



2020 - 2022

CAPE CORAL POLICE DEPARTMENT MULTI-YEAR PLAN



David Newlan, Chief of Police

Prepared by: Planning & Research Unit

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VISION, MISSION, VALUE STATEMENT

Mission

To ensure the safety and well-being of our community through a partnership with our citizens.

Vision

To become the premier law enforcement agency in Florida, striving to attain the highest level of safety for our community.

Values

We value professionalism as the ideal conduct that is based upon the uncompromising virtues of character that embraces public trust and promotes the relentless pursuit of justice.

INTRODUCTION

PURPOSE

The Cape Coral Police Department Multi-Year Plan serves as a roadmap to guide the Department toward realizing its vision, achieving its stated mission, and reflecting its core values. The plan is updated as necessary to reflect changes in strategy, operational goals, and budgetary guidelines as determined by City leadership, Department command staff, and the needs of the community.

ROLE

The Cape Coral Police Department is a full-service law enforcement agency responsible for the management of law and order, protection of persons and property, prevention and suppression of crimes, investigation and apprehension of persons suspected of crimes, direction and control of traffic, traffic accident investigations, school safety, enforcement of all state and municipal criminal laws including City Ordinances, and the safety and security of citizens at special events and public gatherings. The Department is comprised of six distinct bureaus: Patrol, Investigative Services, Special Operations, Communications and Logistical Support, Community Services, and Professional Standards.

HIGHLIGHTS

The City of Cape Coral was incorporated in 1970 and had a population of 11,470. The Cape Coral Police Department became fully operational on August 9, 1971, providing 24-hour services to a population of approximately 15,000 residents with a staff of 6. The first police headquarters was located at an old Gulf American Land Corporation sales building in the 4300 block of Del Prado Boulevard. In 1974 the Department was relocated to 815 Nicholas Pkwy East, as part of the City Centrum. Currently, police headquarters is located at 1100 Cultural Park Boulevard which was first occupied in June 2009.

The Department is currently authorized for 274 sworn officer positions, 94 full-time civilian positions in various capacities, and 7 part-time civilian contracted positions. The Agency also maintains a Police Volunteer Unit to assist with numerous functions. Although the number fluctuates, there are typically around 180 volunteers. At the time of this report, the Department is holding 26 total vacancies (17 sworn officers, 8 full time civilian positions, and 1 contract position), with several planned retirements projected to increase that number over the next couple of years if hiring does not keep up.

INTRODUCTION

Cape Coral is the second largest city in Florida by land mass, encompassing about 120 square miles, with roughly 1,700 miles of roadway (counted as centerline mileage), and 400 linear miles of waterways and canals.

The Cape Coral Police Department operates three separate Patrol Districts, designated as North, Central, and South. Each District is further subdivided into five Patrol Zones. North District is the largest at just over 63 square miles, South District is next at approximately 36 square miles, and Central District covers about 19 square miles.

South District has the highest population concentration, estimated in 2020 at 87,908 residents. This about the same as the City of Fort Myers and more than other cities in Florida such as Largo, Melbourne, The Villages, and North Port.

Central District has the third highest population at around 48,444 residents in 2020. This is comparable to Florida cities such as Pensacola, Coral Gables, and more than Titusville and Winter Garden.

North District is the largest in square miles but only has the second largest population. In 2020 nearly 56,480 residents lived in this area. This District is comparable to other Florida cities such as Sarasota, Palm Beach Gardens, and Apopka. Because the North District is still the most undeveloped, it is also subject to the fastest growth, with new construction and several housing developments already in progress.

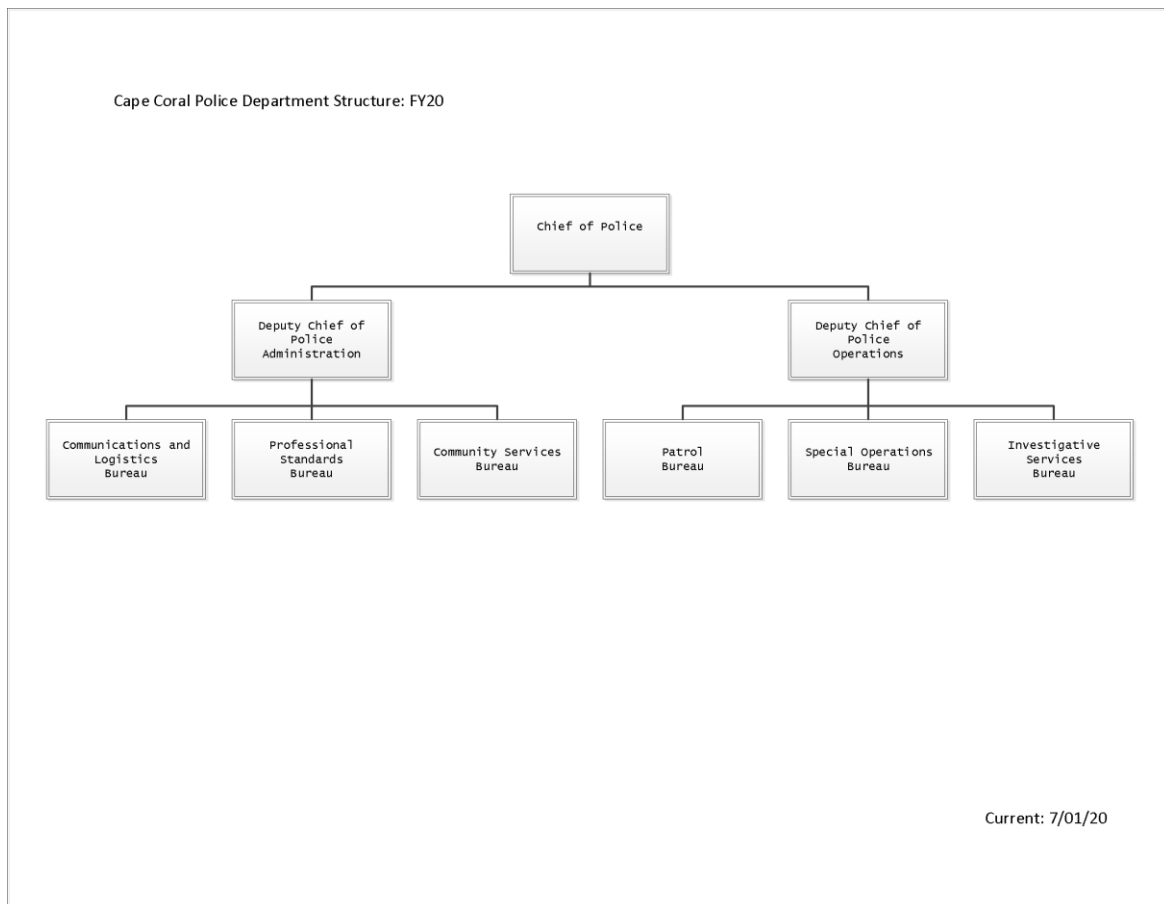
In 2019, the cost per capita* to the residents of Cape Coral for their Police Department was approximately \$194.52. The cost per capita to hire and equip a new officer was about \$0.75, with the annual per capita cost of the officer's salary, benefits and other payroll impact accounting for around \$0.46.¹



¹ Using the Cape Coral Interactive Growth Model for population measures, and 2019 City of Cape Coral final budget numbers.

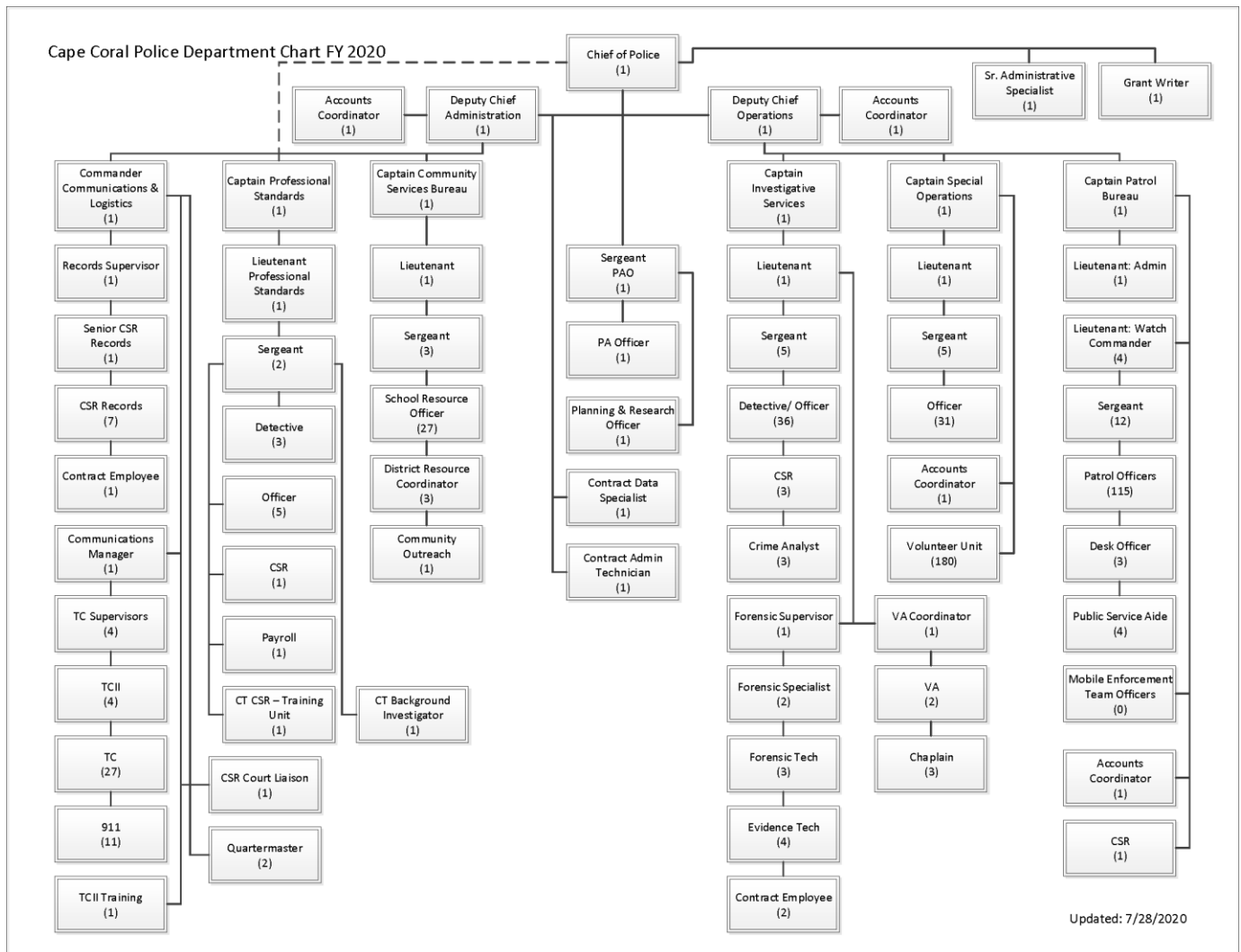
ORGANIZATIONAL CHART

Organizational Structure of the Department



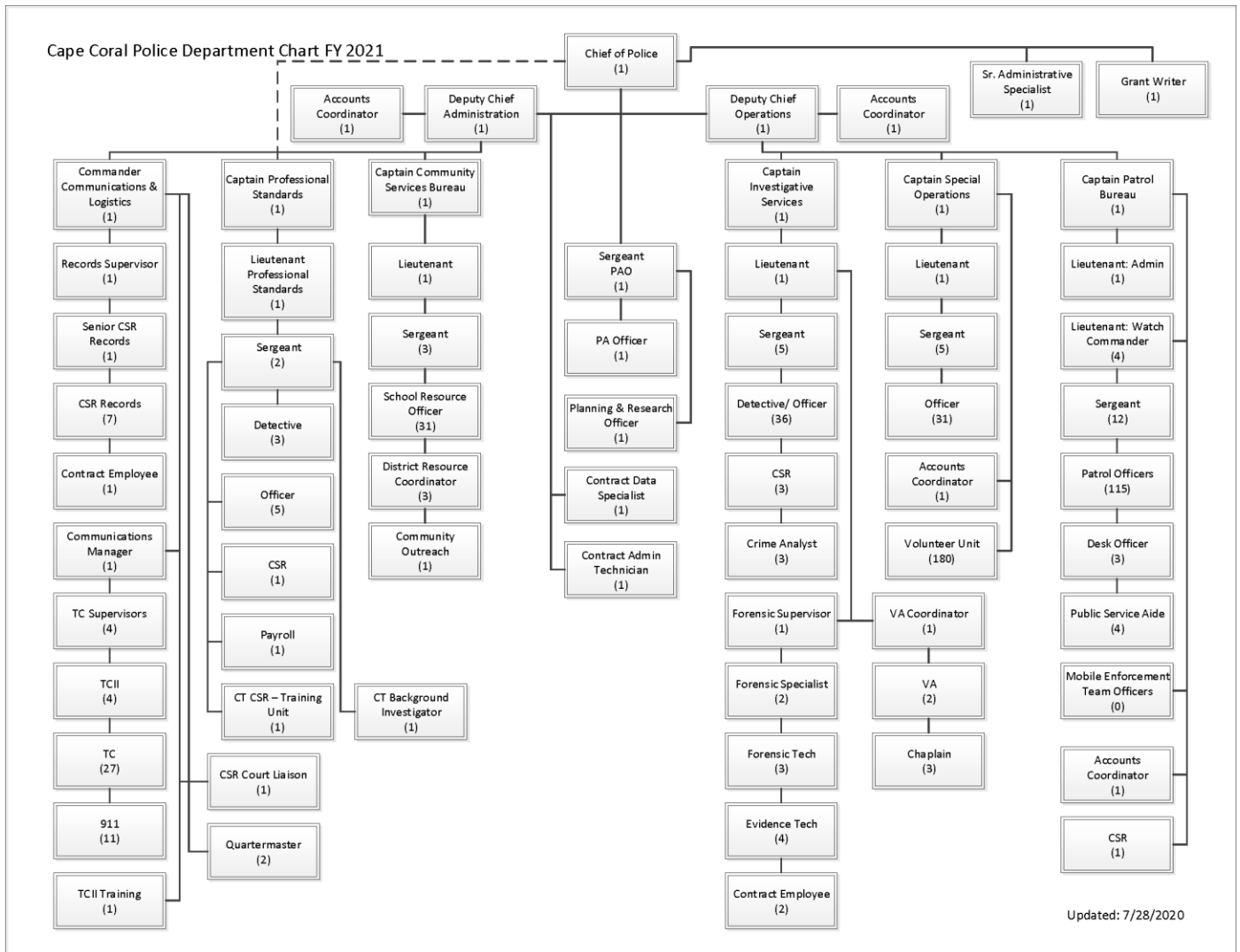
ORGANIZATIONAL CHART

Organizational chart 2020



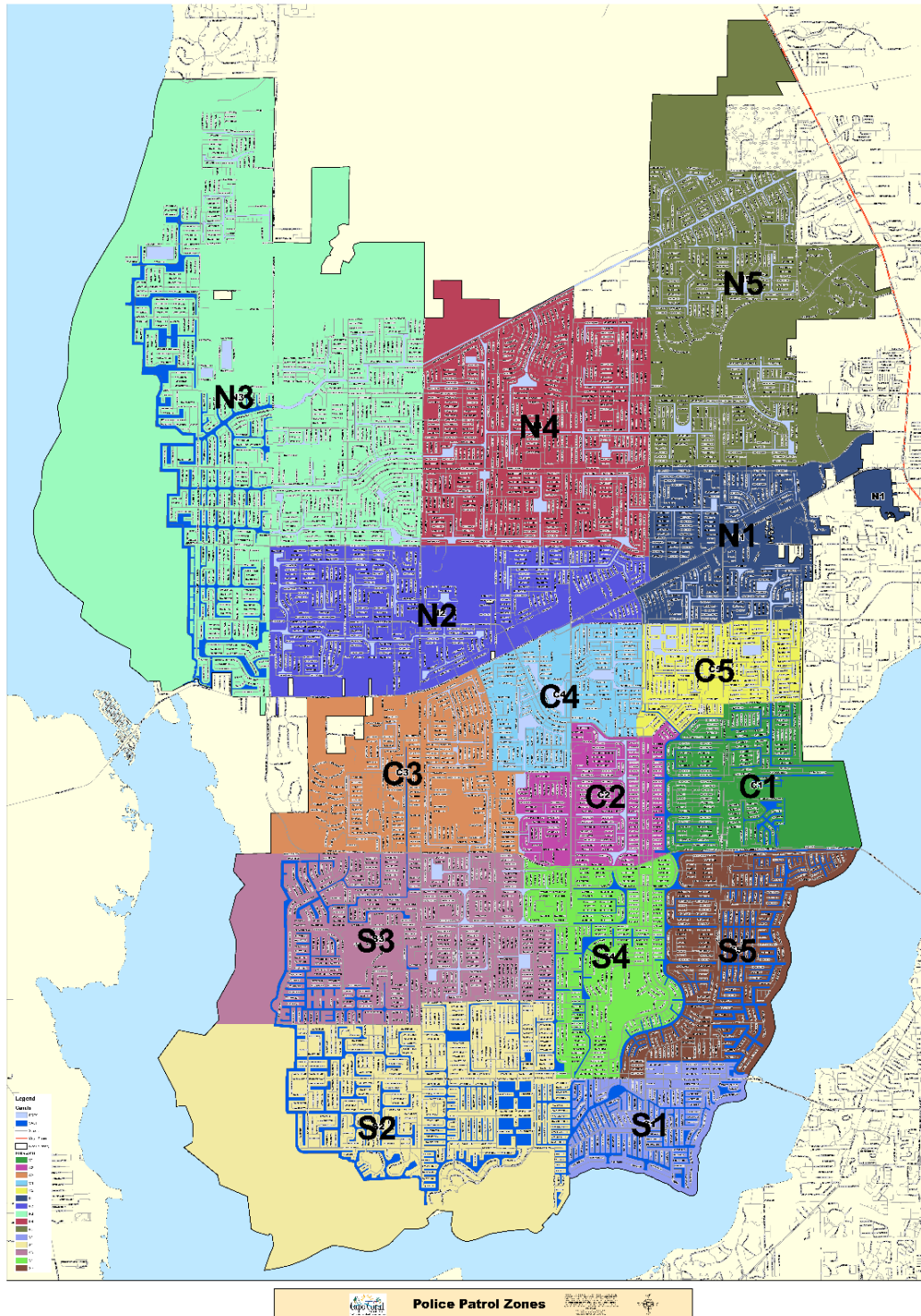
ORGANIZATIONAL CHART

Organizational chart 2021



PATROL MAP

Patrol Map



TRENDS

GROWTH & DEMAND FOR SERVICE

The City of Cape Coral continues to grow with population estimates near 192,832* full-time residents (*per the Cape Coral Interactive Growth Model). With growth comes an increase in demand for police services. Homes are being built and neighborhood density is increasing in many areas, particularly in the North District. Businesses are moving into previously vacant sites and new commercial structures being built in many areas. This brings specific challenges, along with changing needs, for policing services. For instance, construction sites offer opportunities for criminal activity, such as the theft of materials, that require a change in police patrol tactics. The increase in business density in certain areas brings with it an increase in vehicle traffic, which may also require changes to traffic enforcement activities. The Department continually monitors these trends to tailor services to meet the changing needs of the community.

With increased demand for services comes a need to ensure the Department is staffed with an appropriate number of officers, assigned to the right bureaus, during the correct times and days of the week, and with the tools required to perform the jobs needed by the community. The Cape Coral Police Department utilizes a modern, industry-recognized software solution to ensure there is optimal staffing on a continual basis. The personnel allocation model has shown thus far what was already suspected: there are not enough officers on the streets for a city the size of Cape Coral. Our own historical data below is evidence of that.

Historical event data.

Year (fiscal)	2015	2016	2017	2018	2019	Comparison 2018 vs 2019
Citizen Calls for Service w/ Records	89,738	107,923	109,735	127,126	126,728	-0.3%
Self-Initiated Activity	49,391	53,237	63,380	64,861	65,142	0.4%
Administrative	94,035	100,629	105,997	118,138	109,697	-7%
Traffic Stops	23,729	21,565	27,744	25,180	29,652	18%
TOTAL EVENTS	256,893	283,354	306,856	335,305	331,219	-1%

TRENDS

The previous table shows a continued, and significant increase in citizen-generated calls for service over time, along with a stagnation in proactivity by officers. The increases in community demands on police services has impacted the ability of our officers to be proactive with our current staffing levels.

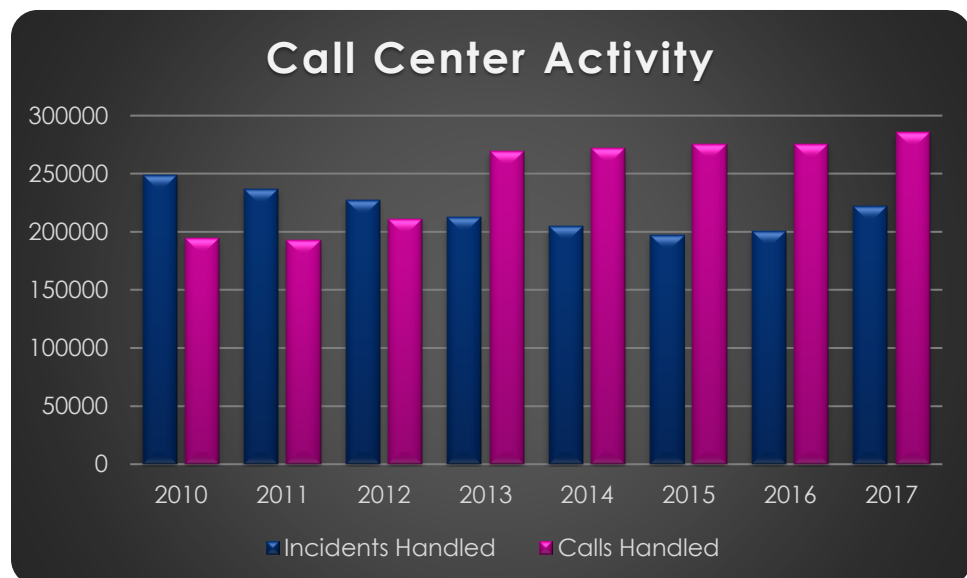
The Police Department's Communications Center manages all 911 call center and dispatch services for the city. The Cape Coral Fire Department is dispatched by the same telecommunicators that handle law enforcement calls, and any EMS specific call they receive is transferred to Lee County EMS Control. The call center is staffed 24-hours a day, 7-days a week, like other emergency services in the city. The following graph shows how our call center has been affected.

The "Incidents Handled"

category refers to any call that resulted in either the dispatch of first responders, the creation of an incident report for law enforcement or emergency services activity such as a response from

Fire/EMS, and all other calls that required a recorded action on the part of a call center employee but did not require a first responder to be dispatched.

The "Calls Handled" category captures every other contact, including other calls Dispatchers regularly received that are not emergencies and do not require any formal action of any kind – such as people calling to ask for directions or to report their cable TV is not working. These numbers are derived from "calls" into the Communications Center, whether from a telephone, email, or teletype message, and do not necessarily reflect actions or "calls for service" initiated by first responders via the computer-aided dispatch system.



TRENDS

One of the challenges faced by our call center is the interconnected nature of the 911 system. All calls must be answered, so regional call centers have developed a "roll over" system. If for any reason a call cannot be answered or is not answered within a certain time frame, it will be redirected to the next call center. For instance, if a Cape Coral call rolls over, it will be answered by Lee County Dispatch. It is not unusual for the Cape Coral Communications Center to answer calls from regional call centers such as Lee County and Fort Myers. These calls must be handled, and this influences the total workload, even when not reflected as a Cape Coral call for service.

Within the Communications Center, staffing is managed based on a "staffing ratio." This is essentially a comparison between the number of Dispatchers with the number of Officers. A lower number here is actually better. The other number is the "staff availability," which is essentially the number of days we expect a Dispatcher will be available to work, after determining vacations, sick-leave, training time, and turn over, and then factoring that number into the minimum number of stations, and volume of calls received. A higher number here is better. The methodology used is recognized industry-wide, and commonly used to determine staffing ratios in both emergency and non-emergency customer service call centers. Below is a chart depicting the historical staffing ratios for the Cape Coral Communications Center:

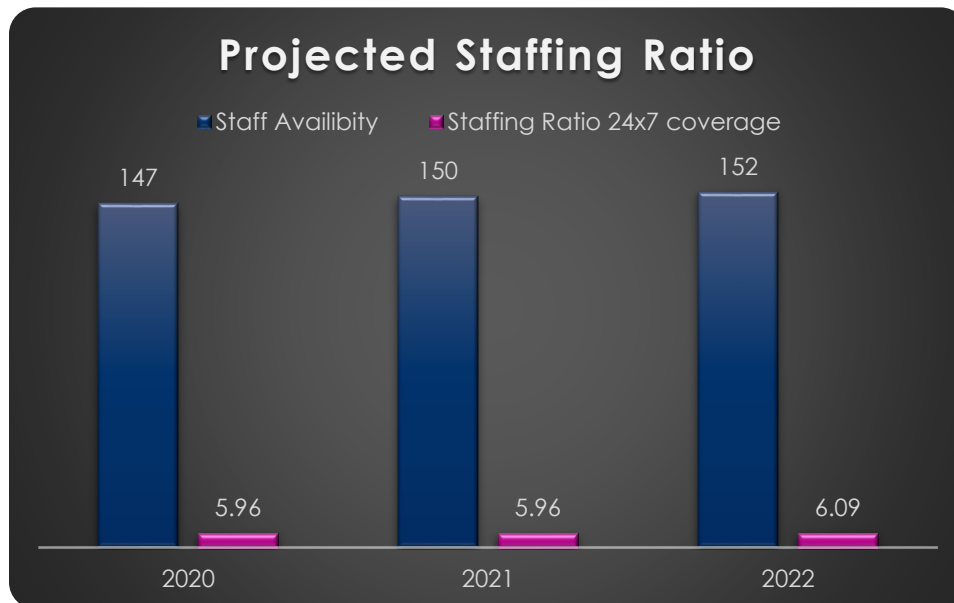


Although it is impossible to know exactly how many calls will be received in the future, or how many days might be lost to illness or turn-over of employees, the Department

TRENDS

projects its staffing needs as accurately as possible by using the historical data as a baseline.

Below is the current staffing projection:



The Cape Coral Police Department is aware of the increasing demands for service and understands its limitations. The Agency will continue to look at best practices and other ways to reach an optimal balance between the number of officers and support staff, and the services it can provide. This means hiring more officers and staff, but it also means improving internal processes, developing optimized work schedules based on function, and finding new ways to better serve the community. To that end, the Department has adopted a new analytical policing strategy that uses data to attempt to predict when and where police services will be needed, instead of simply using statistics to drive more blanket law enforcement. Over the next few years, the Cape Coral Police Department will be focused on implementing this new way of doing business at every level within the Agency.

TYPES OF CRIME

According to Uniform Crime Report (UCR) statistics, Cape Coral is consistently ranked as one of the safest cities in Florida, and the second safest for cities with a population over 100,000. UCR data can be located [here](#), at the Florida Department of Law

TRENDS

Enforcement website (www.fdle.fl.state.us), or at the Federal Bureau of Investigations Crime in the US website (<https://ucr.fbi.gov/crime-in-the-u.s>). Although Cape Coral crime rate indexes are all below both national and state averages, there is still crime. Specific crime rates are factored using both the total reported crimes for that category and the population within the jurisdiction for that year. As population increases, it is possible to see a reduction in the crime rate, even when the number of reported crimes remains steady, so it is important to compare the same crime indices of the same year when reviewing crime rates in different locations. When comparing crime between jurisdictions, and even historical data within a jurisdiction it is also important to consider all factors, including total reported crimes, crimes by category, clearance rates, and population.

Property crimes, which is the category that includes vehicle burglaries, petit theft, and shoplifting, continue to be the highest single category of crime in Cape Coral. This trend influences patrol tactics, investigative services, and targeted enforcement programs.

Violent crime is always of concern, both to the Department and to the community. Violent crime is the most expensive in terms of cost to society and generally is the most sensational and newsworthy, which might lead people to believe that there is an epidemic of violence following any specific incident. Cape Coral traditionally has had a very low violent crime index, usually less than half of the national average and the lowest for cities with a population over 100,000 in Florida. Even though Cape Coral has a significantly low incidence of violent crime, the Department maintains a dedicated and skilled Investigative Services Bureau which includes criminal investigators, forensics and evidence technicians, and the many technologies available to law enforcement that are employed by the Department. This can be clearly demonstrated when reviewing the clearance rates for violent crimes; Cape Coral historically has shown clearance rates significantly higher than the national average. The UCR system recognizes several ways to clear a crime, including with an arrest; and with various categories of "exceptional clearances," which include such things as the death of the offender, declined prosecution, and closing the case due to various solvability factors.

In the following table, the most recent years show only clearance rates for Cape Coral that only include those crimes cleared with an arrest, while the national clearance rates still include arrests, and all exceptionally cleared cases.

TRENDS

UCR Data from 2010 to most current available:

Year	CCPD Total Reported Crime	CCPD Crime Rate	CCPD Total Property Crime Reported	CCPD Property Crime Rate	National Property Crime Rate	CCPD Property Crime Clearance	National Property Crime Clearance	CCPD Total Violent Crime Reported	CCPD Violent Crime Rate	National Violent Crime Rate	CCPD Violent Crime Clearance	National Violent Crime Clearance
2010	4063	2467	3787	2229.7	2945.9	23.6%	18.3%	276	167.6	404.5	60.9%	47.2%
2011	4225	2701	3990	2551.6	2905.4	25.20%	18.60%	235	150.2	387.1	71.5%	47.7%
2012	3754	2344	3521	2198.0	2868.0	23.8%	19.0%	229	142.9	387.8	67.7%	46.8%
2013	3572	2215	3375	2093.0	2733.6	20.6%	19.70%	197	122.1	369.1	58.4%	48.1%
2014	3513	2149	3271	2001.0	2574.1	19.0%	20.20%	242	148.0	361.6	56.6%	47.4%
2015	3336	1921	3136	1918.0	2500.5	20.4%	19.40%	200	124.1	373.7	60.6%	46.00%
2016	3305	1901.1	3081	1772.3	2451.6	15.80%	15.6%	224	128.8	386.6	50.80%	43.94%
2017	3123	1694.1	2888	1588.62	2362.2	19.56%**	15.47%	235	127.48	383.8	38.98%**	44.78%
2018	2968	1647	2701	1437.7	2199.5	21.28%**	15.53%	267	142.12	368.9	35.21%**	44.65%
2019	2402	1292.5	2176	1171	Delayed	16.65%**	Delayed	226	122	Delayed	45.37%**	Delayed

*Calculated using population data from FBI

**Only includes Cleared with Arrest, not exceptionally cleared

POPULATION DATA

CENSUS

US Census data is collected on a decennial basis; although useful for overall analysis and long-term projections it does not provide an accurate year to year tool for local planning purposes. Recognizing this, the City of Cape Coral contracted with Van Buskirk, Ryffel & Associates, Inc., a planning firm specializing in population projections to build-out, to develop a tailored model for Cape Coral. The "Cape Coral Interactive Growth Model" is now being used for population projections and related planning purposes by various departments throughout the city.

According to the Cape Coral Interactive Growth Model, the estimated population for 2020 is 192,832. Using current zoning guidelines and future use plans the projected full-time population at build-out is expected to exceed 324,282. Plans can change and the build-out number with it, but we can be assured of continued growth.

DEMOGRAPHICS

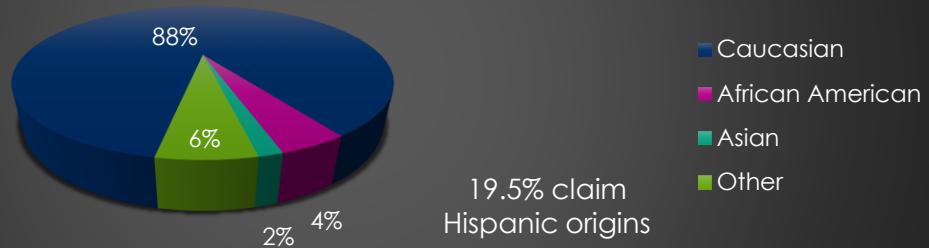
Demographic data is very generalized within the Cape Coral Interactive Growth Model. For more detailed information, the city also utilizes the Environmental Systems Research Institute, Inc. (ESRI) an international supplier of Geographic Information System (GIS) software and data, for planning and development purposes. The following demographical information for the city of Cape Coral was found using the Business Analyst tool at www.ESRI.com.

Ethnicity in Cape Coral is predominately Caucasian, with African American, Other, and Asian combined only at around 14% of the total population. The percentage of the city population that claim Hispanic origin is approximately one quarter, or 25%. Over the years these percentages can be observed to be changing, with the Caucasian population slowly shrinking and most of the other categories slowly growing. Included in the next pages are charts presenting a past, present and future look at this change.

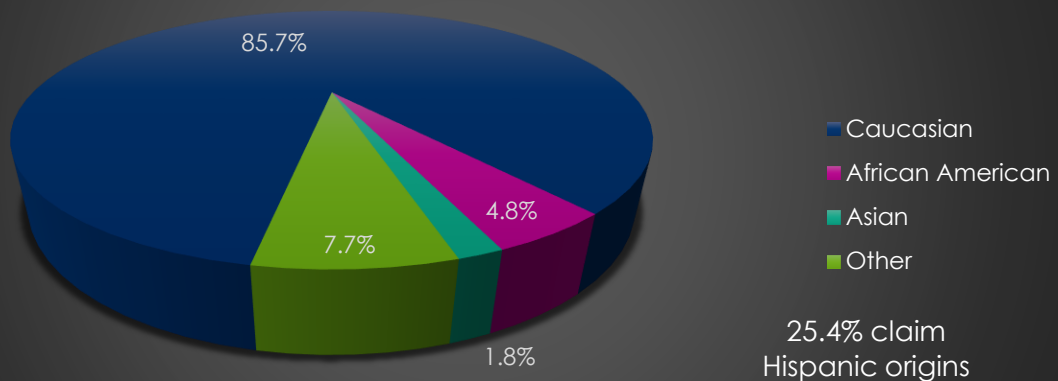
Other 2020 statistics of note; the city's population was about 51% Female and 49% Male. The median age was 45.5 years, with 37.5% of the population over 55 years old, both higher than the previous year. 20.9% of the population was under 19 years old. The median household income is estimated at \$58,140, and the median home value in the city was \$251,860. 58.2% of housing units were owner-occupied, 20.2% were renter-occupied, and nearly 21.6% remained vacant. Current vacancy rates may be indicative of growth and increased inventory, whereas in prior years it was influenced by economic stagnation.

POPULATION DATA

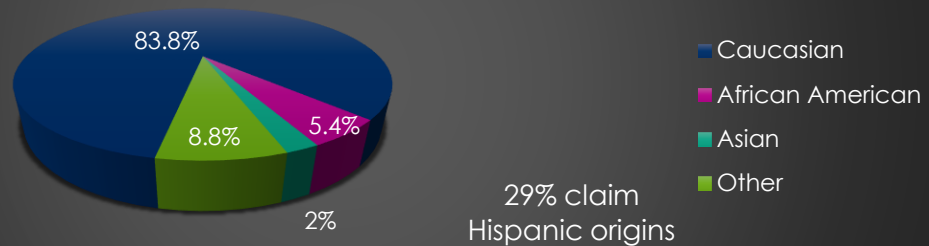
2010 Ethnic Demographics



2020 Ethnic Demographics

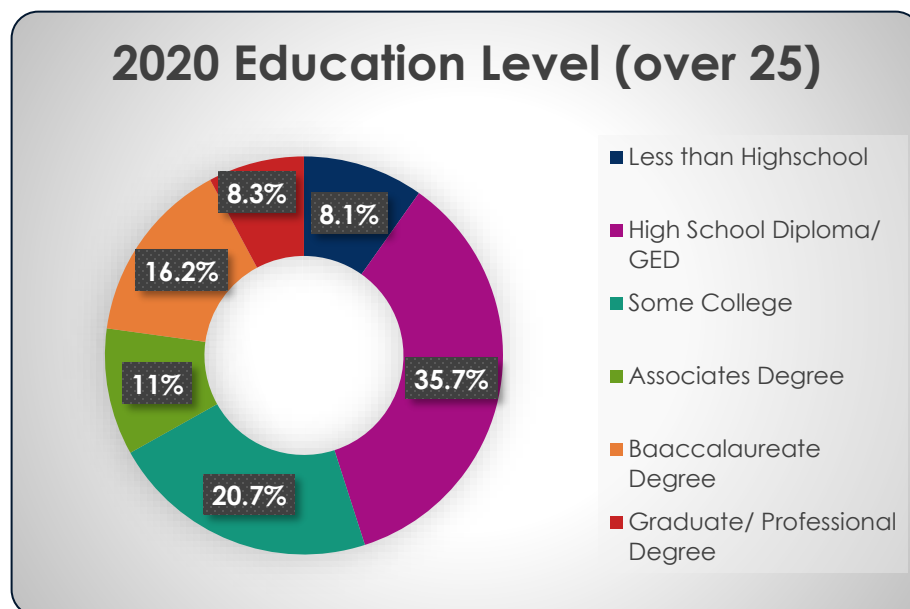
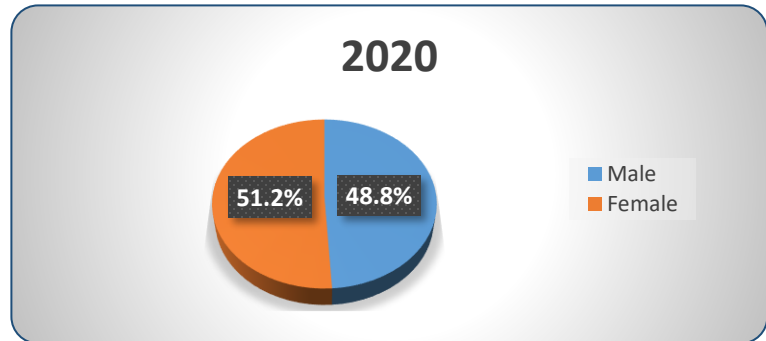


Projected 2025 Ethnic Demographics



POPULATION DATA

The population of Cape Coral is almost equally split between female and male. The median age is 45.5 in 2020.

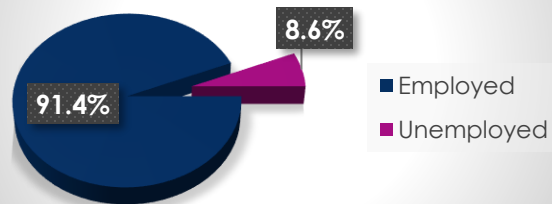


For residents over the age of 25, the highest education level attained skews heavily towards a high school diploma or equivalent such as a GED, with another large cross-section of the population having some college, but no degree.

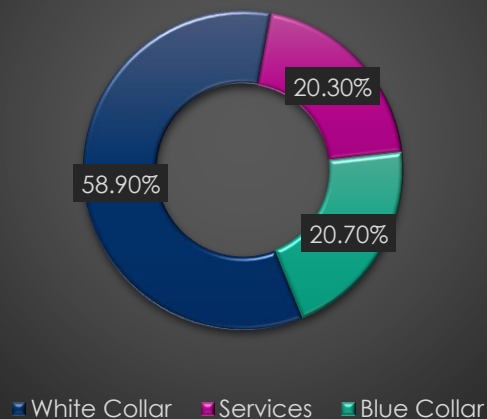
POPULATION DATA

For the population over the age of 16, and either employed or employable and looking for work; considered the workforce population, 92% are employed, with 8% unemployed. According to the US Bureau of Labor Statistics, the unemployment rates for Florida in 2019 were closer to 7%. 2020 numbers are constantly changing, due in part to the pandemic, but as of July 2020 were at 11.3%. Cape Coral has long been a considered a retirement community, so these numbers may also capture a portion of the population that are have retired early.

2020 Employment



2020 Employment by Type



The majority of the workforce population residing in the city are employed in white collar work. Blue collar and services workers comprise almost a fifth each of the Cape Coral workforce. These numbers account for residents, but not for the location of employment. Many residents still leave the city for work.

White collar jobs include management, professional, sales, financial, and administrative support roles. The blue collar jobs include agricultural, forestry, fishing, farming, construction, demolition, production, maintenance, repair, and transportation work. The services category includes hospitality, custodial, tourism, some trades and other work not defined in the other categories.

STRATEGIC PLAN

STRATEGIC PLAN

Goals and objectives for each department within the City of Cape Coral are developed by the department heads in conjunction with the City Manager and elected leadership. These goals represent the strategic plan for the city and are governed by the City Manager's office. The Police Department is responsible for meeting specific goals associated with public safety, community outreach, customer service, and fiscal responsibility. The Strategic Plan provides the guiding framework for the city; each Department develops internal goals and objectives to ensure compliance which are tracked as performance measures and shared with the City Manager, for accountability.

STRATEGIC OUTLINE

The following are taken from the City of Cape Coral Strategic Plan, as outlined specifically for the Police Department.

Initiative C.2.e: Public Safety Facility Master Plan

3. Complete Public Safety Training Facility Master Plan

Initiative D.3: Establish and maintain proactive partnerships with the community, organizations and external government agencies

6. Continue speaking engagements with state associations, realtor associations, community groups, and neighborhood associations

Initiative E.1.a: Traffic Safety

1. Increase proactive and targeted traffic enforcement and education opportunities to ensure the safe movement of traffic throughout the city
2. Continue to reduce the number of severe injuries and fatalities related to traffic crashes

Initiative E.1.c: Community/ Police Collaboration

1. Implement a program for direct citizen to Chief communication through advertised community face to face events and meetings

Initiative E.2.a: Establish a good level of service based on industry standards

1. Maintain accreditation for Police, Communications, and Forensics

COMMUNITY GOVERNANCE

INTRODUCTION

The Cape Coral Police Department believes it takes an entire community working together to address crime. Success depends on this relationship being supportive, understanding, and cooperative. The Department is proud to collaborate with the many community stakeholders to ensure we all do our part to preserve a safe, robust, and thriving city. The Cape Coral Police Department will continue to rely on involvement with and input from the community to determine the best and most appropriate way to serve.

COMMUNITY OUTREACH

A police department does not operate independently of the community it serves, and the Cape Coral Police Department understands that. Our Agency strives to develop and maintain positive relationships with our stakeholders. To that end, we routinely engage in numerous programs and are always looking for innovative ways to connect with our community. Examples include:



Chief's Town Hall: Scheduled events intended to provide a venue for the community to interact directly with the Executive Staff of the Police Department.

Citizen Police Academy: A ten-week program intended to give citizens an in-depth look at how and why the Police Department does what it does.

Community Face to Face: Various events such as Coffee with a Cop, and Pizza with Police, aimed at providing a comfortable, non-threatening and potentially fun environment for community members to interact with members of the Police Department.

Do the Right Thing: A youth-oriented program recognizing students doing positive things in the community.

HELP: Helping Educate Loving Parents, a partnership between CCPD and local professional resources to educate parents, school employees, Community leaders and other governmental agencies regarding prevention practices and education for teens and youth about the dangers of alcohol and drug use related issues.

COMMUNITY GOVERNANCE

HOPE: Heroin Opioid Prevention Education partnership between CCPD and local organizations to provide a more effective response to the addiction crisis and reduce the number of overdoses, deaths, and connected crimes.

If You See Something, Say Something: A safety campaign aimed at increasing public awareness and protecting against acts of violence and terrorism.

Neighborhood Watch: Getting neighbors involved in monitoring and protecting their piece of the community.

Open-House: An opportunity for the community to visit the Department, tour the building and see tactical equipment, and interact with representatives from each Bureau.

Police Athletic League: Aimed at building healthy lifestyles and positive relationships between police officers and the youth of Cape Coral by connecting kids to programs and opportunities in the community.



Police Explorers: A youth program teaching kids about responsibility, duty, honor, and the law.

Police Volunteers: Men and women of all ages serving their community while assisting the Department with various aspects of police services.

Project Lifesaver: A program intended to serve a unique need in the community by helping track and locate individuals with memory impairments who wander and become lost.

Public Affairs Office: A dedicated team of officers at the Department responsible for a robust and continually evolving social media program, sharing important news and information, and responding directly to the community.

Public Safety Advisory Committee: Meets with the Chief of Police and the Fire Chief on a quarterly basis to discuss community concerns and is comprised of a diverse group of representatives from multiple sectors including business, media, civic groups, faith-based organizations, and students.

Ride-Along/ Sit-Along: Giving a first-hand look at what the Department does by bringing a citizen along in the car next to an officer, or in the communications center next to a dispatcher.

COMMUNITY GOVERNANCE

Ring Domestic Violence Camera Program: A partnership between ACT, Ring and CCPD which provides security cameras to local victims of domestic violence.

Ring Neighbors: Connecting the community and law enforcement to share crime info and video which can be used to assist investigations.

Seniors Vs Crime: Sponsored by the Attorney General's Office, allows seniors to take an active role in fighting fraud and other crimes against seniors.

Shop with a Cop: A holiday event that partners an officer with a child in the community for a day of holiday cheer and support.

Summer Youth Camp: A 2-week program that engages kids with the Department and demonstrates the criminal justice process through a series of interactive scenarios and activities.

Victim Assistance: A 24-hour on-call program to provide crisis intervention, emotional support, and other assistance to victims of crime.

The Department will continue to support these programs while looking for relevant ways to evolve with the city.

ACCREDITATION

ACCREDITATION

Accreditation is a tool for ensuring an organization is meeting expectations based on an industry standard and subsequently providing a level of service that is acceptable to its customers. The Cape Coral Police Department believes that law enforcement accreditation is a valuable and meaningful way to demonstrate our professionalism and our commitment to the community we serve. For a law enforcement agency, accreditation ensures that internal policies and procedures, and the day to day activities they govern, are in-line with both legal guidelines and industry best practices. The primary benefit of this can be seen in how an accredited agency conducts its business, and the way service is provided. Accreditation can be viewed as a management model, a blueprint that promotes the efficient use of resources and improves service delivery. A secondary benefit can be found with the potentially reduced liability; if an agency is doing the right things, for the right reasons the likelihood of lawsuits and similar actions are reduced.

The Cape Coral Police Department has been accredited since November 18, 1989 and is a Flagship Agency. On November 8, 2017 the Department was awarded an Advanced Meritorious Accredited status, and we have maintained our status each year following. Although the process for seeking and maintaining accredited status is strenuous and subjects the Department to detailed review by outside entities, we believe the benefit to the community is worth it and will continue to seek and maintain our accredited status in future, as we strive to be the premier law enforcement agency in Florida.



We hold Law Enforcement and Communications Center accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA), an international organization. { <https://www.calea.org/> }

ACCREDITATION

On October 6, 2004, we received accreditation from the Commission for Florida Law Enforcement Accreditation (CFA), a State level organization. During the 2019 accreditation cycle the Department was upgraded to an Excelsior status. { <http://www.flaccreditation.org/> }



CALEA Accreditation includes 459 standards for Law Enforcement and an additional 205 standards for Communications. CFA has an additional 92 standards. Each standard may have multiple sections and subsections. Each standard, including section and subsection, must be proven to the accrediting body to attain accreditation status, and again on a regular cycle to maintain status. The concept of proof can be demonstrated with documentation of a policy, or other activity such as a report, that indicates the Agency has addressed a standard and adheres to it in daily practice. This ensures an ongoing review of the Agency, reducing the potential of regression to a poor service level.

The Cape Coral Police Department Forensics Laboratory is also accredited as part of the CALEA accreditation for the Department but has also been awarded specific Laboratory accreditation under ISO standards; specifically, ISO/ IEC 17020 Inspection Body Accreditation through ANSI-ASQ National Accreditation Board {<http://www.anab.org/lab-related-accreditation/iso-iec-17020-inspection-bodies>}.



FISCAL RESPONSIBILITY

BUDGET

The City of Cape Coral has adopted a three-year budget cycle. This allows for better planning across departments, and a more responsible allocation of funds based on discussed and accepted needs. The "first" year of the budget cycle is adopted by City leadership, while the remaining years are proposed numbers for planning purposes. The budget acts as part of the strategic planning framework for the city, providing operational guidelines and milestones to each Department.

The actual FY19 budget for the Police Department closed at \$39,766,712. The adopted budget for FY20 is \$50,917,299, but due to mid-year changes that number was amended to \$53,629,807. The FY21 proposed budget is \$61,562,350, which includes funds intended for planned capital projects not normally in the budget. At this time the proposed budget for FY22 is \$51,450,846.

GRANTS

Grant money is available from various sources to assist public safety departments with their many needs. Many times, grants are awarded based on priority; jurisdictions with higher crime rates qualify for more money. Even with Cape Coral's low crime indexes, our full-time Grant Writer acquired over \$541,184 in FY18, \$497,147 in FY19, and \$723,795 in FY20. Over 3 million dollars in grant funding was originally requested for FY20; due to the impact of the COVID-19 pandemic several projects and funding sources were put on hold. These will be shifted to future years as appropriate, and new requests will be made.

This money was and will continue to be used to purchase needed equipment, fund educational and targeted enforcement initiatives, and even offset salary and overtime costs. This results in direct savings to the taxpayers of our community. The Department will continue to seek out alternative funding sources to offset expenses to the community.

CAPITAL EXPENSES

Capital equipment expenses include any single purchase over \$5,000. These purchases can be for new equipment, but also to replace outdated, old, or damaged equipment.

FISCAL RESPONSIBILITY

Planned capital equipment expenses include:

FY20:

- AV system replacement/ upgrade (Training Rooms): \$35,000
- Police K-9 (if needed): \$10,000

FY21:

- Fingerprint Machine: \$30,000
- Police K-9 (if needed): \$12,000
- Special Response Group Throw Phone: \$25,000
- Polygraph Machine (replacement): \$10,000
- Event Data Recorder (new): \$7,000
- In-Car Video Camera replacements: \$75,000
- License Plate Readers: \$40,000



FY22:

- Technology upgrades/ retrofits (Communications Center): \$110,000
- Police K-9 (if needed): \$12,000
- Boat Motor (replacement): \$70,000
- In-Car Video Camera replacements: \$75,000
- Speedometer Calibration Machine: \$42,000
- Emergency Generator Replacement: \$61,600

FISCAL RESPONSIBILITY

Capital Improvements

Capital improvements generally have a cost exceeding \$50,000 and a project completion time that spans multiple fiscal years. The Police Department is currently involved with one major capital improvement project and has budgeted for a smaller improvement project for FY22.

The FY22 project includes a upgrades and repairs to the security system at Department HQ. The projected costs are targeted at \$45,000 (but may exceed \$50,000) and include replacement gates around the parking areas and new locks throughout the building.

The larger multi-year project involves the construction of a Police Training Facility. This project has been developing for a few years now. The training facility will include classroom space but will primarily be used for high-liability training such as emergency driving, and will include a shooting range, and space for scenario-based use of force training. Currently, the Police Department must send personnel to facilities outside of the city for this training, much of which is mandated by law or defined in accreditation requirements. Once the new Training Facility is operational, the city will benefit from both reduced training costs and improved training and related services. This project has been in the planning and predevelopment stages for the past few years. The needs assessment and design study have been completed.

The project is complex and will rely on input from multiple stakeholders going forward. Expenses and proposals are subject to change, but the current estimations include the use of existing city-owned land in the North Cape area, with a total estimated cost of 6.5 million dollars. The use of impact fees has been approved and a significant portion of the estimated costs have been transferred into the FY21 Police budget for this project. The city recently approved a resolution to hire a project/ construction manager and begin moving forward with final design. The goal is to break ground and begin construction during FY21.



FISCAL RESPONSIBILITY

ROLLING STOCK



Rolling stock refers to the vehicles owned and operated by the Police Department. Police vehicles must be purchased then outfitted for duty at an additional cost. Maintenance expenses are managed as a separate budget item. The Police Department has approximately 350 fleet assets; around 308 of which are vehicles. This includes marked and unmarked cars, and specialty vehicles such as Evidence and Forensic Unit vans, and trucks like the Mobile Command Vehicle.

The total number fluctuates with changes in personnel and when vehicles are taken out of service due to damage, replacement, or for investigative reasons. Police vehicles generally have a "heavy duty" life cycle and should be replaced regularly, but they are not replaced solely due to age, or mileage. Each vehicle in the fleet is subject to a point system, monitored by the Fleet Management division of Cape Coral's Public Works Department. In this system, points are assigned for maintenance expenses, age, mileage, and other costs such as fuel consumption. Once a minimum number of points have been collected by a vehicle it will be considered for replacement, as the points will indicate the expense to keep the vehicle in operation exceeds the value of a replacement.



The system is intended to serve as a functional cost vs benefit analysis for each vehicle, keeping the serviceable ones in operation while replacing those that have become a burden to taxpayers.

FISCAL RESPONSIBILITY

When planned for, the fleet of police vehicles can be replaced in stages, a few at a time. This promotes a responsible use of funds and mitigates the potentially overwhelming costs of trying to replace everything at one time. In previous years, during a time of economic uncertainty and financial downturn, the city opted to refrain from rolling stock replacements to manage budgetary shortfalls. At the time this seemed to be a responsible option; it ultimately resulted in the need to effect replacements in much larger quantities than normally expected as vehicles started to quite literally fall apart on the job.

The Department began replacing the oldest and least efficient vehicles over the past few years, but because of the unusually large number of vehicles at the end of their service life, must continue to balance needed replacements with budgetary concerns. It will take a period of years to "catch up" and reach a point where we can return to a system of replacing a few vehicles a year.

FY20:

- Replacement Vehicles: \$1,100,000
- New Vehicles: \$634,800
- ATV/ Special Use Vehicle replacements: \$30,000

FY21:

- Replacement Vehicles: \$1,100,000
- New Vehicles: \$273,196

FY22:

- Replacement Vehicles: \$1,100,000



BUILDING MAINTENANCE

Building maintenance is an ongoing process intended to ensure both longevity of the structure, and that safe, functional working conditions are preserved. The key is to maximize the initial investment made to acquire, purchase, or construct the building with a long functional service life.

FISCAL RESPONSIBILITY

Many projects can be planned for based on a known service life, or expected use cycles, but there are always incidental items that must be taken care of. Additionally, when it becomes apparent that typical maintenance is no longer able to sustain a building system, repairs and replacements are required. A major repair or replacement might require additional budgetary procedures, or be classified as a capital improvement, or project.

Examples of routine building maintenance include elevator service, security gate service, and biohazard clean-up. This also includes all the typical upkeep that any homeowner might experience, such as changing lights, fixing windows and doors, painting, etc.

The last major project was an overhaul of the exterior of the PD Headquarters building, including minor repairs and paint, which was completed in 2018. The next few years will include upkeep and maintenance items needed to keep the building in good working condition.

ADDITIONAL

The total budget includes many line items that are not captured under capital expenses. Day to day operating expenses, general maintenance and upkeep, and small equipment purchases that fall under the \$5,000 threshold of a capital expense are routine. There are a few planned purchases that will be significant, however.

The Department recently completed the multi-year plan to update the radio and communications equipment. The radio models in use by the Department were initially purchased many years ago and are being discontinued by the manufacturer which necessitated the upgrade to ensure continued support and warranty coverage. By discontinuing the models, the manufacturer indicated it would no longer be making the replacement parts unique to those radios. This means maintaining the older models would become increasingly expensive, and in some cases impossible. These radios do have a long service life and would likely have remained in service for a few years longer, but without continued manufacturer support, they became obsolete. Additionally, The Lee County government is modernizing the regional network, and our equipment has to be changed to continue to function.

This project brought to light a few areas for improvement within our process. Starting in 2019 the expense for mobile radios was shifted to our rolling stock budget; radios are now accounted for and purchased along with the vehicle they will be added to. In 2020

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the purchase of mobile and portable radios was supplemented by funds received by the city through the FEMA process in response to Hurricane Irma. The separate line item for these radios no longer exists. This means the fleet budget numbers have risen slightly, as the cost includes the vehicle itself, along with the equipment that will be installed and considered a permanent addition.

STAFFING

The Department is currently authorized for 274 sworn officer positions, 94 civilian positions, and 7 contracted (part-time civilian) positions; 375 total authorized employees. The Department also maintains a sizeable Volunteer Unit with approximately 180 active volunteers.

In past years, the total number of employees reached over 400, and prior to the economic downturn even approached 500. The population of the city has grown significantly since then, but the Department continues to operate lean, only recently beginning to expand to fit the city again.

Authorized positions are not the same as actual or available employees. Throughout the year the number of vacancies fluctuates as people retire, leave for other opportunities, change careers, or face termination. Actual positions are what remains when the number of vacancies is subtracted from the number of authorized. Over the previous year, Department vacancies fluctuated from just a few to around 40. These vacancies do not account for needed positions that have not already been authorized.

The number of employees available for assignment is what remains when the number of vacancies are subtracted from the authorized number and then subtract the number of employees unable to work due to injuries, military leave, administrative duty/leave for procedural or disciplinary reasons, or unavailable for assignment because they are still in training. Again, this "available" number fluctuates, but over the course of the year, the average number of "available" employees are always lower than the number of "actual" employees. This is a constant issue when determining schedules and assignments while trying to provide the best possible service to the community.

The Cape Coral Police Department continually reviews calls for service and the number of employees available to meet them. Future requests to change the size of the Department will be based on these reviews. For instance, we recently added an additional four officers to our school resource officer program; this addition was funded by a federal grant with minimal impact to our City budget this year. Additionally, the

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organizational structure of the Department is flexible, and subject to modification if those changes will benefit the community.

ORGANIZATION

The Department is comprised of six bureaus, each with a specific role. These six bureaus are further divided into Operational and Administrative branches. Patrol, Investigative Services, and Special Operations fall into the Operations Branch. Communications & Logistics, Community Services, and Professional Standards form the Administrative Branch.

The Patrol Bureau is the largest and most recognizable. They are the uniformed officers in marked patrol vehicles who interact with the public and respond to calls for service; this is what the community generally thinks of as being the Police Department. The officers assigned to Patrol run the gamut from recent academy graduates, to seasoned veterans.

The Communications & Logistics Bureau is responsible for the Communications Center, which answers 911 calls. This Bureau is also responsible for ensuring the Department has the equipment it needs through the Quartermaster Section; this Bureau also manages the Records Section, Court Liaison, and False Alarm Reduction Unit. The Bureau's employees regularly interact with the community as dispatchers, 911 operators, and records clerks providing reports and other information to the public.

The Investigative Services Bureau provides criminal investigators to handle highly technical and sometimes long-term investigations, and investigative support through several regional task force memberships, a Crime Analysis Section, a Forensics Unit, an Evidence Section, and the Victim's Assistance Unit.

The Special Operations Bureau is comprised of highly specialized and targeted enforcement units including K9, Marine Patrol, Motors Unit, Aggressive Driving Enforcement, DUI and DRE Units. The Police Volunteer Unit works very closely with this Bureau.

The Professional Standards Bureau plays a primarily administrative support role and in many ways functions as a dedicated Police Department human resources office. Accreditation, Internal Affairs, Training and Personnel (hiring and recruiting) are examples of what this Bureau is responsible for.

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Community Services Bureau includes the School Resource Officers, District Resource Officers, and Community Outreach; as well as potentially new functions such as a youth crimes unit and crime prevention unit as the Department grows.

Additionally, the Office of the Chief of Police has permanent personnel assigned who provide an administrative and support role to the Department. This area currently includes public affairs, grant writing, planning & research, and administrative and budgetary oversight for the entire Department.

RECRUITING

The Department has traditionally conducted recruitment efforts and hired in cycles. This method allowed for the collection of applications until a set deadline, after which the applications would be processed, and a pool of applicants developed for further screening. With staffing levels being so critical in order to provide service levels desired by the community and recruiting becoming increasingly more difficult, the Department has adopted a "continuous posting" philosophy allowing potential employees to apply at any time and be screened and processed as the applications are received. This change has increased our ability to hire qualified candidates throughout the year.

The Department is constantly reviewing and updating our recruiting program, based on our annual review of hiring and recruitment efforts. These changes may include new advertising methods and targeted support activities, such as working with potential applicants to improve prerequisite skills such as swimming, physical agility, and writing.

Additionally, we are expanding our recruitment efforts to specifically include individuals with experience as Corrections Officers. We have always valued prior experience but realized that our recruitment efforts have traditionally been focused at prior law enforcement. And we have changed our minimum qualifications, which in the past have set a higher bar than State requirements, to attract a broader range of potential candidates.

With the recent growth of our School Resource Officer program, recruitment and hiring will be even more of a priority in the coming years. With this in mind, the city recently agreed to implement relocation benefit. This is an entirely new recruitment tool that can be used to leverage experienced officers from out of the area. The benefit is intended to offset the expenses incurred for candidates that must travel during the recruitment, testing and assessment phases of our hiring process. The benefit is capped at \$2,500.00 for out of state candidates, and at \$1,500.00 for out of area but in state candidates.

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HIRING STANDARDS

The State of Florida sets minimum qualifications and standards for potential Law Enforcement officers; these can be found in Florida State Statute 943. These minimums must be met for an applicant to be sworn in as an officer and work for a police department, but individual policing agencies have the discretion to set higher standards.

The Cape Coral Police Department uses these standards as the foundation for our hiring practices, but we also impose our own higher minimum standards in certain areas, such as age and educational level. These higher standards enhance the overall quality of our candidate pool and improve the likelihood of an applicant to become a fully certified, professional police officer working within our community.

The Florida minimum requirements, per FSS 943, are as follows:

- US citizenship
- 19 years old
- High school graduate, or GED
- No felony or misdemeanor convictions involving perjury or false statements, including any plea of nolo contendere
- Did not receive a Dishonorable Discharge from the Armed Forces of the US
- Have a good moral character
- Pass a physical exam by a licensed physician
- Provide fingerprints, to be processed by both the Florida Department of Law Enforcement (FDLE) and the Federal Bureau of Investigations (FBI)
- Pass a background investigation, including drug testing
- Pass an FDLE approved basic abilities test
- Attend and pass a Florida Basic Recruit Training Program, or equivalency program for out of state prior certified applicants
- Complete an Affidavit of Applicant form
- Obtain a passing score on the State Officer Certification Exam
- Comply with any State mandatory retraining requirements

Cape Coral hiring standards include all the Florida standards, and add the following:

- Must be 21 years old
- Must have at least an associate degree, or (60) credits, unless;
 - Already Florida certified

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- Currently enrolled in a Florida CJSTC Approved Academy for Law Enforcement
- Possess a current Law Enforcement Certificate that is eligible for Equivalency of Training (EOT) with the Florida Department of Law Enforcement
- Possess a current Florida Correctional Officer or Probation Officer Certificate with three (3) years of uninterrupted full-time service
- May sign a waiver for the (60) credits, the waiver allows a five-year period to obtain an associate degree, or (60) credits, as a condition of employment and will face termination if unable to comply
- Applicants that do not currently possess an associate degree or sixty (60) college credits may waive this requirement at date of hire but will be required to sign an agreement to obtain an associate degree or sixty (60) college credits within five (5) years of their sworn date
- Pass a background investigation with a drug test, and screening for prior drug use
 - Must not have used marijuana in any form during the previous two (2) years
 - Must not have used any other illegal substance in the previous five (5) years
- Must have a valid state driver's license and obtain a valid Florida driver's license within thirty (30) days of hire
- Additional screening for criminal history

TRAINING AND DEVELOPMENT

Training is critical to ensuring the continued success of the Department. Due to the nature of police departments, numerous legally mandated training topics must be completed. These mandates only provide a minimum level of knowledge or proficiency. The Cape Coral Police Department believes training must be constant and current.

A well-trained employee, whether an officer or civilian, is better equipped to handle the many problems and situations they will encounter. This means they are better able to serve the community with proficiency and professionalism. Additionally, due to the general nature of policing, and current societal trends, training based on real-world events can increase the survivability of our officers, while also providing decision-making tools that can protect the community we serve.

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It is not possible to train every employee for every situation, job classification or skill set needed by the Department. To that end, the Department provides mandated training as directed, and then a functional level of focused and higher-level training to each group of employees as deemed appropriate.

Advanced and specialized training is offered as needed to select employees that have demonstrated the capability and willingness to learn those skills and will be fulfilling a specialized role within the Department. Developing our employees, both to meet the needs of the Department while serving the community, and to encourage job satisfaction and career development are foundational to success.

During FY19, the Department logged 23,012.5 hours of both internal and external training, with an average of 97.97 hours per officer. During the first half of FY20, the Department had already logged 10,980 total hours of training and 44 hours per officer. Even during the unusual working conditions faced during the 2020 calendar year, which included a moratorium on travel and external training, we remain committed to ensuring our personnel continues to perform as a professional Department the community can be proud of.



