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# MULTI-YEAR STRATEGIC PLAN

## FY2026 - 2030

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Presented by  
**Anthony Sizemore, Chief of Police**  
**Cape Coral Police Department**  
*Cape Coral, Florida*

***Scaling for the City. Built for the Community.***

### PROJECT 35

This plan is grounded in Project 35, the Department's strategic framework for 2025 to 2035. Every bureau goal, staffing decision, and capital investment in this document is aligned to Project 35's twelve strategic goals and measured through a structured performance accountability cycle.

Prepared by  
**Sreedevi Anumula | Planning and Research Analyst**  
*Under the Direction of Chief of Police, Anthony Sizemore*  
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## Executive Summary

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The Cape Coral Police Department serves a city of 220,236 residents across 120 square miles with 338 authorized sworn officers, 116 professional staff, and 7 contracted positions, for a total authorized complement of 461. Cape Coral is the eighth-largest city in Florida by population and second-largest by land area. The Department holds dual CALEA accreditation for both Law Enforcement and Communications, and its Forensics Laboratory carries ISO/IEC 17020 accreditation through ANAB. The Department is currently operating at 1.53 sworn officers per 1,000 residents, below the national average of 2.0 to 2.5, in a city that has grown by more than 26,000 residents since 2020 and is projected to exceed 324,000 at full build-out.

This Multi-Year Strategic Plan covers fiscal years 2026 through 2030 and is organized around three core priorities: building and sustaining a workforce that matches the demands of a growing city; investing in the technology, equipment, and infrastructure required to deliver modern, effective public safety services; and advancing the twelve strategic goals of Project 35, the Department's enterprise framework governing 2025 through 2035. The plan is the product of bureau-level planning sessions, personnel and workload analysis, and alignment with the City's five-year budget cycle.

### Key Five-Year Commitments

- 167 new positions added over five years across sworn, professional staff, and supervisory ranks to close the staffing gap and sustain service levels as the city grows
- Capital equipment investments totaling approximately \$13,734,000 across FY2027 through FY2031, supporting officer safety, forensic capability, communications infrastructure, and technology modernization
- Rolling stock replacements totaling \$13,501,000 across FY2027 through FY2031 to maintain a modern, reliable fleet serving 394 assets across all operational functions
- Continued pursuit of grant funding to supplement operational and capital investment needs, building on \$1,032,142 secured in FY2025
- Full implementation of Project 35's twelve strategic goals, with quarterly Command Staff reporting to the Chief of Police and annual documented alignment reviews



## Introduction

Cape Coral is one of the fastest-growing cities in Florida, and the Cape Coral Police Department is growing with it. This Multi-Year Strategic Plan charts the Department’s course from FY2026 through FY2030: a disciplined, data-informed roadmap for operational excellence, workforce investment, and community-focused public safety that keeps pace with the demands of a rapidly expanding city.

This plan is one integrated document. It combines the Multi-Year Plan’s operational foundation with Project 35, the Department’s enterprise strategic framework governing 2025 through 2035, and the bureau-level goals developed by each Captain and Commander through the annual planning cycle. Every element of this plan is directed toward a single objective: becoming the premier law enforcement agency in Florida.

The plan is built through a continuous process: strategic planning sessions at the City and Department level, input from the Succession Plan and Personnel Growth Plan, bureau-by-bureau operational review, and alignment with the City’s five-year budget cycle. It is a living document, updated as strategy evolves, conditions shift, and community needs change.

## Vision, Mission, and Values

These are not aspirational abstractions. They are the operational filter through which every hire, technology investment, deployment decision, and community interaction is measured.

<p><b>VISION</b></p> <p><i>To become the premier law enforcement agency in Florida.</i></p>	<p><b>MISSION</b></p> <p><i>Partnering with our community to attain the highest level of safety for all.</i></p>	<p><b>VALUES</b></p> <p><i>Operating with professionalism and compassion that fosters public trust.</i></p>
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SECTION

1

# DEPARTMENT INFORMATION

*Role, History, and Organizational Profile*

## Role of the Department

The Cape Coral Police Department is a full-service law enforcement agency responsible for maintaining law and order; protecting individuals, property, and civil rights; preventing and investigating criminal activity; enforcing state statutes and city ordinances; managing traffic safety and accident investigation; ensuring school safety; and providing coordination at public events throughout the city.

The Department is organized into the Office of the Chief and six operationally distinct bureaus: Patrol, Investigative Services, Special Operations, Communications and Logistical Support, Community Services, and Professional Standards. Together, they constitute a comprehensive public safety enterprise in direct service to a rapidly growing community.

### STRATEGIC CONTEXT

As Cape Coral continues its expansion - projected to exceed 324,000 residents at full build-out - the Department's role will deepen in both complexity and scope. This five-year plan is designed to ensure the organization is positioned ahead of that demand, not behind it.

## Department Highlights

From six officers serving 15,000 residents in 1971 to a fully accredited department of 461 authorized personnel serving over 220,000 today, the Cape Coral Police Department has grown alongside one of Florida's most dynamic cities. This plan reflects the Department's continued commitment to that growth.

Cape Coral covers approximately 120 square miles, including roughly 1,700 miles of roadway and 400 linear miles of waterways and canals, and stands as the eighth-largest city in Florida by population and second-largest by land area. The Department holds dual CALEA accreditation for both Police and Communications - a distinction shared by a select few agencies nationwide - and its Forensics Laboratory carries ISO/IEC 17020 accreditation through ANAB.

**338**

Authorized Sworn Officers

**116**

Authorized Professional Staff

**100+**

**220,236**



Active Volunteers

Residents Served (est. 2023)

**120 mi<sup>2</sup>**

Service Area

**324K+**

Projected Build-Out Population

**RECRUITMENT, and STAFFING**

The Department is actively recruiting 24 sworn officer positions and 12 professional staff vacancies, supported by a structured five-year Personnel Growth Plan. A \$10,000 officer hiring bonus was instituted in FY2025 to strengthen recruitment competitiveness.



**SECTION 2** **DEPARTMENT ORGANIZATION**  
*Command Structure, Patrol Geography, and Precinct Transformation*

**Organizational Structure**

The Cape Coral Police Department operates as an independent branch of the City of Cape Coral's government. The Chief of Police reports to the City Manager, who is accountable to an elected City Council. The Department is organized into two primary branches - Administrative and Operations - each led by a Deputy Chief. Bureau Commanders (Captains for sworn personnel, Commanders for professional staff) report to each Deputy Chief.

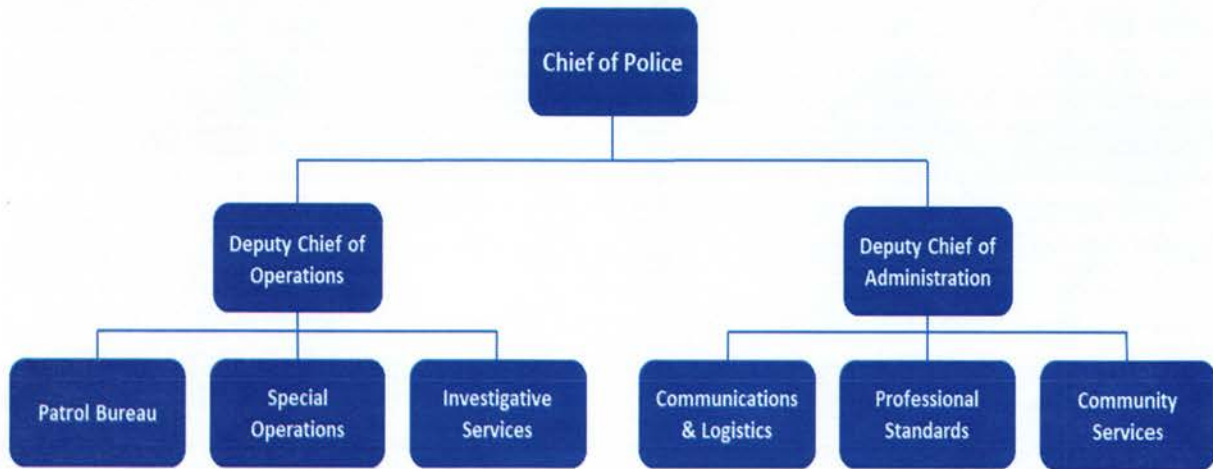


Figure 1: CCPD Organizational Structure

**Patrol Geography and the Four-Precinct Transformation**

The Department is executing one of its most significant structural transformations in decades: the transition from a three-district patrol model to a four-precinct design - Project 35 - aligned with the City's geographic quadrants. This realignment is designed to deliver more localized, responsive, and scalable law enforcement as Cape Coral's population continues to grow. The previous district layout had remained largely unchanged since the early 2000s, while the city's population more than doubled.

<p><b>Southeast Precinct</b></p> <p><b>~66,000</b></p> <p><i>Highest population density</i></p>	<p><b>Southwest Precinct</b></p> <p><b>~67,000</b></p> <p><i>Comparable to Ocala, and Delray Beach</i></p>	<p><b>Northeast Precinct</b></p> <p><b>~33,000</b></p> <p><i>Active northern growth corridor</i></p>	<p><b>Northwest Precinct</b></p> <p><b>~29,000</b></p> <p><i>Largest land area, expanding rapidly</i></p>
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### Previous Patrol District Configuration

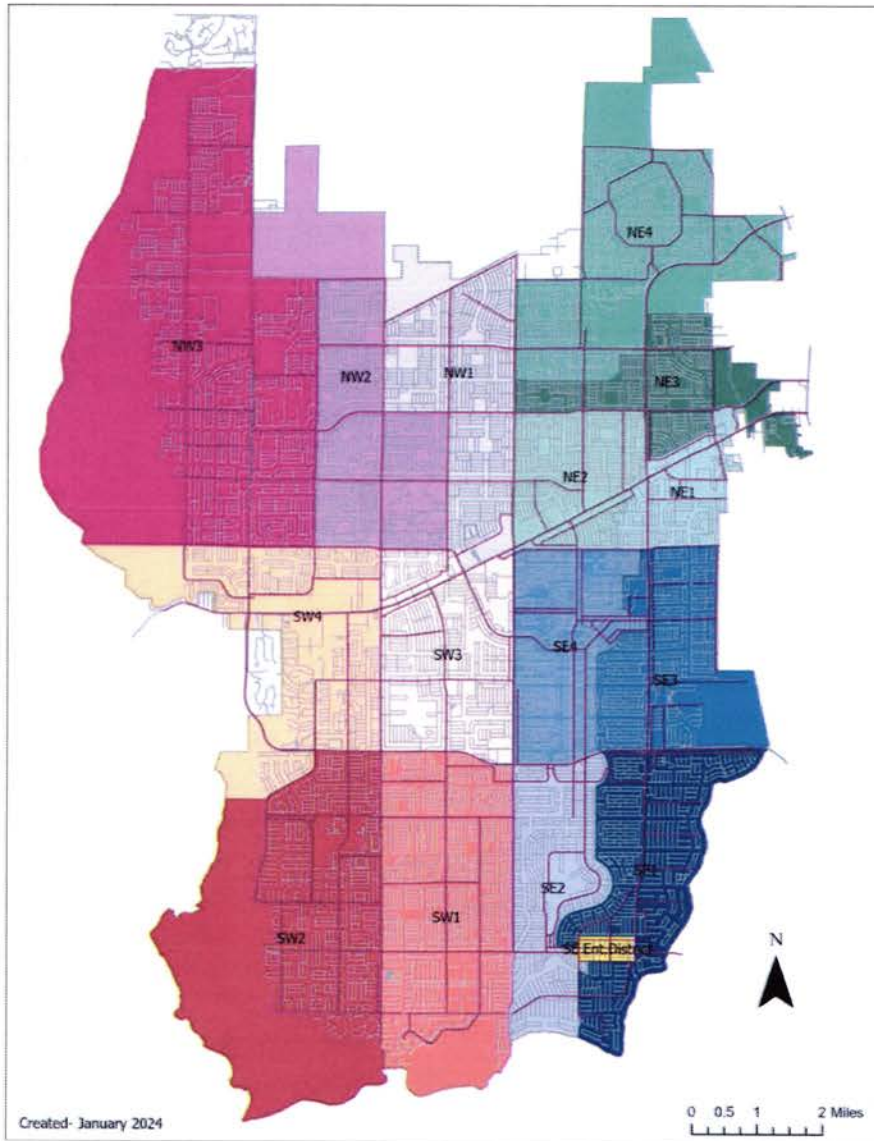


Figure 1: Patrol District Configuration Before Transition to 4-Precinct



### Current Configuration - Four-Precinct Operations Model

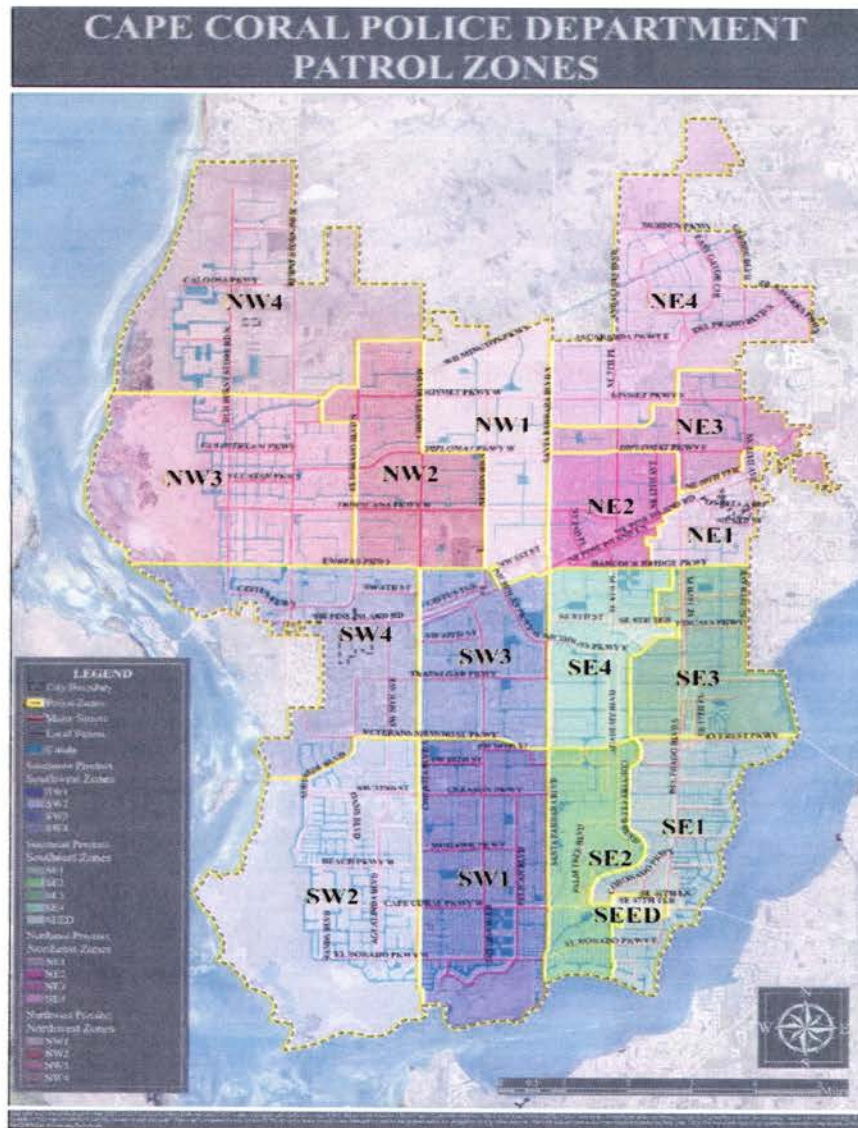


Figure 2: Transition to Four-Precinct Patrol Operations

SECTION

3

## ACCREDITATION

CALEA Law Enforcement, and Communications | ISO Forensics

### Departmental Accreditation: Standards, Accountability, and Continuous Improvement

Accreditation is not a box checked - it is a commitment renewed every day. CCPD holds dual CALEA accreditation covering both Police (462 standards) and Communications (208 standards), placing us among a select group of agencies nationally to achieve this distinction. On November 18, 2025, the Department received Advanced Meritorious Accredited status - building on more than three decades of uninterrupted accreditation since 1989.



#### Advanced Meritorious Accredited Status

Continuously accredited since November 18, 1989 - over three decades of uninterrupted standards excellence.

*Advanced Meritorious status awarded November 18, 2025.*

The Forensics Laboratory also holds ISO/IEC 17020 Inspection Body Accreditation, through the ANSI-ASQ National Accreditation Board (ANAB), validating the integrity and reliability of evidence processing and reinforcing the Department's standing in the investigative and judicial community.

#### WHY ACCREDITATION MATTERS

Accreditation provides the structural backbone for every goal in this plan. It ensures that as the Department grows - adding personnel, technology, and operational capacity - every change is measured against the highest standards in the profession. For a city growing as rapidly as Cape Coral, it is the framework that enables scaling with confidence.



SECTION

4

**PROJECT 35: STRATEGIC GOALS**

*Enterprise-Wide Strategic Framework | FY2026–2030*

Project 35 establishes the Department’s strategic vision for 2025–2035. It is the single organizing framework that connects bureau operations to citywide priorities, ties resource allocation to measurable outcomes, and ensures that every goal in this plan is rooted in responsible governance and community accountability.

*The twelve strategic goals below are the enterprise-level commitments of the Cape Coral Police Department for FY2026 and the five-year horizon. Every bureau goal in Section 5 is explicitly aligned to these goals.*

#	STRATEGIC GOAL	KEY FOCUS	PRIMARY OWNER	TARGET
1	<b>Build a Skilled and Diverse Workforce</b>	Recruitment best practices, referral systems, media channels, annual workforce analysis, succession planning	PSB	FY26–27
2	<b>Foster Fairness in Promotions</b>	Standardized criteria, blind reviews, diverse panels, documented promotion processes, and audit records	Command Staff	FY27
3	<b>Strengthen Community Engagement</b>	Community programs, social media strategy, town halls, feedback mechanisms, engagement metrics tracking	PAO / Dept	FY26+
4	<b>Improve Internal Communication</b>	Centralized communication platforms, anonymous feedback systems, and annual effectiveness reviews	Command Staff / PSB	FY26–27
5	<b>Promote a Professional Workplace</b>	Ethics and conflict resolution training, mentorship programs, wellness resources, and team cohesion initiatives	PSB / Command	FY27+
6	<b>Advance Intelligence-Led Policing</b>	Crime data analytics tools, centralized intelligence unit, predictive policing, analytics-driven deployment	ISB	FY26–27
7	<b>Expand Crime Prevention Partnerships</b>	Review existing programs, partner feedback loops, new community stakeholder onboarding, and joint initiatives	Dept / PAO	Ongoing
8	<b>Reduce Violent Crime and Fear of Crime</b>	Multi-unit enforcement tactics, VCU/unit intelligence sharing, data-aligned tactical deployment	Dept / ISB	Ongoing
9	<b>Strengthen Accountability, and Governance</b>	Formal performance indicators, quarterly reviews, after-action reviews, and continuous improvement documentation	All Bureaus	FY27+
10	<b>Enhance Emergency Preparedness</b>	Continuity-of-operations plans, multi-agency exercises, staffing/fleet/comms readiness reviews	Command Staff	Annual



11	<b>Modernize Technology, and Records Management</b>	Records accuracy, backlog reduction, retention compliance, ethical technology deployment and training	IT / Records	Ongoing
12	<b>Enhance Officer Safety, and Risk Management</b>	Incident/pursuit/use-of-force trend analysis, training adjustments, risk and liability management	PSB / Command	Annual

**PERFORMANCE ACCOUNTABILITY**

Progress against all 12 strategic goals will be assessed through documented performance indicators covering community engagement metrics, crime trends, deployment data, staffing outcomes, and workload analysis. Command Staff will report quarterly to the Chief of Police. The Chief or a designated representative will conduct an annual documented alignment review.



SECTION

5

# BUREAU GOALS AND PRIORITIES

*Accomplishments | FY2026–2030 Goals | Project 35 Alignment*

The goals and priorities in this section were developed by bureau commanders through the annual planning cycle and are presented here in full integration with the Department’s enterprise strategy. Each bureau block includes recent accomplishments, goals for the five-year planning horizon, and explicit alignment to the Project 35 strategic goals above, so that every bureau’s work is visibly connected to the same organizational direction.

## OFFICE OF THE CHIEF

*Executive Leadership | Planning | Budget Oversight | Grants | Public Affairs*

### ◆ FY2025 ACCOMPLISHMENTS

- Maintained status as one of the safest cities in Florida with a population exceeding 150,000.
- Instituted a \$10,000 hiring bonus for newly hired police officers to strengthen recruitment competitiveness.
- Secured over \$1,032,142 in grant funding to support operational and equipment needs.
- Achieved 102% utilization of the Department’s allocated budget.
- Launched Project 35 as the Department’s formal 10-year strategic framework.

### ▶ GOALS, and PRIORITIES | FY2026–2030

- Advance a culture of professionalism, ethical leadership, and transparency that sustains and deepens public trust.
- Strengthen community partnerships and expand community-oriented programming through data-informed needs assessment.
- Lead strategic evaluation and adoption of emerging technologies to enhance operational effectiveness.
- Drive continuous organizational development - reviewing structure, staffing, and resource allocation to scale with city growth.
- Maintain fiscal discipline and long-term sustainability through proactive budget stewardship aligned with City-wide priorities.

### ◆ PROJECT 35 STRATEGIC ALIGNMENT

*Goals 3 (Community Engagement) | Goal 4 (Internal Communication) | Goal 9 (Accountability and Governance) | Goal 11 (Technology and Records)*

## COMMUNICATIONS, AND LOGISTICAL SUPPORT BUREAU

*911 Communications | Dispatch | Records | Court Liaison | Quartermaster | Fleet*

### ◆ FY2025 ACCOMPLISHMENTS

- Maintained CALEA accreditation for Communications operations.
- Sustained industry-leading 911 performance: 99% of calls answered within 10 seconds - exceeding national standards.

### ▶ GOALS, and PRIORITIES | FY2026–2030

- Increase efficiencies throughout the bureau in handling day-to-day operations.
- Maintain accredited status in Communications.



- Enhanced recruitment efforts resulted in a 14% increase in bureau staffing levels.
- Records and Communications successfully completed the City audit.

→ Explore and integrate innovative technologies to increase efficiency and streamline processing.

◆ PROJECT 35 STRATEGIC ALIGNMENT

Goal 9 (Accountability and Governance) | Goal 11 (Technology and Records Management) | Goal 1 (Workforce Development)

## PROFESSIONAL STANDARDS BUREAU

CALEA Accreditation | Internal Affairs | Hiring, and Recruiting | Training | Payroll

◆ FY2025 ACCOMPLISHMENTS

- Maintained CALEA accreditation for Law Enforcement operations.
- Processed 1,062 applicants for sworn positions; hired 40 officers.
- Coordinated sworn promotional processes for Sergeant and Lieutenant positions.
- Increased compliance with mandatory training, including CIT and Use of Force.
- Identified training gaps through IA investigations and implemented remedial solutions.
- Expanded internal training opportunities, reducing reliance on external resources.
- Supported officer wellness through programs focused on whole-body health.
- Conducted annual property inspections in accordance with CALEA standards.
- Note: CCPD is no longer participating in the State of Florida CFA accreditation process.

▶ GOALS, and PRIORITIES | FY2026–2030

- Maintain and continuously strengthen CALEA accreditation as a cornerstone of organizational accountability.
- Modernize and expand recruitment strategies to consistently meet and exceed minimum staffing thresholds.
- Support projected agency growth through scalable hiring, onboarding, and field training processes.
- Increase policing efficiency by reducing on-duty injuries, vehicle incidents, and equipment damage.
- Enhance data-driven decision-making related to hiring timelines, training completion, and risk reduction.
- Expand officer wellness programming supporting the physical, mental, and emotional well-being of all employees.
- Improve onboarding and field training for new and lateral hires to accelerate operational readiness.
- Continue technology integration to improve training documentation and accountability.
- Develop leadership and career-path training to support long-term succession planning.

◆ PROJECT 35 STRATEGIC ALIGNMENT

Goal 1 (Workforce Development) | Goal 2 (Promotion Fairness) | Goal 5 (Professional Workplace) | Goal 12 (Officer Safety)



## COMMUNITY SERVICES BUREAU

*School Resource Officers | Community Policing | Homeless Outreach | Youth Programs | Bicycle Patrol*

### ◆ FY2025 ACCOMPLISHMENTS

- Secured a COPS Hiring Grant to add five School Resource Officers, expanding school safety and threat assessment continuity.
- Modernized the Police Explorer Program, including transition from the Boy Scouts framework and implementation of updated bylaws.
- Assumed supervision and budgeting of Bicycle Patrol Unit and Honor Guard, improving consistency, training, and deployment.
- Launched the Faith-Based Organization Academy, expanding the Civilian Academy portfolio.
- Established a K-9 School Resource Officer program to enhance school safety and relationship building.
- Hosted NASRO training at CCPD for the second consecutive year and continued FASRO participation.
- Maintained active participation in the District Threat Assessment Team.
- Expanded youth engagement through PAL, Explorer, leadership, and prevention programming.
- Increased community impact: foster youth support, back-to-school, toy drives, and seasonal outreach.
- Initiated planning for a satellite Community Services Bureau facility.
- Established partnership with Cape Coral Freemasons to launch Project Delta.

### ▶ GOALS, and PRIORITIES | FY2026–2030

- Fully implement the five additional SRO positions funded through the COPS Hiring Grant.
- Continue expansion of youth prevention, leadership, and mentorship programming.
- Further develop and scale the K-9 SRO program across the city's school network.
- Establish School Threat Assessment Detective positions utilizing new personnel resources.
- Enhance partnership with Juvenile Probation and establish a liaison to strengthen intervention continuity.
- Expand Bicycle Patrol deployment for community events and targeted engagement.
- Continue hosting regional NASRO training and advance SRO credentialing through FASRO.
- Advance development of a satellite Community Services Bureau facility.
- Enhance data tracking, outcome measurement, and reporting across CSB programs for CALEA alignment and strategic planning.

### ◆ PROJECT 35 STRATEGIC ALIGNMENT

*Goal 3 (Community Engagement) | Goal 7 (Crime Prevention Partnerships) | Goal 5 (Professional Workplace)*



## PATROL BUREAU

*Uniformed Patrol | Crime Suppression | Traffic Enforcement | Four-Precinct Operations*

### ◆ FY2025 ACCOMPLISHMENTS

- Responded to 67,914 Priority 1, 2, and 3 calls for service (CY2025).
- Increased Patrol staffing by 8%, strengthening street-level coverage across all precincts.
- Deployed the four-precinct policing model across the city and created two additional patrol zones, incorporating focused coverage of the Southeast Entertainment District.
- Internal complaints decreased from 72 in 2024 to 47 in 2025, a 35% year-over-year reduction, reflecting strengthened supervision, proactive leadership engagement, and a continued commitment to accountability.

### ▶ GOALS, and PRIORITIES | FY2026–2030

- Implement a data-driven power shift aligned with peak call-volume periods to improve operational efficiency and reduce response times.
- Decrease external complaints through increased training and expanded officer wellness participation.
- Strategically implement advanced technologies to improve public safety outcomes while increasing officer protection and operational effectiveness.
- Ensure sufficient personnel availability for sustained proactive policing activity alongside reactive call response.

### ◆ PROJECT 35 STRATEGIC ALIGNMENT

*Goal 6 (Intelligence-Led Policing) | Goal 8 (Reduce Violent Crime) | Goal 9 (Accountability) | Goal 12 (Officer Safety)*

## SPECIAL OPERATIONS BUREAU

*K9 | Motors | Traffic | Marine | Aviation | UAV | Police Volunteer Unit | DUI*

### ◆ FY2026 PROJECTED ACCOMPLISHMENTS

- Expand THI-informed enforcement, deploying Motors, Aggressive Driving, and DUI units to high-injury corridors to reduce speed- and alcohol-related crashes.
- Increase proactive K9 deployments targeting narcotics and violent crime in identified hotspot areas.
- Launch biannual Redspeed public reporting dashboards reflecting school zone compliance, enforcement activity, and crash reduction outcomes.
- Expand Marine Patrol boating safety enforcement and advance hurricane and

### ▶ GOALS, and PRIORITIES | FY2027–2031

- Institutionalize data-driven deployment by integrating crash analytics, crime mapping, and behavioral trend analysis across all specialty unit operations.
- Align K9, DUI, and Aggressive Driving enforcement to violent crime trends and high-risk corridors, targeting measurable reductions in crime and public fear.
- Establish unit-level performance indicators with annual reviews measuring crash reduction, enforcement outcomes, boating safety compliance, and K9 deployment results.



disaster response readiness across Marine and UAV operations.

→ Prioritize officer safety through advanced training, fatigue management protocols, and equipment modernization to reduce injuries and limit liability exposure.

◆ PROJECT 35 STRATEGIC ALIGNMENT

Goal 6 (Intelligence-Led Policing) | Goal 8 (Reduce Violent Crime, and Fear) | Goal 12 (Officer Safety, and Risk Management)

## INVESTIGATIVE SERVICES BUREAU

Major Crimes | Property Crimes | Vice-Narcotics | Economic Crimes | Forensics | Victims Assistance | Analytics

◆ FY2025 ACCOMPLISHMENTS

- Added a Digital Forensics Technician and upgraded digital download software.
- Established a formal Detective Field Training Program to strengthen investigative readiness.
- Conducted a citywide illegal gambling operation with the Florida Gaming Commission, seizing over \$500,000 and 428 illegal gaming machines.
- Established an MOU with Statewide Prosecution to improve cryptocurrency-related investigations and asset forfeiture capabilities.

▶ GOALS, and PRIORITIES | FY2027–2031

- Pursue strategic growth within Forensics and Evidence, including an additional forensic supervisor and manager position.
- Continue to focus on solving crimes efficiently, enhancing public safety, and bringing offenders to justice through sustained investigative excellence.
- Provide ongoing training and professional development for investigators aligned with national credentialing standards.
- Improve intelligence gathering and analysis to prevent and solve criminal activity across all investigative units.
- Enhance collaboration with local, state, and federal law enforcement agencies for complex multi-jurisdictional investigations.

◆ PROJECT 35 STRATEGIC ALIGNMENT

Goal 6 (Intelligence-Led Policing) | Goal 7 (Crime Prevention Partnerships) | Goal 8 (Reduce Violent Crime) | Goal 9 (Accountability)



**SECTION 6 PERSONNEL**  
*Current Staffing | Five-Year Growth Plan | Future Organization*

**Current Staffing and Organizational Composition**

The Department is currently authorized for 338 sworn officer positions, 116 professional staff positions, and 7 contracted positions, for a total of 461 authorized employees. An active Volunteer Unit extends operational capacity across multiple bureaus.

The six bureaus are organized into two branches: Operations (Patrol, Investigative Services, Special Operations) and Administration (Communications, Logistics, Community Services, Professional Standards).

**Future Organization: Training and Professional Development Bureau**

The Training and Professional Development Bureau is planned for future establishment. This bureau will assume training functions currently under Professional Standards, organize and operate a Law Enforcement Officer (LEO) Academy, and be headquartered at the new Police Training Facility, which opened in February 2025 in North Cape Coral.

**Five-Year Personnel Growth Plan**

**The positions below were prioritized during the 2025 strategic planning cycle, aligned with operational needs and the City's budget cycle.**

<p><b>FY2026</b>  <i>7 professional staff   22 officers   3 supervisors</i></p>	<p>(1) Administrative Specialist, (1) Administrative Assistant, (1) Business Services Manager, (1) Police Logistics Coordinator, (2) Public Service Aides, (1) Digital Forensics Technician, (22) Officers, (2) Sergeants, (1) Lieutenant</p>
<p><b>FY2027</b>  <i>10 professional staff   24 officers   1 Deputy Chief</i></p>	<p>(1) Grant Writer, (1) Records Supervisor, (5) Records Coordinators, (1) Accounts Coordinator, (1) Forensics Supervisor, (1) Deputy Chief, (24) Officers</p>
<p><b>FY2028</b>  <i>4 professional staff   28 officers   1 Captain</i></p>	<p>(1) Senior Accounts Coordinator, (2) Logistics Coordinators, (1) Civilian Investigator, (28) Officers, (1) Patrol Captain</p>

**FY2029**

*5 professional staff | 20 officers | 5 supervisors*

(1) Logistics Supervisor, (1) Records Coordinator, (1) Telecommunicator I, (1) Telecommunicator II, (1) Telecommunicator IV, (1) Forensics Technician, (1) Evidence Technician, (20) Officers, (4) Sergeants, (1) Lieutenant

**FY2030**

*5 professional staff | 27 officers | 1 Captain*

(1) Public Service Aide, (2) Records Coordinators, (2) Senior/Lead Records Coordinators, (22) Officers, (2) School Resource Officers, (2) Special Operations Officers, (1) Detective, (1) Patrol Captain



SECTION

7

# CAPITAL, AND EQUIPMENT

*Capital Projects | Equipment Investment | Rolling Stock*

## Capital Projects

Capital investments are prioritized to advance officer safety, technological capability, and service delivery capacity, each vetted through the City's multi-year budget process and aligned with the strategic goals in Section 4.

### Police Training Facility

Opened February 2025 in North Cape Coral. This facility represents a significant long-term investment in officer readiness and will serve as the home for the new Training and Professional Development Bureau, including a future LEO Academy.

### Project 35 - Four-Precinct Infrastructure

The strategic reorganization of CCPD into a four-precinct model is improving response times, optimizing resource allocation, and ensuring localized service delivery. Potential locations for new construction and storefront leases are actively being evaluated across all quadrants.

## Capital Equipment: Five-Year Forecast

FY2027	<ul style="list-style-type: none"> <li>• New AXON Fleet 3 Camera Systems (replaces Panasonics)</li> <li>• New CAD/RMS</li> <li>• New Portable/Changeable Message Board</li> <li>• New Radio Console</li> <li>• New Skydio Drone</li> <li>• Replacement Sniper Optics, and Rifle (1)</li> <li>• Replacement Police K9s (2)</li> <li>• Replacement VIN Pole Cameras (4)</li> <li>• Replacement Air Purifying Respirators</li> <li>• Replacement Communications Workstations</li> <li>• Replacement Digital Forensics Workstation Cell Phone</li> <li>• Replacement Digital Forensics Workstation Computer</li> <li>• Replacement Digital Forensics Server</li> <li>• Replacement Lobby Fingerprint Machine and Metal Detector</li> <li>• Replacement Tabletop Alternate Light Source</li> <li>• Replacement Throw Phone – CNT</li> </ul>
FY2028	<ul style="list-style-type: none"> <li>• New AXON Fleet 3 Camera Systems (continued rollout)</li> </ul>

[Redacted]

- Replacement Polygraph Machine
- Replacement Boat Lift - Yacht Club
- Replacement Boats/Motors
- Replacement Police K9s (2)

FY2029

- Replacement AXON Fleet 3 Camera Systems
- Replacement Full Lab System
- Replacement Interview Rooms A/V System
- Replacement BriefCam Servers
- Replacement Sniper Optics and Rifle
- Replacement Boats/Motors
- Replacement Police K9s (2)
- New SWAT Armored Vehicle, and Throw Bot
- New Smartboard and Accessories
- New Speed Measuring Devices with Mapping Lasers
- New Intoxilyzers (2)
- New Video Ray Drone - Dive Team

FY2030

- Replacement AXON Fleet 3 Camera Systems
- Replacement Sniper Night Vision Scopes (2)
- Replacement SWAT Shields (6)
- Replacement Simulated Impaired Driving Simulator
- Replacement Police K9s (3)
- Replacement VitTra Firearms Simulator
- New Smartboard and Accessories
- New Community Event Trailer
- Replacement (2) SIU Pole Cameras
- New/Replacement - Key Tracer (1) New and (1) Replacement

FY2031

- Replacement AXON Fleet 3 Camera Systems
- Replacement Evidence Freezer and Refrigerator
- Replacement Interview Rooms A/V System
- Replacement VIN Pole Cameras (4)
- Replacement Sniper Optics, and Rifle (1)
- Replacement Crime Lights Full Spectral (6)
- Replacement Police K9s (2)
- New SWAT Pole Camera



### Rolling Stock: Five-Year Forecast

The Department maintains approximately 394 fleet assets. Replacement expenditures are forecasted as follows:

**FY2026:**

General Fund: \$1,334,400

Impact Fees: \$1,166,000

Total: \$2,500,400

FY2027	FY2028	FY2029	FY2030	FY2031
\$2,514,000	\$2,327,000	\$2,728,000	\$2,830,000	\$3,102,000



## SECTION

## 8

**TRENDS AND REFERENCE DATA***Growth | Demand for Service | Crime Analysis | Demographics*

The data in this section provides the empirical foundation for the Department's strategic priorities. Trend analysis across population growth, service demand, crime patterns, and community demographics directly informs staffing projections, resource allocation, and the strategic goals in Section 4.

### Growth and Demand for Service

According to the University of Florida Bureau of Economic and Business Research (BEBR), Cape Coral's current estimated population is 220,236, representing an increase of 26,220 since 2020 and consistently exceeding projections from every major forecasting source. At full build-out, the city's population is projected to exceed 324,282 under current zoning guidelines.

Population growth directly drives demand for police services. New residential development - particularly in northern precincts - brings increased calls for service, new traffic challenges, and criminal activity patterns associated with active construction environments. The Department continuously monitors these trends and adapts patrol tactics, resource deployment, and community engagement strategies accordingly.

**STAFFING GAP CONFIRMED**

Industry-recognized personnel allocation modeling has confirmed what the data makes clear: current officer staffing levels are insufficient for a city of Cape Coral's size and growth trajectory. The five-year Personnel Growth Plan in Section 6 directly addresses this gap with a structured, fiscally responsible response.

With 338 authorized sworn officers serving an estimated population of 220,236, the Department currently operates at approximately 1.53 sworn officers per 1,000 residents. The national average ranges from 2.0 to 2.5 officers per 1,000 residents. This gap is compounded by Cape Coral's geographic scale: 120 square miles with 1,700 miles of roadway, which places significantly greater demand on officer coverage and response time than a comparably sized city with a more compact layout. The five-year Personnel Growth Plan directly addresses this disparity with a structured, phased approach to closing the gap as the city continues to grow.



## Call for Service Data

Metric	2025
<b>Total CFS</b>	233,421
<b>CFS Responded for PD</b>	176,053
<b>Self-Initiated</b>	37,461
<b>Traffic Stops</b>	41,557
<b>CFS Responded for Fire</b>	47,753

### DATA INTERPRETATION

In 2025, the department responded to 233,421 total calls for service, with 176,053 directed to patrol operations and 47,753 to fire response. Officer self-initiated activity, including 37,461 self-initiated contacts and 41,557 traffic stops, reflects proactive enforcement efforts within existing patrol capacity. The ratio of reactive to self-initiated activity underscores the demand pressure placed on available resources, and as population growth continues to accelerate, service demand is projected to intensify, requiring strategic evaluation of staffing levels, deployment models, and resource allocation to sustain effective service delivery.

## Communications Center Performance

The Department's Communications Center manages all 911 and non-emergency calls for Cape Coral and dispatches for the Cape Coral Fire Department. The center operates 24/7 and regularly handles overflow calls from regional centers, including Lee County and Fort Myers, a workload that influences total operational demand beyond what is captured in Cape Coral-specific CFS metrics alone.

### 911 PERFORMANCE

99% of all 911 calls answered within 10 seconds - exceeding national standards and reflecting the professionalism of the Communications team under sustained high-volume conditions.

## Departmental Performance Highlights

The following performance data, drawn from bureau reporting for CY2025, reflects the Department's operational output, workforce development, and community engagement activity during the current



planning period. These figures provide context for the staffing projections, capital investments, and strategic priorities presented throughout this plan.

### Patrol Operations

- 67,914 Priority 1, 2, and 3 calls for service responded to in CY2025
- Patrol staffing increased by 8% during the reporting period
- Internal complaints decreased from 72 in 2024 to 47 in 2025, a 35% year-over-year reduction

### Workforce and Recruitment

- 1,062 applicants processed for sworn positions; 40 officers hired
- Communications bureau staffing increased by 14% through enhanced recruitment efforts

### Investigative and Enforcement Activity

- Citywide illegal gambling operation conducted with the Florida Gaming Commission; over \$500,000 and 428 illegal gaming machines seized
- Memorandum of Understanding established with Statewide Prosecution to strengthen cryptocurrency-related investigations and asset forfeiture capabilities

### Community Engagement and School Safety

- COPS Hiring Grant secured to fund five additional School Resource Officer positions
- NASRO training hosted at CCPD for the second consecutive year, reinforcing the Department's regional leadership in school safety
- 99% of 911 calls answered within 10 seconds, exceeding national standards

#### STRATEGIC CONTEXT

These performance outcomes reflect a Department managing increasing service demand while investing in workforce development, enforcement capability, and community partnerships. The staffing, capital, and strategic commitments in this plan are directly informed by these operational realities and aligned to Goals 6, 7, 8, and 9 of Project 35.

### Population, Demographics, and Community Profile

The City contracted with Metro Forecasting to develop the Cape Coral Interactive Growth Model, now the primary tool for population projections across City departments. The model estimated the 2020 population at 192,832 and the 2021 population at 195,871. Year over year, actual growth has consistently exceeded all model projections. The BEBR also projects a statistically significant increase in Lee County population over the next five years, further increasing demand for police services.



**\$76,062**

Median Household Income

**\$339,200**

Median Home Value

**77.7%**

Owner-Occupied Housing

Cape Coral's population is approximately 50.1% female and 49.9% male; 17.3% under 18; 25% aged 65 or older. 9.8% fall at or below the poverty line. Racial composition: 65.9% Caucasian, approximately 25% Hispanic, and 9.1% other. The Caucasian proportion has been gradually declining while other groups increase, a demographic shift that informs community engagement, language access, and culturally responsive policing strategies in future planning cycles.



## SECTION

## 9

**STRATEGIC OUTLOOK***Continuous Improvement | Accountability | Alignment*

This Multi-Year Strategic Plan is an active planning document, responsive to data, accountable to the community, and aligned with the City of Cape Coral's long-term vision. Project 35 ensures that the Department's priorities remain anchored in measurable outcomes and responsible governance throughout the planning cycle.

Progress against every goal in this plan will be tracked through the Department's performance management cycle. Command Staff will deliver quarterly updates to the Chief of Police covering measurable outcomes, identified challenges, and recommended adjustments. The Chief or a designated representative will conduct an annual documented review to confirm alignment with the Department's mission and to incorporate operational data, community feedback, and emerging public safety priorities.

Project 35 is designed to be both dynamic and responsive. The Cape Coral Police Department employs disciplined measurement, structured reporting, and annual evaluations to ensure its objectives remain relevant, measurable, and aligned with the evolving needs of the community it serves.

### Risk and Contingency

The Department's ability to execute this plan is subject to conditions that will be monitored and managed throughout the planning cycle. Key risk factors include competitiveness of the hiring market for sworn and professional staff, budget constraints that may affect the pace of personnel growth or capital investment, attrition rates above projected levels, and increasing service demands from continued population growth.

The Department will manage these risks through annual plan reviews, proactive recruitment, continued pursuit of grant funding, and ongoing alignment with the City's budget cycle. Adjustments to priorities and timelines will be made as conditions warrant and communicated to City leadership through the established quarterly and annual reporting structure.

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

- CCPD Mission Statement | Project 35 | FY2026-2030

Cape Coral Police Department | Multi-Year Strategic Plan

