



# CAPE CORAL POLICE DEPARTMENT

2024

Multi-Year Plan

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# CAPE CORAL POLICE DEPARTMENT

## MULTI-YEAR PLAN

### INTRODUCTION

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. This plan is aligned to the City's five-year budget and developed through an ongoing process that includes City strategic planning sessions, Police Department strategic planning sessions, input from the Department Succession Plan, the Department Personnel Growth Plan, and the budget implementation cycle. The plan may be updated as necessary to reflect changes in strategy, operational goals, and budgetary guidelines as determined by City leadership, Department staff, and the needs of the community.

### Vision, Mission, and Values

The vision, mission, and value statements serve as a foundation for all Police Department written directives, programs, and activities. All such written directives, programs, and activities are developed and implemented in a manner consistent with these statements. The Vision, Mission, and Value Statements were updated this year to the following.

#### VISION

*To become the premier law enforcement agency in Florida.*

#### MISSION

*Partnering with our community to attain the highest level of safety for all.*

#### VALUES

*Operating with professionalism and compassion that fosters public trust.*

## SECTION 1: DEPARTMENT INFORMATION

### Role of the Department

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 the Office of the Chief, and six distinct bureaus: Patrol, Investigative Services, Special Operations, Communications and Logistical Support, Community Services, and Professional Standards.

### Department 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, with a staff of 6, providing 24-hour services to a population of approximately 15,000 residents. 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. Police headquarters is located at 1100 Cultural Park Boulevard and was first occupied in June 2009.

The Cape Coral Police Department is one of very few agencies to have attained full accreditation from CALEA for Police and Communications.

The Cape Coral Police Department is authorized for 307 sworn officers and 105 professional staff dedicated to keeping our community safe. The Agency also maintains a Police Volunteer Unit to assist with numerous functions. Although the number fluctuates, there are typically 100, or more, volunteers. At the time of this report, the Department is holding total vacancies (34 sworn officers, 15 full time civilian positions), with planned retirements and several in process candidates for hire, this number fluctuates.

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. By population Cape Coral is the eighth largest city in Florida, and Florida is the third largest State in the nation and growing.

## SECTION 2: DEPARTMENT ORGANIZATION

### Organizational Structure

The Police Department is an independent branch of the City of Cape Coral's government structure. The Chief of Police is one of several Department Heads that report to the City Manager. The City Manager, in turn, is responsible to an elected City Council.

The Police Department is split into Administrative and Operations branches. Each branch is lead by a Deputy Chief, who reports to the Chief of Police. Under each Deputy Chief are the Bureau Commanders, at the rank of Captain for sworn personnel, and Commander for professional staff. Each bureau is further divided as needed into platoons, squads, and specialized units with sworn or professional staff supervisors as appropriate.



### Patrol Districts

The Cape Coral Police Department has operated in 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.

Our Department's current Patrol District design and zone layout has been in effect with only minor revisions since the early 2000's. During this time both the City and the Department have endured periods of severe stagnation and rapid growth. Population within the City has been steadily increasing for the last several years, and the Department has been growing again to meet increased demands for service. As a result, the Department is shifting to a 4-precinct model over the course of the next year with a transitional 3 precinct model being instituted during the interim to address administrative needs, and to ensure managed growth.

Southeast Precinct has the highest population concentration, estimated in 2021 at 69,720 residents. This is about the same as the City of Weston and more than other cities in Florida such as Delray Beach, Ocala, Port Orange, and Sanford.

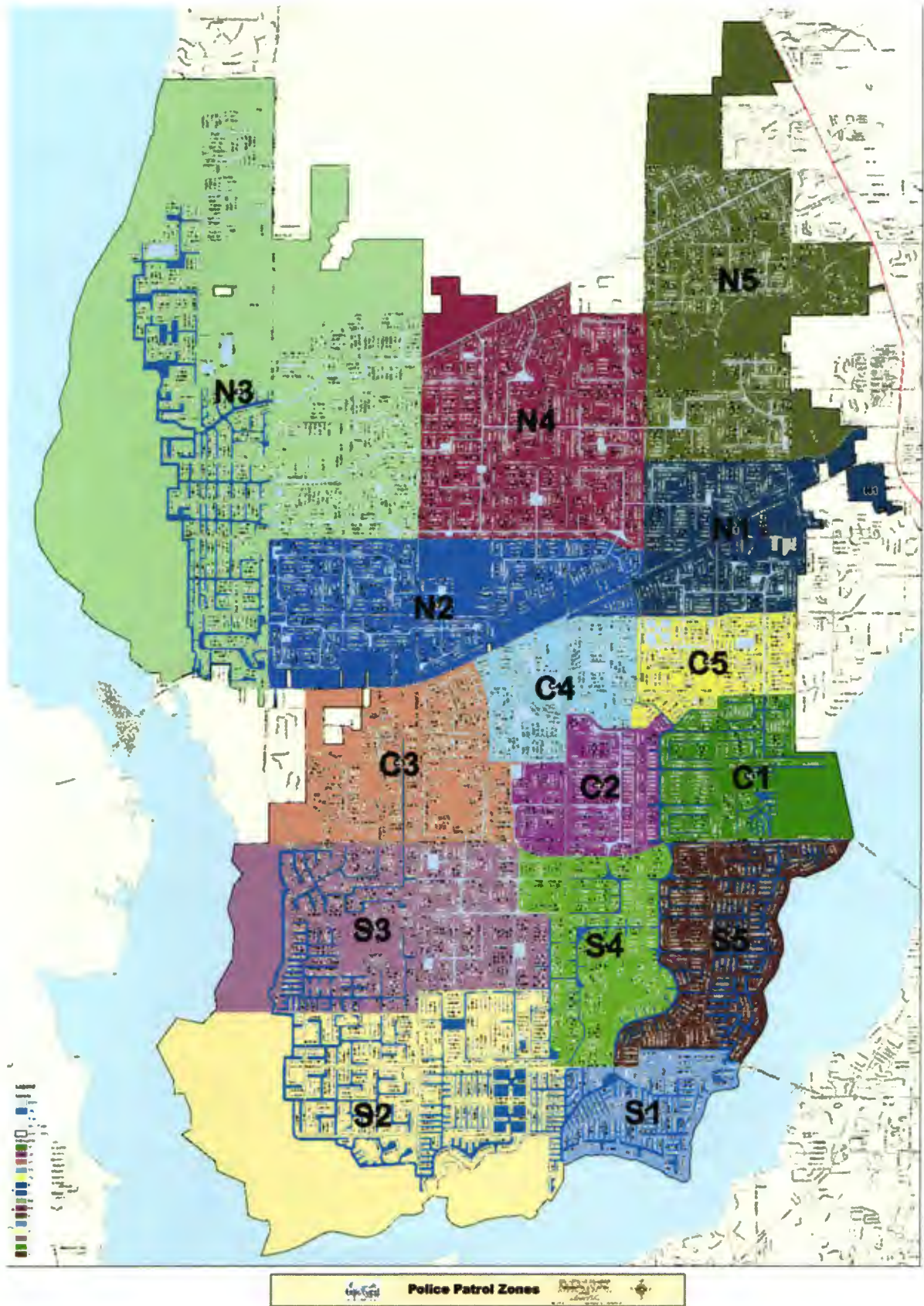
Southwest Precinct has the third highest population at around 69,079 residents in 2021. The two southern precincts have an aggregate population of 138,799 which is more than the Cities of Coral Springs, Palm Bay, West Palm Beach, and Lakeland.

Northeast Precinct is the third largest area with approximately 35,548 residents in 2021. This precinct is comparable in size to the cities of Parkland, Lauderdale Lakes, Dunedin, and Haines City.

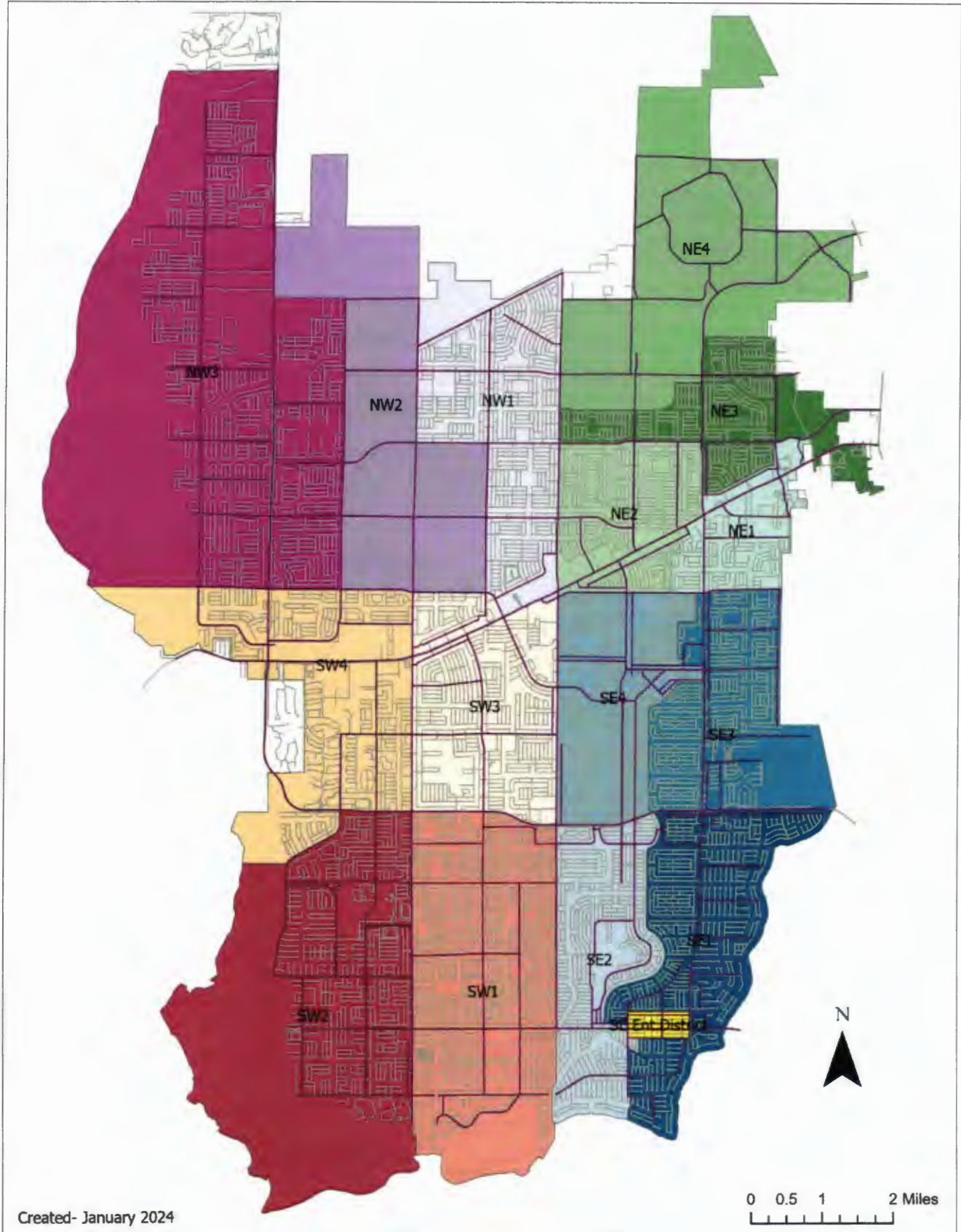
Northwest Precinct is the smallest patrol precinct with a population of 30,369 residents in 2021. While the smallest in the city, the population is comparable to the cities of Venice, Miami Lakes, Winter Park, and Leesburg.

The two northern precincts are the largest in square miles but only contain approximately a third of the total population of the city. These precincts together are comparable to other Florida cities such as Sarasota, Palm Beach Gardens, and Apopka. During the transitory period in the Northwest and Northeast districts will be operated as one north precinct. Because the northern precincts are still the most undeveloped, they are also subject to fastest growth, with new construction and several housing developments already in progress. As a result of the predicted growth the final model of the four precincts is designed to address future needs as they arise.

# Current Patrol Map



# Future Patrol Map



Created- January 2024

## SECTION 3: ACCREDITATION

### Departmental 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 commitment to our community. For a law enforcement agency, accreditation provides accountability and transparency that ensures internal policies and procedures, and the day-to-day activities they govern, align with legal guidelines and industry best practices. The primary benefit of this can be seen in how an accredited agency conducts its business and how 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 is reduced.

The Cape Coral Police Department has been accredited since November 18, 1989, and received the Meritorious Award, proclaiming 15 or more years of accredited status. On November 23, 2021, 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 we will continue to seek and maintain our accredited status in the 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/> }



CALEA Accreditation includes 462 standards for Law Enforcement and an additional 208 standards for Communications. Standards set reasonable and achievable expectations for the organization's performance. They are the basis of this objective evaluation process that can help the agency assess, measure, and improve performance.

To maintain accredited status, each standard, including section and subsection, must be proven to the accrediting body through an annual file review and on-site once every four years. Compliance must be demonstrated with documentation of a policy and 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 has 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>}.

## SECTION 4: PRIORITIES, GOALS, AND OBJECTIVES

The **Office of the Chief** provides administrative and support personnel to the Department. This includes the executive staff, public affairs, grant writing, and administrative and budgetary oversight for the entire Department.

### Accomplishments in FY2024:

- ❖ Maintained status as one of the safest cities in Florida, with a population of over 150,000.
- ❖ Construction of the Police Training Facility.
- ❖ Instituted a \$10,000 hiring bonus for newly hired police officers to be more competitive when compared to other local agencies.
- ❖ Pursued grant funding to supplement operational and equipment needs, with over \$1,194,737 in grant funds obtained.
- ❖ Redesigned Patrol Officer uniforms to be more functional, tactical, and lightweight.
- ❖ Expended 97% of the Department's allocated budget.

### Goals and Priorities for FY2025-2029:

- ❖ Continue to cultivate professionalism and transparency to maintain public trust.
- ❖ Continue to develop partnerships, improve community relationships, and offer new community-oriented programs based on community needs.
- ❖ Continue to identify and adopt appropriate technologies to support Department activities while effectively improving our ability to serve the community.
- ❖ Continue to review and refine the organizational structure, staffing, and allocation to ensure the highest level of service possible while meeting operational goals.
- ❖ Formalize and maintain a balanced budget.

The **Communications & Logistical Support Bureau** is responsible for the Communications Center, which answers 911 emergency and non-emergency calls. The Bureau is also responsible for ensuring the Department has the equipment it needs through the Quartermaster office and manages the Records Section, Court Liaison, and the Department's fleet program.

### Accomplishments in FY2024:

- ❖ Maintained accreditation for Communications through the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- ❖ Transitioned from the Computer Aided Dispatch (CAD) system and Records Management System (RMS), first deployed in 2002, to a new CAD system powered by Hexagon.

### Goals and Priorities for FY2025-2029:

- ❖ Increase efficiencies in receiving and dispatching emergency calls for service.
- ❖ Maintain accredited status.

The **Professional Standards Bureau** plays an administrative support role and, in many ways, functions as a dedicated police department human resources office. This Bureau's responsibilities include Accreditation, Internal Affairs, Payroll, Training, and Personnel (hiring and recruiting).

Accomplishments in FY2024:

- ❖ Maintained accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- ❖ Increased the number of applications received for law enforcement positions and processed 742 applicants; 29 were hired in 2023.

Goals and Priorities for FY2025-2029:

- ❖ Maintain accredited status through CALEA.
- ❖ Utilize new recruiting efforts to hire adequate staffing to exceed minimum staffing requirements.
- ❖ Increase employee development, leadership skills, and training requirements.
- ❖ Increase efficiency of policing services by reducing injuries to officers and damage to police vehicles and equipment.

The **Community Services Bureau** includes School Resource Officers (SRO), Community Oriented Policing Unit, Homeless Outreach Team, and Community Outreach and specializes in functions such as residential and business crime prevention, youth service programs, and community-oriented events.

Accomplishments in FY2024:

- ❖ Completed the SRO Audit to improve efficiency.
- ❖ Increased the Department's impact on youth activities through Police Athletic League (PAL) support and the Police Explorer program.
- ❖ Increased the number of community events, such as Shop with a Cop, Coffee with a Cop, Do the Right Thing, National Night Out, Grill and Chill, Pizza with Police, Prescription Drug Take-Back Day, and various toy and food drives.

Goals and Priorities for FY2025-2029:

- ❖ Continue to develop and implement youth service programs.
- ❖ Increase homeless coalition services for the community through dedicated personnel.
- ❖ Implement Law Enforcement Against Drugs and Violence (LEAD) in classrooms.
- ❖ Increase the number of community-oriented events and programs.

The **Patrol Bureau** is the largest and most recognizable. They are the uniformed officers in marked patrol vehicles responsible for day-to-day service to the public, including crime suppression and detection, enforcement of criminal laws, traffic laws and City ordinances, investigation of traffic accidents, initial crime reporting, and responding to other calls for service.

Accomplishments in FY2024:

- ❖ Responded to over 164,000 calls for service (CY23). These calls range from quality-of-life issues up to and including deadly force incidents.

- ❖ Transitioned to a 4-Precinct Model mirrored after the City of Cape Coral's geographical quadrants.
- ❖ The Chester Street Resource Center was redesigned and will be transitioned into the new CCPD Southeast Precinct in FY 25.

Goals and Priorities for FY2025-2029:

- ❖ Reduce priority-one emergency response times by patrol officers.
- ❖ Ensure personnel is available to support proactive policing services.
- ❖ Enhance community-oriented and proactive police services by incorporating best practices from peer-accredited agencies.
- ❖ Increase efficiency of policing services by reducing injuries to officers and damage to police vehicles and equipment.

The **Special Operations Bureau** is one of the most diverse bureaus at the Cape Coral Police Department, responsible for specialized and targeted enforcement activities within the City. It includes K9, Motors, Traffic, Marine, Aviation, Unmanned Aerial Vehicles (UAV), and the Police Volunteer Unit.

Accomplishments in FY2024:

- ❖ Continued to increase targeted traffic enforcement activity in hotspots throughout the City, including bicycle and pedestrian safety-specific operations and traffic safety programs for school children.
- ❖ The new Unmanned Aerial Vehicle (UAV) program has been fully integrated to enhance traffic homicide investigations further.
- ❖ The Police Volunteer Unit put in 36,328 hours for an approximate payroll savings of \$684,802 for the City (CY23).
- ❖ Conducted 72 Targeted Traffic Enforcement/ grant-funded operations, contributing to over 33,000 traffic stops (CY23).

Goals and Priorities for FY2025-2029:

- ❖ Ensure the safe movement of people and vehicles throughout the City.
- ❖ Deploy resources to continue to reduce the number of traffic crashes, including those involving pedestrians and bicycles.
- ❖ Increase targeted traffic enforcement and education opportunities.

The **Investigative Services Bureau** allows criminal investigators to handle long-term, in-depth, undercover, and technical investigations of criminal activity occurring within our City. These investigators are assigned to units such as Special Victims, Violent Crimes, Property Crimes, Narcotics, Special Investigations, SWAT, Crisis Negotiation Team, Financial Crimes, Evidence/Property, Forensics, Victims Assistance, and Analytics. Investigative support through several regional task force memberships serve under this Bureau.

Accomplishments in FY2024:

- ❖ Fully implemented the Tactical Intelligence and Analytics Center (TIAC) to assist in criminal investigations and gathering intelligence to deploy resources more efficiently.

- ❖ Maintained ISO/IEC 17020 accreditation through the ANSI-ASQ National Accreditation Board (ANAB) for Forensics.

Goals and Priorities for FY2025-2029:

- ❖ Continue to increase case clearance rates for property and violent crimes.
- ❖ Maintain accredited status for Forensics.
- ❖ Identify, research, and deploy emerging technologies in forensic science and analytics software to augment our staff in deterring, investigating, and solving crimes.

## SECTION 5: PERSONNEL

### Current Staffing

For 2024, the Department is authorized 307 sworn officer positions, 105 professional staff positions, and 5 contracted (part-time civilian) positions; 417 total authorized employees. The Department also maintains a sizeable Volunteer Unit with over 100 active volunteers.

### Current Organization

The Department is comprised of the Office of the Chief, and 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 **Office of the Chief of Police** has permanent personnel assigned who provide an administrative and support role to the Department. This area currently includes the executive staff, public affairs, grant writing, and administrative and budgetary oversight for the entire Department.

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, and Court Liaison. 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. These investigators are assigned to units such as Violent Crimes, Special Victims, Property Crimes, Financial Crimes, Special Investigations, Vice-Narcotics, and investigative support through several regional task force memberships, a Forensics Unit, an Evidence Section, the Victim's Assistance Unit, the Analytics Unit, and the Special Response Group.

The **Special Operations Bureau** is comprised of highly specialized and targeted enforcement units including K9, Marine Patrol, Motors Unit, Aggressive Driving Enforcement, Traffic Homicide and Major Crash Investigations, Impaired Driving Enforcement Units, and UAV Program. 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.

The **Community Services Bureau** includes the School Resource Officers, Community Oriented Policing Unit, Homeless Outreach Team, and Community Outreach; as well as specializing in functions such as a youth crimes and crime prevention.

## Future Organization Addition

The **Professional Development and Training Bureau** is forecasted to stand up in FY 2025. This bureau will assume the training and development functions currently administered by the Professional Standards Bureau. It is the intent of the current administration that the new Bureau organize a LEO Academy. This Bureau will occupy the Police Training Facility being constructed in North Cape Coral.

## Growth Plan

During our 2024 strategic planning session, the need for several new positions across the Department were identified. These positions were then aligned to our goals, ordered by priority, and matched to the Department's expected growth over the next few years with the intention of adding them over the course of five years during the City's budgeting cycle. Only one year at a time is formally approved during budget cycle, with the remainder acting as a forecast. Over the next budget cycle, the following positions have been forecasted:

### Year One (FY25)

Four professional staff, sixteen officers, and one supervisor, as follows (1) IT Systems Administrator, (1) 911 Operator, (1) Customer Service Representatives, (1) Crime Analyst, (10) Officers, (4) COPs grant Officers, (2) Detectives, (1) Sergeant

### Year Two (FY26)

Four professional staff, nine officers, and three supervisors, as follows (1) Administrative Specialist, (2) Public Service Aides, (1) Digital Forensics Technician, (9) Officers, (2) Sergeants, (1) Lieutenant

### Year Three (FY27)

Six professional staff, seven officers, and two supervisors, as follows (2) CSRs, (1) Telecommunicator, (1) 911 Operator, (2) Public Services Aides, (5) Officers, (2) Detectives, (1) Sergeant, (1) Captain

### Year Four (FY28)

Two professional staff, ten officers, and one supervisor, as follows (2) Technical Services, (2) K9 Officer Teams, (6) Officers, (2) Detectives, (1) Sergeant

### Year Five (FY29)

Five professional staff, and ten officers, as follows (1) CSR, (1) Telecommunicator, (1) 911 Operator, (2) Crime Analysts, (9) Officers, (1) Detective

## SECTION 6: CAPITAL AND EQUIPMENT

### Capital Projects

Capital improvements are large projects that are likely to extend through multiple budget years or exceed costs of \$50,000. These projects are planned, evaluated, and vetted through the City's budgeting process, and require approval at various levels; and may be funded through grants, city budget, or a combination of both. Planned projects for this cycle include:

- ❖ **Police Training Facility.** This project broke ground on August 18<sup>th</sup>, 2023. In prior years the location was identified, feasibility and design studies completed, and funds allocated. Planned completion is July 2024. Staff moving in and occupying the building is projected to be in late August.
- ❖ **Satellite Precincts.** To keep pace with the growth of the city and department, the need for additional police real estate have been identified. Currently, the Department operates one satellite precinct in the Southeast Cape area. Potential locations for both new construction, and storefront leases are being identified for future projects.

### Capital Equipment

Capital equipment is anything with a cost of \$5,000 or more and a useful life greater than one year. This includes both new and replacement equipment. These items are generally planned for and itemized in the budget. For this 5-year cycle the following are anticipated:

#### FY 25

- ❖ New IDEMIA Azure Cloud
- ❖ New SWAT Throwbot
- ❖ Replacement A/C Units/Handlers
- ❖ Replacement Chiller Units
- ❖ Replacement Polygraph Equipment
- ❖ Replacement Sniper Optics
- ❖ Replacement Marine Unit Boats/Motors

#### FY 26

- ❖ Upgrade AV System for VIN Interview Rooms
- ❖ New SWAT Pole Camera
- ❖ New TruNarc Kit – Narcotics Scanner
- ❖ New Event Data Recorder
- ❖ New BERLA iVA Vehicle Data Recorder
- ❖ New Laser Cam – Speed Measuring Devices
- ❖ New LEICA RTC
- ❖ Replacement A/C Units/Handlers
- ❖ Replacement Generator Control System (non-propriety system)
- ❖ Replacement Evidence Refrigerator
- ❖ Replacement Evidence Freezer
- ❖ Replacement Humidifier Chamber

- ❖ Replacement Police K-9

#### FY 27

- ❖ New Lobby Metal Detector
- ❖ New Radio Console Workstation – Comm Ctr. Supervisor Desk
- ❖ New Throw Phone for CNT
- ❖ New Boat Lift
- ❖ Replacement In-Car Video Cameras
- ❖ Replacement Fingerprint Machine
- ❖ Replacement Digital Forensic Workstation – Cell Phones
- ❖ Replacement Digital Forensic Workstation – Computers
- ❖ Replacement Tabletop ALS Light Source – Forensics
- ❖ Replacement Digital Forensics Server
- ❖ Replacement Sniper Optics
- ❖ Replacement Police K-9

#### FY 28

- ❖ New Air Purifying Respirators
- ❖ Replacement Polygraph Machine
- ❖ Replacement In-Car Video Cameras
- ❖ Replacement Police K-9
- ❖ Replacement Marine Unit Boats/Motors

#### FY 29

- ❖ New SWAT Rook/Multi-Purpose Armored Vehicle
- ❖ New Laser CAM – Speed Measuring Device
- ❖ New Intoxilyzers
- ❖ New Smart Board and Accessories
- ❖ New Skydio Unstaffed Aerial Vehicle (UAV)
- ❖ New Videoray UAV
- ❖ Replacement AV System for Interview Rooms
- ❖ Replacement Blood Drying Chamber
- ❖ Replacement Plotter for Crime Center
- ❖ Replacement Briefcam Servers
- ❖ Replacement DSC Full Lab System Upgrade
- ❖ Replacement Sniper Optics
- ❖ Replacement Police K-9
- ❖ Replacement Marine Unit Boats/Motors

## Rolling Stock

Rolling stock refers to the vehicles owned and operated by the Police Department. Police vehicles must be purchased commercially then outfitted for duty at an additional cost. Maintenance expenses are managed as a separate budget item. The Police Department has approximately 403 fleet assets; around 366 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. For 2024, \$2,355,962 from the General Fund and \$511,000 from Police Impact fees were allocated to police rolling stock. The following expenses have been forecasted for this budget cycle:

**Year One (FY25)**

Replacements: \$2,255,700

**Year Two (FY26)**

Replacements: \$2,179,568

**Year Three (FY27)**

Replacements: \$2,257,152

**Year Four (FY28)**

Replacements: \$2,617,658

**Year Five (FY29)**

Replacements: \$2,524,860

## SECTION 7: TRENDS AND REFERENCE DATA

### Growth & Demand for Service

The City of Cape Coral continues to grow with population estimates near 213,301 full-time residents (per the University of Florida Bureau of Economic and Business Research). 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:

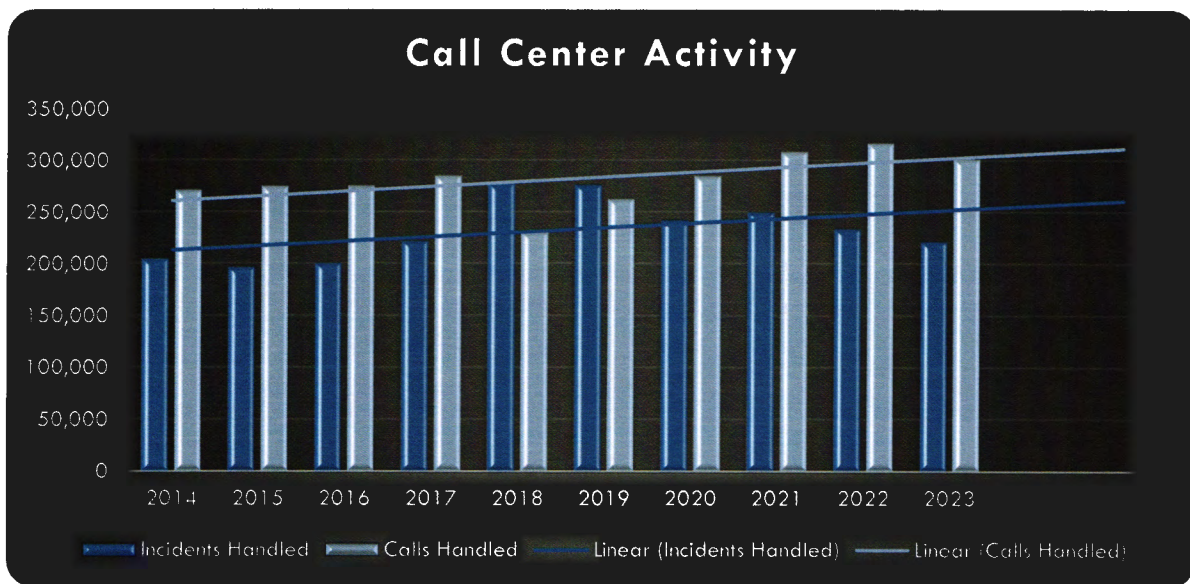
Year (Fiscal)	2016	2017	2018	2019	2020	2021	2022	2023
Total CFS	161,158	173,115	191,987	210,478	191,725	193,227	168,280	163,993
Citizen CFS/W Records	107,923	109,735	127,922	123,291	121,094	131,420	121,848	119,035
Self-Initiated	53,235	63,380	64,065	62,096	70,631	61,807	46,432	44,958
Traffic Stops	21,565	27,744	25,180	30,802	25,132	28,730	25,368	33,439
Admin	100,629	105,997	118,138	86,832	75,575	95,142	91,168	93,052
Total Events	283,352	306,856	335,305	303,021	292,432	317,099	284,816	290,484

The above table shows a general increase in citizen-generated calls for service over time, along with a stagnation in proactivity by officers: 2020 appears to be an anomaly but can be explained by the unusual year we all faced while dealing with a pandemic. and between 2022 and 2021 there was a measurable reduction in events. As the community returns to normal, and embraces the explosive growth that has already begun, we expect the next few years to return to the trend of increasing demands for services.

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.



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 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 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

Uniform Crime Report (UCR) has been the national standard for crime reporting since 1929. UCR data can be located [here](#), at the Florida Department of Law Enforcement website ([www.fdle.fl.state.us](http://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>). Over the past couple of years, the UCR program has been transitioning to the National Incident Based Reporting System (NIBRS) which will provide more detailed crime statistics. The Cape Coral Police Department began transitioning to NIBRS in 2021 and will be reporting incidents via the new system from now on. The crime information presented in this document is still based on UCR data. The UCR program was retired in 2021 and due to no or under reporting by law enforcement agencies around the country, no further updates can be provided at this time due to the potential inaccuracy of the information. The historical data is presented in the table below.

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	2362.9	19.56%*	15.47%	235	127.48	383.8	38.98%*	44.78%
2018	2968	1647	2701	1437.7	2209.8	21.28%*	15.53%	267	142.12	370.4	35.21%*	44.65%
2019	2402	1292.5	2176	1171.0	2109.9	16.65%*	17.52%	226	122	366.7	45.37%*	44.52%
2020	2385	1195.5	2130	1067.7	1938.9	16.53%	15.1%	255	127.8	404.5	61.92%	35.5%
2021	2520	1250.3	2203	1093.0		6.95%		317	157.3		54.3%	

### UCR Data from 2010 to most current available:

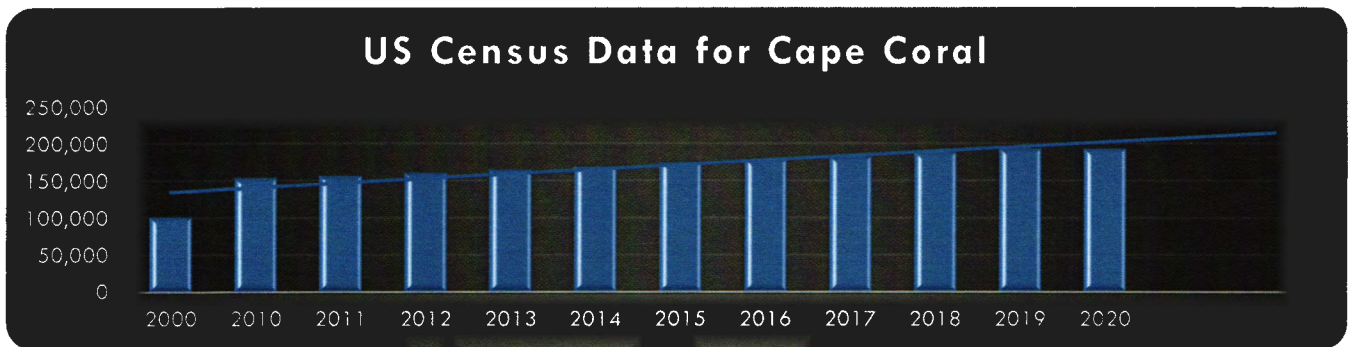
*\*Only includes Cleared with Arrest, not exceptionally cleared*

*Calculated using population data from FBI. Subsequent Multi Year Reports will contain NIBRS data once multi- jurisdiction wide adoption is in effect.*

## Census

US Census data is collected on a decennial basis, although useful for overall analysis and long-term projections it does not always 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 was 192,832, and 2021 is 195,871. 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. Using US Census data as a standardized reference, we can see the trend for Cape Coral, from base population estimates, in the below chart. The information below is the most up to date via current data extraction methods.

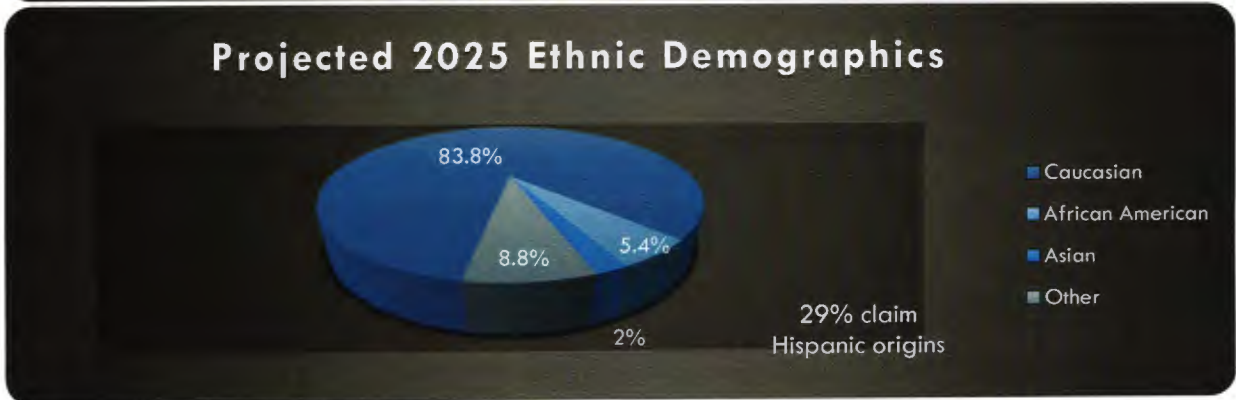
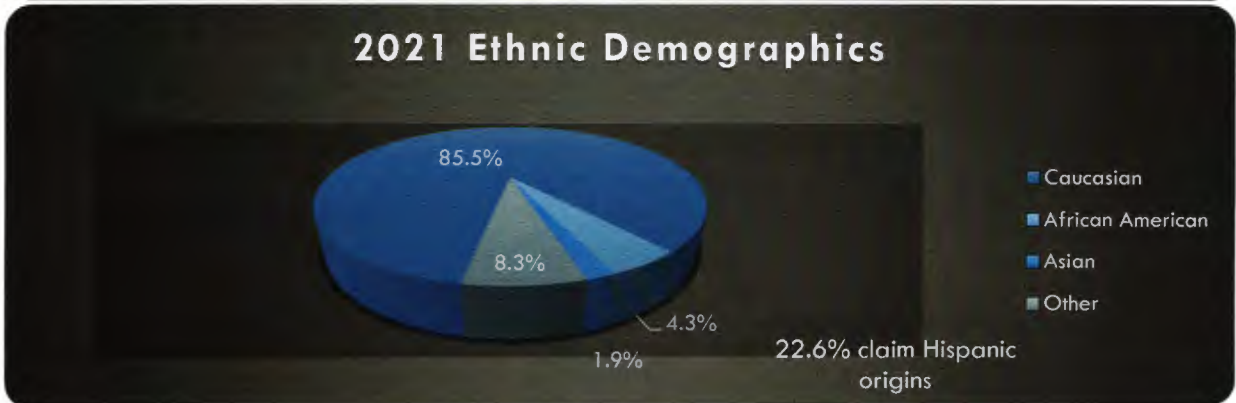
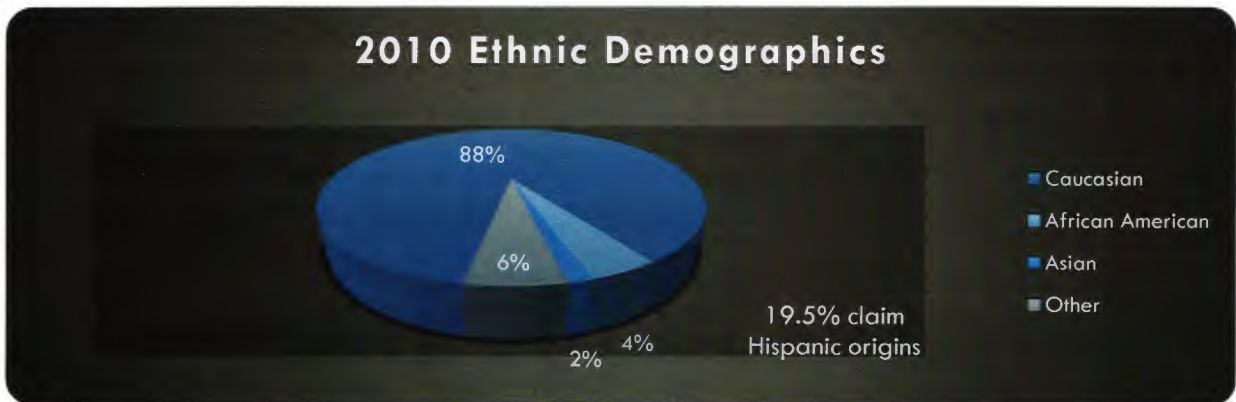


The Bureau of Economic and Business Research (BEBR) out of the University of Florida produces official statistics for the State of Florida that are utilized by the Cape Coral Police Department. The current projection model estimates that the city of Cape Coral as of 2023 has approximately 213,301 citizens with a population increase of 11,316 since 2020. The BEBR also projects a statistically significant increase to the population of Lee county in the next 5 years which further drives population growth estimations. Year over year the city's growth has exceeded projections of all known sources.

## Demographics

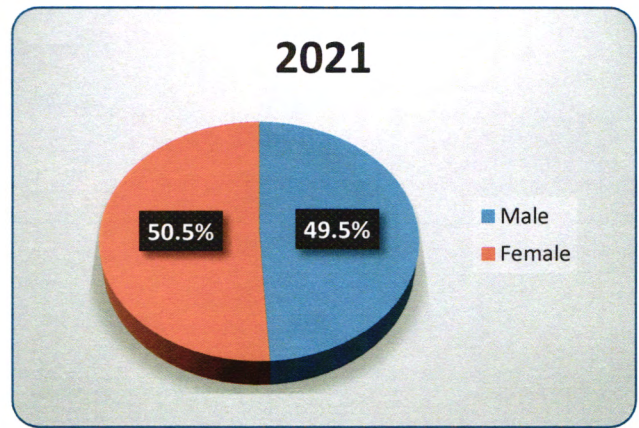
Demographic data is very generalized within the Cape Coral Interactive Growth Model. The following data was provided by the US Census. The information below is the most up to date via current data extraction methods.

Ethnicity in Cape Coral is predominately Caucasian, 85.5%; with African American, Other, and Asian combined only at around 14.5% of the total population. The percentage of the city population that claim Hispanic origin is approximately one fifth to one quarter, or 22.6%. 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 2021 statistics of note; the city's population was about 51% female and 49% male. 17.6% of the population was under 18, and 24% of the population was 65 or older. The median household income is estimated at \$61,780, and the median home value in the city was \$237,400. 76.4% of housing units were owner-occupied. 9.7% of the population of Cape Coral is considered at or below the poverty line.

For residents over the age of 25, 92.4% have at least a high school diploma, 23.1% have at least a bachelor's degree.



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.

The five largest employers in the City are: Lee County School District, Lee Health, City of Cape Coral, Publix, Sam's Club/ Walmart.

## Review

Trends and activity will be continually monitored to determine the impact to Department plans and operations. Updates to our multi-year plan may be made as needed.