Compstat Within a State-Wide Law Enforcement Agency: Applying New York City Police Department's Success to The Florida Department Of Environmental Protection

Janet E. Hartman

Abstract

Compstat has become a common tool in efforts to reduce crime in many municipal and county law enforcement departments. The evaluation of existing crime data and the development and implementation of viable solutions at the middle management level has been tremendously successful. Presently, only one accredited state law enforcement agency has been identified as using the Compstat process. Surveys specifically targeting geographic challenges and data collection methods are evaluated, and the potential for success in the Department of Environmental Protection, Division of Law Enforcement is considered.

Introduction

CompStat, an analytical process made famous by William Bratton while serving at the New York City Police Department, has become a well-known crime fighting tool among police and sheriff departments nationwide. This statistics gathering and accountability based effort has taken many forms as it is implemented across the country but one thing has been clear, in its purest form, information seeking and application of resources has been successful by the majority of departments who have attempted implementation. The process seems simple enough; locate the problem areas within a given jurisdiction, and apply law enforcement assets to combat the issue. Consider for a moment that your jurisdiction included the entire state of Florida; is the process the same, and will the result be as significant?

Is there a winning formula for where the responsibility for implementation should be held in an agency? Is it the front-line supervisor, on the street, who can see a true perspective of what efforts are working and others that are not as effective? Is it the middle manager responsible for not only the pulse of the field but the requirements of command staff? Is the commander the individual responsible to the citizens of a given area for making their community safe? How will they guarantee this will occur? In the case of the Department of Environmental Protection, how do you ensure that the message is delivered when the commander is physically located in Tallahassee, yet varying crime trends are spread from Pensacola to Key West?

This research will focus on the successes, challenges and in a few cases the failures of CompStat when it has been applied to municipal and county settings. The data gathered will be utilized in a comparative model to illustrate the challenges that a state-wide law enforcement agency would have while implementing a similar model.

One of the most obvious barriers would be geography and decentralization; but add to the equation the hundreds of jurisdictional boundaries, the invisible lines that divide cities and counties within this state and gathering complete crime statistics becomes a unique impediment. Can CompStat, as it has been successfully driven elsewhere, be effectively implemented within a state law enforcement agency?

Literature Review

Accountability

"CompStat is an excellent program, but at the core of it is the principle of accountability. Holding the people who run the precincts accountable for achieving what the public wants them to do, which is to reduce crime." Rudolph Giuliani, then the mayor of New York City wrote this simple concept in his article Restoring accountability to city government, in the Business of Government Second Anniversary Issue. Police agencies are known for their special programs; implementation of youth-driven initiatives; crime watch neighborhoods and community policing. Is the reason for an increase in crime in a given area simply a matter of identifying the right resource to reduce crime? Have agencies been placing band aids on real concerns by simply implementing a program and not holding someone responsible for the result? (Giuliani, 2000)

Collection of Crime Data

Many tools are being utilized today to gather crime information, to include GIS software to modernize "pin maps" illustrating crime clusters. Using these tools, analysts can quickly show a very visual representation of the clusters of crime for a given jurisdiction.   Gathering the information into one site, one sole database is the answer to complete data collection. Accumulation of data over a broad jurisdictional boundary is identified as one of the hindrances to state law enforcement agencies moving towards a data driven policing initiative. In North Central Texas they have joined the Law Enforcement Analysis Portal (LEAP) so that they may have access to crime trends over a large geographical area (unknown, 2007). This process is in development now, although the implementation may be a year or more in the future, it is a promising resource.

Analyzing Crime Trends

Recall the Broken Window Theory for a moment. If a window in a building is broken and is left unrepaired, all the rest of the windows will soon be broken… one unrepaired broken window is a signal that no one cares and so breaking more windows costs nothing (Wilson & Kelling, 1982). With this theory, it is explained that if a neighborhood is vigilant against crime, and keep their areas clean and maintained, that less victimization will occur. The theory was built based on the Newark Foot Patrol

Experiment that took more officers out of their patrol cars and placed them on the streets on foot patrol. The result was officers who became a part of the community, who were recognized, and eventually trusted. Most importantly, the citizens felt less fear, whether or not the crime statistics were reduced. CompStat requires the agency to go one step further than to just mend an obvious problem, but to first analyze the data, and ensure that it is comprehensive to identify the true underlying concerns. While community policing methods have been extraordinarily successful in reducing crime rates, the analysis of crime trends and accurate data permits the first-line supervisor to not only provide visible patrol to a given area, but to ensure that resources are not misappropriated to an area that may be popular to patrol, but not necessarily where the need exists. (Wilson & Kelling, 1982)

Simplicity

"CompStat is one of the most innovative, deceptively simple and economical means to control crime and enhance public safety." (Allen, 2008). The basic principles of CompStat; the gathering of intelligence information, the allocation of resources, the relentless follow-up to efforts and the continuing, creative methods for addressing concerns may be considered in all of the very rudimentary methods considered thus far, but the survey results yielded additional ideas about implementation of CompStat and the actual results of the process in action.

Method

The purpose of this research is to determine if CompStat is a viable tool to be implemented in a state law enforcement agency, most specifically, the Florida Department of Environmental Protection. With this data, this information may be implemented in any state-wide law enforcement organization with some specialized modifications for the agency mission. A survey was developed and distributed by e-mail to two specific groups for response. The first, were forty-five national members of the State Law Enforcement Police Accreditation Coalition which represent forty-five agencies that have been accredited by the Commission on Accreditation for Law Enforcement. The second group surveyed consisted of members of the Florida Police Accreditation Coalition (PAC) which represent 191 law enforcement agencies either accredited, or seeking accreditation by the Commission on Florida Law Enforcement Accreditation. The second group had multiple members from each agency that participated in the State Law Enforcement PAC, therefore, only one survey per agency was requested. These groups were chosen due to the commitment to a process of standardization that may influence the agency to seek processes of continued improvement.

Unfortunately, the individuals chosen to receive the surveys actually proved to be a weakness of the product. A very low response to the survey instrument required the limiting of survey questions to at least establish participation levels, and as a result has diminished the integrity of the instrument. This is a strong weakness to the survey,

however, those who have utilized the process, or those that are considering the process have given the most in-depth responses allowing for a comprehensive vision of a process that will be built for the Department of Environmental Protection from the ground up. Follow-up modified surveys were conducted by telephone and e-mail with 146 Florida Police PAC represented agencies to obtain the necessary data to make the research more meaningful.

While discussing my research topic at a recent accreditation conference, the CompStat coordinator for a South Florida agency who had just implemented the process, had concern for how the program would proceed in her county. The individual has indicated that her comment may be included in this research; however, she has asked to remain anonymous due to the broad publication of this document. In preparation for her anticipated oversight of the process in her agency, she visited a few meetings at Broward Sheriff's Office. Her experience was not favorable, and she described the event as "terrifying". She described the individuals who were presenting as being "intimidated by the process, and almost fearful for the response to their district's performance."

Results

Within the first study group of national state law enforcement agencies, nine of the forty-five agencies identified returned a response. On a national level only one agency, the Pensylvania State Patrol identified themselves as using CompStat in the organization, therefore, this agency was the only one identified that returned a completed survey. Upon completion of additional queries and thorough research of usage of programs of this nature by state law enforcement agencies, this number is consistent.

The Florida Department of Business Regulation, Division of Alcoholic Beverages and Tobacco, have defined a program within the agency known as "Dashboard", but in its infancy, simply evaluates response data versus the existing case loads. Captain Ron Cave described the existing program in his e-mailed response, "The program was designed to determine a reduction in specific crimes, however, there is no accountability level established for the reduction of crime. The agency members do not have meetings that are driven by the information or establishment of plans to reduce the numbers." Only one other Florida state agency, the Florida Highway Patrol, is evaluating the potential for a program with similarities to CompStat. Presently, they are evaluating ESRI GIS and Mapping Service to implement an electronic pin map to track crime trends for their agency.

Among the 151 Florida county and municipal agencies who responded, 27 of 151 agencies had implemented the program, and 4 had discontinued the program.   The discontinuation of the program was a key element included in the survey instrument. The most consistent reason for the discontinuation was inaccuracy in data collection. Included with a survey response from Key West Police Department was an April 04, 2008, memorandum from the Chief of Police to his staff, providing the following information regarding Compstat: "Effective immediately our CompStat sessions will be

suspended. The suspension of CompStat will allow us to review and modify our processes of data collection, entry and analysis. This will allow for timely and accurate data that we will use in future CompStat sessions. I believe in the concept of CompStat but feel it will better serve our department when these issues have been corrected." The member who provided a copy of the statement for this project provided further: "We got into Compstat in early 2007 but had on-going problems with getting real-time numbers from our computer system (HTE) - part of the problem being short on staff in Records. That was the primary problem. In the same meeting, Records would give one set of numbers; then CID, Patrol, Communications would give different numbers. As I recall, we had HTE in a couple of times trying - unsuccessfully - to fix the problem. We dropped Compstat in the spring of 2008, but with hopes to eventually reactivate it." The analysis of data is the core of the CompStat process, without accurate, and as provided in this illustration, consistent data, the success is diminished.

Including both survey groups, the survey instrument was completed by only 22% of those individuals who received surveys. Agencies who do not use Compstat; have not used CompStat; and have no plans to use CompStat; typically responded with a short answer response to the e-mailed inquiry, and did not include that information on a completed survey form. This group encompassed as a result of this low return rate, a reliance on a two-part question with follow-up survey distribution was initiated to obtain additional responses. The agencies who did not respond to the original request for completion of a survey were sent this follow-up request for assistance. This follow-up did not expand the number of those who were identified as part of the survey group. Of the 146 agencies identified for follow-up, 33 agencies did not respond in any manner to inquiries. 103 answered that they do not utilize CompStat or a like program, and have never implemented the process. 11 agencies confirmed that they had utilized a similar process, and completed a full survey.

Of those who completed the survey 100% agreed that since the implementation of CompStat the agency has reported some level of reduction in crime. Expectedly, the citizen satisfaction increased overall as a result of the program. Only half agreed that CompStat has increased middle managers control over field operations. Those who answered to the contrary consistently answered that it had remained the same. An important factor that was improved as a result of the implementation was communication; 100% of those completing the survey agreed that communication was greatly improved.

The variances occurred when asked about which components of CompStat had been implemented at the agency. The return rates are as follows:

- Setting specific objectives in terms that can be precisely measured.   100%
- Regularly scheduled meetings with agency leadership to review progress toward objectives.   100%
- Middle managers held responsible for understanding crime patterns and initiating plans to deal with them.   76.8%
- Middle managers have control over resources to accomplish objectives.   92.2%
- Use data to assess progress toward objectives.   100%

When asked the positive attributes of the program, many respondents had similar sentiments, they are summarized as follows:

- "Being able to see progress, and know what you are doing is working"
- "Citizen support of the initiative."
- "The improved communications with the different bureaus has improved so much, and we are working together more toward a common goal."

When asked the negative attributes of the program, there were only two responses, they were:

- "Too little staff to complete the reports. Analysts are spending more time now tracking progress, rather than assisting detectives with solving active criminal cases."
- "There was, and is too much money invested in the program. We have seen a decrease in crime rate since we started, but not enough to justify how much we have spent to get there."

Discussion

The Florida Department of Environmental Protection, Division of Law Enforcement consists of 127 law enforcement members. It serves Florida residents and visitors from the panhandle of Pensacola to Key West, and is responsible for not only crime prevention in Florida State Parks, Greenways and Trails and Coastal and Aquatic Managed areas, but for environmental crimes investigations. In some areas, one member may be responsible for a jurisdiction of more than five counties. Applying a large contingency of law enforcement members to a specified area may not always be feasible. With these numbers in mind, one can reflect back to the days of the push for Community Policing, empowering members to join with their communities to combat crime in their community. Are you still meeting the goals of CompStat, if you are utilizing outside resources? How agencies creatively meet the challenges provided, may be one of the most interesting and immediately applicable results of this research.

CompStat provides for a more scientific approach, but utilizing similar methods to reach the desired results. Focusing efforts on an area determined to have a cluster of crime activity, place resources where they will be most effective and ultimately deter crime from occurring. Not necessarily eradicating crime, but certainly relocating the element before it infiltrates the community. In this regard, CompStat and Community Policing go hand-in-hand. For agencies that may be small in numbers, like the DEP, Division of Law Enforcement, the only solution may be joining with volunteers to ensure the crime is kept to a minimum. Involvement in community resources such as the Friends of State Parks is integral to the success of policing initiatives when staffing is at a minimum. This doesn't suggest that civilian volunteers be placed in harms way to help reduce criminal activity, but it does include educating these most valuable assets, and helping them to understand the crime that is occurring in the parks that they want to

preserve. This would be an interesting new twist to the public CompStat meeting; a way to ensure that these resources are aware of trends in their own backyard, and confidence that the commander in that area has a plan to reduce the opportunity of criminal activity. Isn't this why the public meeting component was implemented in New York City, accountability to not only commanders but to the community?

Where there are success stories, there is also enough negative media to go around. Broward County Sheriff's Office under the direction of Sheriff' Ken Jenne found great success in the implementation of the New York City Model. An interview conducted for this research project was with an individual who wishes to remain anonymous. She described the CompStat meetings she observed as "terrifying". Not only has Broward County been scrutinized for their intimidating CompStat meetings but were also thrust into the media when the data being collected was compromised by a false reporting scandal where some districts were underreporting data. In these cases, the offenses were downgraded so that the district would show a drop in some crimes, and only a small rise in less noticeable misdemeanors. This accusation has not only been directed at Broward County, but toward many other seemingly successful agencies. Integrity in reporting has been a question for some time. Agencies must be ready to confirm their data as accurate. To ensure integrity, some agencies have instituted procedures for ensuring that supervisors compare the actual offense charged with elements of crimes.

Sarasota County Sheriff's Office spent $250,000 for what was once known as their "CompStat Room". It was constructed so that the very public meetings regarding progress in the districts could be reported in an open forum. Other agencies have spent in excess of that amount to update their computer programs to decipher the data, and to pay full-time personnel to gather the information for the scheduled meetings. Others have implemented the process in more subtle ways.

The Department of Environmental Protection and the Department of Health have developed a task force to begin the tracking of environmental concerns throughout the state. This information, combined with the general crime statistics may provide a clearer picture of where the department's assets need to be realigned. Presently, hand gathered activity reports are submitted weekly and significant events reports are generated to provide information to the agency as a whole of enforcement progress. This tool is ineffective, and under representative of the efforts of the division in crime reduction efforts. Due to the basic nature of the data, it is difficult to track, and impossible to measure effectiveness. The department recently implemented a computer program known as SmartCop which will assist in the data gathering efforts for information gathered by the agency. With this tool, any member who interacts with someone while on patrol will have feedback on their computer screen that advises prior interaction by another member of the agency. With this type of information, intelligence gathering begins, and establishing patterns and clustered events becomes more easily recognized.

In a recent interview with deputies at the Marion County Sheriff's Office, a seemingly simple question was asked, "Does your agency utilize CompStat?". The answer, "What is that?" Once the concept was explained, the deputy answered that they have "d-stat" a shortened term for "district stat". The district lieutenants are responsible for reviewing their district crime statistics and are prepared to meet with the

sheriff to discuss the programs implemented, and the progress achieved through targeted patrol efforts. This agency doesn't utilize an open meeting to discuss the issues; it is a one-on-one discussion with the Sheriff that may be less public, but certainly no less agonizing if the desired result is not being accomplished. Maybe the discussion is not at all about money that an agency has to invest, but it may be about resources, and creative approaches to achieve the same result.

Recommendations

The Department of Environmental Protection has one crime analyst and two part-time employees that are capable of producing the reports which would be the initial product under CompStat. A Clearwater Police Department member mentioned that "We just don't have the formal accountability meetings that Compstat requires, though each of the District Commanders are responsible for addressing trends in their districts. We essentially do something similar to Compstat, just informally. We generally don't have the public meetings unless there is a specific need." In order for the Department of Environmental Protection to meet the needs of an accountability driven society, we have to first begin developing methods for the accurate collection of information. The addition of the SmartCop technology to our front line will boost the consistency of data collection immensely.

Secondly, the department will have to develop a plan of action for collection, then distribution of the information to the responsible commanders. Research has proven that it doesn't take expensive technology to develop accurate statistics to evaluate, just a consistent manner for data entry and a mechanism for retrieval of the information. Mapping and GIS components are already readily available to members; the tools are just not utilized for the purpose of crime mapping.

The effectiveness of the public meeting has been a source of contention. Many say that it is the public nature of the query that boosts the competitive spirit, but others have touted these types of meetings as "mean-spirited", and in the case of Broward County "terrifying". It would be impractical for state agencies to have frequent meetings in one designated location. Solutions to this barrier may include the use of video conferencing. The impact of being in one room with the information flashing up dynamically on a screen is missed, but the discussion of accountability is not. It is a viable solution for the geographically challenged state agency.

Further research is needed in the area of technology immediately available for collecting data and for mapping and creating visually impactful information. Low-cost and no cost options should be considered while not diminishing the critical information included in the process.

Captain Janet Hartman has been in state law enforcement since 1996. Most of her career has been in training and in the last few years, accreditation. At the time of this research, Janet was a Lieutenant with the Florida Department of Environmental Protection, Law Enforcement Division. Janet currently is serving as the Accreditation Manager for the State Fire Marshal, Bureau of Fire and Arson Investigation.

References

Allen, C (2008, July 30). CompStat: St. Mary's County sheriff's transition to data-driven policing. Retrieved November 14, 2008, from Southern Maryland Online Web site: http://somd.com/news/headlines/2008/8052.shtml

Giuliani, R. W. (2000, Summer). Restoring accountability to city government. *The Business of Government. Second Anniversary Issue*, 2-8, 76.

Unknown Author, (2007, March 8). North Central Texas Council of Governments launches data sharing network for statewide crime and link analysis. Retrieved August 21, 2008, from Government Technologies website: http://www.govtech.com/dc/104316

Wilson, J.Q. and Kelling, G.L. (1982, March). Broken Windows: The police and neighborhood safety. *The Atlantic, 267(3),* 29 – 38.

COMPSTAT Implementation Survey

1. Which of the following best describes your agency?

    ☐   Sheriff's Office
    ☐   Police Department
    ☐   State Law Enforcement Agency
    ☐   Federal Law Enforcement Agency
    ☐   Other _____

2. How many sworn members does your agency employ?

    ☐   Less than 15
    ☐   16 – 50
    ☐   51 – 150
    ☐   151 – 200
    ☐   200 or more

3. What is the approximate size of the population you serve? _____

4. What is the approximate size of the geographical area you serve? _____ Square Miles

On a scale of 1-5, with 1 meaning greatly decreased and 5 meaning greatly increased:

	1	**2**	**3**	**4**	**5**
5. Since the implementation of COMPSTAT crime has:	☐	☐	☐	☐	☐
6. Since the implementation of COMPSTAT citizen satisfaction has:	☐	☐	☐	☐	☐
7. COMPSTAT has increased middle managers control over field. operations.	☐	☐	☐	☐	☐
8. Since the implementation of COMPSTAT, communication between agency bureaus (patrol, investigations, etc.) has improved.	☐	☐	☐	☐	☐

9. Which of the following features of COMPSTAT were implemented in your agency?

    ☐   Setting specific objectives in terms that may be precisely measured.

    ☐   Regularly scheduled meetings with agency leadership to review progress toward objectives.

    ☐   Middle managers held responsible for understanding crime patterns and initiating plans to deal with them.

    ☐   Middle managers have control over resources to accomplish objectives.

    ☐   Use data to assess progress toward objectives.

10. If you had the ability to make changes to your existing COMPSTAT process, what would those changes be? _____

11. Please list what you believe are positive attributes of COMPSTAT. _____

12. Please list what you believe are negative attributes of COMPSTAT. _____

13. Please list the challenges of implementing COMPSTAT in your agency. _____

14. If your agency implemented COMPSTAT, but has stopped using the process, what was the primary reason(s)?   Your complete response is appreciated. _____

15. If your agency has implemented the COMPSTAT process, and either still utilizes the program, or has discontinued its use, a follow-up telephone interview would be appreciated.

    Contact Person Name: _____

    Telephone Number: _____

    E-mail Address: _____

APPENDIX B

Initial Survey Distribution
Florida County and Municipal
Members of Police Accreditation Coalition

34 of 191 Agencies Reporting - 18% Return Rate

Agency Name	Presently Use CompStat	Have used CompStat	Plan to Initiate CompStat
Altomonte Springs PD	Yes		No
Bay County SO	No	No	No
Broward County SO	No	Yes	No
Cape Coral PD	Yes		
Charlotte County SO	Yes		
Citrus County SO	Yes (Similar)		
Clearwater PD	Yes (similar)		
Coral Gables PD	No	No	No
Daytona Beach PD	Yes		
Flagler County SO	No	No	No
Ft. Walton Beach PD	No	No	No
Hernando County SO	Yes (similar)		
Hialeah PD	No	No	No
Hillsborough County SO	Yes		
Hollywood PD	No	No	No
Juno Beach PD	No	No	Maybe
Key West PD	No	Yes	Yes
Kissimmee PD	Yes (similar)		
Lake County SO	No	No	Maybe
Lighthouse Point PD	No	No	No
Manatee County SO	Yes (similar)		
Margate PD	No	No	No
Marion County SO	Yes (similar)	No	No
Martin County SO	No	No	No
Miramar PD	Yes		
Mount Dora PD	No	No	No
Oviedo PD	Yes		
Palm Bay PD	Yes		
Palm Beach	Yes		
Polk County SO	Yes (similar)		
Ponce Inlet PD	No	No	No
Port St. Lucie PD	Yes (similar)		
Sarasota PD	Yes (similar)		
Sarasota SO	No	Yes	No

APPENDIX C

National State Police Organizations
Members of CALEA Police Accreditation Coalition

9 of 45 Agencies Reporting 20% Return Rate

Agency Name	Presently Use CompStat	Have used CompStat	Plan to Initiate CompStat
Tennessee State Police	No	No	No
Pennsylvania State Police	Yes		
Delaware State Police	No	No	No
Florida Department of Law Enforcement	No	No	No
North Carolina Department of Transportation	No	No	No
Ohio Department of Taxation	No	No	No
Florida Department of Alcoholic Beverages and Tobacco	Yes (similar)		
Iowa Department of Public Safety			
North Carolina Justice Academy			

Follow-up Survey of FLA-PAC Member Agencies
Completed by DEP Intern Kyle Maibaum

Response Rate: 77 %

Alachua County Sheriff's
Apopka Police Department
Auburndale Police Department
Aventura Police Department
Bal Harbour Police Department
Bartow Police Department
Boca Raton Police Department
Boynton Beach Police Department
Bradenton Police Department
Brevard County Sheriff's Office
Brooksville Police Department
Broward Sheriff's Office
Casselberry Police Department
Citrus County Sheriff's Office
City of Doral Police Department
Clay County Sheriff's Office
Clermont Police Department
Cocoa Police Department
Collier County Sheriff's Office
Coral Springs Police Department
Dade City Police Department
Davie Police Department
Daytona Beach Shores Department of Public Safety
DeLand Police Department 00035
Delray Beach Police Department
Edgewood Police Department
Escambia Sheriff's Office
Fernandina Beach Police Department
Fort Myers Police Department
Franklin County Sheriff's Office
Ft. Lauderdale Police Department
Ft. Pierce Police Department
Ft. Walton Beach Police Department
Gadsden County Sheriff's Office
Gainesville Police Department
Gulf Breeze Police Department
Gulfport Police Department
Haines City Police Department
Hallandale Beach Police Department
Hardee County Sheriff's Office
Highlands County Sheriff's Office
Holly Hill Police Department
Hollywood Police Department
Holmes Beach Police Department
Indian River County Sheriff's Office

Do Not Utilize
Utilize CompStat
Did Not Respond

Indian River Shores Department of Public Safety
Jacksonville Beach Police Department
Jacksonville Sheriff's Office
Jupiter Inlet Colony Police Department
Jupiter Island Public Safety Department
Jupiter Police Department
Kenneth City Police Department
Lake Clarke Shores Police Department
Lake County Sheriff's Office
Lake Mary Police Department
Lake Worth Police Department
Lakeland Police Department
Lantana Police Department
Largo Police Department
Lauderhill Police Department
Lee County Sheriff's Office
Leesburg Police Department
Leon County Sheriff's Office
Levy County Sheriff's Office
Longboat Key Police Department
Longwood Police Department
Maitland Police Department
Manalapan Police Department
Marion County Sheriff's Office
Melbourne Police Department
Miami Beach Police Department
Miami Police Department
Miami Shores Police Department
Miami-Dade Police Department
Monroe County Sheriff's Office
Monticello Police Department
Mulberry Police Department
Neptune Beach Police Department
New Smyrna Beach Police Department
North Miami Beach Police Department
North Miami Police Department
North Port Police Department
Oakland Police Department
Ocala Police Department
Ocoee Police Department
Okaloosa County Sheriff's Office
Okeechobee County Sheriff's Office
Orange County Sheriff's Office
Orange Park Police Department
Orlando Police Department
Ormond Beach Police Department
Osceola County Sheriff's Office
Palatka Police Department
Palm Beach Gardens Police Department
Palm Beach Police Department
Palm Beach Shores Police Department
Palm Springs Public Safety Department
Palmetto Police Department

Do Not Utilize
Utilize CompStat
Did Not Respond

Panama City Police Department
Pasco County Sheriff's Office
Pembroke Pines Police Department
Pinecrest Police Department
Pinellas County Sheriff's Office
Pinellas Park Police Department
Plant City Police Department
Plantation Police Department
Ponce Inlet Police Department
Port Orange Police Department
Punta Gorda Police Department
Putnam County Sheriff's Office
Riviera Beach Police Department
Sanford Police Department
Santa Rosa County Sheriff's Office
Sarasota Police Department
Satellite Beach Police Department
Sebastian Police Department
Seminole County Sheriff's Office
South Daytona Police Department
St. Augustine Beach Police Department
St. Cloud Police Department
St. Johns County Sheriff's Office
St. Lucie County Sheriff's Office
St. Pete Beach Police Department
St. Petersburg Police Department
Starke Police Department
Stuart Police Department
Sumter County Sheriff's Office
Sunny Isles Beach Police Department
Sunrise Police Department
Surfside Police Department
Suwannee County Sheriff's Office
Tallahassee Police Department
Taylor County Sheriff's Office
Temple Terrace Police Department
Venice Police Department
Vero Beach Police Department
Village of Key Biscayne Police Department
Volusia County Beach Patrol
Volusia County Sheriff's Office
Wakulla County Sheriff's Office
Wauchula Police Department
West Palm Beach Police Department
Wilton Manors Police Department
Winter Garden Police Department
Winter Park Police Department
Winter Springs Police Department
Zephyrhills Police Department

Do Not Utilize

Utilize CompStat

Did Not Respond