

POLICE OPERATIONS AND DATA REPORT

**NORTH PORT POLICE DEPT.,
NORTH PORT, FLORIDA**

FINAL REPORT



CPSM[®]

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ICMA

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

ABOUT THE ASSOCIATION AND 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 efficiently and effectively.

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).

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SECTION 1. EXECUTIVE SUMMARY

The Center for Public Safety Management, LLC (CPSM) was commissioned to review the operations of the North Port Police Department (NPPD). 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 the 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 the 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, the development of alternatives and recommendations, and engagement with key city stakeholders.

Based upon CPSM's detailed assessment of the North Port Police Department, we conclude that NPPD is a good organization focused on the challenges of policing in today's environment—with a staff dedicated to the department's mission of providing quality police service. Throughout this report we will strive to allow the reader to look inside the department to understand its strengths and challenges. We sincerely hope that all parties constructively utilize the information and recommendations contained herein to improve the operations of the North Port Police Department so it can provide an even higher level of service to the community.

As part of this Executive Summary, we offer general observations that identify some of the department's more significant issues. We also list key recommendations for consideration, as we believe these recommendations will enhance organizational effectiveness. Often, these types of recommendations require a substantial financial commitment. It is important to note that this report will examine specific sections of the department and offer a discussion of our observations and recommendations for each.

The list of recommendations is extensive. Should the North Port Police Department choose to implement any or all recommendations, it must be recognized that this process will not take 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. Though lengthy, this list of recommendations is standard in our operational assessments of agencies around the country and should not be interpreted as an indictment of the department. While all of the recommendations are important, we suggest that NPPD, in conjunction with the City Manager and community members, decide which recommendations should take priority for implementation.

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GENERAL OBSERVATIONS

- We found the North Port Police Department to be a professional, modern police organization. The employees appear dedicated to policing efficiently and ethically. Management appears thoughtful in delivering service as efficiently as possible while balancing employees' needs in order to create a positive workplace.
- The NPPD police facility is at capacity. The city and department are well aware of the facility's challenges and are seeking solutions. As of this report, community support for funding a new facility is a challenge.
- The department's employees and leadership appear open to any changes that are highlighted or recommended in this report. This is refreshing, as many organizations are often viewed as reluctant to implement change. This is not to say that the NPPD will elect to implement all of the recommendations in this report.
- This report will highlight recommendations for additional staffing in some areas. Some of these recommendations are intended to enable existing employees to dedicate more of their time to their primary assignment; others are designed to balance a workload gap in the department.
- Some recommendations will involve reorganizing NPPD administrative functions, including Professional Standards.
- There are underlying concerns between City Hall Staff and Police Department management regarding human resources (employment actions) and financial management. CPSM engaged in a number of discussions with the stakeholders involved. Many of these concerns stemmed from past interactions and litigation. There are some areas of this report that are intended to assist in that process, but we also note that many changes to the situation had already been implemented before CPSM conducted its on-site investigation.

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KEY RECOMMENDATIONS

Section 4 – Department Overview

(See pp. 20-27.)

1. CPSM recommends that NPPD evaluate a policy subscription service to see if it will enhance its police policy process.
2. If NPPD elects to retain its current policy model, CPSM recommends conducting a legal review when implementing or modifying a new or existing policy.
3. CPSM recommends that NPPD develop a succession plan.
4. CPSM recommends that the NPPD Executive Coaching Service focus on mid-management / supervision leadership development.

Section 5 – Administrative Bureau

Records Section

(See pp. 30-32.)

5. CPSM recommends the addition of a Digital Records Specialist position in Records.
6. CPSM also recommends the addition of a Retention Specialist position in Records.
7. Provided that Records adds the Digital Records Specialist and Retention Specialist positions, public services should be expanded to Monday through Friday, from 9:00 a.m. to 5:00 p.m.
8. Reclassify Specialist I positions as Specialist II, and ensure all future Specialist roles are hired and trained consistent to the Specialist II job description.

Telecommunications Section

(See pp. 33-36.)

9. NPPD Communications should serve as the primary PSAP for all 911 calls within the city
10. CPSM recommends the addition of a Senior Telecommunicator position to enable Communications to create a Training Coordinator role
11. Continue allowing telecommunicators to exercise 30 minutes per shift
12. Ensure the functionality of patrol vehicle GPS-enabled dispatching

Asset Management, Fleet, and Facilities

(See pp. 37-38.)

13. Monitor the performance of the current vehicle outfitting contractor and consider adding another service provider or contracting with a different one if the current contractor cannot efficiently outfit vehicles that meet the department's operational needs
14. Install an AED in every department vehicle
15. Develop a plan to acquire the essential facility assets needed to ensure appropriate work conditions for all employees
16. Create a full-time civilian assistant position to support the current Logistics Officer

Background Investigations

(See pp. 39-42.)

17. Create a system to track and record the annual number of background checks, including hires and those who fail, along with reasons for failure, separated by sworn and non-sworn applicants
18. Consider using background investigation software to improve operational efficiency and data collection
19. Continue monitoring demographic trends in the community and within the department to ensure alignment between the department and the community it serves

Internal Affairs

(See pp. 42-49.)

20. The Citizen Complaint Affidavit should be available in languages other than English
21. The department should consider using a commercial software platform dedicated to internal affairs issues to improve tracking and analysis of relevant data
22. The department should create a stand-alone policy regarding officer-involved shooting investigations
23. CPSM recommends the department formalize the complaint analysis functions conducted by the Administrative Bureau Captain and Chief of Police by creating a written summary of each alleged policy or law violation, the employee(s) accused, whether the allegations are to be investigated at the division level or through an IA investigation, and who should conduct the investigation
24. Findings regarding allegations should be made by the Captain who oversees the employee under investigation
25. The Captain responsible for preparing allegation findings should also provide an "administrative insight" memo that identifies relevant policies, training, equipment, staffing, or supervisory issues related to the matter investigated
26. Bifurcate the existing SOP 701.01 into two documents: one that offers policy guidance and a separate IA procedure manual that details how investigations should be conducted and documented
27. CPSM recommends amending SOP 701.01 to specify duties for each PSD and command staff member during IA investigations, findings, disciplinary actions, and related hearings, as discussed in the narrative
28. Utilize a specialized software platform to improve the department's analytical abilities related to personnel issues and trends, and facilitate the implementation of an Early Intervention Program
29. CPSM recommends the department create an SOP that outlines EIP thresholds, reviews expectations for EIP reports, and provides documentation requirements
30. Police leadership, human resources representatives, city attorney staff, and risk management representatives should regularly meet (monthly or quarterly) to discuss new complaints or claims, ongoing investigations, disciplinary processes, and ongoing litigation
31. Designate the City Attorney's police department liaison to be stationed at the police station

IT

(See p. 52.)

32. Develop a plan to establish redundancy within sworn leadership regarding IT programs and operations
33. Create an IT Unit supervisor position
34. Consider establishing a Cybersecurity Specialist position
35. Evaluate the necessity of establishing a dedicated Integration System Specialist role to ensure optimal communication and interfacing of software systems

Training

(See pp. 53-58.)

36. Create an overtime budget that is sufficient to enable the Training Unit to utilize the skills of collateral trainers consistently.
37. Issue rifles to all sworn employees.
38. Acquire a dedicated firearms facility for the department to utilize for training and required certifications.
39. Add classroom structures to the driver training facility.
40. Create a department SOP that outlines the specific roles and responsibilities within the FTO program.
41. Create a formalized mentoring program for new supervisors.
42. Create a department training master plan.

Bureau Reconfiguration

(See p. 59.)

43. Combine the current PSD and Training Divisions into a single Professional Standards and Training Division overseen by a Commander
44. Add a Sergeant position to the new division and who would be assigned to perform Professional Standards duties such as IA investigations and coordinating all hiring activities
45. Reassign asset and fleet responsibilities to the Support Services Division

Section 6 – Patrol Operations Bureau

(See pp. 60-80.)

46. CPSM recommends that NPPD adopt a policy that limits the number of consecutive hours an employee can work in a 24-hour period.
47. CPSM recommends that NPPD take steps to clarify out-of-service activity
48. CPSM recommends that NPPD take steps to ensure all out-of-service activity is accurately recorded.
49. CPSM recommends that NPPD evaluate its priority system and consider either creating a higher priority emergency category or moving select call types currently in P1 to a lower priority.

Patrol Staffing

(See pp. 81-89.)

50. CPSM recommends that NPPD add four (4) FTE officers to the mid-shift teams to offset the Patrol Division's workload (four total, one per shift).
51. CPSM recommends that NPPD reestablish the patrol CSO program by adding two (2) CSOs to the day-shift teams (one per team).
52. CPSM recommends that NPPD clarify its position on Sergeants' and shift Commanders' ability to cancel calls when it is determined that a sworn officer's response to a call is unnecessary.

Section 7 – Criminal Investigations Bureau

(See pp. 91-106.)

53. It is recommended that NPPD develop a training matrix for all CIB positions to ensure that professional development and ongoing skills enhancement remain a priority for all CIB personnel, including professional staff investigators and crime analysis staff.
54. Improve communications with the State Attorney Office and involve them early in cases.
55. CIB needs to collaborate with stakeholders in communications as well as processes.
56. Regular forums should be established between detectives and the State Attorney Office.

Section 8 – Special Operations Bureau

Traffic Unit

(See pp. 107-109.)

57. Adopt DDACTS Deployment Strategy: The department should consider implementing the Data-Driven Approaches to Crime and Traffic Safety (DDACTS) model. DDACTS integrates location-based crime and traffic crash data to guide strategic deployment, maximizing resource efficiency, and improving public safety outcomes. This model can help reduce both crashes and criminal activity by targeting overlapping high-risk zones and aligning officer presence with peak activity times.
58. Improve Out-of-Service Documentation: The Bureau Captain should regularly audit out-of-service entries to ensure accurate and meaningful documentation. The frequent use of vague descriptors such as "busy" or "miscellaneous" should be replaced with more specific terminology that clearly reflects an officer's activity. Clear categorization will support transparency, performance analysis, and more informed resource allocation.

Tactical Team (SWAT)

(See p. 113.)

59. Regional SWAT Collaboration: It is recommended that NPPD explore the formation of a regional SWAT team in partnership with neighboring jurisdictions. This approach would enhance operational readiness across the region and reduce the staffing and resource burden on NPPD alone.
60. Improved Data Collection: A systematized monthly reporting process for all specialized units (including SWAT, Dive Team, and others) should be implemented. This will improve oversight, planning, and long-term strategic decision-making.

Crisis Negotiation Team

(See p. 114.)

61. Regionalization: Because the team is small and crisis negotiation requires specialized skills, it is recommended that NPPD consider establishing a regional Crisis Negotiation Team in partnership with other law enforcement agencies in the area. A regional setup could improve operational capacity, broaden the pool of trained negotiators, and offer greater flexibility during lengthy or complex incidents. This strategy would also promote interoperability and ensure sufficient staffing for high-risk situations while making the most efficient use of resources across jurisdictions.

UAV (Drone) Unit

(See pp. 114-115.)

62. Combined Team with NPPD: To further expand operational capabilities, it is recommended that NPPD establish a joint UAV team with the Fire Department. A collaborative approach would improve resource sharing, expand deployment potential, and enhance the city's overall preparedness and response capabilities during emergencies, natural disasters, and large-scale incidents.

Explosive Materials Unit (EMU)

(See pp. 115-116.)

63. It is recommended that the department ensure all EMU team members receive the appropriate training and are equipped with the necessary tools to safely and effectively respond to incidents involving explosive materials and other extremely dangerous substances. This investment is critical for protecting both first responders and the public during these high-stakes operations.
64. It is recommended that NPPD personnel regularly obtain monthly Explosive Materials Unit (EMU) usage data and after-action reports from the Sarasota Police Department. This information should be reviewed by NPPD command staff to ensure accurate tracking of deployments and activities involving NPPD personnel, as well as to support accountability, performance evaluation, and strategic planning.

Emergency Response Team (ERT)

(See p. 117.)

65. Pursue a Regional ERT Model: NPPD should strongly consider pursuing a joint or regional ERT in partnership with the Sarasota County Sheriff's Office or other nearby agencies. This approach would provide economies of scale, reduce redundancy, and allow for more efficient use of training and equipment resources.
66. Budget for Critical Equipment: The department should prioritize funding for essential equipment, specifically ballistic vests and helmets, to ensure team safety and operational effectiveness.

Volunteer and Explorer Program

(See p. 118.)

67. Currently, the Citizens Police Academy (CPA) Program is housed within the Administrative Bureau under the Training Unit. While this placement provides a natural fit with broader department training initiatives, CPA programs are also highly effective recruiting avenues for police volunteer programs. In light of this, NPPD should consider transferring oversight of the CPA program to the SRO Sergeant. This shift would better align the academy with the department's growing Volunteer Program, allowing for a more coordinated approach to

community engagement and volunteer recruitment. Integrating these functions under a single leadership structure could enhance program synergy, improve participant transition into volunteer roles, and ultimately expand the department's civilian support network.

Overall Special Operations Bureau Recommendation

(See p. 118.)

68. Evaluate Unit Sustainability: While specialized units provide valuable capabilities, NPPD must evaluate which units align best with community expectations and operational sustainability. This includes determining which units should remain solely under NPPD control, which could be better served through regional collaboration, and whether any units should be restructured or decommissioned to better allocate resources.

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SECTION 2. METHODOLOGY

Data Analysis

CPSM used numerous sources of data to support our conclusions and recommendations for the North Port 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 included data from the computer-aided dispatch (CAD) system for information on calls for service (CFS).

All data, analysis, and recommendations, particularly for patrol operations, are based on CPSM's examination of 65,783 CAD events¹ from July 1, 2024, to June 30, 2025, which include calls handled by the department's patrol officers. Of those calls, 25,801 were community-initiated calls requiring service, and 36,131 were calls initiated by NPPD police officers.

Interviews

This study relied extensively on intensive interviews with personnel. Remote (via Zoom), on-site, and in-person interviews were conducted with people throughout the organization and the city.

Focus Groups

A focus group is an unstructured group interview in which the moderator actively encourages discussion among participants. 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 North Port Police Department. Information on planning, personnel staffing, deployment, monthly reports, annual reports, operations manuals, evaluations, training records, and performance statistics was reviewed by the project team staff. Follow-up emails and phone calls were used to clarify information as needed.

Operational/Administrative Observations

Numerous observations were conducted over the course of the evaluation period. These included observations of general patrol operations, investigations, and administrative services such as records, property and evidence, professional standards, and administrative functions. CPSM representatives engaged in 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. This report will discuss workload, operational and safety conditions, and other factors to be considered in establishing appropriate staffing levels. Staffing recommendations are based on our comprehensive evaluation of all relevant factors.

1. "Events" differ from "calls for service." This is outlined in the body of the report.

SECTION 3. COMMUNITY OVERVIEW

COMMUNITY

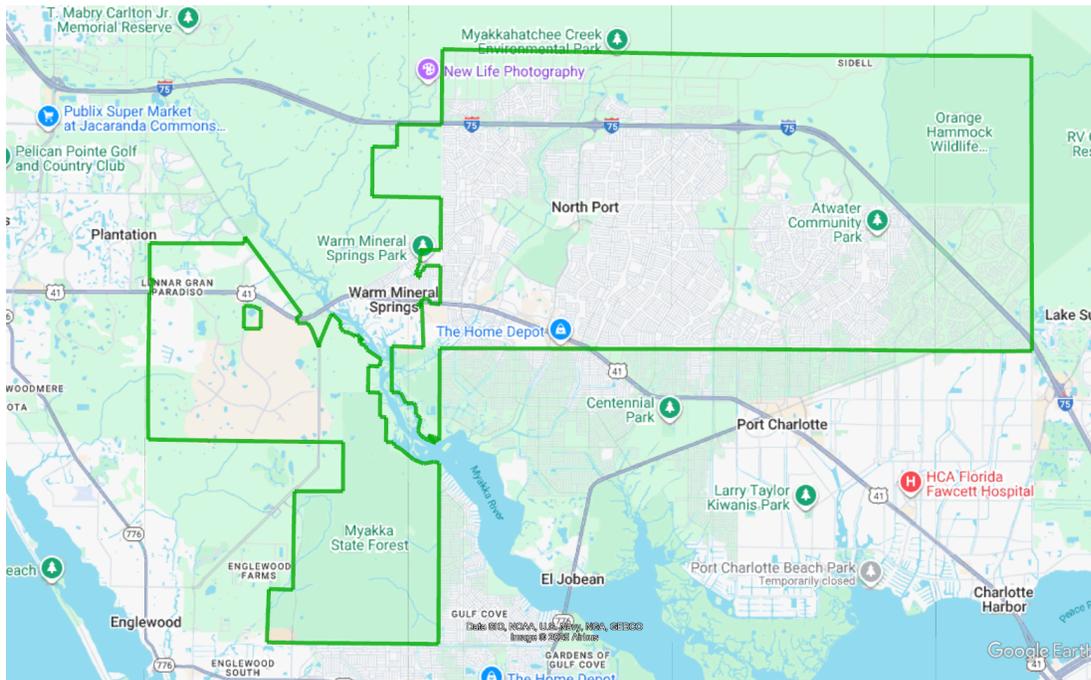
North Port is a rapidly growing city in Sarasota County, located on Florida's Gulf Coast between Sarasota and Fort Myers. Established in 1959 as a planned community with a grid of canals and spacious lots, it was initially marketed as an affordable retirement and family destination. Today it ranks as one of the state's largest cities by land area (more than 104 square miles) yet maintains a suburban-to-rural feel in many neighborhoods. With a population exceeding 93,000 as of 2024, North Port has transformed from a quiet retiree enclave into one of Florida's fastest-growing municipalities, attracting young families, remote workers, and snowbirds seeking lower costs than in nearby Sarasota or Venice.

Economically, North Port remains largely residential, with a growing commercial core along U.S. 41 and the newer Toledo Blade Boulevard corridor. Major retailers, restaurants, and the new Sarasota Memorial Hospital-North Port campus have arrived in recent years, reducing the need to drive to Sarasota for services.

Community life revolves around family-friendly amenities, including the North Port Aquatic Center, the Morgan Family Community Center, and numerous youth sports complexes. The city hosts seasonal events at CoolToday Park, spring-training home of the Atlanta Braves, which draws visitors from across southwest Florida. While North Port lacks a traditional downtown or beachfront—its nearest Gulf beaches are a 30-minute drive to Manasota Key—it compensates with low traffic, spacious lots, and a laid-back atmosphere that feels distinctly “old Florida” even as new rooftops spread across former cattle ranches and tomato fields.

The following figure is a boundary map of North Port.

FIGURE 3-1: City of North Port (Boundaries)



Population and Demographic Estimates

The City of North Port is among the fastest-growing communities in Florida. The official U.S. Census Bureau 2020 population estimate for North Port was 74,793 persons. As of April 1, 2024, the University of Florida, Bureau of Economic and Business Research estimated the population of North Port to have grown by 17,606 persons, thus bringing the population estimate to 92,399. This is the population number provided by NPPD for this study. The U.S. Census estimates the 2025 population to be 85,102, with a median age of 44 years. The following measures are also estimated by the U.S. Census Bureau:

- Population Demographics:
 - White: 72%
 - Two or more races: 15%
 - Black or African American: 4.8%
 - Other: 4%
- Median Household Income: \$78,587
- Per Capita Income: \$34,981
- Unemployment rate: 3.65%
- Poverty rate: 6.6%
- Homeownership: 81.2%

Uniform Crime Reports

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI). The tables and figures include the most recent publicly available national-level information. This includes crime reports for 2015 through 2024, along with clearance rates for 2023 and 2024. *Please note that crime rates are expressed as incidents per 100,000 population.*

The following table compares communities and cities in the State of Florida, including North Port. In general, North Port has lower violent and property crime rates than most of its peer cities. North Port also has lower crime rates than the state and national averages.

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TABLE 3-1: Reported Crime Rates in 2023 and 2024, by City

Municipality	State	2023				2024			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Boca Raton	FL	99,395	162	1,926	2,088	100,557	171	1,677	1,848
Boynton Beach	FL	80,964	443	2,442	2,885	81,473	417	2,283	2,700
Bradenton	FL	57,544	608	1,884	2,492	57,503	449	1,866	2,315
Ocala	FL	66,338	547	2,965	3,512	70,046	500	3,049	3,549
Plantation	FL	98,106	253	2,477	2,730	98,100	210	2,273	2,483
Sanford	FL	64,218	621	2,780	3,401	66,900	543	2,253	2,795
St. Cloud	FL	67,184	164	945	1,109	68,966	188	758	947
Wellington	FL	61,370	147	1,087	1,234	61,652	130	795	925
Winter Haven	FL	57,382	324	1,689	2,013	59,450	235	1,549	1,785
North Port	FL	90,356	102	973	1,075	93,930	94	781	875
Florida		22,610,726	290	1,516	1,807	23,372,215	267	1,420	1,687
National		336,806,231	380	1,934	2,314	340,110,988	359	1,760	2,119

The following figure shows the trend for violent and property crime in North Port over the ten-year period of 2015 to 2024. Both categories of crime have seen an overall decline during that period. Property crime had a brief rise in 2018 but dropped sharply after that time.

The subsequent figure compares the 10-year overall crime rate in North Port to the state of Florida's. While the trend for both North Port and Florida has been a steady decline, North Port's overall crime rate is about half that of the state's. Additionally, North Port has significantly lower crime than its comparable cities in Florida. The department credits its commitment to fighting crime, community involvement and its use of technology to maintain a safe community.

FIGURE 3-2: Reported North Port Violent and Property Crime Rates, by Year

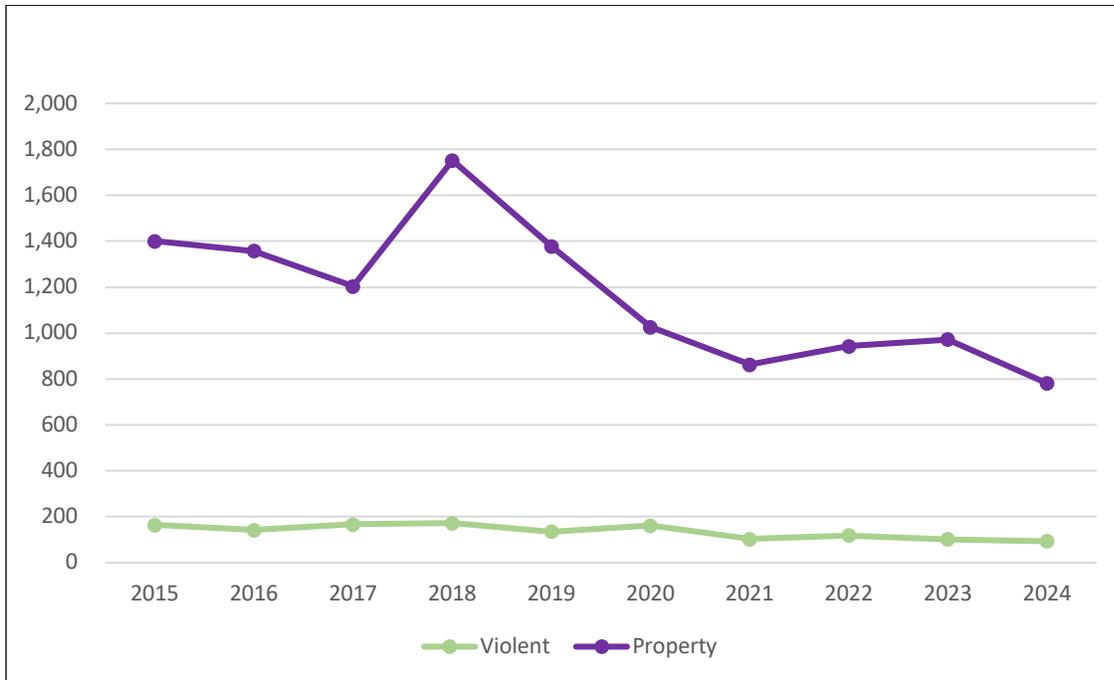


FIGURE 3-3: Reported City and State Crime Rates, by Year

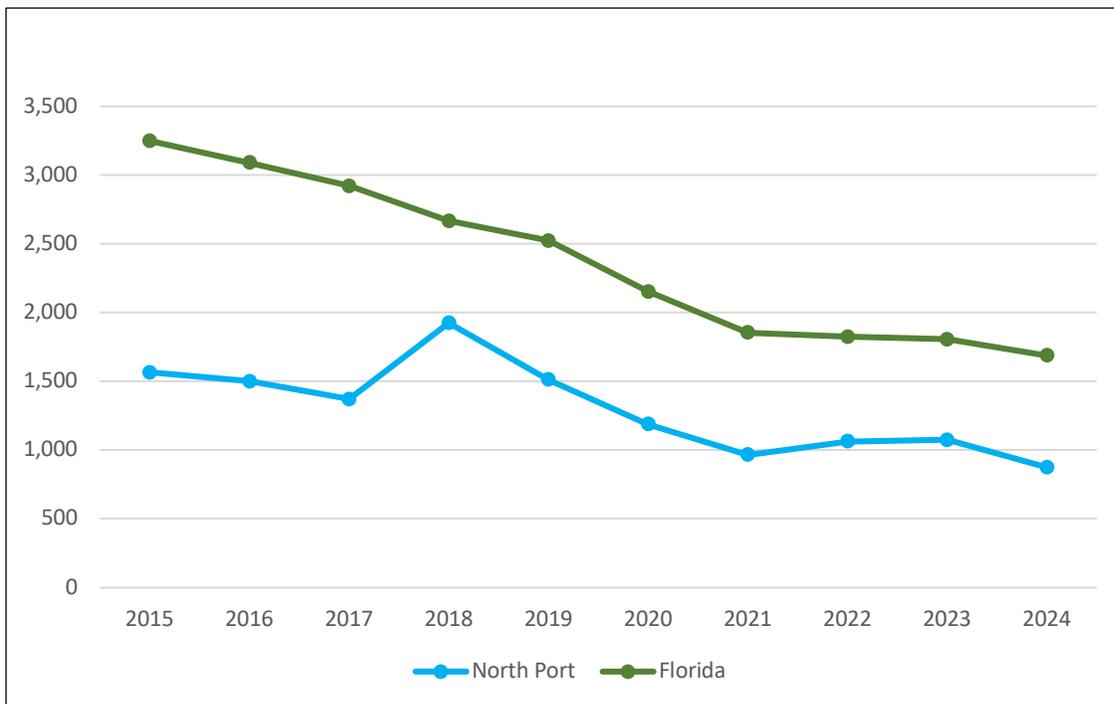


TABLE 3-2: Reported North Port, Florida, and National Crime Rates, by Year

Year	North Port				Florida				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2015	61,148	165	1,400	1,565	20,388,277	459	2,791	3,249	321,418,820	372	2,481	2,854
2016	63,386	142	1,358	1,500	20,750,677	427	2,663	3,089	323,127,513	387	2,459	2,846
2017	65,498	168	1,203	1,371	20,984,400	408	2,512	2,920	325,719,178	377	2,361	2,738
2018	67,682	173	1,752	1,925	21,299,325	385	2,282	2,667	327,167,434	371	2,245	2,616
2019	70,181	135	1,378	1,513	21,477,737	378	2,146	2,524	328,239,355	364	2,132	2,497
2020	72,389	162	1,026	1,188	21,733,312	384	1,769	2,153	329,484,123	386	1,967	2,353
2021	78,129	104	863	966	21,828,069	337	1,518	1,855	332,031,554	387	1,832	2,219
2022	84,459	120	944	1,063	22,244,823	259	1,566	1,825	333,287,557	389	1,974	2,362
2023	90,356	102	973	1,075	22,610,726	290	1,516	1,807	336,806,231	380	1,934	2,314
2024	93,930	94	781	875	23,372,215	267	1,420	1,687	340,110,988	359	1,760	2,119

Note: State and national data are FBI estimates from the Summary Reporting System (SRS), with the dataset last modified on August 5, 2025.

The following tables compare the crime clearance rates reported to the FBI by NPPD for 2023 and 2024 with the state and national crime clearance rates. There will be more discussion on clearance rates in the Investigations section of the report.

TABLE 3-3: Reported North Port, State of Florida, and National Crime Clearance Rates, 2023

Crime	North Port			Florida			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	3	3	100%	792	489	62%	19,677	11,227	57%
Rape	16	7	44%	5,370	2,059	38%	131,033	35,147	27%
Robbery	8	0	0%	7,058	2,155	31%	220,158	61,660	28%
Aggravated Assault	65	0	0%	38,263	14,482	38%	873,773	405,532	46%
Burglary	84	26	31%	26,900	5,430	20%	819,784	119,125	15%
Larceny	770	292	38%	192,807	34,942	18%	4,394,394	661,446	15%
Vehicle Theft	25	12	48%	22,821	4,127	18%	1,055,283	88,502	8%

Note: Crime and clearance data are sourced from the FBI Crime Data Explorer (version last updated on August 15, 2025).

TABLE 3-4: Reported North Port, State of Florida, and National Crime Clearance Rates, 2024

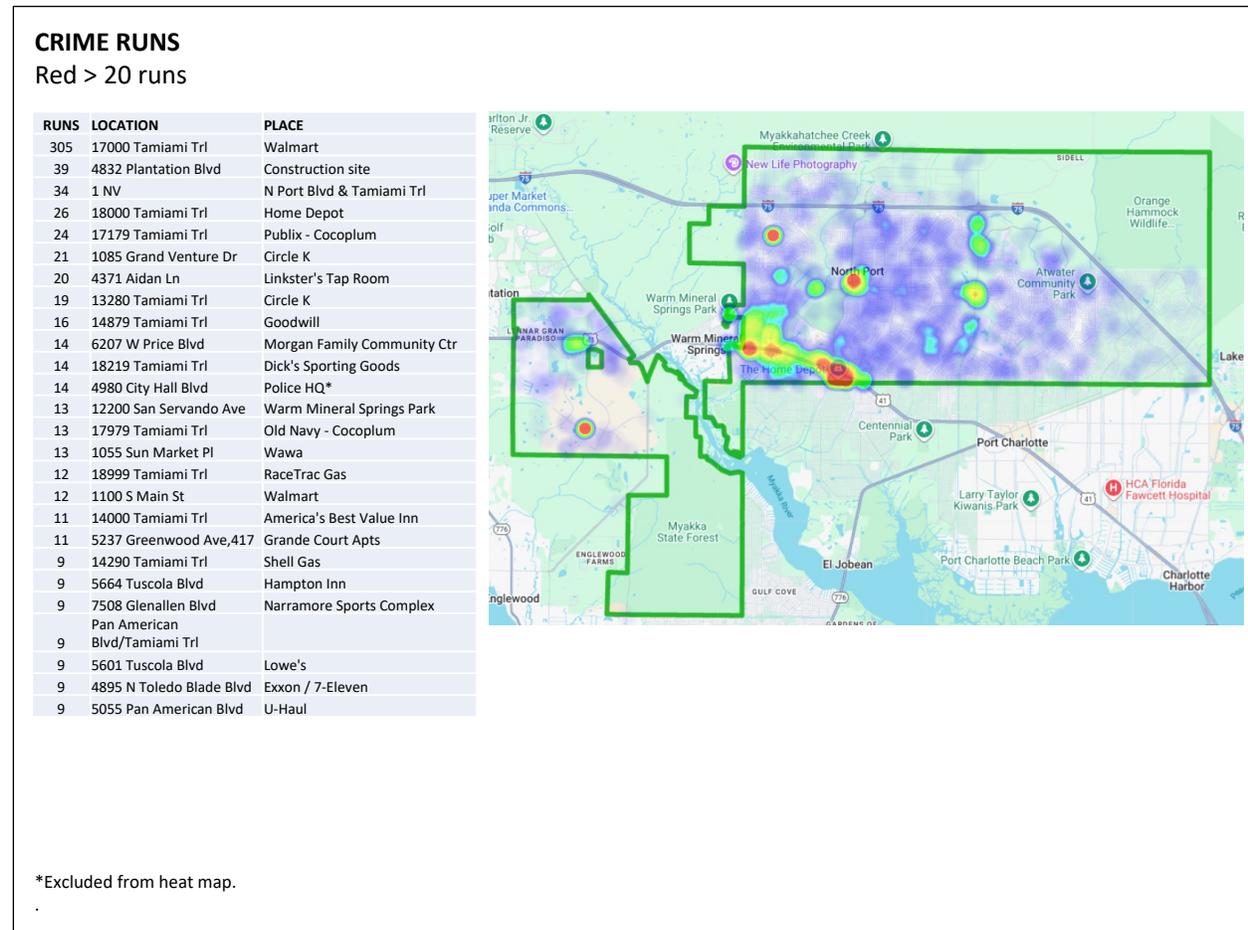
Crime	North Port			Florida			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	0	0	NA	655	404	62%	16,924	10,061	59%
Rape	23	8	35%	4,823	1,600	33%	125,354	33,690	27%
Robbery	4	0	0%	6,694	1,952	29%	201,294	61,373	30%
Aggravated Assault	61	0	0%	35,734	14,039	39%	842,290	413,538	49%
Burglary	48	11	23%	25,666	5,324	21%	759,043	115,617	15%
Larceny	670	231	34%	186,417	35,422	19%	4,146,760	713,595	17%
Vehicle Theft	16	5	31%	19,697	3,459	18%	846,233	78,384	9%

Note: Crime and clearance data are sourced from the FBI Crime Data Explorer (version last updated on August 15, 2025).

The following pages are a series of heatmaps showing crime runs, itther runs, traffic stops, and vehicle collisions for the one-year study period. Police heatmaps are invaluable tools for resource allocation and proactive policing, transforming raw crime and CAD data into visual patterns that reveal high-risk areas at a glance. By aggregating incident reports—such as burglaries, assaults, or vehicle thefts—into color-coded density maps, law enforcement agencies can identify “hot spots” where criminal activity clusters, enabling departments to deploy patrols more efficiently and potentially deploy strategies to address high-volume crime and call locations specifically during peak times.

CPSM offers these heatmaps as a visual representation of NPPD CAD data that may be of interest to the department and the community.

FIGURE 3-4: Crime Runs by NPPD, One-year Study Period



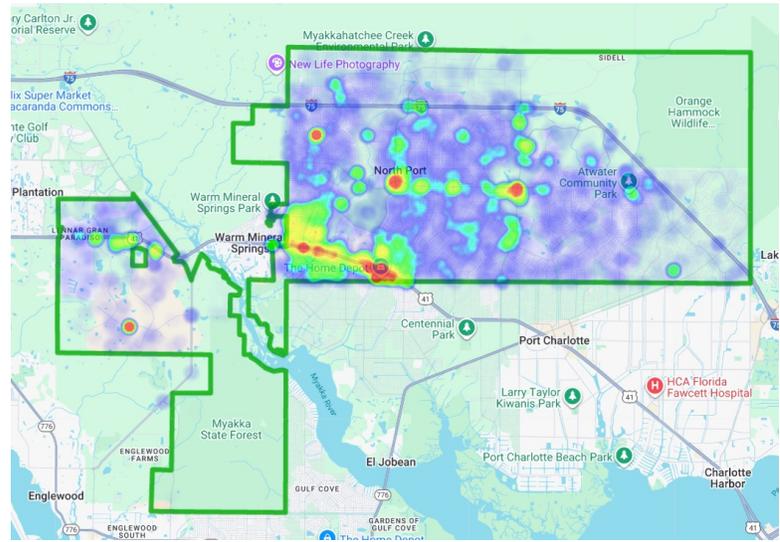
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FIGURE 3-5: Other Runs by NPPD, One-year Study Period

OTHER RUNS

Red > 100 runs

RUNS	LOCATION	PLACE
906	4980 City Hall Blvd	Police HQ*
480	17000 Tamiami Trl	Walmart
244	1 NV	N Port Blvd & Tamiami Trl
242	Wellen Golf St/Opal Sand Dr	
127	17179 Tamiami Trl	Publix - Cocoplum
122	Tamiami Trl/S Sumter Blvd	
122	Tamiami Trl/S Biscayne Dr	
	N Toledo Blade Blvd/E Price Blvd	
118		
109	N Sumter Blvd/W Price Blvd	
97	Opal Sand Dr/Galapagos Ct	
84	14000 Tamiami Trl	America's Best Value Inn
81	11700 Mezzo Dr	Costco
79	5122 Cambay St	Residential
74	18000 Tamiami Trl	Home Depot
73	1251 S Toledo Blade Blvd	Publix
72	Pan American Blvd/Tamiami Trl	
69	4371 Aidan Ln	Linkster's Tap Room
69	6400 W Price Blvd	North Port Market
68	Tamiami Trl/S Salford Blvd	
68	Tamiami Trl/North Port Blvd	
66	17979 Tamiami Trl	Old Navy - Cocoplum
66	1253 S Sumter Blvd	Publix - Heron Creek
64	6940 Outreach Way	North Port Rehabilitation and Nursing Center
64	1055 Sun Market Pl	Wawa
62	1085 Grand Venture Dr	Circle K
62	6207 W Price Blvd	Morgan Family Community Ctr
62	Cranfield Cir/Barnsdale Cir	



*Excluded from heat map.

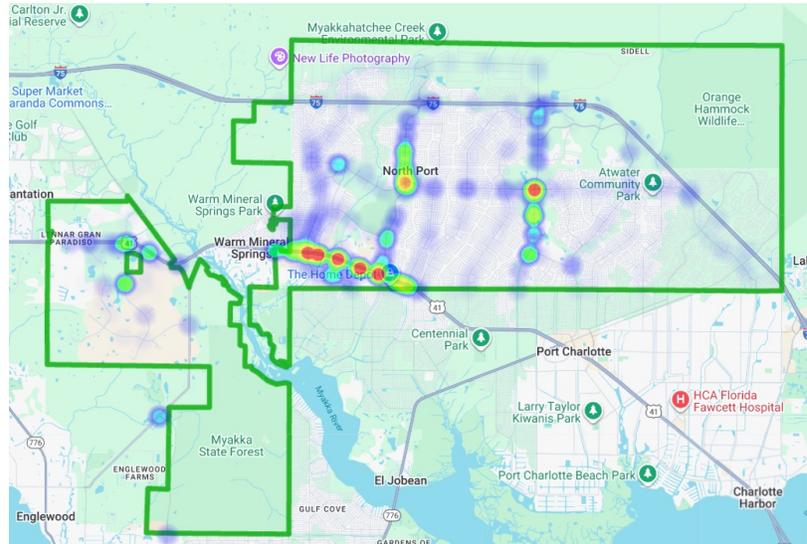
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FIGURE 3-6: Traffic Stops by NPPD, One-year Study Period

TRAFFIC STOPS

Red > 150 runs

RUNS	LOCATION
276	S Sumter Blvd/Tamiami Trl
263	E Price Blvd/N Toledo Blade Blvd
227	North Port Blvd/Tamiami Trl
162	Tamiami Trl/Tuscola Blvd
161	S Biscayne Dr/Tamiami Trl
152	Pan American Blvd/Tamiami Trl
136	N Sumter Blvd/W Price Blvd
121	Citizens Pkwy/S Toledo Blade Blvd
117	S Salford Blvd/Tamiami Trl
106	Sumter Crossing Dr/Tamiami Trl
103	Playmore Rd/S West Villages Pkwy
94	Morandi Ave/N Sumter Blvd
85	Kenvil Dr/S Toledo Blade Blvd
84	Ortiz Blvd/S Tamiami Trl
79	Mezzo Dr/S Tamiami Trl
79	Hansard Ave/N Sumter Blvd
78	Appomattox Dr/S Sumter Blvd
78	S River Rd/Winchester Blvd
73	North Port Blvd/S Biscayne Dr
70	Glenallen Blvd/W Price Blvd
65	Bobcat Trl/S Toledo Blade Blvd
64	N West Villages Pkwy/S Tamiami Trl
62	Grobe St/Tamiami Trl
55	Almonte Ter/Tamiami Trl
51	S Sumter Blvd/White Ibis Dr
51	N Toledo Blade Blvd/W Price Blvd



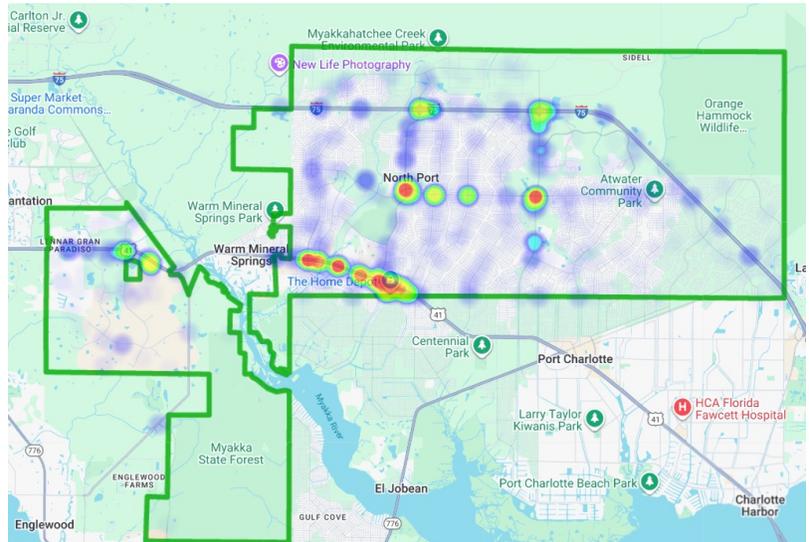
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FIGURE 3-7: Vehicle Accident Runs by NPPD, One-year Study Period

ACCIDENTS

Red > 25 runs

RUNS	LOCATION
43	S Biscayne Dr/Tamiami Trl
42	S Sumter Blvd/Tamiami Trl
35	N Sumter Blvd/W Price Blvd
28	E Price Blvd/N Toledo Blade Blvd
25	North Port Blvd/Tamiami Trl
24	Tamiami Trl/Tuscola Blvd
24	Pan American Blvd/Tamiami Trl
22	11700 Mezzo Dr
22	17000 Tamiami Trl
21	N I75/N Sumter Blvd
21	N Salford Blvd/W Price Blvd
19	N Cranberry Blvd/W Price Blvd
16	17179 Tamiami Trl
16	N I75/N Toledo Blade Blvd
15	S Salford Blvd/Tamiami Trl
12	1251 S Toledo Blade Blvd
12	Mezzo Dr/S Tamiami Trl
11	6400 W Price Blvd
11	14805 Tamiami Trl
11	Sumter Crossing Dr/Tamiami Trl
11	18000 Tamiami Trl
11	Bobcat Trl/S Toledo Blade Blvd
11	1100 S Main St
11	1790 S I75
11	N West Villages Pkwy/S Tamiami Trl



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SECTION 4. DEPARTMENT OVERVIEW

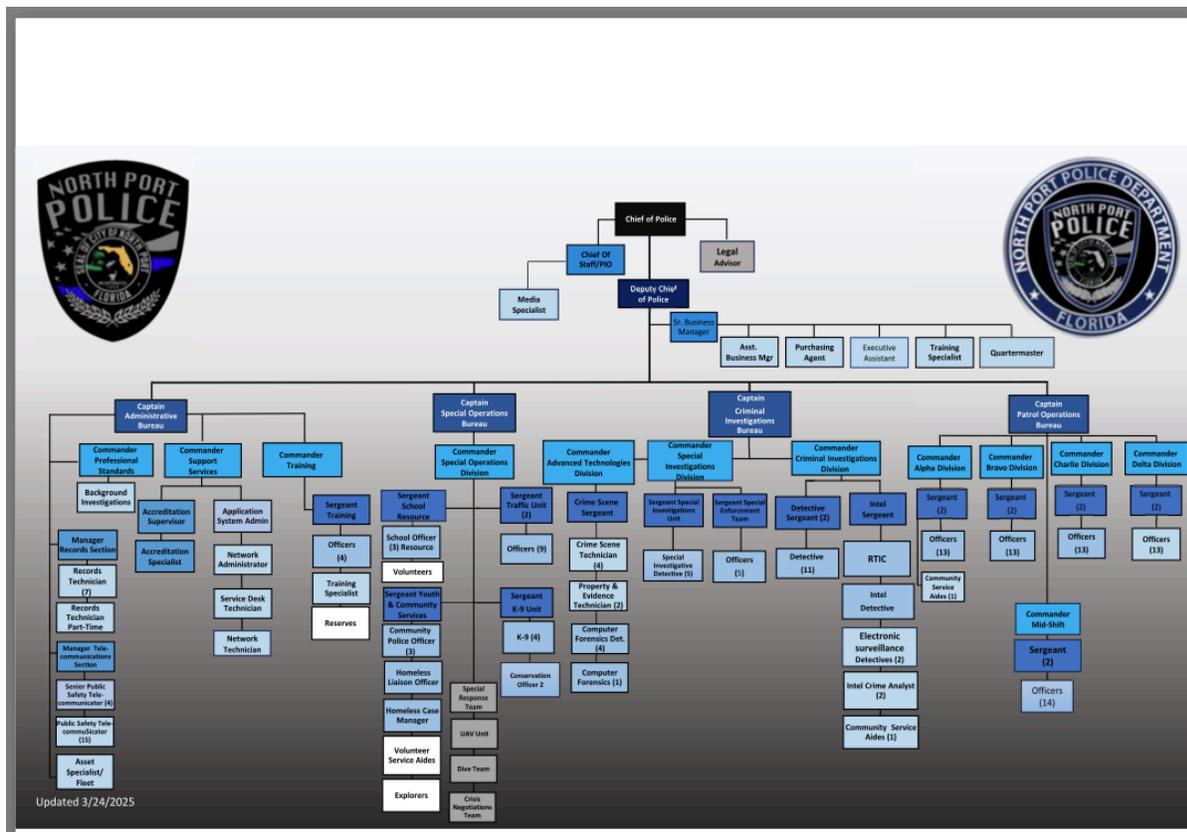
The North Port Police Department is the primary law enforcement agency for the City of North Port, Florida, a rapidly growing community in Sarasota County with more than 90,000 residents. It operates as a full-service municipal police department focused on proactive policing, crime prevention, community engagement, and maintaining public safety for residents, workers, and visitors.

The NPPD headquarters was built in 2006, when the department had 109 staff members (79 sworn officers and 30 civilians) serving a population of about 47,000. Today, NPPD has grown to 207 employees, plus many volunteers. The police building struggles to meet the agency's modern needs, and plans are underway to build a new facility to accommodate current and future growth. As of now, the funding for the new facility has not been identified.

The department has earned "Quadruple Excelsior" status, a Florida recognition for excellence in law enforcement standards.

NPPD is organized into four bureaus: Patrol Operations Bureau, Investigations Bureau, Special Operations Bureau, and Administrative Bureau, as denoted in the following organization chart.

FIGURE 4-1: North Port Police Organizational Chart



Source: North Port PD

Mission Statement

The Mission of the North Port Police Department is to provide the community with the highest level of law enforcement and crime prevention possible and to:

- Protect life and property;
- Preserve the peace;
- Prevent, reduce, and deter crime, and the fear of crime;
- Enforce the law fairly;
- Protect individual rights, and;
- To provide a safe and secure environment for all citizens.

In order to accomplish this mission, the Police Department will aggressively pursue crime prevention, crime suppression, investigative, and community-oriented programs. Our mission includes the creation of partnerships within the community we serve to secure and promote safety for all residents and visitors.

Vision Statement

The vision of the North Port Police Department is to be a Department committed to excellence, with quality of service to the community as a priority. The Department is a leader in the police service profession, with everyone utilizing a multi-philosophical policing approach in every enforcement task they undertake. We strive to partner with the community and work together to improve the overall quality of life that everyone can enjoy.

Every member of the organization is accountable for his or her actions and we are responsible to the community for all we do. Decisions are made based upon the mission, values and policies of the department, always mindful to do the right thing. The department values diversity and treats each other, and all members of the community, with dignity and respect. Members are committed to the prevention of crime and disorder and provide personalized police service tailored to the unique needs of our community.

Understanding that no community can be vibrant and prosper without public safety, we invite all citizens to help make this vision a reality and to ensure this vision drives decision-making in every facet of our daily lives.

We reaffirm our commitment to service and dedicate ourselves to the pursuit of excellence.

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Department Staffing

The following table shows the authorized and actual staffing, and vacant positions, as of the time of the CPSM study.

TABLE 4-1: North Port Police Authorized and Actual Staffing Levels

Position	Authorized	Actual	Vacant
Sworn			
Police Chief	1	1	
Deputy Chief	1	1	
Captain	4	4	
Commander	12	12	
Sergeant	22	22	
Corporal	12	12	
Officer	106	101	5
Total Sworn	158	153	5
Civilian²			
Managers	4	4	
Supervisors	7	6	1
Employees	46	44	2
Total Civilian	57	54	3
Total Employees	215	207	8

Source: NPPD – Effective November 2025

POLICY

The importance of good police policy lies in its role as a foundational framework that ensures accountability, consistency, and public trust in law enforcement. Clear, well-defined policies establish standardized procedures for critical functions such as use of force, arrests, searches, and community interactions, reducing the risk of arbitrary or discriminatory decision-making by individual officers. By setting explicit boundaries and expectations, good policies protect both civilians and officers from allegations of misconduct. Moreover, good policies serve as a legal and ethical shield for departments, minimizing costly lawsuits and enhancing operational legitimacy in the eyes of the public.

Effective police policy also drives organizational improvement and adaptation to societal changes. Regularly updated policies incorporate lessons from past incidents, advancements in technology (such as body-worn cameras), and evolving legal standards, enabling departments to address emerging challenges. Ultimately, it is the framework that promotes change within policing.

2. NPPD has several civilian positions with various titles that are assignment-specific. Many of the positions are mentioned in the body of the report. For the purpose of this table they were summarized.

An agency has two options for developing policy:

■ **Manage a policy manual internally.**

- Pros: Individualized to the agency; allows for historically consistent policy.
- Cons: Difficult to stay up to date with emerging industry changes.

■ **Subscribe to a policy subscription service.**

- Pros: Up-to-date, legally reviewed policies that are consistent with industry best practices and language. Easy to manage the process once developed.
- Cons: Requires agencies to move away from internally generated, historical policies.

The North Port Police Department manages its policy manual internally. The existing policies within the manual have been written “in-house” by NPPD employees over the course of several years. A civilian manager oversees the policy manual. We learned that NPPD shares and receives model policies through its accreditation partnerships with other Florida agencies. It will then modify those policy examples for NPPD operations.

Certain sections of this report highlight policies in the NPPD manual. Our team did not review every policy to ensure that it meets best practices in all areas. In general, we can have confidence that the existing policies meet Florida standards, as NPPD is accredited and the accreditation process ensures an in-depth review of policies in critical operational areas. However, there is no legal review attached to the implementation of a new or modified policy. Legal reviews are essential because they can protect an organization from poorly worded policies or the potential that policy language is legally incorrect.

Subscribing to a policy subscription service can be time-consuming during initial setup. But once the agency manual is established within these services, the updates are expedited and legally reviewed. Subscription services also include integrated attestation processes that confirm an employee has received the new policy, as well as a method for testing officers to ensure they understand the policy in a scenario setting. North Port has a process in which employees sign for a new policy, indicating they have received it and “understand” it. Subscription services go a step further in providing documented evidence that employees have been tested to ensure proper application.

North Port should explore a subscription-based service (e.g., Lexipol) to determine whether it better fits departmental needs. If NPPD elects to retain its current policy process, it is recommended that a legal review by a city attorney be incorporated into the development of a new policy or the modification of an existing one.

Accreditation

The North Port Police Department is accredited by the Commission for Florida Law Enforcement Accreditation. NPPD was first accredited in February 2000 and has been reaccredited every three years since then. In 2015, NPPD was upgraded to “Quadruple Excelsior” status, indicating a higher level of commitment to and compliance with Florida state standards. The department is very proud of the work it has committed to this process. This level is among the highest tiers attainable within the Florida accreditation system. NPPD is one of 18 agencies that have reached this level.

For context, law enforcement accreditation is a voluntary process through which police agencies are evaluated against a set of standards to demonstrate that they meet or exceed

established best practices in policing. These processes are designed to enhance accountability, reduce liability, ensure high-quality police service, and improve public confidence.

The Commission on Accreditation for Law Enforcement Agencies (CALEA) is a national body that performs this work. CALEA was established in 1979 and considers itself the “gold standard” for accreditation. However, agencies that have pursued CALEA have found it to be an expensive and time-consuming process. As a result, many states have established their own process, including standards and proofs that are similar to CALEA but state-specific. Florida is one of the states that has established its own process for state agencies.

NPPD employs a full-time civilian manager position to manage its accreditation process. This position also manages other administrative tasks, including management of the policy manual.

SUCCESSION PLANNING

Succession planning in police departments is critical to maintain operational continuity and institutional knowledge, particularly in environments where leadership turnover can disrupt public safety. Experienced commanders and specialized officers often retire or leave after decades of service, taking with them expertise in many critical areas of department operations. Without deliberate planning, departments risk knowledge gaps that weaken decision-making and strain remaining personnel who must compensate for lost capacity. Through a deliberate strategy and focused effort, agencies can plan for the future and minimize the leadership vacuums that have the potential to affect a department during unexpected retirements or transitions.

Effective succession planning also strengthens organizational resilience, morale, and diversity. Proactive development programs signal to officers that career advancement is attainable through merit and preparation, boosting retention and motivation across ranks. Moreover, planned transitions reduce the reliance on emergency promotions or external hires who may lack contextual understanding, minimizing costly missteps in policy implementation or community policing initiatives.

It should be noted that “succession planning” in this context does not mean that agency members early in their careers are handpicked as future managers and leaders. Policing should never work in that way; there should be fairness in opportunity based on merit, not favoritism. In this context, proper planning involves ensuring that personnel at certain stages in their careers receive specific training designed best to prepare them for their current positions and future success.

There are very good courses and training for police employees at various stages of their careers. For instance, there are management courses that focus on leadership and provide training in areas that career police officers typically do not face (city finance, administrative functions, HR related matters, etc.). Likewise, there are specialty courses for officers who are early in their career and who have been assigned to specialty units such as traffic investigations or human trafficking.

North Port PD does not have a codified succession plan. CPSM's interviews with NPPD staff indicated mixed feelings about the department's efforts in this area. For instance, in interviews with sergeants and mid-level managers, we were left with the impression that NPPD has done very little to address succession planning proactively or to prepare future leaders in the organization. We discussed this with management and received a different perspective.

Management provided training records for NPPD members who have undergone leadership-related training and also

provided a number of examples of "requested" training approved by management.



CPSM believes that NPPD should develop a codified succession plan.³ Doing so would lay the foundation for ensuring that all personnel who reach a particular stage in their career (position or rank) receive the specific training mandated for that position within a specified period of time. Beyond that, a plan could offer additional recommended training for employees seeking development opportunities. A plan such as this would let employees know what is expected of them when promoted or placed into a specialty assignment, and would communicate to them that mandatory training should be completed before additional training is requested.

Mid-management/Supervision Leadership Development

This issue highlights a second concern that we observed, which is also related to succession planning. We noted above discussions with some department leaders (sergeants and above) who would not give credit to the agency in areas where the agency was striving to improve its personnel. In this example, the agency was able to provide records that showed otherwise. We certainly understand that efforts may not be perfect, and there can be managerial / leadership inconsistencies that drive cultural and morale issues in the organization. CPSM is under no illusion that we can accurately diagnose an organizational issue in a short period of time with a small sampling of the organization. But we did observe a certain lack of ownership in department matters from some "leaders" (sergeants and above). We believe this should be addressed.

In some discussions with city/department leadership, we addressed leadership team building—where differences can be meshed out and institutional ownership can be expected—and which could benefit the organization. In those discussions, we learned that NPPD has already engaged a leadership coaching/mentorship program. However, at the time of this assessment, leadership coaching had not been delivered to anyone below the executive staff. An additional session with a cross-section of mid-level managers and supervisors is planned in the coming months. We applaud the organization for taking this step and suggest that the coach commit time to helping those leaders understand that their words and actions have consequences that affect all personnel below them. What we saw being modeled by some mid-level leaders was also being modeled by officers below them in the department.

3. This recommendation goes with the Master Training Plan recommendation in the following section of this report.

STRATEGIC PLANNING

Strategic planning is crucial for any organization aiming to achieve long-term success in an ever-changing environment. It provides a clear roadmap that aligns resources, efforts, and goals toward a shared vision, preventing reactive decision-making and wasted opportunities. By systematically assessing strengths, weaknesses, opportunities, and threats (SWOT analysis), strategic planning enables proactive responses to challenges and market shifts. Without it, cities/police departments risk drifting aimlessly and misallocating resources.

The North Port Police Department does not have its own strategic plan. However, the City of North Port does have a current "Strategic Vision Plan" that is effective through 2025.

POLICE DEPARTMENT BUSINESS MANAGEMENT FUNCTION

The CPSM team was asked to evaluate NPPD's business management function and provide observations for future improvement. The consultant team spent time with embedded police department business team members. There has been considerable turnover in this function in recent years and several anomalies have been identified both internally and by City Finance. The following is a list of some, but not all, concerns noted by business management staff at the police department in recent months:

- Inconsistent purchasing practices by police staff.
- Unapproved deviation from approved purchases by police staff.
- Unclear contractual processes and follow-through.
- Real or perceived confusion on established purchasing practices.
- Lack of communication and decisive help from City Finance.
- Unclear purchasing protocols emanating from City Finance.
- Lack of training on the nuances of North Port's financial protocols.

Business management staff embedded in NPPD are quick to point out that the new City Hall Finance Director is addressing many of the concerns noted, and some concerns have been resolved. The current business manager has extensive experience in this area and was previously employed by a nearby county, so is familiar with generally accepted accounting principles (GAAP) and nuances of public entity budgeting.

Internally, the business management function at NPPD has implemented "Smart Sheets" and is relying more heavily on the use of Power DMS to build protocols and system improvements such as digital submissions, tracking of submittal documents, and creating real-time budget analysis. Additionally, the following internal safeguards have been implemented:

- MOUs created through the use of Power DMS software.
- Contracts are created and or uploaded to Power DMS.
- Re-creation of workflows.
- Working in alignment with job descriptions.
- Outreach to the City Finance Director for improved communications and guidance.
- Grant tracking and overview.

City Hall Finance Observations

CPSM staff reached out to the City Finance Director, who described the NPPD business manager's reporting relationship as historically a direct report to the Police Department Chief rather than to city hall leadership.

The finance director noted significant turnover and confusion within the NPPD business manager's office, and that the city's Finance Department has experienced turnover as well. Finance staff have often been in the dark about purchasing processes within the police department, and are only made aware of issues once they are well down the path and, occasionally, beyond the point of intervention.

Finance staff advised that procedures are now being jointly developed, with a training manual being created to standardize processes and ensure policy adherence. Finance staff typically do not experience similar issues with other departments, such as Public Works, so the assumption is that the Police Department lacks processes or attention to detail. Finance staff is also quick to point out that new business manager staff are far more dialed into proper protocol and adherence to financial best practices, as the concerns of past months are now being more fully addressed, and NPPD staff are viewed as wanting to cooperate and follow the correct processes.

Current business manager staff are being tasked with creating and implementing Standard Operating Procedures (SOPs) and for training NPPD staff to ensure compliance with City Hall purchasing requirements.

A recurring theme in working with police department staff is that communication is often lacking, especially in the early stages of a purchase, which could have been avoided with a simple call to City Hall for clarification on best practices and/or policy. As noted above, positive changes have been occurring and the purchasing anomalies of the past have largely been corrected or are on track to be corrected. CPSM staff learned that these purchasing anomalies have not been prevalent in other city departments, suggesting that the NPPD needs to understand better and/or follow the purchasing protocols currently in place.

Finance staff are optimistic that the issues experienced with NPPD staff in the past regarding purchase processes have been mainly corrected, and look forward to a much more collaborative partnership with NPPD business staff. CPSM staff made a note and suggested that formalized training be provided across all departments on evolving purchasing practices, so that these problems and challenges are not inadvertently replicated elsewhere and so that staff are fully aware of protocols and expectations.

Recommendations:

- CPSM recommends that NPPD evaluate a policy subscription service to see if it will enhance its police policy process. (Recommendation No. 1.)
- If NPPD elects to retain its current policy model, CPSM recommends conducting a legal review when implementing or modifying a new or existing policy. (Recommendation No. 2.)
- CPSM recommends that NPPD develop a succession plan. (Recommendation No. 3.)
- CPSM recommends that the NPPD Executive Coaching Service focus on mid-management / supervision leadership development. (Recommendation No. 4.)

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SECTION 5. ADMINISTRATIVE BUREAU

Effectively managing a complex police department requires a strong emphasis on administrative and support tasks, including hiring, training, equipment procurement, fleet operations, technology implementation, records management, emergency telecommunications, and facilities maintenance. The department's Administrative Bureau oversees these functions.

The Administrative Bureau is led by a captain who supervises three sworn commanders, each heading a division, along with two civilian managers overseeing the Records and Telecommunications Sections, and a civilian Logistics Officer responsible for managing the department's fleet of vehicles and facilities.

The following table provides details about staff allocation for the Administrative Bureau during FY 2024/2025, including a breakdown of sworn and professional personnel.

TABLE 5-1: Administrative Bureau Authorized Staffing Levels for FY 2024/2025

	Sworn	Civilian	Part-Time
Administration Bureau			
Captain	1		
Logistics Officer		1	
Professional Standards Division			
Commander	1		
Background Investigator		1	
Records Section			
Manager		1	
Supervisor		1	
Records Specialists		4	
Digital Records Specialists		2	
Records Technician (Part-time)			1
Telecommunications Section			
Manager		1	
Senior Public Safety Telecommunicator		4	
Public Safety Telecommunicator		15	
Support Services Division			
Commander	1		
Accreditation Supervisor		1	
Accreditation Specialist		1	

	Sworn	Civilian	Part-Time
Network Administrator		1	
Service Desk Technician		1	
Network Technician		1	
Application Administrator		1	
Training Division			
Commander	1		
Sergeant	1		
Officers	4		
Training Specialist		1	
Reserve Officers	5		
Total	9⁴	37	1

4. The total sworn allotment does not include the five part-time volunteer reserve officers.

RECORDS SECTION

The Records Section functions as the central storage for the department's police reports and related documents. It is responsible for maintaining, processing, and distributing reports and citations in accordance with Florida's public records laws. Records is also tasked with responding to public records requests for police-related information.

Department SOP 102 offers detailed guidance on policies and procedures related to Records, including the following:

- Filing and storing reports.
- Processing public records requests.
- Executing seal and expungement orders.
- Records destruction.
- Access and security of records.
- National Incident-Based Reporting System (NIBRS) and Federal Bureau of Investigation Uniform Crime Reporting (UCR) procedures.
- Records staff training.

Records underwent a reorganization in March 2025 in consultation with the City Clerk's Office. The primary focus of the restructuring was to enhance the timeliness of the department's responses to public records requests. The department aims to generally reply to public information requests within five days, acknowledging that extensive requests may take up to two weeks. The reorganization involved changing records technicians to records specialists and placing a greater emphasis on specific assigned job functions for Records staff.

The following table shows the full-time equivalent staffing allocation for Records during FY 2024/2025.

TABLE 5-2: Records Section Staffing for FY 2024/2025

Position	2024/2025 Authorized FTE
Manager	1
Supervisor	1
Records Specialist I	2
Records Specialist II	2
Digital Records Specialists	2
Records Technician (Part-time)	1
Total FTE	8.5

The Manager directly supervises two Digital Records Specialists and the Supervisor. The Supervisor oversees two Records Specialists I's, two Records Specialists II's, and the part-time Records Technician. Records Specialists I's are primarily responsible for handling daily requests from the State Attorney, vacation house checks, liaison work with allied agencies, and subpoenas. Records Specialists II's mainly assist with reviewing and redacting audio and video recordings, such as body-worn cameras (BWC), in-car camera footage, and documents, as well as reviewing daily paperwork, facilitating NIBRS and UCR data, ensuring report and data quality,

and supporting Records Specialist I duties. Digital Records Specialists mainly spend their time processing extensive public records requests (defined as requests that take more than 30 minutes to complete). A significant portion of their time is dedicated to reviewing and redacting videos, including BWC recordings, before public release. Lastly, the part-time Records Technician helps with public records requests within the police station lobby.

Records currently offers public access on Mondays from 1:00 p.m. to 4:00 p.m., and from 9:00 a.m. to 4:00 p.m., Tuesday through Friday. The part-time Records Technician mainly provides the lobby service with help from the Records Specialist I's. However, as discussed later in this section, adding an extra Digital Records Specialist along with a Retention Specialist would enable Records to provide public services Monday through Friday from 9:00 a.m. to 5:00 p.m.

Records staff work a staggered schedule to ensure service is available to day and night shift officers. Records staff are generally on duty from 5:30 a.m. to 4 p.m. during the workweek.

Records staff accomplish a substantial amount of work. The following table shows the number of police reports processed by Records in 2022–2024.

TABLE 5-3: Police Reports Processed, 2022–2024

Year	Police Reports Processed
2022	9,124
2023	9,390
2024	9,619
Total	28,133

The following table shows the number of information requests processed by Records in 2022–2024.

TABLE 5-4: Information Requests Processed, 2022–2024

Year	Total	Public Requests	Internal Requests
2022	4,808	2,101	2,707
2023	5,022	2,709	2,313
2024	5,288	3,480	1,808
Total	15,118	8,290	6,828

The data shows that from 2022 to 2024, reports processed by Records increased by 5.4 percent (an added 495 reports). At the same time, the number of information requests grew by 10 percent (an increase of 480 requests). As law enforcement scrutiny is expected to continue or even rise, it is reasonable to assume that police reports and information requests will either stay at current levels or grow further. Additionally, due to the growing complexity of law enforcement—such as the use of BWCs, in-car cameras, and technological advances—the complexity of both police reports and related information requests will also increase, making them more burdensome and time-consuming to process and manage.

The review of Records highlights several areas for potential improvement. Although the department aims to respond to extensive public records requests within one to two weeks, current response times range from approximately four to six weeks. This delay is mainly due to the volume of recorded media that must be reviewed and redacted before public release. It was reported that Records generally maintains an average of 250 to 350 hours of work associated

with pending extensive public records requests. To better achieve the goal of responding within one to two weeks, it is recommended that Records add an additional Digital Records Specialist. The addition of one specialist is expected to help Records meet the targeted response time for extensive public records requests.

Additionally, although Records is tasked, per department SOP, with managing the purging of records and the execution of seal and expungement orders, current staffing levels do not support having a dedicated staff member for these duties. Instead, staff are primarily assigned to handle the ongoing flow of reports and citations, as well as respond to public records requests. This has led to a significant backlog of documents within Records. In particular, documents dating back to 2012 have not been evaluated for purging or destruction. Therefore, it is recommended that Records create a new Retention Specialist position. This role will be responsible for conducting and overseeing records purging and destruction, along with executing seal and expungement orders. Additionally, this position may assist in preparing responses to public records requests and ensuring Records services are available to the public Monday through Friday, 9:00 a.m. to 5:00 p.m.

Lastly, as previously discussed, Records has both Specialist I and Specialist II positions. The Specialist II roles include all duties of Specialist I, such as reviewing and redacting audio and video recordings such as BWC videos, in-car camera footage, and documents, along with daily paperwork review, NIBRS and UCR data facilitation, and report and data quality control. In a relatively small unit such as Records, cross-trained staff capable of performing similar tasks offer greater flexibility when assigning work, including redundancy in case of absences or unexpected vacancies. Therefore, it is recommended that the Specialist I positions be reclassified as Specialist II. Additionally, all future Specialist roles should be hired and trained to meet the standards of Specialist II.

Records Section Recommendations:

- CPSM recommends the addition of a digital records specialist position. (Recommendation No. 5.)
- CPSM also recommends the addition of a Retention Specialist position. (Recommendation No. 6.)
- Provided that Records adds the Digital Records Specialist and Retention Specialist positions, public services should be expanded to Monday through Friday, from 9:00 a.m. to 5:00 p.m. (Recommendation No. 7.)
- Reclassify Specialist I positions as Specialist II, and ensure all future Specialist roles are hired and trained consistent to the Specialist II job description. (Recommendation No. 8.)

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TELECOMMUNICATIONS SECTION

The dispatch and communications function is a vital part of an effective public safety and law enforcement agency. Often the first point of contact for a citizen seeking help, emergency dispatchers play a crucial role in shaping the community's attitude toward the agency. The speed and accuracy with which they gather information from callers and relay it to responders significantly affect the safety of citizens, officers, and fire/EMS personnel alike. In cases of crimes in progress, their work can significantly influence the chances of apprehending criminals.



NPPD is fortunate to have a dedicated and well-trained Communications Center available to answer telephone calls and coordinate police responses 24/7. SOP 801.02 provides procedures and regulations for telecommunications operations, including communication expectations, radio channel selection, handling of sensitive information, unit assignment to calls for service, dispatching crimes in progress, checking on the safety of officers during traffic stops or other high-risk incidents, canceling or reclassifying calls for service, call priorities 1-5 (with priority 1 as an emergency and priority 5 as a non-emergency), use of alert tones, tactical

dispatch plans, and review of recorded transmissions. The policy is supported by several additional SOPs that offer further guidance on Communications operations. The overall direction for Communications aligns with well-established law enforcement practices.

The following table shows the staffing for Communications in FY 2024/2025.

TABLE 5-5: Communications Section Staffing for FY 2024/2025

Position	2024/2025 Authorized FTE
Manager	1
Senior Public Safety Telecommunicator	4
Public Safety Telecommunicator	15
Total	20

Telecommunicators and supervisors work 12-hour shifts, either from 6:00 a.m. to 6:00 p.m. or from 6:00 p.m. to 6:00 a.m., with no overlap coverage. Staff indicate that the schedule allows for sufficient coverage and a smooth transition between shifts. Notably, it was learned that Communications staff are permitted to exercise within certain limits for 30 minutes per shift. This provides a valuable opportunity for staff to move around and de-stress during their extended shift, which is typically sedentary and stressful. Continuing this practice is recommended.

The Communications staffing allocation includes one supervisor and three telecommunicators for each of four teams. However, Communications requires at least two telecommunicators and/or a supervisor on each shift. Having four employees per team, when only two are needed per shift, allows staff to take leave, cover temporary vacancies, and staff shifts above the minimum requirement.

A Public Safety Answering Point (PSAP) is the initial contact point for 911 calls. When someone dials 911, their call is directed to the nearest PSAP, where trained emergency dispatchers

evaluate the situation and coordinate the necessary response. Whether it involves a medical emergency, a fire, or a law enforcement issue, PSAPs are essential in making sure that help arrives as quickly and efficiently as possible. A primary PSAP may handle emergency service requests within the same communications center or transfer the call to another agency (e.g., fire, EMS, or law enforcement).

Currently, 911 emergency calls originating within the City of North Port are answered by the Sarasota County Sheriff's Office (SCSO) as the primary PSAP. When SCSO answers a 911 call requesting police assistance from the NPPD, they transfer the call to NPPD Communications, which then gathers the necessary information and initiates the appropriate emergency response.

It was observed that this arrangement sometimes causes problems because staff reported incidents where SCSO failed to transfer calls promptly to NPPD Communications, leading to delays in service, or transferred calls that were not suitable for an NPPD emergency response.

This arrangement has several disadvantages for the department and the city. First, for 911 callers seeking police assistance, there is an unavoidable delay caused by having SCSO answer the call, speak with the caller to assess their needs, recognize that the caller requires NPPD services, and then transfer the call to NPPD Communications. Second, this setup understandably and predictably leads residents and businesses within the city to contact NPPD Communications directly using non-emergency lines rather than calling 911, since they know the 911 call will be answered by SCSO personnel. This pattern is particularly concerning because it undermines the main benefits of the 911 system, including the ease of dialing for help during emergencies and the priority given to call answering and response by Communications.

It is recommended that the department take on the primary PSAP designation for 911 calls originating within the city. This would allow NPPD Communications to serve as the initial contact point for such calls. If a caller requests police assistance, Communications will be positioned to dispatch resources quickly. For fire, EMS, or other services, Communications can connect the caller to the appropriate agency. An important benefit of having NPPD telecommunicators handle 911 calls within the city is their familiarity with local landmarks, roads, businesses, and activities. This familiarity naturally reduces the time needed for an NPPD telecommunicator to identify the caller's location and relevant details, resulting in faster response times by emergency personnel. We understand this recommendation is complicated due to the relationship with Sarasota County and the county must be willing to work with NPPD to allow this transition to take place. NPPD advised that up this point the county is unwilling to allow this change. However, we believe it is a recommendation that is still in the best interest of the community.

The following table displays the number of telephone calls answered by Communications from 2022 to 2024.

TABLE 5-6: Answered Telephone Calls by Communications, (2022–2024)

Year	Total Telephone Calls Answered	Number of 911 Calls Transferred from SCSO
2022	42,739	6,228
2023	44,311	8,275
2024	45,113	7,193

An impressive aspect of the Communications section is its dedication to training NPPD telecommunicators. Communications has developed a comprehensive training manual that

guides the 240 hours of state-mandated training conducted on-site at NPPD. The training is delivered by experienced NPPD staff. It includes seven to nine weeks of instruction on answering emergency calls for service, two weeks dedicated to teletype familiarity and operation, five to seven weeks of police radio dispatch training, and an additional two to four weeks for trainees to demonstrate their skills under the supervision of a trainer.

NPPD Communications personnel are all cross-trained in call taking and police dispatching, which provides flexibility in staffing. A core philosophy, reaffirmed and consistent with training best practices, is NPPD Communications' emphasis on "training the individual," not the position. This approach is particularly important for high-stress and complex roles such as telecommunicators. This philosophy and mindset position NPPD Communications for success in its training efforts.

Notably, Communications is not facing difficulties in recruiting and retaining telecommunicators. Nationally, agencies are encountering significant challenges in recruiting and keeping emergency telecommunicators. According to a 2024 survey by the National Emergency Number Association, 82 percent of more than 1,400 respondents reported that they cannot fill open positions.⁵ However, staff reported that Communications has sufficient prospective employees to fill expected vacancies. It is likely that the leadership and training approach within Communications produces dedicated and committed telecommunicators to a degree that exceeds the national average.

However, it is recommended that the department increase staffing in order to create a dedicated Communications Training Coordinator position. Currently, the ongoing training of telecommunicators is managed by staff as collateral duties alongside their full-time roles in Communications. A training coordinator would ensure that the comprehensive training program created by NPPD Communication remains current and aligned with the latest training trends and content, without overburdening staff who already face demanding and challenging positions as telecommunicators. This could be achieved by adding an additional Senior Telecommunicator position, which would enable Communications to assign a supervisor as the training coordinator and enhance supervisory redundancy within Communications. To facilitate this, it is recommended that the Senior Telecommunications Operator job description be reviewed and revised to include the following duties:

- Maintain training compliance and certification for all telecommunicators.
- Maintain, update, and facilitate the recertification of the telecommunications training program.
- Maintain, update, and instruct the telecommunicator recruit curriculum.
- Participate in training advisory meetings.
- Plan, schedule, and conduct telecommunicator training meetings biannually or as needed.
- Facilitate biennial recertification processes for all Communications staff.
- Conduct annual in-service training for all telecommunicators to ensure compliance with state training requirements.
- Create lesson plans for training programs.

5. <https://carbyne.com/the-pulse-of-9-1-1-2024-ebook-2/?submissionGuid=d11540ee-c43f-4316-a2ee-6b7ff9964379>

- Conduct monthly quality assurance evaluations for all telecommunicators and refer identified discrepancies and incidents of underperformance to the telecommunications manager.
- Collaborate with surrounding agencies and academies to continue to advance the training efforts and needs of Communications personnel.
- Perform the duties of a telecommunicator as needed.

Regarding the ProPhoenix Computer-Aided Dispatch (CAD) system used by the department, it was discovered that the function allowing telecommunicators to dispatch the closest officers to incidents using patrol vehicle GPS data was inoperable. It is essential for telecommunicators to know the location of officers and their assigned vehicles when dispatching or coordinating emergency responses. It is recommended that the GPS-enabled dispatching functionality tied to vehicles be restored to provide telecommunicators with consistent and reliable GPS data for officers' vehicles.

Telecommunications Section Recommendations:

- NPPD Communications should serve as the primary PSAP for all 911 calls within the city. (Recommendation No. 9.)
- CPSM recommends the addition of a Senior Telecommunicator position to enable Communications to create a Training Coordinator role. (Recommendation No. 10.)
- Continue allowing telecommunicators to exercise 30 minutes per shift. (Recommendation No. 11.)
- Ensure the functionality of patrol vehicle GPS-enabled dispatching. (Recommendation No. 12.)

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ASSET MANAGEMENT, FLEET, AND FACILITIES

The department presently has one full-time civilian Logistics Officer (LO) responsible for managing department assets, fleet, and facilities services. With support from the quartermaster, the LO is tasked with managing, inventorying, assigning, and maintaining equipment such as police radios, radars, automated external defibrillators (AEDs), fire extinguishers, and in-car cameras.

Along with managing equipment, the LO oversees a fleet of more than 300 vehicles, ensuring they are properly maintained and ready for use. This involves coordinating with city fleet services as well as vendors and dealers who offer service, installation, and maintenance for department vehicles. During this review, it was found that the LO often needs to transport department vehicles to these service providers, which can be a 30-minute drive. Because the LO works alone, they must either find someone to drive them back, hire a rideshare, or wait at the service location until the work is done. This creates significant inefficiencies in fleet management and could be improved by hiring a full-time logistics assistant to support the LO, as discussed later in this section.

As part of fleet management, outfitting all new police vehicles requires installing specific equipment, including the following:

- Light bars.
- Mobile radios.
- Radar.
- Push and PIT bar bumpers.
- Emergency lights and siren.
- Prisoner cage.
- Spotlight.
- Laptop computer mount.
- Gun rack.
- In-car camera.

Each patrol vehicle is outfitted through a contracted service provider, a common practice in the police industry. The current provider is reportedly able to outfit one vehicle per week. However, it was noted that the service level of the provider has fluctuated over time. Therefore, it may become necessary to consider using another or an additional vehicle outfitting provider if the current contractor is unable to outfit vehicles as needed by the department.

It has been determined that the current configuration of marked police vehicles requires AEDs to be installed only in vehicles assigned to supervisors. Throughout law enforcement, it has been observed that installing AEDs in all police vehicles increases the chances of having an AED near a victim in need of emergency help, often enabling department members to take lifesaving actions. Therefore, it is advised that AEDs be installed in all department vehicles.

Regarding fleet replacement, it was learned that marked patrol vehicles are generally replaced at five years or at 80,000 miles, while non-patrol vehicles are replaced at six years or at 80,000 miles. These replacement guidelines are consistent with police operations nationwide. Additionally, it was learned that the department maintains an inventory of approximately two

dozen vehicles in a “spare fleet” to be used in place of vehicles that become inoperable and while vehicles are being replaced or outfitted.

The department maintains a take-home vehicle program for employees, which is governed by SOP 201.06. The policy allows employees to take their assigned vehicle home if they live within a bordering community and within a 20-mile radius outside the city. The vehicle must be parked at the employee’s residence (driveway) or at the nearest fire station within a 20-mile radius. Sworn members living within 40 miles of the city limits may also take their vehicles home. Additionally, employees assigned marked or unmarked patrol units may use the vehicle within city limits during off-duty periods if they live in the city or are on-call at the time. This policy provides recruiting and retention benefits, along with operational advantages, and aligns with police practices nationwide.

The LO is also responsible for acting as the department’s primary liaison for facilities issues, including maintenance. The LO collaborates with the City Facilities Department whenever department staff encounter facilities problems to ensure repairs are completed. It was learned that the department has outgrown its current facilities, causing staff to work in closet spaces and other areas not conducive to a comfortable and efficient work environment. It is recommended that the department develop a plan to secure the necessary facility assets to provide suitable work conditions for all staff.

The duties assigned to the LO are diverse and complex. From fleet administration and facilities maintenance to asset management, the LO often needs to transport assets to various locations, frequently miles outside the city. These responsibilities require hiring a full-time Assistant LO to support the current LO. The assistant will add redundancy within the department across the different areas managed by the LO and provide logistical support, which will improve the LO’s efficiency and effectiveness in their duties.

Asset Management, Fleet, and Facilities Recommendations:

- Monitor the performance of the current vehicle outfitting contractor and consider adding another service provider or contracting with a different one if the current contractor cannot efficiently outfit vehicles that meet the department’s operational needs. (Recommendation No. 13.)
- Install AEDs in every department vehicle. (Recommendation No. 14.)
- Develop a plan to acquire the essential facility assets needed to ensure appropriate work conditions for all employees. (Recommendation No. 15.)
- Create a full-time civilian assistant position to support the current Logistics Officer. (Recommendation No. 16.)

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PROFESSIONAL STANDARDS DIVISION (PSD)

PSD is led by a commander and supported by a civilian background investigator. However, due to the recent loss of the background investigator, PSD has operated with a temporarily assigned officer conducting background investigations while a new background investigator is hired. PSD is responsible for conducting pre-employment background investigations, internal affairs (IA) investigations, reviewing all use of force (UOF) and pursuit incidents, maintaining the department's log of disciplinary actions, facilitating promotional processes with the assistance of hired consultants, conducting Live Scans, coordinating annual physicals for all employees, administering light-duty and injured employee actions, assisting with public information request responses, and conducting or reviewing department audits.

The following table displays the staffing allocation for PSD in FY 2024/2025.

TABLE 5-7: PSD Staffing for FY 2024/2025

Position	2024/2025 Authorized
Commander	1
Civilian Background Investigator	1
Total	2

Background Investigations

The law enforcement profession consistently faces the challenge of renewing its ranks. For nearly every agency, this remains an ongoing effort. However, for some time now, 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 more difficult. This has contributed to a growing shortage of law enforcement officers across the country.

The department is committed to recruiting and hiring diverse, high-quality personnel by carefully evaluating their integrity, good moral character, skills, knowledge, and abilities. To fill current and future vacancies for all positions, recruitment efforts focus on attracting qualified applicants. However, to maintain public trust and confidence, the department recognizes that the selection process is crucial for ensuring operational effectiveness.



Department SOP 100.05 outlines guidelines for recruitment and personnel selection by department staff. The SOP mandates that recruitment for police officers remains open to maintain a continuous pool of eligible applicants for current and future positions. It designates the following responsibilities to the Administrative Bureau regarding the selection process:

- Liaison with Human Resources.
- Coordinate application processing.
- Plan and organize the execution of physical ability tests.
- Schedule and conduct oral interviews.

- Schedule polygraph examinations.
- Conduct background investigations.
- Coordinate psychological assessments with HR assistance.
- Maintain and file records of each applicant's selection process.

The SOP specifies that background investigations must cover the following elements:

- Educational background.
- Employment background.
- Military background (if needed).
- Driving history / driver's license check.
- Financial history.
- Criminal history.
- Local records check.
- Fingerprints check.
- NCIC/FCIC check.
- Family history.
- Marital history.
- Civil history.
- Personal reference checks.
- Psychological examination.
- Residential history.
- Roommate history.
- Licensing history.
- Social media check.
- Florida Department of Law Enforcement (FDLE) Automated Training Management System (ATMS) check.
- National decertification index check.

Law enforcement agencies should be aware of both their personnel demographics and the community demographics they serve. In line with community policing principles, the SOP explicitly states that the department intentionally hires a diverse workforce.

The following table shows the demographic data for the department.

TABLE 5-8: NPPD Demographic Data

	Male	Female	White	Asian	African American	Hispanic	Other
NPPD Sworn	138	20	130	3	5	19	1
NPPD Civilian	16	39	48	2	1	4	0

The following table shows demographic data as percentages for the department compared to the City of North Port.

TABLE 5-9: Demographics by Percentage of North Port Residents⁶ and NPPD Employees

	Total	Male	Female	White	African-American	Hispanic	Asian	Other*
City of North Port	88,931	49%	51%	76%	4%	14%	1%	5%
NPPD Personnel**	213 ⁷	72%	28%	84%	3%	11%	2%	1%

Note: *Hispanic includes respondents of any race. Other categories are non-Hispanic. **Includes sworn and non-sworn employees.

It is common across the country for law enforcement agencies to have a higher percentage of male employees than the community they serve, while the percentage of female employees is lower compared to the community. According to the national 30 by 30 Campaign, which aims to increase the number of women in law enforcement, women make up less than 14 percent of sworn officers nationwide. The department's percentage of sworn women is about 13 percent, which aligns with the national average. However, in terms of race or ethnicity, the department closely reflects the community it serves. It is recommended that the department continue to monitor demographic trends both in the community and within the department to ensure they remain aligned.

The department regularly employs a civilian background investigator trained according to Florida law enforcement standards to conduct background investigations. However, due to an increase in IA investigation activity and the recent departure of the civilian background investigator, the captain overseeing Administrative Services has taken a leadership role in managing departmental background investigations with help from a temporarily assigned officer. In addition to managing background investigations, the position also involves coordinating candidate application reviews, testing, and pre-employment interviews.

A review of the historical background investigation data shows that the department has not recorded the number of background investigations conducted. It is advisable for the department to establish a process to log the number of investigations each year, along with tracking the number of employees hired. This data can often be used to improve recruiting efforts and better understand the barriers faced by personnel seeking employment within the department.

6. Source: <https://censusreporter.org/profiles/16000US1249675-north-port-fl/>.

7. This number differs from previous totals only because of the effective date of the report from NPPD.

The following table shows the number of employees hired by the department from 2022 to 2024.

TABLE 5-10: Number of Employees Hired by the NPPD, 2022–2024

Position	2022	2023	2024
Sworn	15	19	19
Civilian	6	15	14
Total	21	34	33

It was reported that both civilian and sworn background investigations take about three months to complete. While this average matches the time frame of law enforcement agencies nationwide, it is recommended that the department implement background investigation software that automates many of the investigative steps. This would make the investigations more efficient and quicker. Besides saving time, the software would also improve the data retention efforts mentioned earlier. One widely used background investigation software is eSOPH by Miller Mendel Inc., however, there are several other solutions the department might find helpful.

Background Investigations Recommendations:

- Create a system to track and record the annual number of background checks, including hires and those who fail, along with reasons for failure, separated by sworn and non-sworn applicants. (Recommendation No. 17.)
- Consider using background investigation software to improve operational efficiency and data collection. (Recommendation No. 18.)
- Continue monitoring demographic trends in the community and within the department to ensure alignment between the department and the community it serves. (Recommendation No. 19.)

Internal Affairs (IA)

Department SOP 701.01 guides IA investigations. The department's policy is to promptly and thoroughly investigate all allegations, from any source (including anonymous), of misconduct by departmental personnel.

The SOP requires that all complaints be received in a professional, polite, and courteous manner, whether submitted in person, via telephone, or through other means. The department has published the Citizen Complaint Affidavit (Affidavit) to document complaints against employees. This form is available at the police station, can be delivered by a supervisor to a complainant, can be mailed to a complainant, and is accessible on the department website. However, it was noted that the complaint form is only available in English. It is recommended that the complaint form be made available in languages other than English to serve community members better.

The SOP categorizes complaints as Category I and II, and differentiates between IA investigations and "division-level investigations." IA investigations, which are defined as investigations of a moderate to serious nature, are typically conducted by the Commander overseeing PSD under the supervision of the Administrative Bureau Captain. "Division-level

investigations” are usually carried out by the employee’s supervisor under the oversight of the Bureau Captain. “Division level investigations” are described as inquiries into allegations against a department member for minor violations of department directives, including complaints related to inadequate police service, which would result in discipline no higher than a written reprimand.

The following table shows the number of complaints received and the IA investigations conducted from 2022 to 2024.

TABLE 5-11: Complaints and IA Investigations, 2022–2024

Year	Total Complaints	IA Investigations Conducted
2022	16	2 ⁸
2023	27	4
2024	27	4

For allegations investigated pursuant to an IA investigation, the investigator is responsible for providing findings for each allegation investigated. The possible findings include the following:

- **Unfounded:** The investigation proved the allegation was either false or there was no credible evidence to support it.
- **Not-Sustained:** The investigation could not prove or disprove the allegation.
- **Sustained:** The investigation proved the allegation against the member or the agency was true.
- **Exonerated:** The investigation proved the allegation was true, but the action of the officer or the agency was justified, consistent with departmental policy.

The following table presents the findings for allegations investigated under an IA designation in 2022 through 2024.

TABLE 5-12: Findings for Allegations Involving IA Investigations, 2022–2024⁹

Year	Unfounded	Exonerated	Not Sustained	Sustained
2022	1			
2023	3		1	2
2024			3	7

A review of the data indicates that 85 percent of complaints received by the department over the past three years have been relatively minor and were able to be addressed without an IA investigation. Of the ten complaints handled through an IA investigation, more than half of the allegations investigated were found to be sustained.

Reviewing Personnel Complaints

Regarding the review of complaints received by the department, the SOP states that the Division Commander will review all complaints of member misconduct within their divisions. Allegations of violations are then forwarded through the chain of command to the

8. One of the investigations was administratively closed due to the death of the subject employee.

9. Some IA investigations involve more than one allegation. Therefore, there may be more findings per year than IA investigations.

Administrative Bureau Captain. The Administrative Bureau Captain reviews and discusses Category I and II complaints with the Chief of Police, who decides whether an IA investigation or a division-level investigation should be conducted.¹⁰

The review of complaints and administrative direction regarding what should be investigated following filed complaints is crucial for the health of a law enforcement agency and for public trust. Administrative leaders must carefully evaluate all complaints, identify explicit and implied allegations against employees, determine what needs to be investigated, which employee is involved, and who will conduct the investigation. Therefore, it is essential that the complaint analysis be thorough, deliberate, and properly documented. To achieve this, it is recommended that the department formalize the complaint analysis functions carried out by the Administrative Bureau Captain and Chief of Police. This formalization should include a written summary of each policy or law violation alleged in a complaint, specifying which employee(s) are accused, whether each allegation will be investigated at the division level or through Internal Affairs (IA), and who will conduct the investigation. The documented review and directive memorandum should then be filed with the complaint and any subsequent investigation reports. Formalizing the complaint review process ensures that documentation is maintained for future review, and provides clarity and recordkeeping of the review performed by the Administrative Bureau Captain and Chief of Police, along with the guidance issued by the Chief of Police.

Investigating Personnel Complaints

Regarding SOP 701.01, it was noted that the document is thorough, spanning 29 pages. The SOP offers both policy guidance and investigative and administrative procedures. For example, the document outlines policy direction on the following matters:

- Purpose and scope of the policy.
- Guidance on when to conduct or not conduct an investigation.
- Identification of staff involved in the IA component of the department and their respective duties and responsibilities.
- Direction regarding the receipt, logging, and distribution of complaints.
- Definitions of complaint types and categories.
- Confidentiality and release of related information.
- Handling of IA files.
- Classification of allegation dispositions.
- Disciplinary process.
- Grievance procedure.

Additionally, it was learned that the SOP outlines the responsibilities of agencies involved in officer-involved shooting investigations. It is recommended that this be a stand-alone department policy that SOP 701.01 references for guidance on officer-involved shootings.

The SOP also outlines the following investigative and administrative procedures and guidance:

- Directions for supervisors regarding how to log a complaint.

10. Category I and II complaints are defined by the Commission for Florida Law Enforcement Accreditation (CFA) policy 20.01A.

- To whom complaints may be assigned for investigation.
- Process and procedures for conducting and reviewing a division-level investigation.
- Process and procedures for conducting and reviewing an IA investigation.
- Interview and interrogation procedures.
- Permissible investigative techniques.
- Investigation report formatting.
- Investigation timeline expectations.
- Discipline guidelines.

The SOP, as it currently exists, serves both as a policy and protocol document. To improve clarity, it is recommended that the existing SOP be divided into two parts: one that provides policy guidance, expectations, and parameters for department members, and a separate IA procedure manual that details how investigations should be conducted and documented.

Investigation Review and Disposition

The SOP currently states that the investigator assigned to conduct an investigation must also provide findings and recommendations for each misconduct allegation. While it is permissible for an investigator to provide findings, it is recommended that the investigator focus solely on conducting a thorough and timely investigation into the facts of the incident. The completed investigation can then be submitted to a higher-ranking department member for review and the preparation of findings. This approach offers several benefits. It allows the investigator to concentrate exclusively on fact-finding and reporting the information obtained during the investigation. The person responsible for preparing findings then forms opinions based on the content of the investigation report. Sometimes, when an investigator provides findings, those findings may be influenced by subjective feelings or information not included in the investigation documents but known or believed by the investigator.

The SOP also assigns the investigator the responsibility of determining whether a policy failure contributed to or caused the incident under investigation. If a policy failure is identified, the investigator must include a description of the failure and a recommendation for change to address the issue.

The SOP then states that the completed investigation should be forwarded by the Administrative Bureau Captain to the Chief of Police, who will determine any discipline resulting from a sustained allegation. If the recommended discipline includes a loss of pay, suspension without pay, demotion (reduction in pay), or termination, the Chief of Police schedules a pre-disciplinary meeting with the affected member. The purpose of this hearing is to give the member a chance to present facts and circumstances to mitigate, negate, or reduce the proposed discipline.

If the recommended restructuring of the Administrative Bureau is carried out as detailed later in the report, it is advisable to update the administrative procedures for IA investigations, reviews, and dispositions to include the Deputy Chief. Specifically, it is recommended that the SOP be revised to include the following responsibilities.

- The PSD Sergeant¹¹ or the PSD Commander's designee shall conduct the IA investigation.

11. This would be a new position in PSD after the recommended restructure of the Administrative Bureau.

- The PSD Commander supervises and oversees the IA investigation to ensure it is conducted promptly, thoroughly, and fairly. The PSD Commander reviews and approves the completed IA investigation.
- Administrative Bureau Captain provides a secondary review of the IA investigation to ensure that it is thorough, fair, and properly documented.
- The captain within the chain of command of the involved employee under investigation prepares findings for each allegation (sustained, not sustained, exonerated, or unfounded) along with the relevant rationale and explanation. The Captain shall also prepare an "administrative insights" memorandum that highlights relevant policy, training, equipment, staffing, or supervisory issues related to the investigation. (For example, if the employee under investigation is assigned to patrol, the Patrol Bureau Captain prepares the findings and administrative insight.)
- The Deputy Chief reviews the investigation, findings, and administrative insights, and determines the disciplinary disposition in consultation with the Chief of Police.
- If the Deputy Chief's disciplinary action involves loss of pay, suspension without pay, demotion, or termination, the Chief of Police shall hold a pre-disciplinary meeting with the affected member and make a final decision regarding the discipline to be imposed.

Involving additional members of PSD and command staff in the IA investigation, review, and disciplinary process offers several benefits, including having experienced members of the department's leadership involved in critical and complex IA investigations and the related disposition decisions and processes. Furthermore, by reviewing the investigation and its findings multiple times, factual inconsistencies, investigative assumptions, or leaps in logical inference are more likely to be identified, which is essential for every IA investigation and disciplinary process.

Tracking and Managing Complaints

Data on employee complaints and administrative investigations serve as a valuable risk management tool to identify training needs, supervisory priorities, performance issues, and misconduct patterns. Currently, the department uses the ProPhoenix RMS system to record personnel complaints and monitor internal affairs investigations. However, many departments have adopted specialized software systems for this critical management function.

For example, IAPro is a comprehensive software package designed to track various types of information, including personnel complaints, use of force incidents, traffic accidents, and personnel commendations. The IAPro software includes a module called Blue Team, which involves data entry by supervisors to record and manage commendable actions, noteworthy behaviors, and high-liability risk management events. Incidents such as use-of-force, field-level discipline, complaints, vehicle accidents, and pursuits can be entered and routed through the chain of command for review and approval at each stage.

It is recommended that the department consider using a specialized software platform to improve its analytical capabilities related to personnel issues and trends, and to facilitate the implementation of an Early Intervention Program.

Early Intervention Program (EIP)

In 1981, the U.S. Commission on Civil Rights recommended that all police departments establish an early intervention program to identify problem officers, that is, "those who are frequently the subject of complaints or who demonstrate identifiable patterns of inappropriate behavior."

An EIP, also known as an Early Warning System, is a data-driven law enforcement management tool designed to identify officers with problematic behavior and provide interventions to correct their performance. Using this approach, a department may be able to intervene before the officer's actions escalate to a situation requiring formal discipline.

The EIP allows a department to monitor personnel complaints, uses of force, and similar issues. It serves as a resource for supervisors to identify employees who may show signs of job stress or performance issues early on. The goal of an EIP is to proactively offer employees the support and training they need to perform their duties effectively and efficiently.

While individual incidents such as personnel complaints, traffic collisions, and uses of force are reviewed at the time they happen by a supervisor and the chain of command, these incidents might seem acceptable on their own. However, a pattern of below-par job performance could be developing that is harder to notice. Monitoring the signs through an EIP allows supervisors to see the complete picture of an individual's actions and make a more accurate assessment of the employee's overall well-being.

Although the department monitors and tracks incidents related to community member complaints, internal affairs complaints, use-of-force reports, high-speed pursuits, and on-duty traffic collisions, it does not have a formal policy requiring action when an officer reaches a certain threshold in those areas.

The following table provides a sample of early intervention indicators and a schedule that could be useful for the organization. Each agency that opts to implement an EIP should create its own list of indicators and a schedule tailored to the organization's needs while considering workload demands. Again, this is only a sample for reference.

TABLE 5-13: Sample Early Intervention Program Thresholds

Incident Type	Threshold
Complaint against an employee	2 incidents within 12 months
Missed court	2 incidents within 12 months
Use of force	3 incidents within 12 months
Vehicle accidents	2 incidents within 12 months
Vehicle pursuit	2 incidents within 12 months

It is important to note that a notification triggered by reaching a threshold does not necessarily indicate a problem with an employee. Instead, it ensures that supervision is aware of similar incidents. The department determines the threshold limits. For example, officers working in high-crime areas are more frequently involved in arrests and use of force, which may trigger a notification even when their actions are justified. This also applies to more proactive officers. Nevertheless, the early warning allows department leadership to recognize patterns of behavior and decide if additional supervision, training, equipment, or support is needed.

The EIP report, along with any recommended assistance, if any, may be provided by PSD to the involved employee's supervisory chain. The employee's supervisory team should review the EIP report, offer any necessary insights and/or recommendations, and ensure that the response, if any, is properly documented. The department should establish a formal SOP outlining EIP thresholds, review expectations, and documentation requirements.

While some may argue that in mid-size agencies such as North Port, supervision can easily spot individuals who hit thresholds, the reality is that few supervisors are aware of all such incidents.

Relying on one or more persons' memories to identify early warning signs is both unreliable and unwise.

Citywide Collaboration

Understanding that personnel investigations often lead to due process reviews, appeals, and potential litigation, it is vital for the city team to stay coordinated and aware of employee misconduct issues. Therefore, it is important for police leadership, human resources personnel, and legal counsel to work together to position the department and city to effectively implement and defend personnel actions resulting from IA investigations. To support this coordination, it is recommended that police leadership, human resources representatives, the city attorney's staff, and risk management personnel meet regularly—monthly or quarterly—to discuss new complaints or claims, ongoing investigations, disciplinary actions, and litigation. This will help ensure all team members are informed and aligned for success.

Furthermore, the department has experienced recent events related to personnel decisions that have led to a degradation of trust by department leaders that facts and legitimate considerations regarding personnel decisions will be effectively communicated when these decisions are appealed and challenged. To address this, the relationship between legal counsel and department leadership, including PSD, must be strengthened. Fortunately, it was learned that the City Attorney's Office has an attorney assigned to liaise with the police department. Therefore, it is recommended that this attorney be assigned to work directly at the police station. This arrangement will likely improve communication, trust, and effectiveness due to the physical proximity of legal counsel and department leaders who are often required to address rapidly evolving and time-sensitive legal issues.

Internal Affairs Recommendations:

- The Citizen Complaint Affidavit should be available in languages other than English. (Recommendation No. 20.)
- The department should consider using a commercial software platform dedicated to internal affairs issues to improve tracking and analysis of relevant data. (Recommendation No. 21.)
- The NPPD should create a stand-alone policy regarding officer-involved shooting investigations. (Recommendation No. 22.)
- CPSM recommends the department formalize the complaint analysis functions conducted by the Administrative Bureau Captain and Chief of Police by creating a written summary of each alleged policy or law violation, the employee(s) accused, whether the allegations are to be investigated at the division level or through an IA investigation, and who should conduct the investigation. (Recommendation No. 23.)
- Findings regarding allegations should be made by the Captain overseeing the employee under investigation. (Recommendation No. 24.)
- The Captain responsible for preparing allegation findings should also provide an "administrative insight" that identifies relevant policies, training, equipment, staffing, or supervisory issues related to the matter investigated. (Recommendation No. 25.)
- Bifurcate the existing SOP 701.01 into two documents: one that offers policy guidance and a separate IA procedure manual that details how investigations should be conducted and documented. (Recommendation No. 26.)

- CPSM recommends amending SOP 701.01 to specify duties for each PSD and command staff member during IA investigations, findings, disciplinary actions, and related hearings, as discussed in the narrative. (Recommendation No. 27.)
- It is recommended the department utilize a specialized software platform to improve its analytical abilities related to personnel issues and trends, and facilitate the implementation of an Early Intervention Program. (Recommendation No. 28.)
- Create an SOP outlining EIP thresholds, review expectations for EIP reports, and documentation requirements. (Recommendation No. 29.)
- Police leadership, human resources representatives, city attorney staff, and risk management representatives should regularly meet (monthly or quarterly) to discuss new complaints or claims, ongoing investigations, disciplinary processes, and ongoing litigation. (Recommendation No. 30.)
- Designate the City Attorney's police department liaison to be stationed at the police station. (Recommendation No. 31.)

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SUPPORT SERVICES DIVISION (SSD)

SSD manages the department's third-party accreditation processes and handles the development and maintenance of Information Technology. It is led by a Commander and supported by six civilian employees.

The following table shows the staffing allocation for the SSD during FY 2024/2025.

TABLE 5-14: SSD Staffing for FY 2024/2025

Position	2024/2025 Authorized
Commander	1
Accreditation Supervisor	1
Accreditation Specialist	1
Network Administrator	1
Network Technician	1
Applications Systems Administrator	1
Service Desk Technician	1
Total	7

Accreditation

An accreditation program¹² has long been recognized as a way to uphold the highest standards of professionalism. The accreditation process offers an excellent management tool for law enforcement agencies. Accreditation provides a framework for building an agency dedicated to delivering value-based services through accountability and transparency to the community it serves.

The department has held accreditation from the Commission for Florida Law Enforcement Accreditation (CFA) since 1999. The CFA sets standards, manages an accreditation program, and grants accreditation to compliant Florida law enforcement agencies. The Commission aims to enhance the ability and capacity of law enforcement agencies to provide professional public safety services to their communities.

Department accreditation is managed and maintained by an Accreditation Supervisor, who is supported by an Accreditation Specialist. The accreditation cycle lasts three years; however, an annual report from the department to the Commission is also required. The accreditation evaluation covers 32 distinct areas, including recruitment, training, conduct and discipline, use of force, investigations, misconduct complaint processing, records, communications, and technology.

The accreditation renewal involves a thorough review of department operations according to the areas outlined in the CFA accreditation manual. While this review is officially conducted every three years, the department is responsible for continuously monitoring activities to ensure compliance and maintaining records that prove adherence to accreditation standards. For instance, when the department creates, updates, or modifies SOPs or department forms, the

12. Note: This section on accreditation is in addition to what is described in the previous section of this report as the management of the program, resides within this division.

accreditation team reviews these documents to confirm they meet accreditation criteria. The next accreditation renewal with CFA is scheduled for November 2026.

The department's Telecommunications Section has also maintained accreditation through the Florida Telecommunications Accreditation Commission (TAC) since 2023. TAC evaluates telecommunications centers against 15 specific standards, including recruitment, selection, and promotion processes; training; call-taking procedures; and critical incident management. Similar to CFA, this accreditation involves a three-year renewal cycle, requiring the Accreditation Unit to regularly monitor telecommunications operations to ensure they meet the best practices established by TAC.

The department is fortunate to have both Accreditation Unit members certified as CFA and TAC accreditation assessors, as well as accreditation team leaders with TAC. These certifications enhance the department's expertise in law enforcement accreditation and undoubtedly improve its ability to perform in line with law enforcement best practices.

In addition to the accreditation administration, the Accreditation Unit also manages and responds to departmental data requests. To leverage real-time data to enhance the department's situational awareness, the Accreditation Unit has developed several real-time statistical dashboards that provide current information on key department operations, including the following:

- Calls for service, arrests, citations, pursuits, and traffic collision analysis.
- Incidents of domestic violence.
- Response times.
- Crime rate statistics.
- Officer and squad activity metrics (arrests, calls for service, citations, and traffic collision reports).
- Property and evidence.
- Use of force.
- Overdoses.

Lastly, the Accreditation Unit plays a vital role in compiling NIBRS crime data reported to the FBI. Specifically, the Unit reviews approximately 2,000 crime reports annually to ensure accurate data is reported on behalf of the department. In addition to the crime data reports, the Accreditation Unit also provides required monthly reports to the State of Florida regarding use of force incidents involving great bodily injury or death.

Accreditation Recommendations:

No recommendations are offered.

Information Technology (IT)

The IT Unit is responsible for maintaining and implementing technology throughout the department. In today's law enforcement environment, reliable and prompt IT support is essential for officer safety and the department's ability to deliver high-quality community service. The IT Unit manages RMS and CAD systems, responds to assistance requests from department members, oversees laptop and cellphone administration, executes IT network projects, and helps develop IT-related policies. The IT staff maintains an on-call rotation in which each employee is available for a week at a time to ensure 24/7 support for department personnel with IT issues.

The IT Unit is led by a Commander and staffed with four full-time IT professionals with varying levels of experience and training. Notably, the Commander has managed the IT Unit since March 2020. Since IT relates to specialized projects and programs, consistency in management is important. However, it is also crucial to build redundancy in specialized knowledge to ensure smooth department operations during staffing changes. Therefore, it is recommended that the department develop a plan to establish redundancy within its sworn ranks concerning IT programs and operations.

Due to the structure of the IT Unit, in addition to overseeing the SSD Division, the SSD Commander also provides daily supervision of IT Unit staff and operations. This setup is not ideal because the SSD Commander should focus on higher-level management of division operations and IT programs. Therefore, it is recommended that the department create an IT Unit supervisor position to oversee the IT Unit staff and ensure regular oversight of daily operations.

The review of the IT Unit also highlighted that the unit does not have a designated member responsible for cybersecurity. Regarding law enforcement operations, the importance of maintaining a secure cyber environment cannot be overstated. Therefore, it is advised that the department consider establishing a Cybersecurity Specialist role responsible for overseeing cybersecurity efforts department-wide, which includes providing relevant training, monitoring departmental activities and operations for cybersecurity concerns, and being readily available for incident response in case of a cybersecurity breach.

Currently, the department uses ProPhoenix as a combined CAD and RMS platform. However, this setup is not ideal because the single platform lacks the capacity and specialization of dedicated IT systems. As the department explores and considers adopting specialized IT products for various programs, the need for system integration becomes more important. Therefore, it is recommended that the department continually evaluate the need to create an Integration System Specialist position to ensure that software programs related to IA investigations, CAD, RMS, training, property and evidence, fleet management, quartermaster, field training officer program, citations, and collisions communicate and interface effectively.

IT Recommendations:

- Develop a plan to establish redundancy within sworn leadership regarding IT programs and operations. (Recommendation No. 32.)
- Create an IT Unit supervisor position. (Recommendation No. 33.)
- Consider establishing a Cybersecurity Specialist position. (Recommendation No. 34.)
- Evaluate the necessity of establishing a dedicated Integration System Specialist role to ensure optimal communication and interfacing of software systems. (Recommendation No. 35.)

TRAINING DIVISION

Training is a crucial function in a law enforcement agency. Effective training is vital for sharing essential information and minimizing risk and liability. The success of training can be partly measured by indicators such as proactive policing, fewer public complaints, fewer claims or lawsuits, high public satisfaction, well-written and thoroughly investigated reports, safe driving records, and proper documentation and implementation of use-of-force incidents.

CFA is the regulatory agency responsible for establishing and maintaining the minimum standards for the selection and training of Florida peace officers. The department seeks to provide a compliant training program that promotes the professional growth and ongoing development of its personnel in alignment with the department's goals and objectives.

SOP 501.01 outlines the duties and responsibilities of the Training Unit. The SOP acknowledges that the department has a duty to provide high-quality law enforcement services to the community. To meet this duty, it is crucial that department personnel receive proper training, not only when they first join, with basic training before they begin police duties, but also continuously throughout their careers. Consequently, the department offers training aimed at supporting the self-improvement and personal development of its employees.

The SOP requires all instructors involved in department training programs and courses to complete the "Instructor Techniques" course as approved by the Florida Criminal Justice Standards and Training Commission (CJSTC). Additionally, instructors teaching high-liability topics such as firearms, driving, and defensive tactics must be certified in those specific high-liability areas and meet all CJSTC requirements for high-liability instructors.

To meet the training needs of the agency, the department uses various resources, including but not limited to: the NPPD Training Unit, NPPD Armorer, senior staff members, NPPD "Subject Matter Experts" in different fields, Sarasota Criminal Justice Academy, Florida Department of Law Enforcement (FDLE), local law enforcement agencies, local community resource agencies, and private vendors.

The SOP also includes a training matrix that specifies the required training and its respective frequency.

Annual training covers the following topics:

- Firearms.
- Conducted Energy Weapon.
- Shotgun.
- Rifle.
- Infectious disease.
- Active assailant response.
- Response to resistance.

Biannual training covers the following topics:

- Expandable baton.
- Subject control spray.

- Defensive tactics.
- Defensive driving.
- CPR and first aid.

Training required every three years includes the following:

- Autism Spectrum Disorder.
- Mental health awareness and Post-Traumatic Stress Disorder (PTSD).

Training required every four years includes the following:

- Discriminatory profiling.
- Domestic violence.
- Juvenile sexual offender.
- Physiological response dynamics.
- Electronic databases.
- Mental health and wellness.

Along with SOP 501.01, CFA accreditation requires the department to meet the following objectives to retain accreditation:

- Maintain complete training records for each department member.
- Maintain a record for each in-service training class, including course content, names of participants, individual performance (if applicable), and instructors.
- Instructors teaching designated “high-liability topics” must satisfy CFA requirements for “high-liability instructors.”
- Sworn members and applicable civilian personnel authorized to carry firearms must undergo in-service training, including an annual proficiency demonstration with authorized firearms and qualification as required by CFA.
- Provide training to newly promoted first-line supervisors within 12 months of their promotion or appointment.
- Provision of recurring first aid refresher training.
- Providing training on mental health awareness, prevention, mitigation, and treatment, including PTSD.
- Providing training on how to respond to an active assailant event.
- Annual training for department members who are authorized to carry tasers or stun guns.

These trainings are conducted and documented by the Training Unit, which is staffed by four officers and overseen by a Sergeant. The unit is also supported by several officers who are certified to provide training as collateral duty within their regular roles in the department. Despite this support, the Training Unit is occasionally overburdened with the need to provide training. It was identified that an obstacle to accessing the collateral trainers is the cost of overtime. Therefore, it is recommended the department establish a budget for overtime that is sufficient to enable the Training Unit to reliably utilize the skills of the collateral trainers.

It was also observed that department access to suitable firearms range facilities can be challenging. Currently, the department relies on range facilities provided by allied agencies. These arrangements are less than ideal because the department does not have priority when using allied agency facilities, which often leads to last-minute cancellations or the inability to use the facilities as planned. Therefore, it is recommended that the department establish a dedicated firearms facility for training and certification purposes.

New Officer Training

Along with providing the training required by SOP and CFA guidelines, the unit also administers the "City School," which is a six-week pre-deployment course with department-specific and city-specific content for new department personnel.

The course provides department familiarization and training, covering the following objectives:

- Vehicle and equipment issuance.
- Child sex crimes.
- Baton and OC Spray.
- Records.
- Telecommunications.
- Command Post.
- Investigations.
- K-9.
- Accreditation.
- Vehicle operations.
- Defensive tactics.
- Taser.
- CPR and first aid.
- CAD/RMS.
- FTO program.
- Public Information Officer roles.
- Policy review.
- Traffic stops.
- Evidence collection.
- Drones.
- Report writing.
- Officer tactics.
- DUI enforcement.

When reviewing equipment issued to officers, it was learned that the department issues rifles only to certain officers, while allowing the use of personal rifles following a department-provided training course. However, in today's law enforcement environment, which requires departments to be prepared to respond quickly and effectively to active assailant incidents, the need for every officer to be able to rapidly and accurately deploy long-range, precise lethal force when necessary to protect innocent lives cannot be overstated. To ensure this capability across the board, it is recommended that the department issue rifles to every sworn member.

It was also noted that the department has access to a city training facility near the high school and which provides critical access to vehicle operations training opportunities. However, it was observed that the site could be improved by constructing structures to protect trainees and trainers from inclement weather and to diversify the use of the facilities to include classroom instruction. Therefore, it is recommended that the department add classroom structures at the driver training site.

Field Training Officer (FTO) Program

The Training Unit also manages the FTO program for the department, with the aim of developing capable, motivated police officers who can perform solo patrols safely, skillfully, productively, and professionally. The department has a comprehensive FTO handbook that details the roles and responsibilities of program members, along with the selection process and criteria for becoming an FTO. The handbook also offers guidance on the training procedures, trainee evaluations, remedial training strategies, and teaching fundamentals.

The department also maintains a comprehensive Probationary Officer Training Manual that outlines the FTO program training periods, trainee evaluations, and testing procedures. The manual offers either a traditional training program consisting of four phases in addition to orientation and "City School," totaling 680 hours of training, or an accelerated program with four phases plus orientation and "City School," totaling 396 hours. The FTO program aligns with law enforcement best practices and is supported by a robust, department-specific training curriculum and policy guidance.

However, it was noted that the department does not have an SOP that outlines roles and responsibilities for administering and managing the FTO program, FTOs, and trainees. It is recommended that the department formalize the specific roles and responsibilities within the FTO program in a department SOP.

New Sergeant Training

Promotion to first-level supervisor is a significant milestone in law enforcement. The newly promoted Sergeant should undergo orientation to the role through a training program with experienced department supervisors, similar to the program a new officer would complete.

The Training Unit conducts a week-long "STRIPES" training course for newly promoted supervisors, covering the following topics:

- Expectations of supervisors.
- Leadership principles.
- Performance evaluation and improvement.
- Officer wellness.
- Sexual harassment.

- Ethics.
- Employee assistance program.
- Family Medical Leave Act.
- Risk management.
- Officer-involved collisions.
- Drones.
- Report review.
- Investigations.
- Scheduling and overtime.
- Radio usage.
- Records.
- High liability matters.
- Crime analysis.
- Property and evidence.
- Professional standards and internal affairs.

This course is important and valuable for onboarding new supervisors. Additionally, it was noted that the department offers the following training for supervisors and managers:

- The FBI Law Enforcement Executive Development Association (LEEDA) trilogy focuses on areas such as executive leadership, management skills, and community engagement. The program aims to enhance leadership capabilities and foster collaboration among agencies.
- Florida Department of Law Enforcement leadership training, which focuses on developing effective communication strategies for law enforcement leaders, conflict resolution techniques to handle team dynamics, ethical decision-making in law enforcement settings, strategic planning and organizational management, team-building skills, and examination of current trends and challenges faced by law enforcement leaders.
- The Police Executive Research Forum's Senior Management Institute for Police (SMIP) is a three-week course that brings together faculty from top universities, successful law enforcement chief executives, and subject matter experts from the private sector. SMIP's curriculum addresses the issues that demand the attention of today's forward-thinking law enforcement leaders.
- Additionally, the department provides leadership training through a personal coach within the department.

However, it was observed that onboarding new supervisors could be improved by establishing a formal mentoring program with scheduled check-ins. Therefore, it is recommended the department enhance its training and onboarding by creating a structured mentoring program similar to the one already established for new officers.

Training Master Plan

A well-crafted training plan guarantees that all department members, both sworn and civilian, receive comprehensive training and development. This plan is vital for providing employees with the essential knowledge, skills, and competencies needed to perform effectively. The advantage of a master training plan is that, as training priorities change due to factors such as community expectations and legal requirements, it acts as a guiding framework to ensure that other critical training needs are not missed. The training plan is supported by a master training calendar, which functions as a planning tool to help achieve the objectives of the training plan.

Consistent with the department's policy to provide training aligned with the organization's goals and objectives, to support employees' professional growth, and to meet requirements established by state law and administrative rules, it is recommended that the Training Unit formalize a training master plan. The plan would specify trainings that are legally required, department-preferred, or optional for each assignment within the department, including both sworn and civilian personnel.¹³

Training Recommendations:

- Create an overtime budget that is sufficient to enable the Training Unit to utilize the skills of collateral trainers consistently. (Recommendation No. 36.)
- Issue rifles to all sworn employees. (Recommendation No. 37.)
- Acquire a dedicated firearms facility for the department to utilize for training and required certifications. (Recommendation No. 38.)
- Add classroom structures to the driver training facility. (Recommendation No. 39.)
- Create a department SOP that outlines the specific roles and responsibilities within the FTO program. (Recommendation No. 40.)
- Create a formalized mentoring program for new supervisors. (Recommendation No. 41.)
- Create a department training master plan. (Recommendation No. 42.)

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13. A sample master training plan was provided to staff for review.

PROPOSED RECONFIGURATION OF THE ADMINISTRATIVE BUREAU

The current configuration of the Administrative Bureau includes three distinct areas of responsibility overseen by a commander: PSD, SSD, and Training. PSD consists only of the Commander and one background investigator. As mentioned earlier, the PSD Commander is currently assigned to lead IA investigations; however, it is recommended that a Sergeant be designated to handle IA investigations under the Commander's supervision. Additionally, the existing setup splits the work related to hiring and training employees between PSD, which handles background investigations, and Training, responsible for pre-employment testing, new employee training, and field training.

The proposed reorganization of the Administrative Bureau would merge PSD and Training under a single Commander while adding an additional Sergeant for PSD functions. This setup would manage all pre-employment and training tasks under one leader and strengthen PSD's ability to conduct, oversee, and manage IA investigations. Additionally, the reorganization addresses a current issue where the PSD Commander supervises only one employee, which is an inefficient use of the Commander's supervisory and management capabilities. Furthermore, this structure provides a clear separation of duties, with the PSD Sergeant responsible for all pre-hire activities and the Training Sergeant overseeing all post-hire employee activities.

It is also recommended the department consider transferring the asset and fleet management responsibilities from PSD to SSD, which aligns with SSD's supportive role.

The reconfiguration would eliminate one Commander role and add one Sergeant role.

Bureau Reconfiguration Recommendations:

- Combine the current PSD and Training Divisions into a single Professional Standards and Training Division overseen by a Commander. (Recommendation No. 43.)
- Add a Sergeant position to the new division that is assigned to perform Professional Standards duties such as IA investigations and coordinating all hiring activities. (Recommendation No. 44.)
- Reassign asset and fleet responsibilities to the Support Services Division. (Recommendation No. 45.)

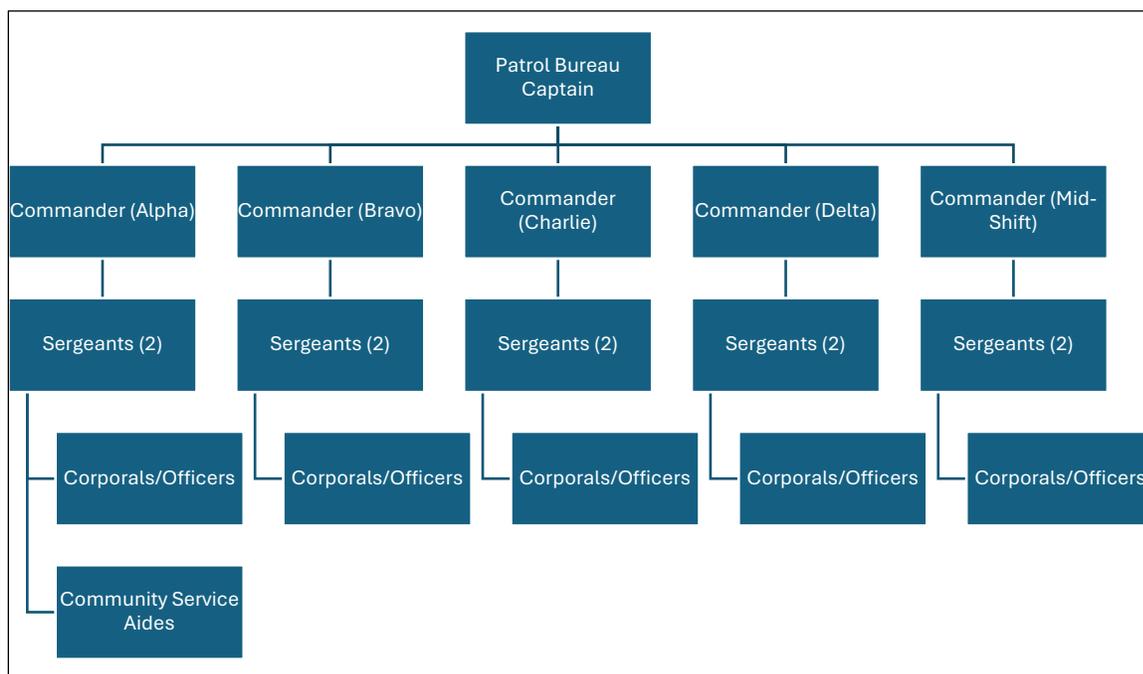
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SECTION 6. PATROL OPERATIONS BUREAU

Uniformed patrol is considered the “backbone” of American policing. The Bureau of Justice Statistics indicates that nearly all police departments in the U.S. provide uniformed patrol. Officers assigned to this important function are the most visible members of the department and typically command the largest share of its resources. The 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.

The Patrol Bureau in North Port is commanded by a Captain who reports directly to the Deputy Chief. Five patrol Commanders report directly to the Captain, with each managing a patrol team. Several direct reports (Sergeants/Corporals/officers) report to those five Lieutenants. The following figure outlines the chain of command and structure of the NPPD Patrol Bureau.

FIGURE 6-1: North Port Police Patrol Structure



PATROL TEAM STRUCTURE AND SCHEDULING

The “Commander” rank in NPPD is a mid-management leadership rank in the organization. Within the Patrol Bureau, the Commanders serve in the role of a shift/watch commander, each reporting to the Bureau Captain. Each of the teams (Alpha, Bravo, Charlie, Delta, and Mid-Shift), led by a Commander as denoted in the structure above, represents a 12-hour scheduling block of time. Each of those teams has officers/Corporals/Sergeants assigned, reporting to the Commander.

The patrol shifts are as follows:

- 6:00 a.m. – 6:00 p.m. (Alpha and Bravo).
- 6:00 p.m. – 6:00 a.m. (Charlie and Delta).

- 1:00 p.m. – 1:00 a.m. (Mid-Shift).

The patrol teams work rotating schedules, meaning that their days of work or rest change every week. For instance, the “Alpha” team will work one half of the week while the “Bravo” team is off. When the “Bravo” team is on duty, the Alpha team will be on their assigned days off.

Police scheduling across the country varies. The ten- and twelve-hour scheduling systems are prevalent, while eight-hour shifts are becoming less common. Twelve-hour shifts provide consistent coverage and make scheduling easier than with some other options. Ten-hour shifts are beneficial because of the built-in shift overlap that occurs daily. Schedules with overlap hours are typically recommended when agencies see significant mid-afternoon or evening call spiking. North Port uses the twelve-hour scheduling system and also incorporates a mid-shift to increase staffing in the afternoon/early evening, thereby providing a personnel surge when calls may be heaviest.

We will not make any recommendations for North Port to re-evaluate its twelve-hour shift system. Officers often negotiate these systems in a labor contract and this shift systems tends to be popular with patrol officers, as it can lead to additional days off compared to the ten-hour or eight-hour shift options. However, some studies¹⁴ have cautioned against long hours and the fatigue issues that can arise from extended shifts. Specifically, the research shows that officers working a twelve-hour shift report sleeping less when off-duty than those working other shifts. What becomes concerning is when overtime is added to a twelve-hour shift. Many agencies limit an officer to no more than sixteen hours before a mandatory eight-hour break (off-duty rest time). Although we did not observe this in NPPD (excessive hours), we found that no policy exists to properly manage the potential for it to occur.

Recommendation:

- CPSM recommends that NPPD adopt a policy that limits the number of consecutive hours an employee can work in a 24-hour period. (Recommendation No. 46.)

Each team is designed to have two Sergeants, two Corporals, and approximately fourteen police officers when fully staffed. The teams are divided into east and west, meaning officers/Corporals/Sergeants are regularly assigned to the east or west side of North Port for patrol duties.

The Sergeants are the team leaders and are responsible for primary supervision. However, the Corporal rank serves as a hybrid position, meaning that when a Sergeant is absent, the Corporal serves as the team supervisor. If the Sergeant is on duty, then the Corporal is tasked with regular patrol responsibilities.

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14. <https://www.ojp.gov/pdffiles1/nij/grants/237330.pdf>

WORKLOAD ANALYSIS

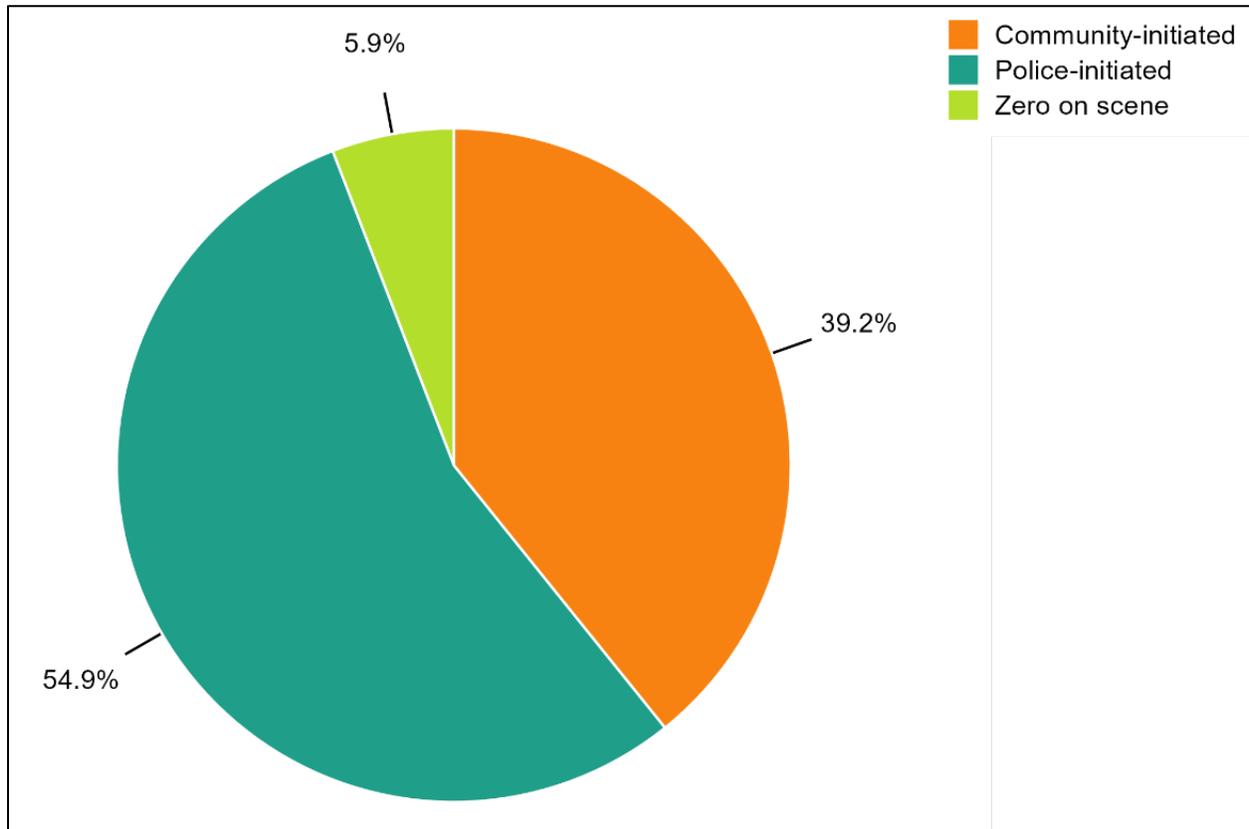
Later in this section of the report, we will offer insight into the workload of the patrol teams at NPPD. However, before getting into those aspects of the report, we should explore the types of events and calls experienced by the North Port Police Department during the one year of data examined by CPSM. The following data sets are from the NPPD CAD system for the period of July 1, 2024, through June 30, 2025.

In the first figure we explore the distribution of events within the CAD system according to how they originated. There were a total of 65,783 events in the CAD system. Of that total, 25,801 (about 70 per day) or 39 percent of all events were initiated as community service requests. These are calls from the public requesting a police response. 36,131 events, 99 per day or 55 percent, originated from NPPD employees. These are events such as traffic stops that officers may conduct throughout their shift. Finally, 3,851 events (5.9 percent) are classified as “zero-on-scene.” These are events that existed within the CAD system for 30 seconds or less. In our workload calculations, we will be eliminating these events from the calls analyzed later in this section of the report as they are deemed insignificant and do not impact the workload metrics in a useful way.

In total, there was an average of 180 events per day.

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



Note: Percentages are based on a total of 65,783 events.

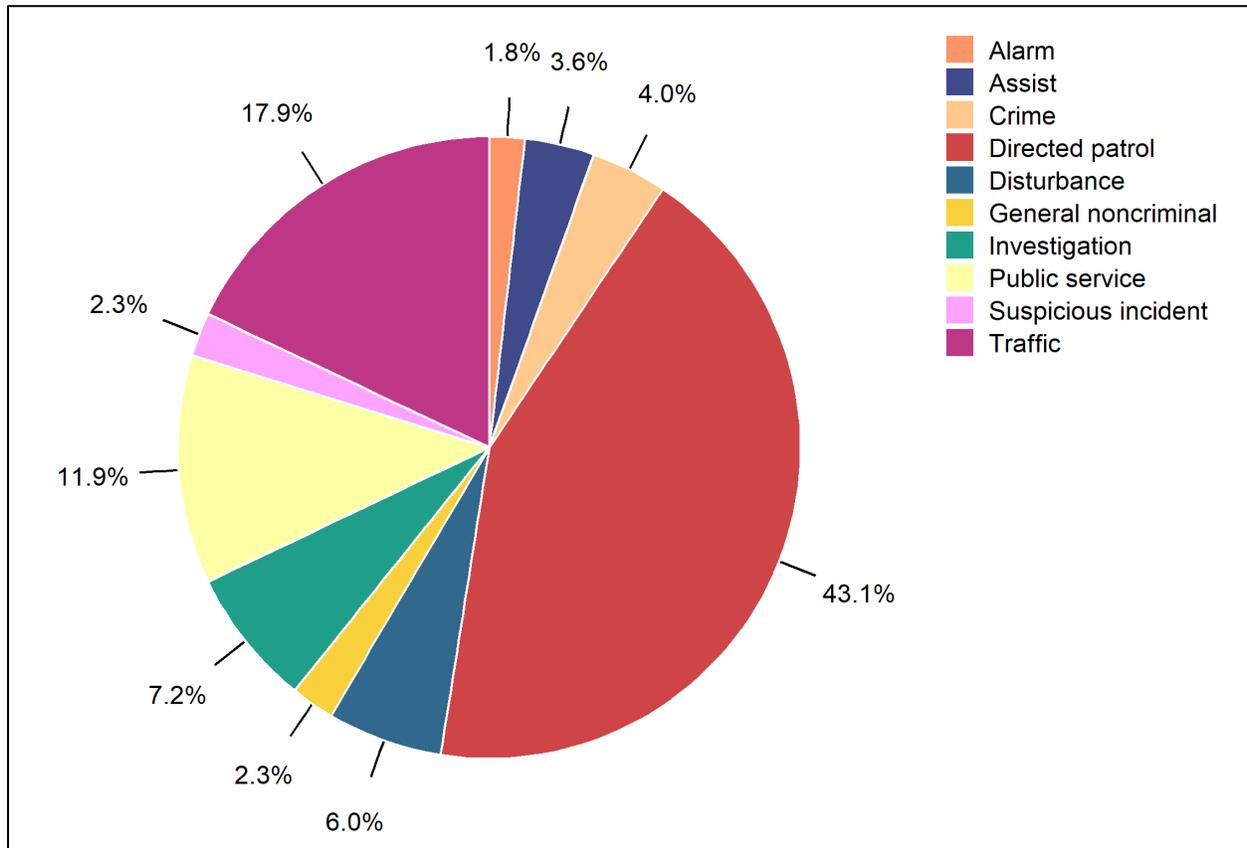
TABLE 6-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	25,801	70.7
Police-initiated	36,131	99.0
Zero on scene	3,851	10.6
Total	65,783	180.2

It is important to note that in these figures and tables, we are referring to “events,” not calls for service. This is simply CPSM’s way of isolating what we call “zero-on-scene” calls. Zero-on-scene events are calls where an officer spent less than 30 seconds on the call. This is not uncommon in policing as officers on patrol may see a holding call (i.e., “area check” type calls) and advise dispatch that the problem is no longer there. In those cases, a dispatcher will code the call “on scene” and immediately clear the call. There are also proactive “extra patrols” where an officer will show themselves on-scene and immediately clear. We refer to them as zero-on-scene and exclude them from actual calls because they will skew occupied times later in this report.

In the case of NPPD, “directed patrols” account for 74 percent of all zero-on-scene events. Overall, the distribution of events was 55 percent police-initiated and close to 40 percent community-initiated. This means that most of the work recorded by NPPD patrol units is officer-initiated work. Overall, NPPD recorded an average of 180 events per day within its CAD system.

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



The figure above and the following table show the distribution of “events” per day in North Port. The overwhelming activity that NPPD patrol units engage in is “directed patrols.” This activity is common in policing as departments strive to document the distribution of patrol coverage. When used as a crime-fighting strategy, there is a desire for patrol units to record the activity to ensure accountability.

There are no concerns that this activity appears in NPPD records. However, as we examine police workload using the “Rule of 60” later in this report, we would express concern if NPPD were exceeding recommended workload levels, as “directed patrols” are a discretionary activity. Unless specific direction is given on the number of patrols, when to conduct them, and how long to spend on each, it would be easy to make a patrol workforce look busier than they actually are by performing too many patrols and spending excessive time on each. NPPD’s activity is not problematic, and the average time spent per event is only about 90 seconds.

Another 30 percent of all event activity in the NPPD CAD system was traffic-related (18 percent) and public service-related (12 percent); 7 percent was related to investigations, and only 4 percent was crime-related.

TABLE 6-2: Events per Day, by Category

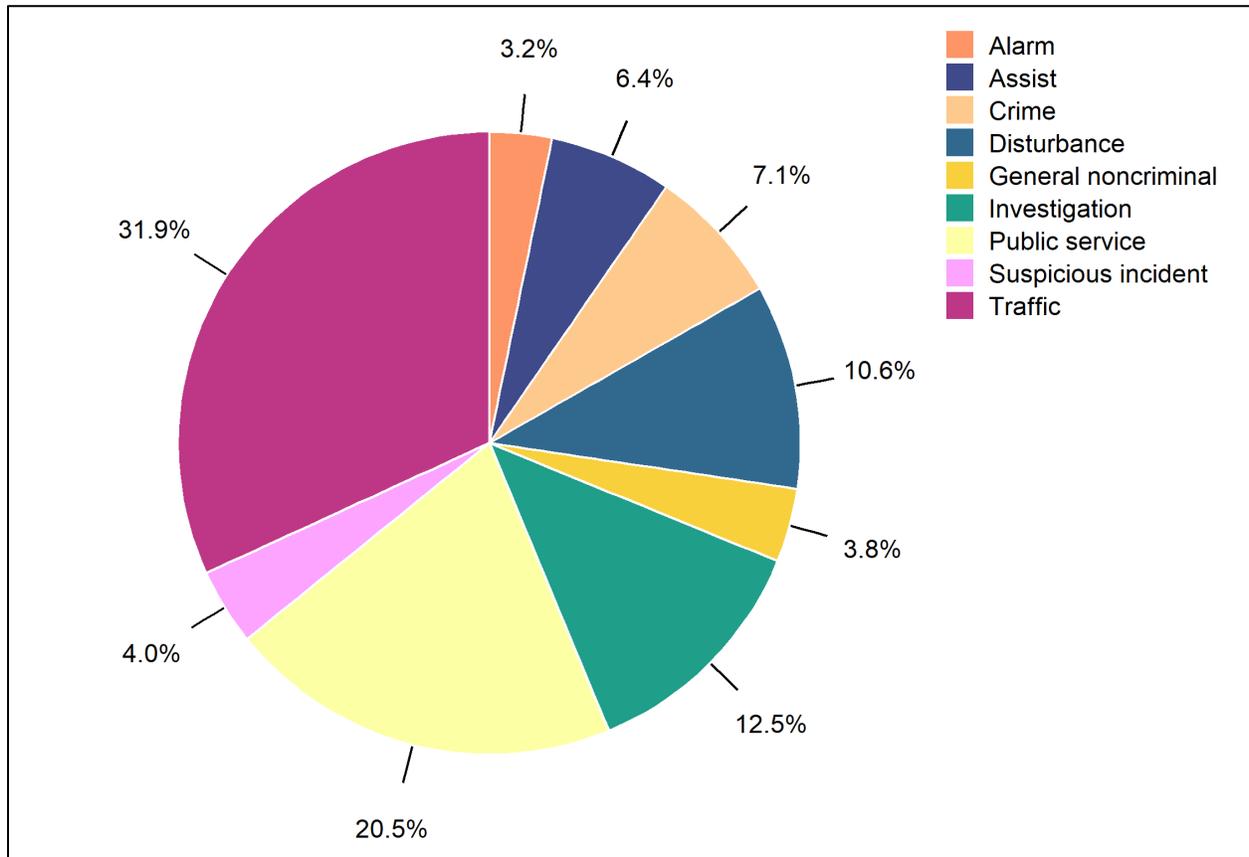
Category	Total Events	Events per Day
Accident	1,455	4.0
Alarm	1,204	3.3
Assist other agencies	2,379	6.5
Crime - against persons	528	1.4
Crime - against property	1,799	4.9
Crime - other/unspecified	279	0.8
Directed patrol	28,348	77.7
Disturbance	3,930	10.8
Information	57	0.2
Investigation	4,719	12.9
Mental health	438	1.2
Miscellaneous	692	1.9
Public service	7,819	21.4
Suspicious incident	1,484	4.1
Traffic enforcement	2,958	8.1
Traffic stop	7,392	20.3
Warrant/arrest	302	0.8
Total	65,783	180.2

Note: Observations below refer to events shown within the figure rather than the table.

The following figure shifts our attention to “calls,” meaning that we now exclude those events that were zero-on-scene. We also exclude the 25,515 directed patrols in the NPPD CAD system to isolate more of the traditional police workload experienced by NPPD patrol units. By removing the directed patrols, the other police activity increases as a percentage of workload. Traffic-related work is now almost 32 percent of all workload, public service work jumps to 20 percent, and investigations jump to 12.5 percent.

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



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

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TABLE 6-3: Calls per Day, by Category

Category	Total Calls	Calls per Day
Accident	1,416	3.9
Alarm	1,176	3.2
Assist other agencies	2,327	6.4
Crime - against persons	525	1.4
Crime - against property	1,787	4.9
Crime - other/unspecified	279	0.8
Disturbance	3,866	10.6
Information	51	0.1
Investigation	4,568	12.5
Mental health	435	1.2
Miscellaneous	607	1.7
Public service	7,450	20.4
Suspicious incident	1,446	4.0
Traffic enforcement	2,839	7.8
Traffic stop	7,344	20.1
Warrant/arrest	301	0.8
Total	36,417	99.8

Note: The focus here is on recorded calls rather than recorded events. We removed 3,851 events with zero time on scene and another 25,515 directed patrol activities.

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The following table shows the average number of calls per day, broken down by month. For example, during August, traffic accidents in North Port average five per day, while in June they average three per day. Overall, NPPD's busiest month during the evaluation period was December, with 112.2 calls per day, while April had the least at 87.5 calls per day. In general, the NPPD data does not show that any particular month or season experiences a significant spike in service calls. This implies that average daily staffing should remain consistent throughout the year.

TABLE 6-4: Calls per Day, by Category and Month

Category	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Accident	3.5	5.0	4.3	3.6	3.7	4.7	3.7	4.0	3.7	3.4	3.8	3.0
Alarm	3.8	3.0	3.4	4.7	4.2	2.6	3.1	2.5	2.8	2.5	3.1	2.8
Assist other agencies	5.5	6.8	6.6	6.1	6.3	5.4	5.3	6.8	7.1	7.5	7.5	5.7
Crime - against persons	1.7	1.5	1.3	1.6	1.3	1.3	1.0	1.5	1.4	1.6	1.5	1.6
Crime - against property	5.2	4.9	4.7	4.3	5.4	5.5	4.7	4.6	4.8	5.3	4.9	4.5
Crime - other/unspecified	0.6	0.8	0.4	0.5	0.6	0.7	1.0	1.4	0.9	1.1	0.7	0.6
Disturbance	9.0	9.0	9.5	11.1	11.1	10.9	10.6	11.5	10.7	12.8	11.4	9.6
Information	0.1	0.1	0.1	0.1	0.2	0.0	0.3	0.1	0.3	0.1	0.1	0.3
Investigation	13.2	14.1	12.0	11.0	11.6	11.8	12.3	12.9	13.2	13.1	12.4	12.6
Mental health	1.2	1.4	1.1	0.9	1.1	1.3	1.2	1.3	1.3	1.2	1.3	1.0
Miscellaneous	2.1	3.2	2.5	1.4	2.6	1.3	0.7	0.9	1.0	1.8	1.3	1.1
Public service	18.5	20.9	19.0	26.0	20.4	20.7	21.6	19.7	20.7	19.5	18.4	19.4
Suspicious incident	3.4	4.4	4.3	3.5	3.2	4.2	4.2	3.5	3.8	4.0	4.3	4.8
Traffic enforcement	5.9	8.8	8.8	7.5	7.6	6.7	7.6	8.4	8.7	8.2	8.0	7.1
Traffic stop	15.1	16.2	13.5	5.3	16.0	20.3	21.7	15.9	22.1	24.7	32.9	37.7
Warrant/arrest	1.0	0.8	0.5	0.1	0.4	1.3	1.6	1.0	0.7	1.3	0.7	0.5
Total	89.8	100.9	92.0	87.5	95.8	98.7	100.6	96.0	103.3	108.1	112.1	112.2

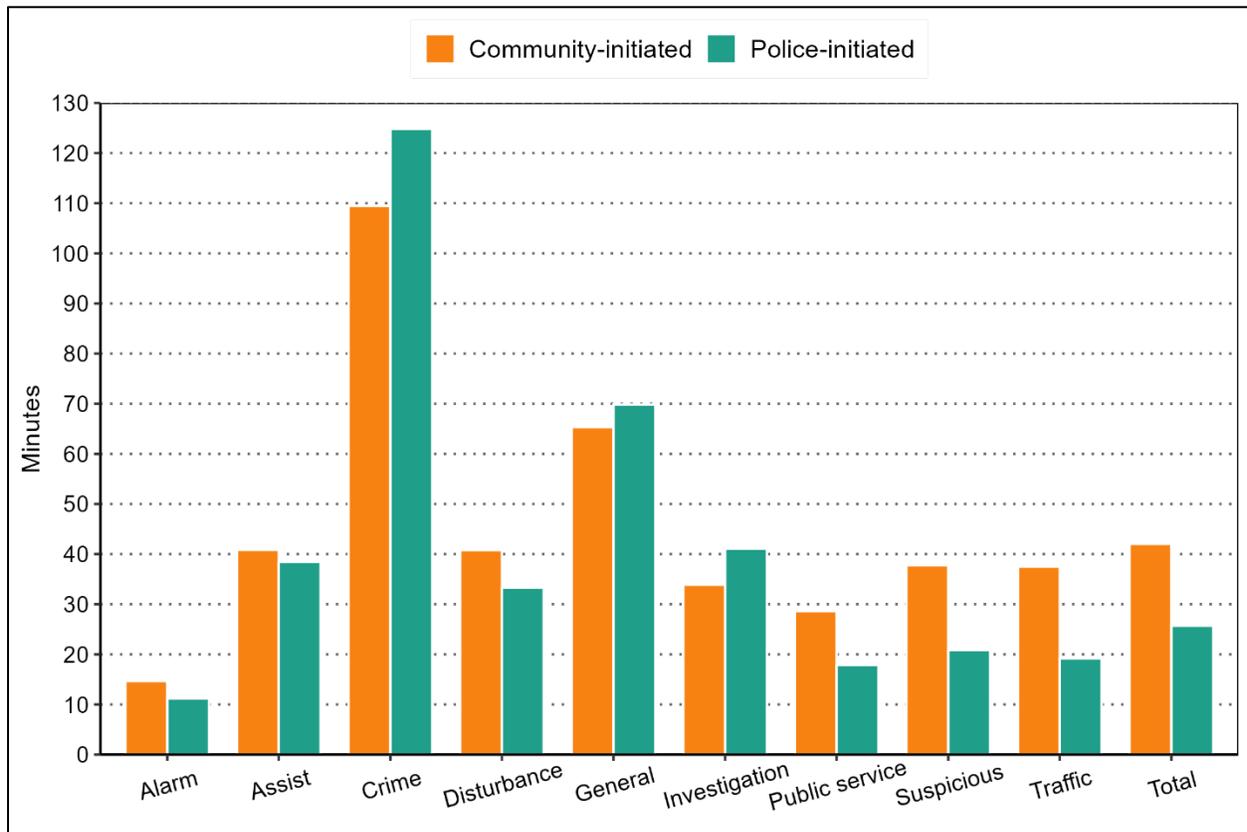
Note: Calculations were limited to calls rather than events.

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We now shift our attention to the amount of time spent per call. The figure below and the following table denote the average time the primary unit is occupied on various call types. Although traffic-related matters and public service calls account for the highest percentage of overall calls, both categories are minimal in terms of occupied time per call. Conversely, the crime category accounted for a small percentage of calls by number, but it saw the highest average time per call. This is expected, as traffic calls and public services are more routine and can be quickly handled in most cases.

In contrast, crime-related calls are more complex and take officers longer to sort out and handle appropriately. The following table shows that the average time for a primary officer to respond to a crime against persons call (aka an assault) is 156 minutes, while a traffic stop takes only 17 minutes. Additional data will be presented soon, showing that those crime calls require more officers than traffic stops.

FIGURE 6-5: 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 6-5: Primary Unit's Average Occupied Times, by Category and Initiator

Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	55.9	1,277	60.4	139
Alarm	14.7	1,164	11.2	12
Assist other agencies	40.9	2,152	38.5	175
Crime - against persons	156.0	497	121.7	28
Crime - against property	85.4	1,666	63.6	121
Crime - other/unspecified	211.4	165	190.6	114
Disturbance	40.8	3,787	33.3	79
Information	43.9	47	17.3	4
Investigation	33.9	3,598	41.1	970
Mental health	114.2	421	140.7	14
Miscellaneous	26.0	565	19.7	42
Public service	28.6	6,832	17.9	618
Suspicious incident	37.8	1,165	20.9	281
Traffic enforcement	27.8	2,425	44.6	414
Traffic stop	NA	0	17.0	7,344
Warrant/arrest	131.3	40	74.9	261
Weighted Average/Total Calls	42.0	25,801	25.7	10,616

Note: The information in Figure 6-5 and Table 6-6 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.

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We now move on to explore the average number of police units needed across call categories. It is important to note that NPPD primarily deploys one-officer units, so the reader can assume in most cases that an average unit number represents one officer. We offer this because some agencies around the country deploy two-officer units in some instances.

The following figure shows the differences graphically in number of units, while the table that follows contains the raw data. Using our earlier example, 7,300+ officer-initiated traffic stops required an average of 1.2 units, while community-initiated crimes against persons totaled 497 and required 2.8 units per call.

Of note here is the mental health-related calls category. Because of the unpredictability of mental health calls and the public attention toward police force in these categories, we are seeing more departments deploying more officers to these types of calls. The general thought is that “if” force is needed on these types of calls, having additional officers on scene to take control physically may require less force overall than a single officer unable to maintain control and needing to move up a use of force scale to control a situation. NPPD had 435 such calls, which averaged 3.3 units per call.

FIGURE 6-6: Number of Responding Units, by Initiator and Category

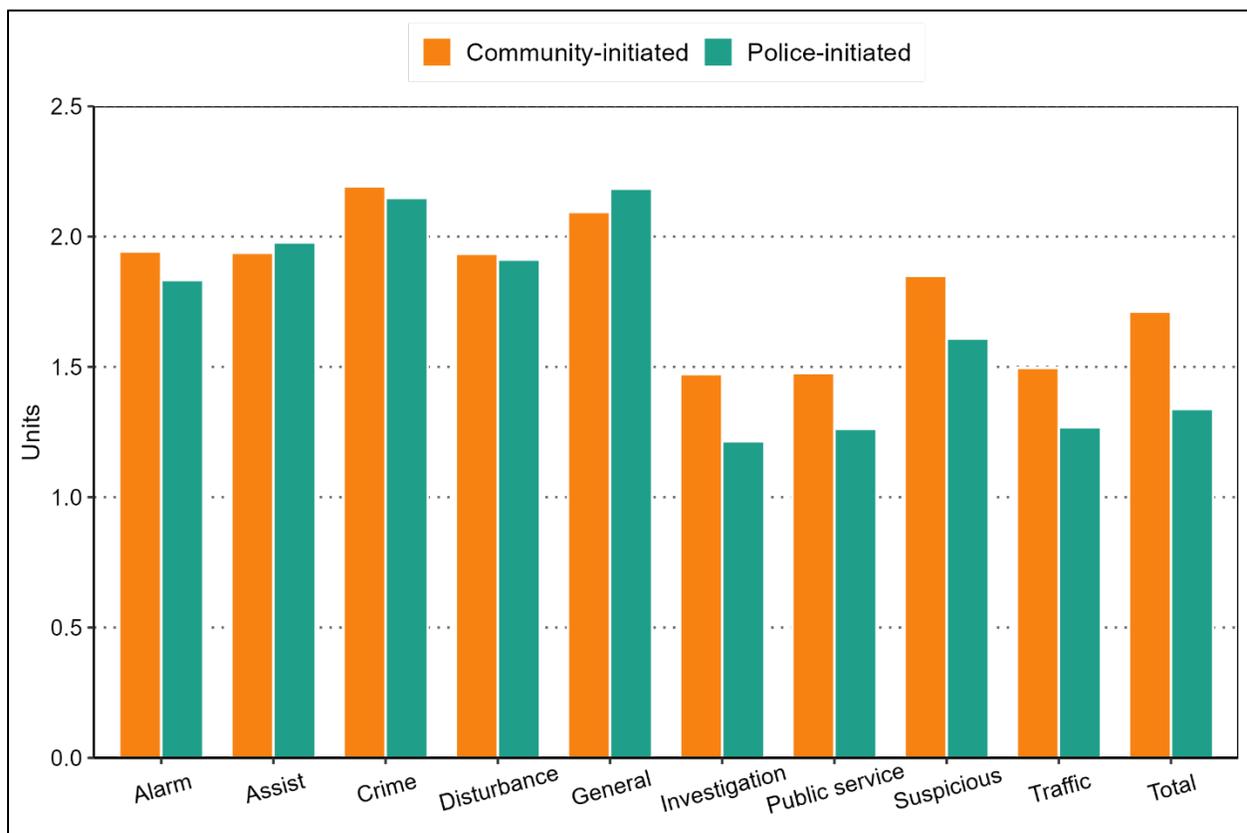


TABLE 6-6: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.8	1,277	2.1	139
Alarm	1.9	1,164	1.8	12
Assist other agencies	1.9	2,152	2.0	175
Crime - against persons	2.8	497	1.6	28
Crime - against property	1.9	1,666	1.8	121
Crime - other/unspecified	3.1	165	2.7	114
Disturbance	1.9	3,787	1.9	79
Information	1.4	47	1.0	4
Investigation	1.5	3,598	1.2	970
Mental health	3.3	421	3.1	14
Miscellaneous	1.2	565	1.3	42
Public service	1.5	6,832	1.3	618
Suspicious incident	1.8	1,165	1.6	281
Traffic enforcement	1.3	2,425	1.4	414
Traffic stop	NA	0	1.2	7,344
Warrant/arrest	2.6	40	2.3	261
Weighted Average/Total Calls	1.7	25,801	1.3	10,616

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We now shift our attention to the city's individual zones. Zones, or “beats” as they are often called, are used to distribute workload and manpower throughout a city to ensure adequate and dispersed coverage. Ideally, the workload and the size of the beats would be similar in geographic size and call load. Understandably, this isn't easy to do in most communities, as the workload and, sometimes, the population are concentrated in smaller areas. North Port is generally divided into west and east sectors, with zones within each. There are four zones in the east and four zones in the west.

The following table outlines the number of calls per day, the recorded daily work hours, and the geographic area of North Port's zones. Zones D, E, F, and G are similar in size, while zones A, B, C, and H are significantly larger. In general, the east is slightly larger (57 vs. 46 square miles) than the west, and the workload is somewhat higher. The “C” zone, located in the easternmost part of the city, is large and also records the highest workload.

TABLE 6-7: Calls and Work Hours by Zone, per Day

Zone	Per Day		Area (Square Miles)
	Calls	Work Hours	
A (W4)	8.8	8.1	11
B (E1)	14.3	14.2	10
C (E4)	17.1	16.7	36
D (E3)	9.5	9.5	6
E (E2)	12.4	13.7	5
F (W3)	10.8	9.1	5
G (W2)	15.0	15.1	6
H (W1)	7.8	5.4	24
Headquarters*	2.5	1.3	NA
Unspecified	1.4	1.1	NA
East Subtotal	53.4	54.1	57
West Subtotal	42.4	37.7	46
Other Subtotal	4.0	2.4	NA
Total	99.8	94.2	104

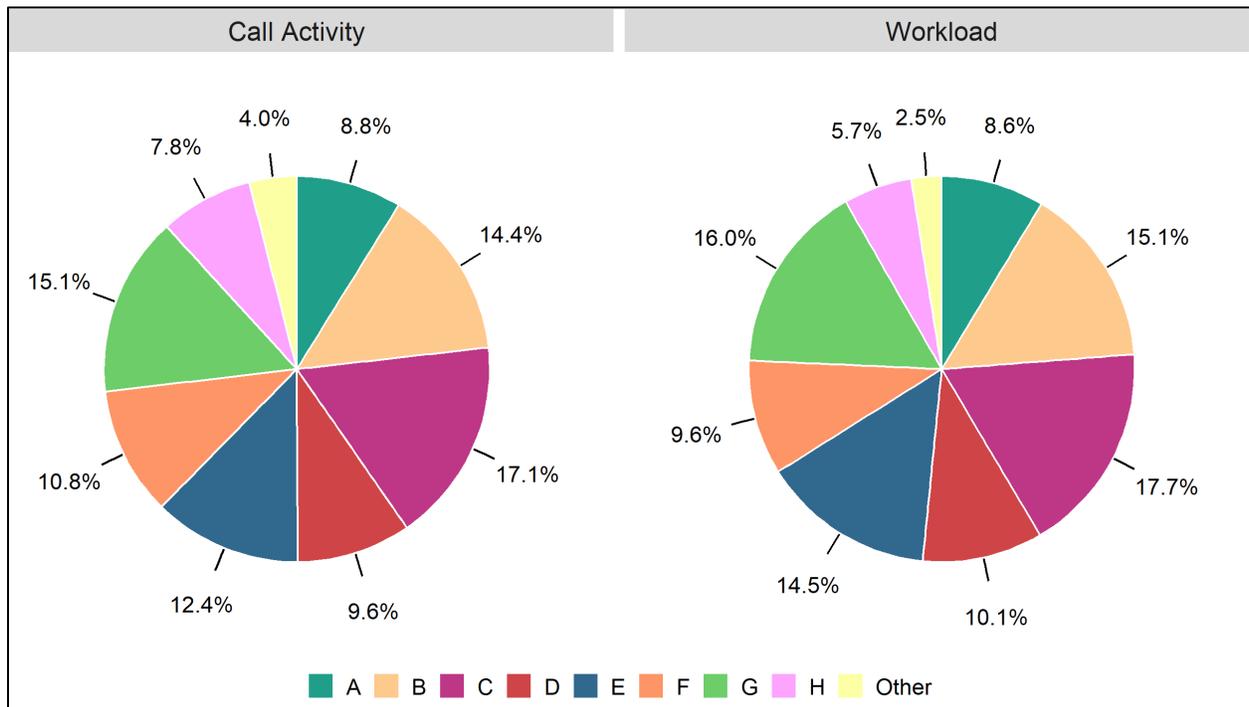
Note: Headquarters includes 77 calls at two substations.

We discussed the zone structure with NPPD leadership. The department was cognizant of the need to divide the zones into workloads that resemble an even distribution for the officers assigned to those areas. This is an exercise that is occasionally held. As expected, the workload distribution is a factor, but natural boundaries (highways, waterways, etc.) play a role in making those decisions.

It should be noted that North Port is geographically large. In some cases, we observed areas that are close to one another on a map. Still, the driving distance can be significant, as officers may have to drive around a waterway until they reach a point where a highway connects to the area they are trying to reach. (More on this when discussing response times.)

The following figure continues the topic of zone and work distribution. This figure shows the percentage of the workload in each of the city's eight zones. As noted earlier, the "C" zone commands the most significant percentage of work, with the "H" zone being the slowest.

FIGURE 6-7: Percentage Calls and Work Hours, by Zone



Note: The 'Other' category includes calls at headquarters and calls with an unspecified zone. These occur both within North Port and outside the city (e.g., Englewood, Venice, Port Charlotte), with a small number of records missing both city and zone information.

Out-of-Service Activities

When evaluating police workload, we look to capture all work performed by patrol officers. In addition to the community-initiated and police-initiated workload outlined in this report, we also strive to understand other work that may not be connected to a police event or call for service. This section of the report will discuss what activity is recorded in the CAD system and will be referred to as "out-of-service" work.

In the period from July 1, 2024, through June 30, 2025, the dispatch center recorded activities that were not assigned a call number. We focused on activities involving a patrol unit. We also limited our analysis to non-call activities that occurred during shifts where the same patrol unit was also responding to calls for service. Each record only indicates one unit per activity. There were a few problems with the data provided, and we made assumptions and decisions to address these issues:

- We excluded activities that lasted fewer than 30 seconds. These are irrelevant and contribute little to the overall workload.
- After these exclusions, 11,294 activities remained. These activities had an average duration of 43.0 minutes.

In this section, we report out-of-service activities and workload by description. 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 6-8: Activities and Occupied Times by Description

Description	Occupied Time	Count
At station	48.8	3,606
Briefing	48.6	63
Busy	39.9	119
Call (by phone)	21.9	47
Court related	72.1	162
In vehicle	33.6	2,347
Paperwork	54.4	298
Training	63.5	246
Vehicle/equipment maintenance	24.8	603
Miscellaneous	43.4	2,422
Administrative - Weighted Average/Total Activities	43.1	9,913
Personal - Break	42.1	1,381
Weighted Average/Total Activities	43.0	11,294

There are time categories that are not clear in these descriptions. For instance, “in-vehicle” and “miscellaneous” are commonly used in this table, yet do little to help management understand what is occurring in the field. Two significant drivers of out-of-service activity are traditionally underreported, yet still a necessity of police work that should be recorded. These two activities are meal breaks and report writing. ‘Paperwork,’ an activity that should fall under report writing, is recorded less than once per day for less than an hour. Meal breaks are typically contractually and legally required to occur at least daily for each employee, yet personal breaks are recorded only about four times per day. Many of these activities are likely recorded in these categories, but they are mislabeled and, in many cases, not recorded at all.

These activities are factored into an officer’s workload for this analysis. NPPD patrol officers may be busier than recorded due to this underreporting. We recommend that management clarify out-of-service definitions to better track what employees are doing and where they may be, and we encourage the department to direct employees to record their time in these categories accurately.

Recommendations:

- CPSM recommends that NPPD take steps to clarify out-of-service activity. (Recommendation No. 47.)
- CPSM recommends that NPPD take steps to ensure all out-of-service activity is accurately recorded. (Recommendation No. 48.)

RESPONSE TIMES

Response times for a police department are an essential metric that is directly tied to community satisfaction with their local department.

We analyzed response times for various call types, separating the duration into dispatch delay 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 time and travel time. Dispatch processing time 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.

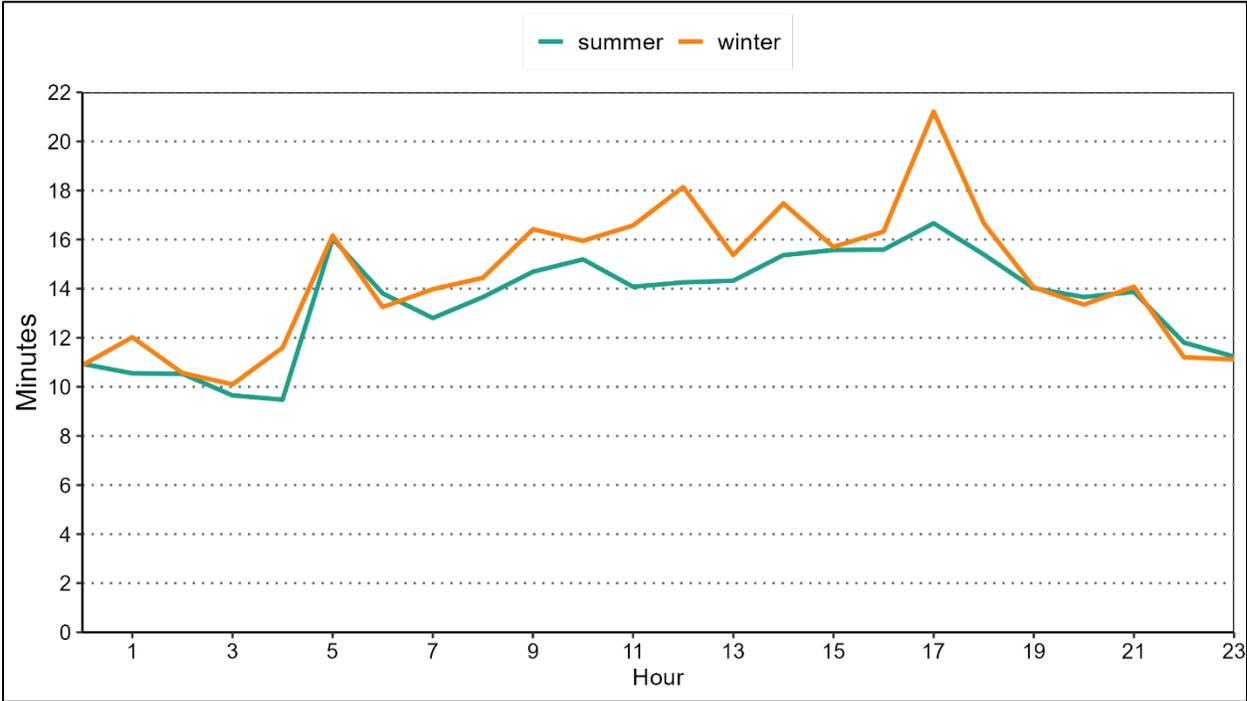
We begin the discussion with statistics that include all calls combined. We started with 5,433 calls for summer and 5,460 calls for winter. We limited our analysis to community-initiated calls, totaling 3,968 for summer and 3,934 for winter. Also, we removed calls lacking a recorded arriving unit, calls at headquarters, and calls outside the City of North Port. We were left with 3,688 calls in summer and 3,730 calls in winter for our analysis. For the entire year, we began with 36,417 calls and limited our analysis to 25,801 community-initiated calls. With similar exclusions, we were left with 24,202 calls.

Our initial analysis does not distinguish calls by priority; instead, it examines differences in response time across 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

The following figure looks at the average response times for all calls, regardless of their priority in both the winter and summer seasons.

FIGURE 6-8: Average Response Time by Time of Day, Winter and Summer



The figure shows that average winter response times are slightly longer than average response times seen during the summer season. In general, the overnight response times are the lowest; times start to climb around 5:00 a.m. and start to fall again just after 7:00 p.m. Overall averages are as follows:

- Summer High – 16.7 minutes between 5:00 and 6:00 p.m.
- Summer Low – 9.5 minutes between 4:00 and 5:00 a.m.
- Winter High – 21.2 minutes between 5:00 and 6:00 p.m.
- Winter Low – 10.1 minutes between 3:00 and 4:00 a.m.

The following table looks at response times by call type and divided by season. Again, these are averages that do not account for priority. In general, we see that response times are fastest for alarm calls, while some crime reports and public service calls receive the slowest response time.

TABLE 6-9: Average Response Time Components, by Category

Category	Summer				Winter			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	3.8	7.1	11.0	222	3.6	6.5	10.1	194
Alarm	3.1	6.6	9.7	171	3.1	7.5	10.6	145
Assist other agencies	5.5	8.4	14.0	313	5.3	8.4	13.7	273
Crime - against persons	8.2	8.9	17.0	82	4.7	8.3	13.1	70
Crime - against property	7.7	9.3	17.0	259	8.7	9.7	18.4	250
Crime - other/unspecified	5.4	6.4	11.8	27	5.9	9.5	15.4	38
Disturbance	5.0	8.0	13.0	463	6.8	8.3	15.1	596
Investigation	5.1	8.1	13.2	539	6.7	8.7	15.4	511
Mental health	3.7	7.6	11.3	72	3.5	7.4	10.8	66
Miscellaneous	6.7	9.1	15.8	57	9.4	9.1	18.5	54
Public service	7.2	8.7	15.9	986	8.0	9.1	17.1	980
Suspicious incident	5.9	8.8	14.7	168	7.2	8.4	15.6	181
Traffic enforcement	7.2	8.7	15.8	329	8.5	9.4	17.9	372
Total Average	6.0	8.3	14.3	3,688	6.9	8.7	15.6	3,730

Note: The total average is weighted according to the number of calls per category.

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We now look at response times by zones. The “C” zone, which is the largest and furthest east in the city, has the slowest overall response time at 17.2 minutes while the “F” zone has the fastest time at 12.8 minutes on average.

TABLE 6-10: Average Response Time Components, by Zone

Zone	Dispatch	Travel	Response	Calls	Area (Square Miles)
A (W4)	6.4	9.3	15.7	2,360	11
B (E1)	6.9	8.8	15.6	3,808	10
C (E4)	7.3	9.9	17.2	4,427	36
D (E3)	6.8	8.9	15.7	2,652	6
E (E2)	5.9	7.7	13.6	3,209	5
F (W3)	5.6	7.2	12.8	2,275	5
G (W2)	6.2	7.7	13.9	3,526	6
H (W1)	6.0	8.9	14.8	1,784	24
Unspecified	8.2	10.2	18.4	161	NA
East Subtotal	6.8	8.9	15.7	14,096	57
West Subtotal	6.1	8.1	14.2	9,945	46
Total	6.5	8.6	15.1	24,202	104

High-Priority Calls

We now examine high-priority calls. This is an important measure because it directly relates to an agency's ability to respond quickly to emergencies. To establish that ability, agencies must have a priority system in place that gives emergency calls the fastest attention, while lower-priority calls can wait for a more routine response. NPPD has five established priority levels. A summary of all priorities is listed in the following table, with the corresponding number of calls counted in each of those priorities.

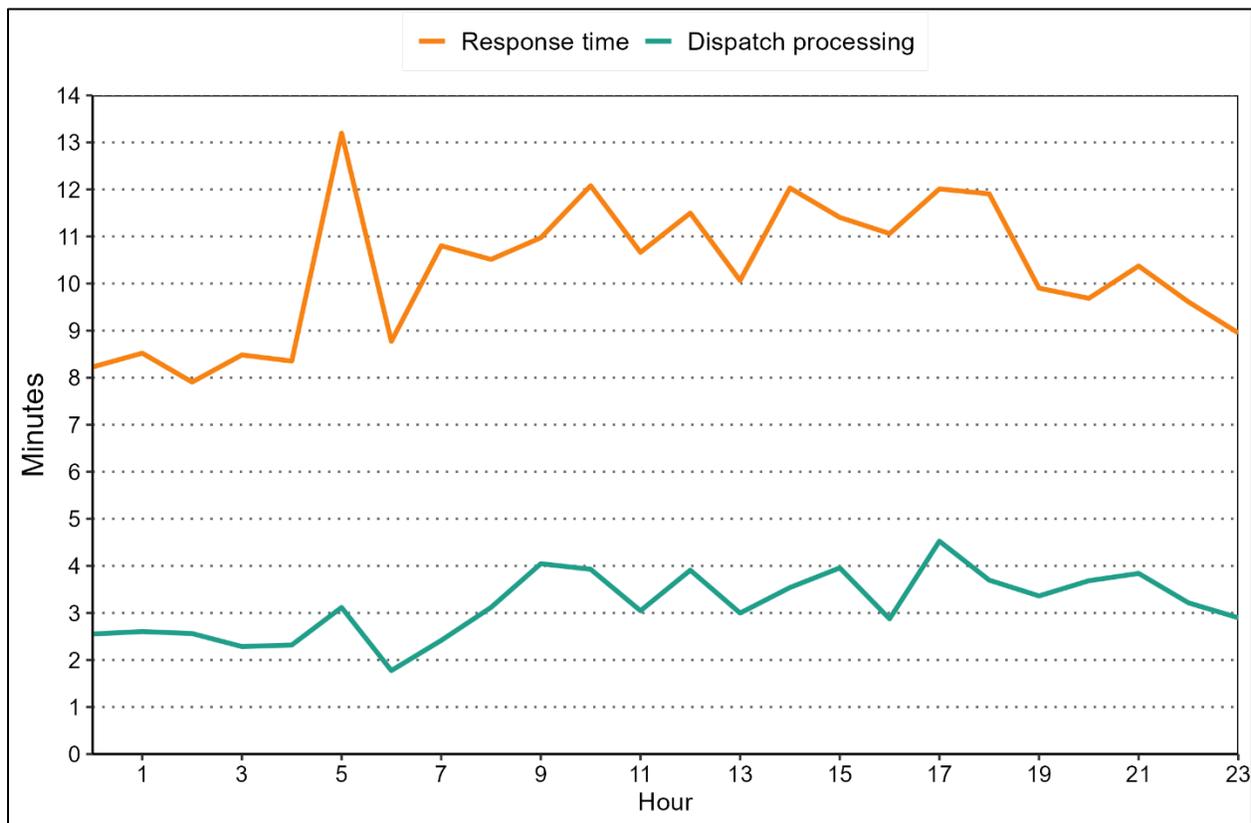
TABLE 6-11: Average and 90th Percentile Response Times, by Priority

Priority	Dispatch	Travel	Response	Calls
1	3.4	7.1	10.5	1,700
2	3.8	7.4	11.2	3,981
3	5.4	8.1	13.4	5,467
4	7.9	9.1	17.0	4,585
5	8.3	9.5	17.9	8,469
Total	6.5	8.6	15.1	24,202

Note: The number of calls within each priority level is used to weight the average.

The following figure shows the highest-priority call category response throughout the day.

FIGURE 6-9: Average Response Times and Dispatch Processing for High-priority Calls, by Hour



Observations on Response Times:

NPPD’s average response time of 10.5 minutes for priority one calls is generally not considered a good response time. Many agencies across the country strive to achieve a response time of close to five minutes to high-priority calls. In CPSM’s experience, we have seen an average of 7.49 minutes for response to high-priority calls across all of our studies. As the figure above shows, the overall response time to P1 calls is even slower than that midday in North Port.

We observed that North Port is geographically large, and the roadway network can be problematic, requiring officers to travel significant distances to cover short distances on a map (navigating around waterways). We also observed that it can take several minutes to travel from the east to the west sectors of the city. NPPD is doing the best it can by assigning officers to both areas of the town and instituting some zone accountability.

We believe that NPPD is diluting the critical calls with more routine calls. The P-1 response time is relatively close to the P-2 and P-3 response times—10.5, 11.2, and 13.4 minutes, respectively—meaning that, for all intents and purposes, they are treated very similarly within the patrol force. Additionally, dispatch processing time is three to five minutes per category, which is not ideal.

An emergency response, when done efficiently, typically has a dispatcher gathering information from a caller, while another simultaneously starts dispatching units to the call and feeding information to the officers while en route. This practice reduces dispatch processing time to less than a minute, compared with the three-plus minutes observed in North Port. NPPD will do this in emergency situations, but there are likely calls in the P1 category that would be better placed in

another category, or NPPD should consider implementing a Priority “E” status within its dispatch protocol to capture those events that warrant an emergency response.

To further support this, alarms in North Port command the fastest overall response over all other call categories. The national experience with alarm calls is that most (90+ percent) are false alarms due to user error or faulty systems. Common sense would dictate that an in-progress break-in that triggers an alarm warrants a rapid response. However, because experience dictates that so many are false, many agencies have lowered the priority status for alarm calls within their priority systems.

Recommendation:

- CPSM recommends that NPPD evaluate its priority system and consider either creating a higher priority emergency category or moving select call types currently in P1 to a lower priority. (Recommendation No. 49.)

In making this recommendation, we recognize that external challenges may be in play as Sarasota County serves as the primary PSAP, meaning that all initial calls go through Sarasota County before being transferred to NPPD. However, a search for solutions will better highlight agency efforts to expedite responses to emergency calls.

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STAFFING AND THE RULE OF 60

Staffing decisions, particularly for patrol, must be based on actual workload. Once the actual workload and the amount of discretionary time are determined, staffing decisions can be made consistent with the department's policing philosophy and the community's ability to fund them. The NPPD 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 how busy officers are with workload to understand the impact of this style of policing in the context of community demand.

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 time deployed should be committed to calls for service, which includes all activities that occupy officers' 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 reflects the extent to which the existing workload saturates patrol time. 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 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 essential to have uniform patrol resources available to conduct proactive enforcement, community policing, and emergency response. Patrol is generally the most visible and readily available resource in policing, and harnessing it 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 seeking ways to address crime and community quality-of-life issues to continually preparing for the next call. After saturation, officers are likely to cease proactive policing and adopt a reactive style. 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 NPPD's personnel data, the patrol function is **staffed with 69 sworn officers**. These 69 of the 158 authorized sworn officers represent **44 percent** of the sworn employees in the North Port 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 patrol staffing is below the 60 percent recommendation. It

should be noted that NPPD has other uniformed assets across the organization that may be involved in patrol activities. This data was specific to patrol officers, Corporals, and Sergeants assigned explicitly to the patrol teams.

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 patrol 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 community’s service demands. The remaining 40 percent of the time is “discretionary time” for officers to address community problems and respond to serious emergencies.

CPSM’s contention is 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 suggests 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 individual 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 this report provides a rich overview of CFS and staffing demands experienced by the North Port Police Department. The study here focuses specifically on patrol deployment and on how to maximize the department’s personnel resources to meet the demands of calls for service while also engaging in proactive policing to combat crime, disorder, and traffic issues in the community.

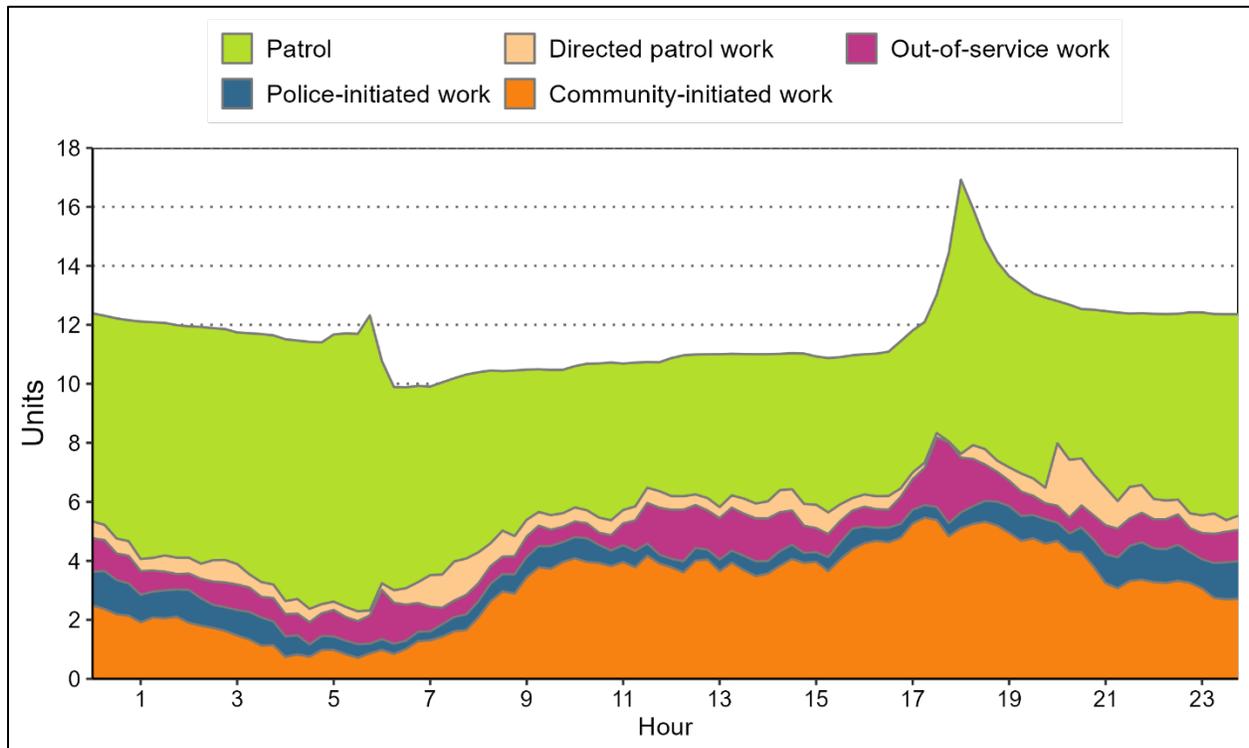
The following sets of figures depict staffing, workload, and the “saturation” of patrol resources in the North Port Police Department during the two months (seasons) on which we focused our workload analysis. The figures represent manpower, service demand, and workload saturation on weekdays and weekends for the periods January 4 to February 28, 2025 (Winter), and July 7 through August 28, 2024 (Summer). Examination of these figures permits exploration of the second part of the Rule of 60.

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Deployment and All Workload

The following data sets are for the main patrol force, including patrol Sergeants, Corporals, and police officers.

FIGURE 6-10: Deployment and All Workload, Weekdays, Summer



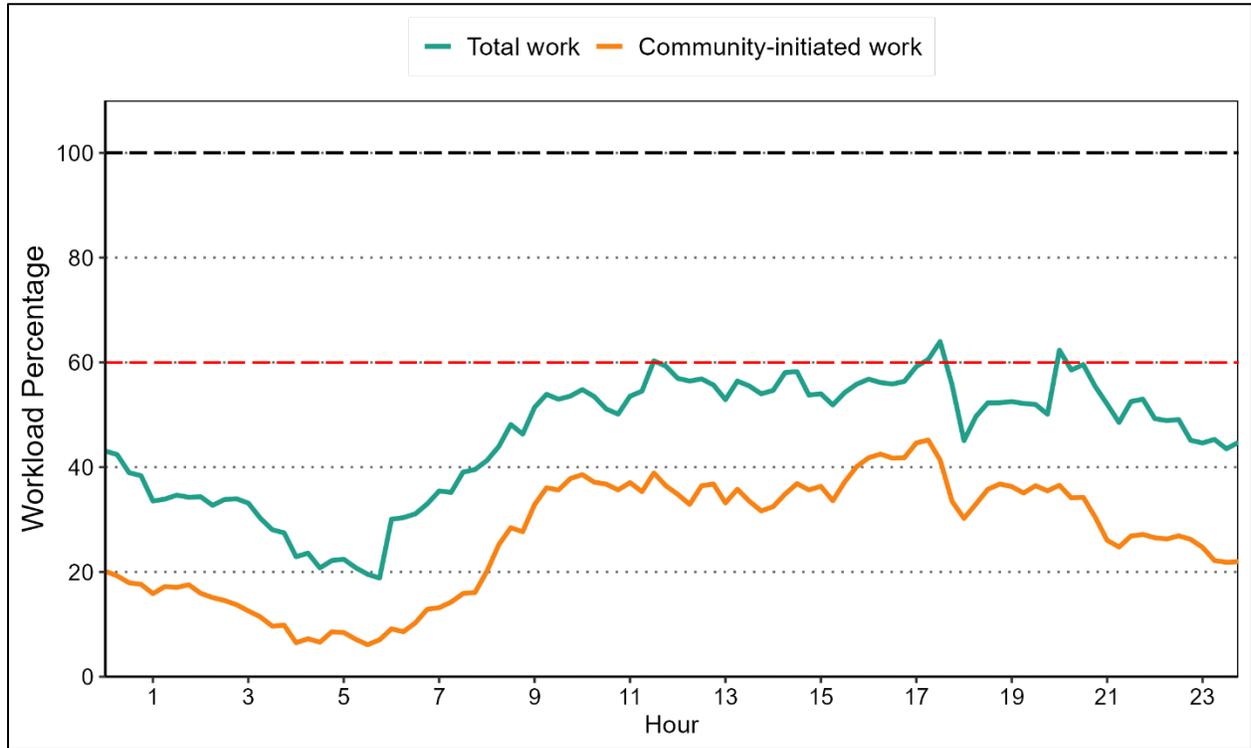
The figure above represents one eight-week period of just weekdays during the summer of 2025. The vertical axis represents the number of officers/units working, and the horizontal axis represents the time of day. The colored areas show how many officers were engaged in each activity on average during the specified period. For instance, at 11:00 a.m., we can see that NPPD had an average of just over ten personnel deployed. Almost four of those personnel reported being on a community-initiated call, less than one was occupied with officer-initiated work, another officer typically showed they were occupied with out-of-service work, less than one officer was occupied with a directed patrol activity, and about four officers were generally on patrol and “available” for a call. Keep in mind these are averages over eight weeks.

The daily average deployment of officers was 11.7 units, while the daily average workload was 5.4 officers on weekdays during the summer evaluation period.

In the following figure, we see the workload percentages for the same period (summer weekdays). In this figure, the orange line represents community-initiated work, while the green line represents all other work (officer-initiated, administrative, out-of-service, and directed patrols). Again, using 11:00 a.m., we see that community-initiated work accounted for just about 38 percent of the available workforce or an individual officer’s time, and all work represented about 55 percent of the workforce or an officer’s time.

When calculating the daily average workload percentage for winter weekdays, NPPD officers had an average SI of 46 percent and a peak SI of 64 percent at 5:30 p.m.

FIGURE 6-11: Percentage of Workload, Weekdays, Summer



The following pages contain the figures for the remaining seasons/days of the evaluation period.

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FIGURE 6-12: Deployment and All Workload, Weekends, Summer

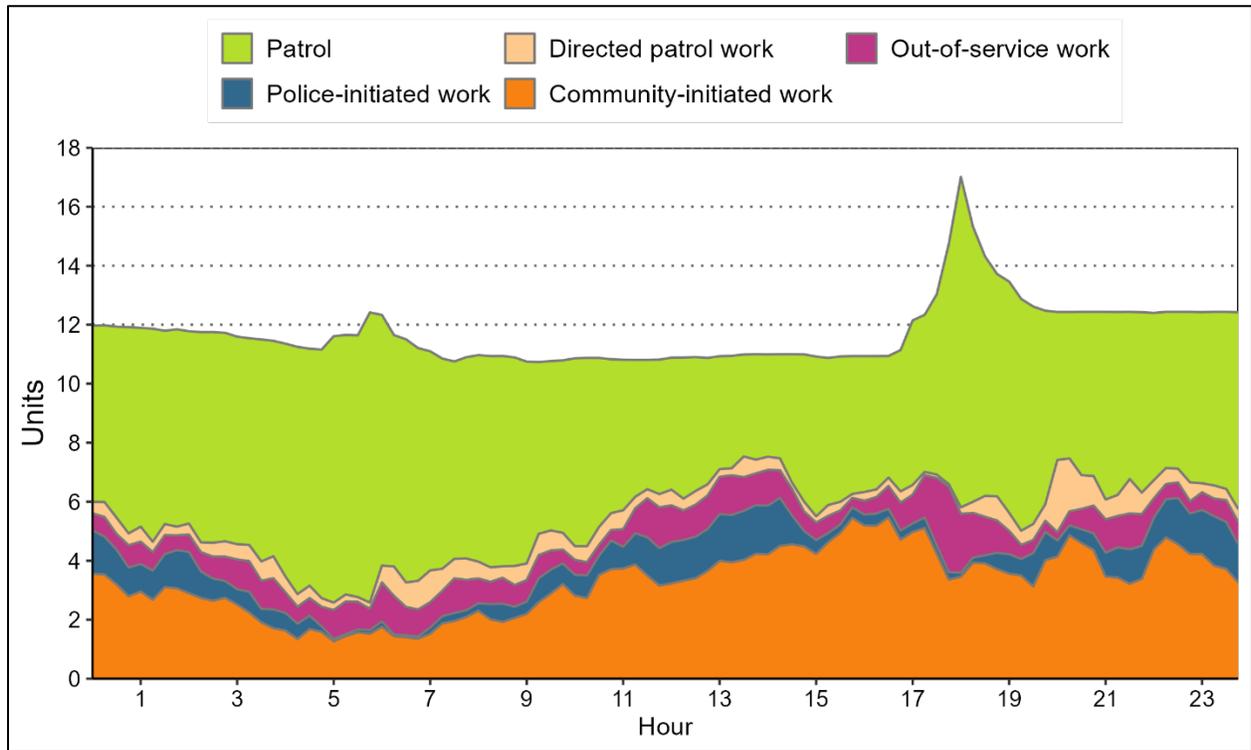


FIGURE 6-13: Percentage of Workload, Weekends, Summer

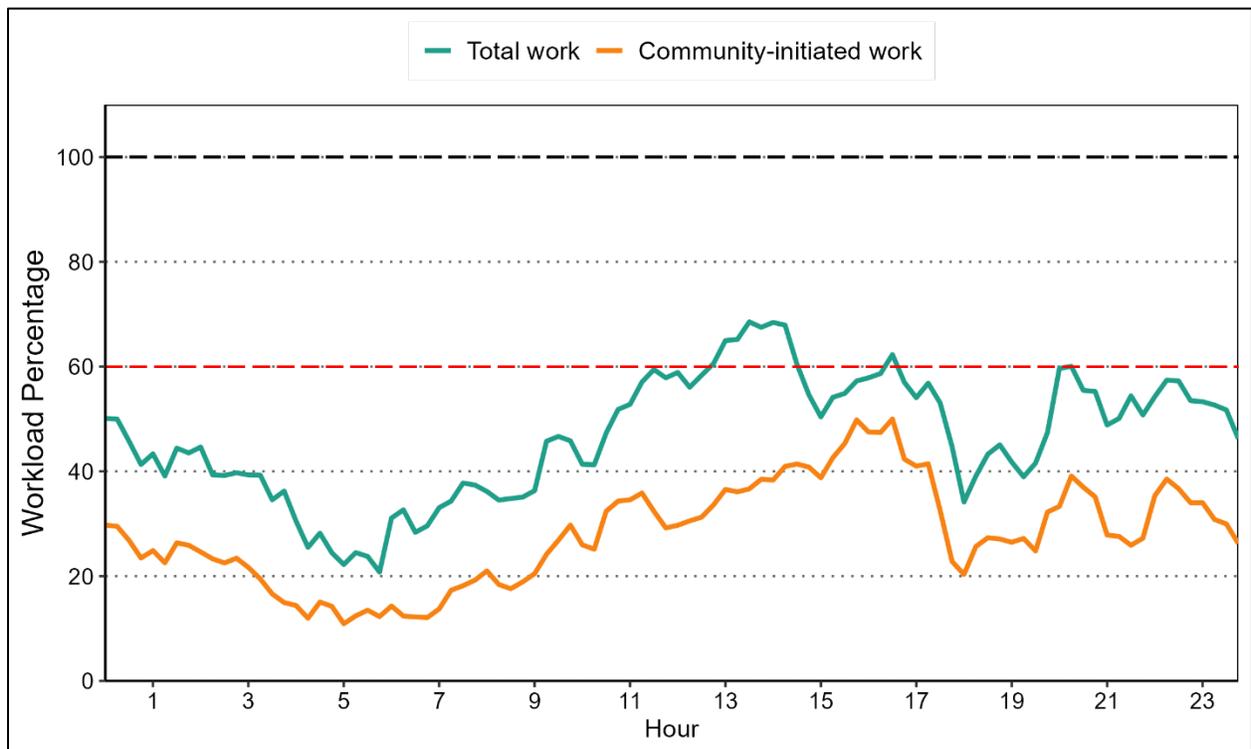


FIGURE 6-14: Deployment and All Workload, Weekdays, Winter

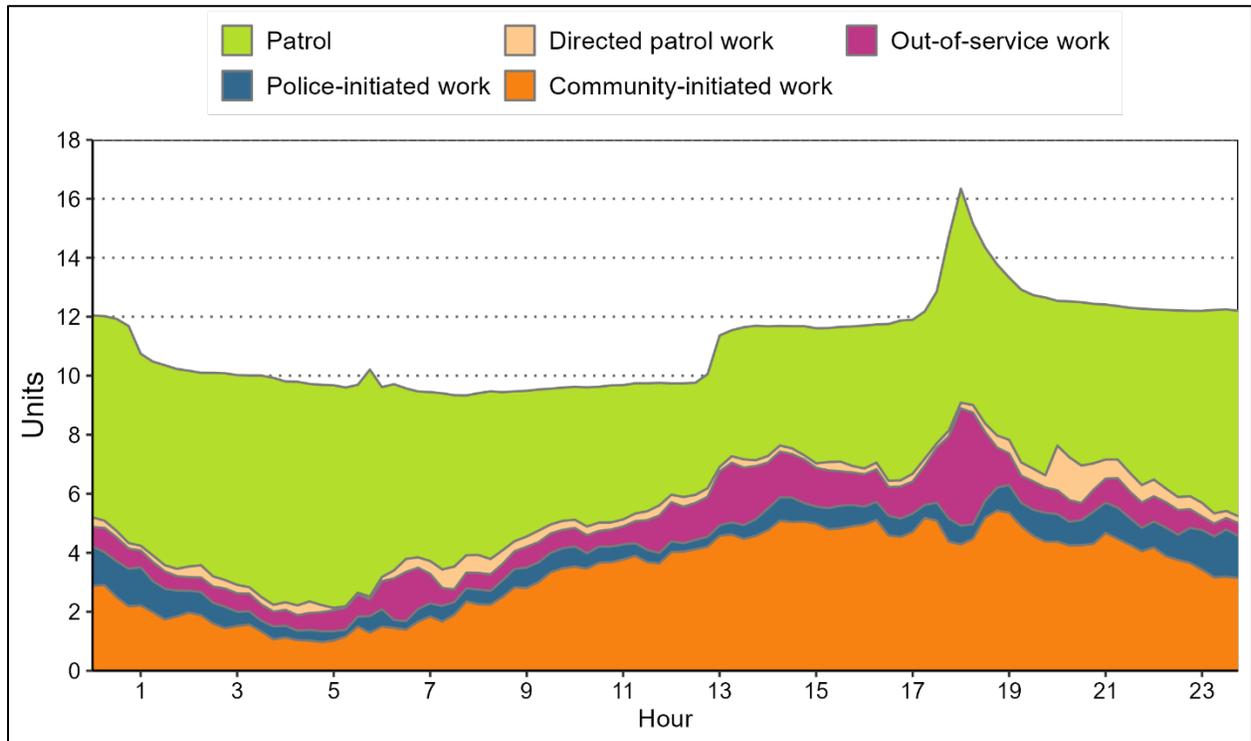


FIGURE 6-15: Percentage of Workload, Weekdays, Winter

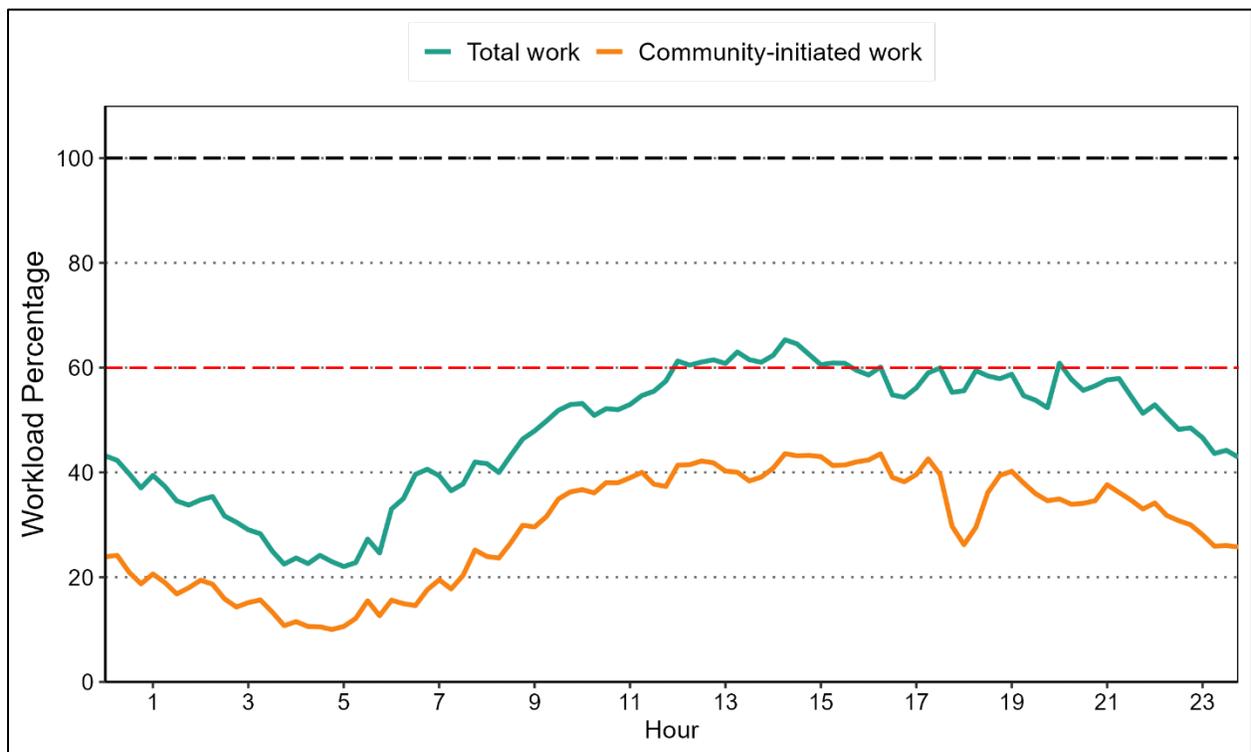


FIGURE 6-16: Deployment and All Workload, Weekends, Winter

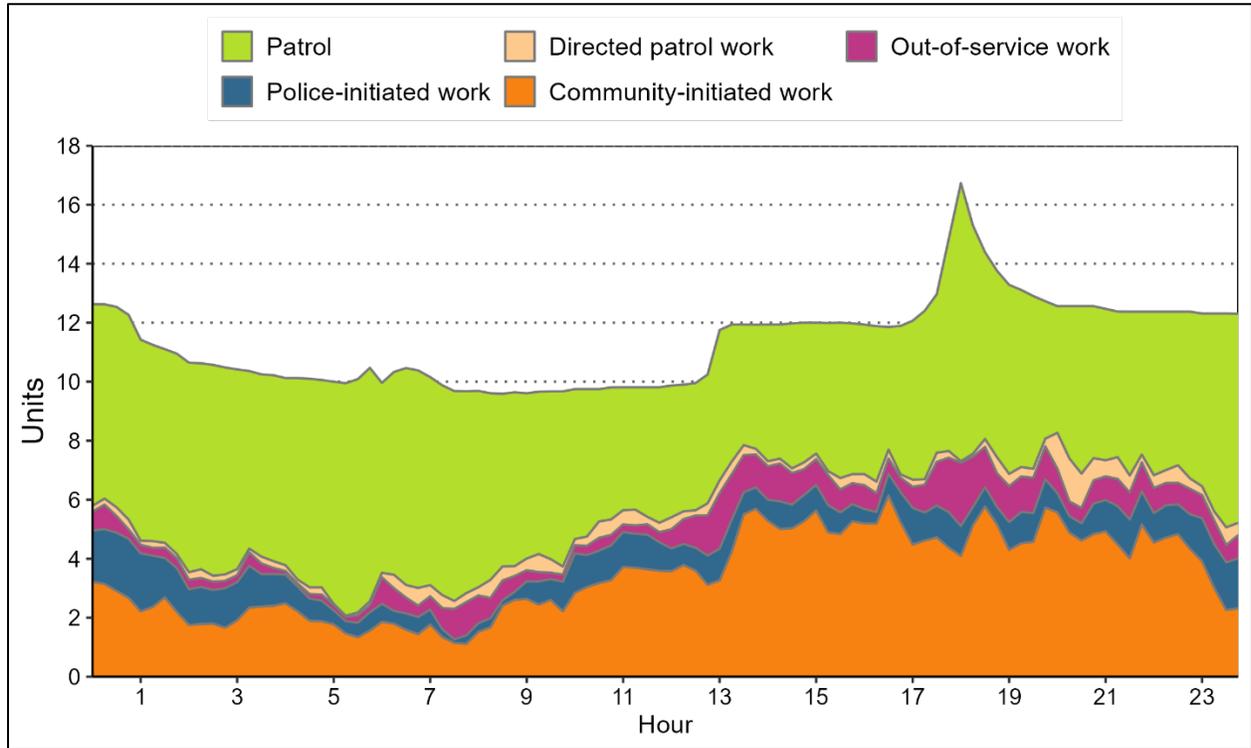
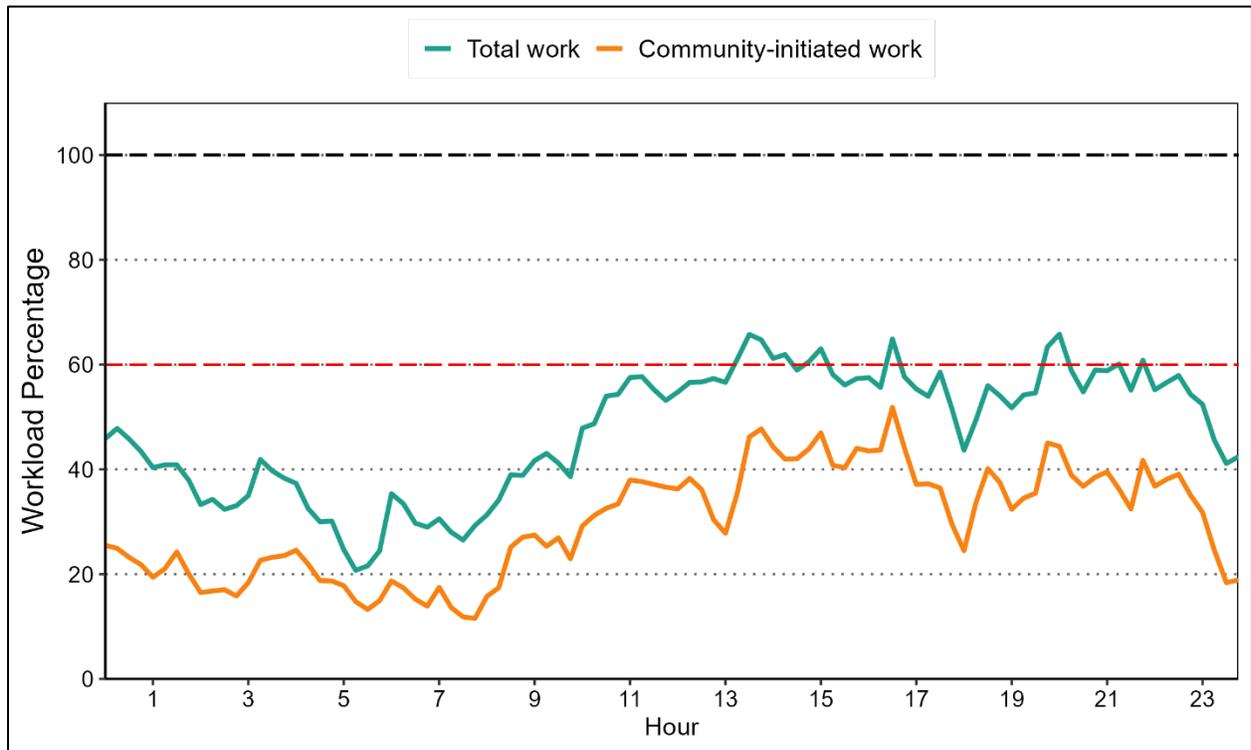


FIGURE 6-17: Percentage of Workload, Weekends, Winter



The following table summarizes the workload and saturation index data for all periods analyzed in this report:

TABLE 6-12: Summary of Workload Calculations

	Summer Weekdays	Summer Weekends	Winter Weekdays	Winter Weekends
Average Deployment	11.7 Units	11.7 Units	11.1 Units	11.3 Units
Average Workload	5.4 Units	5.4 Units	5.4 Units	5.5 Units
Average Saturation (SI%)	46%	46%	48%	48%
Maximum Saturation Workload (%)	64%	69%	65%	66%
Time of Max Saturation Index	5:30-5:45 p.m.	1:30-2:15 p.m.	2:15-2:45 p.m.	1:30 & 8:00 p.m.

WORKLOAD SUMMARY AND STAFFING RECOMMENDATION FOR PATROL

The data presented in this report demonstrates that the Patrol Bureau is not dramatically overworked. The average saturation (workload) is below the 60 percent threshold established in the Rule of 60, hovering in the high 40th percentile. However, NPPD does exceed the 60th percentile in the mid-afternoon on most days during both winter and summer. This would warrant additional staff during that time.

Before making any staffing recommendations, other considerations should be made to offset the patrol workload:

Alternative Labor Sources

Many agencies have used civilian employees to handle non-hazardous patrol work. Community Service Officers are part of the NPPD workforce but are underutilized for patrol work. As of the time of this report, there were no CSOs assigned to assist patrol. Aside from handling non-hazardous calls, CSOs can perform administrative duties that benefit the department. Some in patrol raised concerns about handling calls that were not police-related because of NPPD's "no call to small" community policing philosophy—these are areas where NPPD can significantly benefit from CSOs.

Alternative Reporting Options

Many agencies have turned to technology to capture some police reports for citizens needing to document minor crimes. It is our understanding that the NPPD has invested in an online reporting portal, but we were told the system is underutilized and not user-friendly, thereby increasing the workload to NPPD employees having to rectify user mistakes on the platform. Making this system user-friendly and efficient should benefit the organization.

Adopting a Modified Response Protocol

Some agencies have adopted a policy that certain call types will not get a police response. This is often done for call types that may have more civil than criminal implications, such as non-injury

traffic collisions. We recognize that this is frequently viewed as a lowered service model, and many agencies will reject these concepts. We suspect that NPPD will not be comfortable adopting this type of call-mitigation measure. Still, it warrants discussion when additional personnel are needed to adequately manage the police workload.

It should be noted that we received conflicting information from personnel in NPPD regarding this topic. In many agencies, shift commanders/sergeants have the latitude to cancel a call upon receiving it from dispatch and entering it as a call for service if deemed unworthy of a sworn officer response. Many sergeants reported that this was not allowed in NPPD or was discouraged. Others said it was allowed. Having shift leadership with this capability is common, and it should be clarified in NPPD.

Patrol Staffing Recommendations

- CPSM recommends that NPPD add four (4) FTE officers to the Mid-Shift teams to offset patrol's workload (4 total, or 1 per shift). (Recommendation No. 50.)
- CPSM recommends that NPPD re-establish the patrol CSO program by adding two (2) CSOs to the day-shift teams (one per team). (Recommendation No. 51.)
- CPSM recommends that NPPD clarify its position on Sergeants' and shift Commanders' ability to cancel calls when it is determined that a sworn officer's response to a call is unnecessary. (Recommendation No. 52.)

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COMPARING NORTH PORT TO OTHER CPSM PROJECTS

CPSM has a very deliberate method of collecting and analyzing CAD data. In many cases, our analysis, graphs, and tables may differ from how agencies are accustomed to seeing their data. This is deliberately done to enable the production of agency-comparable data across all CPSM projects. We caution against reading too much into these comparables, as each agency and community is different; there will always be agencies above or below the averages. However, it is valuable to see areas where an agency may be an outlier. In the case of NPPD, we highlight the response times to high-priority calls as something the agency should be aware of.

Other areas to note are that North Port's crime rates are significantly lower than those of other communities, while officer workload is slightly higher. This is likely a byproduct of NPPD's focus on small-town policing and "no call to small" philosophy to policing.

TABLE 6-13: NPPD Comparable Data Across All CPSM Projects

Variables	Median	Minimum	Maximum	North Port PD	Compared to Median
Population	43,058	3,378	83,3024	93,930	Higher
Officer Rate	151.62	25.71	1,677.51	117.11	Lower
CFS Rate per 1,000	636.97	67.08	7,185.39	387.7	Lower
Primary Unit Service Time, Community-Initiated	30.35	13	54.66	42.04	Higher
Primary Unit Service Time, Police-Initiated	17.44	7.1	56.8	25.72	Higher
Respond Units, Community-Initiated	1.74	1	2.56	1.71	Lower
Respond Units, Police-Initiated	1.26	1	1.99	1.34	Higher
All Units Service Time, Community-Initiated	45.95	19.7	88.09	60.37	Higher
All Units Service Time, Police-Initiated	22.53	7.73	140.08	32.69	Higher
Workload Percent, Summer Weekdays	38.76	5.54	85.66	45.87	Higher
Workload Percent, Summer Weekends	39.47	5.02	81.95	46.35	Higher
Workload Percent, Winter Weekdays	36.66	2.91	66.61	48.42	Higher
Workload Percent, Winter Weekends	35.7	3.55	68.99	48.08	Higher
Response Time, Summer	13.27	2.4	81.35	14.31	Higher
Response Time, Winter	12.81	3.1	82.56	15.6	Higher
High-Priority Calls Response Time	7.54	2.84	23.12	10.51	Higher
Violent Crime Rate	239.05	0	1,866	94	Lower
Property Crime Rate	2,097.68	319.04	11,234	781	Lower
Total Crime Rate	2,433.24	404.96	12,740	875	Lower

SECTION 7. CRIMINAL INVESTIGATIONS

BUREAU

The Criminal Investigations Bureau (CIB) serves as the investigative branch of the police department; it provides a wide range of investigatory services for crimes occurring within the community. CIB staff work closely with partner law enforcement agencies at the state and regional levels in addition to working closely with the Florida State Attorney Office for the 12th Judicial Circuit.

The City of North Port is considered to have a moderate violent crime rate with a total of about 100 incidents per 100,000 residents, according to online FBI Uniform Crime Report data. Comparatively, the State of Florida has a violent crime rate of between 250 and 300 per 100,000. The City of Sarasota's violent crime rate is about 450, Miami's is 1,100, and the national average for similar sized cities is 400. The incidence of violent crime has trended downward in 2023 and 2024 and incidences of homicide are below state averages per the Florida Department of Law Enforcement (FDLE). The fact that serious crime, while not pervasive, is frequent enough in North Port that a competent, experienced, and well-trained investigative function is vital for community safety and vibrancy.

Several significant crimes recently investigated successfully by CIB staff further illustrate the need for a competent and multi-faceted investigative function:

- Gabby Petito case, which garnered national attention.
- Home invasion robbery / Amazon delivery ruse with hostages.
- Carjacking and sexual assault and escalation into Charlotte County.
- Organized retail theft ring responsible for over \$10,000 in losses.
- Construction site, heavy equipment, and copper thefts.
- Methamphetamine bust in collaboration with Sarasota County Sheriff's Office.
- Shooting at Kirk Park in October 2025.

Although an important function of the CIB is to investigate high-profile cases as noted above, CIB more frequently investigates routine cases forwarded to them from patrol. The CIB is parsed into sub-units as indicated below and which focus on specialization and development of unique skillsets augmented by training and experience to effectively investigate criminal acts.

This section of the report will address the overall role and responsibility of the CIB and its sub-units, with supporting observations and analyses. Successes will be recognized and recommendations will be offered for enhanced function of the overall CIB.

OPERATIONS AND STAFFING

The CIB is led by one Investigative Captain and supported by three Commanders. The CIB is further subdivided into the following units, with Sergeants overseeing day-to-day aspects of investigations. These sub-units are cross-functional by design with investigators assisting on crimes outside their unit if their expertise or specialty would be of use in a related case.

The following units comprise the overall CIB function:

- Criminal Investigations Division (CID).
- Intelligence Unit.
- Real Time Intelligence Center (RTIC).
- Electronic Surveillance Unit.
- Special Investigations Division.
- Advanced Technologies Division.
- Digital Forensics Examiner.
- Cyber Crimes.
- Internet Crimes Against Children (ICAC).
- Property & Evidence and Crime Scene.

Criminal Investigations Division

The Criminal Investigations Division (CID) is a unit within the overall CIB and is divided into both a Persons Crime Unit and a Property Crimes Unit for investigation of crimes occurring within the city. Each unit is led by one Sergeant and has five investigators. The CID also investigates homicide cases, and as needed via mutual aid, officer-involved shootings or use of force incidents in close conjunction with the State Attorney and partner law enforcement agencies.

Property crimes are more prevalent than person crimes in North Port as shown in the following table. To ensure even distribution of cases among Investigators, all ten detectives work some measure of property crimes. The following data was provided by CIB staff.

TABLE 7-1: Person Crimes versus Property Crimes, 2022–2024

	2022	2023	2024
Person Crimes	271	113	243
Property Crimes	762	567	647

Person crimes decreased 10 percent overall during this three-year time frame, led primarily by a reduction in robbery cases. Similarly, property crimes decreased an estimated 15 percent during the same time frame.

An important key for successful investigation of complex crimes is to have staff with the appropriate expertise to be on-hand and able to assist in or process the investigation. Many crimes occur outside of the scope of Monday through Friday day shift, so a realistic and workable call-in procedure is a prerequisite for effective and efficient investigations.

The National Institute of Justice (NIJ) cites a best practice for call-ins of staff in these scenarios to include the following criteria:

- Active and updated call-in list of qualified staff.
- Authorization authority is clearly defined.
- Determine call-in activation criteria, that is, crime type or severity.

- Response time to scene of less than 45 minutes.
- Appropriate compensation strategy for staff called-in.

North Port Police Department Policy 701.06 addresses after hours call-out procedures. CPSM staff note that this policy reflects a common practice of similarly-sized Investigative Bureaus to ensure a ready means of bringing in staff with appropriate training and experience to process complex investigations after hours. The NPPD call-in process reflects a best practice as established by the NIJ.

CPSM staff note that newly assigned investigators are on-call for their first 30 days assigned to the CID. New investigators also assume a backup role for call-outs if not in their assigned specialty (property or person crimes investigations). This affords cross-training and guidance by more experienced investigators as these calls are jointly investigated. Cross-training and mentorship of newly appointed staff are recognized best practices in the effort to onboard and familiarize investigators with new roles and responsibilities.

Recently, the CIB Captain organized a Homicide Investigations Unit consisting of three investigators primarily assigned to homicide or serious aggravated assault cases. These investigators receive advanced training for this role. Additionally, a sexual assault investigation team was similarly created; it consists of two investigators.

CPSM staff recognize that the State Attorney recommended the creation of both homicide and sexual assault investigation teams, which is covered in a later section of this report.

Nationwide, law enforcement agencies frequently utilize specialty investigative units or participate in task forces that focus specifically on these person-based crimes. Staff receive extensive training in these areas, including homicide investigations and officer-involved shootings.

CPSM staff reviewed several internal policies specific to homicide investigations, officer-involved shootings, and gun violence investigatory responses. CPSM staff reviewed a Memorandum of Understanding between the Sarasota County Sheriff's Office and North Port Police Department outlining their shared response for complaints of employee criminal activity, use of deadly force incidents, and in-custody deaths. This is an example of a proactive partnership to address these serious incidents well in advance of an incident occurring and serves as a clear guide to supervisors in the field.

In cases of suspicious deaths, including homicides, suicides, drug-related overdoses, child/infant deaths, or deaths from apparent unnatural causes, the CIB is notified to ensure an investigation is conducted for after-hours responses. CPSM staff reviewed detective procedures and learned that NPPD utilizes an appropriate on-call process where qualified staff are reliably available to assist at or process complex crime scenes (policy 701.06). CPSM staff note the NPPD experience is a successful model that is not fully replicated across the country and this is a positive for the organization.

CIB also participates actively in regional investigative teams and follows structured mutual aid practices, particularly for officer-involved critical incidents.

Officer-involved critical incidents are guided by department policy for internal administrative functions and by outside agencies to include the Sarasota Police Department, and or the Florida Department of Law Enforcement (CFA 15.15B and NPPDS Standard Operating Procedure 401.01 respectively).

Additionally, involved staff are administratively reassigned a minimum of three days and until such time the investigation has run its course. Mental health support shall also be provided to involved officers within 24 hours of the incident. Although officer-involved shootings occur infrequently, the mutual aid agreement for outside neutral law enforcement agencies to investigate officer-involved shootings is a national best practice.

Rapid response by trained detectives is crucial during critical incidents such as homicides, officer-involved shootings, sexual assaults, or complex violent crimes. A timely investigative presence ensures that crime scenes are expertly processed, critical evidence is preserved, and key investigative leads are identified and followed immediately. Departments with structured on-call policies benefit from the specialized skill sets that detectives possess, improving overall case management and increasing successful investigative outcomes.

Defined roles and responsibilities provide clarity, accountability, and seamless coordination between detectives, patrol officers, forensic specialists, and command personnel. Having an established detective response protocol demonstrates professionalism, transparency, and accountability. It significantly enhances public trust, especially in sensitive or high-profile incidents, by illustrating departmental competence and thoroughness.

Intelligence Unit and Real Time Intelligence Center (RTIC)

The Intelligence Unit consists of two investigators and two crime analysts. A key role of the investigators within this unit is to collate, understand, and digest the data gathered and created by the analysts, and disseminate that intel to other units within NPPD so they are aware of crime trends, suspect information, and likely future targets of crime.

The analysts, among other tasks and responsibilities, have access to video systems from businesses in real time in addition to highway cameras and other surveillance cameras placed throughout the city to monitor crime-in-progress events as well as to gather live intel on suspicious activities occurring in the city. Businesses voluntarily provide CCTV access of their cameras to the RTIC so that law enforcement has real-time, live footage streamed from these camera systems. This provides real-time monitoring of suspicious acts or individuals and has the potential for enhanced officer safety as well as improved evidentiary purposes.

Crime analysts are essentially force multipliers who have the training and expertise to turn raw or unprocessed intelligence into meaningful and actionable data for investigators or patrol officers. Crime analysts mine data and develop and share related intelligence data in current time with investigators as well as outside partner agencies as may be needed.

Effective analysts have a positive impact on reducing crime, early identification of developing crime trends, and increased chances of arresting perpetrators.

Key responsibilities and functions of the CIB crime analysts are as follows:

- **Strategic and Tactical Analysis:** Analysts perform ongoing tactical and strategic crime analyses, supporting patrol, investigations, and command.
- **Data Management:** Analysts utilize internal and external databases, web-based tools, and social media platforms to gather critical criminal intelligence.
- **Trend Analysis and Reporting:** The unit provides long-range trend analyses and comprehensive reviews of crime data, assisting senior command staff and the Chief with strategic decisions.

- **Administrative Analysis:** Analysts conduct thorough administrative evaluations of departmental operations, offering insights into crime patterns, resource allocation, and departmental performance.

Modern crime scene investigative practices increasingly rely on crime analysis to inform decision-making, resource deployment, and crime prevention strategies. Analysts play a critical role in synthesizing data, identifying trends, forecasting emerging crime patterns, and supporting proactive policing strategies. NPPD follows a national best practice by providing data and intel for use by both patrol and detective staff to blunt and mitigate the severity and frequency of crime occurring within the City of North Port.

The crime analysts embedded in the CIB serve an important and key function in the overall reduction in crime via proactive efforts. The International Association of Crime Analysts (IACA) and NIJ cite the following best practices for crime analysts in police agencies:

- Analysts are embedded in the investigative function.
- Analysts build actionable data for officers or investigators.
- Trend analysis occurs with mapping and or geocoding of hot spots.
- Create predictive analytics.

CPSM staff observed that the RTIC unit accomplishes all of these identified best practices.

Electronic Surveillance Unit (ESU)

The Electronic Surveillance Unit consists of two investigators who are responsible for camera repairs city-wide as well as investigation and surveillance of various crimes in a covert fashion. They provide close intelligence and support with the Special Investigations Division.

The ESU unit oversees 170 devices including License Plate Readers, trailer mounted systems, Verkata camera systems, and a variety of covert surveillance devices. This unit is tasked with staying abreast of best practices and policy recommendations for the evolving changes specific to personal rights and legal recordings of citizens in what are generally public places and the proper record retention and dissemination of this type of evidence.

Special Investigations Division (SID)

A Commander leads this division, which focuses on unique or otherwise special investigations that may include organized crime, unusual trends, internet-related crimes, or crimes originating outside the city proper but victimizing local residents. While maintaining a low profile in the community, the SID focuses on extortion-type cases, drug trafficking, vice and human trafficking, weapons offenses, and organized white collar crime.

A Special Enforcement Team is part of the larger SID and assists in critical or dangerous apprehensions. Surveillance, intel operations, and execution of search warrants involving armed or dangerous individuals are typical assignments for investigators working in this area.

Key focus areas for the SID are collaboration with other law enforcement agencies, focusing on crime networks as opposed to crime suspects. Typical investigations under this unit are complex, highly organized, particularly dangerous, and frequently involve organized crime or drugs.

Advanced Technologies Division and Internet Crimes Against Children (ICAC)

This division is led by a Commander and consists of a Cyber Crime Unit (CCU) focusing on digital forensic analyses and Internet Crimes Against Children Unit (ICAC) focusing on child pornography, sexual predation of children online, and sexual enticement of underaged persons.

Staff within these functions of the greater CIB have the following unique training and credentials and serve as regional investigatory resources for these crimes:

- Certified computer forensic examiner (CCFE).
- Cellebrite Certified Operator.
- Cellebrite Physical Analyzer.

Additionally, digital forensic team members play a role across the investigatory case spectrum and are tasked with all digital forensics in serious crimes such as homicide or sexual assault cases.

ICAC staff conduct investigative follow-up for cybercrimes involving children and serves as an investigatory hub for internet crimes in the larger region of Sarasota and adjacent counties in Florida.

Property & Evidence and Crime Scene Processing

Consultant staff participated in a tour of the property and evidence room functionality. CPISM staff noted the evidence areas were in an orderly and kept appearance with no known evidentiary items out of place or left unsecured. Although no physical handling of evidence occurred, evidence appeared to be properly marked and stored without indication of cross-contamination. Biological evidence was uniformly kept in paper bags and room temperature and humidity were consistent where biological evidence was stored. Additionally, refrigerators had remote sensors that trigger an alarm if temperature is not maintained or there is a breakdown in cooling operations.

The evidence custodian anecdotally shared that of an estimated 27,000 items of evidence in a recent audit, every item was accounted for except two items. These items were eligible for destruction and it is presumed the items were in fact destroyed; however, the evidentiary notation that the items were still in evidence needed to be corrected.

Additionally, it was noted that property & evidence staff must find creative ways to find shelving or other areas to avoid cross-contamination of a burgeoning and growing level of evidence being taken in. One means to mollify the increasing volume of evidence is to take aggressive action to remove, return, or destroy evidentiary items no longer needed to be held. Despite these measures, the amount of evidence continues to grow beyond the capacity of the existing storage facility.

Several creative measures have been implemented to address space constraints, such as innovative storage solutions. A word of caution is merited that care be maintained that evidentiary items, such as biologicals, must be held in a consistent low humidity and room temperature setting to avoid degradation of evidence.

The biggest challenge in this area is a significant shortage of shelf space on which to store evidentiary items coupled with essentially no additional office or cubicle space for staff. Sign-in

and sign-out procedures were enforced during CPSM's observation of the property and evidence unit.

The challenges of the Williams Rule (Florida Statute 90.404(2)a), which references using evidence from certain prior bad acts by a defendant, has resulted in the warehousing of a significant amount of evidence from serious crimes, in particular sexual assault evidence. Staff have interpreted the Williams Rule as requiring maintaining custody of large amounts of bedding and related items in anticipation of future criminal acts that may occur by a yet-to-be-determined defendant. This greatly exacerbates the storage space issue.

The property and evidence room is staffed by two civilians who work closely with the crime scene investigators. Crime scene staff respond in the field to process a variety of scenes and work in close concert with detective teams. Training of crime scene staff is extensive; new staff have a 14-week field training program. Year-to-date through September 2025, crime scene staff have responded to more than 170 scenes or 1.6 each day.

CIB TEAM DISCUSSION AND FEEDBACK

A key component for this project was a team discussion with members of the CIB. Representatives from the above CIB teams were present and an estimated 25 staff participated in a general question and answer session regarding the functionality of the CIB. CPSM staff shared business cards with participants in case anyone wanted to follow up on issues raised or wanted to share thoughts or ideas anonymously. As of this writing, no CIB staff has reached back to share additional comments.

General observations of the consultant team for this session are as follows:

- CPSM staff found staff within CIB were largely engaged and professional; they shared a genuine concern for improving the agency where they could.
- Line staff wanted this report to reflect a desire among CIB staff to have more educational and training opportunities as they grow in their careers. This sentiment was repeated several times during the session, especially by civilian staff.
- CIB staff expressed genuine care for the community and staff felt they were very much appreciated by community members. Some attendees mentioned the need to hold offenders accountable and support victims of crime.
- Staff shared a growing concern specific to the property and evidence room storage capabilities; the facility has no additional office or cubicle space for additional sworn or civilian staff.
- CPSM staff queried the assembled CIB members if the Bureau was more transformational as opposed to transactional (meaning more prone to educate staff as opposed to punish them when mistakes were made). There was considerable discussion, with both sides of this perception represented. The majority of staff indicated they felt they would be supported if a decision they made turned out poorly, but was well-reasoned and thoughtful. The minority voice in the discussion differed strongly and said essentially, "if you screw up, there would be consequences." Additionally, these voices said if you screwed up a second time, you likely were going to face discipline or removal from the unit.
- The conversation regarding transactional consequences led into a deeper discussion on the perception of very few people putting in for promotions and the added perception that

county laterals are more apt to experience transformational or learning opportunities than those not from the county. Additional follow-up on these comments did not elicit more clarity.

- CIB staff felt there was good communication between patrol operations and investigations. Additionally, there was opportunity for engaged staff to branch out into other aspects of investigations over time.
- There was general positive affinity for the senior leadership in the police department inclusive of the Chief and Captains. Some concern was raised about consistency at the Sergeant level but when pressed no specifics were shared other than a general perception that some Sergeants were far better at decision-making than others. Decisiveness was viewed as a highly desired trait by CIB staff.
- Pro Phoenix is the department's current records management system (RMS) and when asked if it suited staff needs there were general groans from the group. However, consensus was that it is a decent system but could be improved upon in future upgrades. The department has used Pro Phoenix for about five years.
- Property and evidence staff shared reservations on Pro Phoenix, citing it as adequate at best.
- Staff expressed concern that an important building expansion / creation was defeated within the community and a recent vote was not passed. The new building was part of five major asks at stake and all were defeated.
- Investigators felt their caseloads were very busy on the whole, with an average caseload of ten active cases being worked each month.
- An area of concern that was mentioned specific to caseloads was the investigation of attempted frauds or scams that in many communities would not merit an investigation, but would rather involve education via social media or website reminders to the community to not divulge personal information to would-be scammers (Nigerian pyramid scams and the like). Investigators questioned the investment of time it takes to investigate these "victimless" crimes when the attempt to defraud is unsuccessful. Suggestions were raised to share this type of attempted fraud through educational and social media posts to the community but not involve criminal investigations.

SUPERVISION

Senior police leadership within the North Port Police Department was shuffled in the months prior to CPSM staff engaging in this project. A new Captain was appointed to oversee the CIB functions; we found that CIB staff view the Captain as approachable and innovative.

Management and supervision within the unique confines of a law enforcement agency is further complicated by the investigative function, in that criminal cases are essentially investigated autonomously by detectives with little direct oversight. As well, the typical investigator has a multitude of cases ongoing at any given time. Further, case follow-up and administrative time to ready a case for court can take days depending on case complexity.

The International Association of Chiefs of Police, in its 2019 Investigative Operations Guidelines and Standards of Conduct document, cite the following key attributes as best practices for investigatory supervision:

- Supervisors are leaders and leadership is relational.
- High degree of investigative oversight and integrity.

- Training with an eye towards organizational justice and transparency.
- Coordinate information sharing.
- Track clearance rates and prosecutorial feedback.

Similarly, the Police Executive Research Forum (PERF) cites the following as best practices for investigatory supervisors:

- Rigorous and competitive selection processes.
- Minimum of 40 hours specialized training in functional area of responsibility.
- Create mentorship opportunities.
- Audit caseloads regularly.
- Balance caseload to no more than six major cases at a time.
- Interagency and community collaboration.
- Leverage crime analytics for data-driven solutions.

To help ameliorate and address supervisory challenges, the successful investigatory supervisor should have a deep understanding of the nuances of criminal investigations. Based on this understanding they can share their expertise and also effectively track and monitor investigator time management and insert additional resources or make other modifications should an investigator start to fall behind due to case complexity, high caseload, or lack of proper time management skills.

Additionally, management and supervision of the investigatory function requires competence in working through the RMS nuances, liaison with key stakeholders and victims to ensure proper support and service, and also a broad understanding of procedural and perfunctory tasks associated with case management. Ideally, first-line supervision of the CIB function should be conducted by supervisors well familiar with the nuances and aspects of the investigative role and responsibilities.

Although there is no nationally recognized minimum number of years as pre-requisite experience for investigatory supervisory roles, it suffices to say that any supervisor must have extensive job knowledge in the day-to-day tasks of the assignment, be able to build rapport and team cohesion, and be helpful and decisive when challenges occur.

Effective leadership must model these behaviors and actions in support of staff and subsequent accountability and also in support of crime victims and prosecutors to ensure proper case investigations.

In our review of the supervision within the CIB function, we found that essentially all of the IACP and PERF recommended best practices are present and implemented.

STAFFING STRUCTURE AND SCHEDULE

The CIB investigators generally work a variation of four 10-hour shifts each week although some staff work 11-hour shifts. Several investigators work partial weekends while others are on-call for after-hours and weekend availability. Additionally, investigators have different starting times depending on needs of the Bureau, and this occasionally includes weekends depending. In

short, there is great variety in shift start and end times as well as scheduled work on a Saturday or Sunday.

This shift variety and deployment affords flexibility in staffing to typically have investigative staff on duty for much of a given work week. Those times where investigators are not on duty, staff are scheduled to be on-call.

The investigative/detective staffing levels are authorized and staffed as shown in the following table. The Criminal Investigation Bureau operates with an authorized strength of 44 full-time sworn staff, of which 34 are investigators and 10 are supervisory. The Bureau has nine civilian employees.

There currently are no long-term vacancies within the CIB.

TABLE 7-2: CIB Authorized and Actual Staffing

Position	Authorized	Actual	Vacant
Sworn			
CIB Captain	1	1	0
CIB Commander	3	3	0
Sergeants	6	6	0
Property Detectives	11	11	0
Person Detectives	11	11	0
Forensic Detectives	7	7	0
Special Investigations Detectives	5	5	0
Sworn Total	44	44	0
Professional Staff			
Analysts	3	3	0
Crime Scene Tech	2	2	0
Property Room Tech	2	2	0
Crime Scene Investigators	2	2	0
Professional Staff Total	9	9	0
Totals	53	53	0

Detective assignments are generally lateral moves within the department, and once assigned to the CIB the detective generally stays in that assignment for several years. Some staff have more than ten years of experience in the assignment.

An appointment or transfer into CIB is not described as a promotion *per se*, but selected individuals do receive additional compensation and view the appointment as a career enhancement. Selections for detective positions are made through an internal interview process facilitated by a panel of existing detectives and supervisors to ensure that candidates are assessed both on merit and fit. Promotional processes that provide for peer review at least in limited fashion is a best practice nationally as observed by CPSM staff.

CPSM staff reviewed policy 100.08, Promotions, and spoke with recent promotees and the CIB Captain. CPSM staff ultimately determined that there exists a structured, detailed, and clear process for the recruitment, selection, and support for promotees to both rank and consideration

for investigative assignments. The CIB Captain schedules regular opportunities to get staff input and feedback on many decisions affecting work environment and culture.

WORKLOAD AND CLEARANCE RATES

CPSM staff reviewed caseloads as reported by CIB supervisors and investigators and learned that most investigators carry about 10 active cases each month. The CIB is responsible for responding to and coordinating the on-scene investigation of major incidents, as well as conducting follow-up investigations related to crimes initiated through patrol reports. CIB staff indicate they generally receive complete and thorough reports from their patrol counterparts; reports are sent back infrequently for further initial investigation prior to investigators taking the case over. First-line patrol supervisors play an important role in ensuring investigators receive complete reports in a timely manner.

The International Association of Chiefs of Police suggests that an investigatory caseload of 10 to 15 per month is generally very manageable and provides investigators time to fully develop leads and build informants as may be needed.

PERF, NIJ, IACP, and the Rand Corporation in separate individual studies specific to investigatory caseload, when distilled in their entirety, have identified a range of from 15 to 25 property crimes and not more than 12 to 15 person on person crimes for any one investigator. Serious crimes such as aggravated assaults, sexual assaults, or homicide may be capped at only two to three, depending on solvability factors and severity of incident.

Additional caseload best practices cited in these works include:

- Assign weights to each crime in the caseload ranging from 1 to 10 (minor to complex).
- Investigators should not carry weighted caseloads of more than 60 points.
- Rapidly close out low solvability cases to focus on higher probability cases.
- Supervisors should meet weekly with investigators to purge inactive cases.
- One crime analyst per 10 investigators.

It remains important for the investigative supervisor to be aware of the type, number, and complexity of a given investigator's caseload so they can make the most informed judgement of true caseload management. Admittedly, for NPPD and the CIB, a caseload of 10 each month is generally below national averages and should provide an investigator with ample time for investigation and follow-up for a given caseload.

Based on our review of NPPD's investigative policies and procedures, it is apparent that NPPD investigators gather and preserve evidence, identify and apprehend offenders, assist victims, recover stolen property, and prepare cases for prosecution in an effective and efficient manner. The department's investigative functions are guided by various internal policies and standard operating procedures.

Investigations follow NIBRS criteria and use the following classifications to close out cases:

- Closed by Arrest: The offender was arrested as the result of a patrol investigation, or they were taken into custody from serving a warrant resulting from the investigation. This process is also used when a petition is requested for a juvenile.
- Closed by Exception: The suspect is known, but charges are not being pursued.

- Victim Refused to Cooperate: If a victim does not wish to pursue charges, the case is exceptionally cleared.
- Prosecution Declined: For a variety of reasons, further prosecution lacks merit by the State Attorney.
- Inactive: A suspect has not been identified and no further investigation is possible at this time.
- Unfounded: The result of an investigation determines the offense did not occur.

Clearance Rates

While crime prevention is a key goal for any police department, crime solving should be on par as a goal for the investigator. Solving crimes and ultimately holding the offender accountable acts not only as a deterrent to the offender and general public who become aware of the arrest, but the victims of crime oftentimes feel vindicated when the assailant or offender is held to account for their actions.

Clearance rates are often viewed as the benchmark for an investigative bureau's success or effectiveness. Whereas there are many factors that come into play specific to solvability, it remains that the number (percentage) of crimes cleared by arrest is the yardstick that investigators are measured by. Clearly not all crimes are as readily solved as others; however, investigators who routinely solve far fewer cases than their peers for similar types of crimes may need closer scrutiny or training to ensure they are the most effective they can be.

An often overlooked source to enhance clearance rates for crimes is in the area of proper crime scene processing and the proper identification, collection, and preservation of evidence. When coupled with laboratory processes, latent fingerprints, serology, DNA, and trace evidence can be found to link perpetrators to scenes.

Similar to forensics enhancements, creating and utilizing confidential informants can be effective in generating leads, intel, and other solvability factors to enhance clearance rates. Lastly, proper classification of crimes is an important criteria in determining what level of crime has occurred. Elements of crime and their differences need to be clearly understood so that crimes are not over-reported or inaccurately coded as a robbery when in fact it is simply a theft or perhaps even a burglary.

The following table the incidence of Part 1 crimes in North Port for 2022–2024 and respective clearance rates.

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TABLE 7-2: Crime Incidents and Clearance Rates for North Port, 2022–2024

	2022 Incidence of Crime and Clearance Rate Pct.	2023 Incidence of Crime and Clearance Rate Pct.	2024 Incidence of Crime and Clearance Rate Pct.
Arson	1 - 100%	1 - 100%	0 – N/A
Aggravated Assault	68 - 68.7%	84 - 86.1%	65 – 77%
Burglary	264 – 15.6%	179 – 23.3%	48 – 22.9%
Homicide	1 – 100%	3 – 66.7%	0 – N/A
Motor Vehicle Theft	13 – 8.3%	25 – 36%	25 – 31.3%
Robbery	15 – 57.1%	8 – 66.7%	4 – 100%
Sexual Assault	26 – 42.8%	23 – 43%	23 – 54.8%
Theft	687 – 40.67%	770 – 37.9%	670 – 34.5%

Clearance rates were provided by CIB staff.

INVESTIGATOR TRAINING

Training has previously been discussed in this report so this section is narrowly focused on investigator training. The NPPD trains new investigators and assigns them a field training officer to coach and guide them as they assume their new role. A zip drive with complete templates for report writing, search warrants, scene processing, etc. is provided to each new investigator. cursory review of these templates and training content suggest a broad yet comprehensive overview of the required training and exposure new assignees could expect to encounter.

Additionally, the new investigator is field trained for up to 30 days to learn the nuances of the position. During this month, the new investigator is on call so as to be part of and exposed to a variety of calls to gain additional hands-on experience. Daily activity logs and summations are part of the training and on-boarding process.

The Florida Department of Law Enforcement (FDLE) requires a minimum of 40 CEUs every four years for investigators. A sample training template from the FDLE website follows; it outlines basic courses required to include some investigatory coursework.

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TABLE 7-3: Example of FDLE Training Courses for Investigators

 CRIMINAL JUSTICE STANDARDS & TRAINING COMMISSION Florida Law Enforcement Officer One-Time Mandatory Training Requirements Florida Law Enforcement Officers Must Complete Each Required Training Course by the Indicated Deadline to Obtain or Maintain Certification 			
Training Requirement	Authority	Officer Training Requirements To be completed	Training Deadline
Identifying and Investigating Elder Abuse and Neglect	s. 943.17296, F.S. 11B-27.00212(15), F.A.C.	LE officers certified prior to June 30, 2011, must have completed the Commission-approved course by June 30, 2011. LE officers who complete a law enforcement basic recruit training program that began on or after July 1, 2001, have met this requirement. LE officers who complete the Equivalency of Training process will have to complete this requirement prior to being eligible for certification.	June 30, 2011 Completed in basic recruit training Prior to certification
Identifying and Investigating Human Trafficking	s. 943.17297, F.S. 11B-27.00212(16), F.A.C.	LE officers certified prior to July 1, 2021, must have completed the Commission-approved course by July 1, 2022. LE officers who complete a law enforcement basic recruit training program that began on or after July 1, 2021, have met this requirement. LE officers who complete the Equivalency of Training process will have to complete this requirement prior to being eligible for certification.	July 1, 2022 Completed in basic recruit training Prior to certification
Recognizing Head Injuries in Infants and Children (Child Welfare)	s. 943.17298, F.S. 11B-27.00212(17), F.A.C.	LE officers certified prior to July 1, 2022, must have completed the Commission-approved course by July 1, 2022. LE officers who complete a law enforcement basic recruit training program that began on or after July 1, 2021, have met this requirement. LE officers who complete the Equivalency of Training process will have to complete this requirement prior to being eligible for certification.	July 1, 2022 Completed in basic recruit training Prior to certification
Sexual Assault Investigation	s. 943.1724, F.S. 11B-27.00212(18), F.A.C.	LE officers certified prior to July 1, 2024, must complete the Commission-approved course by July 1, 2024. LE officers who complete a law enforcement basic recruit training program that began on or after July 1, 2022, have met this requirement. LE officers who complete the Equivalency of Training process will have to complete this requirement prior to being eligible for certification.	July 1, 2024 Completed in basic recruit training Prior to certification
Lethality Assessment Training	s. 741.29(2)(b), F.S. 11B-27.00212(19), F.A.C.	LE officers certified prior to October 1, 2026, must complete the Commission-approved course by October 1, 2026. LE officers who complete a law enforcement basic recruit training program beginning on or after July 1, 2026, will have met this requirement. LE officers who complete the Equivalency of Training process will have to complete this requirement prior to being eligible for certification.	October 1, 2026 Completed in basic recruit training Prior to certification

Additional sources of investigative coursework and training exists through the Florida Division of the International Association for Identification or the International Association for Identification (IAI). Additionally, associations such as the International Association for Property and Evidence (IAPE) and the Property and Evidence Association of Florida (PEAF) provide training opportunities for the property and evidence functions at NPPD.

A search for basic and advanced investigation courses yielded many options statewide and most reported credits were pre-approved by Florida Criminal Justice Standards and Training. At the NPPD, new crime scene investigators are sent to the aforementioned IAI crime scene certification course, which must be completed within first 18 months of assignment.

Additional certifications, both in investigations as well as crime scene processing, are available by interest and specialty such as Reid School of interviews and interrogation, Advanced Interview Training (AIT), blood spatter identification, and advanced digital photography and imaging techniques.

Quality control in investigations is required (via policy) and conducted by regular case reviews by supervisory staff and annual performance audits.

State Attorney Feedback

CPSM staff felt it necessary to gain clarity on the Williams Rule interpretation, as its interpretation causes evidentiary staff to keep certain types of evidence essentially indefinitely even though storage space for evidence is exceptionally limited.

Additionally, it is routine in studies such as this for consultants to make contact with the appropriate charging attorney to gain insight into the quality of cases being referred for charges and if there is any input which could be shared back with the subject agency for improvement.

In this light, CPSM staff reached out to the Florida State Attorney.

Quality of Investigations

CPSM consultant staff made contact with Florida State Attorney for the 12th Judicial District. The following general observations of the CIB function and NPPD in general were shared with the consultant team after a meeting of appropriate charging attorneys who work closely with NPPD and their detectives.

Professional recognition was given for the Chief and Deputy Chief with the commentary that both were on the leading edge on law enforcement technology innovations. The implementation of the RTIC and digital work being done is of great benefit to the community and crime reduction efforts in general as commented by the State Attorney.

Specific to quality of work product and investigations, there are several areas of improvement noted and desired:

- Early communications in complex crimes is lacking.
- Increased and enhanced collaboration between organizations is desired.
- Too frequently, detectives do not involve prosecutors at critical case junctures.

Improved communication efforts throughout the investigatory and charging processes, especially at the early stages when critical mis-steps can jeopardize successful prosecutions, is highly desired by the State Attorney. The State Attorney Office provides various specialized training in key investigatory areas and welcomes NPPD staff to participate in course offerings as they become available.

Consultant staff queried the State Attorney for specific details to aid NPPD staff in better understanding limitations and areas of improvement. A variety of cases have occurred in recent memory and State Attorney staff indicated they would welcome follow-up discussions with NPPD staff to help improve in these areas. The consultant team clarified if NPPD staff were ever apprised of some of these shortcomings and how these shortcomings and related information may have been shared with NPPD detectives or leadership. The general response was that case shortcomings are regularly and routinely shared with appropriate law enforcement agencies and enhanced long-term communication efforts must be entrenched so adjustments and improvements to communication or related shortcomings are fixed. In short, more open and robust communication efforts would be welcome to improve case quality.

Property and Evidence

A second topical area the consultant team raised with the State Attorney was the issue of retaining evidence per the Williams Rule (prior crimes or bad acts can be submissible in current or future cases). The property and evidence section has very limited space and NPPD staff indicated they are largely unable to dispose of sexual assault and other serious crime-related

evidence due to the Williams Rule; staff feel they need to retain this evidence literally for 50 years.

The State Attorney team clarified this somewhat and suggested that likely, evidence from a number of serious crimes could be released or disposed of provided that certain conviction thresholds were met. Essentially, as long as there was a proper conviction and Rule 3.850 parameters were met, with State Attorney staff input, there would not need to be a hold on many crimes that were charged out and subsequent appeals processes were exhausted. Conversely, for crimes with unknown suspects, evidence would indeed need to be kept an extended length of time.

The State Attorney team is empathetic to the need to have the best evidence available in cases in the event defense teams wished to conduct tests on collected evidence, which necessitates holding onto a potentially large amount of evidence. However, once a conviction occurs and the appeals process and waiting periods have passed, and parameters of 3.085 rules have been satisfied, evidence can be released or disposed of.

Close communication and dialogue between police and State Attorney staff is critical. Favorable responses to evidence disposition would tend to be more likely if a smaller volume of cases would be submitted for review at a time, complete with specific asks of the attorney coupled with conversations, as opposed to sending over a list with dozens of cases for the attorney to weigh in on for disposal. Again, communication is key in this area.

An alternate suggestion regarding what type and how much evidence needed to be collected, with prosecutorial input on the front end, some types of evidence may be able to be removed or cut out after proper photographic documentation, thus reducing the need for voluminous items of bulky evidence needlessly being collected. Here again, open and robust communication on the front-end with prosecutorial staff is key.

Criminal Investigations Bureau Recommendations:

- It is recommended that NPPD develop a training matrix for all CIB positions to ensure that professional development and ongoing skills enhancement remain a priority for all CIB personnel, including professional staff investigators and crime analysis staff. (Recommendation No. 53.)
- Improve communications with the State Attorney office and involve them early in cases. (Recommendation No. 54.)
- CIB needs to collaborate with stakeholders in communications as well as processes. (Recommendation No. 55.)
- Regular forums should be established between detectives and the State Attorney Office. (Recommendation No. 56.)

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SECTION 8. SPECIAL OPERATIONS BUREAU

The NPPD Special Operations Bureau is a multifaceted division; it was recently restructured under the leadership of a newly assigned Captain. The Captain had a long tenure in the Criminal Investigations Division and was reassigned as part of a department-wide initiative in which all Captains were transferred to lead divisions outside their previous assignments. While such transitions often face resistance in traditional organizational cultures, NPPD leadership should be commended for embracing this best practice, which promotes cross-divisional insight and operational adaptability.

Supporting the Captain is one dedicated Commander, along with additional NPPD Commanders who provide oversight to ancillary specialized units while continuing to fulfill responsibilities in their primary divisions. The division is staffed with four full-time Sergeants, and several other Sergeants contribute to specialized units in addition to their duties elsewhere in the department.

The Special Operations Bureau encompasses several full-time units, including School Resource Officers, Traffic Enforcement, the K-9 Unit, Conservation, and the Community Policing Unit. Within Community Policing, the Homeless Liaison Officer and Homeless Case Manager serve in full-time roles, addressing critical community needs through focused outreach and support.

In addition to its core functions, the division oversees a range of specialized teams that operate on a part-time or as-needed basis. These include SWAT, the Emergency Response Team (ERT), the Crisis Negotiation Team (CNT), the Dive Team, the Explosive Materials Unit, Drone Operations (UAV), the Police Explorers program, and the Volunteer Corps. This structure reflects NPPD's commitment to operational flexibility, community engagement, and tactical readiness, ensuring that specialized resources are available to meet evolving public safety demands.

TRAFFIC UNIT

The North Port Police Department's Traffic Unit operates under the direction of the Special Operations Bureau Captain, with oversight provided by the Special Operations Commander. The unit is divided into two teams—Day Shift and Night Shift—each supervised by a dedicated Sergeant. The full unit consists of two Sergeants, two Corporals, and six officers, with the day shift staffed by one Sergeant, one Corporal, and four officers, and the night shift staffed by one Sergeant, one Corporal, and two officers. The Traffic Unit plays a dual role in enforcement and operational support, managing the deployment and maintenance of speed trailers, portable signs/message boards, and light trailers across the city. The team also uses two motorcycles for traffic enforcement and visibility.

From July 1, 2024, to June 30, 2025, the unit was recorded in 8,669 dispatch events, of which 8,005 were eligible for analysis after excluding zero-time-on-scene events and directed patrols. During the study period, the unit operated on 288 days, averaging 27.8 calls per day and 13.2 total work hours per day. Of those calls, 89 percent were traffic-related, with traffic stops accounting for 77 percent of the total call volume and 45 percent of workload. Accidents (crashes) averaged 4.4 calls per day in the summer and 3.9 in the winter. Seasonally, traffic-related calls represented 29 percent of department calls in summer and 31 percent in winter, but only 19 percent of the department's overall workload in both periods.

TABLE 8-1: Events, Calls, and Workload by Category, Traffic Unit

Category	Events	Calls	Work Hours
Accident	671	657	919.0
Alarm	37	34	5.7
Assist other agency	221	213	281.3
Crime - against persons	25	24	33.3
Crime - against property	67	64	80.9
Crime - other/unspecified	30	30	57.8
Directed patrol	578	NA	NA
Disturbance	94	92	102.8
Investigation	153	146	103.9
Mental health	40	38	26.6
Miscellaneous	8	7	1.9
Public service	228	221	124.9
Suspicious incident	42	38	26.6
Traffic enforcement	281	262	303.3
Traffic stop	6,181	6,166	1,731.4
Warrant/arrest	13	13	16.4
Total	8,669	8,005	3,815.9

Note: Events include all recorded calls involving a traffic unit. When calculating the number of calls with each call category, we removed 95 events with zero time on scene and 569 directed patrol activities.

The unit also recorded 3,042 out-of-service activities, averaging 10.6 of these activities per day, and approximately 11.4 total hours daily. The average time per out-of-service event was 64.6 minutes. Much of this time involved proactive traffic enforcement such as school zone monitoring, red-light violation details, and directed patrols, during which officers check out as “busy” to avoid being reassigned by dispatch.

TABLE 8-2: Activities and Occupied Time by Description, Traffic Unit

Description	Occupied Time	Count
At station	63.3	729
Busy	123.1	15
Court related	76.8	61
In vehicle	29.0	176
Paperwork	114.2	22
Training	126.7	11
Vehicle/equipment maintenance	47.8	129
Miscellaneous	75.7	1,465
Administrative - Weighted Average/Total Activities	68.6	2,608
Personal - Break	41.0	434
Weighted Average/Total Activities	64.6	3,042

The unit also assists patrol with general calls for service and responds to all crashes during its hours of operation. Unit supervisors advised they attempt to focus their efforts on high-collision

areas; however, officers often diverted away to conducted directed activities based on traffic related complaints. The team includes two trained accident reconstructionists, and is responsible for handling fatality and traffic homicide investigations, as well as conducting DUI patrols and investigations.

The department is in the process of implementing automated speed enforcement cameras in school zones; the Traffic Unit will be responsible for reviewing violations before citations are issued.

Traffic Unit Recommendations:

- Adopt DDACTS Deployment Strategy: The department should consider implementing the Data-Driven Approaches to Crime and Traffic Safety (DDACTS) model. DDACTS integrates location-based crime and traffic crash data to guide strategic deployment, maximizing resource efficiency, and improving public safety outcomes. This model can help reduce both crashes and criminal activity by targeting overlapping high-risk zones and aligning officer presence with peak activity times. (Recommendation No. 57.)
- Improve Out-of-Service Documentation: The Bureau Captain should regularly audit out-of-service entries to ensure accurate and meaningful documentation. The frequent use of vague descriptors such as “busy” or “miscellaneous” should be replaced with more specific terminology that clearly reflects an officer’s activity. Clear categorization will support transparency, performance analysis, and more informed resource allocation. (Recommendation No. 58.)

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K-9 UNIT

The North Port Police Department's K-9 Unit is part of the Special Operations Bureau, operating under the direct supervision of the Special Operations Captain and Commander. This specialized team consists of one Sergeant and four K-9 officers.

Each K-9 officer is assigned to one of the four patrol shifts, ensuring that canine support is available citywide during peak hours. These teams work 10-hour shifts that typically conclude at 2 a.m., a schedule designed to align with patrol operations while also allowing adequate time for canine care and management.

From July 1, 2024, to June 30, 2025, the K-9 Unit responded to 2,475 events. After filtering out zero-time on-scene incidents and directed patrols, this amounted to 2,009 active deployments across 309 separate days. Of these days, 218 were weekdays, 45 were Saturdays, and 46 were Sundays. During this time, the unit averaged 6.5 calls and 2.5 hours of active workload per day.

TABLE 8-3: Calls Per Day, by Initiator and Month, K-9 Unit

Initiator	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Community	5.0	4.8	4.8	5.6	3.9	4.1	5.3	5.8	4.0	4.7	3.7	3.6
Police	2.9	2.0	2.3	1.4	1.5	2.0	2.1	1.4	1.0	1.5	2.1	2.2
Total	7.9	6.8	7.1	7.0	5.4	6.1	7.4	7.2	5.0	6.2	5.8	5.9
Days in Month	28	28	24	25	28	28	27	25	25	26	24	21

Annual deployment figures show a consistent level of activity over the past three years: 241 days in 2022, 303 in 2023, and 300 in 2024, based on the most recent data. The majority of calls—traffic, disturbance, public service, and crime-related—made up 65 percent of all K-9 incidents and accounted for 64 percent of total work hours. Seasonal trends revealed that July had the highest number of police-initiated K-9 calls, 175 percent more than March, the month with the fewest. On the other hand, February recorded the most citizen-initiated K-9 calls—59 percent more than the lowest month, June.

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TABLE 8-4: Events, Calls, and Workload by Category, K-9 Unit

Category	Events	Calls	Work Hours
Accident	41	39	15.8
Alarm	168	159	33.9
Assist other agency	155	148	67.1
Crime - against persons	64	63	44.7
Crime - against property	106	103	58.7
Crime - other/unspecified	41	37	37.1
Directed patrol	369	0	NA
Disturbance	297	290	126.1
Information	1	1	0.1
Investigation	192	184	86.6
Mental health	65	64	31.7
Miscellaneous	28	21	7.2
Public service	295	274	88.1
Suspicious incident	77	69	22.1
Traffic enforcement	105	98	26.5
Traffic stop	414	406	87.3
Warrant/arrest	57	53	24.5
Total	2,475	2,009	757.6

The unit consists of six specially trained police dogs: three are dual-purpose patrol and narcotics detection dogs; two are dual-purpose patrol and explosives detection dogs; and the newest addition is a bloodhound assigned to a Conservation Officer. This bloodhound is dedicated to tracking missing persons and conducting search and rescue missions, expanding the department's reach into rural and remote areas.

Dogs are procured from outside vendors, including Police Service Dogs (PSD), Southern Coast K-9, and H.K. Dog Training. Officers selected to become handlers must meet standards, including being in good standing with the department, maintaining excellent physical condition, passing a fitness assessment, receiving a supervisor recommendation, demonstrating the ability to work effectively in teams, and residing within reasonable proximity to the city with appropriate accommodations for housing the dog. Each selected handler must also commit to a minimum of five years with the unit, due to the depth of training and partnership involved with their dog.

Initial training for new handlers includes a 480-hour basic K-9 handler course, followed by an additional 200 hours of detection training provided by the North Port Police Department's trainers. While the foundational training is comprehensive, the department has identified a need for more advanced or specialized K-9 training, which is currently limited due to budget constraints.

To maintain operational effectiveness, K-9 officers participate in 20 hours of training per month, exceeding the 16-hour monthly requirement set by the Florida Department of Law Enforcement (FDLE). This ongoing training ensures both handlers and their dogs remain proficient and responsive.

COMMUNITY POLICING UNIT

The Community Policing Unit reports to the Special Operations Captain and is supervised by the Special Operations Commander. Designed to foster trust, visibility, and partnership with residents, the unit serves as the department's front line for community engagement.

Staffed by a Sergeant, a Corporal, four officers, and a civilian Homeless Outreach Case Manager, the unit reflects an approach to policing that goes beyond enforcement. The Corporal also functions as the department's dedicated Homeless Liaison Officer, strengthening the city's outreach and response to the growing needs of the unhoused population.

Despite limited resources—such as the lack of homeless shelters within city limits—the unit remains committed to supporting the approximately 150 homeless individuals residing in the city, many of whom live in remote or rural areas. Through regular contact, encampment visits, and connections to local food pantries and social services, the team works to bridge critical gaps in care and safety.

The Community Policing Unit coordinates more than 100 community events annually. These include hallmark programs such as National Night Out, Coffee with a Cop, Shop with a Cop (a holiday initiative for children), as well as safety education programs, parades, and city festivals. These events are essential in building positive relationships between the police and the community they serve.

In addition to outreach and event planning, the unit oversees all off-duty detail assignments. These assignments range from security coverage at churches and local events to providing a law enforcement presence at the Atlanta Braves Spring Training facility.

The Community Policing Unit also plays a critical support role in the school system, stepping in to provide coverage when School Resource Officers (SROs) are unavailable due to training or absence. This flexibility ensures continuous safety and presence at school campuses served by NPPD. The Community Policing Unit exemplifies a modern, community-first approach to policing.

SCHOOL RESOURCE OFFICERS (SRO)

The North Port Police Department (NPPD) School Resource Officer (SRO) Program operates under the direction of the Special Operations Bureau Captain. The program is structured with a total of four sworn personnel: three School Resource Officers and one supervising Sergeant. This unit is specifically tasked with providing law enforcement services to charter schools located within the city limits of North Port, Florida.

Unlike public schools, which fall under the jurisdiction of the Sarasota County School Police Department, charter schools in North Port rely solely on NPPD for on-campus law enforcement coverage. Per Florida law, a police officer must be present on every school campus, and the NPPD SRO Program fulfills this requirement for charter institutions. Participating charter schools fund 50% of the officers' salaries, reflecting a shared commitment to campus safety.

The SROs maintain a consistent schedule, working Monday through Friday from 7:00 a.m. to 3:00 p.m., aligning with typical school hours. When an SRO utilizes accrued leave time, the SRO Sergeant or an officer from the Community Policing Division fills in to make certain each school is covered. Each officer wears the standard police uniform while on duty. In preparation for their unique role, all SROs are trained in active attack response and receive advanced instruction through both the Florida Association of School Resource Officers and the National Association of School Resource Officers (NASRO).

For emergency preparedness, every SRO has access to a long gun, securely stored in a gun safe located on their assigned campus. Although the officers do not conduct general school staff training, they are responsible for delivering the “Run, Hide, Fight” active shooter response training to school staff. This civilian training equips school personnel with basic strategies for responding to a violent intruder situation until law enforcement arrives.

The NPPD SRO Program is a proactive approach to maintaining a presence in North Port's charter schools, ensuring compliance with state law while prioritizing student and staff safety through professional training and preparedness.

SPECIAL WEAPONS AND TACTICS TEAM (SWAT)

The North Port Police Department's SWAT Unit operates under the direction of the Special Operations Captain and is supervised by a police Commander, who manages the team in addition to other departmental responsibilities. Designated as a Tier 3 team under the standards of the National Tactical Officers Association (NTOA), the SWAT Unit provides specialized tactical response capabilities to both the city and surrounding jurisdictions. While the unit averages approximately three emergency call-outs per year, it is primarily utilized for the execution of planned high-risk warrant services, which occur around 15 times annually. The decision to deploy the team is guided by a matrix-style threat assessment tool, ensuring a measured and justified response. All operations are governed by a formal operational plan that is reviewed through the command chain and ultimately approved by the Deputy Chief of Police.

The SWAT team is authorized for 18 members but is currently staffed with 12 active operators. Recruitment efforts are ongoing, with tryouts scheduled to fill five of the vacant positions. The selection process involves an oral interview, a physical fitness assessment, and a firearms proficiency evaluation. SWAT assignments are considered secondary duties, meaning each member also fulfills a primary role within the department. To maintain readiness, the unit conducts 24 hours of training each month, which is above the 16 hours required to meet NTOA standards for a Tier 3 team. The training plans are reviewed and approved by the Team Commander, and all training records are documented and stored in the department's records management system (RMS). Members of the SWAT team receive a monthly stipend of \$150 in recognition of their specialized responsibilities.

The unit is equipped with a comprehensive array of modern tactical resources, including a Bearcat tactical response vehicle, new patrol rifles, sniper rifles, and advanced tactical equipment. Additionally, upgrades to communications gear and laser sight systems are forthcoming, supported by the unit's annual budget of \$96,000, which also covers ammunition, training, and other operational needs. Although the NPPD SWAT functions as a stand-alone unit, it regularly trains with other law enforcement agencies, most notably the Sarasota County Sheriff's Office SWAT, which also serves as a backup response team when necessary.

Tactical Team (SWAT) Recommendations:

- **Regional SWAT Collaboration:** It is recommended that NPPD explore the formation of a regional SWAT team in partnership with neighboring jurisdictions. This approach would enhance operational readiness across the region and reduce the staffing and resource burden on NPPD alone. (Recommendation No. 59.)
- **Improved Data Collection:** A systematized monthly reporting process for all specialized units (including SWAT, Dive Team, and others) should be implemented. This will improve oversight, planning, and long-term strategic decision-making. (Recommendation No. 60.)

CRISIS NEGOTIATION TEAM (CNT)

The North Port Police Department's Crisis Negotiation Team (CNT) plays a vital role in safely resolving high-risk incidents involving barricaded subjects, hostage situations, or individuals in crisis. The team operates under the Special Operations Division and reports directly to the Special Operations Captain, with day-to-day oversight provided by a police commander who also serves as a patrol Commander.

The CNT is currently authorized for four trained negotiators. At present, three positions are filled, with one vacancy pending. Like many specialty roles within the department, CNT assignments are collateral duties, meaning negotiators maintain their regular positions within NPPD while fulfilling CNT responsibilities as needed.

The team is adequately equipped, including a dedicated response vehicle and necessary communications and negotiation equipment. Team members train monthly to maintain skills. In addition to monthly internal training, the CNT conducts quarterly joint training exercises with the SWAT team and responds in support of SWAT callouts.

Crisis Negotiation Team Recommendation:

- **Regionalization:** Given the limited size of the team and the specialized nature of crisis negotiation, it is recommended that NPPD explore the feasibility of establishing a regional Crisis Negotiation Team in collaboration with other law enforcement agencies in the area. A regional model could enhance operational capacity, expand the pool of trained negotiators, and provide greater flexibility during extended or complex incidents. This approach would also support interoperability and ensure adequate staffing for high-risk incidents while maximizing resource efficiency across jurisdictions. (Recommendation No. 61.)

DIVE TEAM

The North Port Police Department currently has two officers assigned to the Sarasota County Dive Team. This regional team is fully equipped with the necessary specialized gear and conducts regular training to maintain operational readiness.

Team members are deployed throughout Sarasota County to support a variety of underwater operations, including the recovery of persons and evidence. Their expertise is essential in complex search and recovery missions that occur in lakes, canals, and waterways, often in challenging conditions.

Through this partnership, NPPD contributes to and benefits from a coordinated, countywide approach to specialized underwater response.

UNMANNED AERIAL VEHICLE (UAV)/DRONE UNIT

The North Port Police Department's UAV Unit, established in 2023, operates under the supervision of the Special Operations Bureau Captain and the oversight of the Special Operations Commander. In less than two years, the unit has developed into an asset, not only for the Police Department but for other city agencies as well. Since its inception, the UAV Unit has recorded a total of 1,466 drone deployments, reflecting its rapid integration into daily operations and emergency responses.

The unit consists of 14 certified drone pilots who undergo monthly training to maintain operational proficiency and ensure safe, effective use across a broad range of mission types. By leveraging drone technology, the team enhances situational awareness, increases operational efficiency, and contributes to a wide variety of initiatives throughout the city.

Drones have been deployed in support of a variety of operations, ranging from suspect apprehension and missing person searches to post-hurricane damage assessments and pre-hurricane infrastructure inspections. They are also used for water level monitoring, search and rescue during natural disasters, traffic management, and crash scene documentation. Additionally, UAVs support tactical operations and planning, provide aerial assistance to the Fire Department, and are used in evacuation route analysis and planning. The unit also contributes public information imaging for both the Police Department and other City departments that require aerial imagery, and assists outside law enforcement agencies when needed.

Current Florida law restricts the use of drones as first responders to 9-1-1 calls, which limits the unit's potential for full integration into real-time emergency services. The North Port Police Department remains hopeful that future legislative developments will allow for the implementation of a Drone as First Responder (DFR) program. However, even with legal clearance, technical limitations—specifically, the current operational drone range of approximately two miles from the launch dock—could pose logistical challenges, especially given the city's expansive geographic footprint of nearly 100 square miles.

UAV (Drone) Unit Recommendation:

- Combined Team with NPPD: To further expand operational capabilities, it is recommended that NPPD establish a joint UAV team with the Fire Department. A collaborative approach would improve resource sharing, expand deployment potential, and enhance the city's overall preparedness and response capabilities during emergencies, natural disasters, and large-scale incidents. (Recommendation No. 62.)

EXPLOSIVE MATERIALS UNIT

The Explosive Materials Unit (EMU) operates within the Special Operations Bureau of the North Port Police Department, under the direction of the Special Operations Commander. The unit currently includes two NPPD members who are assigned to a joint team with the Sarasota Police Department, reflecting a regional approach to managing incidents involving potentially explosive or hazardous materials. Team members are scheduled to attend a course focused on handling hazardous materials, which is critical for maintaining operational safety and readiness. Additionally, at least one team member still needs to attend formal explosive materials, or bomb, school to ensure the unit is fully qualified to address high-risk scenarios.

The EMU is presently in need of a specialized response tool kit, which is essential for safely managing and mitigating threats involving explosives. Without this equipment, the unit's ability to respond effectively and safely is significantly limited. The number of call-outs for the team are unknown. NPPD staff advised they did not have the numbers; however, they provided information on the recent event types responded to as: barricaded subjects; disposal of old explosives; security safety sweeps; found military ordinance; suspicious packages; manufactured combustible materials; and a possible narcotics lab. EMU trains two days a month (24 hours).

Explosive Materials Unit (EMU) Recommendations:

- It is recommended that the department ensure all EMU team members receive the appropriate training and are equipped with the necessary tools to safely and effectively respond to incidents involving explosive materials and other extremely dangerous substances. This investment is critical for protecting both first responders and the public during these high-stakes operations. (Recommendation No. 63.)
- It is recommended that NPPD personnel regularly obtain monthly Explosive Materials Unit (EMU) usage data and after-action reports from the Sarasota Police Department. This information should be reviewed by NPPD command staff to ensure accurate tracking of deployments and activities involving NPPD personnel, as well as to support accountability, performance evaluation, and strategic planning. (Recommendation No. 64.)

CONSERVATION UNIT

The North Port Police Department's Conservation Unit operates under the Special Operations Bureau Captain, with direct supervision provided by the K-9 Sergeant. This specialized unit, comprised of two officers, was established in recent years in response to the city's growing need to address environmental crimes, nuisance complaints, and quality-of-life concerns in North Port's undeveloped and rural areas. The second officer for this unit was included in the new fiscal year budget on October 1, 2025.

With a state forest and a designated wildlife management area within city limits, North Port faces unique challenges related to land conservation, illegal activity on protected lands, and interactions between residents and wildlife. The Conservation Officers play a role in safeguarding these areas and supporting broader environmental protection efforts.

A significant portion of the unit's workload involves investigating illegal dumping, particularly in remote locations that are often targeted for the unlawful disposal of waste. Additionally, the officers handle a variety of animal-related calls, including animal abuse investigations in coordination with Sarasota County Animal Control, as well as incidents involving loose livestock and wildlife disturbances. North Port contracts with Sarasota County for animal control and animal shelter services.

The unit is also tasked with responding to and addressing homeless encampments located in remote areas. These situations are approached with both enforcement and outreach in mind, often in collaboration with the department's Homeless Outreach Case Manager and Homeless Liaison Officer.

Conservation Officers maintain close working relationships with state and regional partners, including the Florida Wildlife Conservation (FWC) and the Florida Department of Environmental Protection (FDEP), assisting with joint investigations and enforcement actions when incidents occur within the jurisdiction of these agencies.

EMERGENCY RESPONSE TEAM (ERT)

The North Port Police Department (NPPD) established its Emergency Response Team (ERT) two years ago in response to identified gaps following a high-profile search and rescue case and the extensive impacts of Hurricane Ian. The creation of the team was intended to enhance the department's capabilities in handling critical incidents such as natural disasters, large-scale emergencies, and civil unrest.

Since its inception, the ERT has been deployed once—in 2024 to Tampa—to assist with hurricane recovery efforts. The team currently consists of 10 officers, including a Commander and Sergeant who oversee operations. It is important to note that the ERT is not a full-time unit; all members maintain regular duties within the department in addition to their ERT responsibilities. The team dedicates approximately 12 hours per month to training.

ERT also serves a dual function as a Mobile Field Force (MFF) unit to provide crowd control and protest response capabilities. However, only the team's Commander and Sergeant have received formal mobile field force training. There are plans underway to schedule the remaining officers for this specialized training at the Center for Domestic Preparedness in Anniston, Alabama. Currently, the team has some secondhand MFF gear but lacks critical protective equipment such as ballistic vests and helmets.

North Port's infrastructure includes only two high-profile government buildings—City Hall and the Police Department—where crowd control efforts might be required. Given the city's size and resource constraints, the continued development of a fully independent ERT poses challenges related to staffing, equipment, and training—each of which draws from limited departmental resources and affects patrol availability.

The ERT has conducted joint training exercises with the Sarasota County Sheriff's Office ERT team, and discussions have been held regarding the possibility of merging or creating a joint regional team through a Memorandum of Understanding (MOU). However, this agreement has yet to be finalized and some members of NPPD do not support a joint or regional team.

The team is moderately equipped for hurricane response and is currently in the process of acquiring boats to enhance operational readiness in flood-prone areas. However, the lack of full equipment—especially ballistic protection for all team members—remains a significant gap in the team's operational capabilities.

Emergency Response Team (ERT) Recommendations:

- Pursue a Regional ERT Model: NPPD should strongly consider pursuing a joint or regional ERT in partnership with the Sarasota County Sheriff's Office or other nearby agencies. This approach would provide economies of scale, reduce redundancy, and allow for more efficient use of training and equipment resources. (Recommendation No. 65.)
- Budget for Critical Equipment: The department should prioritize funding for essential equipment, specifically ballistic vests and helmets, to ensure team safety and operational effectiveness. (Recommendation No. 66.)

VOLUNTEERS AND POLICE EXPLORER PROGRAMS

The North Port Police Department (NPPD) operates a Volunteer Program overseen by the Support Services Bureau Captain and supervised by the School Resource Officer (SRO) Sergeant, with additional oversight from the Community Policing Corporal as needed. This program currently includes 20 dedicated volunteers who play a vital role in supporting the department by providing essential non-enforcement services that enhance operational efficiency and strengthen community relations.

Volunteers contribute across a wide range of tasks that allow sworn and civilian staff to focus on core law enforcement duties. Their responsibilities include escorting vendors and visitors within secure areas of the police building, assembling resource packets for victims of domestic violence, and conducting follow-up phone calls with citizens to gather feedback about their interactions with the department. They also serve as couriers between NPPD and the Sarasota County Clerk's Office, transporting police reports and other important documents. Volunteers assist at community outreach events, perform various administrative and clerical duties, and support the department's "Hearts" Program, which provides welfare checks for senior adults living alone. Currently, 11 individuals are enrolled in the Hearts Program, receiving regular check-ins to ensure their safety and well-being.

In addition to the adult volunteer program, NPPD supports a Police Explorer Post aimed at engaging youth in public safety service. Supervised by the SRO Sergeant and with members of the Community Policing Unit serving as advisors, the Explorer Post consists of 10 student members and operates under the Boy Scouts of America's Learning for Life program. While the post does not currently compete in law enforcement Explorer competitions, plans are in place to pursue such opportunities in the future. The Explorer Program serves a dual purpose: it introduces youth to careers in law enforcement and acts as a valuable recruitment tool for the department, helping to identify and mentor future officers.

Volunteer and Explorer Program Recommendation:

- Currently, the Citizens Police Academy (CPA) Program is housed within the Administrative Bureau under the Training Unit. While this placement provides a natural fit with broader department training initiatives, CPA programs are also highly effective recruiting avenues for police volunteer programs. In light of this, NPPD should consider transferring oversight of the CPA program to the SRO Sergeant. This shift would better align the academy with the department's growing Volunteer Program, allowing for a more coordinated approach to community engagement and volunteer recruitment. Integrating these functions under a single leadership structure could enhance program synergy, improve participant transition into volunteer roles, and ultimately expand the department's civilian support network. (Recommendation No. 67.)

Overall Special Operations Bureau Recommendations:

- Evaluate Unit Sustainability: While specialized units provide valuable capabilities, NPPD must evaluate which units align best with community expectations and operational sustainability. This includes determining which units should remain solely under NPPD control, which could be better served through regional collaboration, and whether any units should be restructured or decommissioned to better allocate resources. (Recommendation No. 68.)

By taking a strategic approach to resource sharing, equipment funding, and unit prioritization, NPPD can ensure that its specialized functions provide maximum value to the community while maintaining operational efficiency.

SECTION 9. SUMMARY

This report presents a great deal of information on the operations of the North Port Police Department. It is important to note that CPSM was asked to provide an organizational assessment of the department amid several issues in recent months. The department had a judgment against it for an employment action against a former employee; there were concerns about financial management/processes within the department; and additional positions requested by the department were eliminated during a recent budget cycle.

North Port has experienced significant growth in recent years and continues to grow today. Population projections would support the belief that the community will continue to grow into the foreseeable future. The Police Department has grown as the population has grown and has continued to ask the city government for more resources to manage the increased population and anticipated workload growth.

This report has some recommendations for additional positions, but in general, NPPD is reasonably well-staffed. The staffing additions included in this report account for a slight adjustment in patrol workload and other positions within the agency are made with the intent of creating operational efficiencies.

A significant portion of this report is dedicated to the internal affairs process. This is not because we found intentional mismanagement but rather because of the problematic employment actions and employee concerns that have come from those and other issues. Adjustments to that part of NPPD operations would be highly beneficial.

In general, NPPD is a good police agency and strives to perform business in a modern and ethical manner. No police department is “perfect” and all departments have room for improvement. NPPD is no exception to this. Policing is a dynamic profession, and communities continue to ask their local department to do more and to be accountable. All of this is within the backdrop of a difficult policing environment. NPPD appears to have an advantage in strong community support.

The list of recommendations in this report is not a reflection of the NPPD's capabilities, but in fact is a hallmark of CPSM projects. Should NPPD choose to implement most or all of the recommendations, it will likely take a significant period of time. Some recommendations can be enacted very quickly, but others may involve planning and capital investment (additional personnel). If enacted, the recommendations will provide a baseline for improved operational performance within the department.

In closing, we would like to extend our appreciation to Chief Garrison and the staff at NPPD, along with City Manager Fletcher and the staff at City Hall, for their support during this project.

§ § §

SECTION 10. DATA ANALYSIS REPORT

This data analysis report on the Patrol Division for the North Port, Florida, Police Department, focuses on three main areas: workload, deployment, and response times. These three areas are related almost exclusively to the Patrol Division, which constitutes a significant portion of the police department's personnel and financial commitment.

All information in this analysis was developed using data from the North Port Police Department's computer-aided dispatch (CAD) system.

CPSM collected data for the one-year period of July 1, 2024, through June 30, 2025. The majority of the first section of the report, concluding with Table 10-9, uses call data for one year. For the detailed workload analysis, we use two eight-week sample periods. The first period is from July 7 through August 28, 2024, or summer, and the second period is from January 4 through February 28, 2025, or winter.

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., patrol units 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 unit 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 North Port's dispatch data. We made assumptions and decisions to address these issues.

- 3,851 events (about 6 percent) involved patrol units spending zero time on scene.
- The computer-aided dispatch (CAD) system used approximately 86 different event descriptions, which we condensed into 17 categories for our tables and 10 categories for our figures (shown in Chart 10-1). Table 10-26 in the appendix shows how each call description was categorized.

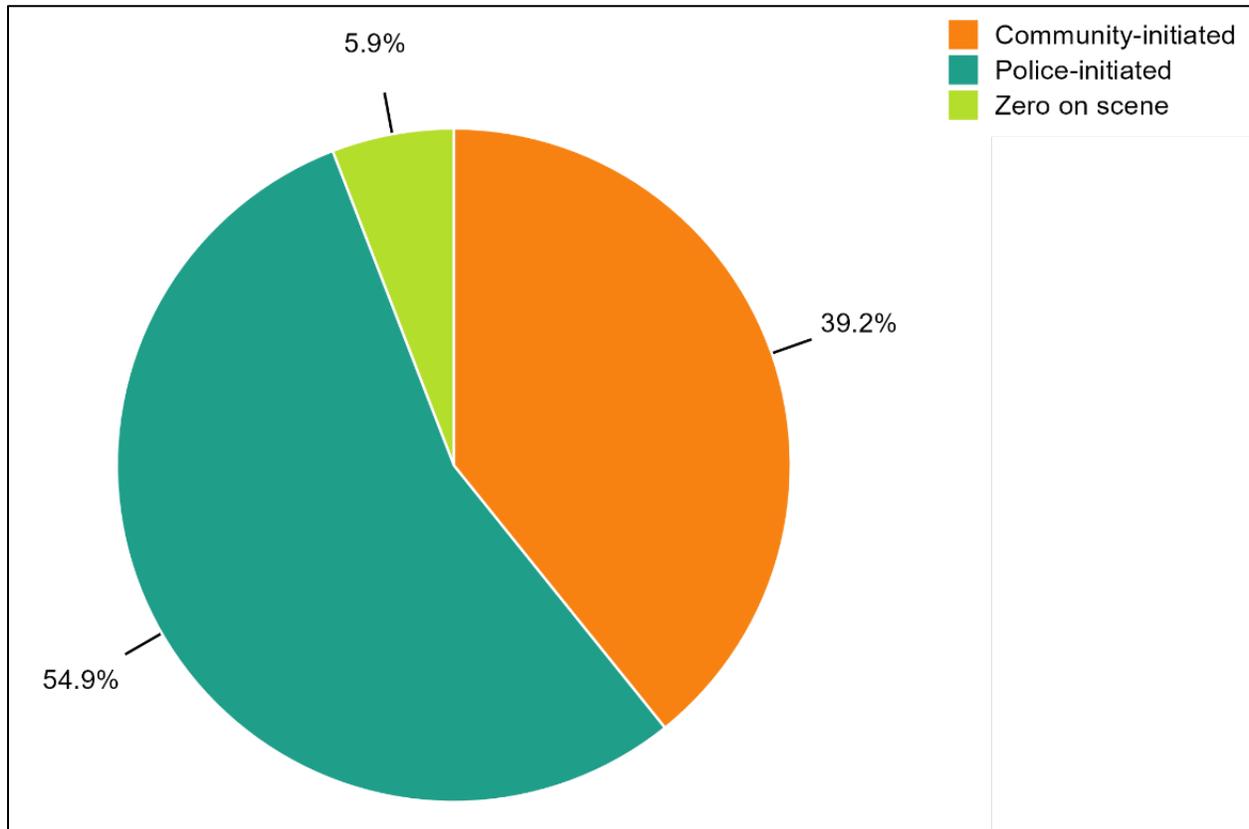
From July 1, 2024, to June 30, 2025, the Communications Center recorded approximately 65,783 calls that were assigned call numbers. When measured daily, the department was dispatched to an average of 180 patrol-related events per day, approximately 6 percent of which (11 per day) had fewer than 30 seconds 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 other agencies	Assist
Crime - against persons	Crime
Crime - against property	
Crime - other/unspecified	
Directed patrol	Directed patrol
Disturbance	Disturbance
Information	General noncriminal
Mental health	
Miscellaneous	
Warrant/arrest	
Investigation	Investigation
Public service	Public service
Suspicious incident	Suspicious incident
Accident	Traffic
Traffic enforcement	
Traffic stop	

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



Note: Percentages are based on a total of 65,783 events.

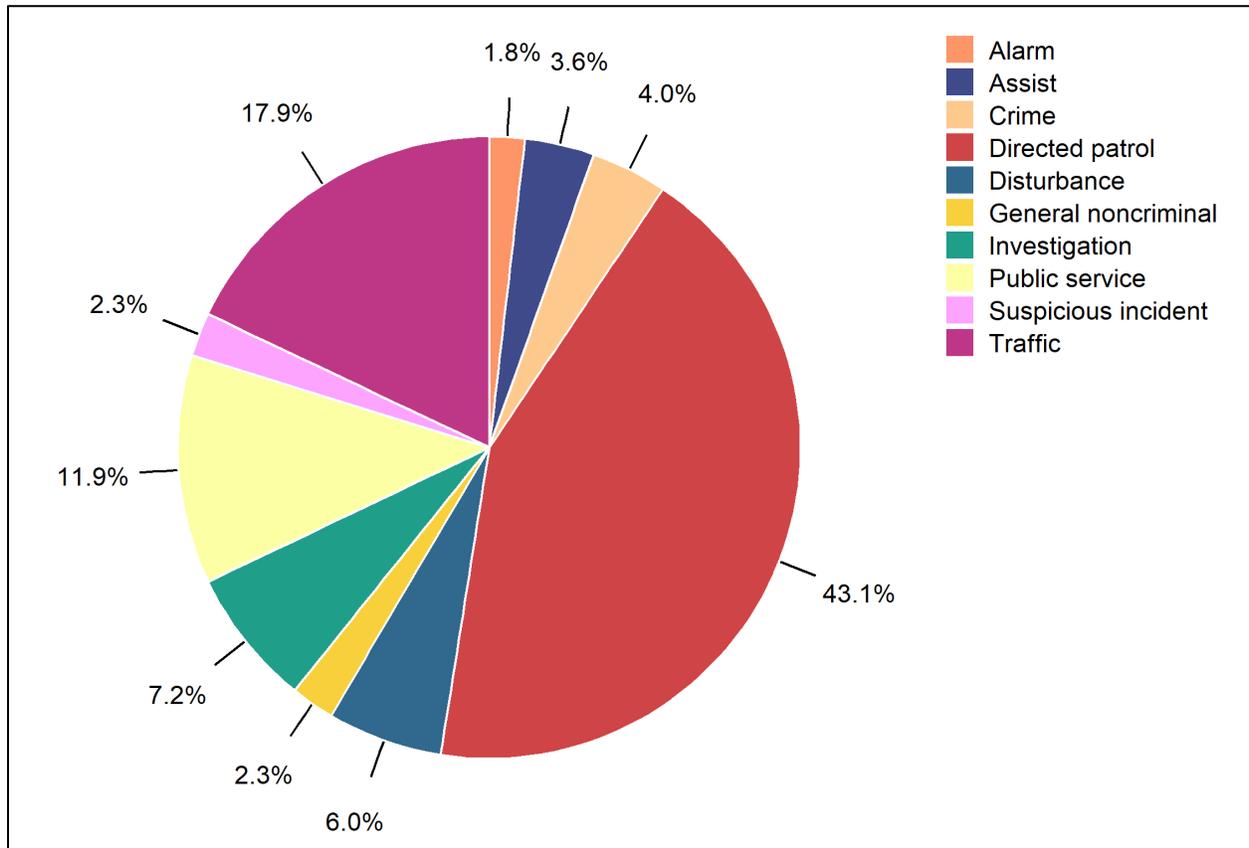
TABLE 10-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	25,801	70.7
Police-initiated	36,131	99.0
Zero on scene	3,851	10.6
Total	65,783	180.2

Observations:

- 6 percent of the events had zero time on scene.
 - Directed patrol activities accounted for 74 percent of zero-on-scene events.
 - On average, the patrol units spent 1.5 minutes per zero-on-scene event. This means that these events accounted for 0.3 work hours per day.
- 55 percent of all events were police-initiated.
- 39 percent of all events were community-initiated.
- There was an average of 180 events per day, or 7.5 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

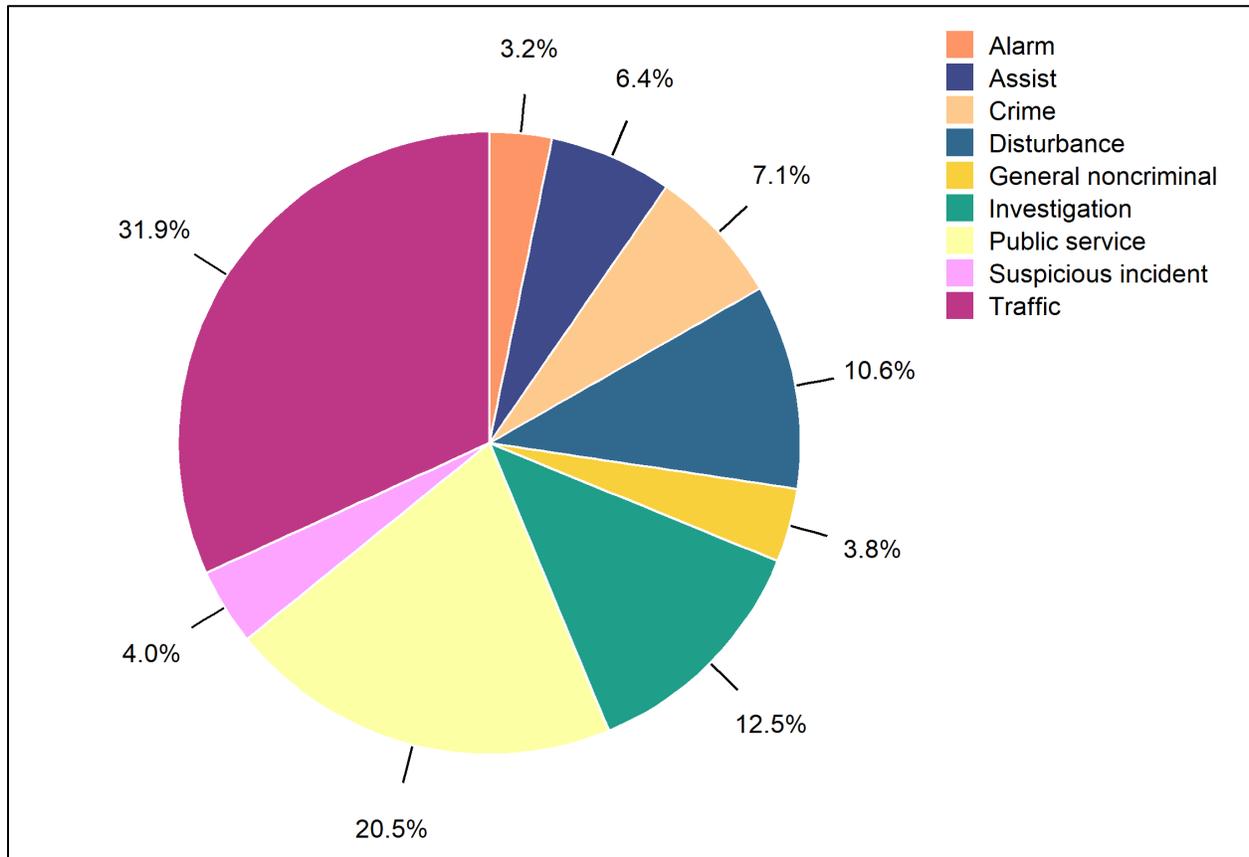
Category	Total Events	Events per Day
Accident	1,455	4.0
Alarm	1,204	3.3
Assist other agencies	2,379	6.5
Crime - against persons	528	1.4
Crime - against property	1,799	4.9
Crime - other/unspecified	279	0.8
Directed patrol	28,348	77.7
Disturbance	3,930	10.8
Information	57	0.2
Investigation	4,719	12.9
Mental health	438	1.2
Miscellaneous	692	1.9
Public service	7,819	21.4
Suspicious incident	1,484	4.1
Traffic enforcement	2,958	8.1
Traffic stop	7,392	20.3
Warrant/arrest	302	0.8
Total	65,783	180.2

Note: Observations below refer to events shown within the figure rather than the table.

Observations:

- The top five categories accounted for 86 percent of events:
 - 43 percent of events were directed patrol activities.
 - 18 percent of events were traffic-related.
 - 12 percent of events were public service.
 - 7 percent of events were investigations.
 - 6 percent of events were disturbances.
- 4 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	Total Calls	Calls per Day
Accident	1,416	3.9
Alarm	1,176	3.2
Assist other agencies	2,327	6.4
Crime - against persons	525	1.4
Crime - against property	1,787	4.9
Crime - other/unspecified	279	0.8
Disturbance	3,866	10.6
Information	51	0.1
Investigation	4,568	12.5
Mental health	435	1.2
Miscellaneous	607	1.7
Public service	7,450	20.4
Suspicious incident	1,446	4.0
Traffic enforcement	2,839	7.8
Traffic stop	7,344	20.1
Warrant/arrest	301	0.8
Total	36,417	99.8

Note: The focus here is on recorded calls rather than recorded events. We removed 3,851 events with zero time on scene and another 25,515 directed patrol activities.

Observations:

- There was an average of 99.8 calls per day, or 4.2 per hour.
- The top four categories accounted for 75 percent of calls:
 - 32 percent of calls were traffic-related.
 - 20 percent of calls were public service.
 - 13 percent of calls were investigations.
 - 11 percent of calls were disturbances.
- 7 percent of calls were crimes.

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

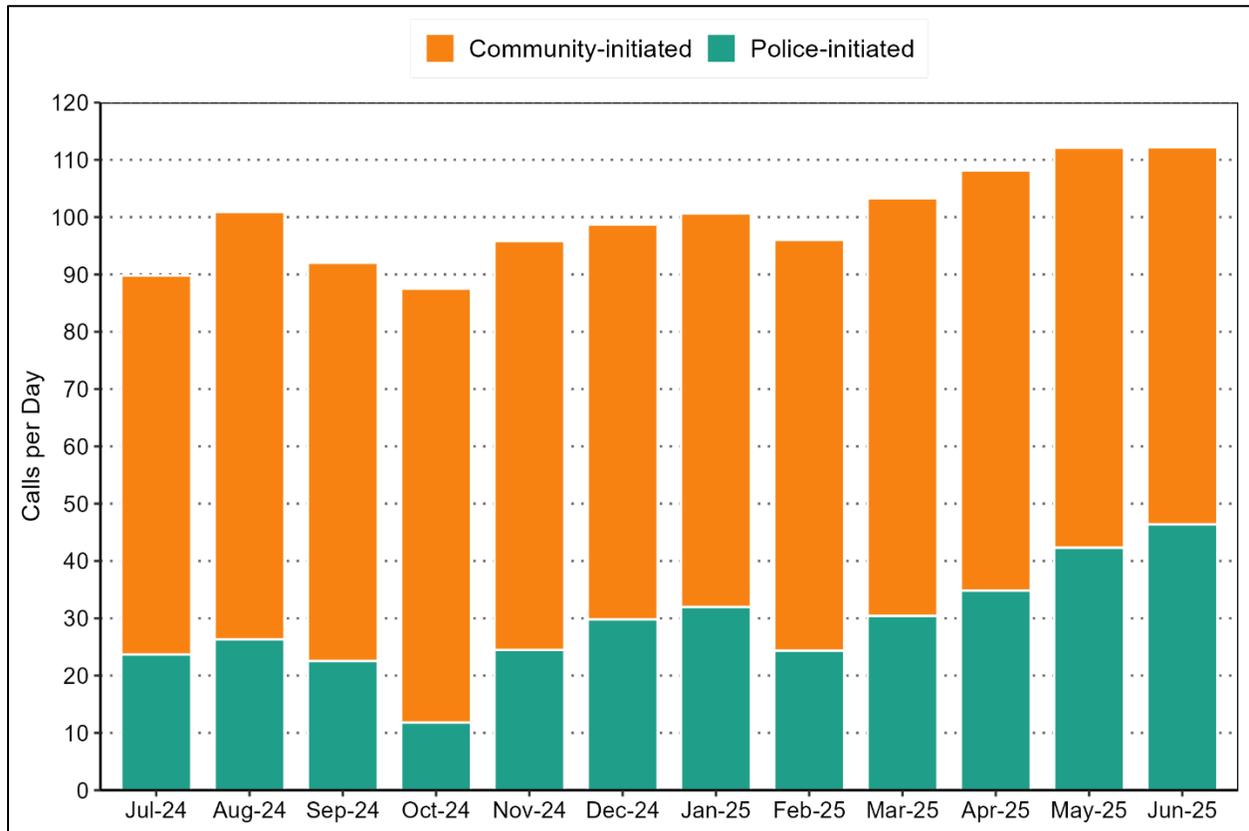


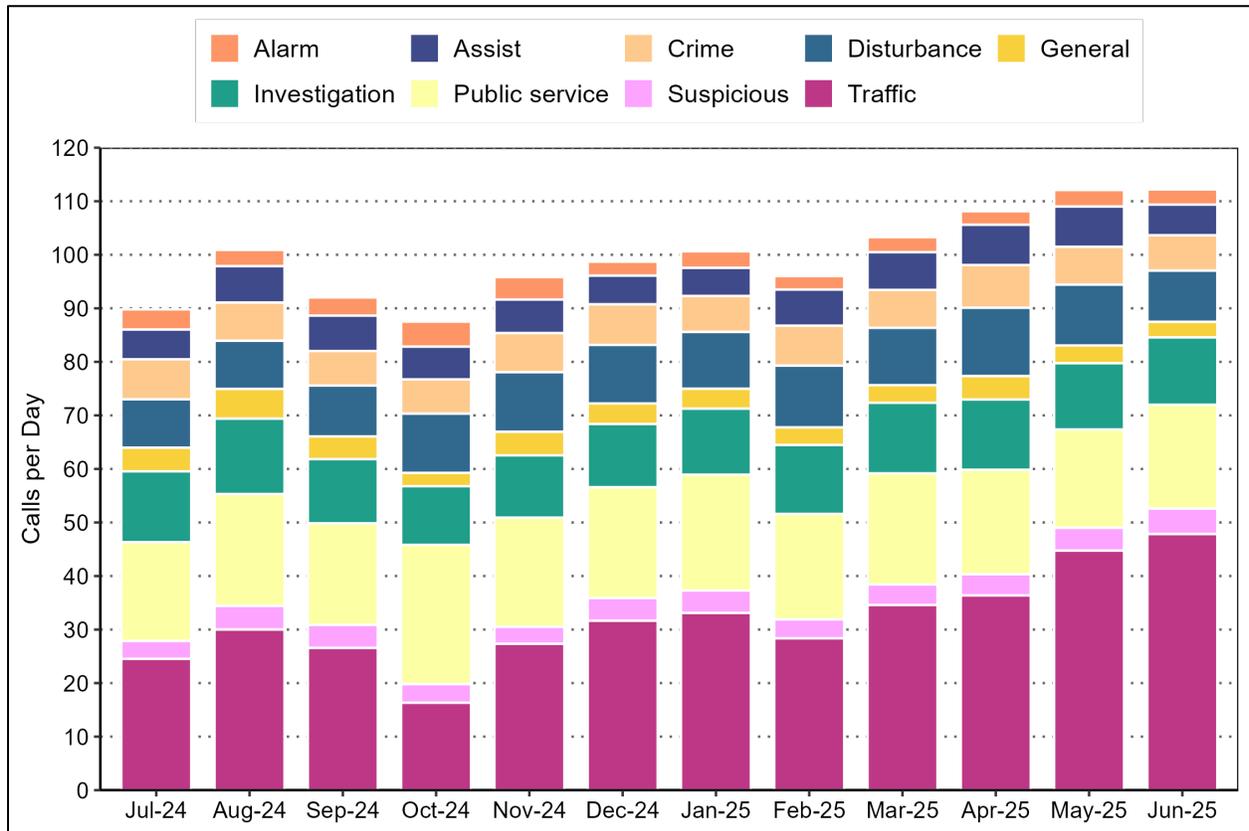
TABLE 10-4: Calls per Day, by Initiator and Month

Initiator	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Community	66.1	74.6	69.5	75.7	71.4	68.9	68.7	71.7	72.9	73.3	69.8	65.8
Police	23.7	26.3	22.6	11.8	24.5	29.8	32.0	24.4	30.4	34.8	42.3	46.4
Total	89.8	100.9	92.0	87.5	95.8	98.7	100.6	96.0	103.3	108.1	112.1	112.2

Observations:

- The number of calls per day was lowest in October.
- The number of calls per day was highest in May and June.
- The months with the most calls had 28 percent more calls than the months with the fewest calls.
- June had the most police-initiated calls, with 293 percent more than October, which had the fewest.
- October had the most community-initiated calls, with 15 percent more than July and June, 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

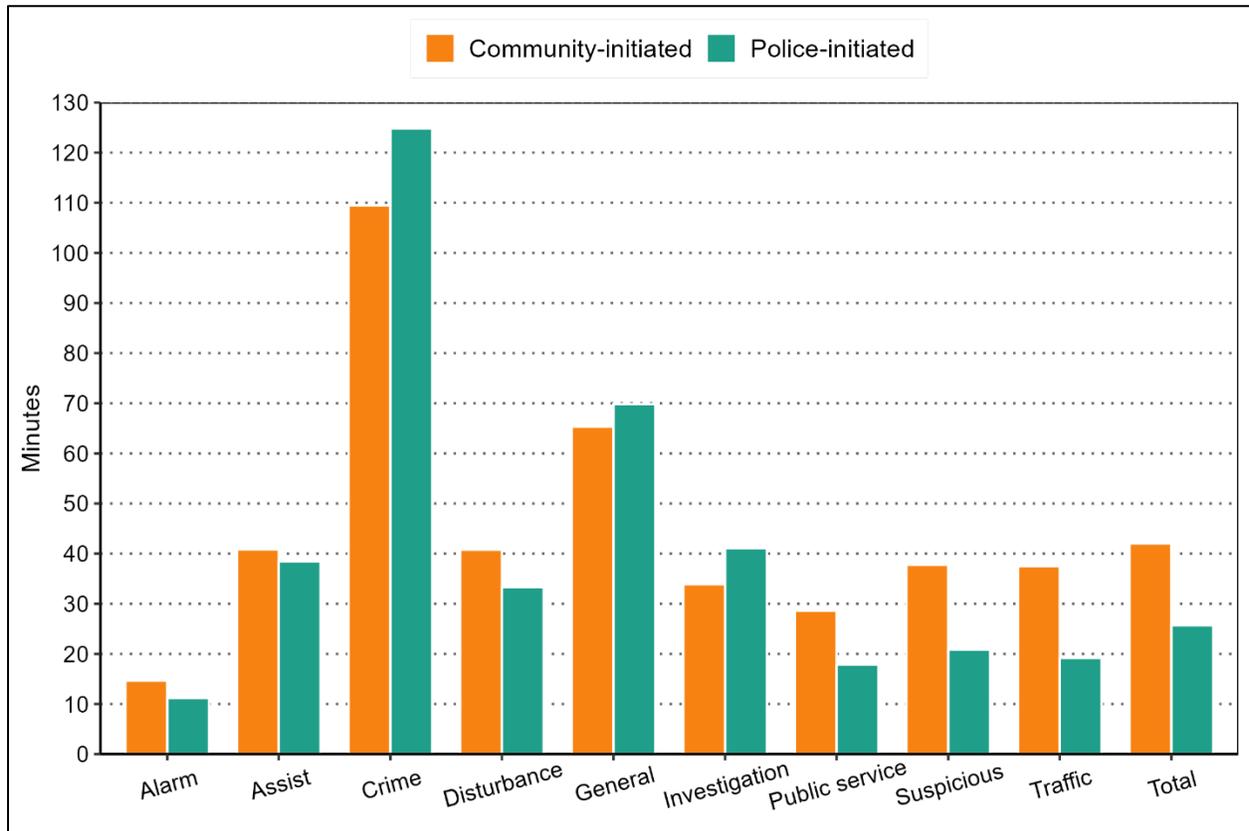
Category	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Accident	3.5	5.0	4.3	3.6	3.7	4.7	3.7	4.0	3.7	3.4	3.8	3.0
Alarm	3.8	3.0	3.4	4.7	4.2	2.6	3.1	2.5	2.8	2.5	3.1	2.8
Assist other agencies	5.5	6.8	6.6	6.1	6.3	5.4	5.3	6.8	7.1	7.5	7.5	5.7
Crime - against persons	1.7	1.5	1.3	1.6	1.3	1.3	1.0	1.5	1.4	1.6	1.5	1.6
Crime - against property	5.2	4.9	4.7	4.3	5.4	5.5	4.7	4.6	4.8	5.3	4.9	4.5
Crime - other/unspecified	0.6	0.8	0.4	0.5	0.6	0.7	1.0	1.4	0.9	1.1	0.7	0.6
Disturbance	9.0	9.0	9.5	11.1	11.1	10.9	10.6	11.5	10.7	12.8	11.4	9.6
Information	0.1	0.1	0.1	0.1	0.2	0.0	0.3	0.1	0.3	0.1	0.1	0.3
Investigation	13.2	14.1	12.0	11.0	11.6	11.8	12.3	12.9	13.2	13.1	12.4	12.6
Mental health	1.2	1.4	1.1	0.9	1.1	1.3	1.2	1.3	1.3	1.2	1.3	1.0
Miscellaneous	2.1	3.2	2.5	1.4	2.6	1.3	0.7	0.9	1.0	1.8	1.3	1.1
Public service	18.5	20.9	19.0	26.0	20.4	20.7	21.6	19.7	20.7	19.5	18.4	19.4
Suspicious incident	3.4	4.4	4.3	3.5	3.2	4.2	4.2	3.5	3.8	4.0	4.3	4.8
Traffic enforcement	5.9	8.8	8.8	7.5	7.6	6.7	7.6	8.4	8.7	8.2	8.0	7.1
Traffic stop	15.1	16.2	13.5	5.3	16.0	20.3	21.7	15.9	22.1	24.7	32.9	37.7
Warrant/arrest	1.0	0.8	0.5	0.1	0.4	1.3	1.6	1.0	0.7	1.3	0.7	0.5
Total	89.8	100.9	92.0	87.5	95.8	98.7	100.6	96.0	103.3	108.1	112.1	112.2

Note: Calculations were limited to calls rather than events.

Observations:

- The top four categories averaged between 73 and 80 percent of calls throughout the year:
 - Traffic calls averaged between 16.3 and 47.8 calls per day throughout the year.
 - Public service calls averaged between 18.4 and 26.0 calls per day throughout the year.
 - Investigation calls averaged between 11.0 and 14.1 calls per day throughout the year.
 - Disturbance calls averaged between 9.0 and 12.8 calls per day throughout the year.
- Crime calls averaged between 6.4 and 8.0 calls per day throughout the year and accounted for 6 to 8 percent of total calls.

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

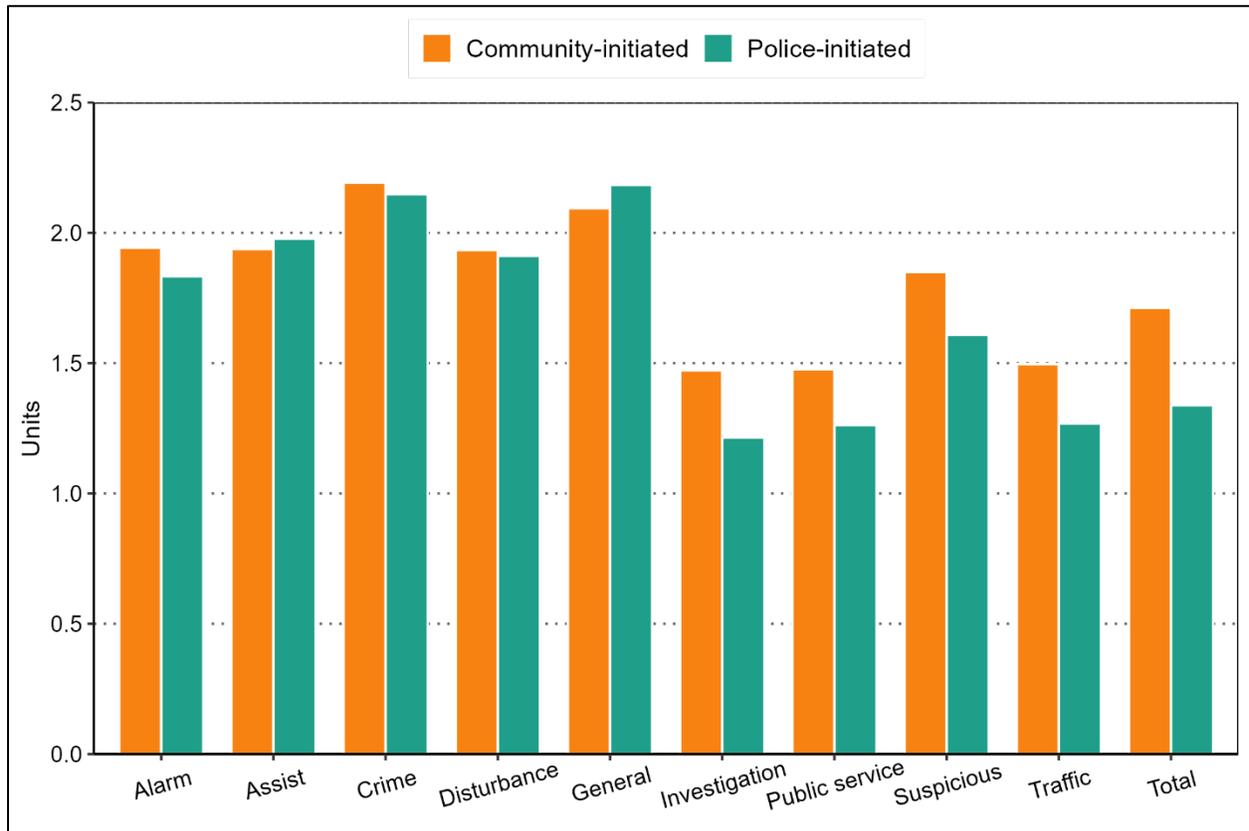
Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	55.9	1,277	60.4	139
Alarm	14.7	1,164	11.2	12
Assist other agencies	40.9	2,152	38.5	175
Crime - against persons	156.0	497	121.7	28
Crime - against property	85.4	1,666	63.6	121
Crime - other/unspecified	211.4	165	190.6	114
Disturbance	40.8	3,787	33.3	79
Information	43.9	47	17.3	4
Investigation	33.9	3,598	41.1	970
Mental health	114.2	421	140.7	14
Miscellaneous	26.0	565	19.7	42
Public service	28.6	6,832	17.9	618
Suspicious incident	37.8	1,165	20.9	281
Traffic enforcement	27.8	2,425	44.6	414
Traffic stop	NA	0	17.0	7,344
Warrant/arrest	131.3	40	74.9	261
Weighted Average/Total Calls	42.0	25,801	25.7	10,616

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 11 to 125 minutes overall.
- The longest average times were for police-initiated crime calls.
- The average time spent on crime calls was 109 minutes for community-initiated calls and 125 minutes for police-initiated calls.

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

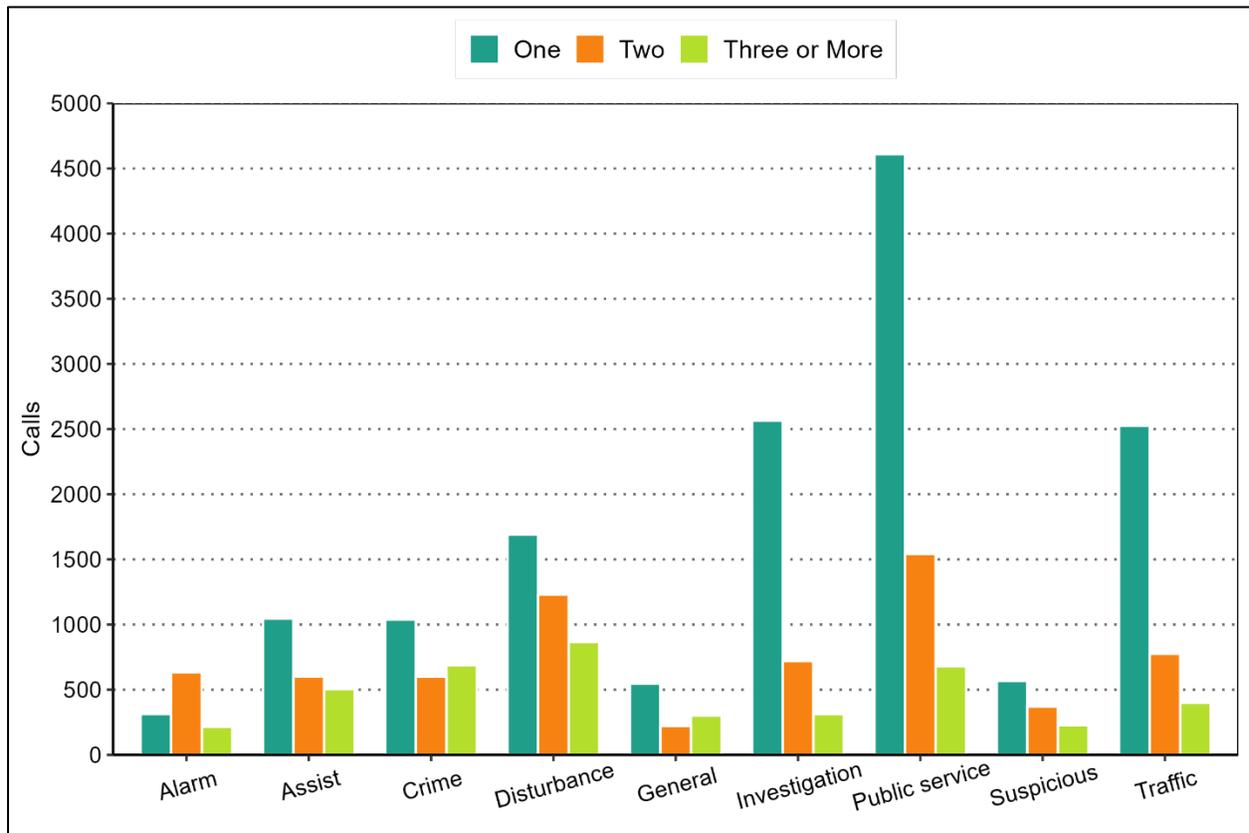


Note: The figure combines categories using weighted averages from the following table according to the description in Chart 10-1. The information in Figure 10-7 and Table 10-7 is limited to calls and excludes events with zero time on scene.

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	1.8	1,277	2.1	139
Alarm	1.9	1,164	1.8	12
Assist other agencies	1.9	2,152	2.0	175
Crime - against persons	2.8	497	1.6	28
Crime - against property	1.9	1,666	1.8	121
Crime - other/unspecified	3.1	165	2.7	114
Disturbance	1.9	3,787	1.9	79
Information	1.4	47	1.0	4
Investigation	1.5	3,598	1.2	970
Mental health	3.3	421	3.1	14
Miscellaneous	1.2	565	1.3	42
Public service	1.5	6,832	1.3	618
Suspicious incident	1.8	1,165	1.6	281
Traffic enforcement	1.3	2,425	1.4	414
Traffic stop	NA	0	1.2	7,344
Warrant/arrest	2.6	40	2.3	261
Weighted Average/Total Calls	1.7	25,801	1.3	10,616

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.

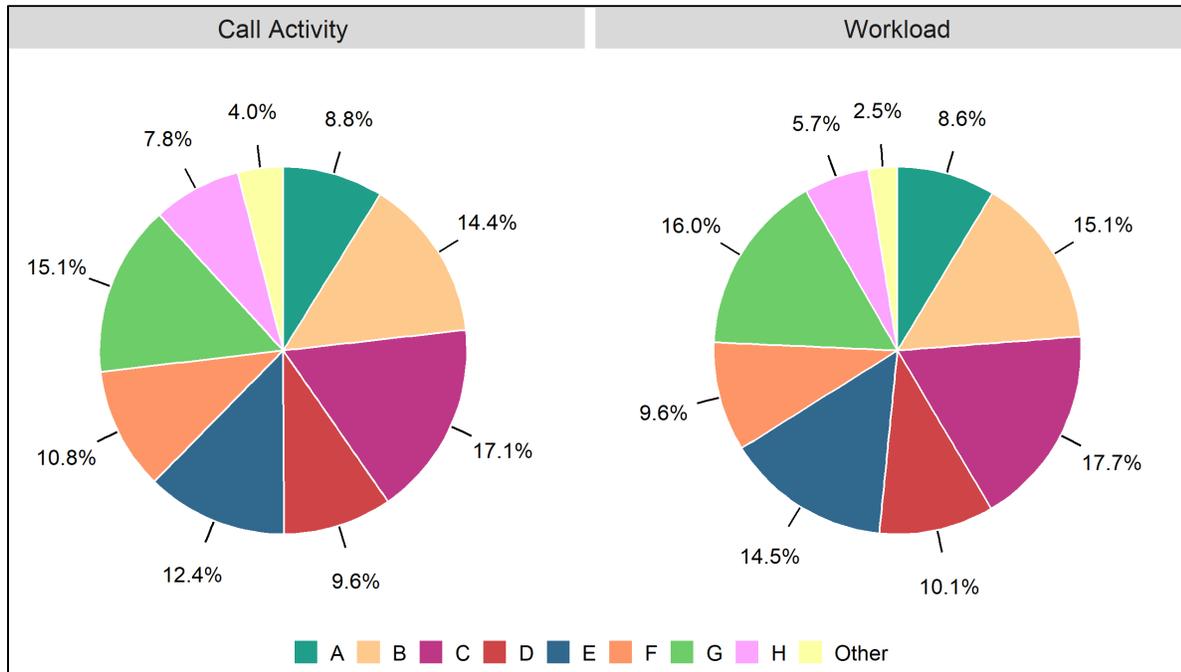
TABLE 10-8: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	693	325	259
Alarm	314	634	216
Assist other agencies	1,046	601	505
Crime - against persons	151	109	237
Crime - against property	845	449	372
Crime - other/unspecified	43	42	80
Disturbance	1,691	1,230	866
Information	32	10	5
Investigation	2,565	720	313
Mental health	31	130	260
Miscellaneous	478	67	20
Public service	4,610	1,542	680
Suspicious incident	567	371	227
Traffic enforcement	1,833	451	141
Warrant/arrest	6	16	18
Total	14,905	6,697	4,199

Observations:

- The overall mean number of responding units was 1.3 for police-initiated calls and 1.7 for community-initiated calls.
- The mean number of responding units was as high as 2.2 for crime calls that were community-initiated.
- 58 percent of community-initiated calls involved one responding unit.
- 26 percent of community-initiated calls involved two responding units.
- 16 percent of community-initiated calls involved three or more responding units.
- The largest group of calls with three or more responding units involved disturbances.

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



Note: The 'Other' category includes calls at headquarters and calls with an unspecified zone. These occur both within North Port and outside the city (e.g., Englewood, Venice, Port Charlotte), with a small number of records missing both city and zone information.

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

Zone	Per Day		Area (Square Miles)
	Calls	Work Hours	
A (W4)	8.8	8.1	11
B (E1)	14.3	14.2	10
C (E4)	17.1	16.7	36
D (E3)	9.5	9.5	6
E (E2)	12.4	13.7	5
F (W3)	10.8	9.1	5
G (W2)	15.0	15.1	6
H (W1)	7.8	5.4	24
Headquarters*	2.5	1.3	NA
Unspecified	1.4	1.1	NA
East Subtotal	53.4	54.1	57
West Subtotal	42.4	37.7	46
Other Subtotal	4.0	2.4	NA
Total	99.8	94.2	104

Note: Headquarters includes 77 calls at two substations.

Observations:

- Zone C had the most calls at 17 percent of total calls.
- Zone C had the most workload at 18 percent of the total workload.

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

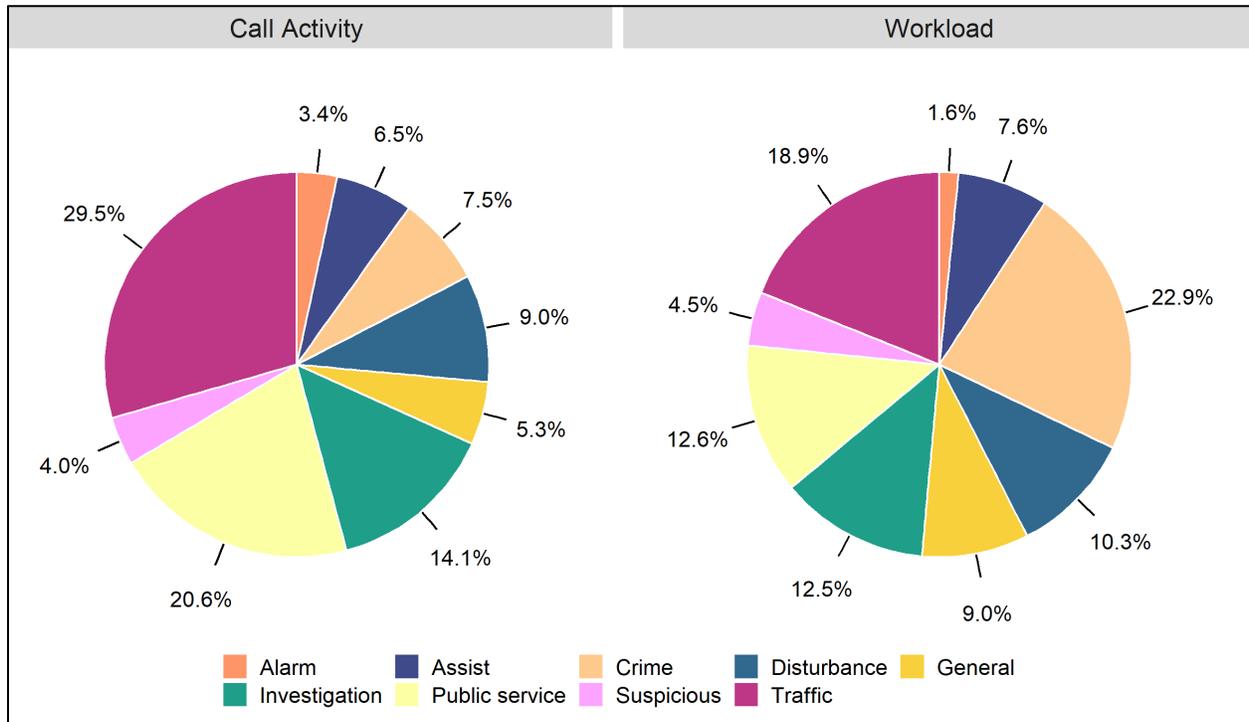


TABLE 10-10: Calls and Work Hours per Day, by Category, Summer

Category	Per Day	
	Calls	Work Hours
Accident	4.4	6.2
Alarm	3.3	1.5
Assist other agencies	6.3	7.1
Crime - against persons	1.5	6.9
Crime - against property	5.1	10.2
Crime - other/unspecified	0.7	4.3
Disturbance	8.8	9.6
Information	0.1	0.2
Investigation	13.7	11.7
Mental health	1.3	5.0
Miscellaneous	2.8	1.3
Public service	20.0	11.8
Suspicious incident	3.9	4.2
Traffic enforcement	7.6	4.4
Traffic stop	16.6	7.0
Warrant/arrest	0.9	2.0
Total	97.0	93.1

Note: Workload calculations focused on calls rather than events.

Observations, Summer:

- Total calls averaged 97 per day, or 4.0 per hour.
- Total workload averaged 93 hours per day, meaning that on average, 3.9 units per hour were busy responding to calls.
- Traffic calls constituted 29 percent of calls and 19 percent of the workload.
- Public service calls constituted 21 percent of calls and 13 percent of the workload.
- Investigation calls constituted 14 percent of calls and 13 percent of the workload.
- Disturbance calls constituted 9 percent of calls and 10 percent of the workload.
- These top four categories constituted 73 percent of calls and 54 percent of the workload.
- Crime calls constituted 8 percent of calls and 23 percent of the workload.

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

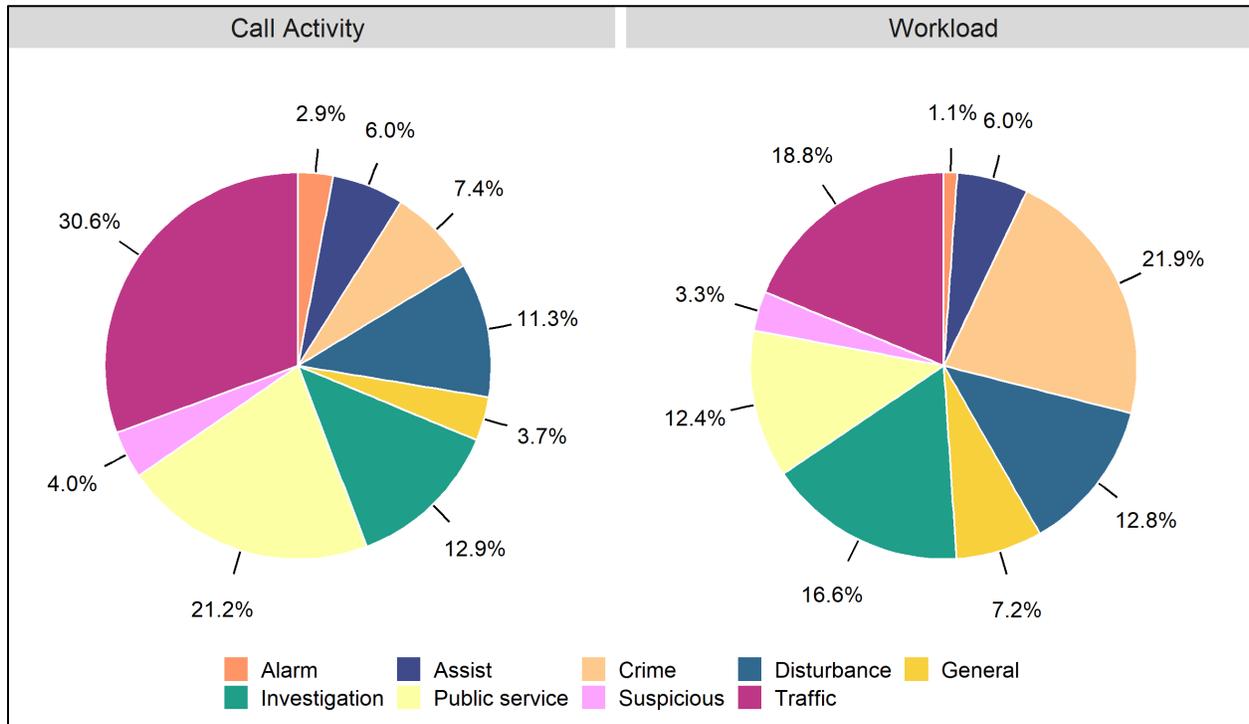


TABLE 10-11: Calls and Work Hours per Day, by Category, Winter

Category	Per Day	
	Calls	Work Hours
Accident	3.9	5.7
Alarm	2.8	1.1
Assist other agencies	5.9	5.9
Crime - against persons	1.3	5.8
Crime - against property	4.7	9.7
Crime - other/unspecified	1.2	6.1
Disturbance	11.0	12.6
Information	0.2	0.1
Investigation	12.6	16.4
Mental health	1.3	4.3
Miscellaneous	0.8	0.5
Public service	20.6	12.2
Suspicious incident	3.9	3.3
Traffic enforcement	8.1	6.3
Traffic stop	17.8	6.6
Warrant/arrest	1.3	2.2
Total	97.5	98.8

Note: Workload calculations focused on calls rather than events.

Observations, Winter:

- The average number of calls per day and the average daily workload were higher in winter than in summer.
- Total calls averaged 98 per day, or 4.1 per hour.
- Total workload averaged 99 hours per day, meaning that on average, 4.1 units per hour were busy responding to calls.
- Traffic calls constituted 31 percent of calls and 19 percent of the workload.
- Public service calls constituted 21 percent of calls and 12 percent of the workload.
- Investigation calls constituted 13 percent of calls and 17 percent of the workload.
- Disturbance calls constituted 11 percent of calls and 13 percent of the workload.
- These top four categories constituted 76 percent of calls and 61 percent of the workload.
- Crime calls constituted 7 percent of calls and 22 percent of the workload.

OUT-OF-SERVICE ACTIVITIES

In the period from July 1, 2024, through June 30, 2025, the dispatch center recorded activities that were not assigned a call number. We focused on those activities that involved a patrol unit. We also limited our analysis to non-call activities that occurred during shifts where the same patrol unit was also responding to calls for service. Each record only indicates one unit per activity. There were a few problems with the data provided, and we made assumptions and decisions to address these issues:

- We excluded activities that lasted fewer than 30 seconds. These are irrelevant and contribute little to the overall workload.
- After these exclusions, 11,294 activities remained. These activities had an average duration of 43.0 minutes.

In this section, we report out-of-service activities and workload by description. 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 station	48.8	3,606
Briefing	48.6	63
Busy	39.9	119
Call (by phone)	21.9	47
Court related	72.1	162
In vehicle	33.6	2,347
Paperwork	54.4	298
Training	63.5	246
Vehicle/equipment maintenance	24.8	603
Miscellaneous	43.4	2,422
Administrative - Weighted Average/Total Activities	43.1	9,913
Personal - Break	42.1	1,381
Weighted Average/Total Activities	43.0	11,294

Observations:

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

FIGURE 10-12: Activities per Day, by Month

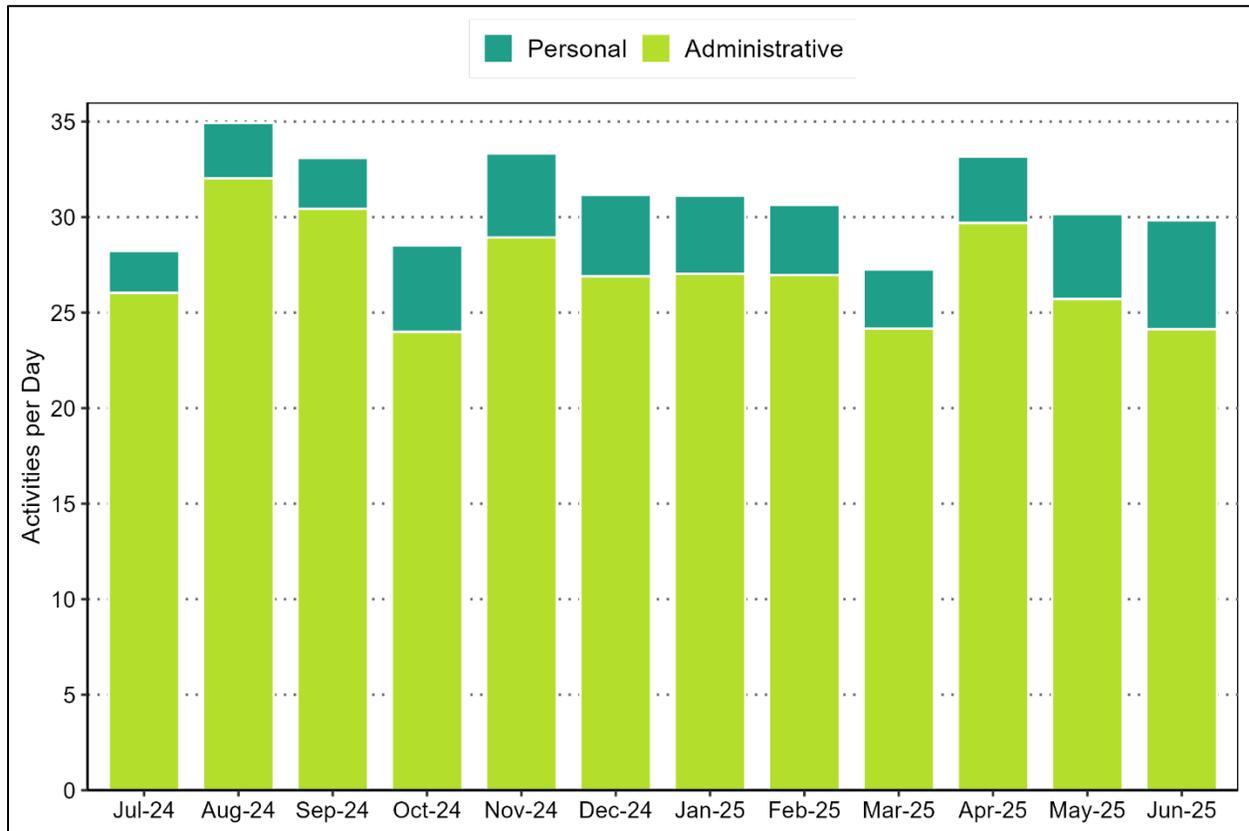


TABLE 10-13: Activities and Workload per Day, by Month

Month	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Administrative	26.0	32.0	30.4	24.0	28.9	26.9	27.0	27.0	24.2	29.7	25.7	24.1
Personal	2.2	2.9	2.7	4.5	4.4	4.3	4.1	3.7	3.1	3.5	4.5	5.7
Total	28.2	34.9	33.1	28.5	33.3	31.2	31.1	30.6	27.3	33.2	30.2	29.8

Observations:

- The number of activities per day was the lowest in March.
- The number of activities per day was highest in August.

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

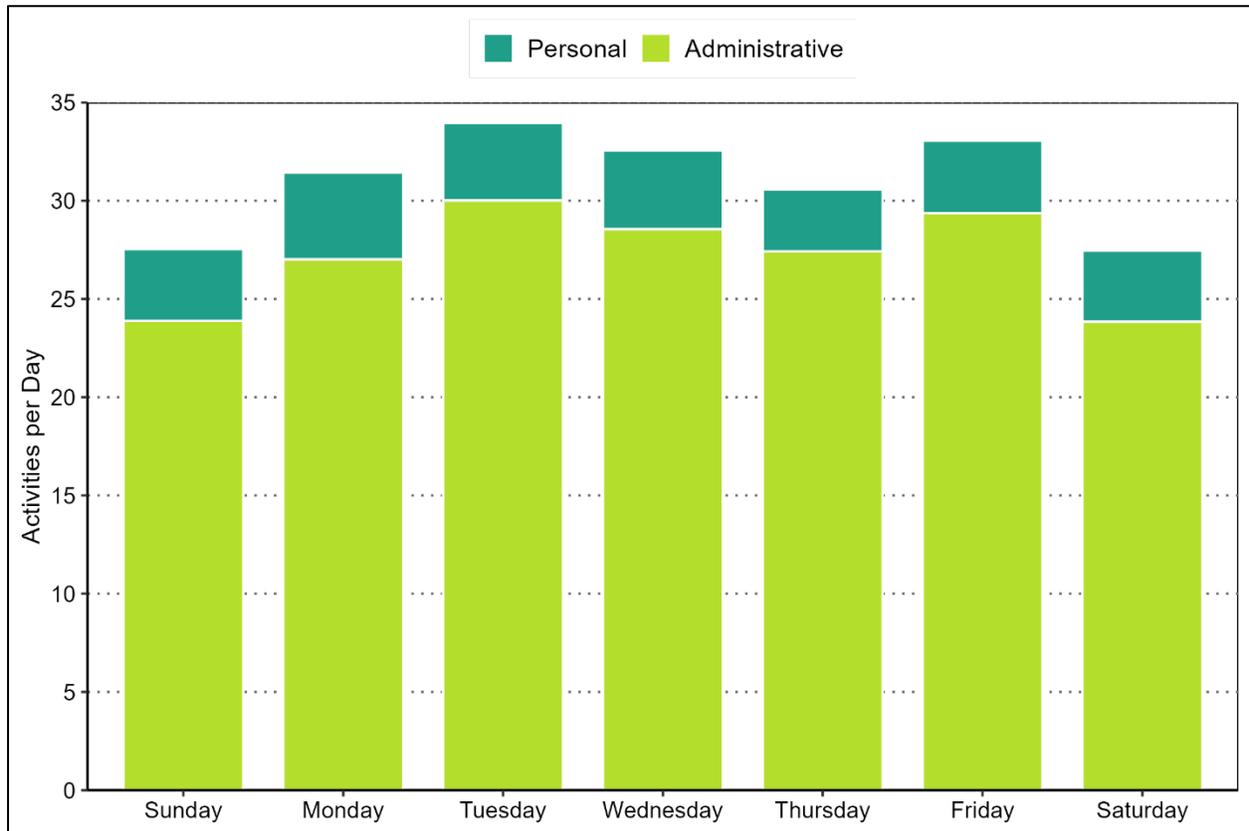


TABLE 10-14: Activities per Day, by Day of Week

Day of Week	Administrative	Personal	Total
Sunday	23.9	3.7	27.5
Monday	27.0	4.4	31.4
Tuesday	30.0	3.9	34.0
Wednesday	28.6	4.0	32.6
Thursday	27.4	3.2	30.6
Friday	29.4	3.7	33.1
Saturday	23.8	3.6	27.5
Weekly Average	27.2	3.8	30.9

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

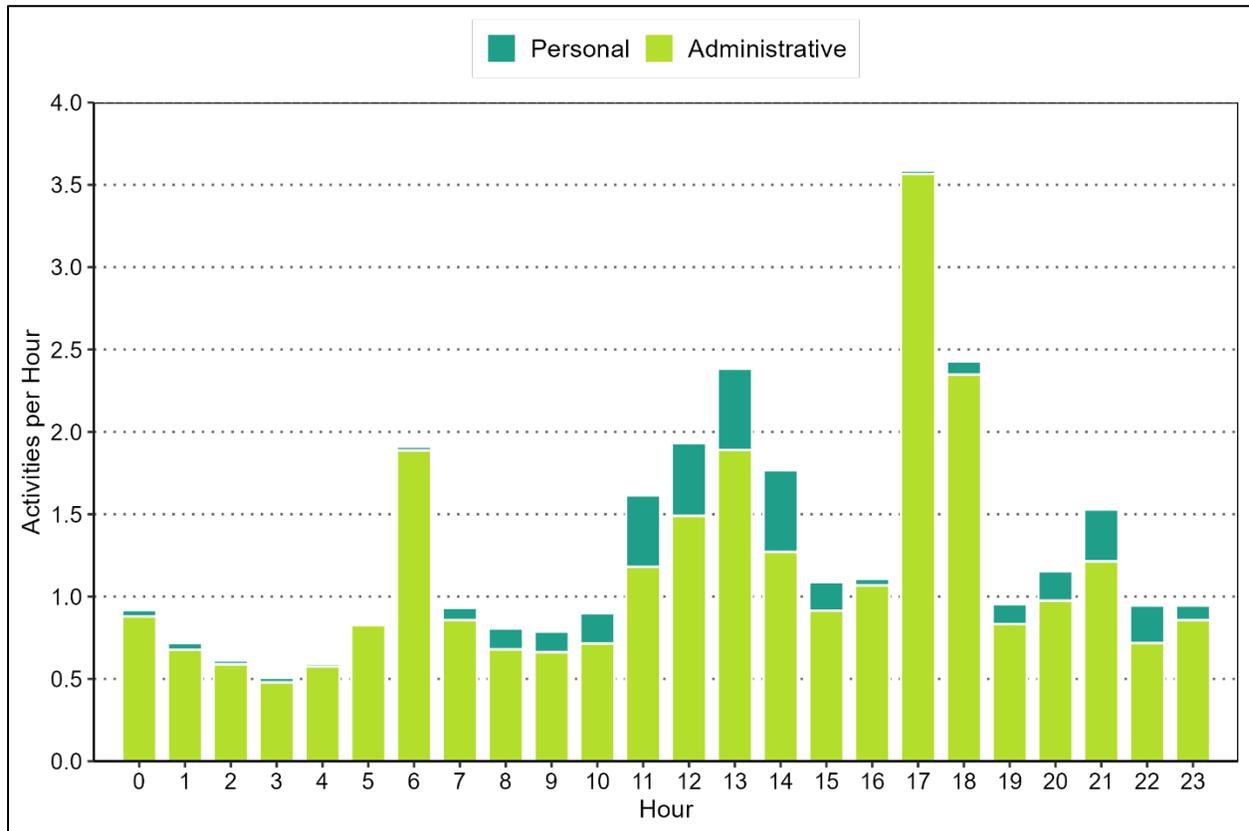


TABLE 10-15: Activities per Hour, by Hour of Day

Hour	Personal	Administrative	Total
0	0.04	0.88	0.92
1	0.04	0.68	0.72
2	0.02	0.59	0.61
3	0.03	0.48	0.51
4	0.02	0.58	0.59
5	0.01	0.83	0.84
6	0.02	1.89	1.91
7	0.07	0.86	0.93
8	0.13	0.68	0.81
9	0.12	0.66	0.79
10	0.18	0.72	0.90
11	0.43	1.18	1.61
12	0.44	1.49	1.93
13	0.49	1.89	2.38
14	0.50	1.27	1.77
15	0.17	0.92	1.09
16	0.04	1.07	1.11
17	0.02	3.57	3.59
18	0.08	2.35	2.43
19	0.12	0.83	0.95
20	0.18	0.98	1.15
21	0.32	1.21	1.53
22	0.23	0.72	0.95
23	0.09	0.86	0.95
Hourly Average	0.16	1.13	1.29

Observations:

- The number of activities per hour was lowest between 3:00 a.m. and 4:00 a.m.
- The number of activities per hour was highest between 5:00 p.m. and 6:00 p.m.

DEPLOYMENT

For this study, we examined deployment information for eight weeks in summer (July 7 through August 28, 2024) and eight weeks in winter (January 4 through February 28, 2025). The department's patrol force consists of patrol units, patrol Corporals, and patrol Sergeants, operating on 12-hour shifts starting at 6:00 a.m., 1:00 p.m., and 6:00 p.m. The police department's main patrol force deployed an average of 11.7 units per hour during the 24-hour day in summer and 11.2 units per hour in winter.

In this section, we describe the deployment and workload in distinct steps, distinguishing between summer and winter 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, 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 summer and winter.

FIGURE 10-15: Deployed Units, Weekdays, Summer

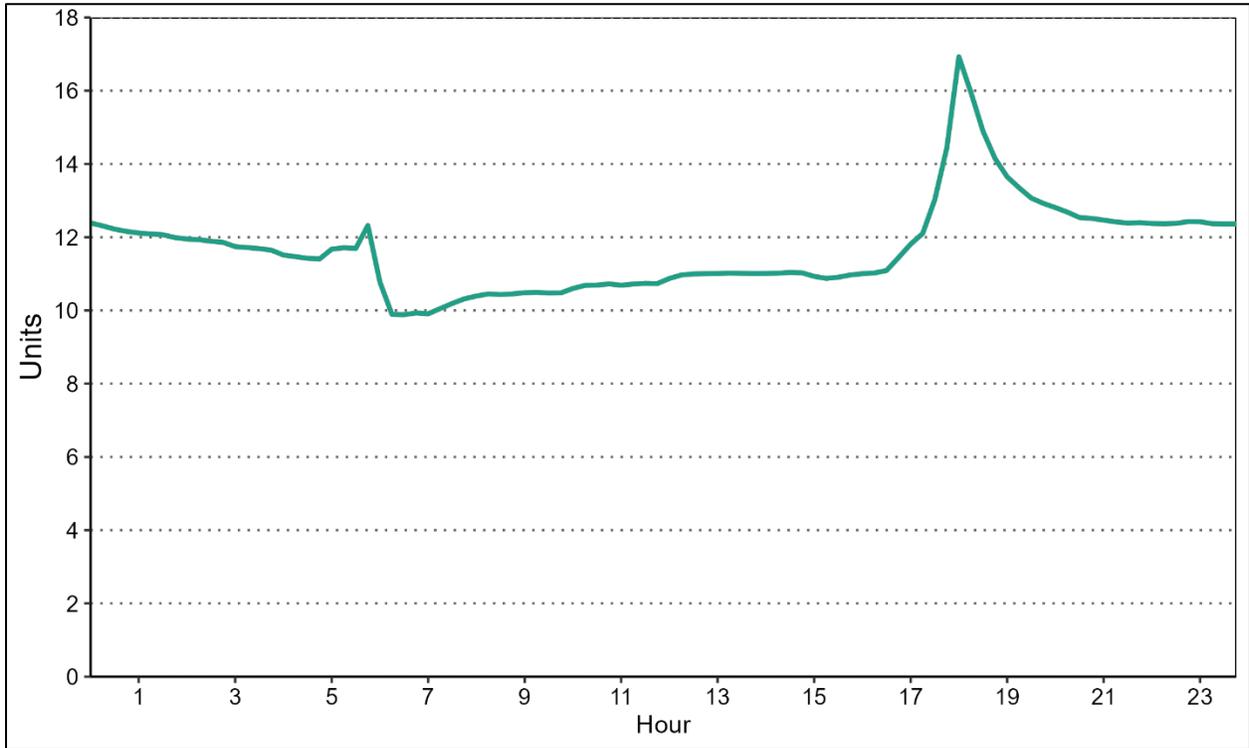


FIGURE 10-16: Deployed Units, Weekends, Summer

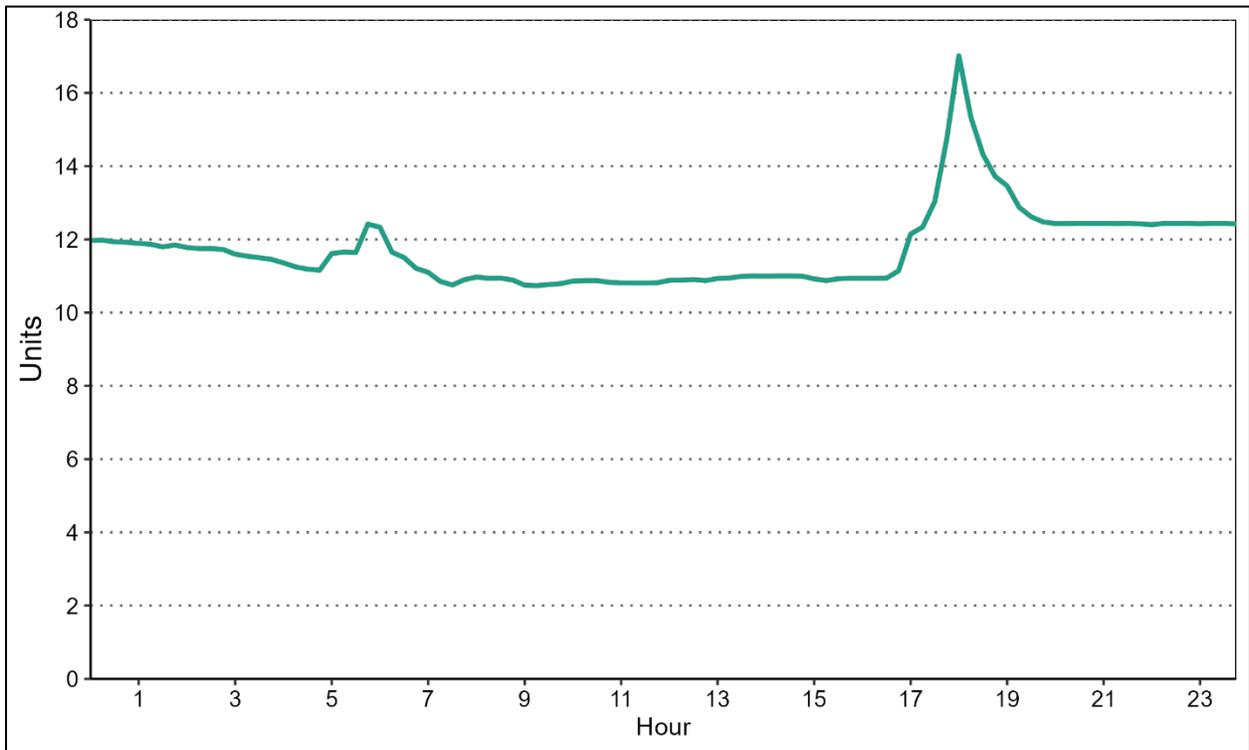


FIGURE 10-17: Deployed Units, Weekdays, Winter

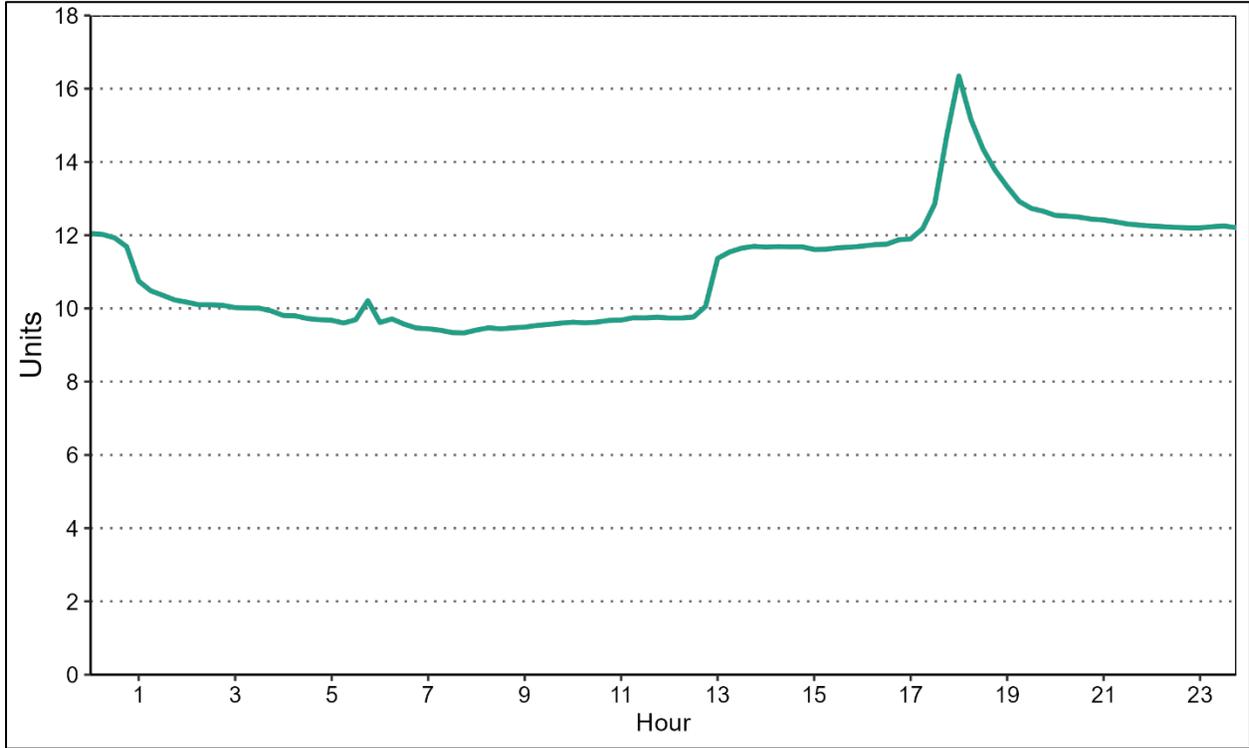
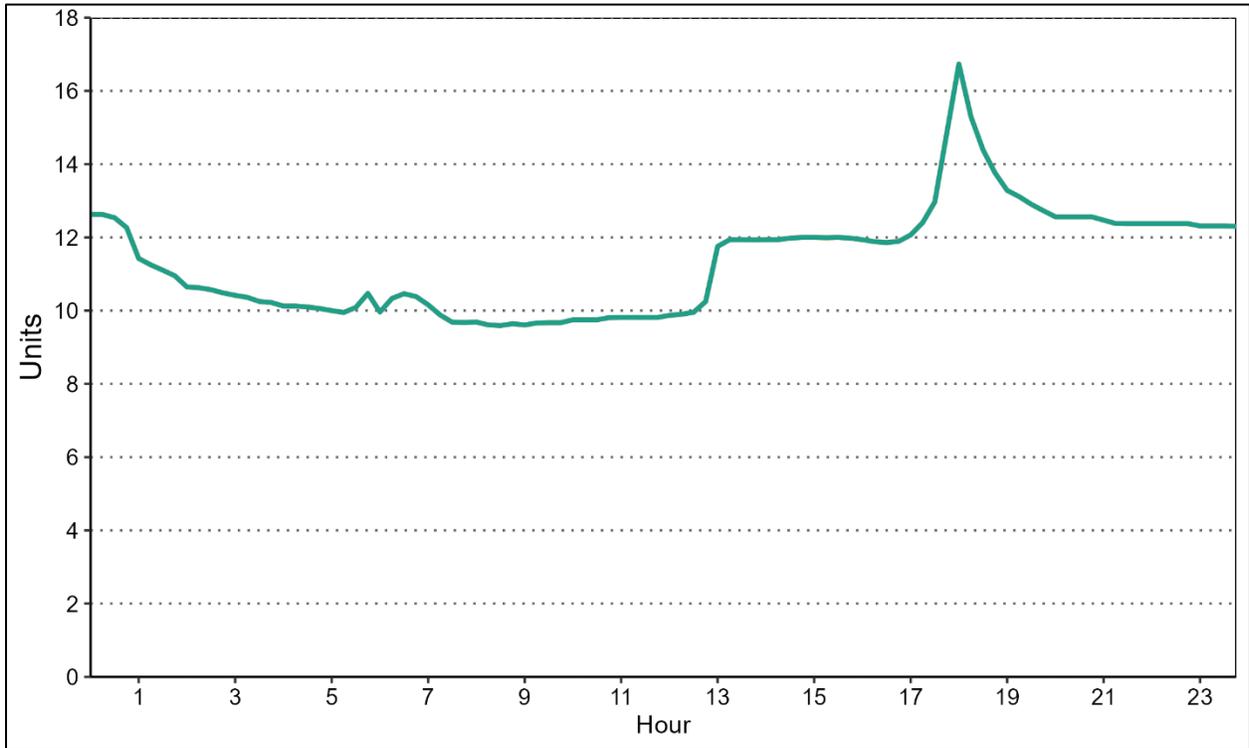


FIGURE 10-18: Deployed Units, Weekends, Winter



Observations:

- For Summer (July 7 through August 28, 2024):
 - The average deployment was 11.7 units per hour during the week and 11.7 units per hour on the weekend.
 - Average deployment varied from 9.9 to 16.9 units per hour on weekdays and 10.7 to 17.0 units per hour on weekends.
- For Winter (January 4 through February 28, 2025):
 - The average deployment was 11.1 units per hour during the week and 11.3 units per hour on the weekend.
 - Average deployment varied from 9.3 to 16.3 units per hour on weekdays and 9.6 to 16.7 units per hour on weekends.

FIGURE 10-19: Deployment and All Workload, Weekdays, Summer

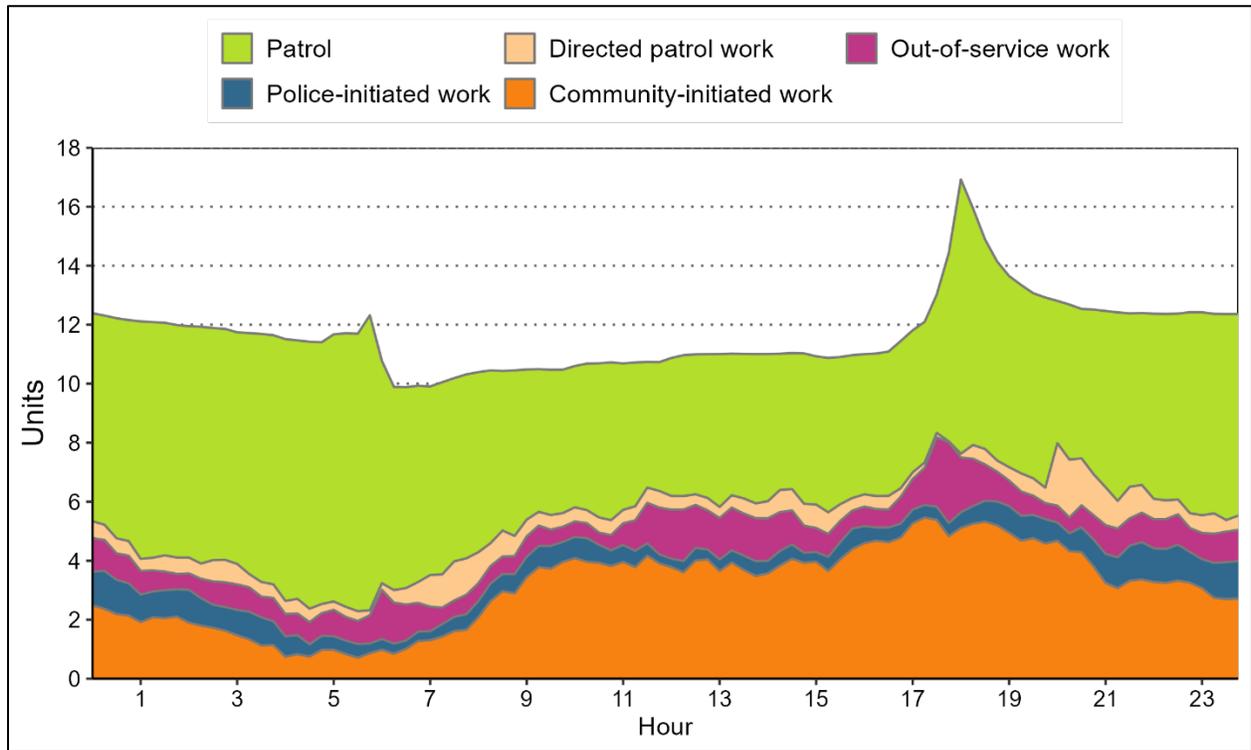


FIGURE 10-20: Deployment and All Workload, Weekends, Summer

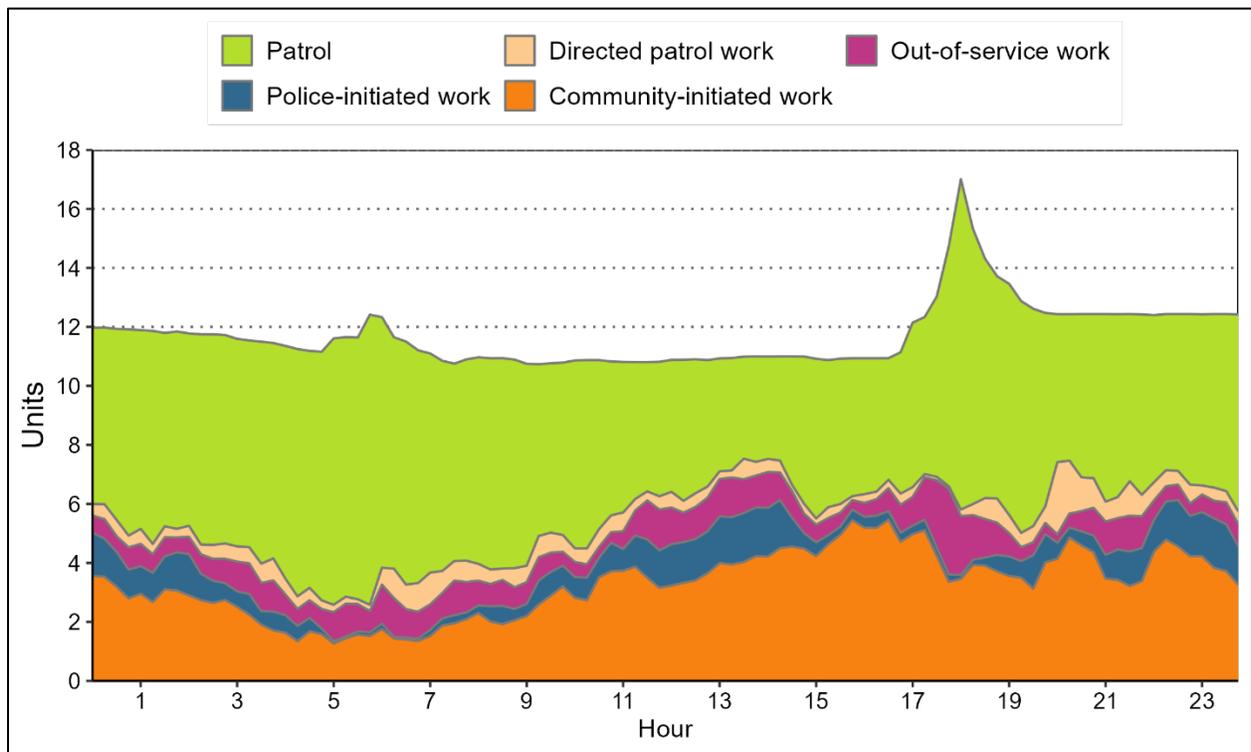


FIGURE 10-21: Deployment and All Workload, Weekdays, Winter

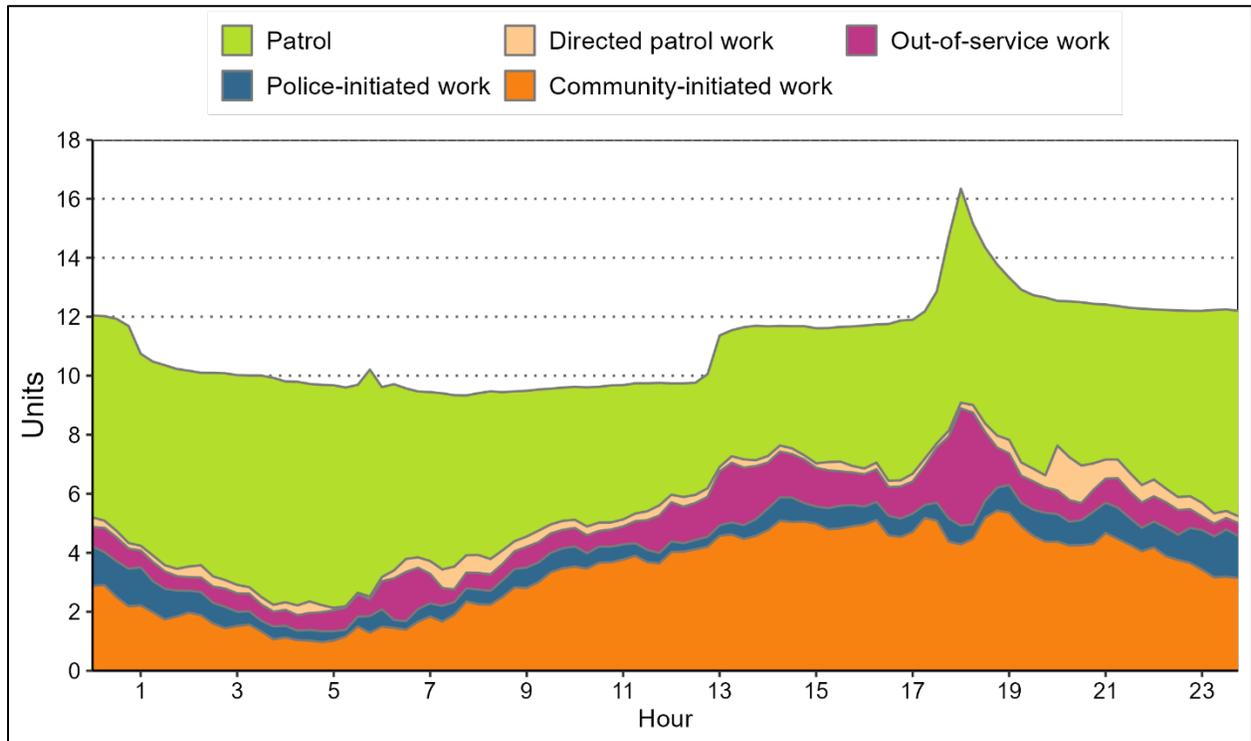
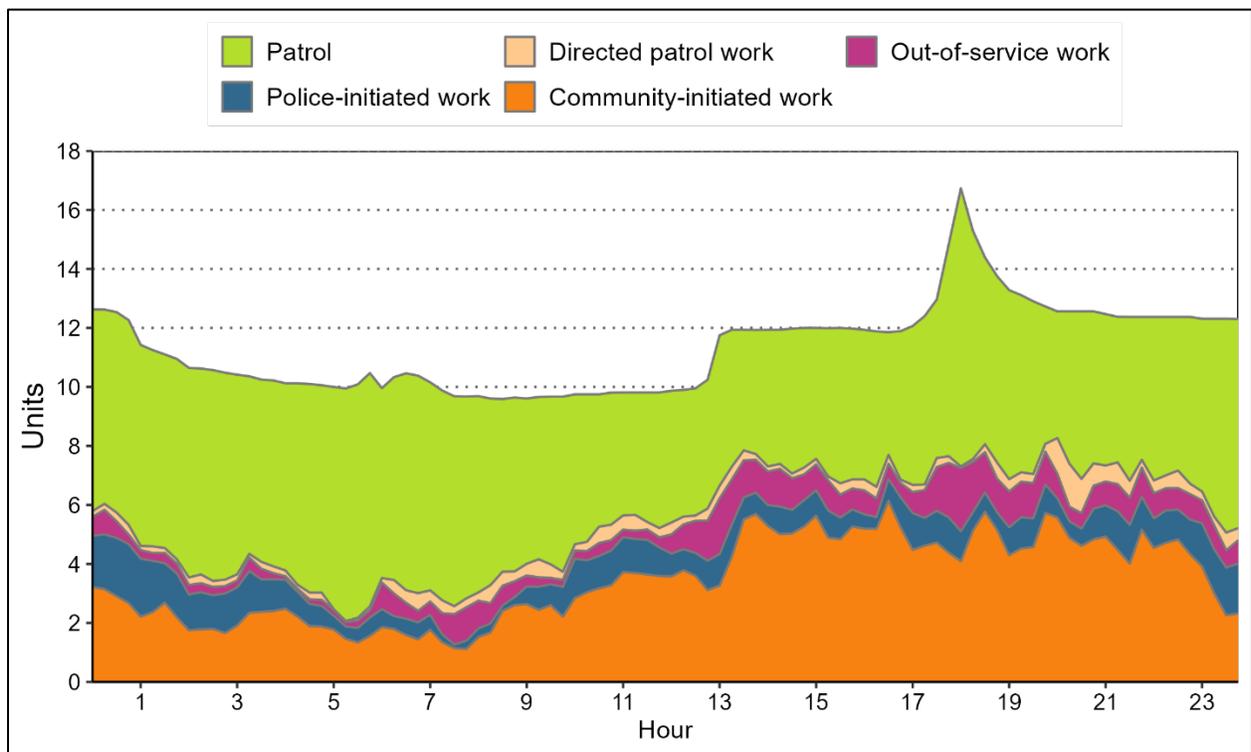


FIGURE 10-22: Deployment and All Workload, Weekends, Winter



Note: Figures 10-19 to 10-22 show deployment along with all workloads from community-initiated calls, police-initiated calls, directed patrol work, and out-of-service work.

Observations:

Summer:

- Community-initiated work:
 - Average community-initiated workload was 3.1 units per hour during the week and 3.3 units per hour on weekends.
 - This was approximately 27 percent of hourly deployment during the week and 28 percent of hourly deployment on weekends.
- All work:
 - Average workload was 5.4 units per hour during the week and 5.4 units per hour on weekends.
 - This was approximately 46 percent of hourly deployment during the week and 46 percent of hourly deployment on weekends.

Winter:

- Community-initiated work:
 - Average community-initiated workload was 3.3 units per hour during the week and 3.4 units per hour on weekends.
 - This was approximately 30 percent of hourly deployment during the week and 30 percent of hourly deployment on weekends.
- All work:
 - Average workload was 5.4 units per hour during the week and 5.5 units per hour on weekends.
 - This was approximately 48 percent of hourly deployment during the week and 48 percent of hourly deployment on weekends.

FIGURE 10-23: Percentage of Workload, Weekdays, Summer

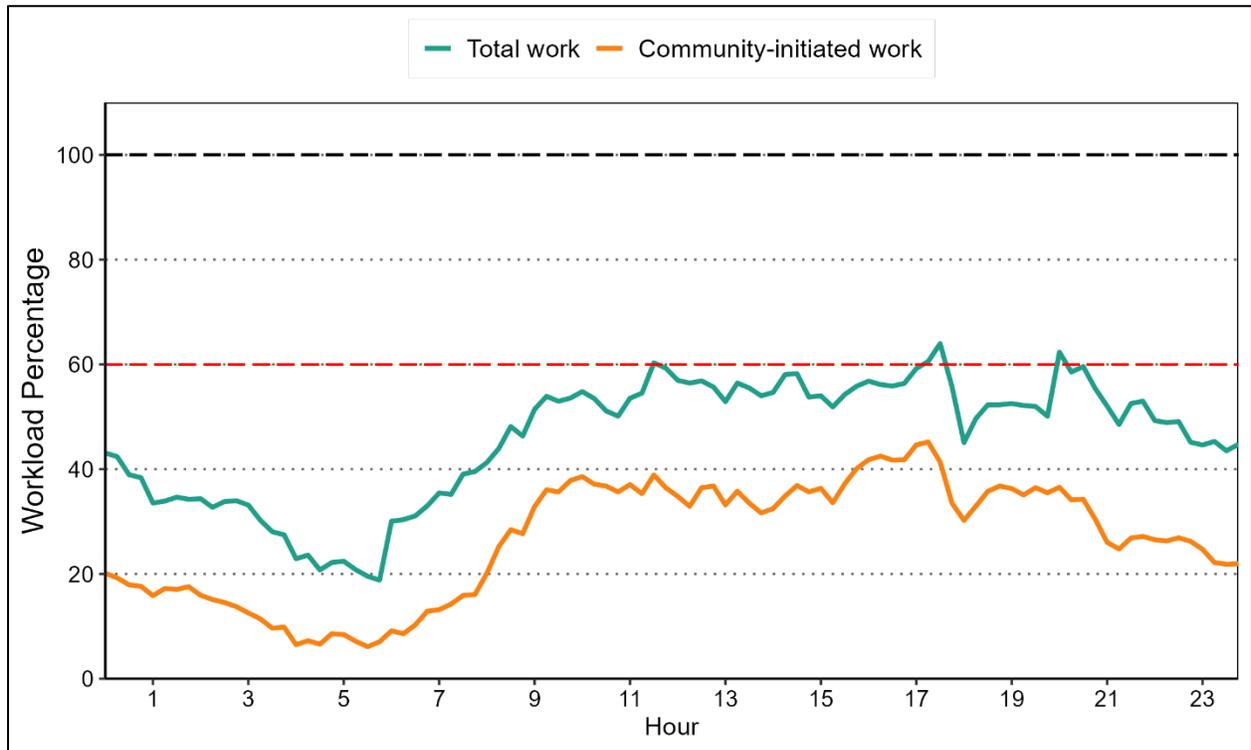


FIGURE 10-24: Percentage of Workload, Weekends, Summer

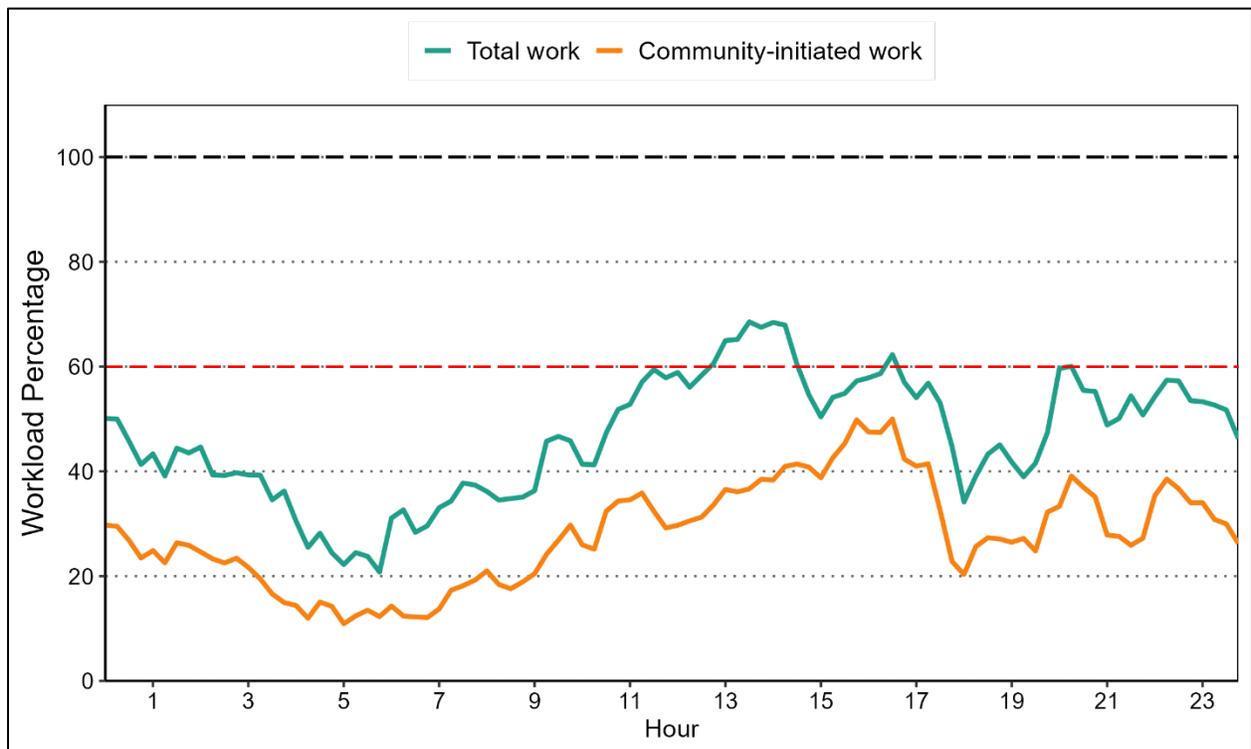


FIGURE 10-25: Percentage of Workload, Weekdays, Winter

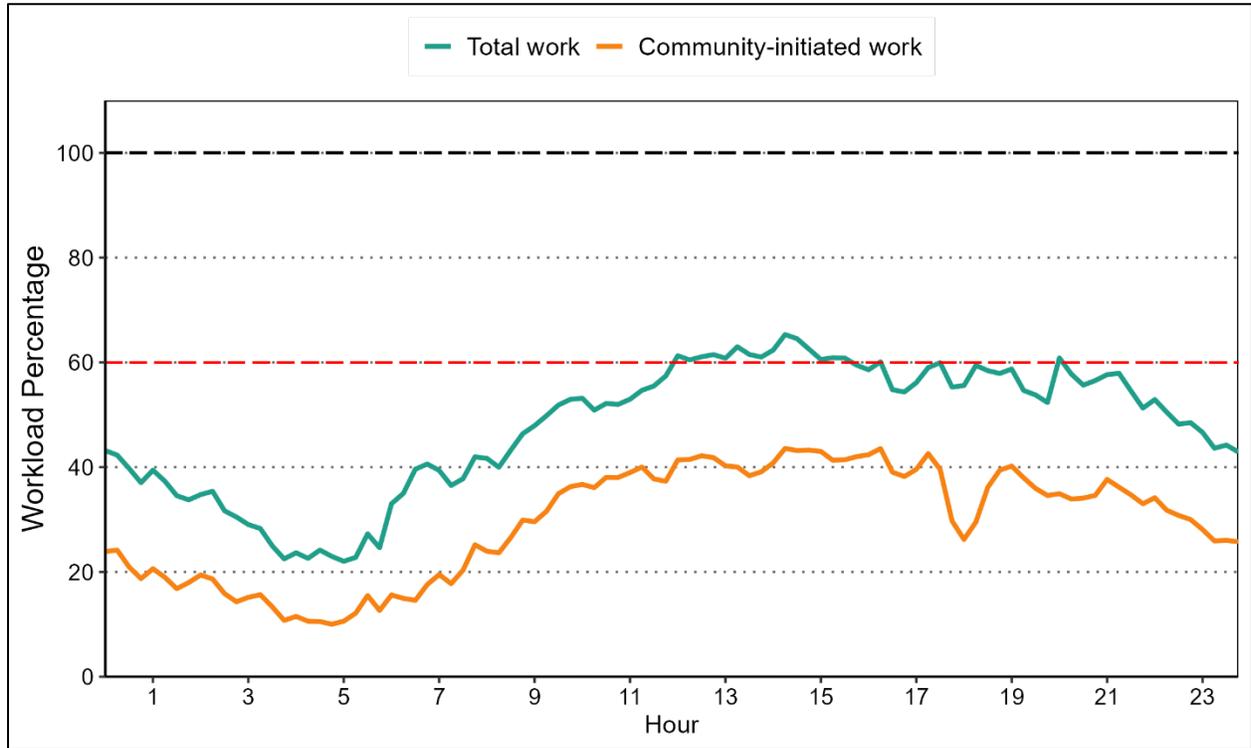
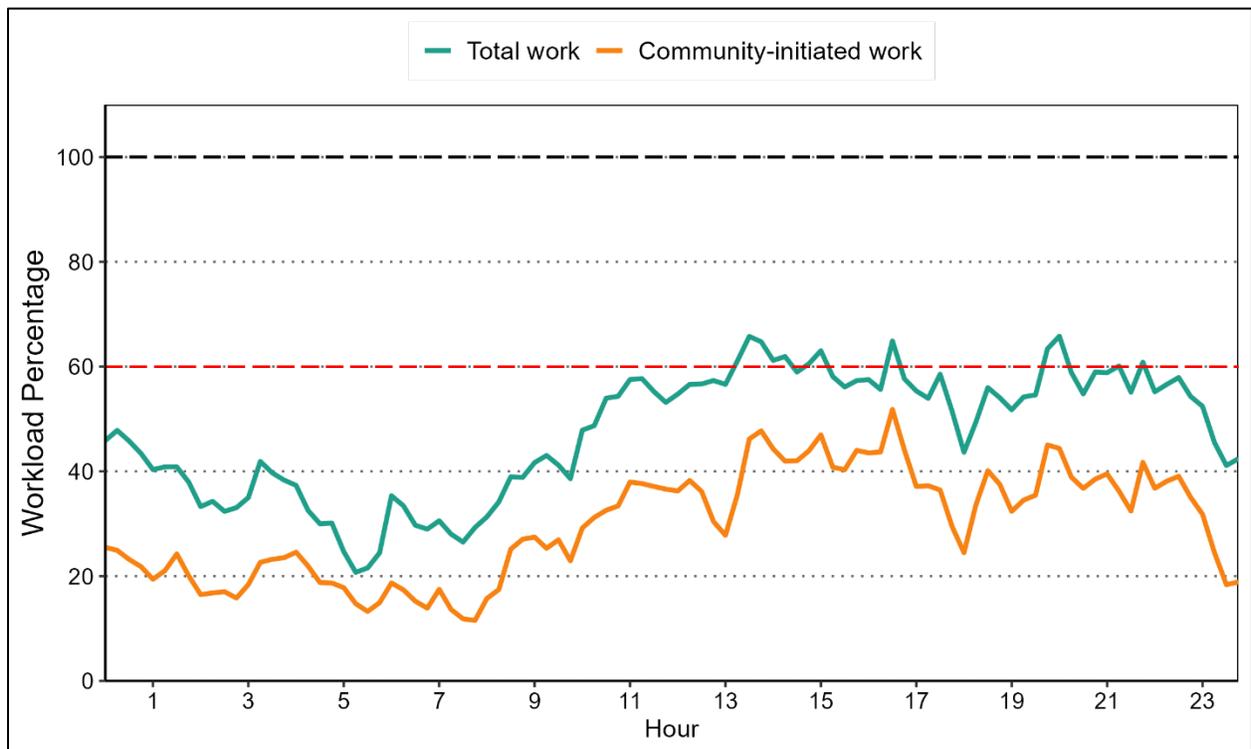


FIGURE 10-26: Percentage of Workload, Weekends, Winter



Observations:

Summer:

- Community-initiated work:
 - During the week, the workload reached a maximum of 45 percent of deployment between 5:00 p.m. and 5:30 p.m.
 - On weekends, the workload reached a maximum of 50 percent of deployment between 3:45 p.m. and 4:00 p.m. and between 4:30 p.m. and 4:45 p.m.
- All work:
 - During the week, the workload reached a maximum of 64 percent of deployment between 5:30 p.m. and 5:45 p.m.
 - On weekends, the workload reached a maximum of 69 percent of deployment between 1:30 p.m. and 1:45 p.m. and between 2:00 p.m. and 2:15 p.m.

Winter:

- Community-initiated work:
 - During the week, the workload reached a maximum of 44 percent of deployment between 2:15 p.m. and 2:45 p.m. and between 4:15 p.m. and 4:30 p.m.
 - On weekends, the workload reached a maximum of 52 percent of deployment between 4:30 p.m. and 4:45 p.m.
- All work:
 - During the week, the workload reached a maximum of 65 percent of deployment between 2:15 p.m. and 2:45 p.m.
 - On weekends, the workload reached a maximum of 66 percent of deployment between 1:30 p.m. and 1:45 p.m. and between 8:00 p.m. and 8:15 p.m.

RESPONSE TIMES

We analyzed the response times to various types of calls, separating the duration into dispatch delay 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 time and travel time. Dispatch processing time 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.

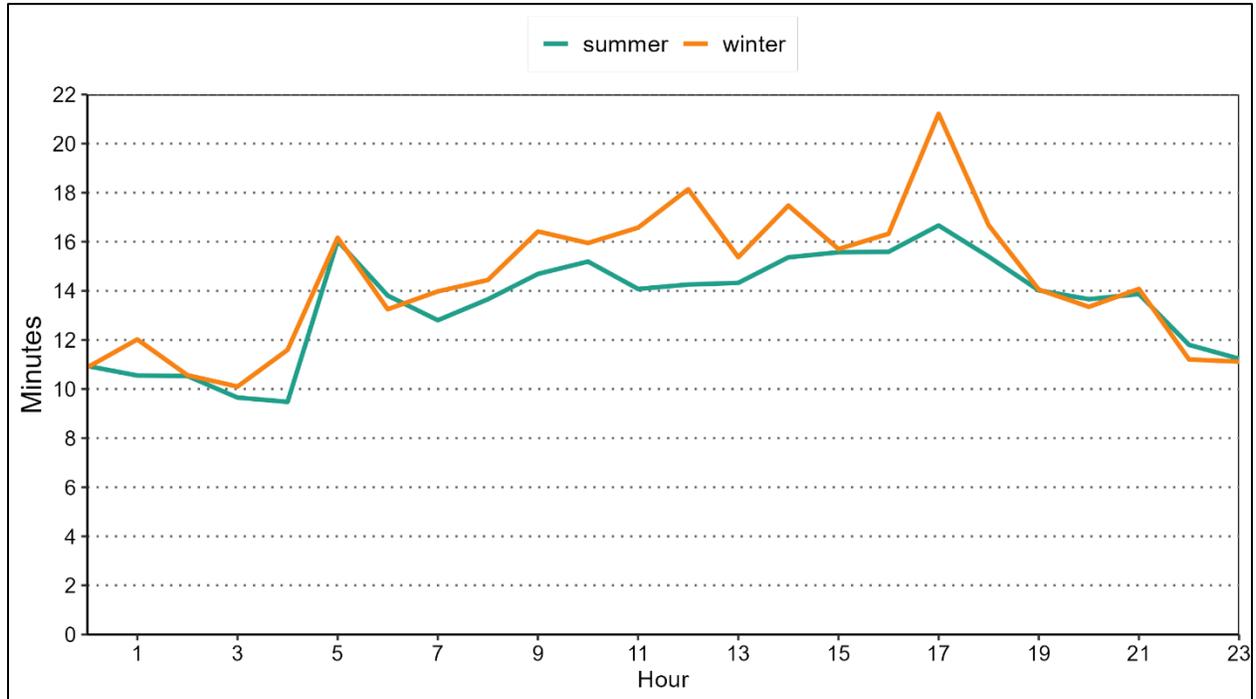
We begin the discussion with statistics that include all calls combined. We started with 5,433 calls for summer and 5,460 calls for winter. We limited our analysis to community-initiated calls, which amounted to 3,968 calls for summer and 3,934 calls for winter. Also, we removed calls lacking a recorded arriving unit, calls at headquarters, and calls outside the City of North Port. We were left with 3,688 calls in summer and 3,730 calls in winter for our analysis. For the entire year, we began with 36,417 calls and limited our analysis to 25,801 community-initiated calls. With similar exclusions, we were left with 24,202 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 (summer vs. winter), we show differences in response times by category.

FIGURE 10-27: Average Response Time by Time of Day, Winter and Summer



Observations:

- Average response times varied significantly by the hour of the day.
- In summer, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 16.7 minutes.
- In summer, the shortest response times were between 4:00 a.m. and 5:00 a.m., with an average of 9.5 minutes.
- In winter, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 21.2 minutes.
- In winter, the shortest response times were between 3:00 a.m. and 4:00 a.m., with an average of 10.1 minutes.

FIGURE 10-28: Average Response Time by Category, Summer

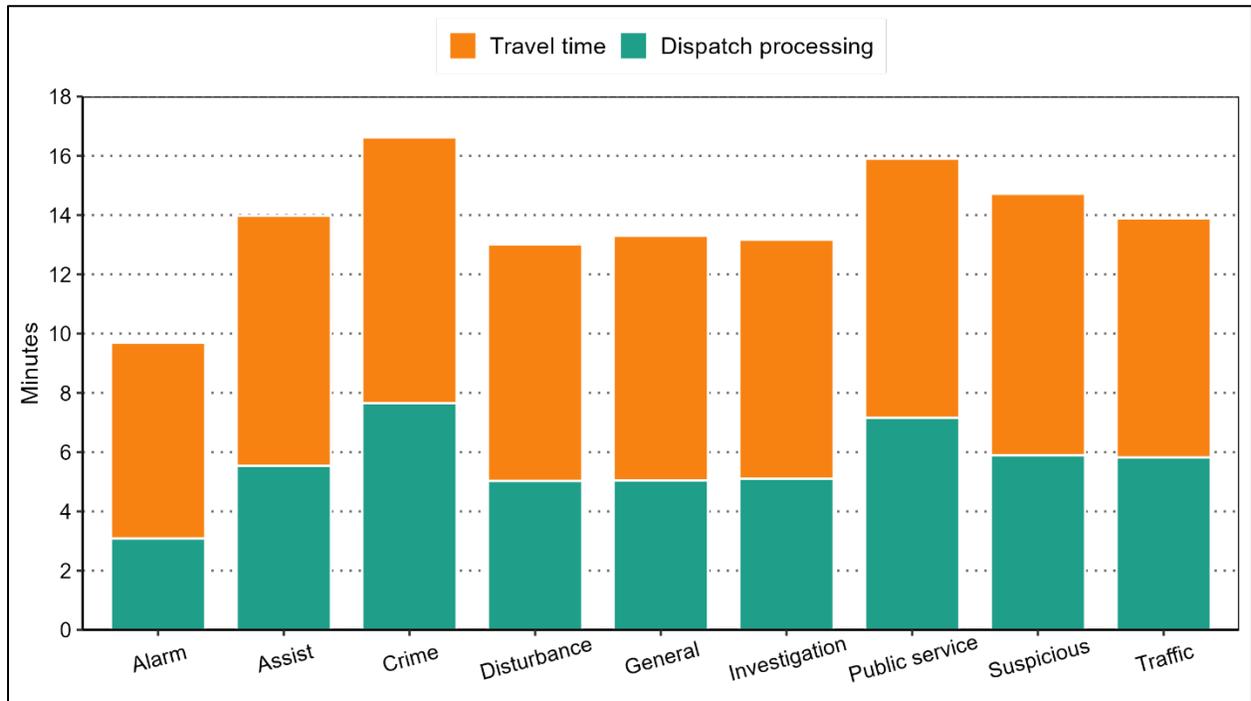


FIGURE 10-29: Average Response Time by Category, Winter

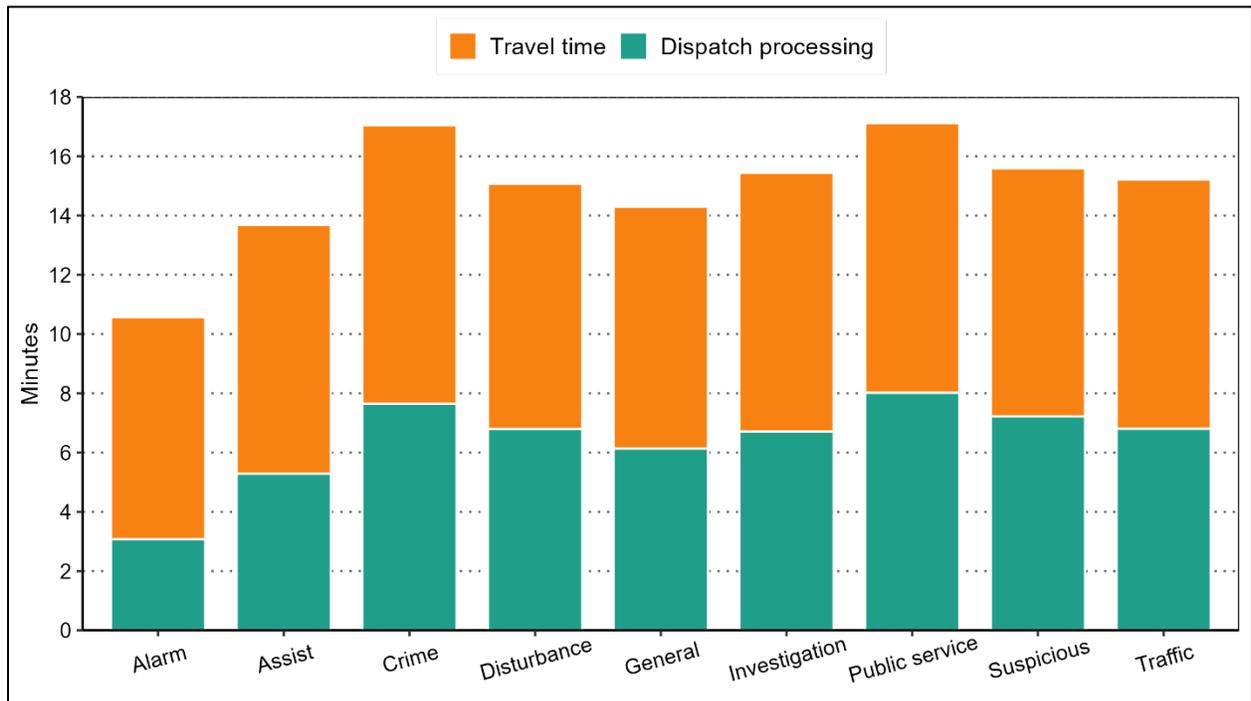


TABLE 10-16: Average Response Time Components, by Category

Category	Summer				Winter			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	3.8	7.1	11.0	222	3.6	6.5	10.1	194
Alarm	3.1	6.6	9.7	171	3.1	7.5	10.6	145
Assist other agencies	5.5	8.4	14.0	313	5.3	8.4	13.7	273
Crime - against persons	8.2	8.9	17.0	82	4.7	8.3	13.1	70
Crime - against property	7.7	9.3	17.0	259	8.7	9.7	18.4	250
Crime - other/unspecified	5.4	6.4	11.8	27	5.9	9.5	15.4	38
Disturbance	5.0	8.0	13.0	463	6.8	8.3	15.1	596
Investigation	5.1	8.1	13.2	539	6.7	8.7	15.4	511
Mental health	3.7	7.6	11.3	72	3.5	7.4	10.8	66
Miscellaneous	6.7	9.1	15.8	57	9.4	9.1	18.5	54
Public service	7.2	8.7	15.9	986	8.0	9.1	17.1	980
Suspicious incident	5.9	8.8	14.7	168	7.2	8.4	15.6	181
Traffic enforcement	7.2	8.7	15.8	329	8.5	9.4	17.9	372
Total Average	6.0	8.3	14.3	3,688	6.9	8.7	15.6	3,730

Note: The total average is weighted according to the number of calls per category.

Observations:

- In summer, the average response time was as short as 10 minutes (for alarms) and as long as 17 minutes (for crimes).
- In winter, the average response time was as short as 11 minutes (for alarms) and as long as 17 minutes (for public service calls).
- The average response time for crimes was 17 minutes in summer and winter.

TABLE 10-17: 90th Percentiles for Response Time Components, by Category

Category	Minutes in Summer			Minutes in Winter		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	7.1	14.7	23.3	8.0	14.1	19.7
Alarm	4.9	12.4	16.0	5.0	14.3	18.7
Assist other agencies	13.5	17.8	29.1	11.3	16.7	30.8
Crime - against persons	22.0	18.8	37.5	9.2	20.3	24.2
Crime - against property	23.8	19.0	39.3	25.2	21.9	46.8
Crime - other/unspecified	11.9	11.4	18.8	8.5	19.5	31.0
Disturbance	9.4	15.4	22.6	17.4	15.6	33.8
Investigation	12.1	16.2	25.3	17.4	18.1	33.9
Mental health	6.2	15.1	22.4	5.5	13.8	18.4
Miscellaneous	16.0	18.0	28.8	30.8	15.1	53.4
Public service	15.6	18.4	31.9	19.1	18.9	36.5
Suspicious incident	10.6	17.2	30.1	18.4	15.5	33.7
Traffic enforcement	20.1	18.1	35.2	26.7	18.9	39.7
Total Average	13.3	17.0	28.8	17.4	17.7	34.3

Note: A 90th percentile value of 28.8 minutes means that 90 percent of all calls are responded to in fewer than 28.8 minutes. For this reason, the columns for dispatch delay and travel time may not be equal to the total response time.

Observations:

- In summer, the 90th percentile value for response time was as short as 16 minutes (for alarms) and as long as 38 minutes (for crimes).
- In winter, the 90th percentile value for response time was as short as 19 minutes (for alarms) and as long as 42 minutes (for crimes).

FIGURE 10-30: Average Response Time Components, by Zone

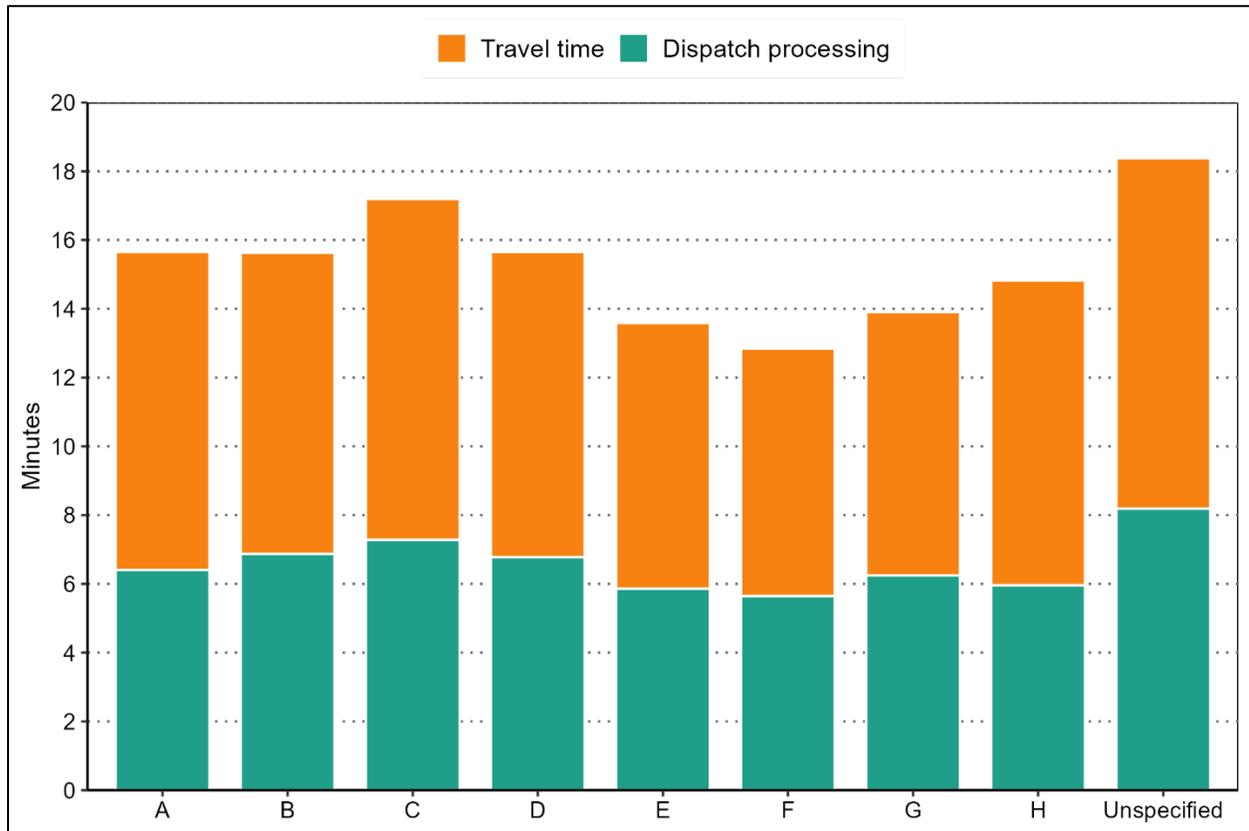


TABLE 10-18: Average Response Time Components, by Zone

Zone	Minutes			Calls	Area (Square Miles)
	Dispatch	Travel	Response		
A (W4)	6.4	9.3	15.7	2,360	11
B (E1)	6.9	8.8	15.6	3,808	10
C (E4)	7.3	9.9	17.2	4,427	36
D (E3)	6.8	8.9	15.7	2,652	6
E (E2)	5.9	7.7	13.6	3,209	5
F (W3)	5.6	7.2	12.8	2,275	5
G (W2)	6.2	7.7	13.9	3,526	6
H (W1)	6.0	8.9	14.8	1,784	24
Unspecified	8.2	10.2	18.4	161	NA
East Subtotal	6.8	8.9	15.7	14,096	57
West Subtotal	6.1	8.1	14.2	9,945	46
Total	6.5	8.6	15.1	24,202	104

Observations:

- Zone F had the shortest average dispatch time of 5.6 minutes.
- Zone F had the shortest average response time of 12.8 minutes.

High-Priority Calls

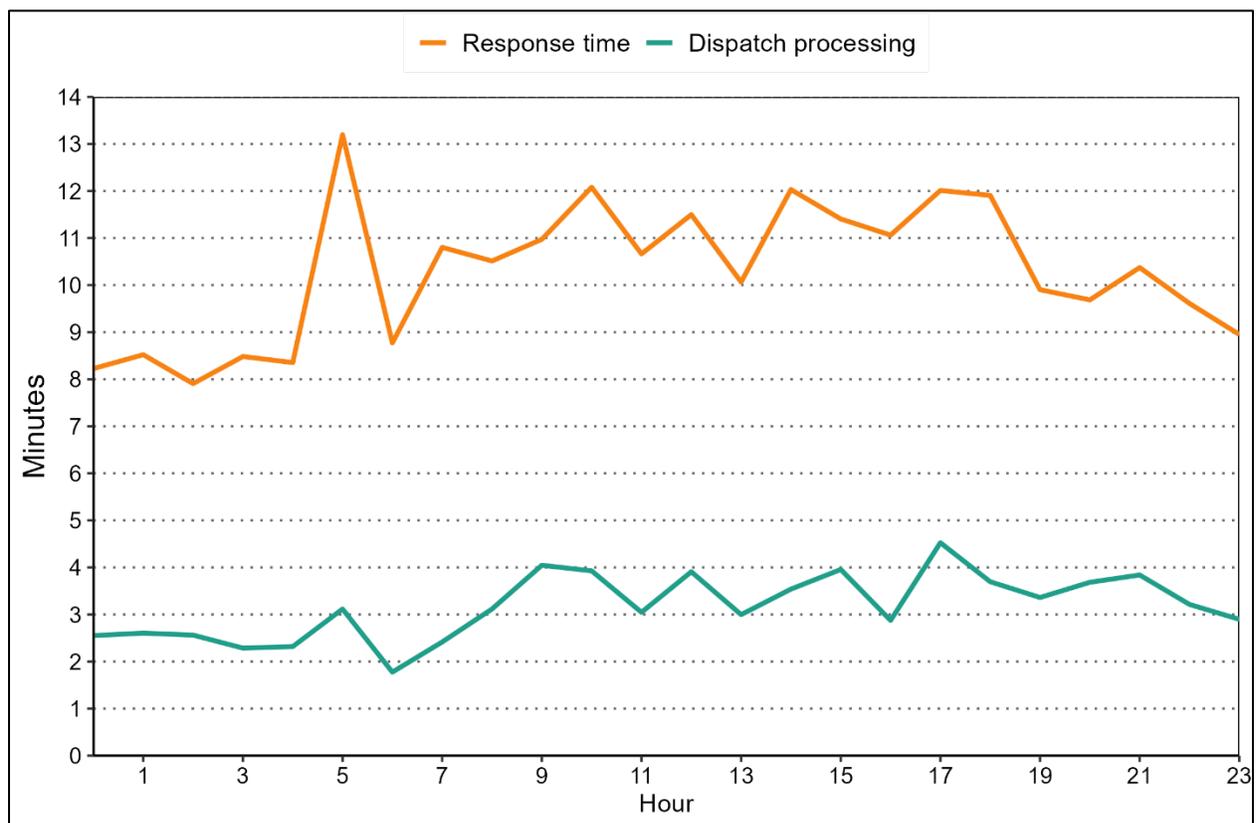
The department assigned priorities to calls, with priority 1 as the highest priority. The following table shows average response times by priority.

TABLE 10-19: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	90th Percentile Response Time, Minutes
	Dispatch	Travel	Response		
1	3.4	7.1	10.5	1,700	17.4
2	3.8	7.4	11.2	3,981	19.5
3	5.4	8.1	13.4	5,467	28.0
4	7.9	9.1	17.0	4,585	38.6
5	8.3	9.5	17.9	8,469	38.9
Total	6.5	8.6	15.1	24,202	32.1

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 10.5 minutes, lower than the overall average of 15.1 minutes for all calls.
- Average dispatch processing was 3.4 minutes for high-priority calls, compared to 6.5 minutes overall.
- For high-priority calls, the longest response times were between 5:00 a.m. and 6:00 a.m., with an average of 13.2 minutes.
- For high-priority calls, the shortest response times were between 2:00 a.m. and 3:00 a.m., with an average of 7.9 minutes.

K-9 UNITS

From July 1, 2024, to June 30, 2025, the dispatch center recorded 2,475 events involving K-9 units, including K-9 officers and a K-9 Sergeant. After excluding zero-time-on-scene events and directed patrol activities, 2,009 calls were included in the analysis.

The K-9 officers worked 309 days during the study period, as follows: 218 weekdays, 45 Saturdays, and 46 Sundays.

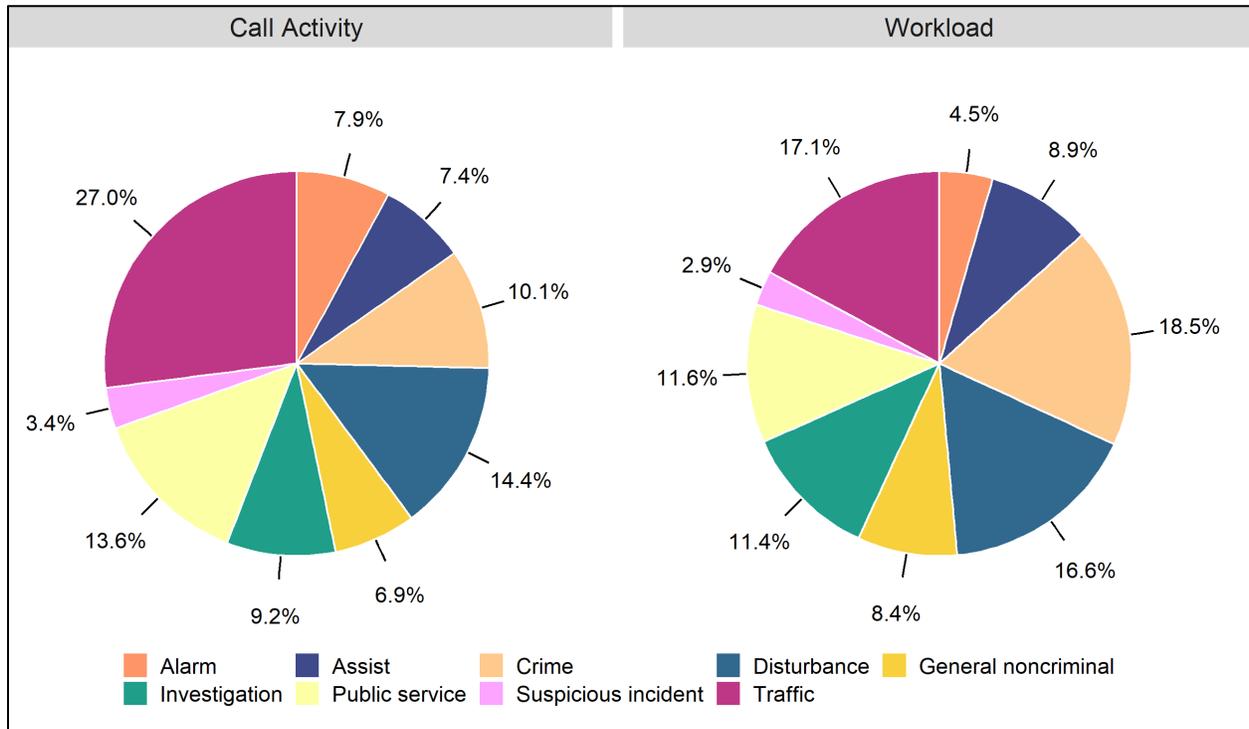
Calls per day are measured by actual days worked in each month.

TABLE 10-20: Events, Calls, and Workload by Category, K-9 Units

Category	Events	Calls	Work Hours
Accident	41	39	15.8
Alarm	168	159	33.9
Assist other agency	155	148	67.1
Crime - against persons	64	63	44.7
Crime - against property	106	103	58.7
Crime - other/unspecified	41	37	37.1
Directed patrol	369	0	NA
Disturbance	297	290	126.1
Information	1	1	0.1
Investigation	192	184	86.6
Mental health	65	64	31.7
Miscellaneous	28	21	7.2
Public service	295	274	88.1
Suspicious incident	77	69	22.1
Traffic enforcement	105	98	26.5
Traffic stop	414	406	87.3
Warrant/arrest	57	53	24.5
Total	2,475	2,009	757.6

Note: Events include all recorded calls involving a K-9 unit. When calculating the number of calls with each call category, we removed 150 events with zero time on scene and 316 directed patrol activities.

FIGURE 10-32: Percentage Calls and Work Hours, by Category, K-9 Units



Observations:

- There was an average of 8.0 events per day.
 - 6 percent of the events had zero time on scene.
 - 36 percent of all events were police-initiated.
 - 58 percent of all events were community-initiated.
- Total calls averaged 6.5 per day.
- Total workload averaged 2.5 hours per day.
- The top four categories (traffic, disturbance, public service, and crime) made up 65 percent of calls and 64 percent of work hours.

FIGURE 10-33: Calls per Day, by Initiator and Month, K-9 Units

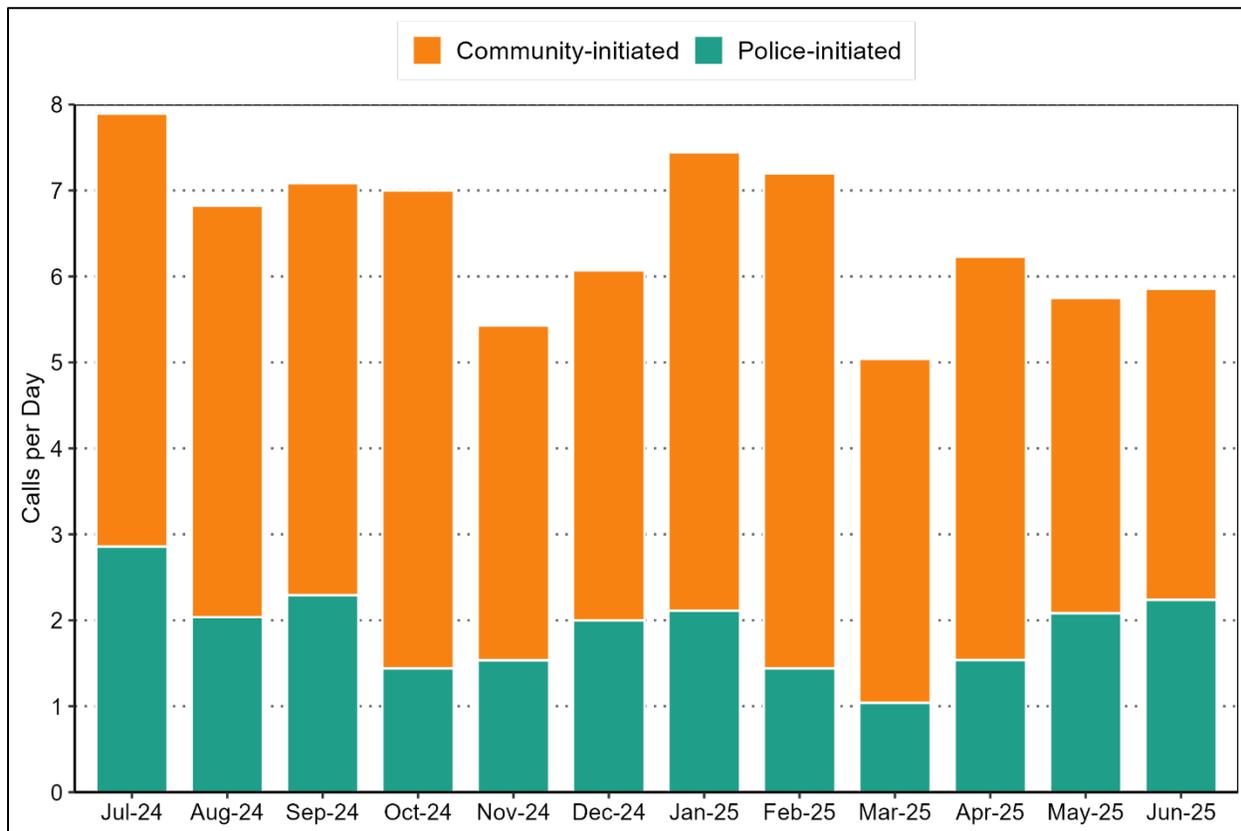


TABLE 10-21: Calls per Day, by Initiator and Months, K-9 Units

Initiator	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Community	5.0	4.8	4.8	5.6	3.9	4.1	5.3	5.8	4.0	4.7	3.7	3.6
Police	2.9	2.0	2.3	1.4	1.5	2.0	2.1	1.4	1.0	1.5	2.1	2.2
Total	7.9	6.8	7.1	7.0	5.4	6.1	7.4	7.2	5.0	6.2	5.8	5.9
Days in Month	28	28	24	25	28	28	27	25	25	26	24	21

Observations:

- The number of calls per day was lowest in March.
- The number of calls per day was highest in July.
- The months with the most calls had 57 percent more calls than the months with the fewest calls.
- July had the most police-initiated calls, with 175 percent more than March, which had the fewest.
- February had the most other-initiated calls, with 59 percent more than June, which had the fewest.

TABLE 10-22: Activities and Occupied Times by Description, K-9 Units

Description	Occupied Time	Count
At station	59.3	146
Training	53.9	38
Vehicle/equipment maintenance	40.6	22
Miscellaneous	102.0	234
Administrative - Weighted Average/Total Activities	80.6	440
Personal - Break	37.2	80
Weighted Average/Total Activities	73.9	520

Observations:

- There were 520 out-of-service activities, or 1.7 activities per day, based on 309 days worked by K-9 units.
- The average time spent was 73.9 minutes. This means that out-of-service activities accounted for 2.1 work hours per day.

TRAFFIC UNITS

From July 1, 2024, to June 30, 2025, the dispatch center recorded 8,669 events that involved traffic units, including traffic officers, traffic unit motor officers, a traffic Corporal, and traffic Sergeants. After excluding zero-time-on-scene events and directed patrol activities, 8,005 calls were included in the analysis.

Traffic units worked 288 days during the study period, including 258 weekdays, 29 Saturdays, and a Sunday.

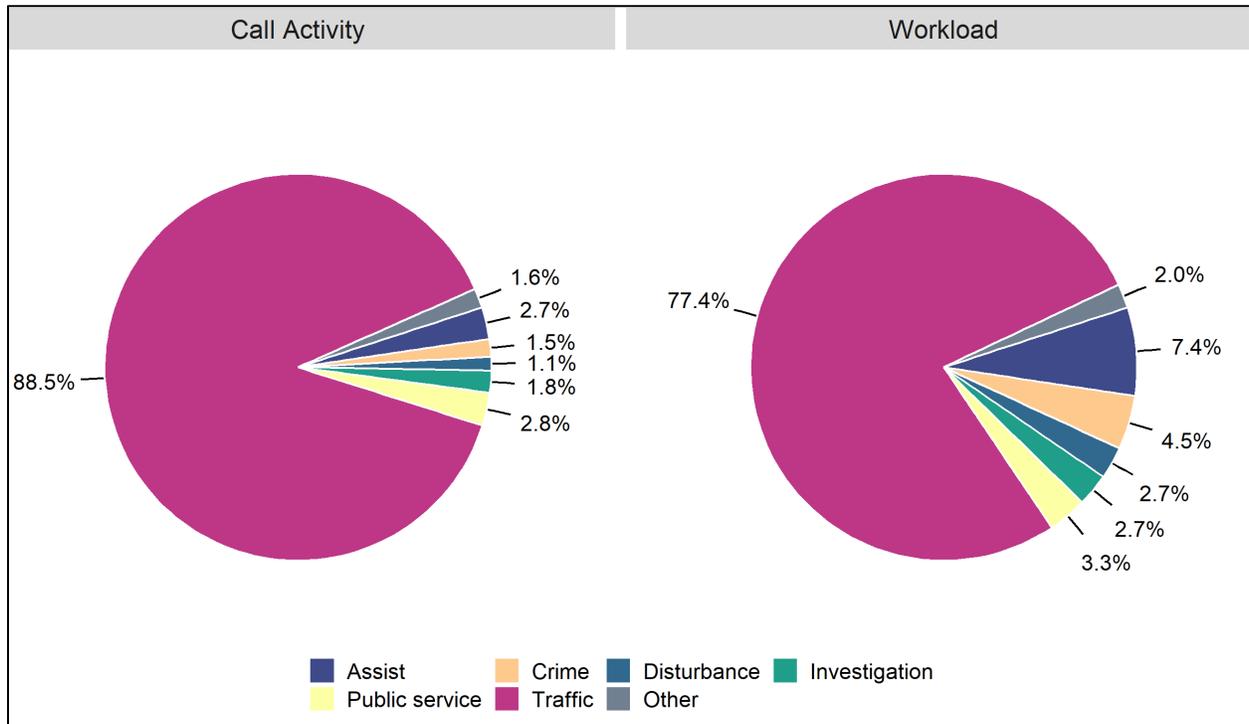
Calls per day are measured by the actual days worked in each month.

TABLE 10-23: Events, Calls, and Workload by Category, Traffic Units

Category	Events	Calls	Work Hours
Accident	671	657	919.0
Alarm	37	34	5.7
Assist other agency	221	213	281.3
Crime - against persons	25	24	33.3
Crime - against property	67	64	80.9
Crime - other/unspecified	30	30	57.8
Directed patrol	578	NA	NA
Disturbance	94	92	102.8
Investigation	153	146	103.9
Mental health	40	38	26.6
Miscellaneous	8	7	1.9
Public service	228	221	124.9
Suspicious incident	42	38	26.6
Traffic enforcement	281	262	303.3
Traffic stop	6,181	6,166	1,731.4
Warrant/arrest	13	13	16.4
Total	8,669	8,005	3,815.9

Note: Events include all recorded calls involving a traffic unit. When calculating the number of calls with each call category, we removed 95 events with zero time on scene and 569 directed patrol activities.

FIGURE 10-34: Percentage Calls and Work Hours by Category, Traffic Units



Observations:

- There was an average of 30.1 events per day.
 - 1 percent of the events had zero time on scene.
 - 82 percent of all events were police-initiated.
 - 17 percent of all events were community-initiated.
- Total calls averaged 27.8 per day.
- Total workload averaged 13.2 hours per day.
- 89 percent of calls and 77 percent of the workload were traffic-related calls, with the majority being traffic stops (77 percent of calls and 45 percent of the workload).

FIGURE 10-35: Calls per Day by Initiator and Month, Traffic Units

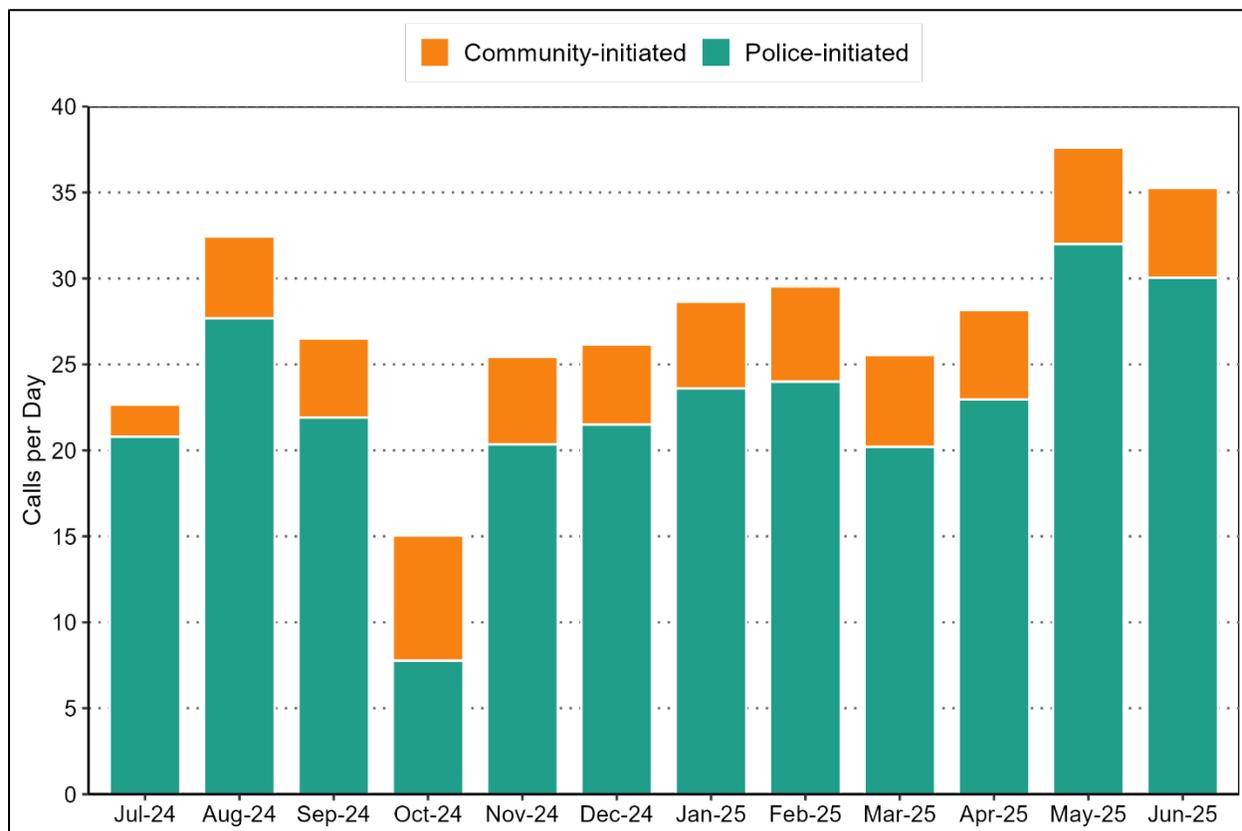


TABLE 10-24: Calls per Day by Initiator and Months, Traffic Units

Initiator	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Community	1.9	4.8	4.6	7.3	5.1	4.7	5.0	5.5	5.3	5.2	5.6	5.2
Police	20.8	27.7	21.9	7.8	20.3	21.5	23.6	24.0	20.2	23.0	32.0	30.0
Total	22.7	32.4	26.5	15.0	25.4	26.2	28.6	29.5	25.5	28.2	37.6	35.3
Days in Month	24	25	24	22	23	26	25	24	24	25	23	23

Observations:

- The number of calls per day was lowest in October.
- The number of calls per day was highest in May.
- The months with the most calls had 150 percent more calls than the months with the fewest calls.
- May had the most police-initiated calls, with 312 percent more than October, which had the fewest.
- October had the most other-initiated calls, with 288 percent more than July, which had the fewest.

TABLE 10-25: Activities and Occupied Times by Description, Traffic Units

Description	Occupied Time	Count
At station	63.3	729
Busy	123.1	15
Court related	76.8	61
In vehicle	29.0	176
Paperwork	114.2	22
Training	126.7	11
Vehicle/equipment maintenance	47.8	129
Miscellaneous	75.7	1,465
Administrative - Weighted Average/Total Activities	68.6	2,608
Personal - Break	41.0	434
Weighted Average/Total Activities	64.6	3,042

Observations:

- There were 3,042 out-of-service activities, or 10.6 activities per day, based on 288 days worked by traffic units.
- The average time spent was 64.6 minutes. This means that out-of-service activities accounted for 11.4 work hours per day.

APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from July 1, 2024, to June 30, 2025, were classified into the following categories.

TABLE 10-26: Call Descriptions by Category

Call Description	Table Category	Figure Category		
ALARM	Alarm	Alarm		
AGENCY ASSIST	Assist other agencies	Assist		
AGENCY ASSIST MEDICAL				
ASSIST AGENCY OD				
FIRE				
ASSAULT	Crime - against persons	Crime		
BATTERY				
CHILD ABUSE				
FIGHT				
HARASSING/OBSCENE/THREAT CALL				
NON-REPORTING SEXUAL BATTERY				
SEXTING				
SEXUAL BATTERY				
THREAT HARASSMENT				
BURGLARY BUSINESS			Crime - against property	Crime
BURGLARY RESIDENCE				
BURGLARY VEHICLE				
CRIMINAL MISCHIEF				
FRAUD				
PROPERTY DAMAGE				
ROBBERY				
SHOPLIFTER				
STOLEN TAG				
STOLEN VEHICLE				
THEFT				
TRESPASS	Crime - other/unspecified	Crime		
DRUG CASE				
FELONY				
LEWD/LASCIVIOUS ACT				
MISDEMEANOR	Directed patrol	Directed patrol		
CROSSING GUARD DETAIL				
CURFEW CHECK				
DETAIL COMMISSION MTG				
HOT SPOT PATROL				
PARK/WALK/TALK				
PATROL CHECK				
SEX OFFENDER CHECK				

Call Description	Table Category	Figure Category	
SPECIAL DETAIL			
VACANT HOUSE CHECK			
DISTURBANCE	Disturbance	Disturbance	
DISTURBANCE CIVIL			
DISTURBANCE FAMILY			
DISTURBANCE JUVENILE			
DISTURBANCE NOISE			
INFORMATION	Information	General noncriminal	
IMPAIRED PERSON	Mental health		
MENTALLY ILL			
ANIMAL PROBLEM	Miscellaneous		
CITY CODE VIOLATION			
FINGERPRINTS			
ILLEGAL DUMPING			
OSSI OLD SYSTEM			
ARREST	Warrant/arrest		
WARRANT			
ABANDONED 911 CALL	Investigation		Investigation
DECEASED PERSON			
FOLLOW UP/INVESTIGATION			
LOST/FOUND PROPERTY			
MISSING PERSON			
MYSTERIOUS DISAPPEARANCE			
SHOOTING			
SUICIDE			
WDA OFFICER EMERGENCY ALERT			
PUBLIC SERVICE	Public service	Public service	
PUBLIC SERVICE HOMELESS			
PUBLIC SERVICE SCHOOL			
LOITERING PROWLING	Suspicious incident	Suspicious incident	
OPEN DOOR/WINDOW			
SUSPICIOUS INCIDENT			
SUSPICIOUS PERSON			
SUSPICIOUS VEHICLE			
ACCIDENT	Accident	Traffic	
HIT AND RUN			
ABANDONED VEHICLE	Traffic enforcement		
ALL TERRAIN VEHICLE			
DISABLED VEHICLE			
HIGHWAY OBSTRUCTION			
HITCHHIKER PEDESTRIAN			
ILLEGAL PARKING			

Call Description	Table Category	Figure Category
IMPAIRED DRIVER		
LICENSE PLATE READER HIT		
RECKLESS DRIVER OR VEHICLE		
VEHICLE INSPECTION		
VIN VERIFICATION		
VIOLATION OF DV INJUNCTION		
TRAFFIC STOP	Traffic stop	

APPENDIX B: UNIFORM CRIME REPORT INFORMATION

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI). The tables and figures include the most recent information that is publicly available at the national, state, and municipality levels. This includes crime reports for 2015 through 2024, along with clearance rates for 2023 and 2024. Crime rates are expressed as incidents per 100,000 population.

TABLE 10-27: Reported Crime Rates in 2023 and 2024, by City

Municipality	State	2023				2024			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Boca Raton	FL	99,395	162	1,926	2,088	100,557	171	1,677	1,848
Boynton Beach	FL	80,964	443	2,442	2,885	81,473	417	2,283	2,700
Bradenton	FL	57,544	608	1,884	2,492	57,503	449	1,866	2,315
Ocala	FL	66,338	547	2,965	3,512	70,046	500	3,049	3,549
Plantation	FL	98,106	253	2,477	2,730	98,100	210	2,273	2,483
Sanford	FL	64,218	621	2,780	3,401	66,900	543	2,253	2,795
St. Cloud	FL	67,184	164	945	1,109	68,966	188	758	947
Wellington	FL	61,370	147	1,087	1,234	61,652	130	795	925
Winter Haven	FL	57,382	324	1,689	2,013	59,450	235	1,549	1,785
North Port	FL	90,356	102	973	1,075	93,930	94	781	875
Florida		22,610,726	290	1,516	1,807	23,372,215	267	1,420	1,687
National		336,806,231	380	1,934	2,314	340,110,988	359	1,760	2,119

Note: State and national data are FBI estimates from the Summary Reporting System (SRS), with the dataset last modified on August 5, 2025. Municipality crime data are from Crime in the United States Annual Reports, table 8.

FIGURE 10-36: Reported North Port Violent and Property Crime Rates, by Year

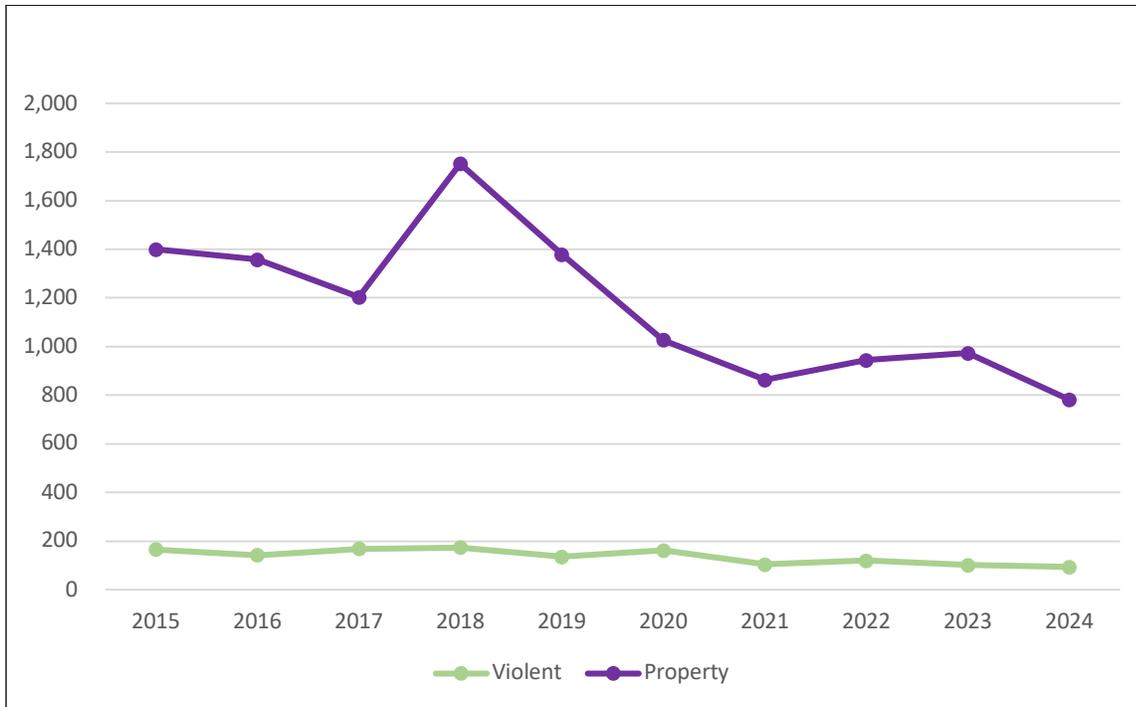


FIGURE 10-37: Reported City and State Crime Rates, by Year

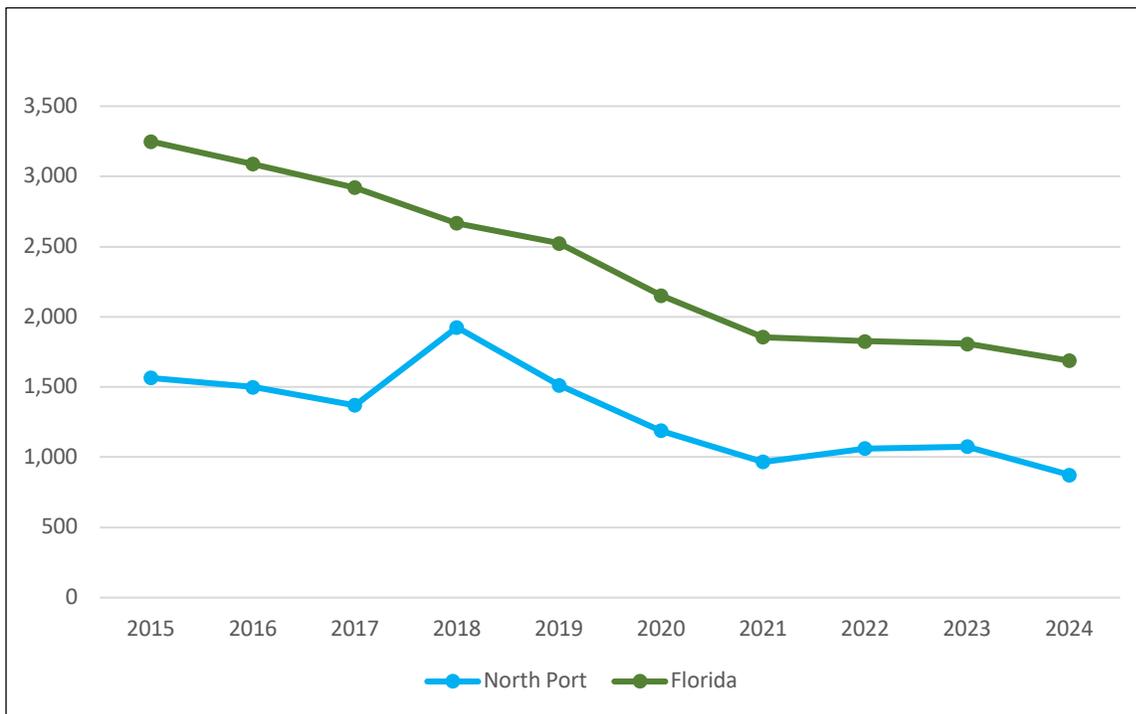


TABLE 10-28: Reported North Port, Florida, and National Crime Rates, by Year

Year	North Port				Florida				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2015	61,148	165	1,400	1,565	20,388,277	459	2,791	3,249	321,418,820	372	2,481	2,854
2016	63,386	142	1,358	1,500	20,750,677	427	2,663	3,089	323,127,513	387	2,459	2,846
2017	65,498	168	1,203	1,371	20,984,400	408	2,512	2,920	325,719,178	377	2,361	2,738
2018	67,682	173	1,752	1,925	21,299,325	385	2,282	2,667	327,167,434	371	2,245	2,616
2019	70,181	135	1,378	1,513	21,477,737	378	2,146	2,524	328,239,355	364	2,132	2,497
2020	72,389	162	1,026	1,188	21,733,312	384	1,769	2,153	329,484,123	386	1,967	2,353
2021	78,129	104	863	966	21,828,069	337	1,518	1,855	332,031,554	387	1,832	2,219
2022	84,459	120	944	1,063	22,244,823	259	1,566	1,825	333,287,557	389	1,974	2,362
2023	90,356	102	973	1,075	22,610,726	290	1,516	1,807	336,806,231	380	1,934	2,314
2024	93,930	94	781	875	23,372,215	267	1,420	1,687	340,110,988	359	1,760	2,119

Note: State and national data are FBI estimates from the Summary Reporting System (SRS), with the dataset last modified on August 5, 2025.

TABLE 10-29: Reported North Port, Florida, and National Crime Clearance Rates, 2023

Crime	North Port			Florida			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	3	3	100%	792	489	62%	19,677	11,227	57%
Rape	16	7	44%	5,370	2,059	38%	131,033	35,147	27%
Robbery	8	0	0%	7,058	2,155	31%	220,158	61,660	28%
Aggravated Assault	65	0	0%	38,263	14,482	38%	873,773	405,532	46%
Burglary	84	26	31%	26,900	5,430	20%	819,784	119,125	15%
Larceny	770	292	38%	192,807	34,942	18%	4,394,394	661,446	15%
Vehicle Theft	25	12	48%	22,821	4,127	18%	1,055,283	88,502	8%

Note: Crime and clearance data are sourced from the FBI Crime Data Explorer (version last updated on August 15, 2025).

TABLE 10-30: Reported North Port, Florida, and National Crime Clearance Rates, 2024

Crime	North Port			Florida			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	0	0	NA	655	404	62%	16,924	10,061	59%
Rape	23	8	35%	4,823	1,600	33%	125,354	33,690	27%
Robbery	4	0	0%	6,694	1,952	29%	201,294	61,373	30%
Aggravated Assault	61	0	0%	35,734	14,039	39%	842,290	413,538	49%
Burglary	48	11	23%	25,666	5,324	21%	759,043	115,617	15%
Larceny	670	231	34%	186,417	35,422	19%	4,146,760	713,595	17%
Vehicle Theft	16	5	31%	19,697	3,459	18%	846,233	78,384	9%

Note: Crime and clearance data are sourced from the FBI Crime Data Explorer (version last updated on August 15, 2025).

END