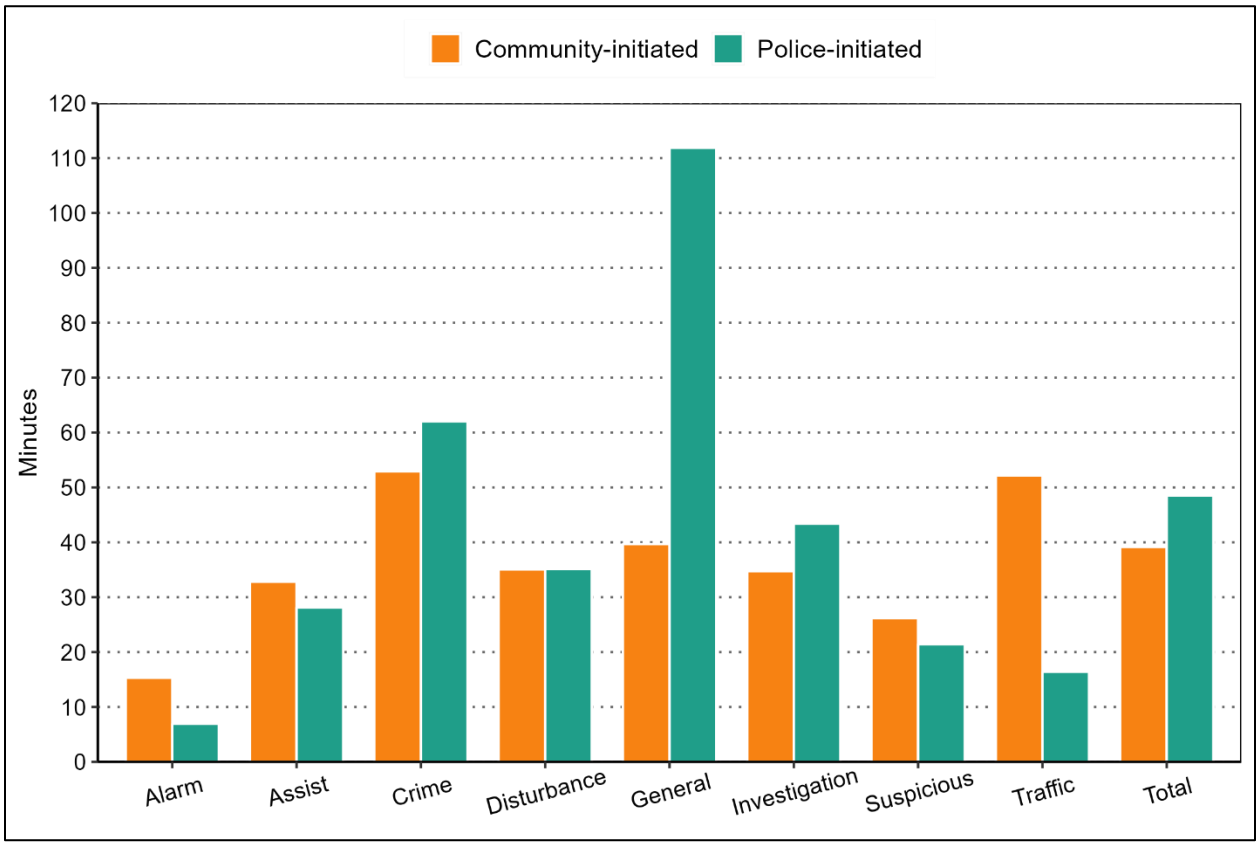
Category	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Accident	8.4	8.6	9.4	8.5	10.0	10.7	9.9	9.4	7.7	8.2	9.1	9.2
Alarm	4.8	5.3	5.1	3.8	4.3	4.6	5.3	6.0	5.6	6.2	5.4	5.1
Animal	1.9	1.6	2.1	2.4	2.2	1.5	2.4	1.7	1.9	1.5	1.6	1.9
Assist citizen	3.0	3.2	3.2	3.1	3.0	3.0	3.4	2.9	3.1	3.1	3.6	3.1
Assist other agency	2.5	2.8	2.8	2.9	2.8	2.9	3.0	3.2	3.5	2.8	3.1	3.7
Civil problem	2.3	2.4	2.2	2.5	2.7	3.2	2.9	2.7	2.9	2.5	2.7	2.7
Crime against persons	4.2	3.5	5.3	3.5	3.6	3.9	3.7	5.0	3.1	4.0	3.6	2.9
Crime against property	12.8	11.0	12.0	11.8	11.9	13.3	12.3	11.8	13.0	14.7	10.4	10.8
Crime against society	1.6	1.4	1.3	1.4	2.1	2.1	1.8	1.6	1.3	1.0	1.0	1.6
Disturbance	26.1	26.7	25.0	26.9	25.9	28.0	28.4	27.2	23.7	26.2	23.1	25.4
Investigation	16.2	13.1	14.3	14.4	16.1	16.1	17.5	15.5	15.4	16.2	18.6	14.5
Juvenile	6.8	6.7	6.2	7.8	7.7	6.3	7.3	7.0	5.7	3.6	4.8	5.5
Mental health	2.0	1.6	2.6	1.9	2.2	1.9	1.7	2.7	2.2	2.3	1.9	2.7
Miscellaneous	21.4	18.9	20.5	20.4	22.2	22.2	23.7	23.6	21.7	22.0	22.2	22.6
Suspicious incident	13.5	12.5	11.3	11.6	12.6	12.7	12.5	10.9	10.2	10.4	11.9	10.4
Traffic enforcement	3.2	3.5	3.9	3.9	3.3	3.5	4.3	3.7	4.6	4.3	4.6	4.8
Traffic stop	21.6	7.1	22.8	30.7	21.5	20.5	33.7	22.0	28.0	29.6	26.4	28.2
Warrant/arrest	2.6	2.3	2.3	2.4	2.4	2.6	2.4	2.5	1.9	2.6	2.4	1.6
Total	**154.8**	**132.4**	**151.9**	**160.0**	**156.5**	**159.0**	**176.2**	**159.4**	**155.8**	**161.1**	**156.3**	**156.5**

Note: Calculations were limited to calls rather than events.

Observations:

- The top three categories averaged between 60 and 67 percent of calls throughout the year.
  - Traffic calls averaged between 19.2 and 48.0 calls per day throughout the year.
  - General noncriminal calls averaged between 33.6 and 40.4 calls per day throughout the year.
  - Disturbance calls averaged between 23.1 and 28.4 calls per day throughout the year.
- Crime calls averaged between 14.9 and 19.7 calls per day and accounted for 10 to 12 percent of total calls throughout the year.

FIGURE 10-6: Primary Unit's Average Occupied Times, by Category and Initiator



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 10-1.

TABLE 10-6: Primary Unit's Average Occupied Times, by Category and Initiator

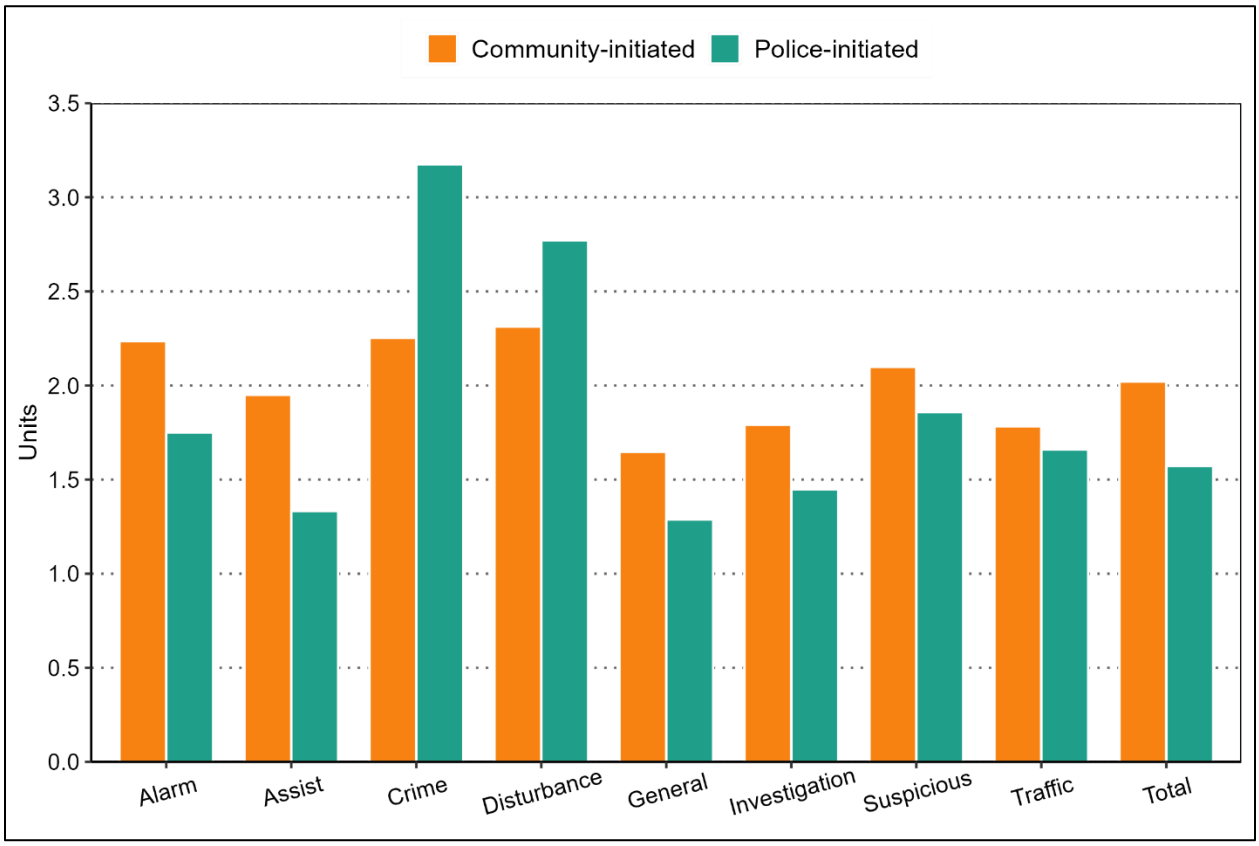
Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	60.8	2,999	65.0	223
Alarm	15.3	1,807	6.9	8
Animal	26.4	620	31.3	52
Assist citizen	31.9	772	28.5	342
Assist other agency	33.6	904	27.5	159
Civil problem	30.7	923	52.3	12
Crime against persons	66.9	1,271	64.9	95
Crime against property	50.4	4,172	59.6	134
Crime against society	38.3	480	63.3	51
Disturbance	35.1	9,002	35.2	214
Investigation	34.7	3,518	43.4	2,039
Juvenile	58.7	1,235	10.0	986
Mental health	49.6	746	55.5	21
Miscellaneous	27.6	3,121	137.7	4,604
Suspicious incident	26.2	2,353	21.4	1,772
Traffic enforcement	22.7	881	23.6	532
Traffic stop	57.1	4	14.7	8,739
Warrant/arrest	77.6	617	54.9	212
Weighted Average/Total Calls	**39.1**	**35,425**	**48.5**	**20,195**

Note: The information in Figure 10-6 and Table 10-6 is limited to calls and excludes all events that show zero time on scene. A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call. Observations below refer to times shown within the figure rather than the table.

Observations:

- A unit's average time spent on a call ranged from 7 to 112 minutes overall.
- The longest average times were for police-initiated general noncriminal calls.
  - 61 percent of calls were described as "detail of information."
  - These calls were responsible for the long occupied times in this category.
- The average time spent on crime calls was 53 minutes for community-initiated calls and 62 minutes for police-initiated calls.

FIGURE 10-7: Number of Responding Units, by Initiator and Category



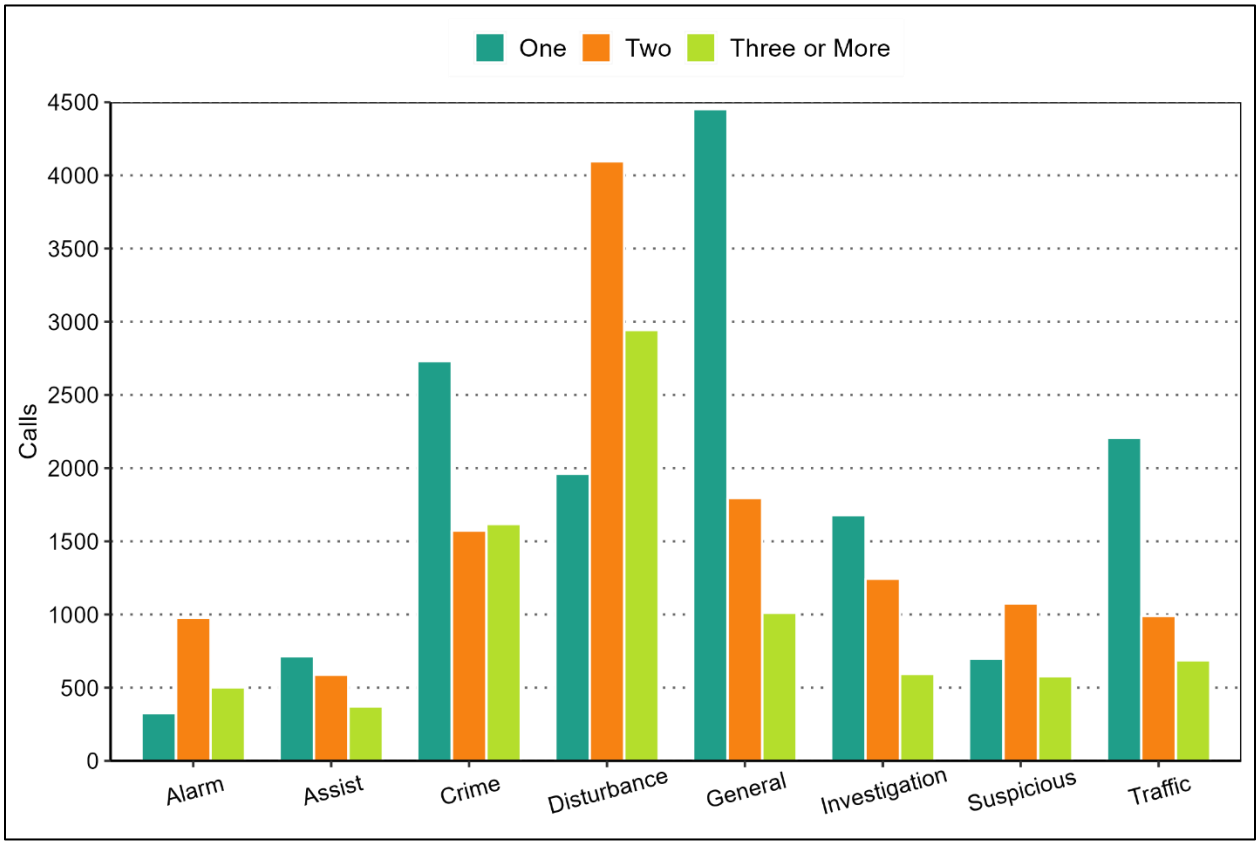
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 10-1.

TABLE 10-7: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.9	2,999	2.3	223
Alarm	2.2	1,807	1.8	8
Animal	1.3	620	1.5	52
Assist citizen	1.6	772	1.3	342
Assist other agency	2.3	904	1.5	159
Civil problem	1.5	923	1.1	12
Crime against persons	3.3	1,271	4.6	95
Crime against property	1.8	4,172	2.0	134
Crime against society	3.3	480	3.6	51
Disturbance	2.3	9,002	2.8	214
Investigation	1.8	3,518	1.4	2,039
Juvenile	1.8	1,235	1.1	986
Mental health	2.6	746	2.2	21
Miscellaneous	1.4	3,121	1.3	4,604
Suspicious incident	2.1	2,353	1.9	1,772
Traffic enforcement	1.5	881	1.3	532
Traffic stop	4.8	4	1.7	8,739
Warrant/arrest	2.2	617	2.7	212
Weighted Average/Total Calls	**2.0**	**35,425**	**1.6**	**20,195**

Note: The information in Figure10- 7 and Table 10-7 is limited to calls and excludes all events that show zero time on scene. Observations refer to the number of responding units shown within the figure rather than the table.

FIGURE 10-8: Number of Responding Units, by Category, Community-initiated Calls



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 10-1.

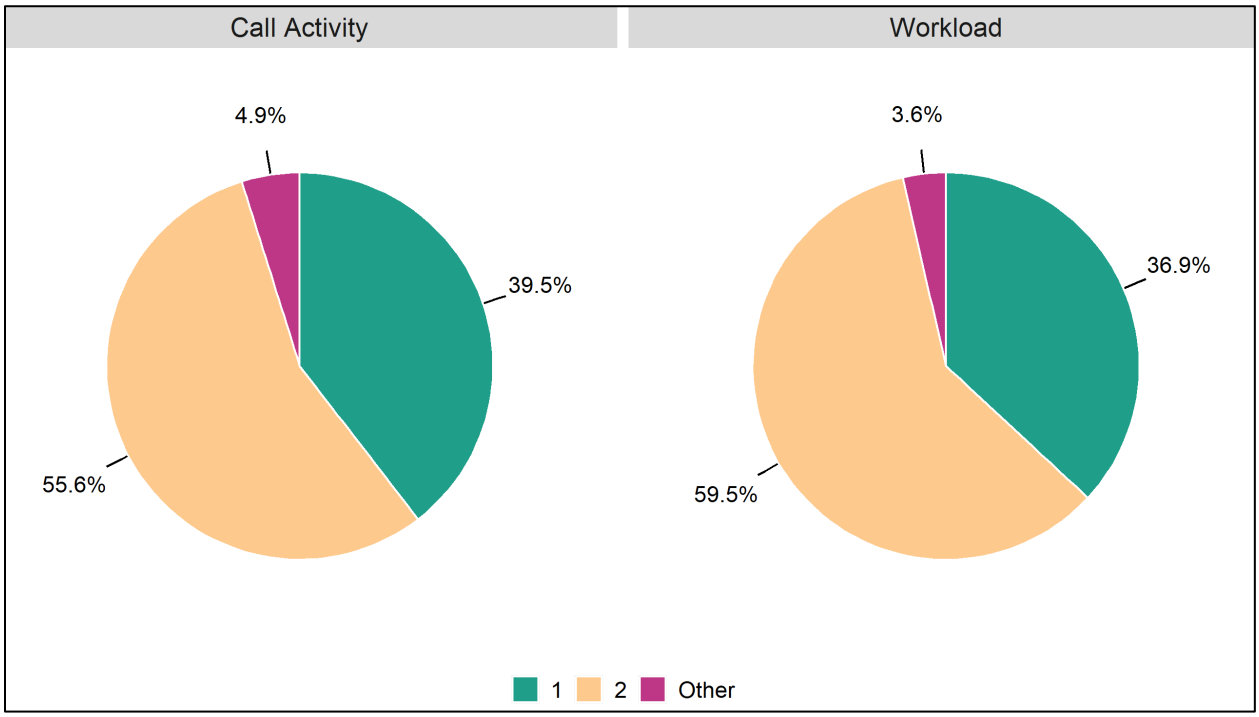
TABLE 10-8: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	1,600	801	598
Alarm	327	977	503
Animal	481	112	27
Assist citizen	431	263	78
Assist other agency	284	326	294
Civil problem	581	271	71
Crime against persons	293	358	620
Crime against property	2,349	1,085	738
Crime against society	89	130	261
Disturbance	1,962	4,096	2,944
Investigation	1,679	1,245	594
Juvenile	696	320	219
Mental health	86	382	278
Miscellaneous	2,397	499	225
Suspicious incident	698	1,076	579
Traffic enforcement	607	188	86
Traffic stop	0	1	3
Warrant/arrest	212	213	192
Total	**14,772**	**12,343**	**8,310**

Observations:

- The overall mean number of responding units was 1.6 for police-initiated calls and 2.0 for community-initiated calls.
- The mean number of responding units was as high as 3.2 for crime calls that were police-initiated.
- 42 percent of community-initiated calls involved one responding unit.
- 35 percent of community-initiated calls involved two responding units.
- 23 percent of community-initiated calls involved three or more responding units.
- The largest group of calls with three or more responding units involved disturbance.

FIGURE 10-9: Percentage Calls and Work Hours, by District



Note: The "other" category includes calls at headquarters, in miscellaneous beats (e.g., Z07, Z06, Z05), and calls with missing beat information.

TABLE 10-9: Calls and Work Hours by Beat, per Day

District	Beat	Per Day	
		Calls	Work Hours
1	F110	22.1	22.4
	F120	13.8	13.3
	F130	12.7	12.7
	F140	11.9	14.9
	F150	1.6	1.6
	Subtotal	**62.1**	**64.9**
2	F210	15.1	15.5
	F220	14.9	15.4
	F230	22.1	24.7
	F240	15.1	27.6
	F250	20.2	21.4
	Subtotal	**87.3**	**104.6**
Other	HQ	3.6	2.8
	Miscellaneous	3.2	2.6
	Unknown	0.8	1.0
	Subtotal	**7.6**	**6.4**
Total		**157.1**	**175.9**

Observations:

- District 1 had the larger number of calls and workload, accounting for 56 percent of total calls and approximately 60 percent of the total workload.
- Excluding calls in the "other" category, an even distribution would allot 78.6 calls and 88.0 work hours per district.

FIGURE 10-10: Percentage Calls and Work Hours, by Category, Winter 2024

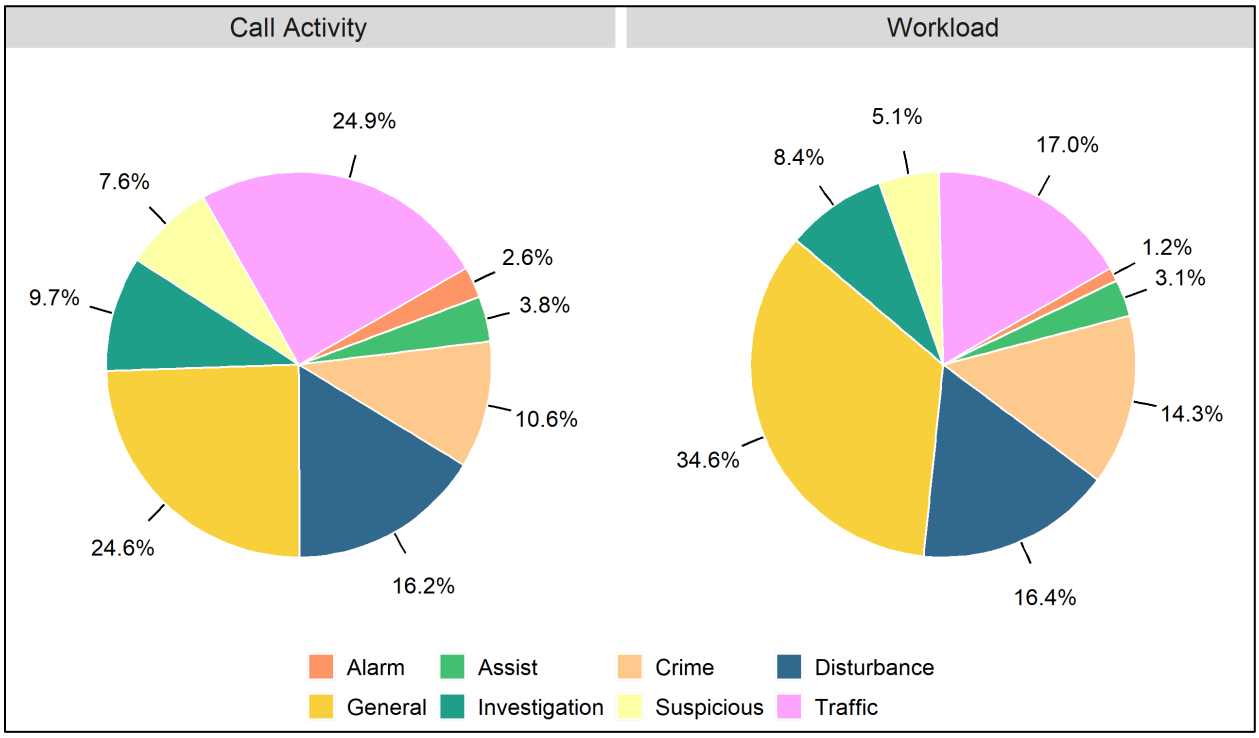


TABLE 10-10: Calls and Work Hours per Day, by Category, Winter 2024

Category	Per Day	
	Calls	Work Hours
Accident	9.3	14.5
Alarm	4.1	2.0
Animal	2.4	1.4
Assist citizen	3.1	2.0
Assist other agency	2.9	3.3
Civil problem	2.6	1.6
Crime against persons	3.5	8.0
Crime against property	11.6	13.6
Crime against society	1.8	2.7
Disturbance	25.7	28.1
Investigation	15.3	14.4
Juvenile	7.9	5.9
Mental health	2.1	2.8
Miscellaneous	21.6	42.9
Suspicious incident	12.1	8.6
Traffic enforcement	3.7	2.5
Traffic stop	26.6	12.1
Warrant/arrest	2.3	4.3
Total	**158.8**	**170.8**

Note: Workload calculations focused on calls rather than events.

Observations, Winter:

- The average number of calls per day was higher in winter than in summer.
- Total calls averaged 159 per day, or 6.6 per hour.
- Total workload averaged 171 hours per day, meaning that on average 7.1 units per hour were busy responding to calls.
- Traffic calls constituted 25 percent of calls and 17 percent of the workload.
- General noncriminal calls constituted 25 percent of calls and 35 percent of the workload.
  - Within this category, miscellaneous calls constituted 14 percent of calls and 25 percent of the workload.
- Disturbance calls constituted 16 percent of calls and 16 percent of the workload.
- These top three categories constituted 66 percent of calls and 68 percent of the workload.
- Crime calls constituted 11 percent of calls and 14 percent of the workload.

FIGURE 10-11: Percentage Calls and Work Hours, by Category, Summer 2024

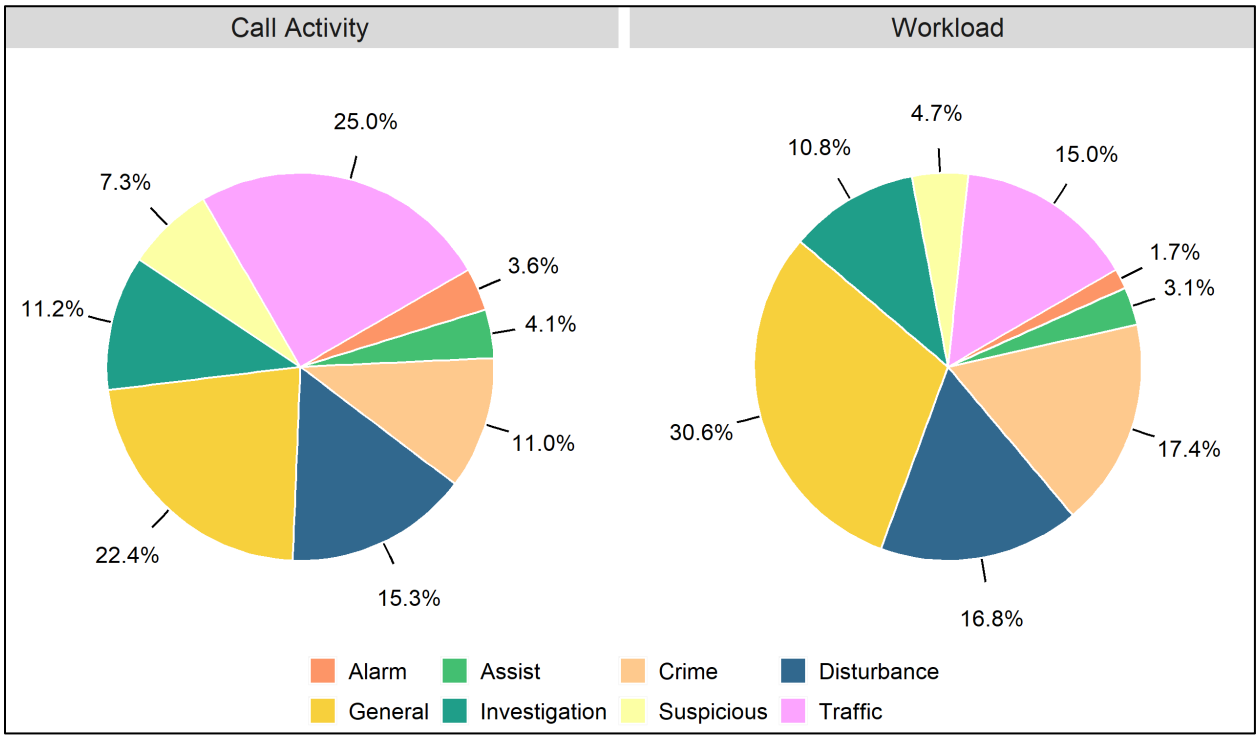


TABLE 10-11: Calls and Work Hours per Day, by Category, Summer 2024

Category	Per Day	
	Calls	Work Hours
Accident	8.8	14.1
Alarm	5.5	3.0
Animal	1.6	1.0
Assist citizen	3.4	2.7
Assist other agency	2.9	3.0
Civil problem	2.6	1.8
Crime against persons	3.8	14.2
Crime against property	12.3	14.9
Crime against society	0.9	2.0
Disturbance	23.8	30.0
Investigation	17.5	19.4
Juvenile	4.2	4.5
Mental health	2.1	3.6
Miscellaneous	21.8	38.6
Suspicious incident	11.3	8.4
Traffic enforcement	4.4	2.8
Traffic stop	25.8	10.0
Warrant/arrest	2.6	5.1
Total	**155.3**	**178.8**

Note: Workload calculations focused on calls rather than events.

Observations, Summer:

- The average daily workload was higher in summer than in winter.
- Total calls averaged 155 per day, or 6.5 per hour.
- Total workload averaged 179 hours per day, meaning that on average 7.5 units per hour were busy responding to calls.
- Traffic calls constituted 25 percent of calls and 15 percent of the workload.
- General noncriminal calls constituted 22 percent of calls and 31 percent of the workload.
  - Within this category, miscellaneous calls constituted 14 percent of calls and 22 percent of the workload.
- Disturbance calls constituted 15 percent of calls and 17 percent of the workload.
- These top three categories constituted 63 percent of calls and 62 percent of the workload.
- Crime calls constituted 11 percent of calls and 17 percent of the workload.

OUT-OF-SERVICE ACTIVITIES

During the period from October 1, 2023, through September 30, 2024, the dispatch center also recorded out-of-service activities that lacked incident numbers. We focused on those activities that involved a patrol unit. We also limited our analysis to out-of-service activities that occurred during shifts where the same patrol unit was also responding to calls for service. There were a few problems with the data provided and we made assumptions and decisions to address these issues:

- We excluded activities that lasted less than 30 seconds. These are irrelevant and contribute little to the overall workload.
- After these exclusions, 14,693 activities remained. These activities had an average duration of 47.4 minutes.

In this section, we report out-of-service activities and workload by descriptions. In the next section, we include these activities in the overall workload when comparing the total workload against available personnel in summer and winter.

TABLE 10-12: Activities and Occupied Times by Description

Description	Occupied Time	Count
At home	59.9	40
At station	38.1	3,847
At substation	28.3	1,069
Busy	49.4	2,408
Court	90.6	77
Evidence	53.6	72
Fuel	33.5	1,834
Report writing	45.8	167
Roll call	55.4	2,544
Training	136.4	423
Miscellaneous	104.5	34
Administrative - Weighted Average/Total Activities	**46.3**	**12,515**
Meal	20.7	103
Meal break	55.4	2,075
Personal - Weighted Average/Total Activities	**53.8**	**2,178**
Weighted Average/Total Activities	**47.4**	**14,693**

Observations:

- The most common out-of-service activities were administrative activities at the station.
- The activities with the longest average times were for training.

FIGURE 10-12: Activities per Day, by Month

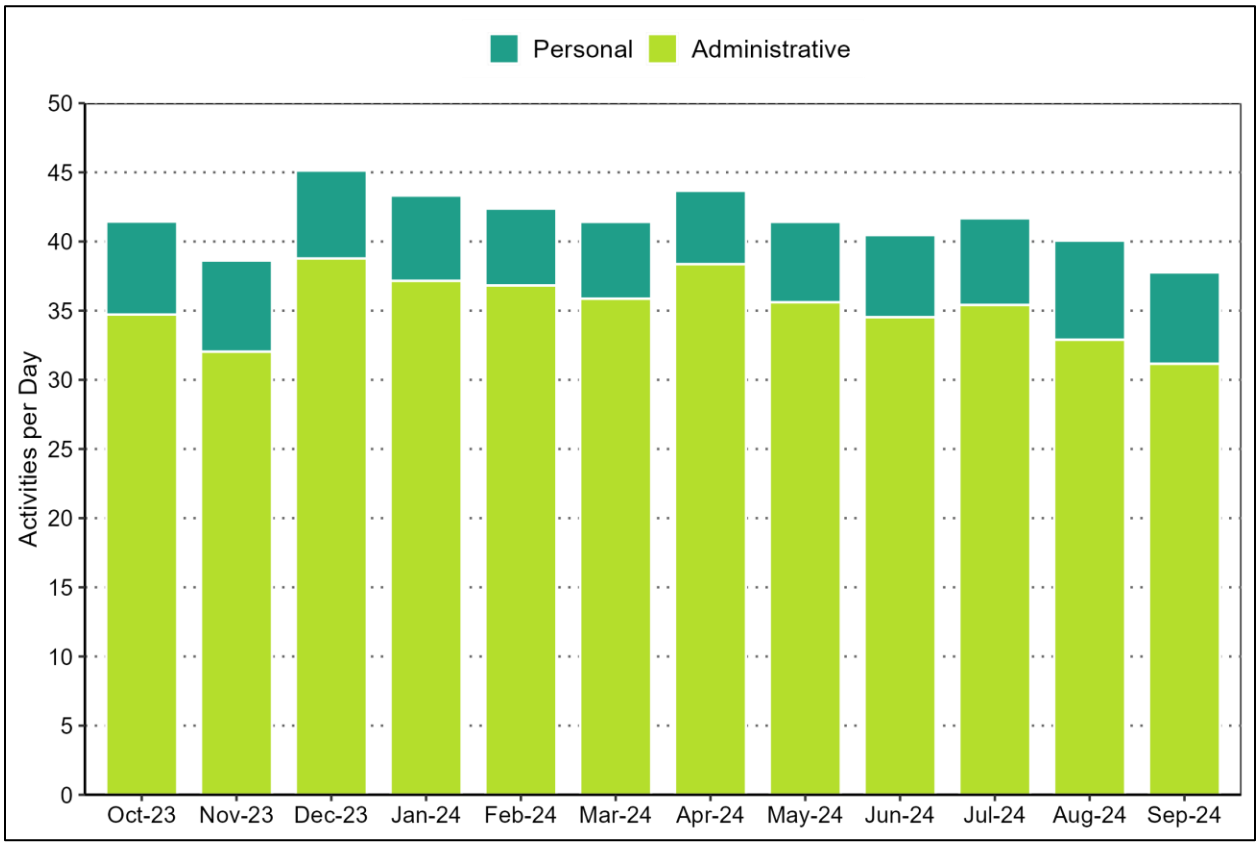


TABLE 10-13: Activities and Workload per Day, by Month

Month	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Administrative	34.7	32.0	38.8	37.2	36.8	35.9	38.4	35.6	34.5	35.4	32.9	31.2
Personal	6.7	6.6	6.4	6.2	5.6	5.5	5.3	5.8	5.9	6.3	7.2	6.6
Total	**41.4**	**38.6**	**45.1**	**43.3**	**42.4**	**41.4**	**43.7**	**41.4**	**40.5**	**41.7**	**40.1**	**37.8**

Observations:

- The number of activities per day was the lowest in September.
- The number of activities per day was highest in December.

FIGURE 10-13: Activities per Day, by Day of Week

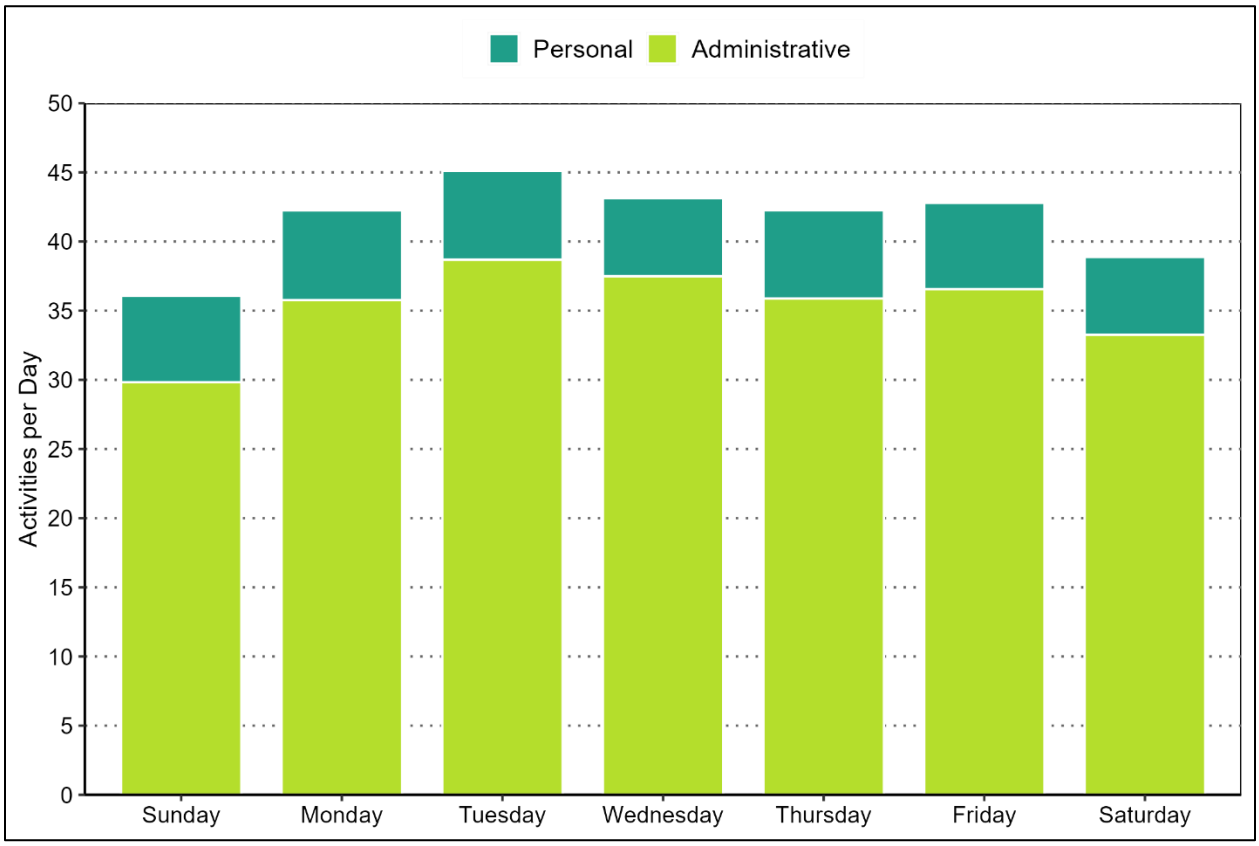


TABLE 10-14: Activities per Day, by Day of Week

Day of Week	Administrative	Personal	Total
Sunday	29.8	6.3	36.1
Monday	35.8	6.5	42.3
Tuesday	38.7	6.4	45.1
Wednesday	37.5	5.6	43.1
Thursday	35.9	6.4	42.3
Friday	36.6	6.2	42.8
Saturday	33.3	5.6	38.9
Weekly Average	**35.4**	**6.2**	**41.5**

Observations:

- The number of out-of-service activities per day was lowest on weekends.
- The number of out-of-service activities per day was highest on Tuesdays.

FIGURE 10-14: Activities per Day, by Hour of Day

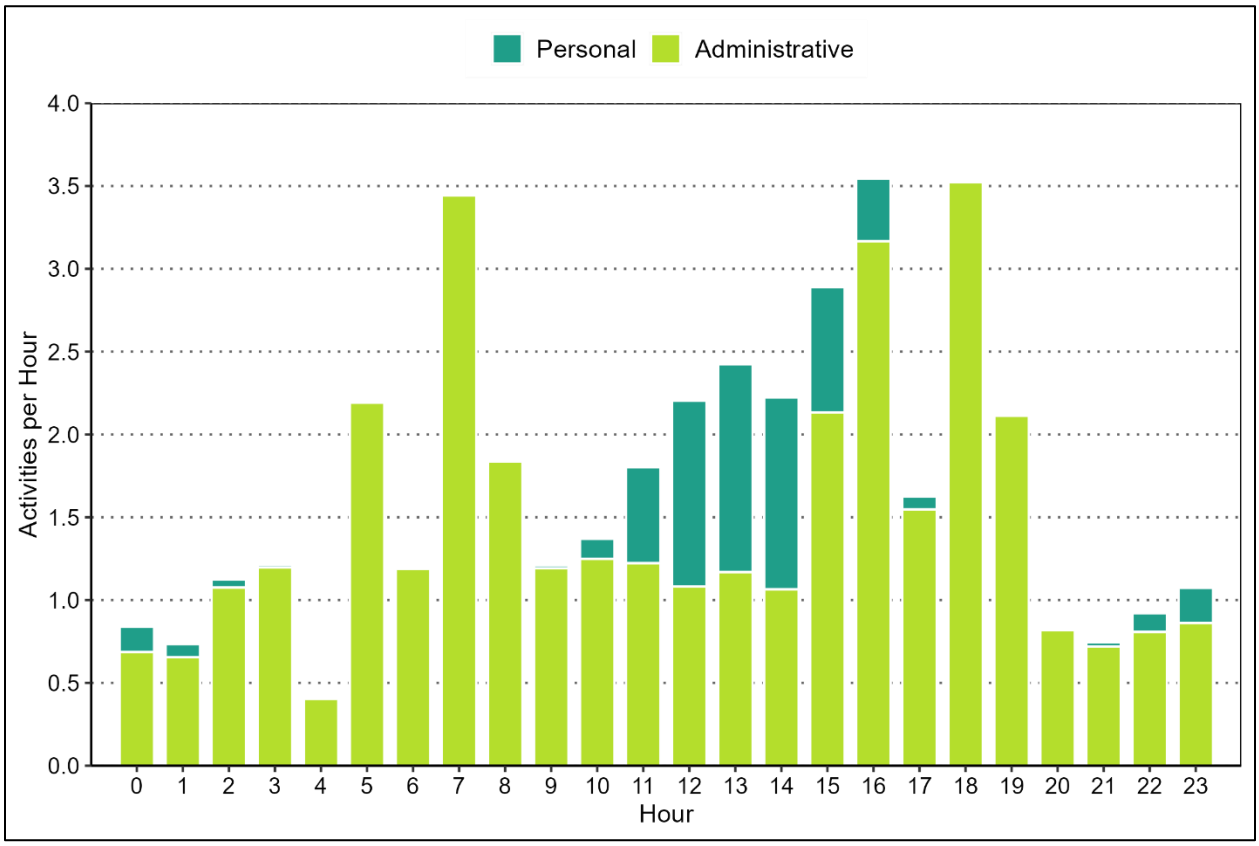


TABLE 10-15: Activities per Hour, by Hour of Day

Hour	Personal	Administrative	Total
0	0.15	0.69	0.84
1	0.08	0.66	0.73
2	0.05	1.08	1.12
3	0.02	1.20	1.21
4	0.01	0.40	0.41
5	0.00	2.19	2.19
6	0.00	1.19	1.19
7	0.00	3.44	3.44
8	0.00	1.84	1.84
9	0.02	1.19	1.21
10	0.12	1.25	1.37
11	0.58	1.22	1.80
12	1.12	1.08	2.20
13	1.25	1.17	2.42
14	1.16	1.06	2.22
15	0.76	2.13	2.89
16	0.38	3.17	3.55
17	0.08	1.55	1.62
18	0.01	3.52	3.53
19	0.01	2.11	2.12
20	0.01	0.82	0.83
21	0.03	0.72	0.75
22	0.11	0.81	0.92
23	0.21	0.86	1.07
Hourly Average	**0.26**	**1.47**	**1.73**

Observations:

- The number of activities per hour was lowest between 4:00 a.m. and 5:00 a.m.
- The number of activities per hour was highest between 4:00 p.m. and 5:00 p.m., and between 6:00 p.m. and 7:00 p.m.

DEPLOYMENT

For this study, we examined deployment information for eight weeks in winter (January 4 through February 28, 2024) and eight weeks in summer (July 7 through August 31, 2024). The department's main patrol force consists of road patrol units, operating on 11.5-hour shifts starting at 6:00 a.m., 8:00 a.m., 4:00 p.m., and 7:00 p.m. The police department's main patrol force deployed an average of 11.6 officers per hour during the 24-hour day in winter 2024 and an average of 11.5 officers per hour in summer 2024. When additional patrol sergeants, K-9 units, and the K-9 sergeant are included, the department averaged 14.0 units per hour during the 24-hour day in winter 2024 and 14.2 units per hour during the 24-hour day in summer 2024.

In this section, we describe the deployment and workload in distinct steps, distinguishing between winter and summer and between weekdays (Monday through Friday) and weekends (Saturday and Sunday):

- First, we focus on patrol deployment alone.
- Next, we compare "all" workload, which includes community-initiated calls, police-initiated calls, directed patrol activities, and out-of-service activities.
- Finally, we compare the workload against deployment by percentage.

Comments follow each set of four figures, with separate discussions for winter and summer.

Notably, we removed the deployment and work of all patrol units, including directed patrol and non-call activities, when they were assigned to details or other special duties.

FIGURE 10-15: Deployed Officers, Weekdays, Winter 2024

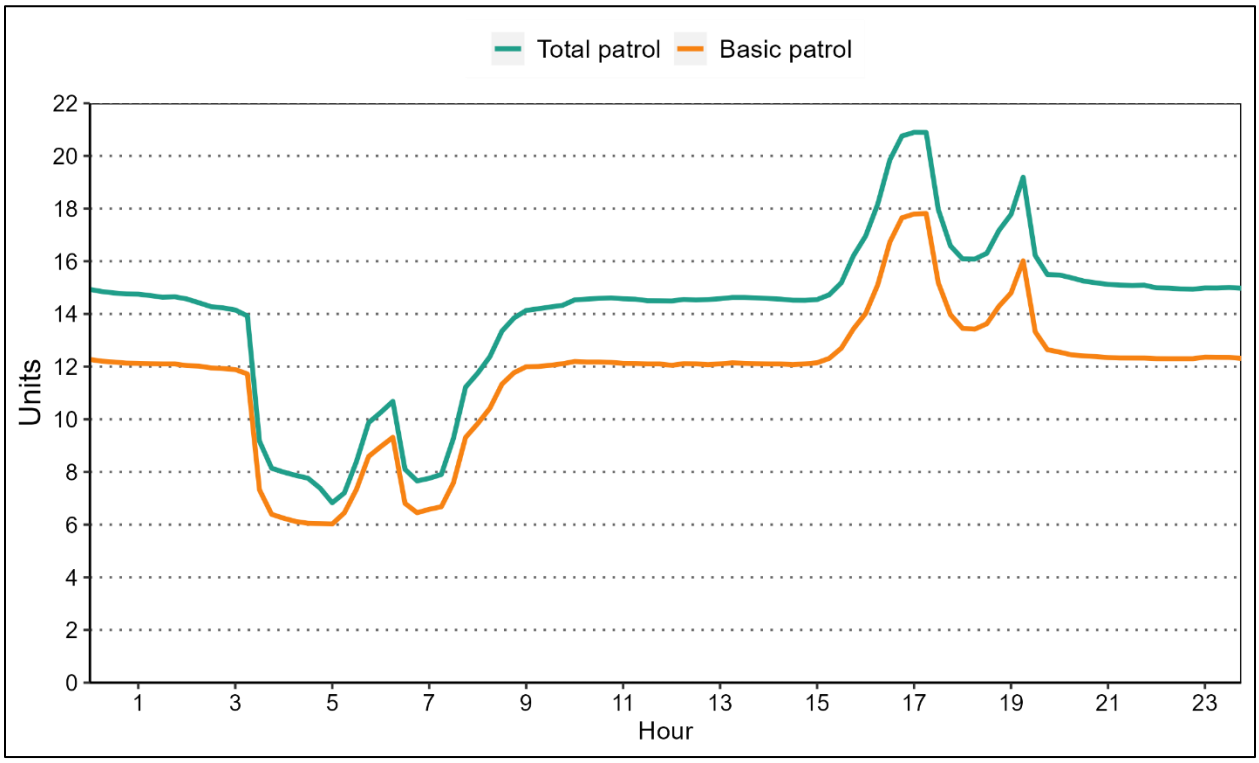


FIGURE 10-16: Deployed Officers, Weekends, Winter 2024

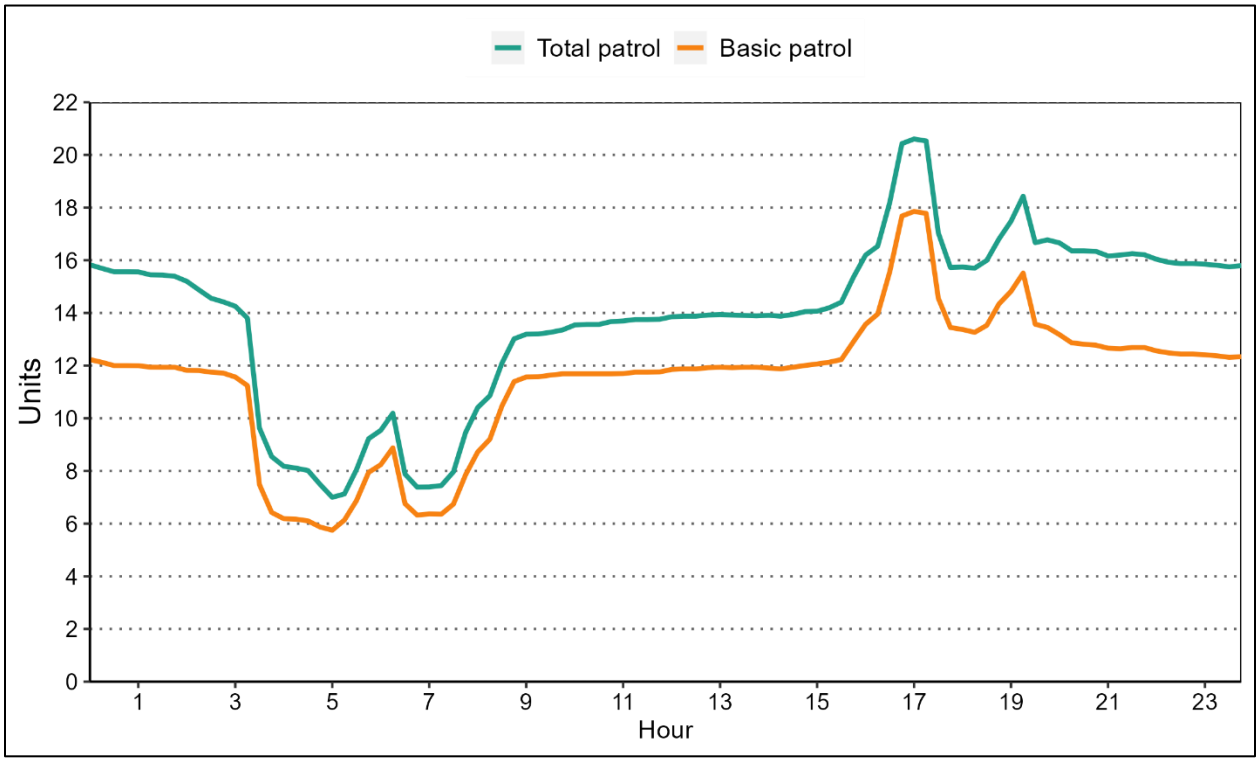


FIGURE 10-17: Deployed Officers, Weekdays, Summer 2024

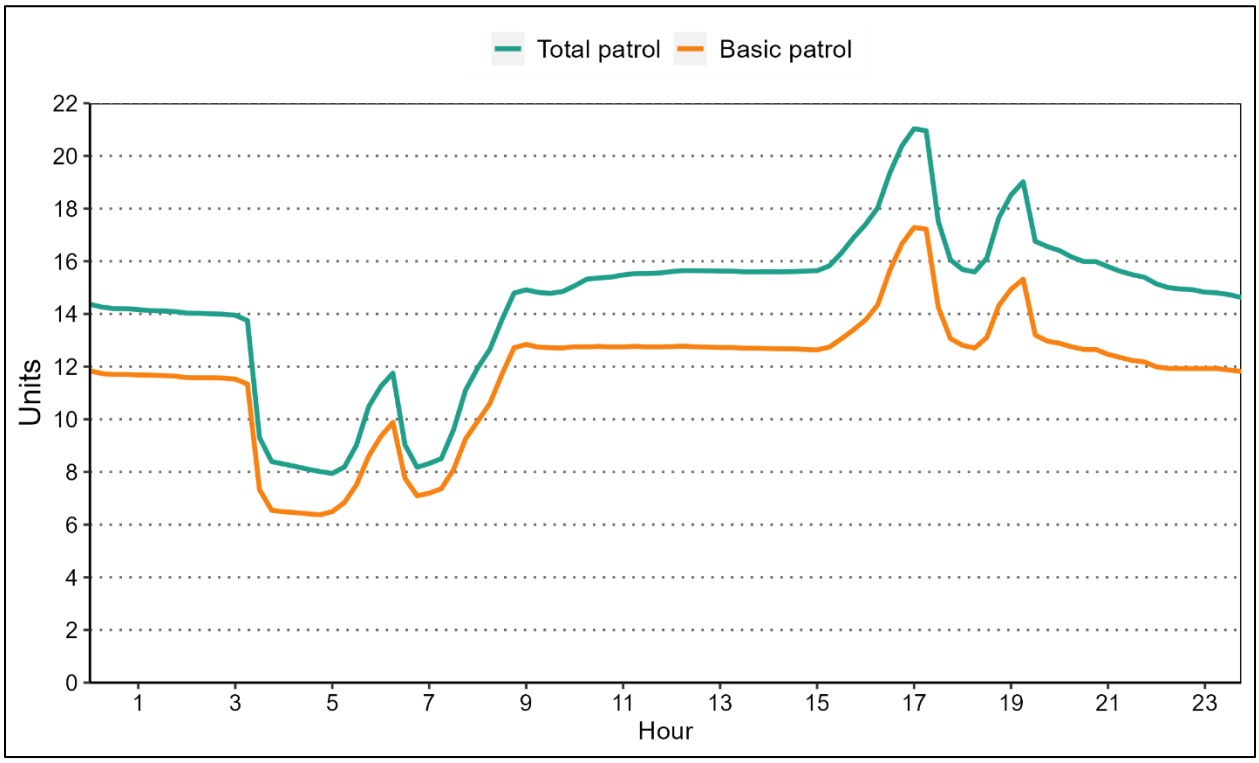
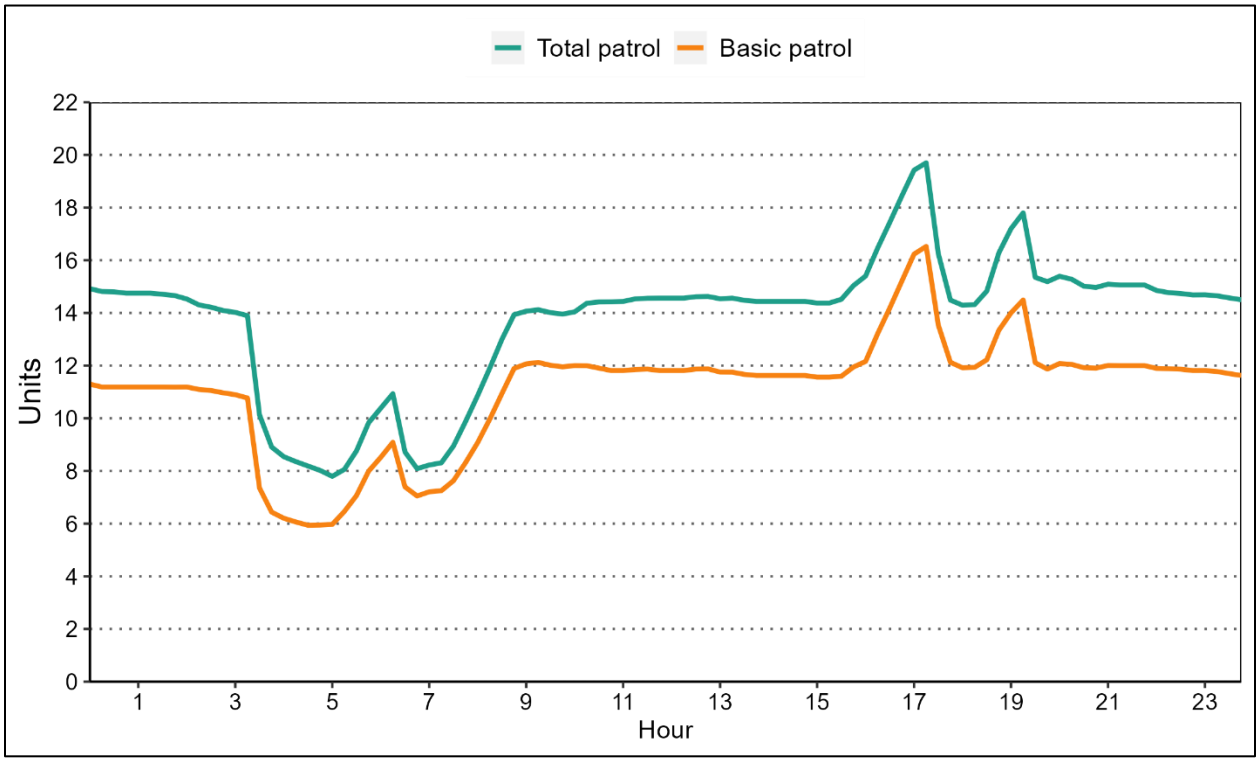


FIGURE 10-18: Deployed Officers, Weekends, Summer 2024



Observations:

- For Winter (January 4 through February 28, 2024):
  - The average deployment was 14.0 units per hour during the week and 13.9 units per hour on the weekend.
  - Average deployment varied from 6.8 to 20.9 units per hour on weekdays and 7.0 to 20.6 units per hour on weekends.
- For Summer (July 7 through August 31, 2024):
  - The average deployment was 14.4 units per hour during the week and 13.7 units per hour on the weekend.
  - Average deployment varied from 7.9 to 21.0 units per hour on weekdays and 7.8 to 19.7 units per hour on weekends.

FIGURE 10-19: Deployment and All Workload, Weekdays, Winter 2024

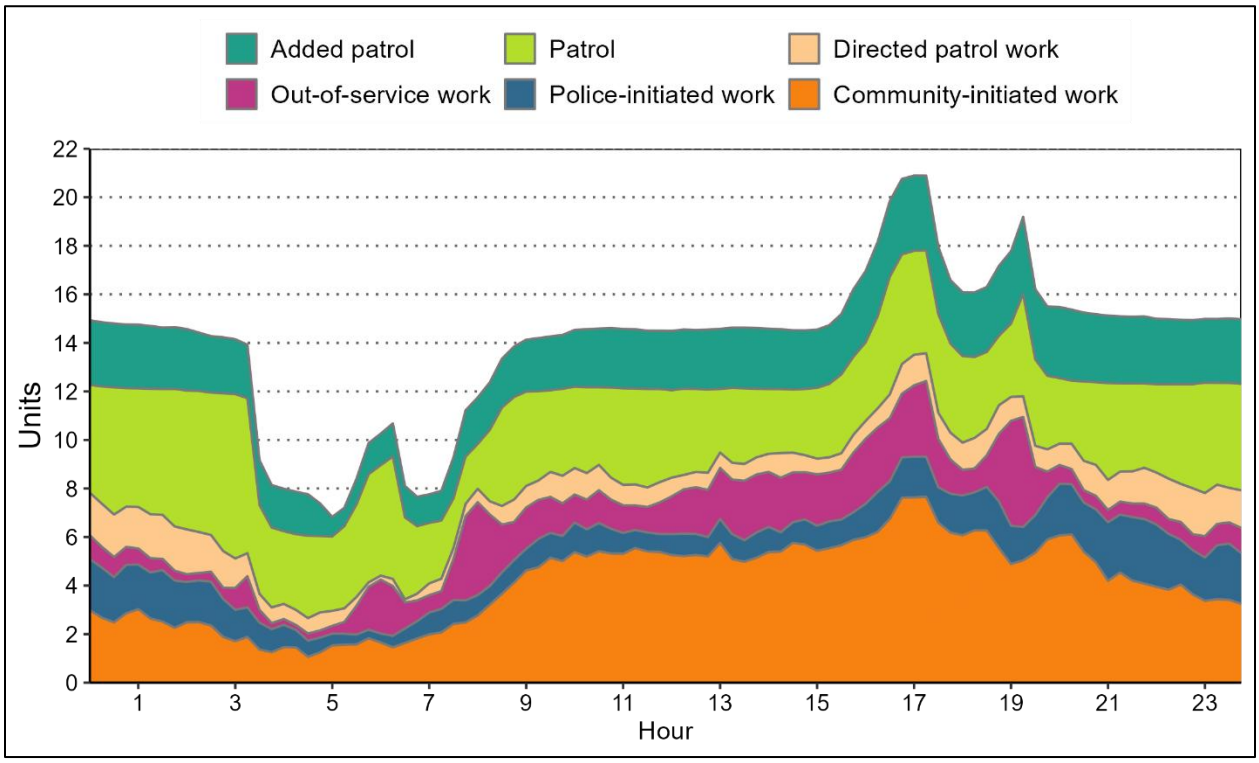


FIGURE 10-20: Deployment and All Workload, Weekends, Winter 2024

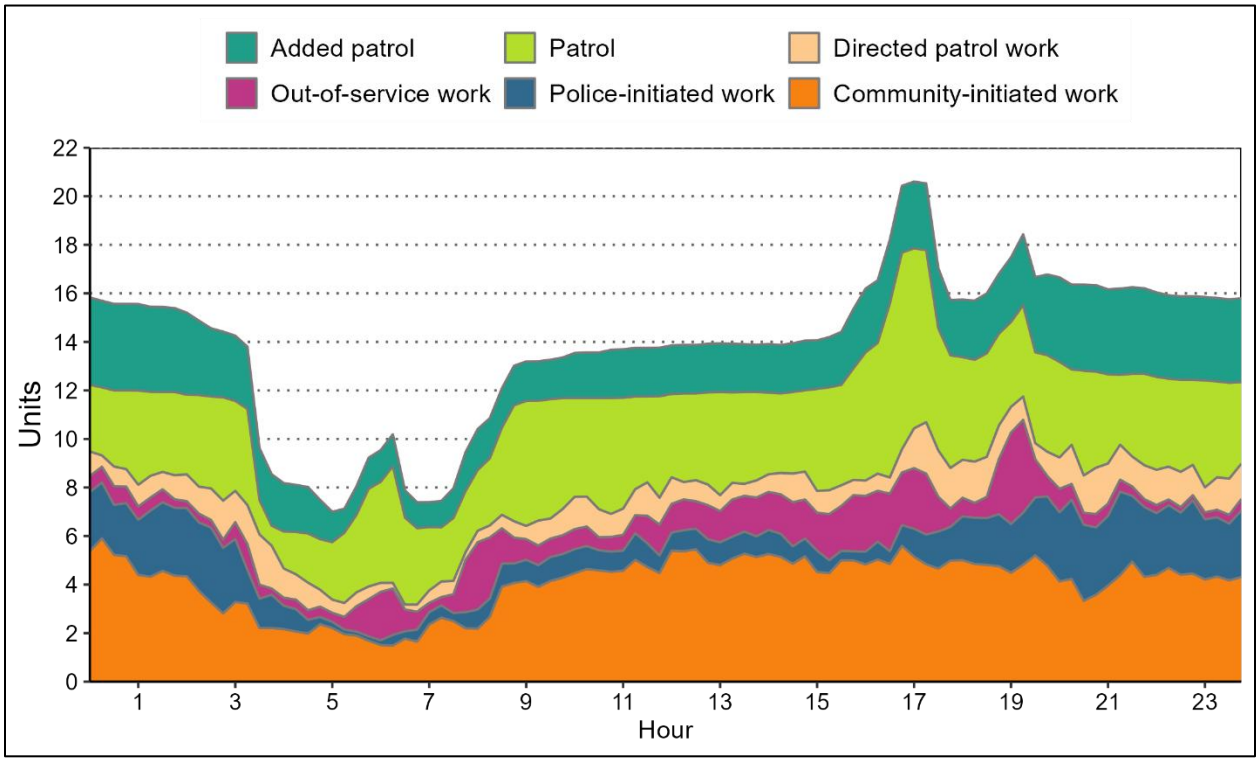


FIGURE 10-21: Deployment and All Workload, Weekdays, Summer 2024

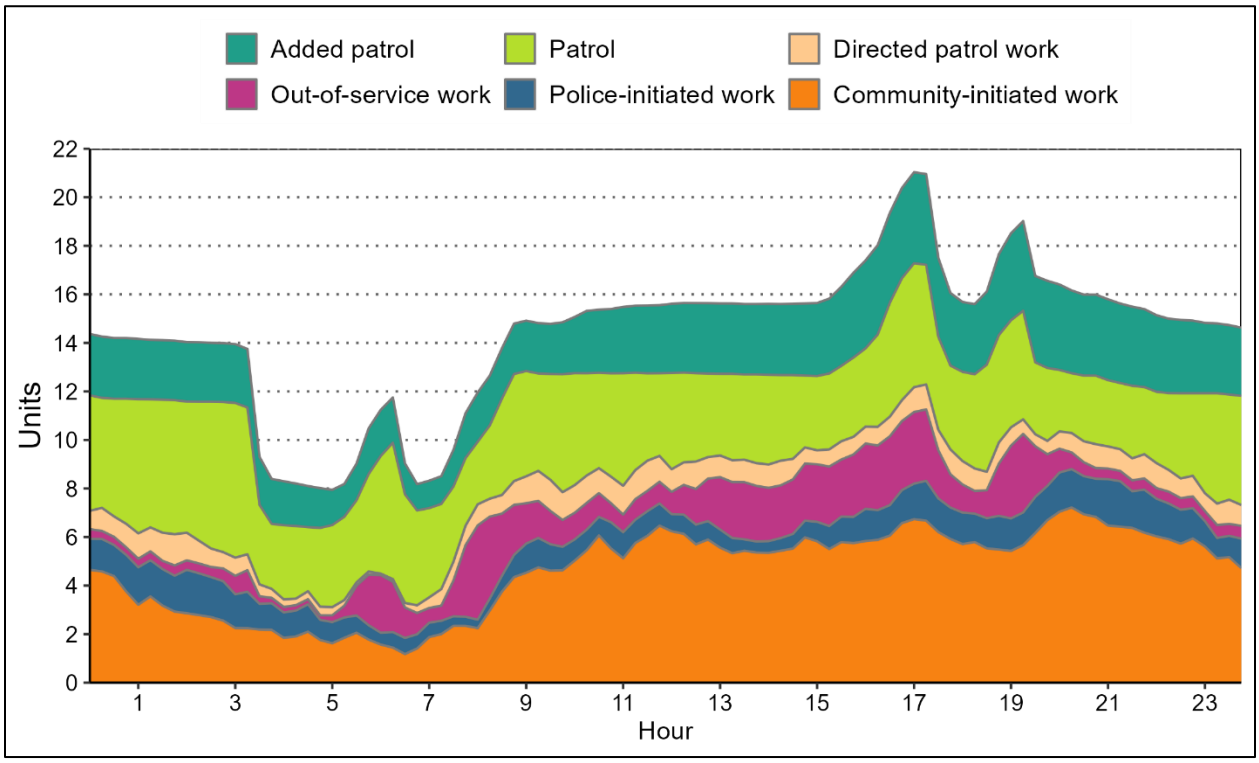
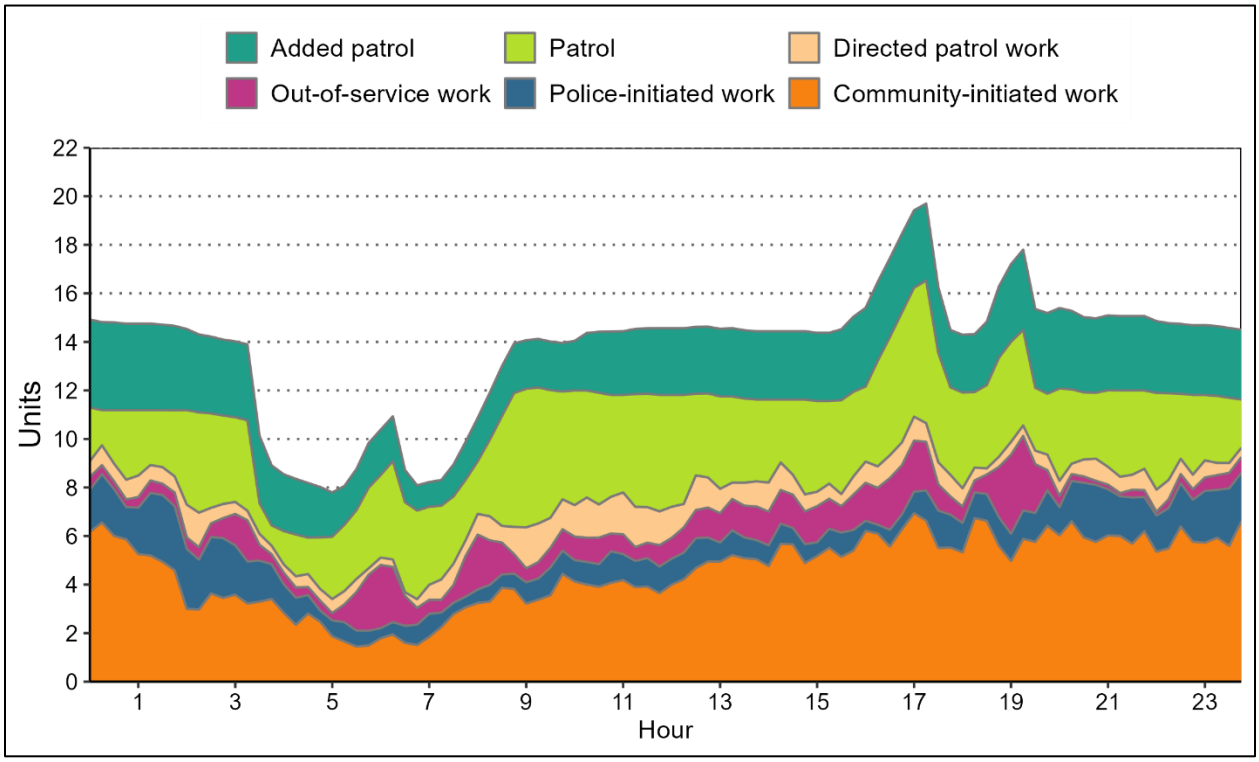


FIGURE 10-22: Deployment and All Workload, Weekends, Summer 2024



Note: Figures 10-19 to 10-22 show deployment along with all workloads from community-initiated calls and police-initiated calls, directed patrol work, and out-of-service work.

Observations:

Winter:

- Community-initiated work:
  - Average community-initiated workload was 4.1 units per hour during the week and 4.1 units per hour on weekends.
  - This was approximately 29 percent of hourly deployment during the week and 29 percent of hourly deployment on weekends.
- All work:
  - Average workload was 7.9 units per hour during the week and 7.6 units per hour on weekends.
  - This was approximately 56 percent of hourly deployment during the week and 55 percent of hourly deployment on weekends.

Summer:

- Community-initiated work:
  - Average community-initiated workload was 4.6 units per hour during the week and 4.6 units per hour on weekends.
  - This was approximately 32 percent of hourly deployment during the week and 33 percent of hourly deployment on weekends.
- All work:
  - Average workload was 7.8 units per hour during the week and 7.6 units per hour on weekends.
  - This was approximately 54 percent of hourly deployment during the week and 55 percent of hourly deployment on weekends.

FIGURE 10-23: Percentage of Workload, Weekdays, Winter 2024

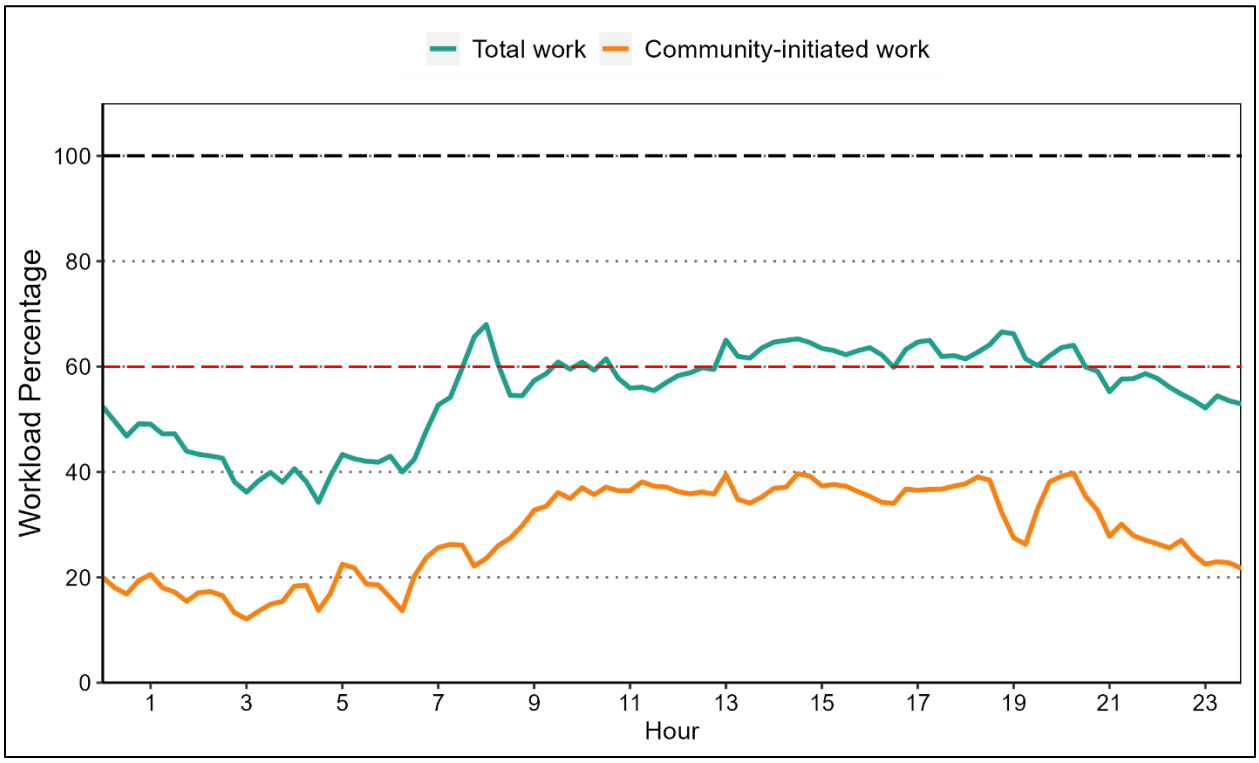


FIGURE 10-24: Percentage of Workload, Weekends, Winter 2024

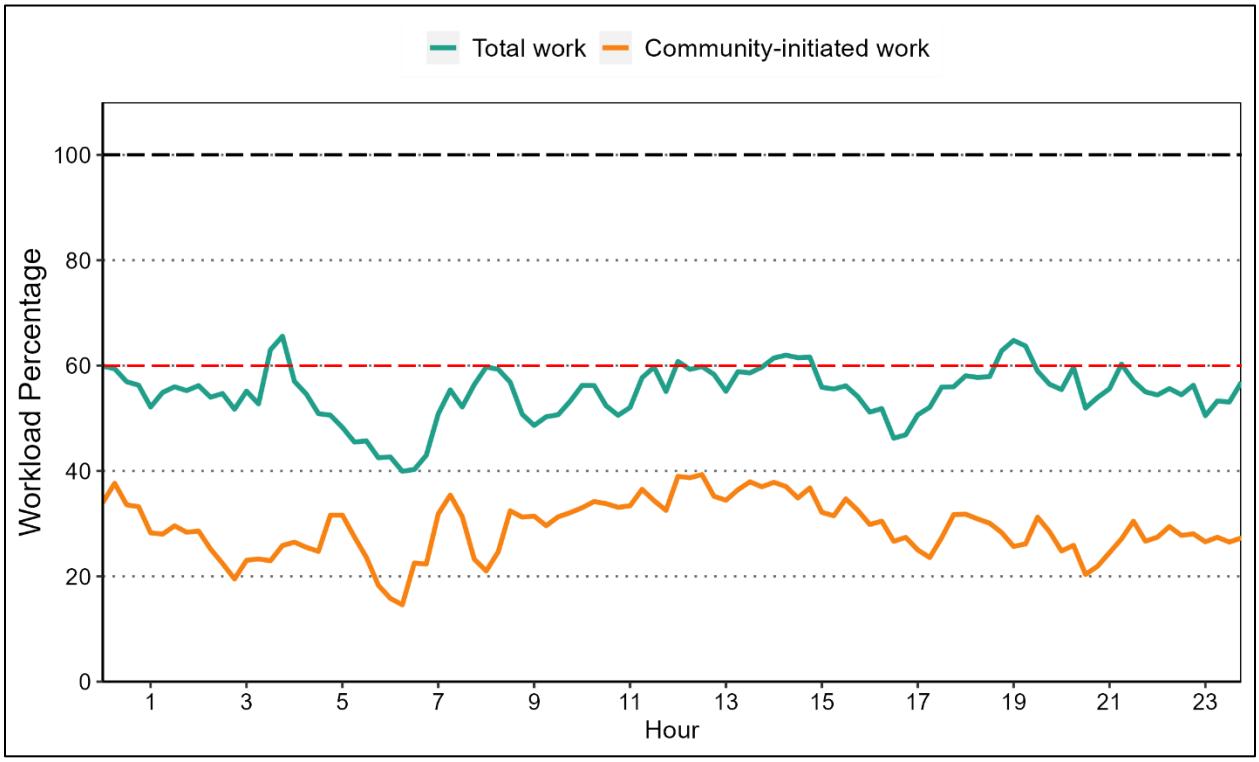


FIGURE 10-25: Percentage of Workload, Weekdays, Summer 2024

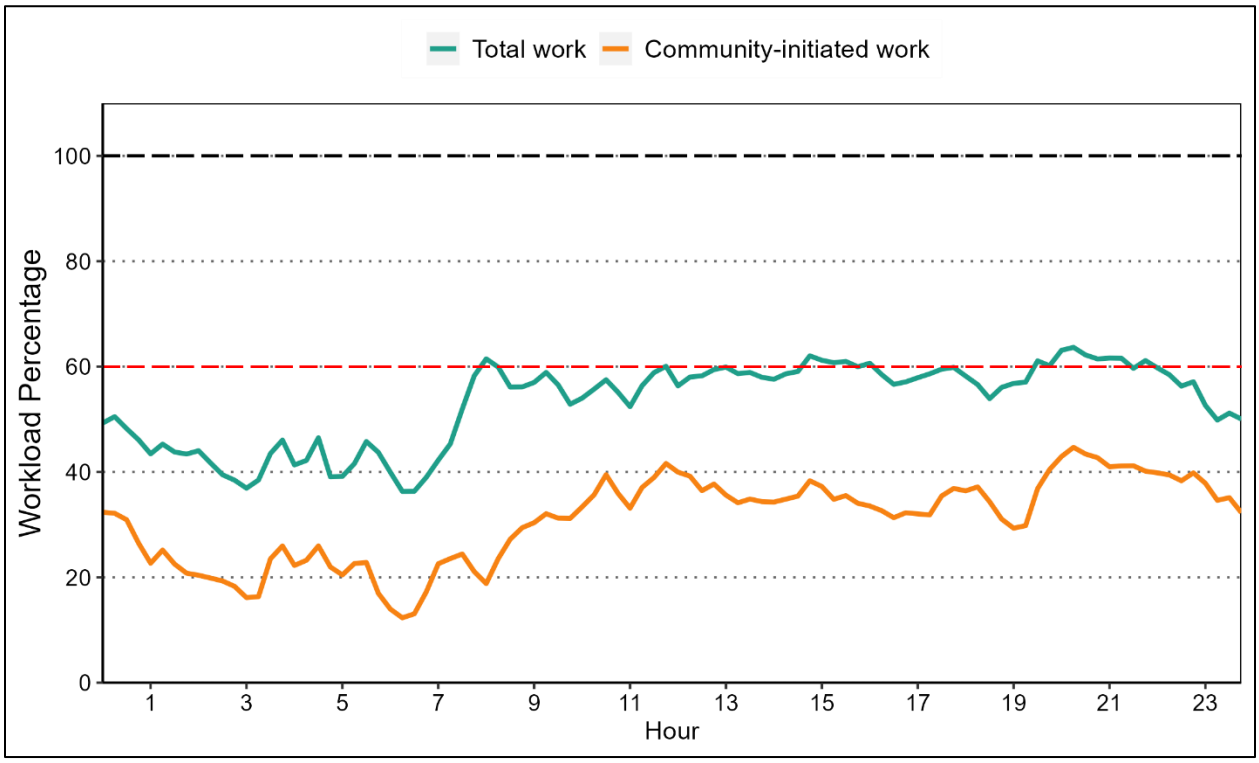
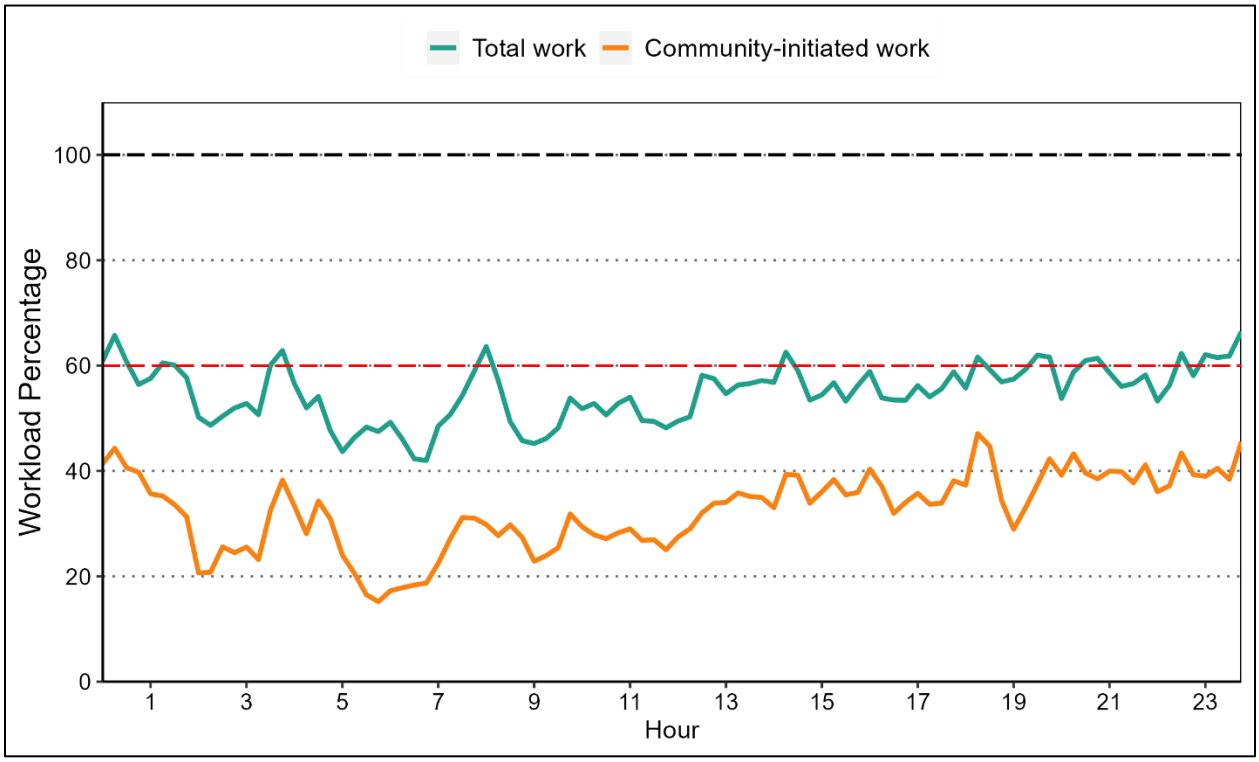


FIGURE 10-26: Percentage of Workload, Weekends, Summer 2024



Observations:

Winter:

- Community-initiated work:
  - During the week, the workload reached a maximum of 40 percent of deployment between 1:00 p.m. and 1:15 p.m., between 2:30 p.m. and 2:45 p.m., and between 8:15 p.m. and 8:30 p.m.
  - On weekends, the workload reached a maximum of 39 percent of deployment between 12:00 p.m. and 12:30 p.m.
- All work:
  - During the week, the workload reached a maximum of 68 percent of deployment between 8:00 a.m. and 8:15 a.m.
  - On weekends, the workload reached a maximum of 66 percent of deployment between 3:45 a.m. and 4:00 a.m.

Summer:

- Community-initiated work:
  - During the week, the workload reached a maximum of 45 percent of deployment between 8:15 p.m. and 8:30 p.m.
  - On weekends, the workload reached a maximum of 47 percent of deployment between 6:15 p.m. and 6:30 p.m.
- All work:
  - During the week, the workload reached a maximum of 64 percent of deployment between 8:15 p.m. and 8:30 p.m.
  - On weekends, the workload reached a maximum of 66 percent of deployment between 12:15 a.m. and 12:30 a.m. and between 11:45 p.m. and 12:00 a.m.

RESPONSE TIMES

We analyzed the response times to various types of calls, separating the duration into dispatch processing and travel time, to determine whether response times varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on scene. This is further divided into dispatch processing and travel time. Dispatch processing is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on scene.

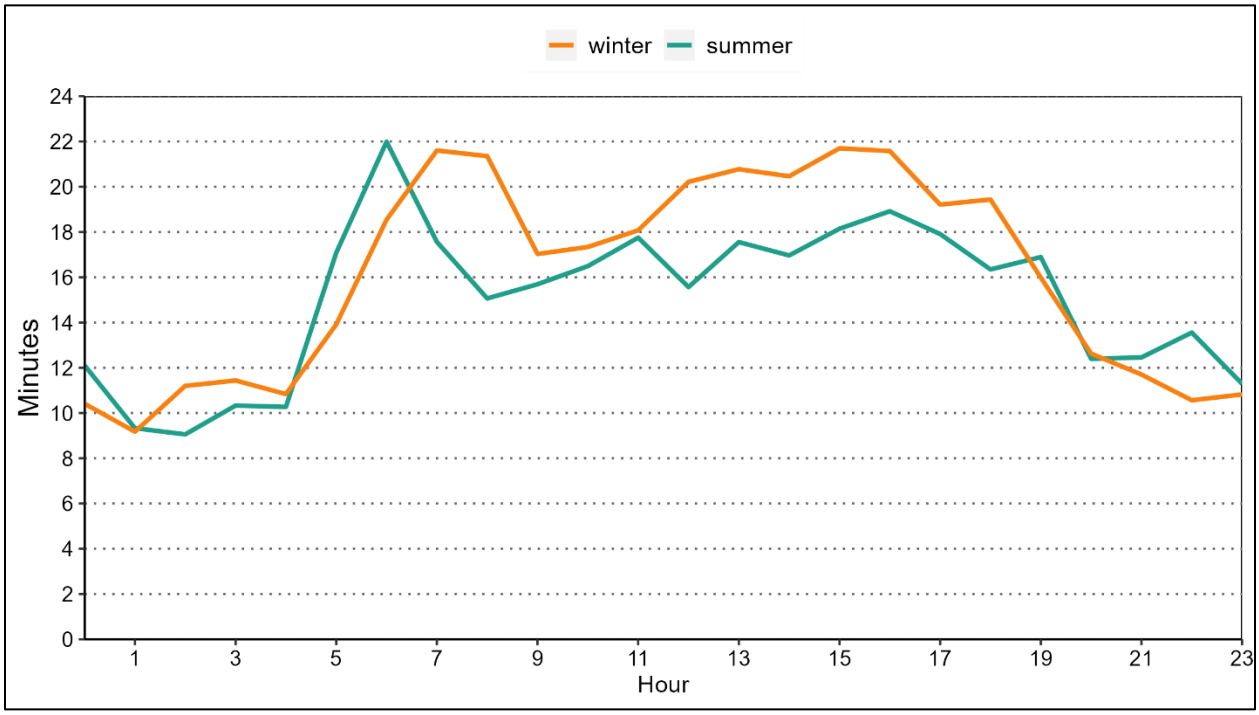
We begin the discussion with statistics that include all calls combined. We started with 8,890 calls in winter and 8,696 calls in summer. We limited our analysis to community-initiated calls, which amounted to 5,530 calls in the winter and 5,496 calls in the summer. In addition, we removed the calls lacking a recorded arriving unit, calls at headquarters, and calls outside Fort Pierce. We were left with 4,714 calls in winter and 4,668 calls in summer for our analysis. For the entire year, we began with 55,620 calls and limited our analysis to 35,425 community-initiated calls. With similar exclusions, we were left with 30,104 calls.

Our initial analysis does not distinguish calls based on priority; instead, it examines the difference in response to all calls by time of day and compares winter and summer periods. We then present a brief analysis of response time for high-priority calls alone.

All Calls

This section looks at all calls without considering their priorities. In addition to examining the differences in response times by both time of day and season (winter vs. summer), we show differences in response times by category.

FIGURE 10-27: Average Response Time and Dispatch Processing, by Hour of Day, Winter and Summer 2024



Observations:

- Average response times varied significantly by the hour of the day.
- In winter, the longest response times were between 3:00 p.m. and 4:00 p.m., with an average of 21.7 minutes.
- In winter, the shortest response times were between 1:00 a.m. and 2:00 a.m., with an average of 9.2 minutes.
- In summer, the longest response times were between 6:00 a.m. and 7:00 a.m., with an average of 22.0 minutes.
- In summer, the shortest response times were between 2:00 a.m. and 3:00 a.m., with an average of 9.1 minutes.

FIGURE 10-28: Average Response Time by Category, Winter 2024

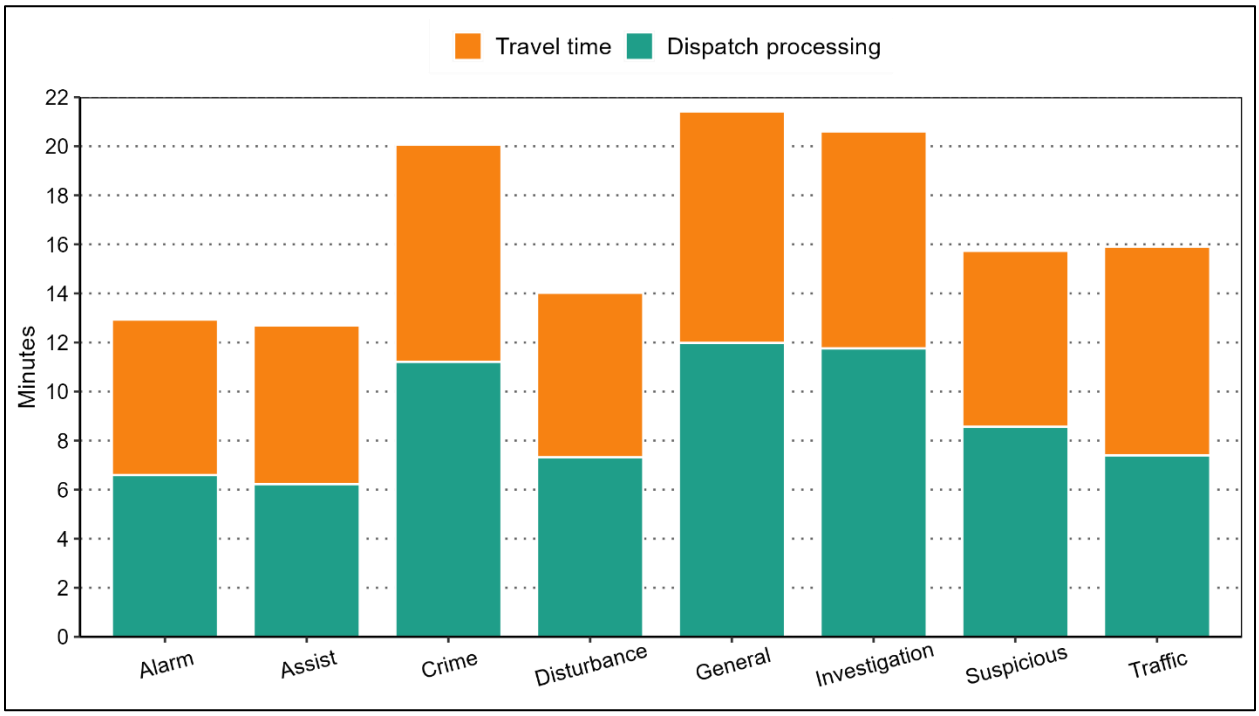


FIGURE 10-29: Average Response Time by Category, Summer 2024

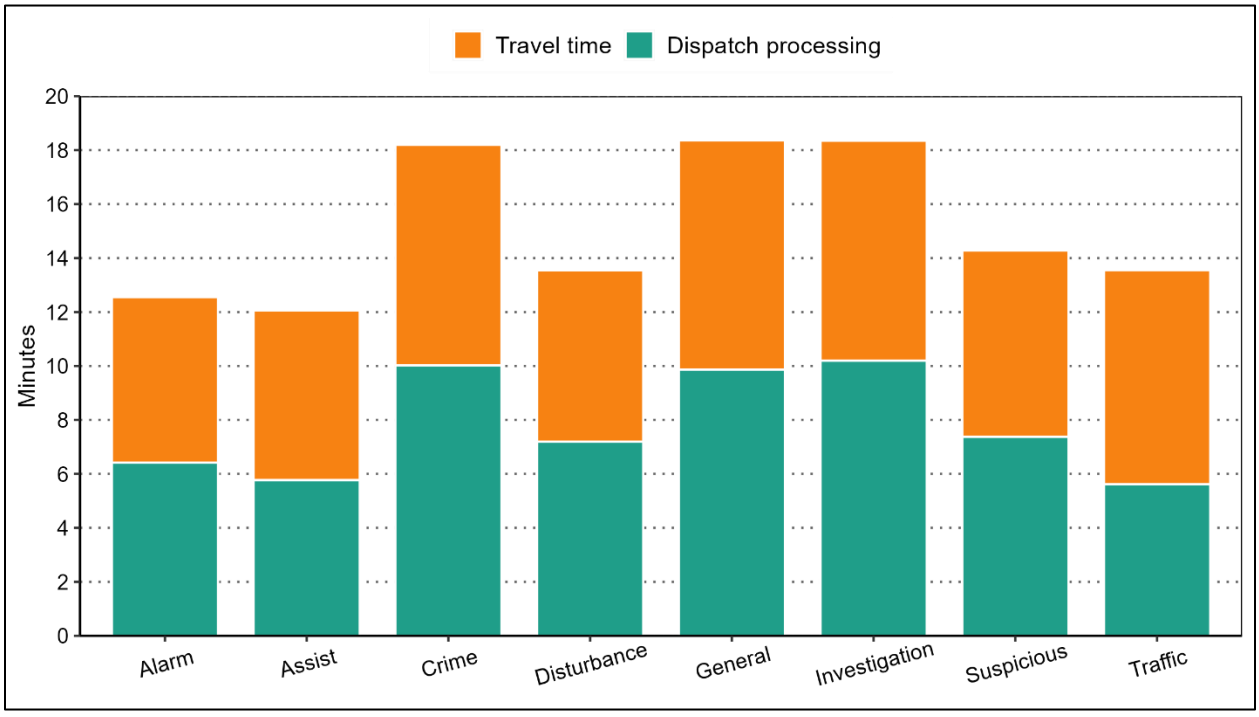


TABLE 10-16: Average Response Time Components, by Category

Category	Winter				Summer			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	6.9	8.7	15.6	446	5.2	8.2	13.4	409
Alarm	6.6	6.3	12.9	214	6.4	6.1	12.6	284
Animal	17.2	11.1	28.3	89	12.8	9.4	22.2	61
Assist citizen	9.2	8.1	17.3	110	8.1	7.2	15.3	122
Assist other agency	3.4	4.9	8.2	113	3.4	5.4	8.8	122
Civil problem	14.7	8.1	22.8	111	12.1	8.5	20.6	103
Crime against persons	7.7	6.4	14.0	164	7.7	6.5	14.1	188
Crime against property	13.1	10.1	23.2	556	11.1	8.9	20.0	594
Crime against society	5.7	5.0	10.7	80	5.7	5.7	11.4	43
Disturbance	7.3	6.7	14.0	1,307	7.2	6.3	13.5	1,212
Investigation	11.8	8.9	20.6	493	10.2	8.2	18.4	529
Juvenile	14.2	10.2	24.4	192	12.0	8.9	20.9	139
Mental health	6.8	6.9	13.7	112	5.4	6.1	11.4	109
Miscellaneous	9.5	9.7	19.1	187	9.0	8.9	17.9	190
Suspicious incident	8.6	7.2	15.7	359	7.4	6.9	14.3	337
Traffic enforcement	9.8	7.7	17.5	94	6.9	7.0	13.9	127
Warrant/arrest	10.4	10.5	20.9	87	9.3	9.4	18.6	99
Total Average	**9.2**	**8.0**	**17.2**	**4,714**	**8.1**	**7.4**	**15.6**	**4,668**

Note: The total average is weighted according to the number of calls per category.

Observations:

- In winter, the average response time was as short as 13 minutes (for assists) and as long as 21 minutes (for general noncriminal calls).
- In summer, the average response time was as short as 12 minutes (for assists) and as long as 18 minutes (for general noncriminal calls and investigations).
- The average response time for crime was 20 minutes in winter and 18 minutes in summer.

TABLE 10-17: 90th Percentiles for Response Time Components, by Category

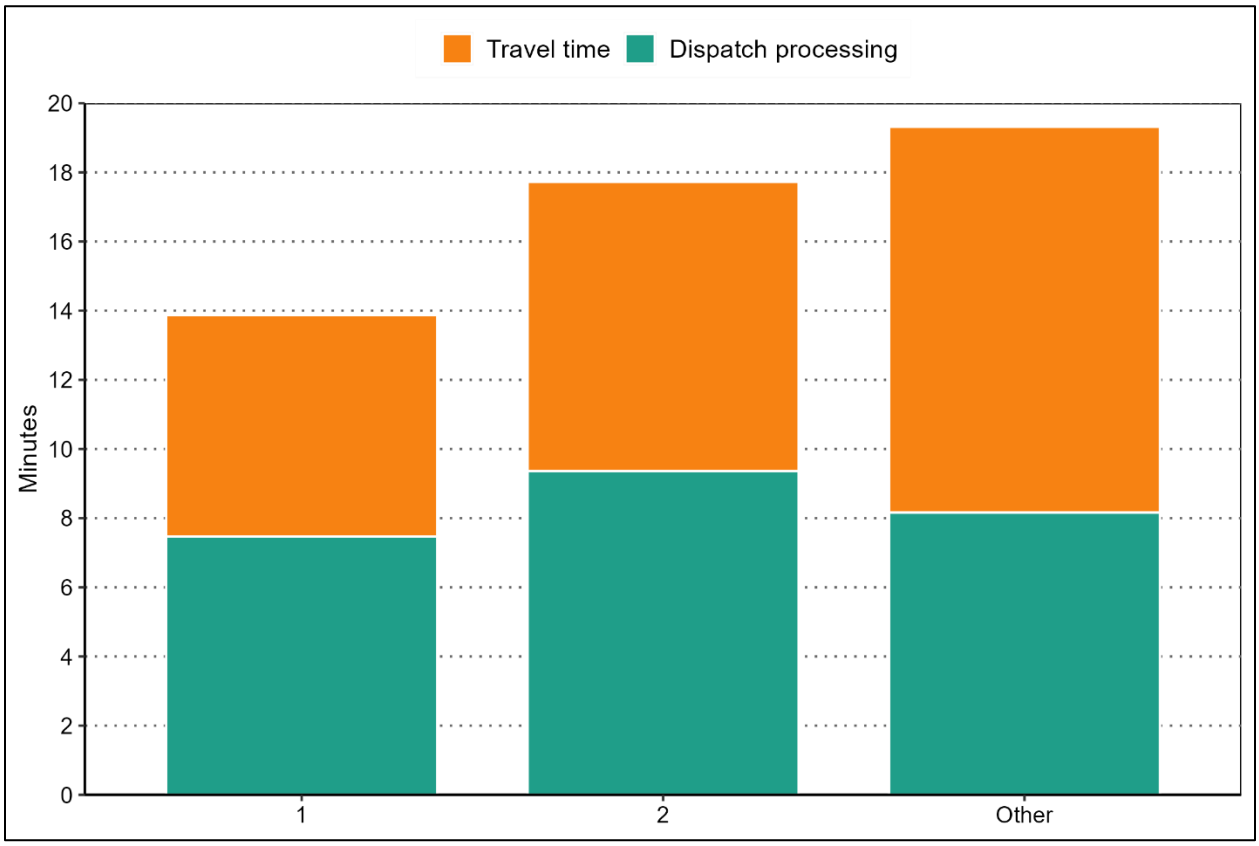
Category	Minutes in Winter			Minutes in Summer		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	17.5	18.2	36.3	12.0	17.6	27.4
Alarm	14.4	11.8	26.1	14.2	11.5	23.2
Animal	67.5	23.1	79.1	32.1	17.4	44.2
Assist citizen	19.5	16.4	35.2	18.9	13.7	28.8
Assist other agency	6.9	9.7	16.2	7.1	10.1	15.9
Civil problem	36.3	15.5	48.5	32.6	14.8	40.9
Crime against persons	24.5	13.8	33.3	25.1	13.6	35.2
Crime against property	46.6	23.4	65.3	31.3	19.3	49.4
Crime against society	14.6	10.9	25.8	10.6	10.5	25.4
Disturbance	17.1	13.4	28.0	16.7	11.6	25.9
Investigation	31.5	17.8	45.0	23.8	16.5	37.7
Juvenile	45.8	19.8	62.0	33.6	16.9	46.8
Mental health	16.9	12.6	26.8	11.0	10.9	20.8
Miscellaneous	27.9	26.1	48.7	23.4	23.5	49.3
Suspicious incident	21.0	13.9	30.5	16.1	13.0	27.9
Traffic enforcement	26.6	17.3	36.6	15.1	14.4	26.2
Warrant/arrest	27.9	20.8	42.1	24.6	19.0	40.8
Total Average	**25.0**	**16.6**	**39.0**	**20.6**	**14.8**	**32.8**

Note: A 90th percentile value of 39.0 minutes means that 90 percent of all calls are responded to in fewer than 39.0 minutes. For this reason, the columns for dispatch processing and travel time may not be equal to the total response time.

Observations:

- In winter, the 90th percentile value for response time was as short as 26 minutes (for alarms) and as long as 58 minutes (for crimes).
- In summer, the 90th percentile value for response time was as short as 23 minutes (for alarms) and as long as 44 minutes (for crimes).

FIGURE 10-30: Average Response Time Components, by District



Note: The "other" category includes calls within Fort Pierce but in miscellaneous beats (e.g., Z07, Z06, Z05), and calls with missing beat information.

TABLE 10-18: Average Response Time Components, by Beat

District	Beat	Minutes			Calls
		Dispatch	Travel	Response	
1	F110	7.4	6.1	13.5	3,980
	F120	7.6	6.0	13.6	2,586
	F130	7.9	6.0	13.8	2,652
	F140	6.7	7.8	14.5	1,919
	F150	7.9	8.4	16.4	395
	Subtotal	**7.5**	**6.4**	**13.9**	**11,532**
2	F210	9.4	9.3	18.7	3,722
	F220	9.8	8.2	17.9	3,475
	F230	8.3	6.6	14.8	4,289
	F240	9.6	9.0	18.6	2,158
	F250	10.0	9.1	19.1	4,680
	Subtotal	**9.4**	**8.4**	**17.7**	**18,324**
Other	Miscellaneous	8.1	11.4	19.5	234
	Unknown	9.4	6.6	16.0	14
	Subtotal	**8.2**	**11.2**	**19.3**	**248**
Total		**8.6**	**7.6**	**16.3**	**30,104**

Observations:

- District 1 had a shorter average dispatch time of 7.5 minutes.
- District 1 had a shorter average response time of 13.9 minutes.

High-Priority Calls

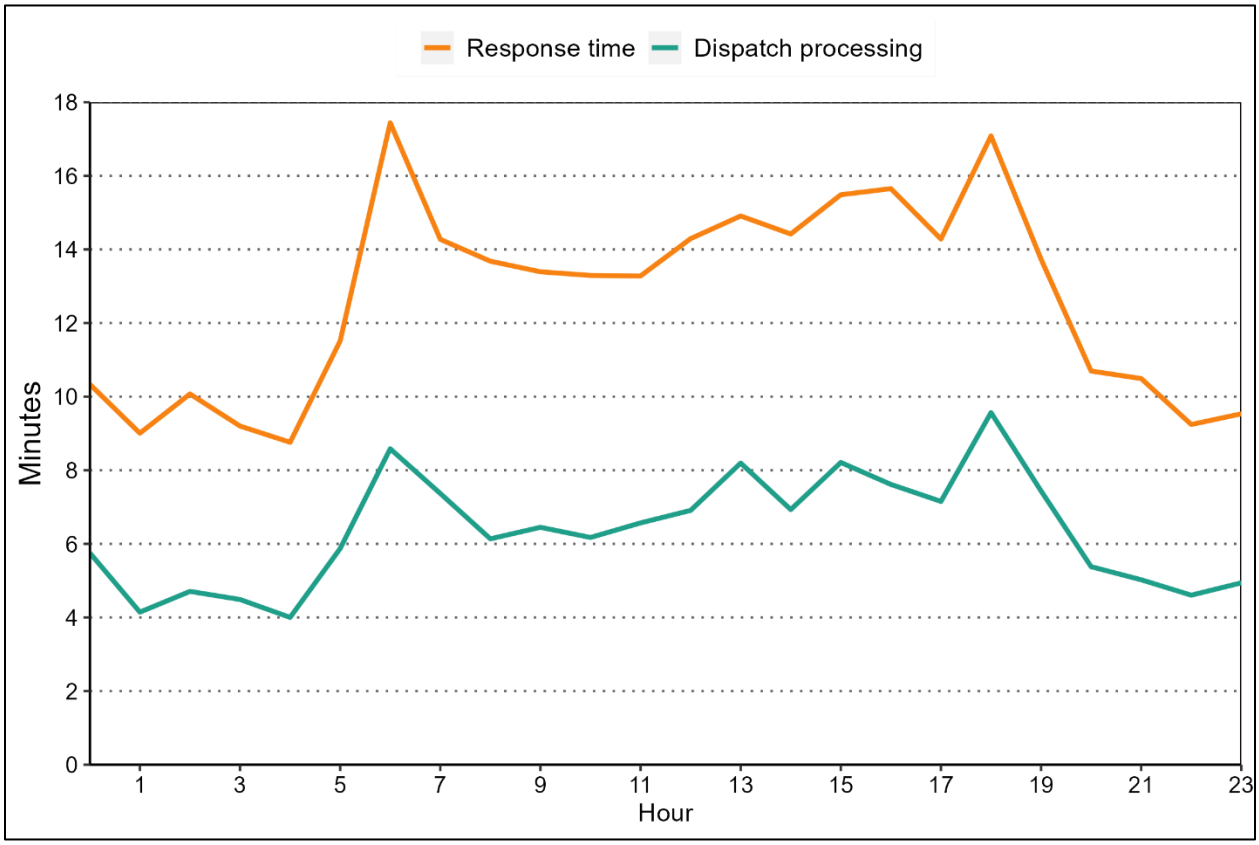
The department assigned priorities to calls with priority "P" as the highest priority. The following table shows average response times by priority. In addition, we identified injury accidents based on the call descriptions, "MOTOR VEHICLE CRASH L4" and "MVC FLIGHT CRITERIA," to see if these provided an alternate measure for emergency calls.

TABLE 10-19: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	90th Percentile Response Time, Minutes
	Dispatch	Travel	Response		
P	6.4	6.3	12.8	4,651	25.2
4	4.3	6.4	10.7	224	19.1
3	4.5	6.0	10.5	122	20.5
2	11.7	9.2	20.9	12,042	49.0
1	6.7	6.7	13.4	13,047	26.7
Unknown	11.0	7.5	18.5	18	35.0
Total	**8.6**	**7.6**	**16.3**	**30,104**	**35.8**
Injury accident	1.6	4.0	5.6	85	10.3

Note: The total average is weighted according to the number of calls within each priority level.

FIGURE 10-31: Average Response Times and Dispatch Processing for High-priority Calls, by Hour



Observations:

- High-priority calls had an average response time of 12.8 minutes, lower than the overall average of 16.3 minutes for all calls.
- The average dispatch processing was 6.5 minutes for high-priority calls, compared to 8.6 minutes overall.
- For high-priority calls, the longest response times were between 6:00 a.m. and 7:00 a.m., with an average of 17.4 minutes.
- For high-priority calls, the shortest response times were between 4:00 a.m. and 6:00 a.m., with an average of 8.8 minutes.
- The average response time for injury accidents was 1.6 minutes, with a dispatch processing of 5.6 minutes.

ROAD PATROL UNITS

In this section, we describe the deployment and workload focusing on road patrol units only, excluding patrol sergeants.

FIGURE 10-32: Deployment and All Workload, Weekdays, Winter 2024, Road Patrol

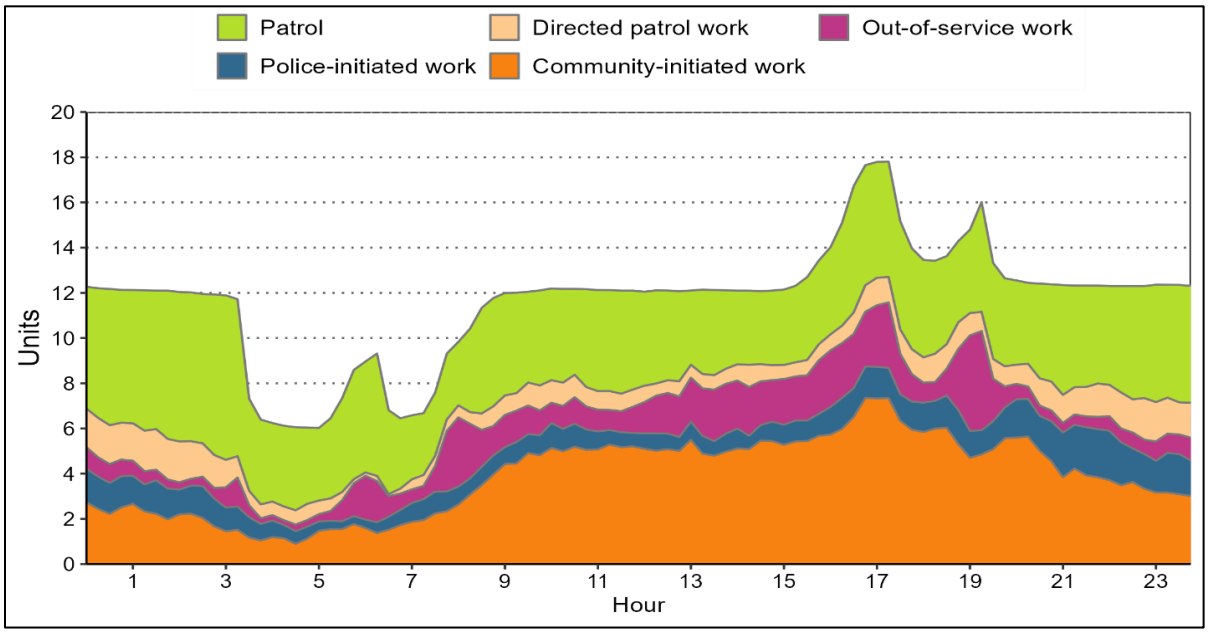


FIGURE 10-33: Deployment and All Workload, Weekends, Winter 2024, Road Patrol

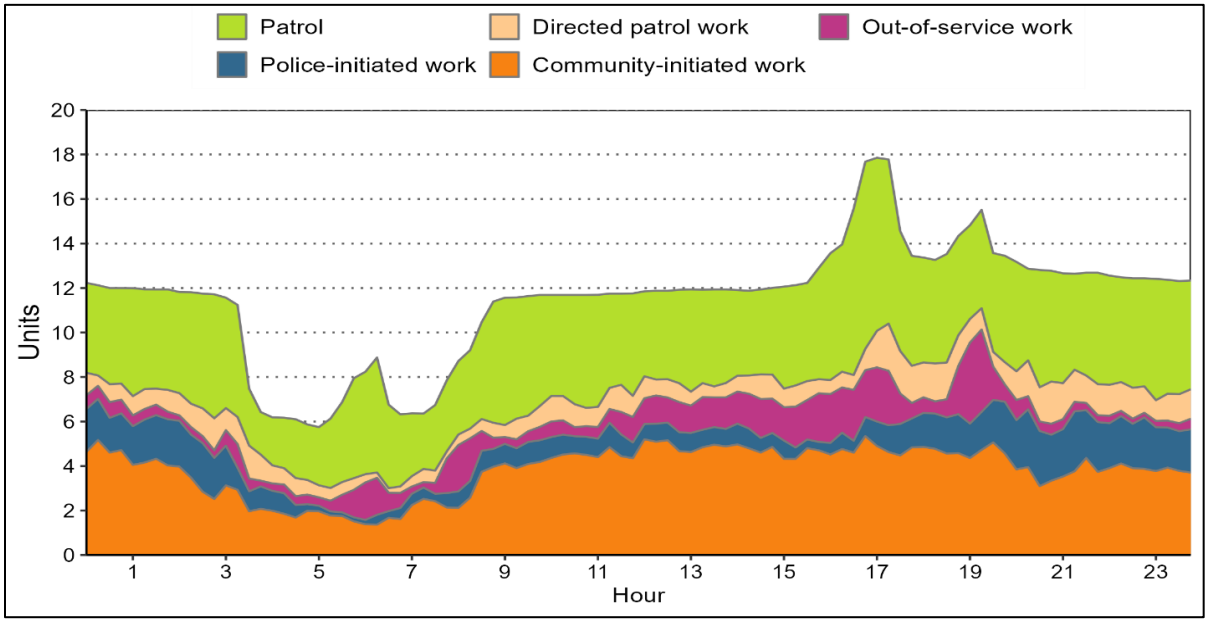


FIGURE 10-34: Deployment and All Workload, Weekdays, Summer 2024, Road Patrol

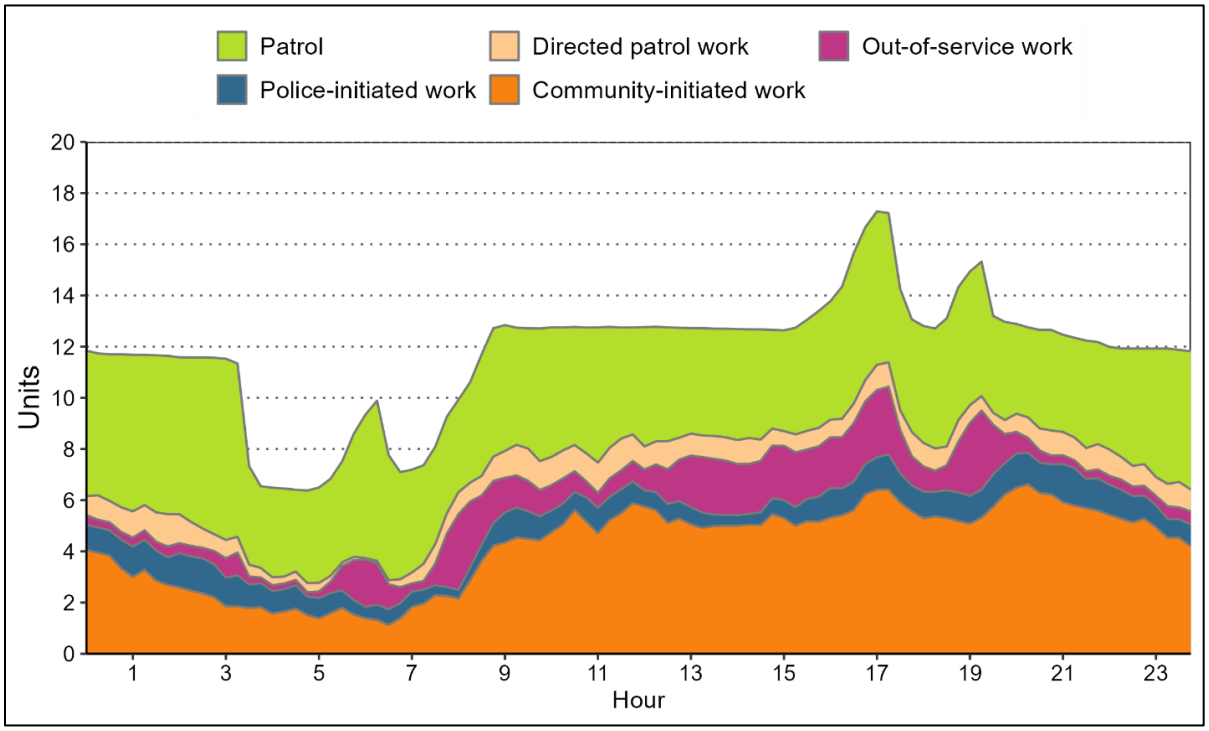
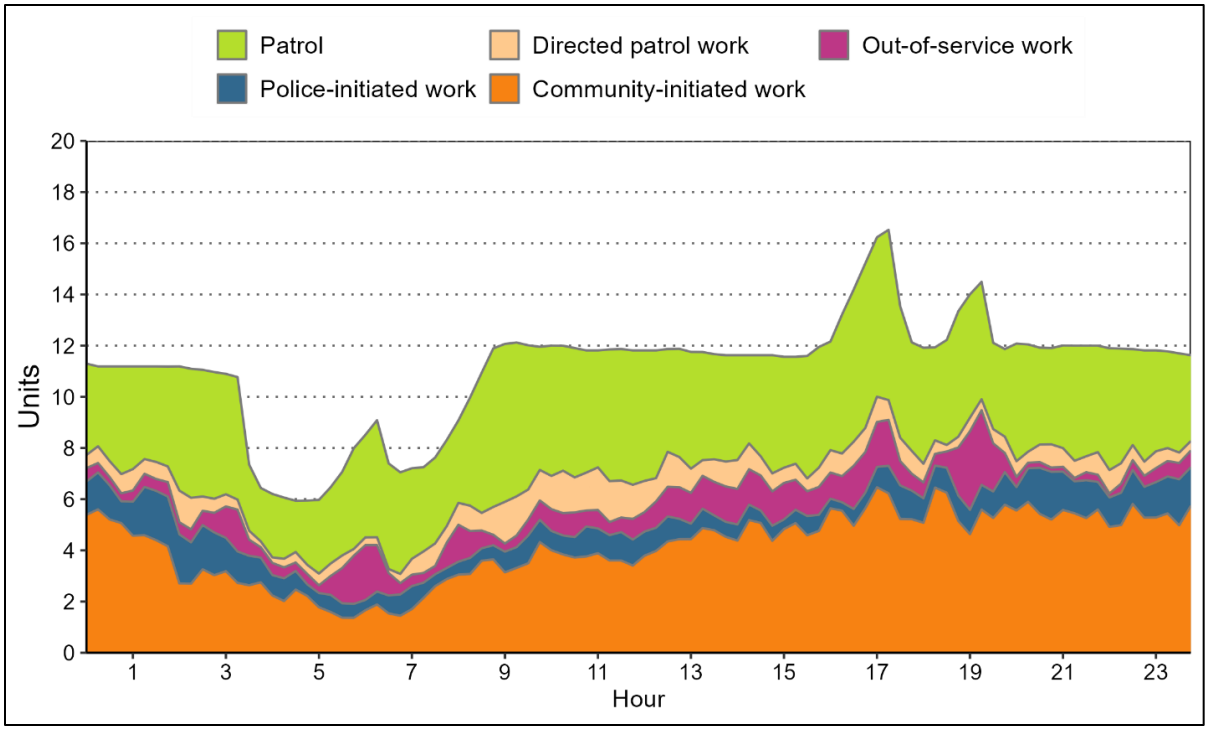


FIGURE 10-35: Deployment and All Workload, Weekends, Summer 2024, Road Patrol



Observations:

Winter:

- Deployment:
  - The average deployment was 11.7 units per hour during the week and 11.4 units per hour on the weekend.
  - Average deployment varied from 6.0 to 17.8 units per hour on weekdays and 5.8 to 17.9 units per hour on weekends.
- Community-initiated work:
  - Average community-initiated workload was 3.9 units per hour during the week and 3.8 units per hour on weekends.
  - This was approximately 33 percent of hourly deployment during the week and 33 percent of hourly deployment on weekends.
- All work:
  - Average workload was 7.2 units per hour during the week and 7.0 units per hour on weekends.
  - This was approximately 62 percent of hourly deployment during the week and 61 percent of hourly deployment on weekends.

Summer:

- Deployment:
  - The average deployment was 11.7 units per hour during the week and 11.1 units per hour on the weekend.
  - Average deployment varied from 6.4 to 17.3 units per hour on weekdays and 5.9 to 16.5 units per hour on weekends.
- Community-initiated work:
  - Average community-initiated workload was 4.2 units per hour during the week and 4.2 units per hour on weekends.
  - This was approximately 36 percent of hourly deployment during the week and 38 percent of hourly deployment on weekends.
- All work:
  - Average workload was 7.0 units per hour during the week and 6.8 units per hour on weekends.
  - This was approximately 60 percent of hourly deployment during the week and 61 percent of hourly deployment on weekends.

FIGURE 10-36: Percentage of Workload, Weekdays, Winter 2024, Road Patrol

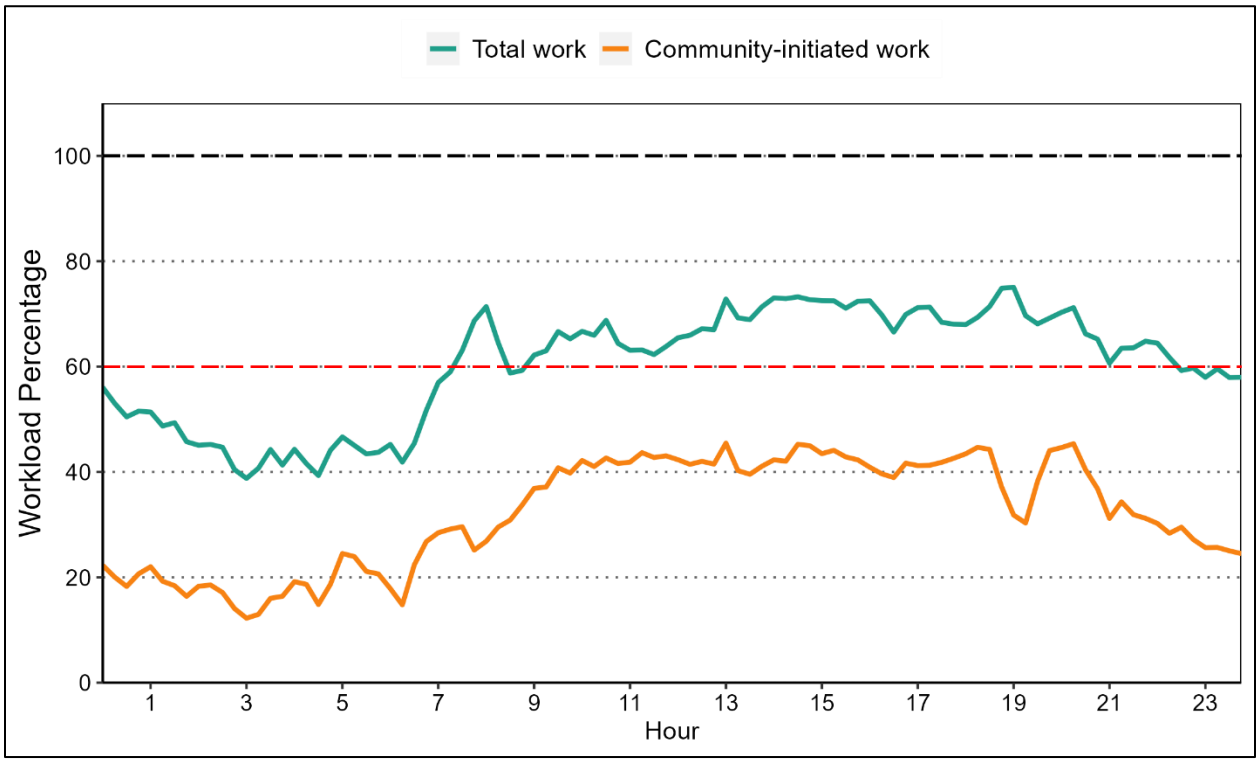


FIGURE 10-37: Percentage of Workload, Weekends, Winter 2024, Road Patrol

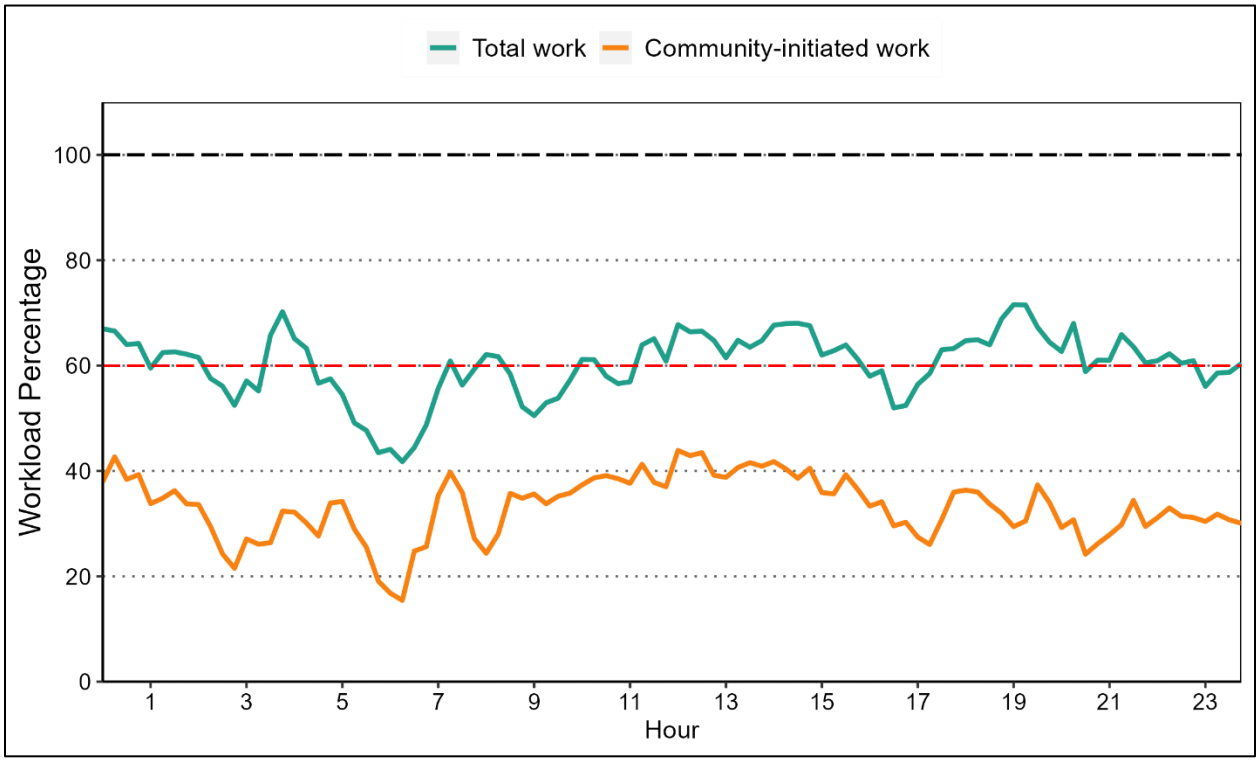


FIGURE 10-38: Percentage of Workload, Weekdays, Summer 2024, Road Patrol

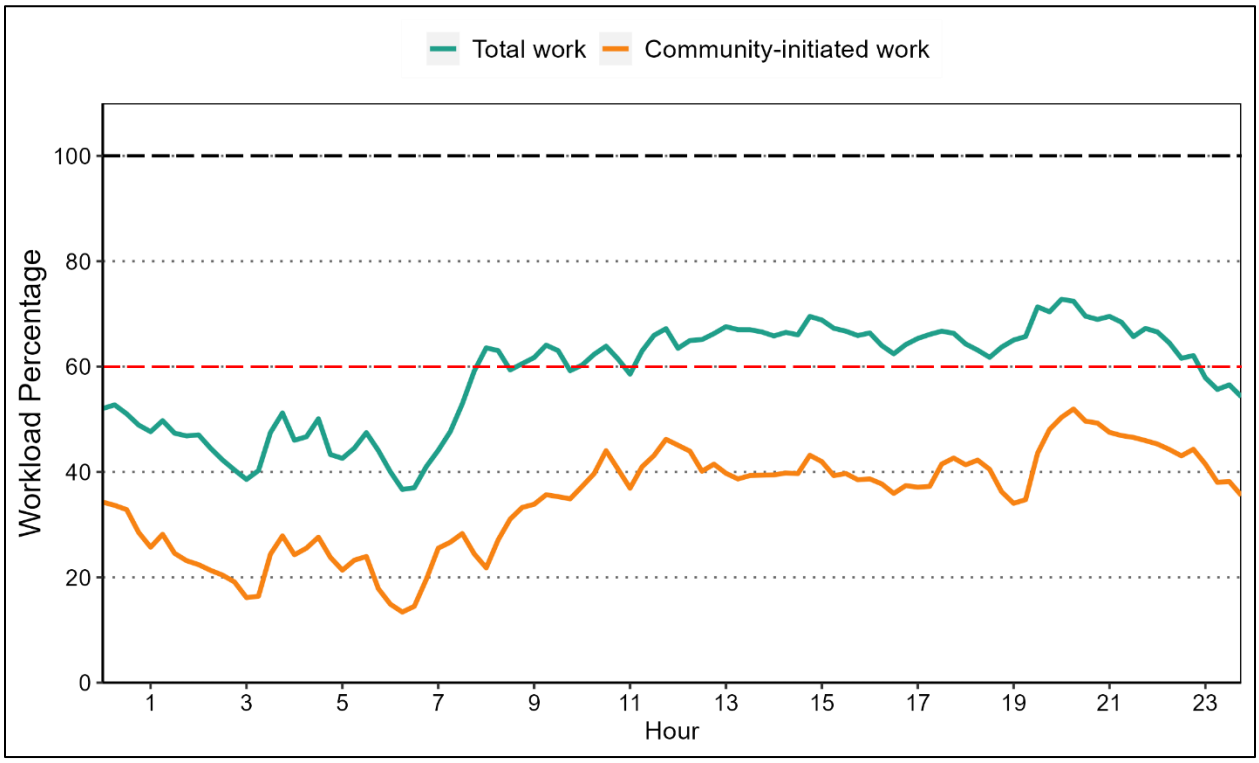
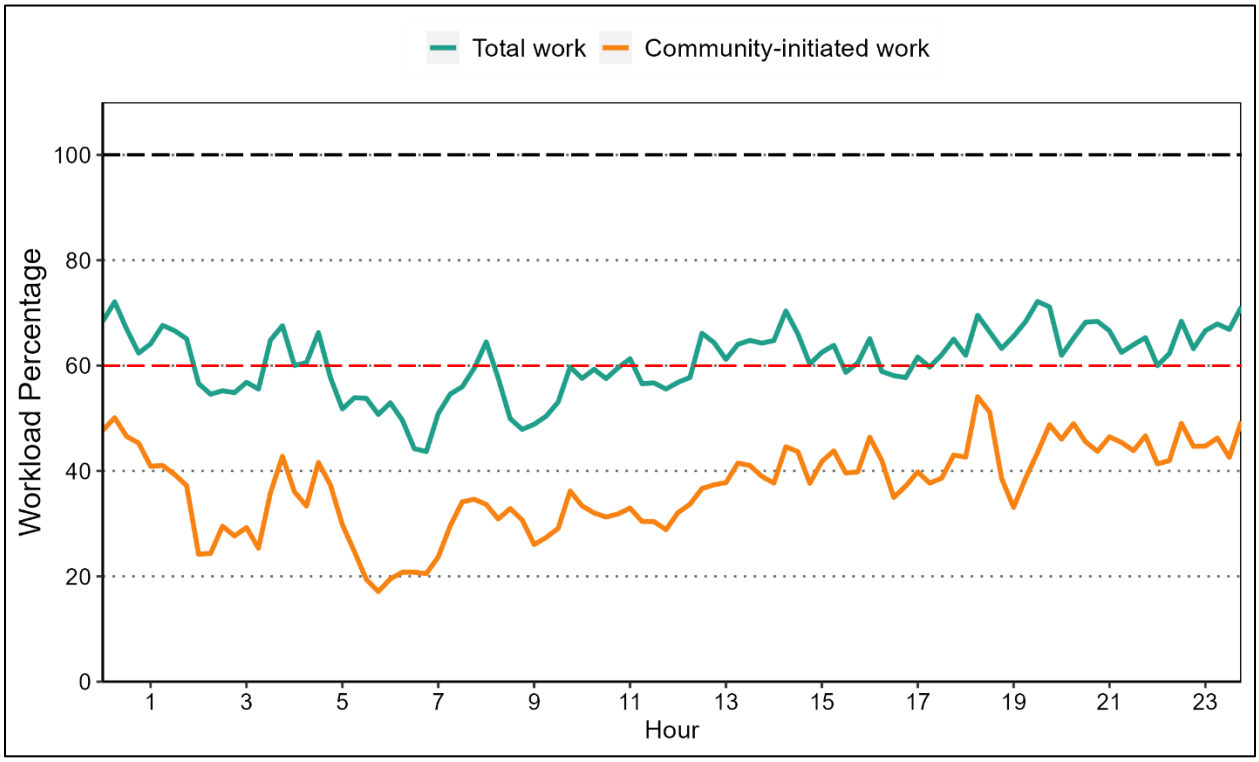


FIGURE 10-39: Percentage of Workload, Weekends, Summer 2024, Road Patrol



Observations:

Winter:

- Community-initiated work:
  - During the week, the workload reached a maximum of 45 percent of deployment between 1:00 p.m. and 1:15 p.m., between 2:30 p.m. and 3:00 p.m., between 6:15 p.m. and 6:30 p.m., and between 8:00 p.m. and 8:30 p.m.
  - On weekends, the workload reached a maximum of 44 percent of deployment between 12:00 p.m. and 12:15 p.m. and between 12:30 p.m. and 12:45 p.m.
- All work:
  - During the week, the workload reached a maximum of 75 percent of deployment between 6:45 p.m. and 7:15 p.m.
  - On weekends, the workload reached a maximum of 72 percent of deployment between 7:00 p.m. and 7:30 p.m.

Summer:

- Community-initiated work:
  - During the week, the workload reached a maximum of 52 percent of deployment between 8:15 p.m. and 8:30 p.m.
  - On weekends, the workload reached a maximum of 54 percent of deployment between 6:15 p.m. and 6:30 p.m.
- All work:
  - During the week, the workload reached a maximum of 73 percent of deployment between 8:00 p.m. and 8:30 p.m.
  - On weekends, the workload reached a maximum of 72 percent of deployment between 12:15 a.m. and 12:30 a.m. and between 7:30 p.m. and 7:45 p.m.

COMMUNITY SERVICE OFFICERS

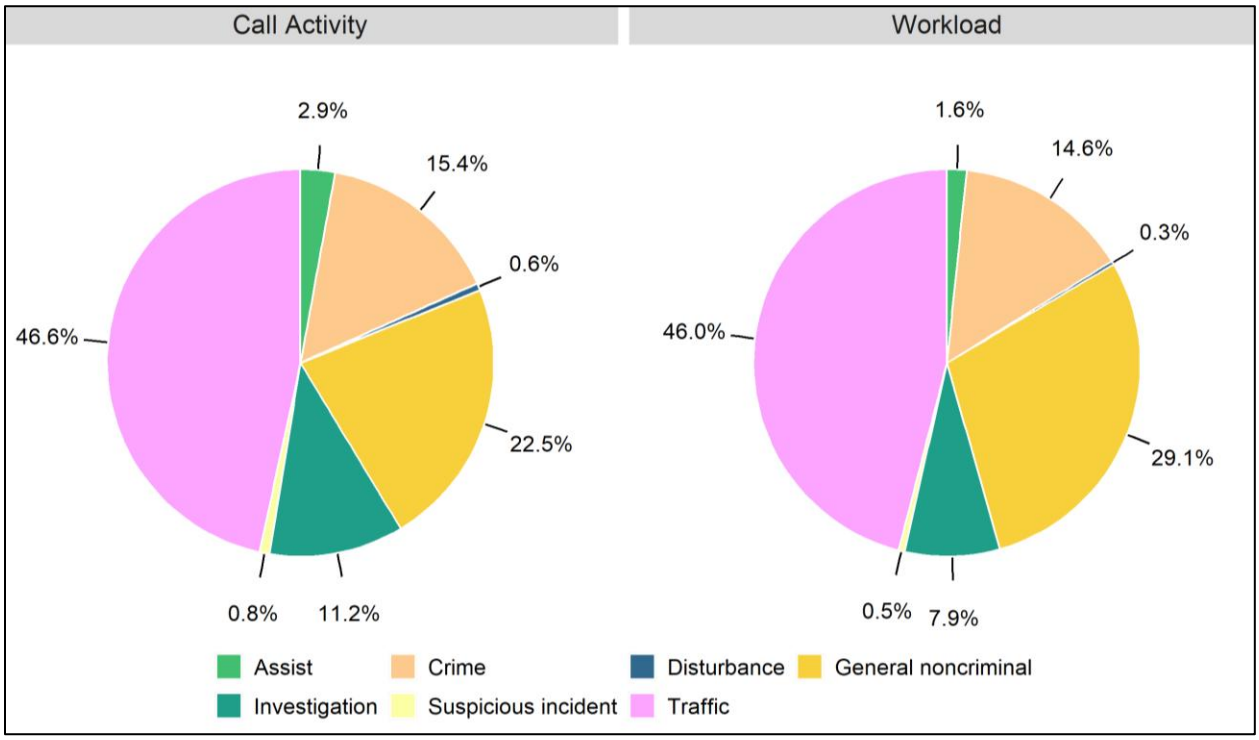
Between October 1, 2023, and September 30, 2024, the dispatch center recorded 892 events that involved CSO units. After excluding zero time on scene events and directed patrol activities, 837 calls were included in the analysis. During this period, the dispatch center also recorded 664 activities assigned to CSO units that were not assigned a call number.

TABLE 10-20: Events, Calls, and Workload by Category, CSO Units

Category	Events	Calls	Work Hours
Accident	333	328	405.2
Alarm	2	2	0.3
Assist citizen	22	20	16.1
Assist other agency	4	4	0.7
Civil problem	1	1	0.3
Crime against persons	2	2	5.7
Crime against property	130	125	144.4
Crime against society	2	2	0.1
Directed patrol	33	0	0.0
Disturbance	6	5	3.0
Investigation	95	94	81.9
Juvenile	1	1	0.8
Mental health	2	2	0.1
Miscellaneous	187	181	297.8
Suspicious incident	6	5	4.8
Traffic enforcement	63	62	68.4
Warrant/arrest	3	3	0.6
Total	**892**	**837**	**1,030.1**

Note: Events include all recorded calls which involved a CSO unit. We removed 23 events with zero time on scene and 32 directed patrol activities when calculating the number of calls with each call category.

FIGURE 10-40: Percentage Calls and Work Hours, by Category, CSO Units



Note: There were only two alarm calls, which are grouped in the suspicious category in this graph.

Observations:

- CSO units responded to 892 events.
  - 3 percent of the events had zero time on scene.
  - 36 percent of all events were police-initiated.
  - 62 percent of all events were community-initiated.
- CSO units responded to 837 calls, which amounted to 1,030 work hours.
- The top three categories accounted for 84 percent of calls and 90 percent of the workload:
  - 47 percent of calls and 46 percent of the workload were traffic-related.
  - 22 percent of calls and 29 percent of the workload were general noncriminal calls.
  - 15 percent of calls and 15 percent of the workload were crimes.

TABLE 10-21: Calls by Initiator, CSO Units

Category	Community-Initiated	Police-Initiated
Accident	313	15
Alarm	2	0
Assist citizen	13	7
Assist other agency	4	0
Civil problem	1	0
Crime against persons	2	0
Crime against property	110	15
Crime against society	2	0
Disturbance	5	0
Investigation	17	77
Juvenile	1	0
Mental health	2	0
Miscellaneous	58	123
Suspicious incident	5	0
Traffic enforcement	11	51
Warrant/arrest	3	0
Total	**549**	**288**

Observations:

- Traffic calls totaled 324, with 83 percent community-initiated and 17 percent police-initiated.
- General noncriminal calls totaled 188, with 35 percent community-initiated and 65 percent police-initiated.
- Crime calls totaled 756, with 85 percent community-initiated and 15 percent police-initiated.

TABLE 10-22: Activities and Occupied Times by Description, CSO Units

Description	Occupied Time	Count
At station	55.3	125
At substation	35.6	24
Busy	133.1	254
Fuel	36.2	38
Report writing	57.1	15
Miscellaneous	87.3	24
Administrative - Weighted Average/Total Activities	**95.6**	**480**
Personal – Meal break - Weighted Average/Total Activities	**62.5**	**184**
Weighted Average/Total Activities	**86.4**	**664**

Observations:

- The most common out-of-service description was "busy."
- The description with the longest average time was "busy."
- The average time spent was 95.6 minutes for administrative activities and 62.5 minutes for personal activities.
- There were 480 administrative activities and 184 personal activities. These accounted for 765 work hours and 192 work hours respectively.
- There were a total of 664 out-of-service activities accounting for 956 work hours.

APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from October 1, 2023, to September 30, 2024, were classified into the following categories.

TABLE 10-23: Call Type, by Category

Call Type Description	Table Category	Figure Category
COMMERCIAL FIRE ALARM L2	Alarm	Alarm
COMMERCIAL FIRE ALARM L3		
KNOWN FALSE ALARM L4		
MEDICAL ALARM L1		
MEDICAL ALARM L2		
MEDICAL ALARM L3		
MEDICAL ALARM L4		
PREMISE ALARM		
RESIDENTIAL FIRE ALARM L3		
ASSIST TO MOTORIST	Assist citizen	Assist
CHILD LOCKED IN VEH L3		
CHILD LOCKED IN VEH L4		
FIRE RELATED PUBLIC ASSIST L4		
PUBLIC ASSIST L4		
STAND BY		
TRANSPORT OR ESCORT		
VEHICLE LOCK OUT		
ABDOMINAL L3	Assist other agency	
ABDOMINAL L4		
ALLERGIC REACTION L1		
ALTERED CONCIOUSNESS L3		
ALTERED CONSCIOUSNESS L2		
ALTERED OR OBVIOUS DOA		
ASSIST OTHER AGENCY		
BACK PAIN L1		
BACK PAIN L3		
BACK PAIN L4		
BOAT FIRE L1		
BOAT FIRE ON LAND		
BRUSH FIRE L3		
BRUSH FIRE L4		
BRUSH FIRE TASK RESPONSE L1		
BURN FLIGHT CRITERIA		
CAR FIRE L1		
CARDIAC PROBLEM L1		
CARDIAC PROBLEM L2		

Call Type Description	Table Category	Figure Category
CARDIAC PROBLEM L3		
CARDIAC PROBLEM L4		
CHECK SMOKE OUTSIDE L3		
CHECK SMOKE OUTSIDE L4		
CHILD LOCKED IN VEH L1		
COMM STRUCTURE FIRE L1		
COMM STRUCTURE FIRE L2		
COMMERCIAL VEHICLE FIRE L1		
DIABETIC L1		
DIABETIC L3		
DROWNING FLIGHT CRITERIA		
DRWN WATER RELATED INJ L1		
DRWN WATER RELATED INJ L2		
DUMPSTER OR TRASH FIRE L3		
DUMPSTER OR TRASH FIRE L4		
ELEVATOR EMERGENCY L3		
ENVIRONMENTAL ILLNESS L2		
FALL FLIGHT CRITERIA		
FALL L1		
FALL L2		
FALL L3		
FALL L4		
HEAD PAIN L3		
NON TRAUMATIC BLEED L2		
NON TRAUMATIC BLEED L3		
NON TRAUMATIC BLEED L4		
OBSTRUCTED AIRWAY L2		
OBSTRUCTED AIRWAY L3		
OD OR POISONING L1		
OD OR POISONING L2		
OD OR POISONING L3		
OD OR POISONING L4		
OTHER FIRE L3		
OTHER FIRE NON URGENT L4		
POWER POLE EMERGENCY L3		
POWER POLE EMERGENCY L4		
PREGNANCY L1		
PREGNANCY L3		
RES STRUCTURE FIRE L1		
RES STRUCTURE FIRE L2		
RES STRUCTURE FIRE L4		
RESPIRATORY L1		

Call Type Description	Table Category	Figure Category
RESPIRATORY L2		
RESPIRATORY L3		
RESPIRATORY L4		
SEIZURE L1		
SEIZURE L2		
SEIZURE L3		
SICK L2		
SICK L3		
SICK L4		
SPECIAL OPS INCIDENT L1		
STAGE AT LE REQUEST		
STROKE L3		
THERM CHEM OR ELEC BURN L1		
TRAIN ACCIDENT L1		
TRAUMA FLIGHT CRITERIA		
TRAUMA L1		
TRAUMA L2		
TRAUMA L3		
TRAUMA L4		
UNCONSCIOUS L1		
UNK ODOR NON URGENT		
UNKNOWN L4		
UNKNOWN ODOR L3		
ARMED HOME INVASION	Crime against persons	Crime
ARMED ROBBERY		
ASSAULT L3		
ASSAULT L4		
ASSAULT NO INJ		
CAR JACKING		
CHILD ABUSE		
CHILD MOLEST		
ELDER ABUSE		
GSW BUT PAST RESC NOT NEEDED		
GSW FLIGHT CRITERIA		
GUNSHOT WOUND L1		
KIDNAPPING OR ABDUCTION		
KIDNAPPING OR ABDUCTION JO		
SEXUAL ASSAULT NOT NEEDING RES		
SEXUAL ASSAULT WITH INJURIES		
SHOOTING ACTIVITY		
STABBING CALL NOT NEEDING RESC		
STABBING FLIGHT CRITERIA		

Call Type Description	Table Category	Figure Category
STABBING L1		
STABBING L2		
STRONGARM ROBBERY		
BURGLARY ATTEMPT	Crime against property	
BURGLARY IN PROGRESS		
BURGLARY JUST OCCURED		
BURGLARY PAST		
BURGLARY POSSIBLY IN PROGRESS		
FORGERY OR COUNTERFEIT		
FRAUD OR EMBEZZLEMENT		
IDENTITY THEFT		
LARCENY		
LAW FIRE RELATED ISSUE		
LOST OR STOLEN TAG		
PROWLER		
PURSE SNATCHING		
SHOPLIFTER IN CUSTODY		
STOLEN AUTO		
TRESPASSING COMPLAINT		
VANDALISM		
BOMB THREAT	Crime against society	
BOMB THREAT L4		
EXPLOSION		
FIGHT		
LEWD LASCIVIOUS ACTS		
NARCOTICS CASE		
SCHOOL THREAT		
VICE CASE		
CLOSE PATROL	Directed patrol	Directed patrol
FOOT PATROL OR PARK AND WALK		
SCHOOL RESOURCE DETAIL		
DISTURBANCE	Disturbance	Disturbance
DISTURBANCE IN PROGRESS		
DOMESTIC TROUBLE		
DRUNK PEDESTRIAN		
FIREWORKS COMPLAINT		
LOW FLYING AIRCRAFT		
OBSCENE OR HARRASSING CALLS		
SOLICITOR COMPLAINT		
UNWELCOME PERSON		
ANIMAL BITE FLIGHT CRITERIA	Animal	General noncriminal
ANIMAL BITE L1		

Call Type Description	Table Category	Figure Category
ANIMAL BITE L2		
ANIMAL BITE L3		
ANIMAL BITE L4		
ANIMAL COMPLAINT		
ANIMAL CONTROL FOLLOW UP		
ANIMAL TRAP LOCATION OR SET		
PHONE MESSAGE ANIMAL CONTROL		
CIVIL MATTER	Civil problem	
NEIGHBOR TROUBLE		
CALL VIA DCF ABUSE HOTLINE		
CHILD REMOVAL		
DEPARTMENT OF CHILDREN AND FAM		
JUVENILE ARREST MONITORING	Juvenile	
JUVENILE CURFEW VIOLATION		
JUVENILE TROUBLE		
MISSING PERSON RUNAWAY		
BEHAVIORAL L1		
BEHAVIORAL L2		
BEHAVIORAL L3		
BEHAVIORAL L4		
EMOTIONAL OR BEHAVIOR PROBLEM	Mental health	
LAW REPSONSE FOR BAKER ACT		
LAW REPSONSE FOR MARCHMAN ACT		
RISK PROTECTION ORDER		
SUICIDE THREATS WITHOUT INJ		
ATTEMPT TO CONTACT L4		
BEVERAGE VIOLATION		
BOLO		
COVID-19 RELATED CALL		
DETAIL OR INFORMATION		
FLAGDOWN		
FORT PIERCE CITY ORDINANCE		
INFORMATION		
INJUNCTION	Miscellaneous	
OTHER		
PHONE MESSAGE		
SCHOOL DRILL		
SPECIAL OPS INCIDENT L2		
SPECIAL OPS INCIDENT L3		
SPECIAL OPS INCIDENT L4		
UNKNOWN L2		
UNKNOWN L3		

Call Type Description	Table Category	Figure Category
UTILITY PROBLEM		
VIN VERIFICATION		
CHASE PURSUIT	Warrant/arrest	
CIVIL PAPERS		
ESCAPED PRISONER		
FULL ARREST L1		
PAPER PICK UP		
WARRANT		
ABANDONED VEHICLE OR PROPERTY	Investigation	Investigation
ATTEMPT TO CONTACT		
CODE RED		
CODE YELLOW		
CONDUCT INVESTIGATION		
FLOCK HIT		
HANG UP OR NO VOICE CALL		
OFFENDER CHECK		
RECOVERED PROPERTY		
OPEN DOOR OR WINDOW	Suspicious incident	Suspicious incident
SUSPICIOUS INCIDENT		
SUSPICIOUS PERSON		
SUSPICIOUS VEHICLE		
VISITOR OR SUBJECT PRESENT		
BOAT OR WATER ACCIDENT NO INJ	Accident	Traffic
HIT AND RUN		
MARINE VESSEL ACCIDENT L1		
MARINE VESSEL ACCIDENT L2		
MOTOR VEHICLE CRASH L1		
MOTOR VEHICLE CRASH L3		
MOTOR VEHICLE CRASH L4		
MOTOR VEHICLE CRASH STRUCTURE		
MVC FLIGHT CRITERIA		
VEHICLE ACCIDENT NO INJ		
DRUNK OR IMPAIRED DRIVER	Traffic enforcement	
GAS DRIVE OFF		
MISC TRAFFIC COMPLAINT		
OBSTRUCTION IN ROAD		
RADAR DETAIL		
RECKLESS DRIVER		
TOWED ABANDONED VEHICLE		
TRAFFIC CONTROL		
TRAFFIC STOP - TRAFFIC	Traffic stop	
VEHICLE OR TRAFFIC STOP		

APPENDIX B: HEAT MAPS SHOWING RELATIVE CONCENTRATION OF EVENTS

The following four figures are heat maps that show the relative concentration of events during the one-year study period. These are: crime runs, other runs, traffic stops, and accidents. The FPPD can use the information shown in these maps and accompanying tables to strategically target problem locations.

FIGURE 10-41: Crime Runs

CRIME RUNS
Red > 40 runs

Runs	Address	Place
214	920 S US Hwy 1	Police HQ*
194	5100 Okeechobee Rd	Walmart Supercenter
128	1700 S 23rd St	HCA Florida Lawnwood Hospital*
69	2539 S US Hwy 1	Publix Super Market area
63	2101 S US Hwy 1	Wawa Gas
48	2421 Ave D	Shorty Express Food Mart
35	1802 FL-5	Sunset Inn
34	2496 Edwards Rd	7-Eleven
31	7150 Okeechobee Rd	Love's Travel Stop
31	2 Avenue A	Crabby's Dockside
26	2502 Ave D	Residential
26	1851 N US Hwy 1	Publix Taylor Creek
25	2514 S US Hwy 1	Dollar General
23	2502 Ave I	Residential
23	1860 N Lawnwood Cir	Treasure Coast Beh Health*
23	1891 N US Hwy 1	CVS
22	2423 Orange Ave	7-Eleven
21	1201 Mississippi Ave	McCarty Middle School
21	1921 Ave D	Main Street Motel
19	5575 Okeechobee Rd	Wawa Gas
18	703 S 29th St	Sandgate Gardens

*Excluded from heat map: runs coded to police stations & hospitals.

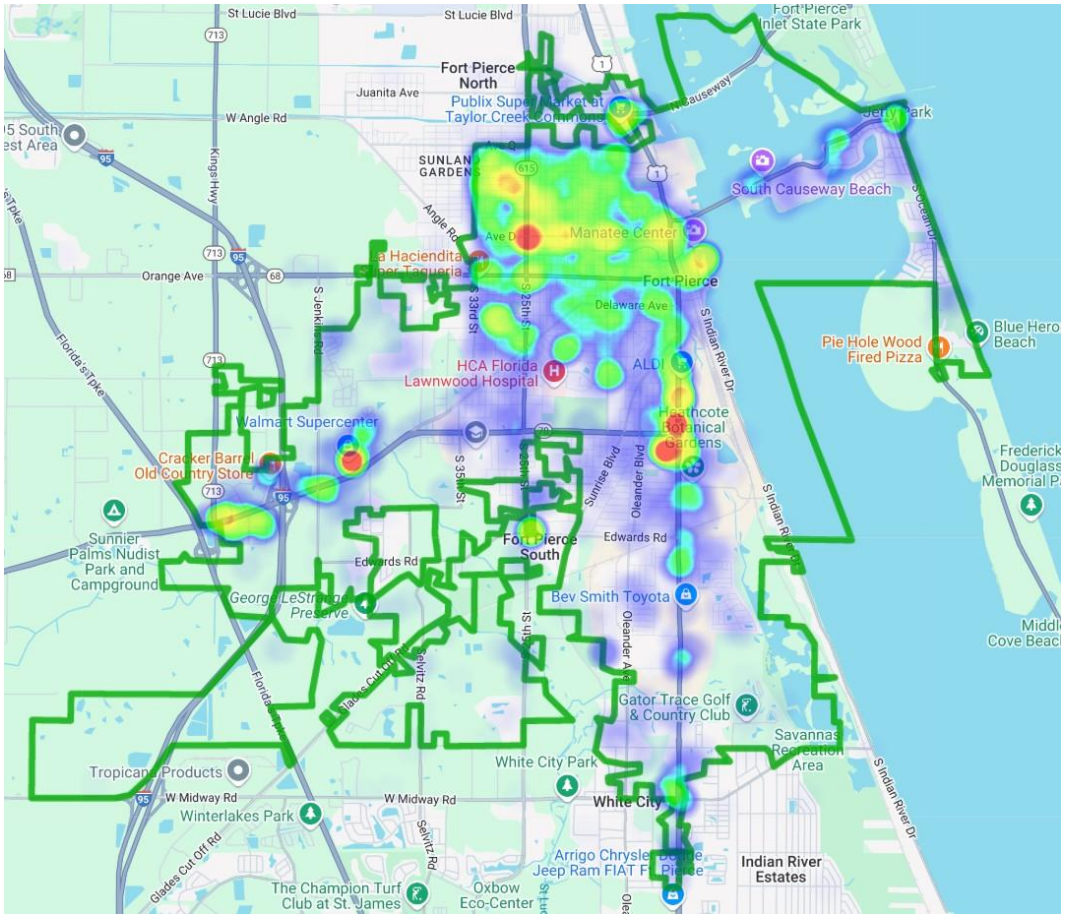


FIGURE 10-42: Other Runs

OTHER RUNS
Red >150 runs

Runs	Address	Place
813	920 S US Hwy 1	Police HQ*
413	1700 S 23rd St	HCA Florida Lawnwood Hospital*
390	5100 Okeechobee Rd	Walmart Supercenter
237	2101 S US Hwy 1	Wawa Gas
187	2539 S US Hwy 1	Publix Super Marlet area
179	1301 Bell Ave	Juvenile Detention Ctr*
178	7150 Okeechobee Rd	Love's Travel Stop
162	1802 FL-5	Sunset Inn
149	2500 Peters Rd	Motel 6
126	2831 Reynolds Dr	Quality Inn
121	2421 Ave D	Shorty Express Food Mart
117	1851 N US Hwy 1	Publix Taylor Creek
114	3345 Okeechobee Rd	Tri-County Towing
114	7300 W Okeechobee Rd	McDonald's
114	5575 Okeechobee Rd	Wawa Gas
109	7025 Okeechobee Rd	At Home Inn
108	6651 Darter Ct	America's Best Value Inn
102	601 Ave B	Park Terrace Apts
97	1860 N Lawnwood Cir	Treasure Coast Beh Health*
95	2220 S US Hwy 1	CVS
88	2420 Co Rd 68	Orange/25th St area
87	2423 Orange Ave	7-Eleven

*Excluded from heat map: runs coded to police stations & hospitals.

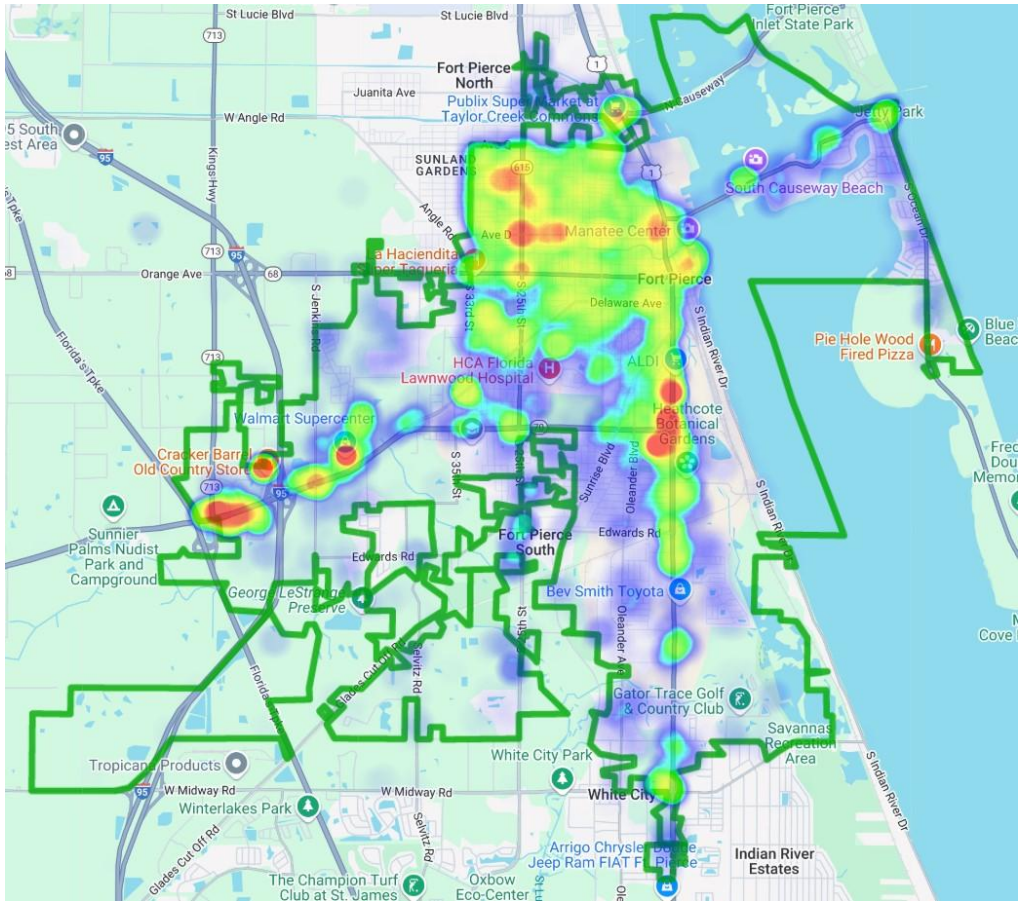


FIGURE 10-43: Traffic Stops

TRAFFIC STOPS
Red > 80 runs

Runs	Location
132	VIRGINIA AVE/S US HIGHWAY 1
119	N 25TH ST/AVENUE D
104	S 25TH ST/ORANGE AVE
94	N 17TH ST/AVENUE D
88	N 25TH ST/AVENUE M
81	OHIO AVE/S US HIGHWAY 1
78	N 25TH ST/AVENUE I
64	SEAWAY DR/N US HIGHWAY 1
59	N 13TH ST/AVENUE D
58	N US HIGHWAY 1/AVENUE H
56	GEORGIA AVE/S US HIGHWAY 1
54	ORANGE AVE/N 17TH ST
53	N OLD DIXIE HWY/N US HIGHWAY 1
50	GARDENIA AVE/S US HIGHWAY 1
50	N US HIGHWAY 1/AVENUE D
49	OKEECHOBEE RD
48	SEAWAY DR/N INDIAN RIVER DR
45	N 25TH ST/AVENUE B
45	S US HIGHWAY 1/EDWARDS RD
44	N 25TH ST/AVENUE G
43	N 25TH ST/AVENUE Q
41	AVENUE D/N 29TH ST
41	S US HIGHWAY 1
40	S 13TH ST/ORANGE AVE
40	SEAWAY DR

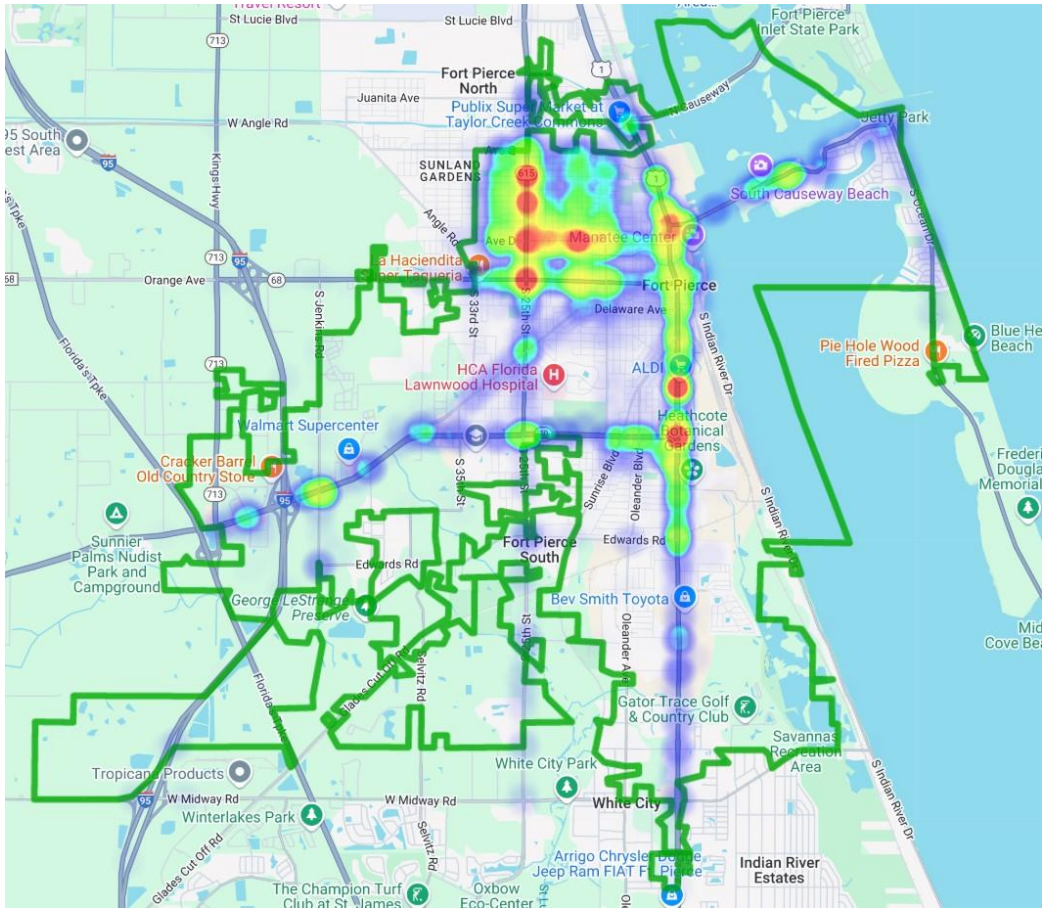
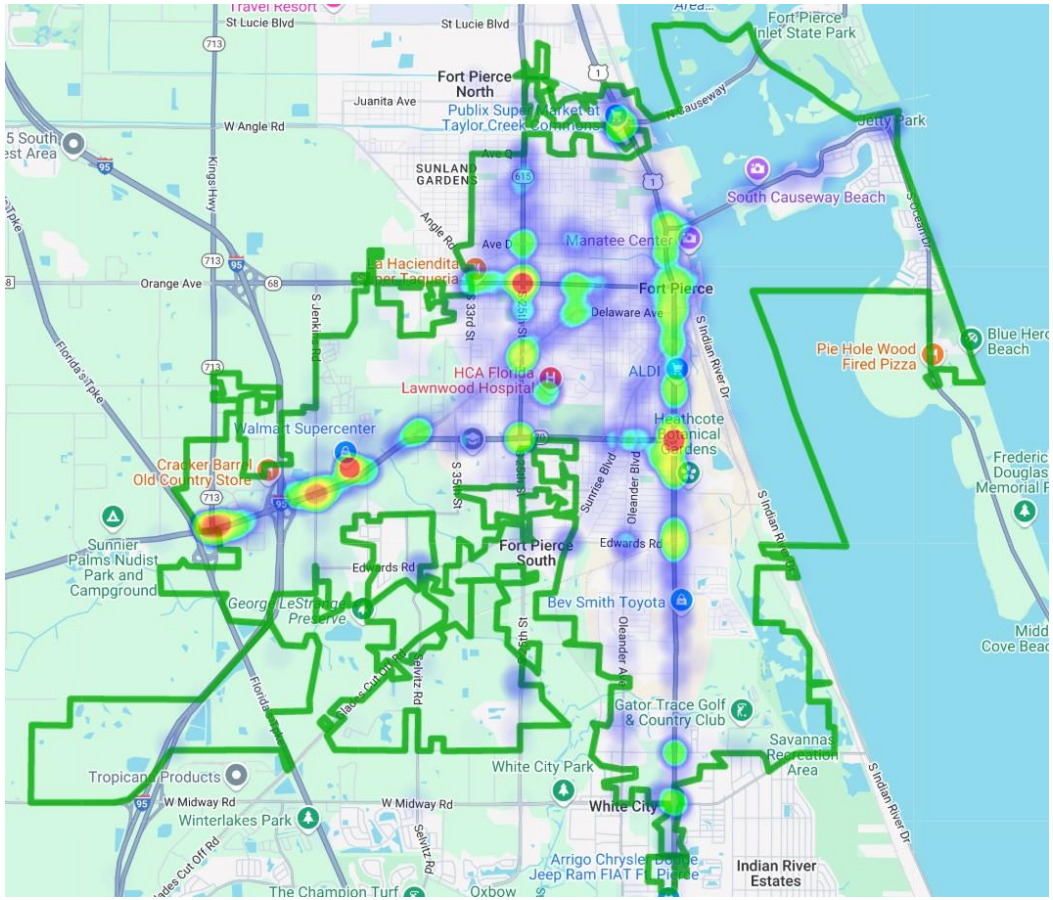


FIGURE 10-44: Traffic Accidents

ACCIDENTS
Red >40 runs

Runs	Location
44	S 25TH ST/ORANGE AVE
42	VIRGINIA AVE/S US HIGHWAY 1
41	OKEECHOBEE RD/MCNEIL
37	OKEECHOBEE RD/S KINGS HWY
37	OKEECHOBEE RD/FLA TPK
30	OKEECHOBEE RD/S 25TH ST
28	S US HIGHWAY 1/GARDENIA AVE
28	S KINGS HWY/OKEECHOBEE RD
28	EDWARDS RD/S US HIGHWAY 1
26	OKEECHOBEE RD/S JENKINS RD
24	S US HIGHWAY 1/E WEATHERBEE RD
23	S US HIGHWAY 1/VIRGINIA
23	VIRGINIA AVE/S 25TH ST
22	N US HIGHWAY 1/N CAUSEWAY
22	S JENKINS RD/OKEECHOBEE RD
21	S US HIGHWAY 1/SABALM PLAZA
21	S 23RD ST/FRIST
21	EMIL DR/S US HIGHWAY 1
21	AVENUE D/N 25TH ST
19	N US HIGHWAY 1/N CAUSEWAY DR
19	W MIDWAY RD/S US HIGHWAY 1
19	SEAWAY DR/N US HIGHWAY 1
19	S 25TH ST/DELAWARE AVE
18	OKEECHOBEE RD/NB INTERSTATE 95



APPENDIX C: UNIFORM CRIME REPORT INFORMATION

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI) and the Florida Department of Law Enforcement (FDLE). The tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2014 through 2023, along with clearance rates for 2022 and 2023. Crime rates are expressed as incidents per 100,000 population.

TABLE 10-24: Reported Crime Rates in 2022 and 2023, by City

Municipality	State	2022				2023			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Greenacres City	FL	43,534	322	1,371	1,693	43,702	279	1,400	1,680
Lake Worth	FL	39,844	693	2,276	2,969	40,498	933	2,852	3,785
Riviera Beach	FL	38,554	895	2,975	3,870	38,716	966	3,001	3,967
Royal Palm Beach	FL	38,988	210	1,290	1,500	39,392	234	1,417	1,650
Sebastian	FL	26,258	65	910	975	27,004	163	1,581	1,744
Titusville	FL	48,979	539	1,795	2,334	49,577	262	843	1,105
Wellington	FL	61,119	129	988	1,117	61,370	147	1,087	1,234
Fort Pierce	**FL**	**48,529**	**544**	**1,859**	**2,403**	**48,781**	**541**	**1,933**	**2,474**
Florida		**22,244,823**	**259**	**1,566**	**1,825**	**22,610,726**	**290**	**1,516**	**1,807**
National		**333,287,557**	**377**	**1,974**	**2,351**	**334,914,895**	**364**	**1,917**	**2,281**

FIGURE 10-45: Reported Fort Pierce Violent and Property Crime Rates, by Year

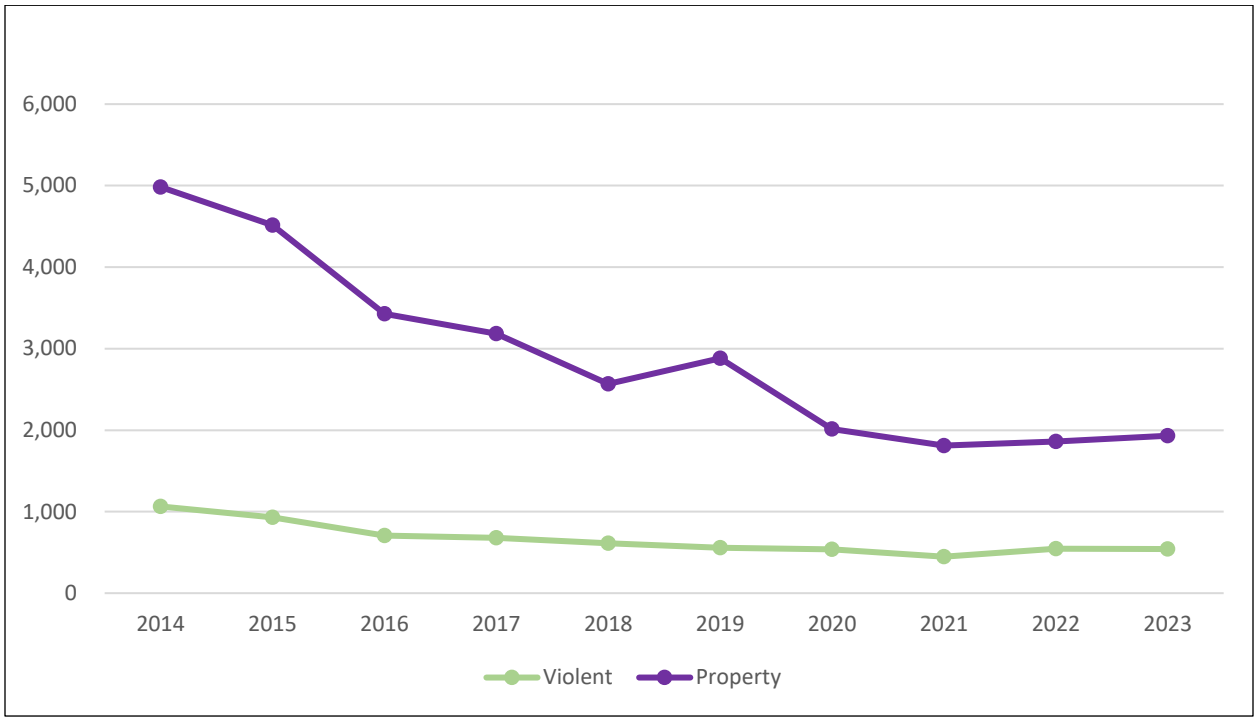


FIGURE 10-46: Reported Fort Pierce and Florida Crime Rates, by Year

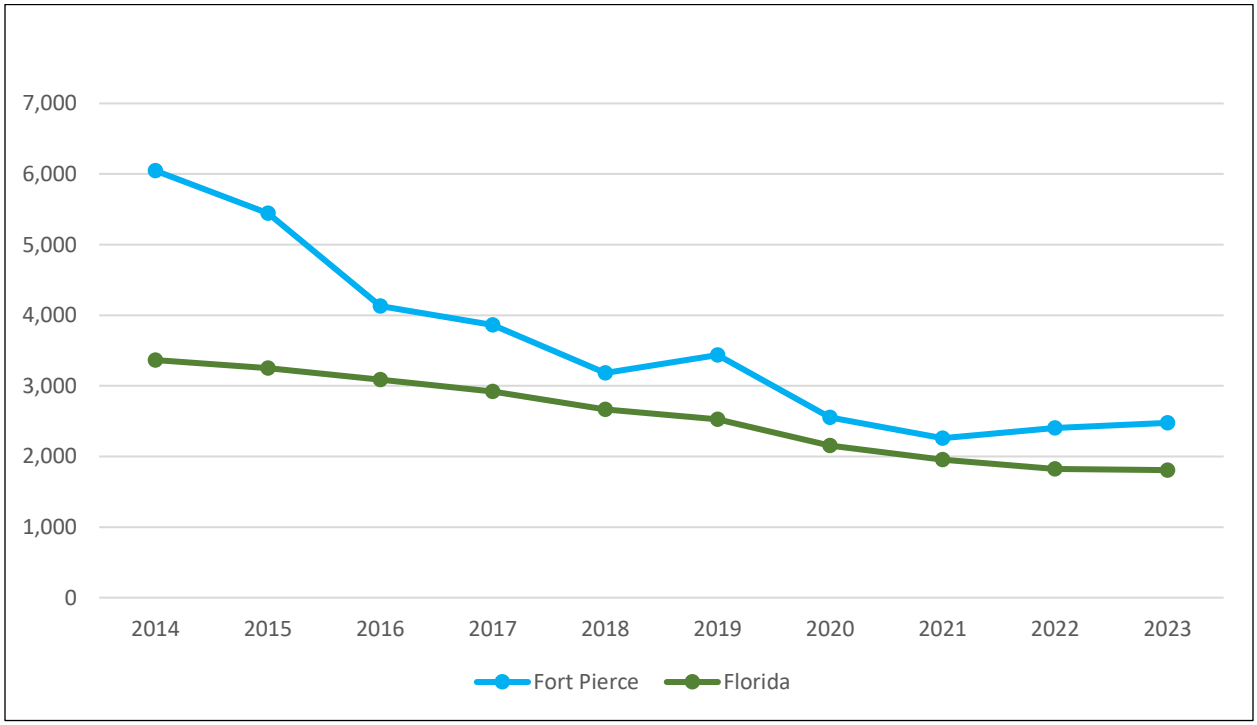


TABLE 10-25: Reported Fort Pierce, Florida, and National Crime Rates, by Year

Year	Fort Pierce				Florida				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2014	43,347	1,064	4,983	6,047	20,007,473	456	2,909	3,365	316,128,839	370	2,744	3,114
2015	44,012	929	4,515	5,444	20,388,277	459	2,791	3,249	318,857,056	364	2,589	2,953
2016	44,987	705	3,428	4,132	20,750,677	427	2,663	3,089	321,418,820	372	2,481	2,854
2017	45,858	680	3,184	3,864	20,984,400	408	2,512	2,920	323,127,513	387	2,459	2,846
2018	46,109	614	2,568	3,182	21,299,325	385	2,282	2,667	325,719,178	377	2,361	2,738
2019	46,597	556	2,880	3,436	21,477,737	378	2,146	2,524	327,167,434	371	2,245	2,616
2020	46,574	539	2,014	2,553	21,733,312	384	1,769	2,153	328,239,355	364	2,132	2,497
2021	48,038	448	1,811	2,259	21,898,945	369	1,583	1,952	329,484,123	386	1,967	2,353
2022	48,529	544	1,859	2,403	22,244,823	259	1,566	1,825	331,894,354	361	1,793	2,154
2023	48,781	541	1,933	2,474	22,610,726	290	1,516	1,807	333,287,557	377	1,974	2,351

TABLE 10-26: Reported Fort Pierce, Florida, and National Crime Clearance Rates, 2022

Crime	Fort Pierce			Florida			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	8	2	25%	917	465	51%	21,797	10,752	49%
Rape	19	3	16%	7,945	2,368	30%	132,997	27,856	21%
Robbery	42	17	40%	7,851	910	12%	215,760	51,930	24%
Aggravated Assault	195	100	51%	41,323	8,366	20%	756,601	334,405	44%
Burglary	76	20	26%	28,574	5,519	19%	916,970	125,838	14%
Larceny	717	159	22%	198,716	30,366	15%	4,947,709	633,098	13%
Vehicle Theft	109	42	39%	21,388	3,715	17%	953,827	87,140	9%

TABLE 10-27: Reported Fort Pierce, Florida, and National Crime Clearance Rates, 2023

Crime	Fort Pierce			Florida			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	12	6	50%	693	403	58%	20,703	11,822	57%
Rape	12	3	25%	6,315	2,111	33%	198,687	53,118	27%
Robbery	25	8	32%	5,856	1,225	21%	214,935	59,473	28%
Aggravated Assault	215	125	58%	32,392	9,779	30%	845,782	390,525	46%
Burglary	99	29	29%	21,979	4,268	19%	796,483	114,725	14%
Larceny	728	93	13%	162,250	27,684	17%	4,254,880	639,552	15%
Vehicle Theft	116	19	16%	19,635	3,148	16%	1,031,839	85,045	8%

END



CPSM

Fort Pierce Police Department Assessment

A comprehensive assessment of the Fort Pierce Police Department highlighting key challenges, recommendations, and opportunities for improvement in staffing, policies, and operational efficiency.

Made with GAMMA

Employee Retention Challenges

Current Situation

The department has difficulty retaining employees once they are hired and trained and has essentially become a "training ground" for new officers who move on to other law enforcement agencies.

Recommended Solution

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

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

Made with GAMMA



Staffing Optimization

Civilianize Positions

There are opportunities in the department to civilianize positions that are currently being held by sworn personnel. (Property and Evidence, IT)

Minimum Staffing Levels

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

Additional Personnel

When the department achieves full staffing, there are areas in the department where additional personnel are recommended in both sworn and professional positions within the department.

Made with GAMMA



Operational Efficiency

Paperless Systems

There are areas within the department where more efficiency can be achieved by moving to paperless systems.

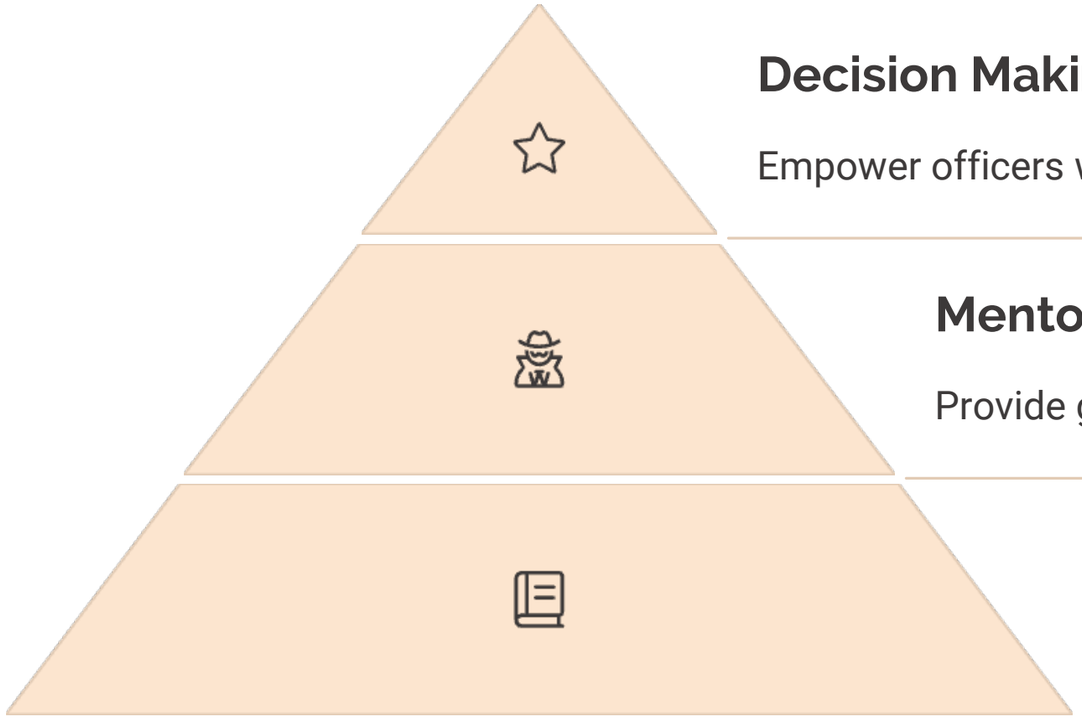
Policy Review

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

.

Made with GAMMA

Leadership Development



Decision Making

Empower officers with authority matching responsibility

Mentoring

Provide guidance and support to developing officers

Knowledge Building

Teach essential skills and organizational values

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.

Made with GAMMA



Competitive Compensation

Analyze Regional Compensation

Compare Fort Pierce Police Department salaries and benefits with other agencies in the region to identify gaps.

Develop Competitive Package

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

Implement Hiring Bonuses

CPSM recommends that the City consider offering a separate hiring bonus to candidates, in addition to the one provided by the state.

Made with GAMMA



Shift Staffing Requirements

15

Minimum Officers Per Shift

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

3

Types of Personnel

Officers, K-9 units, and sergeants make up the recommended minimum staffing.

Made with GAMMA

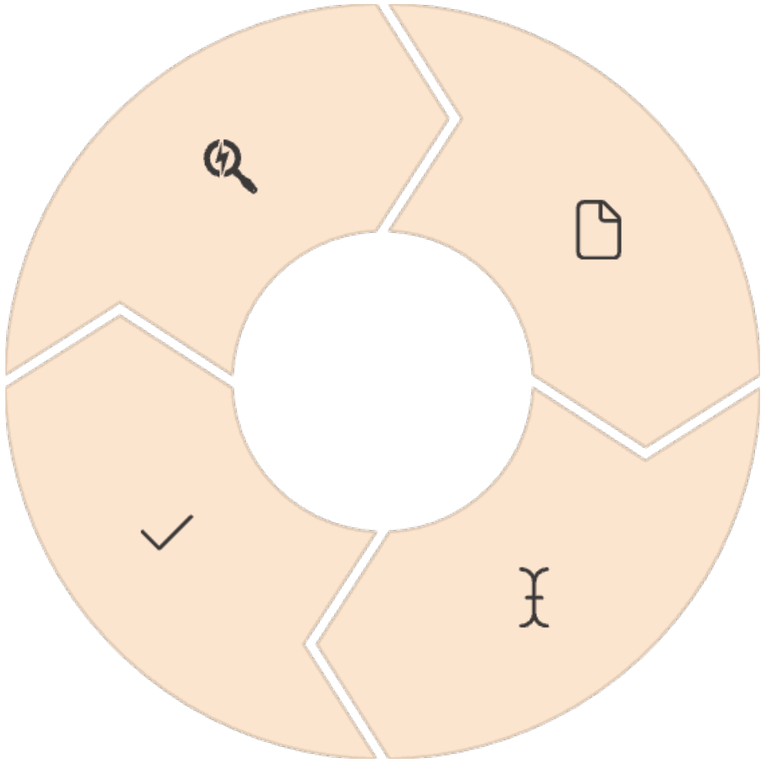
Policy Modernization

Review

Complete comprehensive review of all department policies

Acquire

Consider purchasing already written and legally vetted policies



Implement

Train staff and put new policies into practice

Customize

Adapt policies to Fort Pierce Police Department needs

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

Made with GAMMA

FORT PIERCE POLICE DEPARTMENT



FORT PIERCE POLICE DEPARTMENT COMMAND STAFF

Chief of Police
Diane Hobley-Burney



Community Policing Bureau
Deputy Chief Kenny Norris



Administrative Services Bureau
Deputy Chief Robert Ridle



Investigative Services Bureau
Major Eric Chan



Support Services Bureau
Major Michael Santiago



FORT PIERCE POLICE DEPARTMENT

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

COMMUNITY POLICING BUREAU



Community Policing Bureau
Deputy Chief Kenny Norris

The Community Policing Bureau is the largest Division of the Fort Pierce Police Department. The Bureau comprises some of the bravest men and women assigned as uniformed patrol officers, Canine Units (K-9) and Community Service Officers. We focus on a proactive approach to problem-solving and building a strong relationship with our community.

The responsibilities of the Community Policing Bureau include responding to emergency and non-emergency calls for service, conducting preliminary investigations, traffic enforcement, preliminary investigations, community engagement, and other special assignments.

Calls for Service

Over the past 5 years, the overall number of calls has significantly increased.

Fort Pierce Police Department Calls For Service					
	2020	**2021**	**2022**	**2023**	**2024**
Total Calls for Service	**85,961**	**77,981**	**82,168**	**86,159**	**99,795**
Citizen Generated	38,657	39,935	40,124	38,400	38,357
Officer Initiated	47,304	38,046	42,044	47,759	61,438

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

- Response: Currently, our staffing numbers are 22% below CPSM recommended standards. Their study also revealed that our officers' workload places them in the burnout category.

Staffing Levels

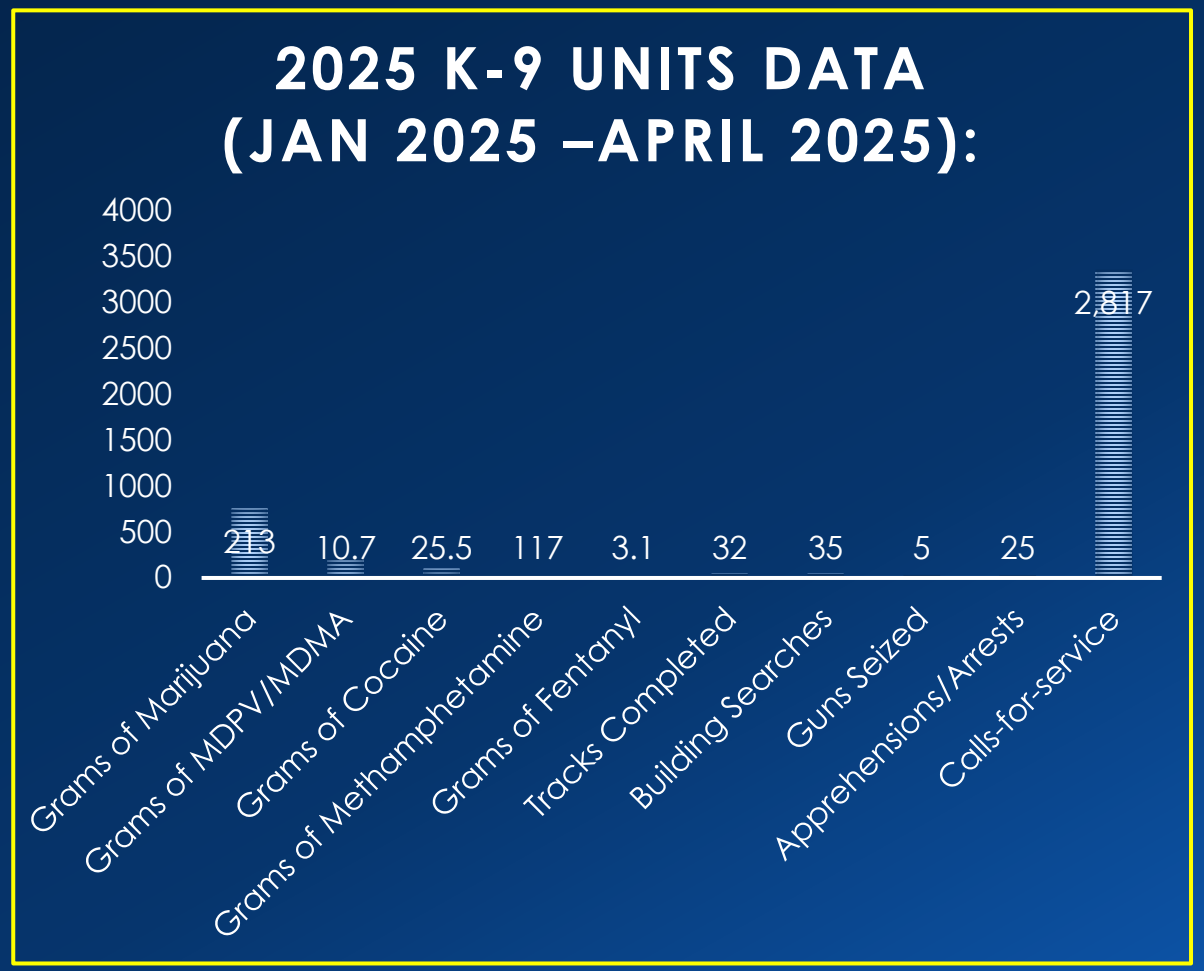
31. CPSM recommends that FPPD increase authorized staffing in Community Policing (Patrol) by two FTE police officers when the department is fully staffed.

- Response: I agree with this critical assessment; their recommendation of 17 officers per squad increases the Community Patrol Bureau staffing by 34% (68 officers assigned).

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

- Response: Although we concur with the recommendation for a minimum staffing level of 15, CPSM's recommendation includes Sergeants and K-9 Officers. I disagree with adding Sergeants as a part of the minimum staffing level. Sergeant's responsibilities include: being available to assist officers with investigations, responding to and evaluating all 'use of force' situations, handling citizen complaints, editing reports, initiating blue-team queries (all 'use of force,' citizen complaints, and officer-involved high liability investigations), and other administrative duties.

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



- K-9 officers' responsibilities include being available to officers to deploy their canine companions in situations that require vehicle, person(s), residential, and business searches. They provide backup to officers in need; however, they must be available for priority calls often involving hazardous situations (search and apprehension of dangerous fleeing offenders, barricaded subjects, etc.).

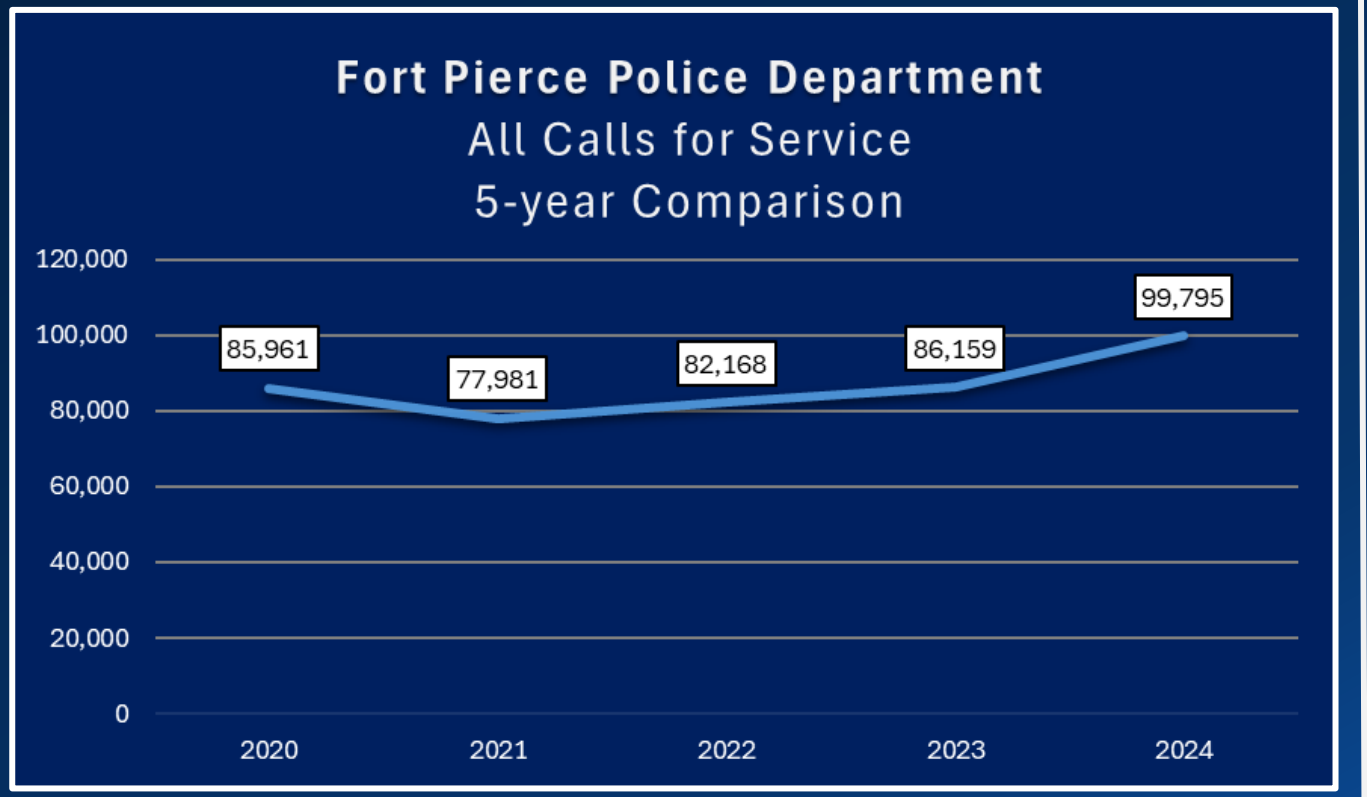


29. CPSM recommends that FPPD review its existing canine policy to ensure it is accurate and up to date based on current best practices and department structure.



- Response: This policy was reviewed and updated in 2024 by K-9 Sergeant T. Lindstadt and Deputy Chief Norris; this policy, once adopted will be for F.Y. 2025.





In 2024, the Fort Pierce Police Department responded to our highest number of Calls-for-Service in 5+ years. This surpassed the previous year by 13,636.

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.

- Response: I agree with this recommendation to better define units working off-duty assignments from officers assigned as on-duty status.

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.

- Response: We will be working with our partner agencies and 911 Communication to assess priority calls for service.

Written Reports

Written Reports	2020	2021	2022	2023	2024
Number Incident Reports	7,364	6,978	7,383	8,137	6,920
Traffic Crash Reports	2,039	2,376	2,441	2,515	2,443
Total Reports	**9,403**	**9,354**	**9,824**	**10,652**	**9,363**

** Number provided does not include voided reports.*

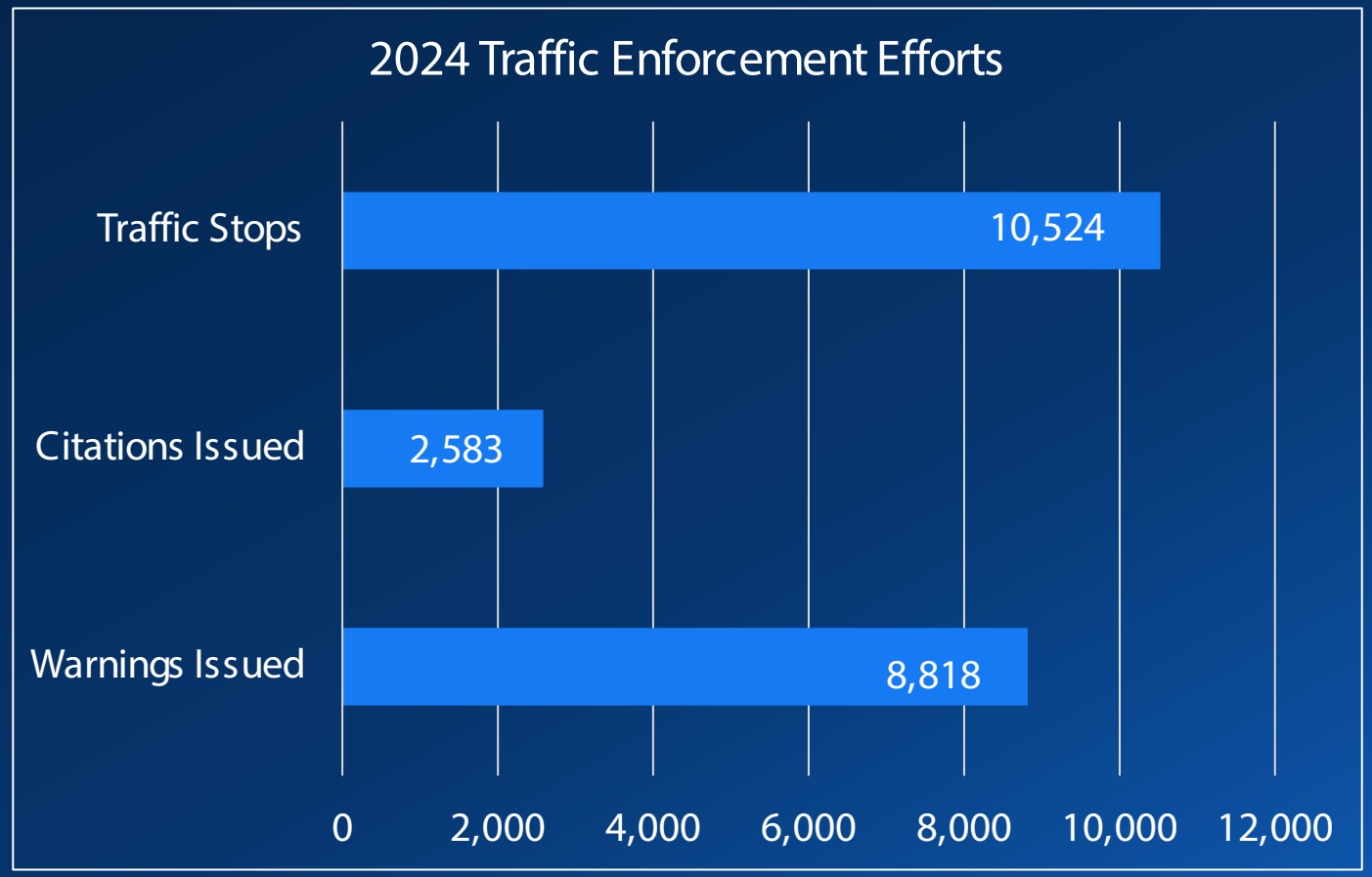
It should be noted that the number of calls for service has increased by 16.1% since 2020. While reports are not generated for every call, of the 99,795 calls for service in 2024, 9.4% resulted in a written report.

24. CPSM recommends that FPPD accurately record all work activity, including report writing, in the CAD system.

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

- Response: I concur; what is often forgotten is that once an officer arrives at a call for service and the matter is appropriately addressed, this does not end the officer's responsibilities. In most cases, the officer must investigate, and an essential part of this process is documenting (writing a police report) the investigation. Currently, all three agencies do not capture the time utilized to write reports; this recommendation will be discussed further with our partnering agencies and 911 Communications.

FORT PIERCE POLICE DEPARTMENT

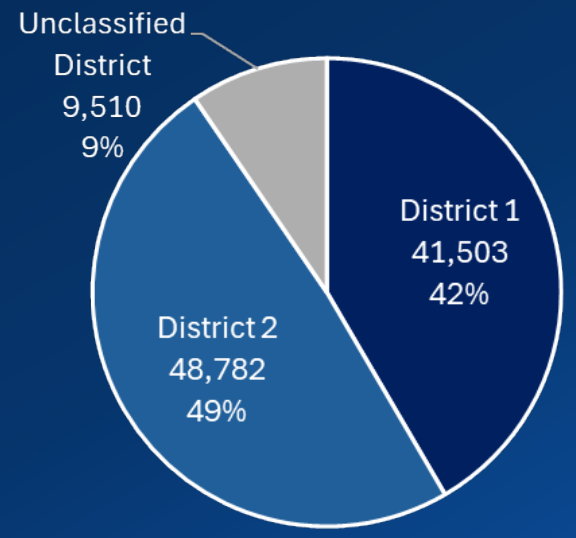


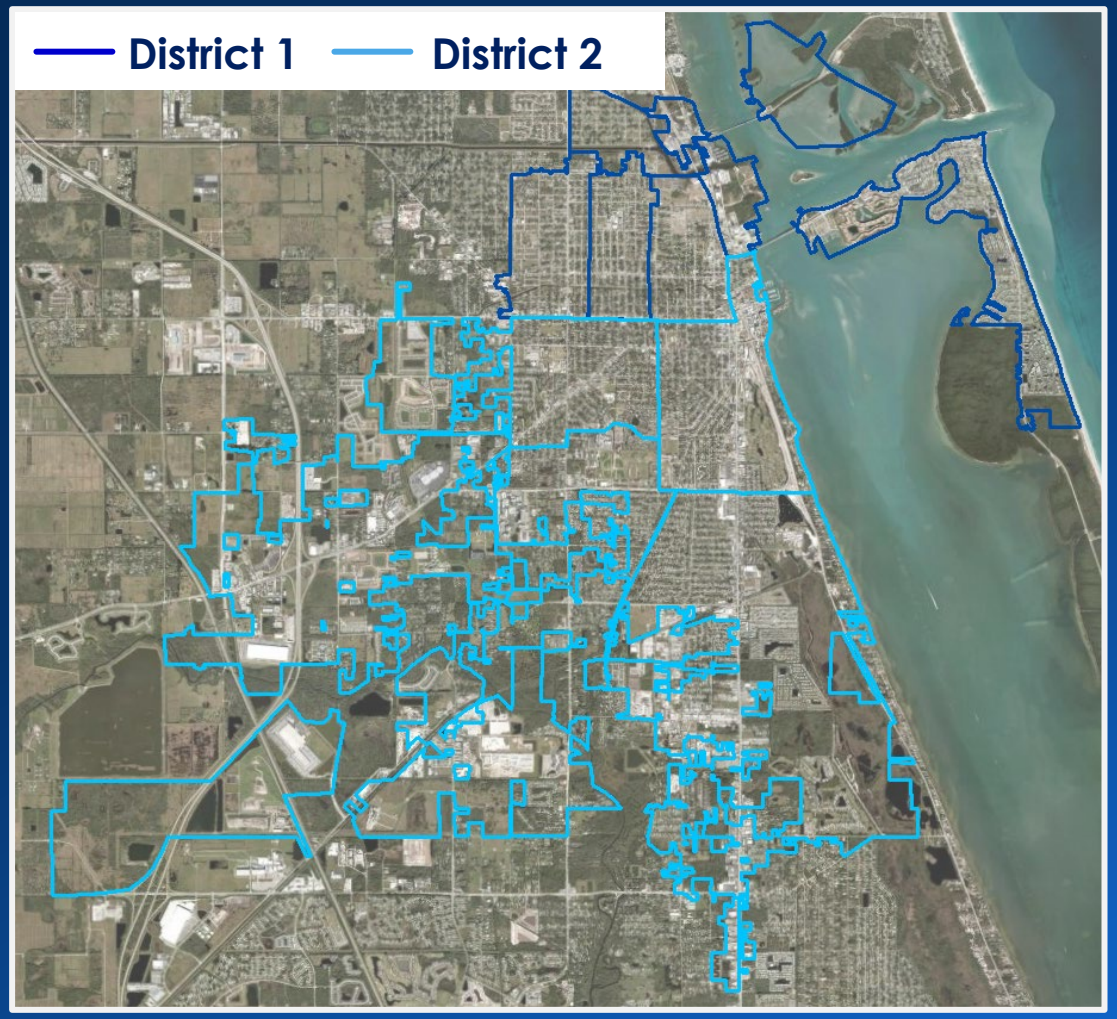
Traffic Enforcement Objectives :

- Reduce Accidents /road Safety
- Correct/Educate Drivers
- Enforce traffic violations to ensure safer roads for all drivers, pedestrians and cyclists

Calls for Service/ By District

2024 Fort Pierce Police Calls for Service by District			
	District 1	District 2	Unclassified Calls
Citizen Generated Calls	14,145	23,731	481
Officer Initiated Calls	27,358	25,051	9,029
Total Calls for Service	**41,503**	**48,782**	**9,510**
All Calls for Service	**99,795**		

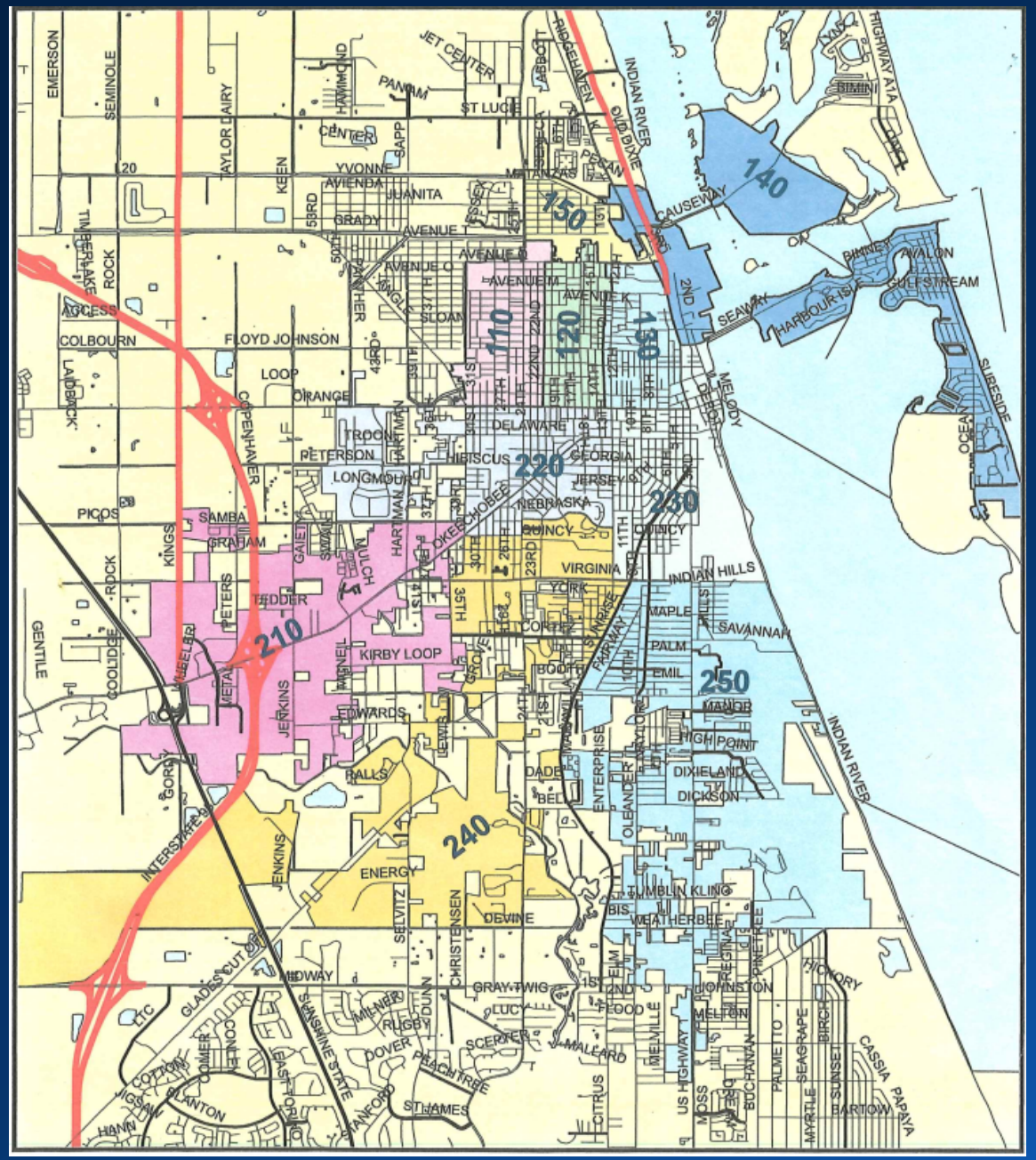




District Size in Square Miles

District 1	5.5 Square Miles
District 2	25.3 Square Miles

Zones



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

- Response: Although this recommendation appears plausible, it eliminates an officer assigned to zone 150. Ideally, each zone would have an officer assigned (110, 120, 130, and 150). Officers could conduct enforcement efforts and special assignments using a team concept to their advantage when addressing specific issues in a particular zone.

Supervisor – Captain's Position

21. CPSM recommends that FPPD reevaluate the need for the second upper management position in the Community Policing Bureau.

- Response: The Captain's position has been instrumental in ensuring that the largest bureau maintains a timely administrative process; from inspections, to reviewing/investigating blue-team matters (use of force), which directly ensures we maintain the proper oversight in conducting our daily duties.

Supervisors

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

- Response: 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.

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

- Response: Supervisors are required to monitor calls for service; priority calls for service will continue to be assigned immediate response. However, when officers are tied up on calls for service, the supervisor will be responsible for having an officer immediately pulled from a lesser call-for-service and respond to the emergency call.

ADMINISTRATIVE SERVICES BUREAU



Administrative Services Bureau
Deputy Chief Robert Ridle

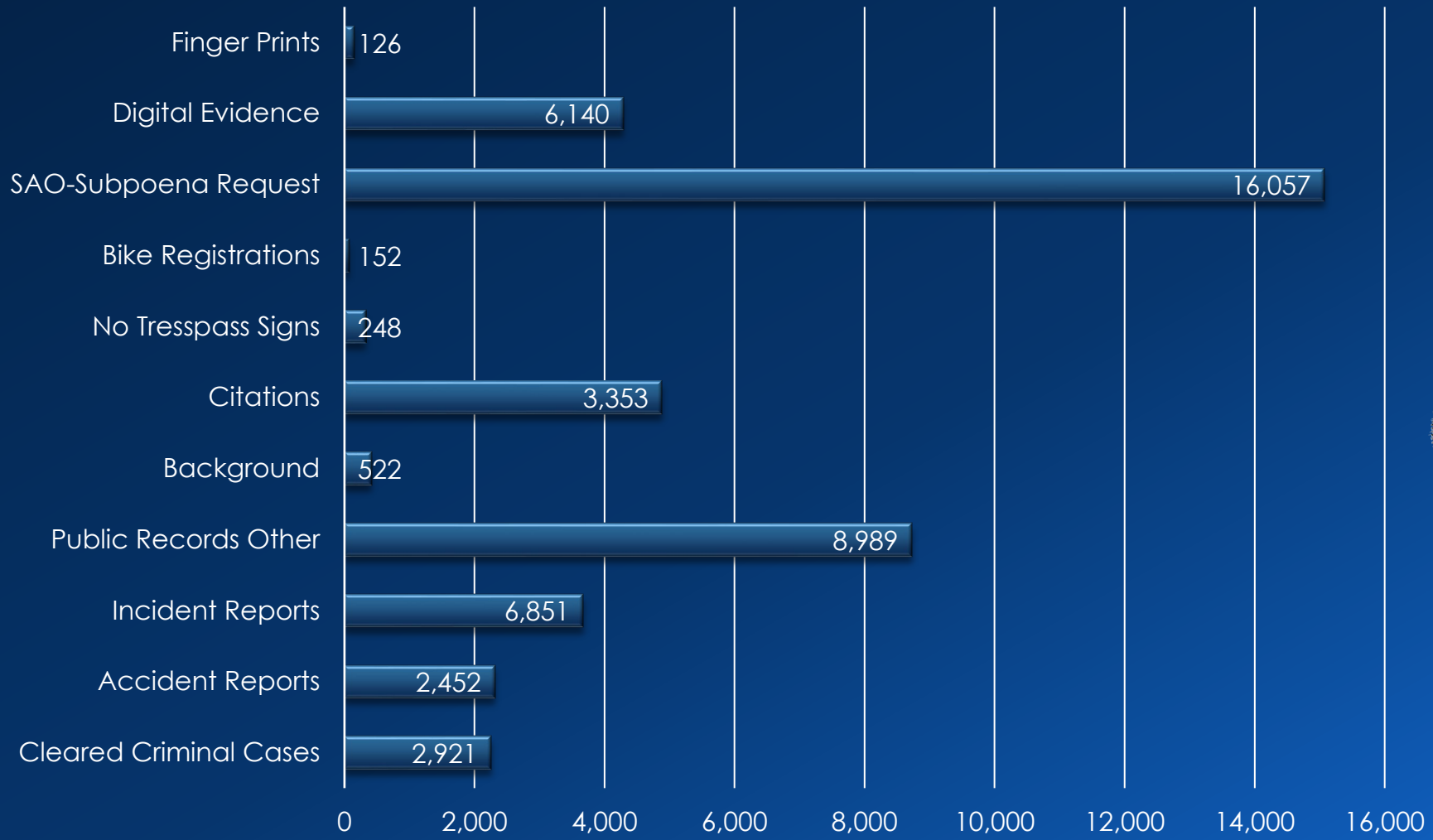
The **Administrative Services Bureau** is responsible for providing the administrative support services necessary for the effective operation of the Fort Pierce Police Department. The Bureau oversees sworn and civilian employees in a wide variety of functions that both sustain and strengthen our mission of serving our community.

INFORMATION TECHNOLOGY

- 6- Physical Sites
- 287- Laptops, Desktops, Servers
- 280- Mobile Devices
- 130- Body Cameras w/ 23 Docks
- 130- Taser X7 Weapons w/ 4 Docks
- 65- In-car Camera Systems
- 310- Police Radios, In-Car/Portable
- 4- Message Boards, 5 Speed Trailers

- Administration Records Management System
- Professional Standards Management System
- Evidence recovery from Mobile Devices and Computers
- Evidence recovery from Surveillance Video from Crime Scenes
- Cyber Security
- Criminal Justice Information Security (CJIS) Compliance and Services

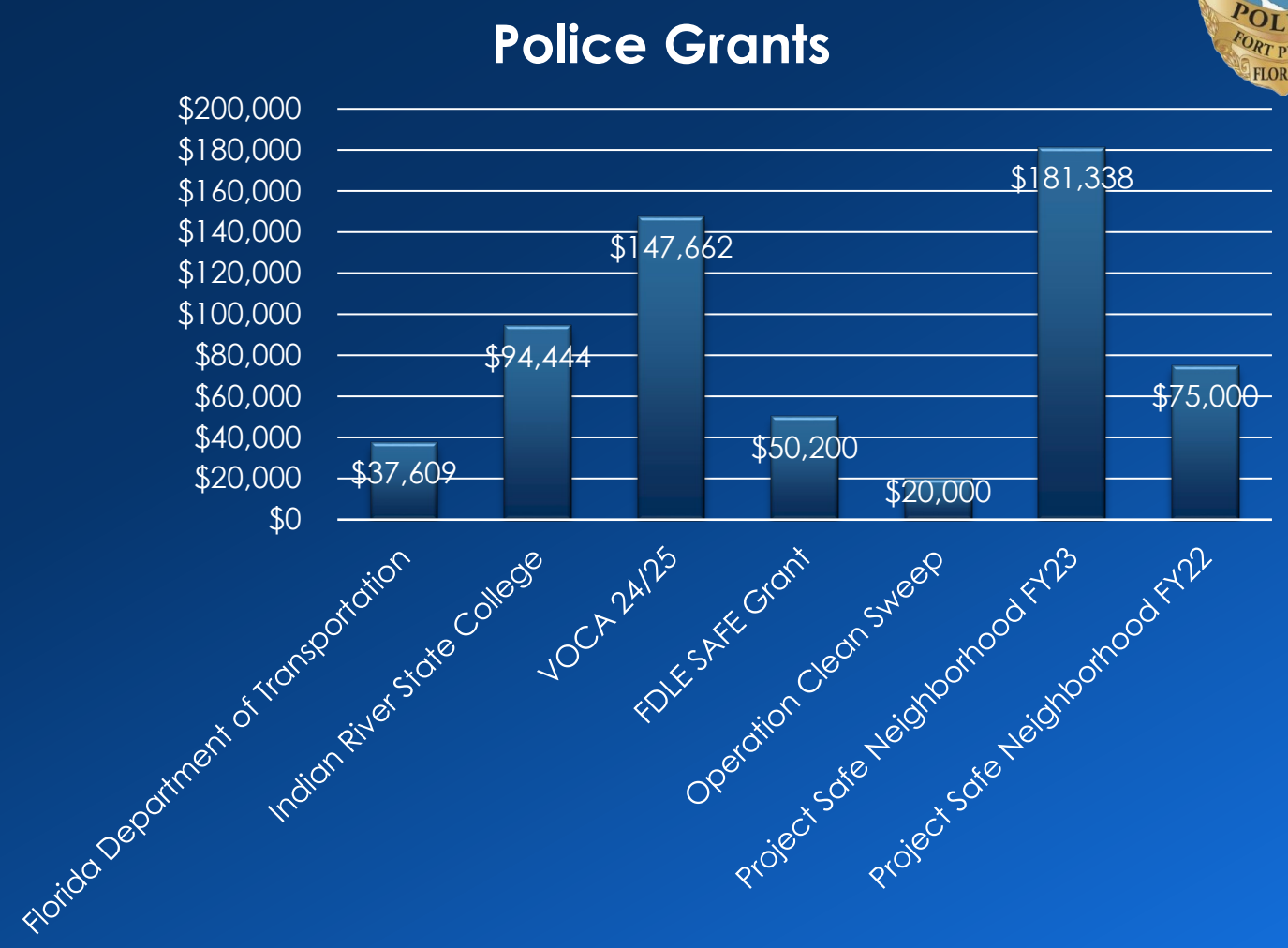
Records Division Services: 6/1/2024 to 5/8/2025



Total: 47,811



- Florida Department of Transportation
  - Bicycle and Pedestrian Safety high visibility and support program.
- Indian River State College
  - Funding for cameras in neighborhood surrounding the Blackburn Educational Building
- VOCA 24/25
  - Funding for Victim Advocate Program
- FDLE SAFE Grant
  - Funding for narcotic investigations related equipment and software
- FDLE SAFE Grant - Operation Clean Sweep
  - Funding for working narcotics cases
- Project Safe Neighborhood FY22
  - Overtime for violent crimes investigations and purchase of community surveillance cameras
- Project Safe Neighborhood FY23
  - Overtime for violent crimes investigations and purchase of equipment to support investigations



COMMUNITY ENGAGEMENT

The Community Engagement Unit aims to foster positive relationships between law enforcement and the community through proactive engagement, crime prevention initiatives, and specialized services.

- Crime Prevention
- School Resource Officers
- Homeless Liasson
- Citizens on Patrol
- Crossing Guards
- Police Explorers
- Honor Guard
- Marine Unit
- Bicycle Patrol
- Drone Unit
- City Special Event Planning















CPSM Study Recommendations

Records:

- 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.

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

Fleet:

- 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.

Fleet Continued:

- 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.

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

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

Facilities:

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

IT (Technical Support):

- CPSM recommends that the department continue to review the shared configuration with other entities for effectiveness and reliability.
- 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.
- The IT Unit should develop a replacement plan for all IT equipment in the department

School Resource Officers:

- Consideration should be given to creating a rotational schedule for the 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.
- CPSM recommends a review and update of the department policy pertaining to the SRO program.

Grants Coordinator:

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

Community Engagement:

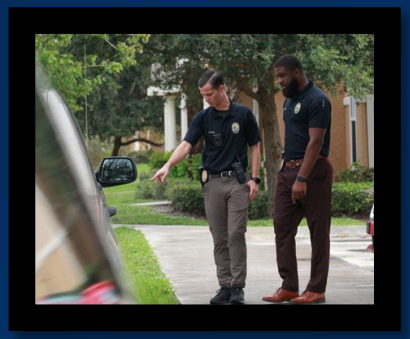
- Consider additional training for SROs (CRASE, etc.)
- Improve communication within the agency to explain that community resources such as mini cars and other items are purchased with special use funds that do not impact the overall budget. This will reduce resentment within the agency



INVESTIGATIVE SERVICES BUREAU ORGANIZATION CHART

ERIC CHAN
MAJOR

CRIMINAL INVESTIGATIONS DIVISION



CRIME SUPPRESSION UNIT



CRIME SCENE INVESTIGATIONS



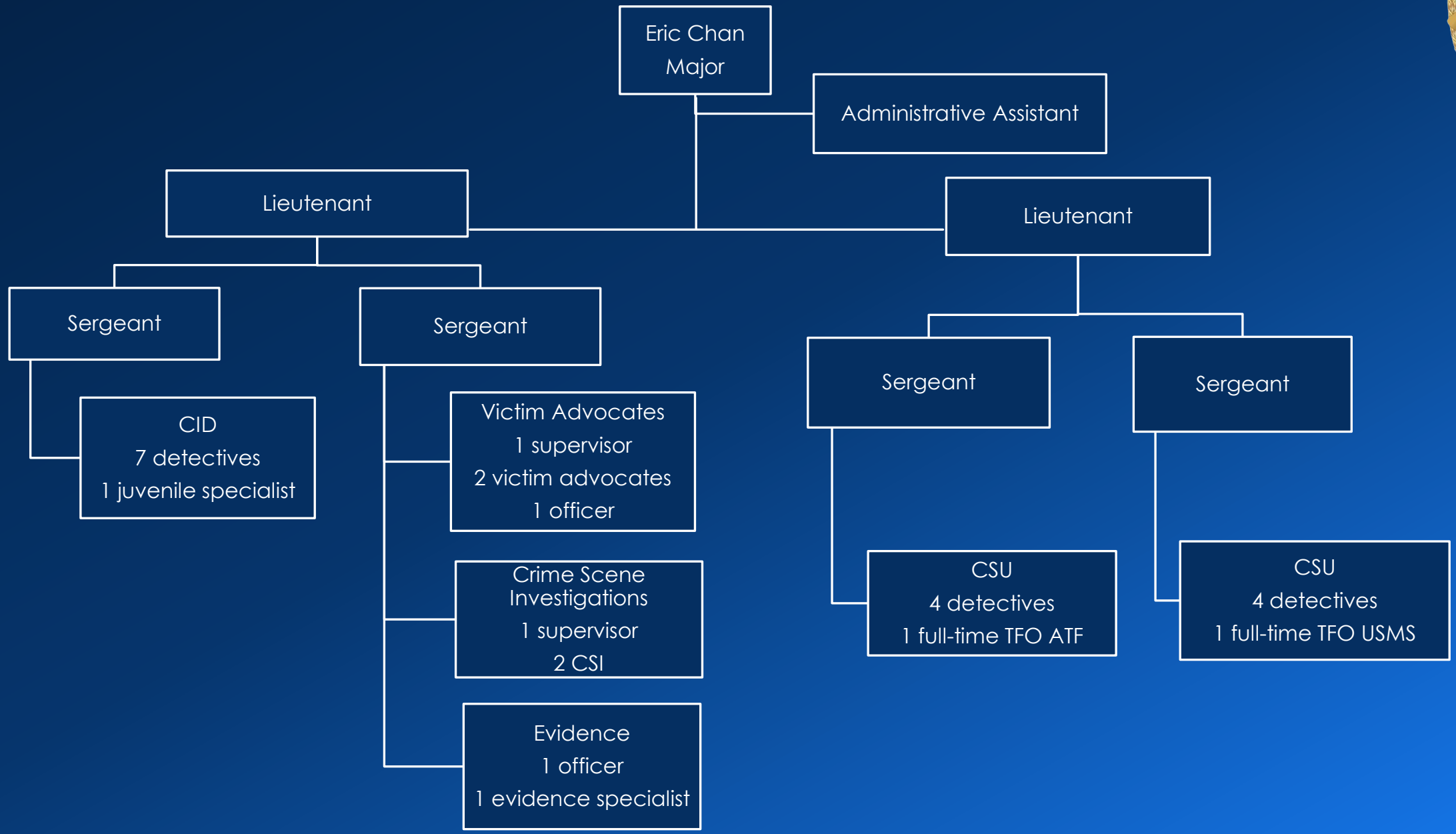
EVIDENCE UNIT



VICTIMS ADVOCATE UNIT



INVESTIGATIVE SERVICES BUREAU

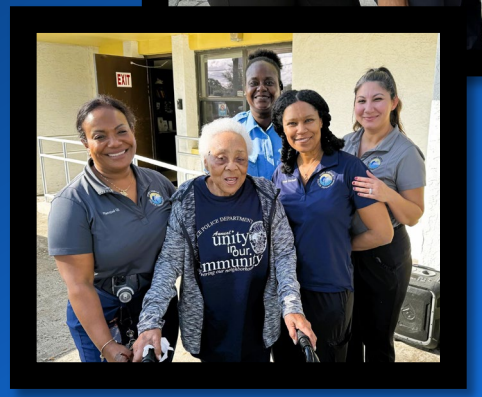


VICTIMS ADVOCATE UNIT

- The Victims Advocate Unit is responsible for providing crisis response to victims and their families.
- Victim Advocates are professionally trained, skilled, and compassionate listeners who respond to crime scenes, crisis, and non-crisis situations, or other locations to bring emotional support, comfort, and information to victims and/or their families.
- Victim Advocates inform victims of their rights and are a resource to assist victims with the criminal justice process and provide referrals to information regarding crisis intervention services, bereavement counseling, community-based victim services programs, and crime victim compensation funds.
- The Victim Advocate Unit also conducts outreach to ensure informative and wellness events take place to educate the public and provide support and referrals of available resources.

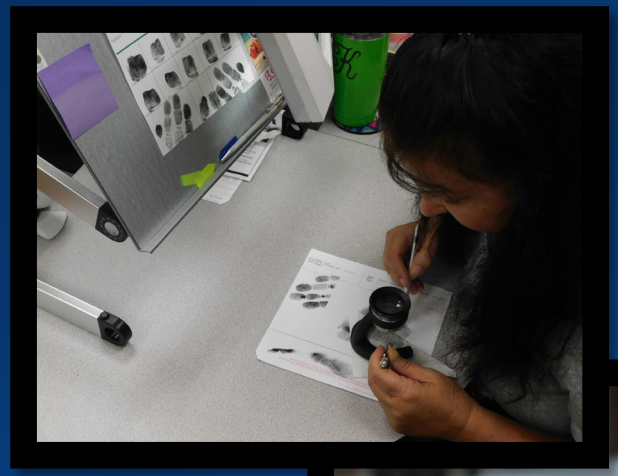






CRIME SCENE INVESTIGATIONS









- The Crime Scene Unit is made up of civilians who are specially trained members of the police department responsible for responding to various crime scenes to preserve, document, collect, and process evidence.
- Crime Scene Investigators analyze and document the scene through photography, sketches, and measurements, using the latest accepted scientific and technological methods and equipment.
- Crime Scene Investigators work side by side with detectives throughout the investigation. Should the case go to trial, the Crime Scene Investigator often testifies as a qualified expert witness to their findings.
- Additionally, each of our Crime Scene Investigators is certified as Latent Print Examiners who can compare all latent finger and/or palm prints recovered from crime scenes with known contributors for identification purposes, as well as comparison with other recovered fingerprints, not yet identified.

EVIDENCE UNIT

- The Evidence Unit is responsible for managing all aspects of the Fort Pierce Police Department's evidence repository.
- The evidence technician is responsible for accepting and releasing evidence items and ensuring proper packaging and storage of evidence items.
- The evidence section also manages abandoned, lost, or found property. Regular inventories and audits are conducted to account for all items in the agency's custody.
- The integrity of evidence is a critical component in investigations to ensure a successful criminal prosecution.



Port St. Lucie Police Department

- **Supervisor:** Sergeant
- **Number of Full-time technicians**: 2
- **Number of Full-Time Administrative Support:** 1
- **Total Items in Evidence: Approx.** 60,000-70,000

St. Lucie County Sheriff's Office

- **Supervisor**: Civilian Evidence Technician
- **Number of Full-Time Technicians**: 4
- **Total items in Evidence**: Approx. 60,000-70,000

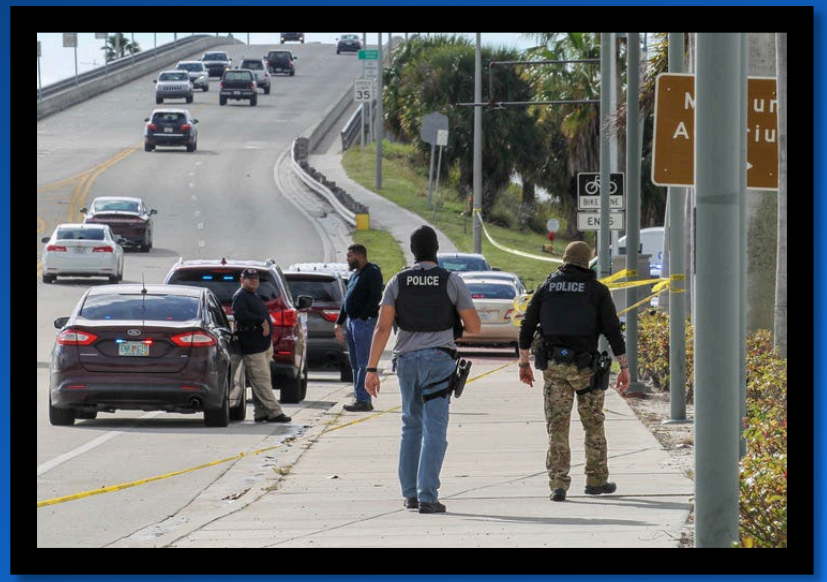
Fort Pierce Police Department

- **Supervisor:** Sergeant
- **Number of Full-Time**
- **Sworn :** 1
- **Technicians:** 1
- **Total Items in Evidence:** Approx. 72,000

CRIMINAL INVESTIGATIONS DIVISION

- The Criminal Investigations Division (CID) plays a crucial role in maintaining public safety and upholding the rule of law within the community.
- Tasked with investigating a wide range of criminal cases, CID detectives diligently pursue investigative leads, gather evidence, and conduct interviews to solve cases.
- CID detectives typically investigate crimes against persons, such as robbery, homicide, and sexual battery, as well as crimes against property, such as burglary, theft, and fraud.
- **Currently, there are 128 Active Cases between eight (8) detectives**





CRIME SUPPRESSION UNIT

- The Crime Suppression Unit (CSU) is comprised of detectives tasked to proactively investigate street-level crimes that adversely affect the "quality of life" in the City of Fort Pierce. CSU detectives focus on problem areas of the City.
- CSU detectives are mission-oriented and target criminal actors responsible for the sale and distribution of illicit narcotics, illegal possession, sale and purchase of firearms, and violence associated with gangs.
- CSU detectives often partner with federal, state, and local law enforcement agencies and are assigned as task force officers to the Drug Enforcement Administration, Homeland Security Investigations, Alcohol, Tobacco and Firearms, and the U.S. Marshals Service. CSU detectives engage in proactive measures to prevent crimes, including surveillance operations and undercover work to infiltrate criminal organizations.



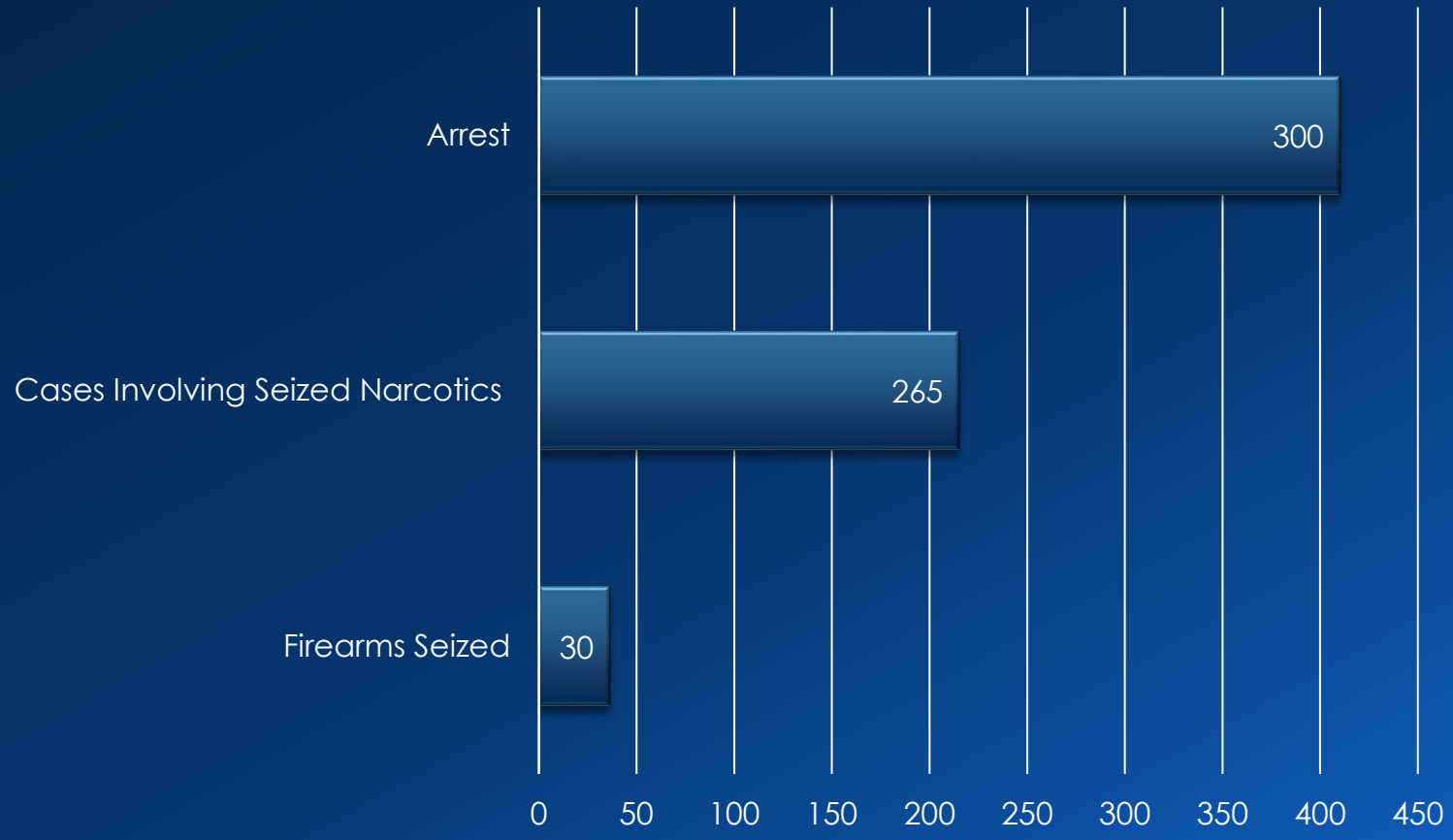








CSU Statistics (June 1, 2024- May 31, 2025)



5-Year Verified* Shooting Analysis by Month (2020 – 2024) From 2020 to 2024

From 2020 to 2024 there have been 405 verified shooting incidents. Broken down by month, August had the most shootings overall while January and November had the least. The shootings from may to august account for a high proportion of incidents compared to the rest of the year. A detailed chart has been included below.

Month	2020	2021	2022	2023	2024	Total
Jan	5	4	2	3	3	17
Feb	9	4	10	5	8	36
Mar	6	7	7	4	10	34
Apr	9	3	8	11	4	35
May	5	6	6	13	14	44
Jun	8	4	8	11	4	35
Jul	12	13	6	7	5	43
Aug	14	5	7	10	9	45
Sep	4	9	9	6	3	31
Oct	3	12	8	4	7	34
Nov	0	2	6	7	2	17
Dec	0	10	9	9	6	34
Total	75	79	86	90	75	405

The highest proportion of shootings occurred in August and was closely followed by May and June which has one less and two less shootings respectively.

**Verified shooting incidents include incidents where officers were able to confirm a shooting occurred with evidence such as casings found, observed impacts or damage, witness statements, etc.*

CPSM Recommendations



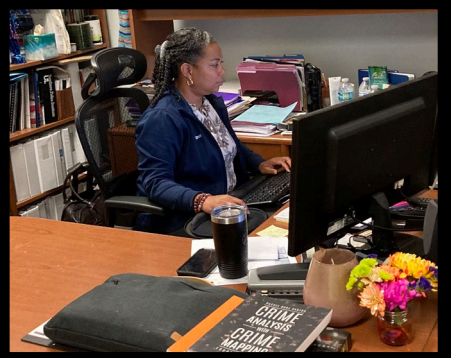
SUPPORT SERVICES BUREAU ORGANIZATIONAL CHART

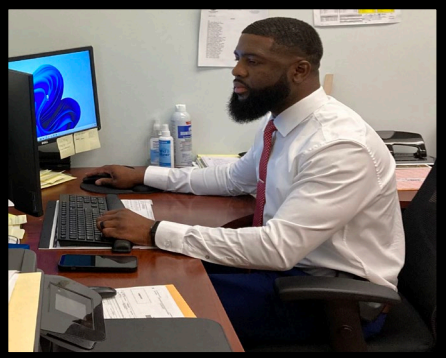
MIKE SANTIAGO
MAJOR

RECRUITMENT	TRAINING	CRIME ANALYSIS	PROFESSIONAL STANDARDS	MEDIA RELATIONS





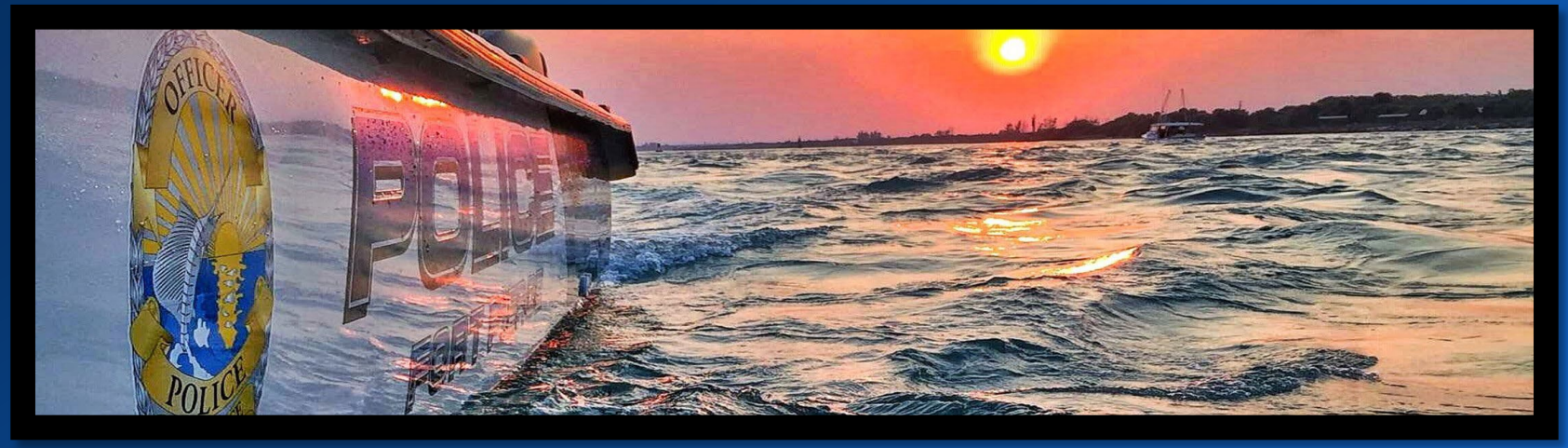






RECRUITMENT

The mission of the Fort Pierce Police Department Recruitment Unit is to attract, select, and hire the most qualified and diverse candidates to join the police force. The ultimate goal is to build a team of dedicated and skilled officers who are committed to serving our community with honor and distinction.



RECRUITMENT







Sworn
- Processed: 70
- Hired: 11
- Conditional Offers: 5

Civilian
- Processed: 61
- Hired: 5
- Intern/Part-Time: 1

Total Staffing Allotted-**141**

Applicant Process and Hires Summary

Total Civilian Staffing Allotted-37

Current Staffing levels with conditional offers: **118**

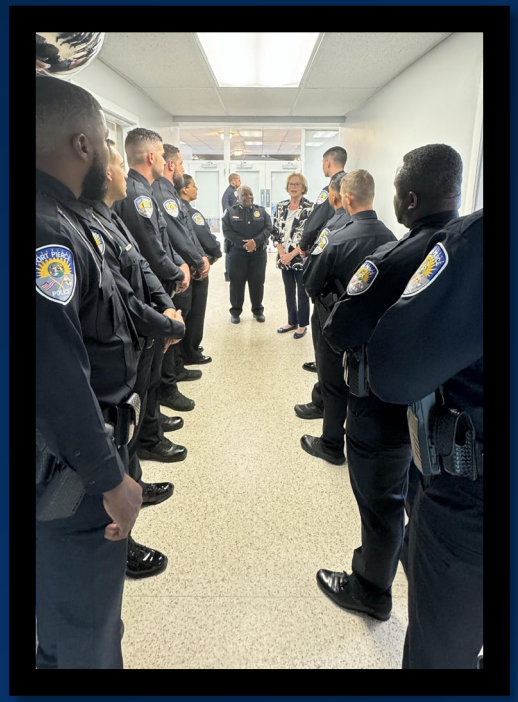
RECRUITMENT UNIT

The recruitment unit has significantly enhanced its recruitment and hiring practices through the following:

- Aggressive strategies aimed at targeting prospective applicants during basic onboard testing.
- Non-Negotiable standards (red flags never get better)
- Aligned hiring process
  - Update job descriptions
  - Source prospective candidates
  - Enhanced Screening(Tyler, PEP, background)
  - Interviews
  - Final offers
- Establish a recruitment team.
- Recruitment Training







Required to further enhance recruitment efforts

- Software: Tyler used to screen candidates to meet minimum requirements.
- Enhance community events geared towards recruitment.
- Incorporate employment incentives in addition to the established State incentives.

Enhance Retention of Qualified Officers

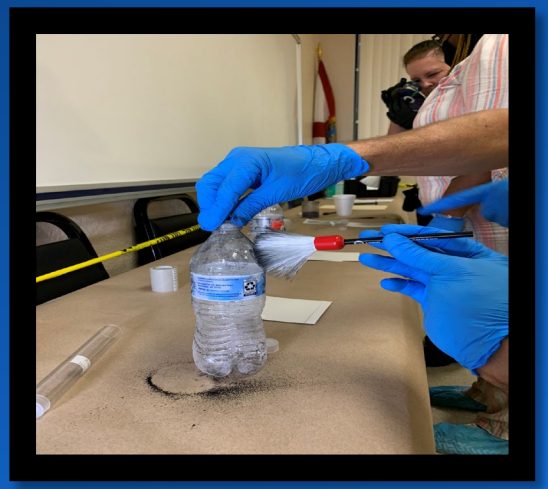
- Provide for competitive salaries
- Monetary incentives
- Create lateral opportunity
- Invest in personnel to support development and growth through advanced training and education.
- Provide clear and concise messaging through the use of established organizational structure.

TRAINING UNIT

The mission of the Fort Pierce Police Department training division is to provide comprehensive and progressive training to police officers and civilian staff to enhance their skills, knowledge, and abilities to effectively serve and protect the community.







TRAINING ACCOMPLISHMENTS

Unit Staffing:
Three (3) training coordinators

- **In-Service Training: 8**
- **Mini Academy: (3)**
- **CSO Mini Academy: (1)**
- **Roll Call/Power DMS/Specialty Training: (34)**
- **Request to Attend Advanced and Specialized Training/Conferences: (95)**
- **Recruiting Bootcamp (Performance Protocol). FDLE funded**
- Quarterly supervisor training
- Monthly FTO training





What Changed?

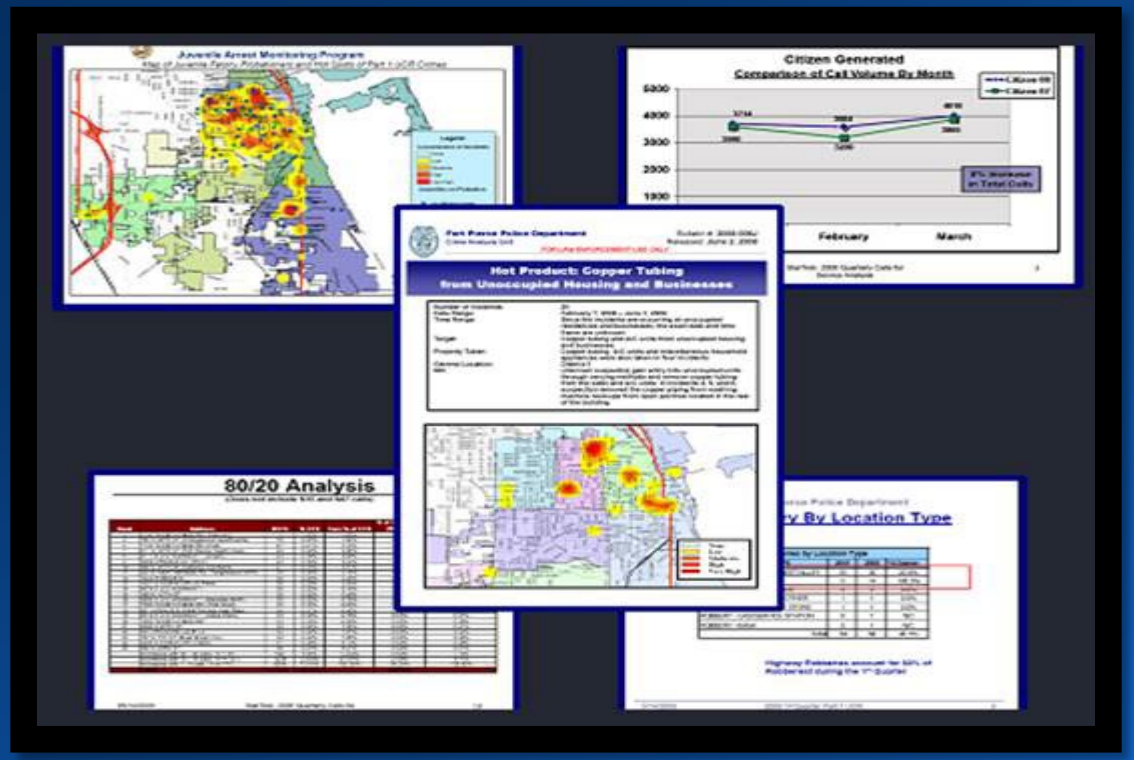
- Increased desire for individual training and growth
- Implementation of a tiered training system which develops officers and enhances growth
- Increase in IRSC grant funded courses
- Aggressive recruitment efforts to attain the goal of (141 Sworn)
- Supervisor and FTO training
- Collaboration with HR to enhance leadership development and processes.

Future Needs to Enhance Training Efforts:

- Advanced Virtual Reality Training/Simulators
- Dedicated training facility
- New training aids
- Funding for outside professional trainers/experts
- Funding for IRSC Indoor Range $390.00 per 8 hours

CRIME ANALYSIS UNIT

The mission of the Fort Pierce Police Department's crime analysis and intelligence division is to support the operations of the police department by providing data-driven insights and analysis to inform crime prevention, investigation, and prosecution strategies.



Future needs to enhance the functionality and efficiency of the Crime Analysis Unit:

Software:

- **Advanced Technology**

Advanced training:

- **Staff training**

Staffing:

- **Increase staffing**

PROFESSIONAL STANDARDS

The mission of the Fort Pierce Police Department's Internal Affairs/Professional Standards Unit is to ensure that the department's members adhere to the highest standards of integrity, ethics, and professionalism.

Public Records Requests
- Requests fulfilled by Professional Standards Analysts/Disciplinary Files

Citizen/Employee Complaints
- Investigations conducted pursuant to Citizen or Employee complaints

Internal Complaints
- Complaints generated internally through audits

I.A. Investigations
- Investigations conducted by Internal Affairs Investigators

Blue Team Tracking and Review
- Analyst reviews and documentation of all incidents per established criteria

Quality Assurance Audits:
- Reviews of Police Conduct utilizing BWC, types of calls for service

Future Needs to Enhance the Functionality and Efficiency of Professional Standards

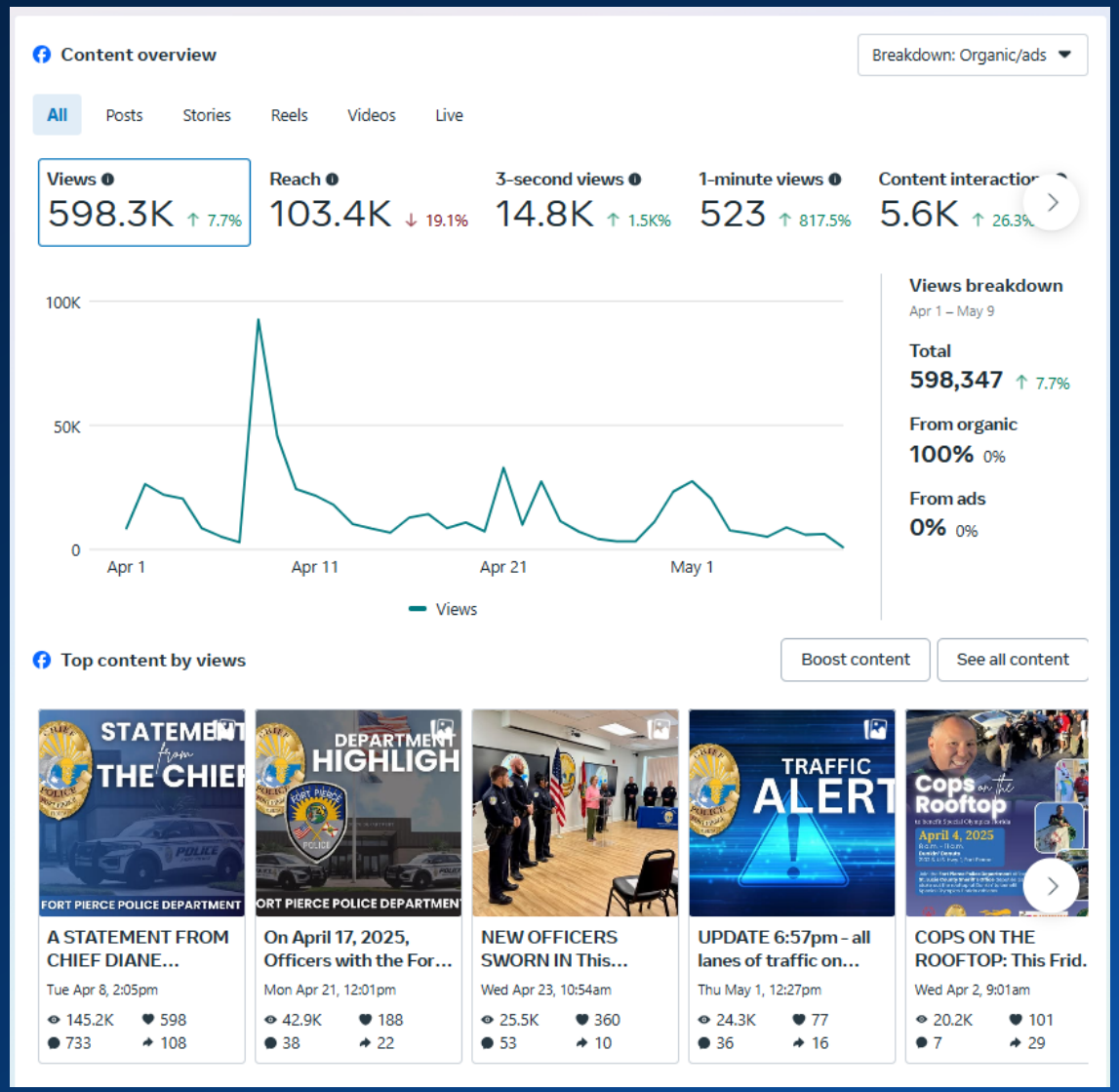
- Advanced Training on conducting Internal Police Investigations for all supervisors
- Secure housing for Professional Standards Staff to conduct sensitive investigations
- Enhanced security for Internal Affairs Investigative Documents
- Technology/Computers to support software and mobile investigations
- Additional investigators and administrative staff

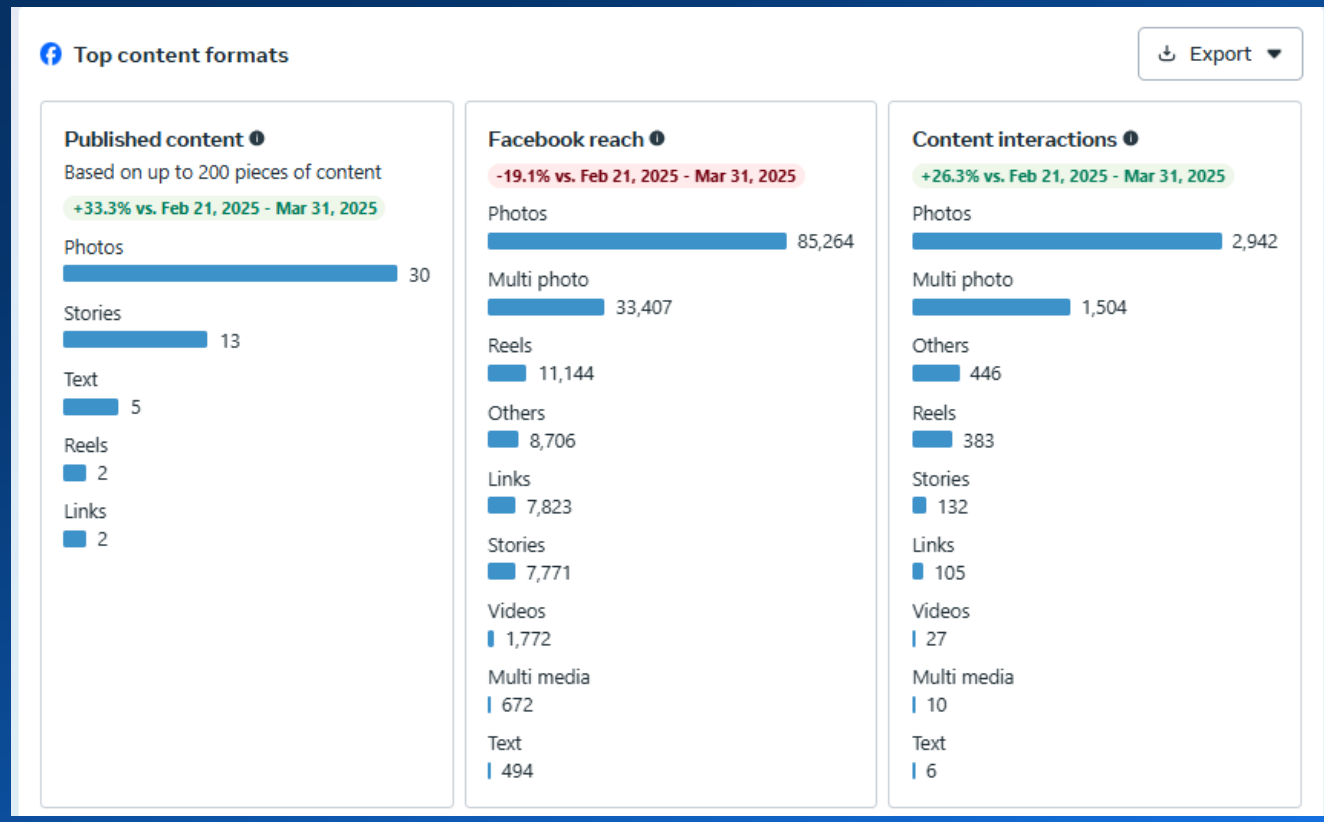
PUBLIC AFFAIRS OFFICE

The Fort Pierce Police Department Public Information or Public Affairs Office prepares news releases, coordinates print and broadcast coverage of department events and acts as the liaison between the police department and the local, state and national media at crime scenes, special events, critical incidents and other activities that generate media interest.

SOCIAL MEDIA ANALYTICS

MAY 1, 2024 – APRIL 9, 2025

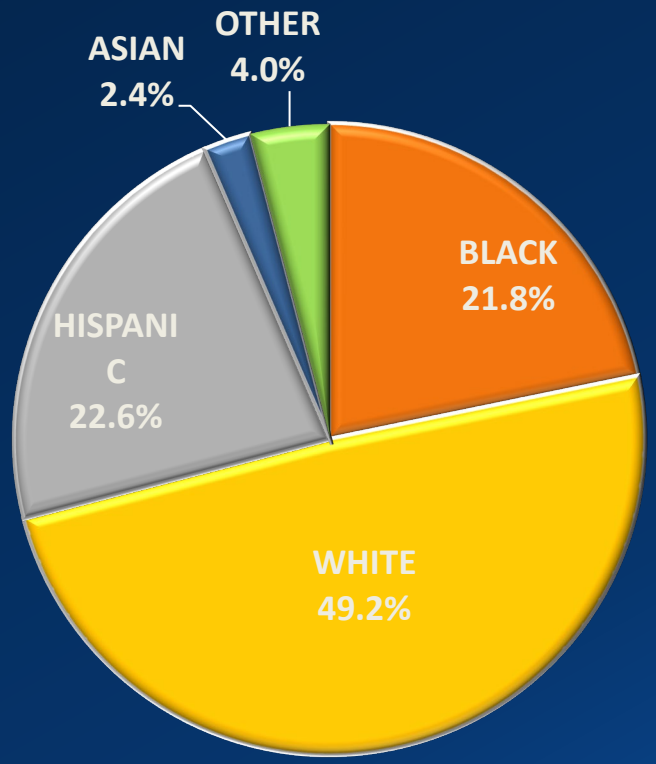




CPSM Recommendations

Sworn Staffing Level By Race

PERSONNEL



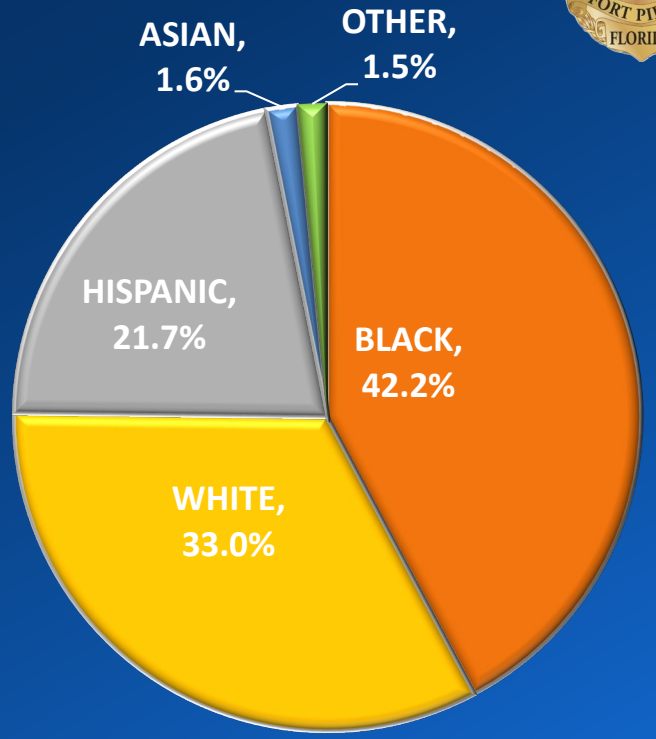
Total Sworn Personnel 124*

FPPD Personnel Breakdown		
Race	# Sworn	% Sworn
BLACK	27	21.8%
WHITE	61	49.2%
HISPANIC	28	22.6%
ASIAN	3	2.4%
OTHER	5	4.0%

** Total sworn includes 4 Academy Cadets of May 8, 2025*

FORT PIERCE POPULATION

Population statistics taken from census.gov/quickfacts

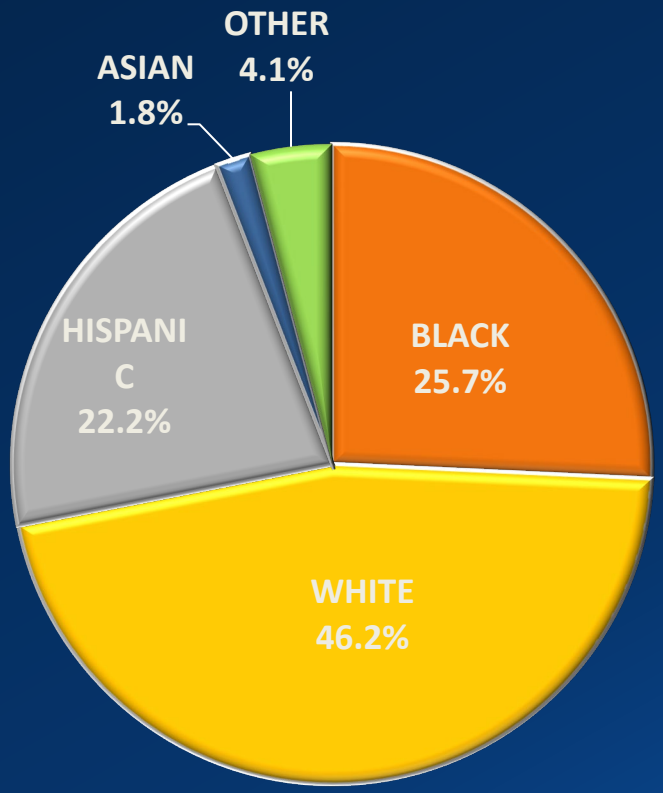


Total Population 49,374

2023 Estimate of Population Breakdown		
Race	Population (est.)	% Population (est.)
BLACK	20,836	42.2%
WHITE	16,293	33.0%
HISPANIC	10,714	21.7%
ASIAN	790	1.6%
OTHER	741	1.5%

Sworn & Support Staffing Level By Race

PERSONNEL

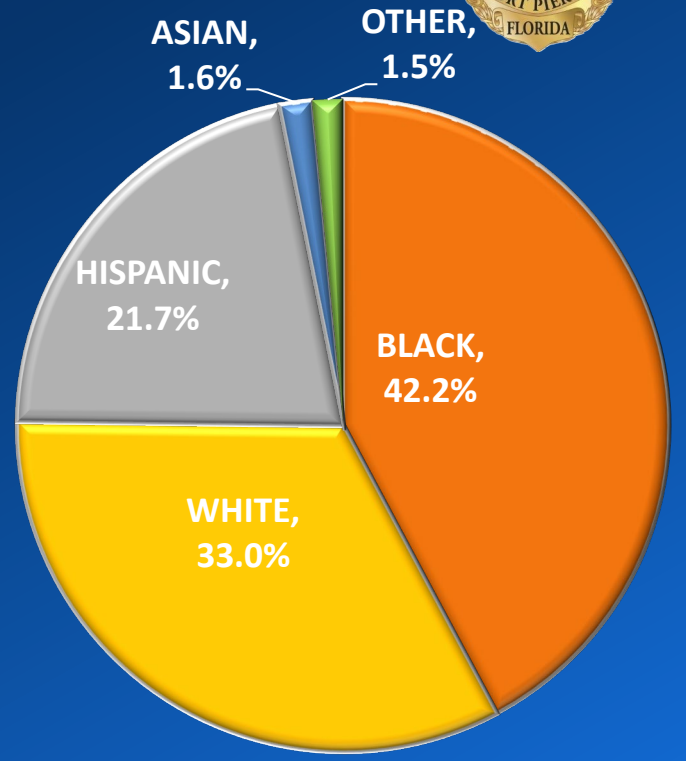


Total Personnel 171

FPPD Sworn Breakdown		
Race	# Sworn	% Sworn
BLACK	44	25.7%
WHITE	79	46.2%
HISPANIC	38	22.2%
ASIAN	3	1.8%
OTHER	7	4.1%

FORT PIERCE POPULATION

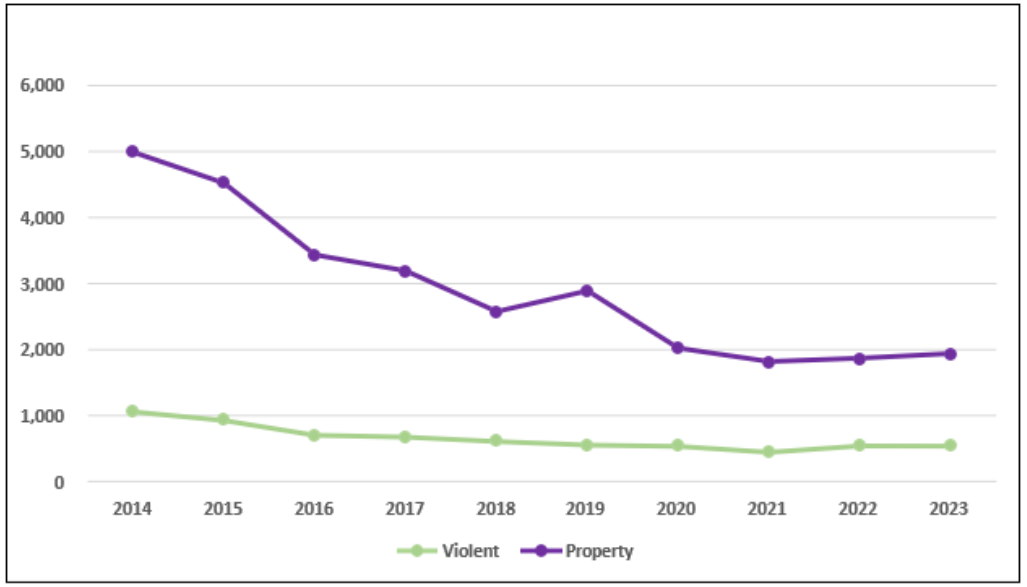
Population statistics taken from census.gov/quickfacts (as of July 1, 2023)



Total Population 49,374

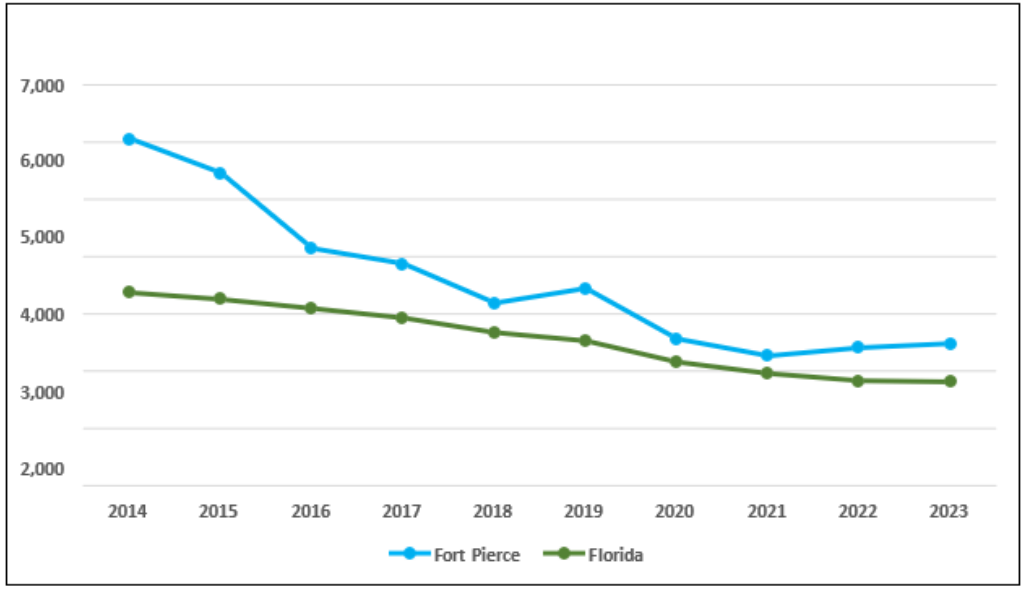
2023 Estimate of Population Breakdown		
Race	Population (est.)	% Population (est.)
BLACK	20,836	42.2%
WHITE	16,293	33.0%
HISPANIC	10,714	21.7%
ASIAN	790	1.6%
OTHER	741	1.5%

FIGURE 3-1: Reported Fort Pierce Violent and Property Crime Rates, by Year*



Note: *Per 100,000 population.

FIGURE 3-2: Reported Fort Pierce and Florida Overall Crime Rates, by Year*

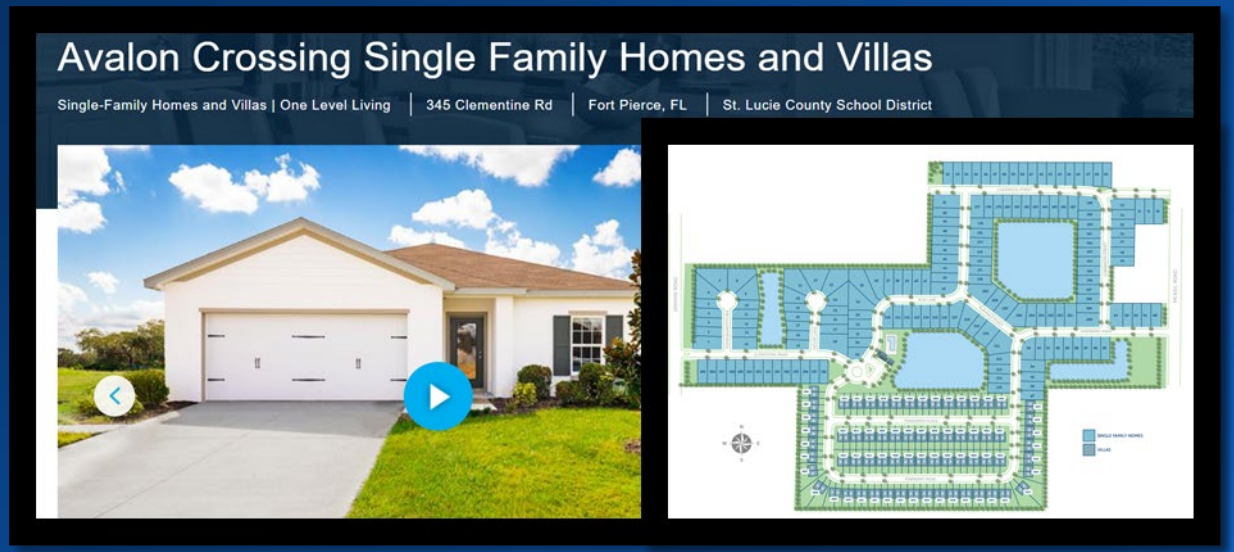


Note: *Per 100,000 population

Growth Of The City Of Fort Pierce

The Police Department assists the Technical Review Committee (TRC) in reviewing developments within the City of Fort Pierce. Projects reviewed the Police Department between April 2024 through April 2025 consist of the following:

- Number of project reviews - 91
- Number of proposed new businesses - 20
- Number of proposed residential units - 4146 (spread over 26 separate development projects)
- Using a national average of 2.5 persons per housing unit, the projected additional population is 10,365 persons.




HEROES WORK HERE

Officers

	Fort Pierce Police Department	Saint Lucie County Sheriff's Office	Port Saint Lucie Police Department
Step 1	$55,932.92	$58,862	$69,078.01
Step 2	$57,349.16	$61,505	$72,464.17
Step 3	$58,860.09	$64,280	$75,850.35
Step 4	$61,104.93	$67,194	$79,236.53
Step 5	$64,954.79	$70,254	$82,622.71
Step 6	$67,177.78	$73,466	$86,008.88
Step 7	$69,401.99	$76,840	$89,395.06
Step 8	$73,847.97	$80,382	$92,781.24
Step 9	$76,072.18	$84,101	$96,167.42
Step 10	$80,518.16	$88,006	$99,553.59
Step 11	$82,930.79	$92,106	$102,939.77
Step 12	$85,935.89	-	$106,325.95
Step 13	-	-	$109,712.12
Step 14	-	-	$113,098.29

Sergeants

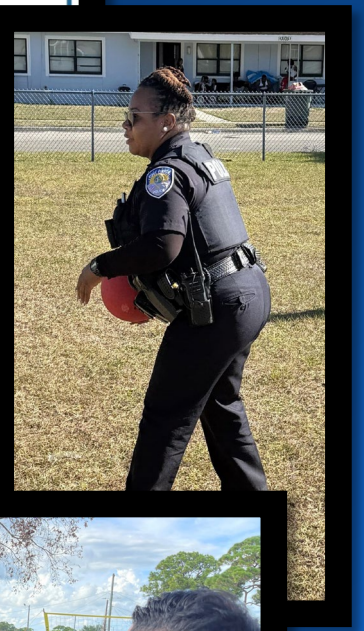
	Fort Pierce Police Department	Saint Lucie County Sheriff's Office	Port Saint Lucie Police Department
Step 1	$87,494.21	$92,107	$112,918.12
Step 2	$89.046.29	$95,250	$116,262.40
Step 3	$90,611.74	$99,712	$119,606.68
Step 4	$92,297.19	$92,107	$122,954.68
Step 5	$93.924.86	$104,398	$126,300.20
Step 6	$95.551.43	-	-
Step 7	$97,111.99	-	-
Step 8	$98.803.44	-	-
Step 9	$100,422.22	-	-
Step 10	$102,064.35	-	-

Lieutenants

	Fort Pierce Police Department	Saint Lucie County Sheriff's Office	Port Saint Lucie Police Department
Step 1	$105,741.07	$133,328	$132,914.32
Step 2	$107,698.95	-	$136,322.38
Step 3	$109.65 5.72	-	$139,730.44
Step 4	$111,616.93	-	$143,223.17
Step 5	$113,572.59	-	$146,803.20
Step 6	$115,532.69	-	$150,473.12
Step 7	$117,491.68	-	$154,235.53
Step 8	-	-	$158,091.74

COURAGEOUS KIDS







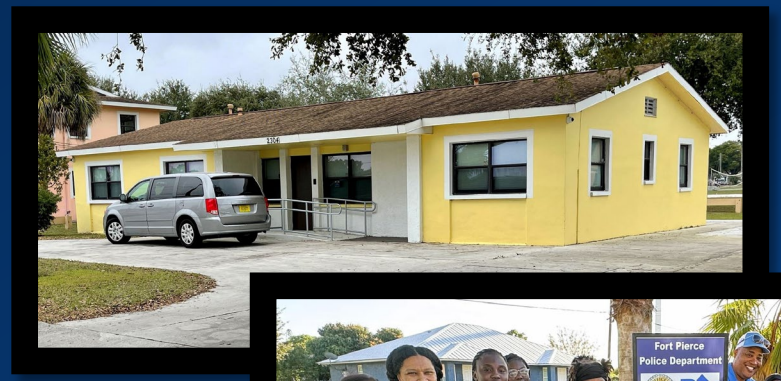




THE RESOURCES IN COMMUNITY HOPE (RICH) HOUSE

The Impact on Rich House Kids' Behavior

- The dynamic of an often challenging environment of Rich House neighborhoods, where socioeconomic factors can significantly influence behavior and development.
- The role of victim advocates emerges as a crucial intervention. Victim advocates, individuals trained to support victims of crime and trauma, play a pivotal role not only in providing immediate assistance but also in fostering long-term positive changes in behavior among the Rich House youth.
- Interactions with victim advocates often serve as transformative moments for these children. Many Rich House kids face daily exposure to violence, crime, and the associated trauma that can deeply affect their emotional and psychological well-being. When victim advocates engage with these youth, they provide a compassionate and supportive presence that contrasts with the harsh realities they may be accustomed to. This initial interaction can create a foundation of trust and empathy, essential for any behavioral change process.









THE RICH HOUSE / COURAGEOUS KIDS











Police Explorers





FAITH IN THE FUTURE OF FORT PIERCE

The Fort Pierce Police Department Cordially Invites You To

FAITH IN THE FUTURE OF FORT PIERCE

Unite For Peace: Building A Safer Tomorrow

The Fort Pierce Police Department invites you to "Faith in the Future of Fort Pierce." Join Chief Diane Hobley-Burney for a discussion on how you, as faith-based leaders, can contribute to shaping the future of our vibrant city.

Tuesday July 2, 2024
10:00 AM to 11:30 AM
At the Garden Club
911 Parkway Dr, Fort Pierce, FL 34950

Light refreshments will be served.













SAVE THE DATE –







“IN HONOR WE SERVE”



Contracts H

Interoffice Memorandum
City Clerk's Office

TO: Robert Bradshaw, City Manager

FROM: Linda W. Cox, City Clerk

SUBJECT: Chief of Police Contract

DATE: April 21, 2015

Attached is a fully executed copy of the contract with Diane Hobley-Burney for her position as Chief of Police effective June 1, 2015. I retained the original for our files. Thanks.

CITY OF FORT PIERCE, FLORIDA

DIANE HOBLEY-BURNEY
CHIEF OF POLICE

EMPLOYMENT AGREEMENT

THIS EMPLOYMENT AGREEMENT made and entered into this 1st day of June 2015, by and between the **CITY OF FORT PIERCE, FLORIDA**, a municipal corporation, hereafter referred as to "**CITY**" and **DIANE HOBLEY-BURNEY,** hereafter referred to as "**HOBLEY-BURNEY**".

WHEREAS, the **CITY** desires to secure the services of **HOBLEY-BURNEY** as Chief of Police for a minimum of three (3) years from the Effective Date of this agreement and **HOBLEY-BURNEY** desires to accept such position; and

WHEREAS, the **CITY** and **HOBLEY-BURNEY** intend by this Agreement to provide certain benefits and establish certain conditions of employment to which **HOBLEY-BURNEY** has agreed.

NOW, THEREFORE, in consideration of the material advantages occurring to the parties and the mutual covenants contained herein, the **CITY** and **HOBLEY-BURNEY** agree with each other as follows:

1. Employment.

HOBLEY-BURNEY will render full time professional services to the **CITY** in the capacity of Chief of Police of the **CITY** for the initial term of three (3) years, commencing June 1, 2015 through May 31, 2018. In the event written notice of termination or notice of non-renewal of this Agreement is not given by either party to the other party ninety (90) days prior to the expiration of the term as hereinabove provided, this Agreement shall automatically renew and continue thereafter on a year-to-year basis. **HOBLEY-BURNEY** agrees to sever ties with her existing employer, and report for work, and the duties and employment of **HOBLEY-BURNEY** as Chief of Police shall commence the June 1, 2015.

HOBLEY-BURNEY shall devote all of her time, attention, knowledge and skill, solely and exclusively to the business and interest of the City of Fort Pierce, and the public which it serves. **HOBLEY-BURNEY** will at all times faithfully, industriously, and diligently perform to the best of her ability all duties that may be required of her by virtue of her position as Chief of Police, including the performance of all duties set forth in the City Charter, Ordinances, Resolutions and other City policies, and to perform other legally permissible and proper duties and functions to the reasonable satisfaction of the City Manager. Although it is recognized that **HOBLEY-BURNEY** shall devote her time, attention, knowledge, and skills to the administration of the Police Department, it is also recognized that she be allowed to participate in various professional growth opportunities. These shall include: lecturing, teaching, writing and professional consulting. Prior to participating in any of these areas, she shall first obtain the approval of the City Manager. **HOBLEY-BURNEY** shall, subject to the prior written approval of the City Manager, be allowed to use accumulated compensatory time or vacation time to teach, lecture or provide consultation services to others, provided doing so will not interfere or conflict with her duties as Chief of Police. Nothing herein shall prohibit **HOBLEY-BURNEY** from maintaining membership in or participating in private social or civic endeavors that do not interfere or detract from her performance of the terms of this Agreement. In the event **HOBLEY-BURNEY** makes formal application for full-time employment elsewhere while serving as Chief of Police, she shall be required to provide written notice to the City Manager simultaneously with such application or submittal.

2. <u>Compensation</u>.

In consideration for these services as Chief of Police, the **CITY** agrees to pay **HOBLEY-BURNEY** an annual base salary of ONE-HUNDRED TWENTY-FOUR THOUSAND

AND NINETY ONE DOLLARS ($124,091.00) per annum, payable in bi-weekly installments. Said compensation may be increased each year in such amounts, at such times, and to such extent as the City Manager may determine based upon a performance appraisal using the following criteria but not limited to: Leadership, Management Ability, Community Awareness, Public Relations, Internal/External Communications and Overall Job Performance.

The **CITY** agrees that it will not, at any time during the term of this Agreement, reduce **HOBLEY-BURNEY's** base salary or other financial benefits in a greater percentage than an applicable across the board reduction for all employees of the **CITY**.

3. Performance Evaluations.

The City Manager may, upon the expiration of six (6) months of the Effective Date of this Agreement, and on an annual basis thereafter, evaluate **HOBLEY-BURNEY's** performance as Chief of Police. The matter of the performance reviews shall consider continuing management objectives and responsibilities as well as achievement of key specific objectives as mutually agreed upon by the City Manager and **HOBLEY-BURNEY**.

Should it be determined that **HOBLEY-BURNEY** was successful in her overall performance, and if the City Manager, determines that the fiscal condition of the **CITY** is sufficient, the City Manager will consider **HOBLEY-BURNEY**'s compensation and benefits, and endeavor to maintain them at a level commensurate with her peers in the Police Chief profession in similarly situated Florida cities and the rate of general inflation in the economy.

4. Supervision.

HOBLEY-BURNEY shall be under the supervision of the City Manager and she will perform such services as will be required of her by the City Manager and the laws of the City of Fort Pierce and State of Florida in the administration of the Police Department. **HOBLEY-BURNEY** shall be responsible for the administration and operation of the Police Department.

5. Benefits.

In addition to annual compensation specified above, the **CITY** agrees to provide **HOBLEY-BURNEY** with the following benefits:

(a) **HOBLEY-BURNEY** shall be entitled to receive twenty (20) working days vacation, sick leave, and holiday time as defined in the City of Fort Pierce Personnel Rules and Regulations, including provisions governing accrual and payment thereof on termination of employment.

(b) **HOBLEY-BURNEY** duties require that she shall have the exclusive use of a vehicle at all times during her employment with the CITY of a road-worthy current model vehicle provided to her by the CITY. The CITY shall be responsible for paying for liability, property damage and comprehensive insurance, and for the purchase, operation, maintenance, repair and regular replacement of said vehicle.

(c) Membership dues to professional associations and societies and to such service organizations and clubs of which **HOBLEY-BURNEY** is and will be a member, subject to the approval of the City Manager.

(d) Comprehensive health and major medical insurance equal to that which is provided to other City employees.

(e) Retirement benefits as provided to City Employees; provided, however, if **HOBLEY-BURNEY** elects not to participate as a member under the **CITY**'s retirement plan, the **CITY** shall contribute a sum to her Deferred Compensation Plan (or other plan designed by **HOBLEY-BURNEY**) equal to the same percentage contribution, up to the maximum allowed by law, as the **CITY** would have contributed to **HOBLEY-BURNEY**'s retirement under the **CITY**'s plan.

6. Relocation Expenses.

The **CITY** will pay **HOBLEY-BURNEY** the sum of FOUR THOUSAND DOLLARS ($4,000.00) for the expenses of moving **HOBLEY-BURNEY, HOBLEY-BURNEY's** family, and **HOBLEY-BURNEY's** personal property from **HOBLEY-BURNEY's** current residence to

the **CITY**, including packing, moving, truck rental, storage costs, unpacking, and insurance charges, and miscellaneous charges incurred or expended by her in effecting this move, said sum to also be intended to cover temporary housing for **HOBLEY-BURNEY** and her family within the **CITY** for the period of time between her initial reporting for work on or before the Effective Date and the date she secures permanent housing.

7. Professional Development.

(a) CITY hereby agrees to budget for and to pay the travel and subsistence expenses of **HOBLEY-BURNEY** for professional and official travel, meetings and occasions adequate to continue the professional development of **HOBLEY-BURNEY** and to adequately attend necessary official and other functions for the CITY.

(b) CITY also agrees to budget and to pay for the travel and subsistence expenses of **HOBLEY-BURNEY** for short courses, institutes and seminars that are necessary for her professional development and for the good of the CITY.

(c) The sums required for A and B above shall be subject to the approval by the City Manager.

8. Termination.

(a) At all times during the term of this Agreement, **HOBLEY-BURNEY** shall be deemed an employee-at-will, and may be terminated at any time, with or without cause.

(b) If **HOBLEY-BURNEY** resigns following a formal offer to accept resignation made by the City Manager.

9. Severance.

Except as provided in this Agreement, severance will be paid to **HOBLEY-BURNEY** when employment is terminated as defined in Paragraph 8 above. Upon termination, all rights, duties and obligations of both parties shall cease except that the **CITY** shall continue to pay **HOBLEY-BURNEY** her then annual base salary for (90) consecutive days thereafter, and the **CITY** shall also maintain **HOBLEY-BURNEY's** life insurance and major medical insurance coverage paid up and in effect during such period. **HOBLEY-BURNEY** shall also

be compensated for all accrued sick leave and vacation time payable upon termination of employment as provided in the Personnel Rules and Regulations. During any time severance is being paid, **HOBLEY-BURNEY** shall not be required to perform any duties for the City or come to the City.

The severance provisions set forth herein shall not apply and the City shall not be obligated to pay the ninety (90) days severance in the event **HOBLEY-BURNEY** is terminated for cause. "Cause" shall be defined as either conviction of any felony or any misdemeanor involving moral turpitude, commission of any act of fraud involving or affecting the City, willful failure to perform the duties of Chief of Police, or material breach by **HOBLEY-BURNEY** of any duties or obligations under this Agreement and failure to cure such failure or breach after receipt of reasonable written notice, then, in that event, the CITY shall have no obligation to pay the aggregate severance sum designated in this paragraph.

10. Attendance at Meetings.

The **CITY** agrees to permit **HOBLEY-BURNEY** to be absent from the **CITY** during working days to attend professional meetings and to attend to such outside professional duties in the Chief of Police field as have been mutually agreed upon between her and the City Manager. Attendance at such approved meetings and accomplishment of approved professional duties shall be fully compensated service time and shall not be considered vacation time. The **CITY** shall reimburse **HOBLEY-BURNEY** for all reasonable expenses incurred by her incident to attendance at approved professional meetings; provided, however, that such reimbursement is appropriate and within the limits of the City's budget.

11. Best Efforts of Employee.

HOBLEY-BURNEY agrees that she will at all times faithfully, industriously and

to the best of her ability, experience and talents, perform all the duties which may be required of and from her pursuant to the express and implicit terms hereof, to the reasonable satisfaction of the **CITY**. **HOBLEY-BURNEY** further agrees that she will continue her education and training so that she will keep up with or exceed education requirements of her position. Such duties shall be rendered at Fort Pierce, St. Lucie County, Florida, and at such other places as the **CITY** shall in good faith require, or as the interest, needs or opportunity of the **CITY** shall require.

12. Disability.

If **HOBLEY-BURNEY** is permanently disabled or is otherwise unable to perform her duties because of sickness, accident, injury, mental incapacity or health for a period of either eight (8) successive weeks beyond any accrued sick leave, or for twenty (20) working days over a sixty (60) working day period, **CITY** shall have the option to terminate this Agreement, subject to the severance pay requirements of Paragraph 9. However, **HOBLEY-BURNEY** shall be compensated for any accrued sick leave, vacation, holidays, and other accrued benefits. Nothing herein is intended to waive any benefits provided by Family Medical Leave Act, Workers' Compensation, or any other benefit(s) available to City employees.

13. Residency.

HOBLEY-BURNEY shall, within 6 months of employment, maintain permanent residency within the City of Fort Pierce, Florida, during her term as Chief of Police.

14. Compensatory Time.

It is recognized that **HOBLEY-BURNEY** must devote a great deal of time outside the normal office hours to the business of the CITY, and to that end **HOBLEY-BURNEY** shall be allowed to accumulate up to one hundred twenty (120) hours of compensatory time which **HOBLEY-BURNEY** may utilize in lieu of vacation

time or as otherwise provided in this Agreement. Accumulated compensatory time shall not be paid upon termination of employment.

15. Employee At-Will.

HOBLEY-BURNEY is an employee-at-will and works at the pleasure of the **CITY** who may, at any time and without showing cause, terminate this Employment Agreement.

16. Liability Claims.

The **CITY** shall defend and save harmless **HOBLEY-BURNEY** against any tort, professional liability claim or demand or other legal claim or action, whether groundless or otherwise, arising out of an alleged act or omission occurring in or arising out of the good faith performance of **HOBLEY-BURNEY's** duties as Chief of Police of the City of Fort Pierce. However, this covenant shall not apply to acts outside the scope of **HOBLEY-BURNEY**'s employment or services or for claims for punitive damages. The **CITY** will have the authority to compromise and settle any such claim or suit within the scope of **HOBLEY-BURNEY's** employment and pay the amount of any settlement or judgment rendered thereon. To the maximum extent permitted by law, the **CITY** and **HOBLEY-BURNEY** shall rely upon the doctrine of sovereign immunity and the provisions of Section 768.28, Florida Statutes, or other applicable law.

17. Voluntary Resignation. In the event **HOBLEY-BURNEY** voluntarily resigns her position with the **CITY**, **HOBLEY-BURNEY** shall provide a minimum ninety (90) days written notice unless the parties agree otherwise. Unless such resignation follows a formal offer to accept resignation made by the City Manager as specified in Paragraph 8(b) above, **HOBLEY-BURNEY** shall not be entitled to nor shall the **CITY** be liable to pay severance if **HOBLEY-BURNEY** resigns.

18. General Provisions. The following general provisions shall govern this Agreement:

(a) This Agreement shall be governed in accordance with the laws of the State of Florida.

(b) Jurisdiction over any dispute arising under this Agreement, and the venue thereof, shall lie in the Circuit Court of the Nineteenth Judicial Circuit, in and for St. Lucie County, Florida.

(c) This Agreement shall become effective immediately upon execution, and supersedes and replaces any prior written employment agreement.

(d) This Agreement constitutes the entire agreement and understanding between the parties and contains all of the agreements between them with respect to the subject matter hereof, and supersedes any and all other agreements or contracts, either oral or written, between the parties with respect to the subject matter hereof.

(e) The parties by mutual written agreement may amend any provision of this Agreement during the life of the agreement by document approved and signed with the same formalities as this Agreement. Such amendments will be incorporated and made a part of this Agreement.

(f) The invalidity or partial invalidity of any portion of this Agreement will not affect the validity of any other provision. In the event that any provision of this Agreement is held to be invalid, the remaining provisions shall be deemed to be in full force and effect as if they have been executed by both parties subsequent to the expungement or judicial modification of the invalid provision.

(g) This Agreement shall be binding upon and inure to the benefit of the **CITY** and the City Commission, its successors and assigns, and shall be binding upon **HOBLEY-BURNEY**, her administrators, executors, legatees, heirs, and assigns.

IN WITNESS WHEREOF, the parties have hereunto set their hands and seals on the day and year first above written.

EMPLOYER:
CITY OF FORT PIERCE, FLORIDA

By: _____
Robert J. Bradshaw, City Manager

ATTEST:

_____
Linda Cox, City Clerk

EMPLOYEE:

By: _____
Diane Hobley-Burney

APPROVED AS TO FORM & CORRECTNESS:

By: _____
Robert V. Schwerer, City Attorney

Sec. 48. - Police department.

(a) There is hereby created in the city a police department for the preservation and enforcement of law and order within the city. Such police department shall be composed of a chief of police and as many subordinate officers and employees as the city manager may direct.

(b) The chief of police shall have exclusive control of the stationing and transfer of all patrolmen and other officers and employees constituting the police force, subject to the approval of the city manager or under such rules and regulations as may be prescribed by ordinances of the city.

(c) The chief of police shall be appointed by the city manager with the approval of the city commission and may be discharged by the city commission or by the city manager with the consent of the city commission with or without cause.

(d) [Text deleted.]

(e) [Text deleted.]

(Laws of Fla., Ch. 59-1286, § 1; Laws of Fla., Ch. 59-1288, § 1; Laws of Fla., Ch. 67-1391, § 12)

Editor's note— Pursuant to F.S. § 166.021, the provisions of section 4, subsections (d) and (e) of this section were either repealed as a limitation on power or assumed ordinance status. The provisions of subsection (d) of this section have been included in the Code. See the code comparative table for the 1957 Charter for their location in the Code. The provisions of subsection (e) of this section have not been included in the Code and are, therefore, repealed by the adoption of the Code.

From: Richard Chess
To: Linda Hudson; Arnold Gaines; Curtis Johnson; James Taylor; Michael Broderick
Cc: DeVoshay Johnson; Sara Hedges; Linda Cox; Kaitlyn Ballard
Subject: Fw: Resignation Effective upon Commission Acceptance
Date: Sunday, May 18, 2025 8:03:24 PM

Please see Chief Hobley-Burney resignation submitted in the email below. I have accepted the Chiefs resignation via email and it will be submitted at the City Commission meeting on Monday, May 19, 2025. Thank you.

Richard D. Chess, MBA
City Manager

Get Outlook for iOS

From: Diane Hobley-Burney <dhobley-burney@fppd.org>
Sent: Sunday, May 18, 2025 7:46 PM
To: Richard Chess <rchess@cityoffortpierce.com>
Cc: lfinney@sfwlegalteam.com <lfinney@sfwlegalteam.com>
Subject: Resignation Effective upon Commission Acceptance

Dear Members of the Commission,

One of the greatest moments of my life was being sworn in as Chief of Police of the Fort Pierce Police Department. During my tenure over the past ten years, I committed myself to fostering a strong foundation for the department that emphasized the voices of our citizens and prioritized the safety of our officers. Together with the community, I am proud of the many accomplishments the department has achieved during this time, which have consistently been reflected in positive evaluations.

The Center for Public Safety Management (CPSM) executive summary further validated these efforts, emphasizing the Fort Pierce Police Department's high quality of law-enforcement services. The report highlighted the professionalism and dedication of our staff to the department's mission, showcasing the team's unwavering commitment to our city.

Regrettably, comments made during the waning minutes of last Monday's commission meeting have undermined trust, introducing division within the department and significantly eroding morale. Allegations of promised changes to key leadership positions have fostered an atmosphere of conflict and made it increasingly challenging to lead effectively under such circumstances.

As I have expressed many times, I believe that my appointment was driven by divine purpose. Now, I feel it is time for me to turn the page and embrace the next chapter of my journey. Therefore, I am formally tendering my resignation, effective 90 days from the acceptance date by the Commission.

It is my earnest hope that the department continues to thrive and the heroes and sheroes who dedicate themselves daily to protecting our beautiful city are supported by you in their noble

endeavors.

May God continue to bless Fort Pierce and its dedicated Police Department.

Respectfully submitted,
Diane Hobley-Burney
Chief of Police

Get Outlook for iOS

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

Warning: Sender fortpiercepoliceofficers@gmail.com is not yet trusted by your organization.
Please be careful before replying or clicking/downloading the attachment and URLs.
This is UNSAFE: Report This is SPAM: Block This is SAFE
powered by Graphus®

Some people who received this message don't often get email from fortpiercepoliceofficers@gmail.com. Learn why this is important

SECURITY WARNING: This email has been generated from external sources and is not affiliated with the City of Fort Pierce systems. Exercise caution while clicking on links or opening attachments. If you have any questions or concerns, please reach out to the IT department promptly.

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
(772) 940-6816
Fortpiercepoliceofficers@gmail.com

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 there departments
- Supervisors lack the ability of holding officers accountable. There is a lot of laziness that is over looked 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 does 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 back bone 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 yery
- 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 then 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 analysists. 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 analysists, 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 dont 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 isnt 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 theres ones 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)

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

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

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.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	○	◉	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

Leadership, pay, and budget

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	○	○	○	○	◉	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	○	○	○	◉	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Delegate authority to each appropriate level to run there departments

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

Not

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	○	○	◉	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [x] Yes
- [ ] No

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

New chief, getting back to the basics of law enforcement

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Supervisors lack the ability of holding officers accountable. There is a lot of laziness that is over looked 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.

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

Zero confidence

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

New chief, better pay, better equipment/uniforms

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

They should be more transparent and micromanage a bit.

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

Zero

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	○	◉	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

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

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Better training, more discipline, knowledgeable.

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

Not confident.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

People, training, pay.

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	○	○	○	○	◉	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Not be promoted to do favoritism when there are better candidates for the position at the time.

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

0 confidence. She doesn't know half of our names and never interacts with her Officers.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

Pay, better training and more specialized units.

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Maybe appointing sergeants with common sense. There isn't a lot to pick from but some are horrible.

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

She needs to go. The department has only gotten worse.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

Pay, equipment and turnover rate. Having people stay. Having a 3 year officer as the highest seniority on shift is crazy.

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Standards, communication

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

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.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

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

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

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.

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

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!!!

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

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 then 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.

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	○	○	○	◉	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

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.

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

Zero confidence. She's a lame duck who is scared to make important decisions.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	○	◉	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

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.

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Allow for more growth and training opportunities.

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

None at all.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	○	◉	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

New leadership, more opportunities for growth, and better pay.

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	○	○	○	◉	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

I have no problems with the Sergeants I think they all does a great job and very helpful when needed.

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

Not very confident. The chief will walk right past her officers and not speak to them and hold a conversation with someone else.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	○	◉	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

Better pay, Better command staff and more opportunities for growth

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

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.

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

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.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	○	○	◉	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [ ] Yes
- [x] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

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.

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Have a back bone in making decisions when it comes to fulfilling the needs of on the road rather than satisfying higher ups.

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

0

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	○	◉	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

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.

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Less micro managing, less paperwork.

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

Not very confident. The current chief does care about her officers, but focuses far too heavily on community engagement and party planning.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

Better pay, more opportunity for advancement, better/new leadership

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

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.

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

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.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [ ] Yes
- [x] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

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 analysists. 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 analysists, 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 dont 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 isnt 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 theres ones focused on gangs and others focused on drugs. I would also possibly allow temporary rotation positions from the road here.

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

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.

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

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.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	○	◉	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

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.

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	○	○	○	○	◉	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Most SGT and LT are good but you have others that have no business being in a leadership position let alone in law enforcement

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

Zero percent

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

Pay leadership and updated equipment

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

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.

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

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.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

Pay
Qualified Man power
New chief

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Support each other, motivate

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

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.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

PAY, Administration, Equipment

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Stop the nepotistic behaviors that are at the forefront of our department.

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

She's doing her best, unfortunately it's not enough.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	○	◉	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [ ] Yes
- [x] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

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.

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Stop the nepotistic behaviors that are at the forefront of our department.

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

She's doing her best, unfortunately it's not enough.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	○	◉	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [ ] Yes
- [x] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

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.

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

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

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

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.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

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.

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Advocate better for officers and/or detectives concerns, needs, etc. Also, acknowledge when an investigation or call for service is handled well.

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

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.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [ ] Yes
- [x] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

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.

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	○	○	○	○	◉	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	○	○	○	◉	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	○	○	◉	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Communication

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

Neutral

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	○	○	○	◉	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [ ] Yes
- [x] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

Transparency, communication, and training

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

We have great supervisors but some should not be in that position.

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

We need a leader who stand by her officers. She would walk past you without even acknowledging you.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

New Chief, Competitive salary, and more room for growth

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Stop micromanaging your good offices. Also, they should be training their officers in different aspects such as building clearing, different investigations, procedures etc.

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

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.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	○	◉	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

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.

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	○	○	○	○	◉	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

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.

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

There is often a lack of communication regarding developments within the department that could benefit us officers.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

Pay

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	○	○	○	○	◉	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

My sgt and lt are good.

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

Not yery

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [x] Yes
- [ ] No

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

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.

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Provide more training and support

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

Not very much

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

Pay, equipment, and management

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	○	○	○	○	◉	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	○	○	○	○	◉	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Don't care to answer

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

Very confident. We have a great chief!!!!!

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	○	◉	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

For people to stop fucking with Chief Diane Hobley. She's a great person and does all that she can do for our department.

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

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.

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

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.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Sergeants for the most part are ok, There's only a couple of great Lieutenants.

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

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.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [ ] Yes
- [x] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

Change in command staff, better pay and benefits, and actually getting recognition for doing a good job.

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	○	○	○	◉	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Allow basic / day to day operational decisionsn be made by the unit Lt

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

Overall confident but there is room for improvement

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	○	◉	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [x] Yes
- [ ] No

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

Pay, Allowing middle mgmt to make decisions which can speed up processes, more staff

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Help find ways to take off some of the work load from road officers.

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

Ready for change

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [ ] Yes
- [x] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

Pay, lighten the workload, and change from the top. Maybe a fourth recommendation, move people to the road to help with services.

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	○	○	◉	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Have knowledge and tenure in the profession not promote who you like.

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

Not very

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

Pay, equal opportunity based on knowledge and not based on color, administration and quality of applicants that are hired

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

A gradual incline in disciplinary action, and not jumping straight to right ups.

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

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.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	○	◉	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

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

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Attempt to help obtain equipment, uniforms, and basic essentials in a timely manner. Educate and mentor officers for future growth within the department.

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

Not confident at all.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

Competitive pay, better quality officers/ more officers, more opportunities within the department.

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Actually hold people accountable and treat everyone equally.

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

Not very confident this department is falling apart.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

Pay, leadership, advancement opportunities.

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

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.

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

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.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

Leadership, accountabilities,and pay

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

Provide a better quality of leadership.

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

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”.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	○	◉	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [ ] Yes
- [x] No

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

This content is neither created nor endorsed by Google.

Google Forms

Employee Satisfaction Survey

Please take a few minutes to fill out the below survey on your experience here at FPPD.
**This survey will remain confidential and used only to gather information for the greater good.

How likely are you to still be working here in 1 to 3 years? *

	1	2	3	4	5	
Not very	○	◉	○	○	○	Very much

Do you feel like there are opportunities for career growth and advancement within the police department? *

	1	2	3	4	5	
Not very	◉	○	○	○	○	Very much

How confident are you in the leadership (sergeant and up) team's ability to make decisions? *

	1	2	3	4	5	
Not very	○	○	◉	○	○	Very much

In your opinion, what could leadership (sergeant and up) do better to support you and your team? *

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? *

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.

How satisfied are you with your pay and overall compensation (benefits included)?

	1	2	3	4	5	
Very dissatisfied	◉	○	○	○	○	Very satisfied

Would better pay change your satisfaction about your workload and the department overall?

- [x] Yes
- [ ] No

Do you feel adequately recognized and valued for your workload and contributions?

- [x] Yes
- [ ] No

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

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.

This content is neither created nor endorsed by Google.

Google Forms