



CITY OF FORT LAUDERDALE

# FISCAL YEAR 2027 BUSINESS PLAN

## POLICE DEPARTMENT

Approved By

*William C. Schabty*  
Director

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Date

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# 1. Organizational Chart

## Police Department

### FY 2026 Adopted Budget Organizational Chart

**Total FTEs - 783\***

<b>SUPPORT SERVICES - 71</b>		<b>OFFICE OF THE CHIEF - 26</b>		<b>INVESTIGATIONS - 177</b>	
Assistant Police Chief	1	Chief-Police	1	Assistant Police Chief	1
Police Major	1	Police Major	1	Police Major	1
Police Captain	1	Police Sergeant	1	Police Captain	3
Police Lieutenant	2	Deputy Police Chief	1	Police Lieutenant	1
Accident Investigator	1	Police Information Technology Manager	1	Police Sergeant	17
Body Worn Camera Administrator	1	Business Operations Manager	1	Police Sergeant (K-9)	1
Court Liaison Specialist	4	Accountant	2	Accident Investigator	4
Court Liaison Supervisor	1	Administrative Assistant	4	Administrative Aide	6
Digital Evidence Specialist	3	Police Officer	4	Administrative Assistant	4
Facilities Supervisor	1	Police Records Clerk	1	Crime Analysis Supervisor	1
Facilities Worker I	2	Public Information Specialist	1	Crime Analyst	1
Facilities Worker II	1	Public Safety Aide	1	Crime Analyst II	4
Lead Construction Worker	1	Public Safety Grants Manager	1	Crime Scene Investigator	8
Photolab Specialist	1	Senior Administrative Assistant	3	Forensic BIO/DNA Specialist	2
Police Property/ Evidence Supervisor	1	Senior Assistant to the Director	1	Investigations Specialist	2
Police Property/ Evidence Technician	6	Senior Financial Administrator	1	Latent Fingerprint Examiner	3
Police Records Clerk	12	Senior Management Analyst	1	Police Officer	95
Police Records Supervisor	1			Police Officer (K-9)	9
Police Supply Specialist	7	<b>OPERATIONS - 459</b>		Police Records Clerk	1
Police Supply Supervisor	1	Assistant Police Chief	1	Public Safety Aide	6
Police Teletype Operator	9	Police Major	1	Real Time Tactical Crime Analyst	4
Receptionist	6	Police Captain	4	Senior Administrative Assistant	1
Senior Administrative Assistant	1	Police Lieutenant	10	Victim Advocate	2
Senior Construction Worker	1	Police Sergeant	37		
Senior Police Records Clerk	3	Administrative Aide	1	<b>PROFESSIONAL DEVELOPMENT - 49</b>	
Senior Police Teletype Operator	2	Administrative Assistant	2	Police Major	1
		Detention Corporal	3	Police Captain	3
<b>CONFISCATION/FORFEITURE TRUST - 1</b>		Detention Officer	12	Police Lieutenant	3
Administrative Assistant	1	Park Ranger	10	Police Sergeant	10
		Police Officer	335	Accreditation Coordinator	1
		Police Officer (K-9)	9	Administrative Aide	4
		Police Records Clerk	1	Administrative Assistant	4
		Public Safety Aide	30	Investigations Specialist	4
		Senior Administrative Assistant	2	Police Officer	16
		Stable Attendant	1	Police Psychologist	2
				Licensed Behavioral Therapist	1

## 2. Department Overview

### Police Department Description

The Fort Lauderdale Police Department (FLPD) operates under the leadership of the Office of the Chief, supported by the Support Services, Operations, Investigations, and Professional Development Bureaus. Emphasizing a collaborative policing philosophy, the Department fosters partnerships with community members to reduce crime and enhance quality of life. By adopting a proactive and forward-thinking approach, FLPD addresses concerns before they escalate into larger issues. Data-driven performance metrics shape the Department's crime prevention strategies and public safety initiatives, ensuring adaptability to the community's evolving needs. Reflecting a commitment to excellence, the Department has maintained accreditation from the Commission for Florida Law Enforcement Accreditation since 1998 and has earned its fifth Excelsior Award.

The Department has 783 Full Time Equivalents (FTE) and a budget of \$189,127,301.

### Office of the Chief Description

The Office of the Chief directs the activities of FLPD. Units that offer administrative support to the entire Department are administered directly from this Office. These units include Legal, Media Relations, Public Safety Grants, Photographic Lab, Office of Analytics and Innovation, and the Office of Financial Management.

The Legal Unit is responsible for providing legal opinions on law enforcement issues that relate to the operations of the Department. The Unit is comprised of an assistant city attorney and support staff that are assigned to the Police Department by the City Attorney's Office.

The Media Relations Unit delivers the message of the Department to media outlets and the public at large. The Unit is responsible for processing public records requests and disseminating neighbor engagement information using a variety of platforms including social media.

The Public Safety Grants Unit actively researches and applies for federal, state, and county grants to enhance public safety and ensure the Department adheres to grant requirements.

The Photographic Lab is responsible for developing and printing film generated by the Department.

The Office of Analytics and Innovation focuses on the development and implementation of the Department's objectives and performance measures. This oversight ensures that initiatives and performance indicators are effectively monitored, reported, and analyzed, enabling the achievement of strategic goals through performance management.

The Office of Financial Management is responsible for the coordination of the Police Department's fiscal management, including payroll and personnel activities. The Office includes the following activities: personnel/payroll, budgeting, asset forfeiture, and accounting units.

The Division has 26 FTE's and a budget of \$11,259,007.

### Support Services Bureau Description

Support Services is responsible for acquiring and managing the resources necessary for the agency's operations and investigative functions. The Bureau oversees records management and fleet operations. Key units within Support Services include the Court Liaison, Evidence, Records, and Logistics Units. These teams collaborate to identify best practices and implement the latest technologies to enhance the Department's effectiveness.

The Court Liaison Unit is authorized to accept most Department related court subpoenas, deposition notices, and other court documents on behalf of Department members. The Unit also works with representatives involved in the legal system and tracks and notifies the Department of changes to pending court cases.

The Evidence and Police Supply Unit receives, catalogs, and stores evidentiary, abandoned, forfeited, and found property in accordance with state and local laws, storing more than 250,000 items.

The Records Unit utilizes a centralized records management system to maintain all forms of internal documents received by the Department to include those needed by the court system and the public. The Unit includes the following activities: records, teletype, and evidence.

The Logistics Unit is responsible for the body worn camera program, police fleet, and departmental assets and includes the following activities: fleet services, police supply, reception, and communication and technology.

The Division has 71 FTE's and a budget of \$26,141,583.

### Operations Bureau Description

The Operations Bureau is responsible for delivering uniformed police services across the City, responding to 911 emergency calls and non-emergency calls, providing proactive patrols, and upholding laws and ordinances to serve the community. Operating 24 hours a day and seven (7) days a week, the Bureau ensures the physical presence of law enforcement across the City's three (3) police districts.

This Bureau is organized into three (3) divisions: the Patrol Division handles routine policing duties, the Operations Support Division provides additional resources and assistance, and the Specialized Operations Division focuses on specific, mission-critical tasks.

The Patrol Division, the largest division in the agency, is comprised of the City's first responders for all law enforcement aspects. The Patrol Division performs initial law enforcement tasks and includes officers assigned to District patrol operations and Public Safety Aides. All members of the Division are responsible for building positive relationships with the community, thereby ensuring the best quality of life possible for neighbors throughout Fort Lauderdale. The Special Weapons and Tactics Team (SWAT), Crisis Negotiators, and Bomb Squad are also housed in this division.

The Operations Support Division includes the following: Driving Under the Influence (DUI) Unit, Honor Guard, LGBTQ+ Liaison Unit, Crime Prevention Unit, Reserves and Detention Unit, Tactical Bicycle Platoon Unit, School Crossing Guards Unit, School Resource Officers Unit, Station Report Unit, and Crime Prevention Unit.

The Special Operations Division includes the following: Special Events and Emergency Management Unit, Park Rangers Unit, Homeless Outreach Unit, Code Enforcement Unit, Environmental Crimes Unit, Traffic Certified Civilian Program, School Zone Speed Enforcement Camera Program, Marine Unit, Mounted Unit, Motor Unit, and the Police Explorers.

Additionally, the Detail Office Administration Program reviews operations for detail activities, ensuring alignment with departmental needs and compliance with applicable policies.

The Division has 459 FTE's and a budget of \$101,716,663 which includes grant funding.

### Investigations Bureau Description

The Investigations Bureau is tasked with investigating various types of criminal activity and implementing proactive enforcement strategies to deter crime. Working in coordination with other Department bureaus, the Investigations Bureau aims to reduce and solve crimes through both initial and follow-up investigations.

This Bureau is organized into three (3) divisions: the Criminal Investigations Division (CID) handles general criminal cases, the Violent Crimes Division (VCD) focuses on offenses involving violence, and the Special Investigations Division (SID) addresses specialized and complex criminal matters.

The Criminal Investigations Division is responsible for the follow-up investigation of a variety of crimes which includes the following: Burglary Unit, Larceny/Auto Theft Unit, Economic Crimes Unit, Traffic Homicide Investigations Unit, Case Management Unit, Crime Analysis Unit, and Real Time Crime Center.

The Violent Crimes Division is responsible for the follow-up investigation of “persons” type crimes and includes the following units and teams: Violent Crimes, Homicide, Fugitive, Endangered Persons (Human Trafficking, Internet Crimes Against Children, and Missing Persons), Special Victims Unit (SVU), and Forensics (Crime Scene, DNA Analysis, Digital Forensic Lab, Gun Intelligence Unit, and Fingerprint).

The Special Investigations Division is responsible for proactive policing efforts used to eradicate all levels of drug and vice activity. The Special Investigations Division includes the following activities: the Drug Enforcement and Vice Unit, Major Narcotics Unit, Threat Response Unit, Technical Support Services, Nuisance Abatement, and task force officers assigned to various federal agencies.

The Division has 177 FTE's and a budget of \$38,888,018.

### Professional Development Bureau Description

The Professional Development Bureau centralizes and streamlines onboarding functions for the recruitment, hiring, training, and development of the Police Department's employees. The units under this Division include Staff Inspections/Accreditation, the Office of Internal Affairs, Administrative Support, Background Investigations, Psychological Services Program, Recruiting, and Training.

The Staff Inspections/Accreditation Unit maintains the agency's professional standards and accreditation status. The Unit conducts agency-wide inspections to ensure compliance with current policy and best practices.

The Office of Internal Affairs (IA) handles investigations into police misconduct, monitors use-of-force incidents, and ensures disciplinary actions adhere to due process. Given the sensitive nature of its responsibilities, IA is located outside of the Police Headquarters.

The Backgrounds Unit plays a crucial role in identifying and selecting the most qualified candidates for both sworn and civilian positions within the Police Department. This Unit manages the recruitment process and maintains detailed documentation as candidates progress through hiring and training. The Unit is comprised of two (2) key areas: recruiting and background investigations. The recruiting team focuses on promoting career opportunities within the Police Department and attracting prospective applicants. The background investigations team conducts thorough screenings to ensure candidates meet the rigorous standards required to become City employees.

The Psychological Services Program is comprised of the police psychologists, employee wellness coordination office, police chaplains, and the Peer Support Team. The psychologists, as a part of this program, offer counseling services to Police Department employees and their immediate families as well as provide training and support for the Crisis Negotiation and Peer Support Teams.

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The Training Unit is responsible for ensuring officers complete all mandatory courses required by the Florida Criminal Justice Standards and Training Commission, Florida State Statutes, the Florida Department of Law Enforcement, and the Fort Lauderdale Police Department.

The Division has 49 FTE's and a budget of \$11,033,336.

**Confiscation/Forfeiture Trust Description**

The Police Legal Unit, in conjunction with the Confiscation Unit, is responsible for all property seized by the Department in accordance with the Florida Contraband Forfeiture Act. When property is seized by an officer, an evaluation of the property is conducted to determine its value and identify all potential claimants that are entitled to a statutorily required notice of confiscation. The notice informs the potential claimant that property has been seized and that they have rights, with regards to asserting a claim, to the seized property. Beyond ensuring that notices are sent to potential claimants, the Unit is responsible for filing the forfeiture actions and prosecuting the matters in Circuit Court. The Unit also works in conjunction with the Office of Financial Management to ensure that the statutorily required annual reports of all forfeitures are properly filed with the Florida Department of Law Enforcement.

All property awarded to the Police Department in accordance with the Florida Contraband Forfeiture Act is either sold at auction or re-purposed. The proceeds of any sales are deposited in the State Trust Fund for use by the Department. The proceeds may be used for the following programs and activities: school resource officers, crime prevention, safe neighborhood programs, drug abuse education and prevention programs, or for other law enforcement purposes. This can include defraying the cost of protracted or complex investigations, providing additional equipment or expertise, purchasing automated external defibrillators for use in law enforcement vehicles, providing matching funds to obtain federal grants, and funding the cost of confiscating property and prosecuting actions under the Act.

The Division has 1 FTE and a budget of \$88,694.

### 3. Performance Measures

Strategic Goal	Performance Measure	FY 2024 Actual	FY 2025 Actual	FY 2026 Projected	FY 2026 Target	FY 2027 Target
Goal 1: Be a safe community that is proactive and responsive to risks	National Incident-Based Reporting System (NIBRS) Group A crime rate per 10,000 population <sup>1</sup>	759.1	648.8	648.8	≤648.8	≤648.8
	Average response time (mm:ss) for 911 (Priority 1) calls for service (Constant) <sup>2</sup>	4:43 <sup>3</sup>	4:40	4:40	≤4:40	≤4:40 <sup>4</sup>
	Average response time (mm:ss) for 911 calls for service (Priorities 2-4) <sup>2</sup>	6:17 <sup>3</sup>	6:09	6:09	≤6:09	≤6:09 <sup>4</sup>
	Average response time (mm:ss) for non-emergency calls for service (all priorities) <sup>2</sup>	5:33	5:24	5:24	≤5:24	≤5:24 <sup>4</sup>
	Average hold time (mm:ss) for 911 calls for service (call received to call dispatched, all priorities) <sup>4</sup>	26:47 <sup>3</sup>	20:36	20:36	≤20:36	≤20:36 <sup>4</sup>
	Average hold time (mm:ss) for non-emergency calls for service (call received to call dispatched, all priorities) <sup>4</sup>	28:51 <sup>3</sup>	21:27	21:27	≤21:27	≤21:27 <sup>4</sup>
	Vacancy rate (sworn personnel) <sup>5</sup>	2.8%	1.2%	4.0%	≤4.0%	≤4.0%
	Vacancy rate (professional personnel)	10.6%	19.2%	4.0%	≤4.0%	≤4.0%

<sup>1</sup>Group A crime rate is based on data in FLPD’s records management system and is subject to change after the Florida Department of Law Enforcement (FDLE) validates and audits totals

<sup>2</sup>Priorities are set by a call taker at the Broward County dispatch call center based on the information provided by the caller; there are four priorities: (1) immediate threat of bodily harm or loss of life, (2) immediate threat of loss of property, (3) calls of routine nature, (4) delayed calls that do not require an urgent response





<sup>3</sup>The FY 2024 Actual excludes Quarter 1 data as it is not available

<sup>4</sup>Hold time is defined as the time from when a call is received at the Broward County dispatch call center to when it is relayed to a dispatcher that dispatches an officer to the scene; the hold time is based on priority and the availability of officers at the time the call is received

<sup>5</sup>The vacancy rate is based on the number of sworn personnel that have officially completed the hiring process; new hires may not have completed the Police Academy

## 4. SWOT Matrix

The table below identifies the Department’s most significant strengths, weaknesses, opportunities, and threats (SWOT) that affect service delivery for the key interested parties.

HELPFUL		HARMFUL	
R a n k	 <p><b>Strengths</b> (Internal Factors)</p>	R a n k	 <p><b>Weaknesses</b> (Internal Factors)</p>
1	Professional staff and officers have advanced training in areas such as crisis intervention, de-escalation, community policing, and specialized skills	1	Staffing shortages for regular duty due to officer training or other medical issues
2	Co-responder Program de-escalates behavioral health calls, connects people to services, and improves outcomes	2	Difficulties in meeting public record demands and time standards set by Florida Laws
3	The Community Support Unit strengthens community engagement and advances initiatives that build and sustain connections	3	Reduced productivity and operational efficiency resulting from delays in IT support, procurement of new technology, and recurring service outages
4	Successful Employee Wellness Program which is focused on mental well-being	4	Limited staff resources to meet rising caseloads and complexity of cases
5	High employee morale and efficiency as a result of the FLPD Employee Chief’s Departmental Focus Group		
R a n k	 <p><b>Opportunities</b> (External Factors)</p>	R a n k	 <p><b>Threats</b> (External Factors)</p>
1	Build stronger community partnerships	1	Population growth, increasing visitor volumes, and a rising number of City events places additional demands on public safety resources
2	Utilize social media and community events to help publicize job openings for qualified police officers	2	Growth in the unhoused population may increase calls for service and crisis-response needs, stretching police, fire/EMS, and outreach resources and potentially elevating safety and public health risks in high-traffic areas
3	Enhance services by engaging the Chief’s Community Focus Group and Unity in the Community Pastors/Police which serves as an advisory council to the Chief of Police	3	Additional traffic associated with Port Everglades and Convention Center further delay response time and causes other traffic related issues
4	Leverage new technologies to streamline workflow, improve response, and free staff for higher-priority needs	4	Legislative changes such as “Open-Carry” and case laws

## 4.1 SWOT Resolution Strategies (“What Keeps You Up At Night?”)

### Staffing Shortages for Regular Duty Due to Officer Training or Other Medical Issues

At any given time, there is a considerable number of officers that are in training or unable to be on regular duty due to medical issues. While the Department does backfill some of these positions, it does so at a minimum. This minimum staffing affects response times and police visibility.

**Action: Mitigate the risk**

The Police Department will track and manage the risk by maintaining a staffing dashboard (training pipeline, leave trends, duty status) and set triggers for surge plans, which are temporary strategies to increase police staffing and enforcement to address public safety concerns before coverage drops.

### Difficulties in Meeting Public Records Demands and Time Standards Set by Florida Laws

The Department is overwhelmed by an increasing number of public records requests and does not have enough staff to meet public demands due to sustained vacancies and time standards set by Florida laws.

**Action: Mitigate the risk**

The Department will use dashboards to track backlog, turnaround times, and request types to evaluate staffing needs and identify process bottlenecks. Once bottlenecks, or other inefficiencies, are identified, the Department will establish a process improvement plan to more effectively handle public records requests. The Department will work in coordination with the Human Resources Department to evaluate recruitment strategies to fill vacancies.

### Population Growth, Increasing Visitor Volumes, and a Rising Number of City Events Places Additional Demands on Public Safety Resources

The increasing growth in City population, number of visitors, and volume of events is increasing pressure on public safety resources. This increase in activity may require additional coordination and resources to maintain the existing safety and community engagement service levels.

**Action: Accept the risk**

The Department will leverage tools such as real-time dashboards, mobile reporting, and other technology to streamline work, improve responses, and free staff for higher-priority needs. This will ensure that the Department is optimizing the resources that it has to best meet the public safety needs for the City.

## 5. FY 2026 Major Anticipated Accomplishments

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### Office of the Chief:

- Oversee the move of the Department into the new Police Headquarters
- Refine the public safety information technology support function within the Bureau
- Enhance customer service at the new Police Headquarters by onboarding five (5) receptionist positions to support 24-hour lobby operations

### Support Services Bureau:

- Replace older tablets that are used to photograph crime scenes and record victim and witness statements with cell phones; the mobile devices will further be used as a communications platform to assist FLPD personnel with investigations and provide improved customer service

### Operations Bureau:

- Increase the number of homeless outreach reunifications to connect and reunify homeless individuals with their families
- Increase the Operations Bureau's response to complaints, such as homelessness, noise disturbances, and possible minor crime issues like misdemeanor larcenies, with a focus on efficiency and transparency by incorporating all complaints into the City's FixIt FTL customer service application
- Use analytics to develop proven response techniques for the most common complaints such as those that have repeated trends in location, subjects involved, and times, and marshal resources to increase the solvability of those reoccurring complaints
- Develop an efficient scheduling system for patrol that maximizes coverage, increases officer safety, and mirrors national guidelines on personnel allocation
- Issue a Request for Proposal (RFP) and obtain a detail administration software solution to fully activate the Detail Office

### Investigations Bureau:

- Enhance regional collaboration efforts with other agencies to improve communication and response to threat and drug trends, as well as response and investigation of violent and property crimes
- Augment current technology to more effectively process crime scenes and traffic homicide scenes
- Implement succession plans for critical positions within the Bureau to minimize vacancies and ensure continuity of operations across all divisions
- Implement protocols for the deployment of the Mobile Crime Scene Vehicle (MCSV) to streamline and increase the efficiency of crime scene processing at large and complicated scenes

### Professional Development Bureau:

- Conduct specialized in-house leadership training for all Sergeants and Lieutenants
- Conduct specialized in-house, law enforcement training for all Field Training Officers
- Implement an in-house Public Safety Aide (PSA) academy to certify newly hired employees, thereby improving the quality of training and reducing expenses attributed to outside training academies
- Incorporate digital solutions to streamline, digitize, and manage field training documentation

## 6. FY 2027 Key Strategic Plan and Commission Priority Initiatives

### 6.1 Group Violence Intervention Expansion

A review of crime data from the past three (3) years indicates that most shooting incidents and homicides were perpetrated by a small number of individuals with known crime affiliations and/or ongoing conflicts. In early 2026, using state-appropriated funding, the Police Department launched its Group Violence Intervention (GVI) pilot initiative. GVI recognizes that while overall crime may involve many offenders, a disproportionate amount of gun violence is driven by a limited number of groups and repeat offenders. The pilot initiative, which was launched in neighborhoods with high incidence of gun violence, combined targeted enforcement, community engagement, and social service support to directly address individuals and groups at the highest risk of involvement in violence. It is anticipated that GVI activities will result in enhanced law enforcement legitimacy, improved police-community relations, and reduced gun violence. This aligns with the FY 2027 City Commission Priority of Public Safety.

Funding	
This initiative will require additional funding in FY 2027 to advance:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Milestones	Anticipated Completion
15% Reduction in gun crimes perpetrated by group/gang affiliated individuals	October 2027