

City of Sanibel, Florida  
Police Department Narrative

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**Department:** Police  
**Fund:** General Fund

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**Mission Statement:** The City of Sanibel Police Department will proactively patrol all roadways, waterways and beaches with its available resources and will enforce all Local, State and Federal laws and ordinances. The Sanibel Police Department is proactive in communicating crimes that target Sanibel residents and trends derived from analysis of crime statistics by alerting the public through press releases and other crime prevention strategies. The Sanibel Police Department will maintain and protect the ecosystem for all inhabitants of Sanibel, including residents, workers, visitors and the wildlife in the natural environment. In accordance with the Department's community policing philosophy, we will respond 100% of the time for any and all requests for service and investigation of every criminal act.

**POLICE DEPARTMENT PATROL DIVISION - OPERATIONAL RESPONSIBILITIES**

- **Responsibility 1:** *Proactively patrol all roadways* – Officers patrol all City of Sanibel roadways for detection of suspicious or criminal activity and provide assistance to citizens in need. Officers will enforce all laws and ordinances to provide the maximum protection to the public.
- **Responsibility 2:** *Patrol all waterways* – Officers are assigned to details to patrol all waterways within the geographic boundaries around the City of Sanibel and all accessible waterways and canals within Sanibel. Officers assigned to this function ensure the public safety through vessel inspections and enforcement of all laws and ordinances associated with the waterways. This position is partially funded by the West Coast Inland Navigation District and Beach Parking revenues.
- **Responsibility 3:** *Patrol the beach* – Officers are assigned to special details to patrol the beaches of Sanibel. Officer assigned to this function proactively patrol and provide assistance to the public. Officers enforce violations of laws and ordinances, especially those associated with protection of the natural environment, including dune protection, beach chair ordinance, harassing of shorebirds, protection of turtle nests and dogs on the beach without a leash. Officers also educate the public regarding environmental laws and how they relate to the persons behavior and activities on the beach. This position is partially funded by the West Coast Inland Navigation District and Beach Parking revenues.
- **Responsibility 4:** *Respond to all emergency calls* – Officers respond in a safe and expeditious manner to all emergency calls. This includes calls of crimes in progress, vehicle and pedestrian accidents and medical crisis if not busy.

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- **Responsibility 5:** *Respond to all criminal complaints* – Officers respond to all criminal complaints in a timely manner. Officers obtain all pertinent information to initiate a criminal investigation and complete all associated reports to ensure proper documentation is completed to develop criminal cases with the goal to prosecute violators to the fullest extent of the law.
- **Responsibility 6:** *Respond to all calls for service* – Officers will respond to all non emergency calls for service in the order in which the call is received after other calls of greater importance are prioritized and completed.
- **Responsibility 7:** *Perform arrests* – Officers physically arrest perpetrators of crimes committed in their presence or crimes where evidence suggests there is reasonable suspicion that an individual or individuals have committed a crime. An officer ensures he/she has the proper resources and back-up to affect an arrest. An officer completes all required reports and transports the perpetrator of the crime to the Lee County Jail for incarceration.
- **Responsibility 8:** *Issue traffic citations* – Officers issue traffic citations to persons who violate State traffic laws. Officers conduct traffic stops in a safe and prudent manner and complete the proper State forms that identify the specifics of the violation.
- **Responsibility 9:** *Respond to traffic crashes* – Officers respond to reports of traffic crashes in a safe and expeditious manner. The first responding officer determines if there are any injuries and attends to those needs first and requests medical services to respond if there are any injuries. The officer then investigates the causes of the accident and documents all contributing causes and cites the violator if necessary. The investigating officer completes a State of Florida approved Traffic Crash report as required or a Drivers Exchange / Driver Report of Accident report.
- **Responsibility 10:** *Animal Control* – Officers respond to all domestic and exotic animal complaints and document all pertinent information regarding the call; whether it is a noise complaint, dog not in physical control by owner, attack or bite and any other complaints. If an animal has attacked another animal or a person, the officer completes the appropriate State approved form and forwards the information to the Lee County Health Department. If an animal attack has occurred police staff implements an animal quarantine or attempts to catch dangerous exotics.
- **Responsibility 11:** *Special patrol details* – Department staff participate in special details as available and requested by the public to include: traffic, parking, crossing guard, crowd control for special events, radar details and security details.

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- **Responsibility 12:** *Environmental patrol details* – Officers have been trained to recognize environmental violations and as a component of their patrol function, are alert for these violations. Officers are also deployed as the need arises to conduct surveillance for specific violations such as: feeding alligators, undersized or too many fish, unleashed dogs on the beach, harassing of wildlife and assessment of monitor lizards and other invasive species.
- **Responsibility 13:** *Alligator complaints* – All complaints of alligators are assessed by a trained police officer. The officer determines if there is a threat and all conditions associated with the complaint. If there is imminent threat, the police department will take immediate action to catch the alligator if possible and call the state trapper for removal.
- **Responsibility 14:** *Traffic enforcement* – Officers as part of their patrol function prioritize the enforcement of traffic violations. Additionally, one full time officer is primarily detailed to traffic enforcement as scheduling allows and to cite violators for traffic infractions.
- **Responsibility 15:** *Report writing* – Employees will document all official actions on appropriate reports and forms: All calls for service will be recorded in the CAD, criminal complaints will be documented on State approved reports, alarms will be documented on City form as directed by City Ordinance. When reports are completed by personnel, a supervisor reviews each report for content and accuracy, then the reports are approved prior to release to the public.
- **Responsibility 16:** *Case preparation* – Officers must prepare case packages for all felony cases to be distributed to the State Attorney's Office for review and prosecution. The case packages include details of the offense, witnesses and victims of the crime and documentation of evidence associated with the crime.
- **Responsibility 17:** *Traffic court* – Officers testify in traffic court as required through court subpoena on any contested traffic citation. The officer reports to the court in uniform or professional attire fully prepared to testify. When the hearing is completed the officer documents the disposition of the case on a supplement report to the original case.
- **Responsibility 18:** *Bureau of Driver Improvement hearings* – Officers testify at Bureau of Driver Improvement hearings in driving under the influence arrests. The officer reports to the hearing in uniform or professional attire fully prepared to testify. When the hearing is completed the officer documents the disposition of the case on a supplement report to the original case.
- **Responsibility 19:** *Criminal court* – Officers testify in criminal court as required through court subpoena on any criminal court case. The officer reports to the court in uniform or professional attire fully prepared to testify. When the hearing is completed the officer documents the disposition of the case on a supplement report to the original case.

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- **Responsibility 20:** *Code enforcement* – All complaints and observations of code violations will be enforced if observed by a police officer. These violations include: unlicensed contractors and service workers, signage, unleashed dogs, dune diminishment, chairs on the beach, water violations, loud music, construction work after hours, native vegetation trimming and vehicles on the beach. Any observations or actions taken will be forwarded to the Planning Department.
- **Responsibility 21:** *Correction reports* – All complaints and observations regarding damage to City property, conditions to be corrected or safety hazards related to City infrastructure are documented on a complaint report and a City Correction Report is forwarded to the Department of Public Works. If the need is deemed hazardous, staff will cause immediate response to correct the deficiency.
- **Responsibility 22:** *Criminal investigations* – All criminal complaints are investigated to the fullest authority and ability of the police department until the case is resolved; either through prosecution, clearance or refusal to prosecute. In the event that a case becomes cold, periodic contact is made with the victim to determine if any new developments have occurred to affect the status of the initial report.
- **Responsibility 23:** *Property* – All property obtained by the Sanibel Police Department is secured, tagged and maintained by the property and evidence manager until disposition of the property; either by return to owner, destroyed or sold at auction.
- **Responsibility 24:** *Traffic control* – Department staff monitors traffic conditions and dedicates resources at high volume intersections to direct traffic during peak traffic times to effectuate the most efficient movement of traffic. Staff also performs traffic control at the Sanibel School, at the beginning and end of each school day to facilitate a safe condition for students.
- **Responsibility 25:** *Collect mail dropped for utility payments* – Police Department staff collects utility payments dropped in the on-site City mail drop box for utility bill payments, then deliver to the finance department on all business days except holidays.
- **Responsibility 26:** *Deliver City deposits to bank* – Police staff picks up from the finance department all prepared deposits for delivery to the bank and returns deposit receipt to the finance department on all business days except holidays.
- **Responsibility 27:** *Deliver City Council packets* – Police staff delivers City Council packets to City Council Members residences as requested on a bi-weekly basis.
- **Responsibility 28:** *City mail collection* – Police Department staff picks up City mail at the U.S. Post Office and delivers to Administration on all business days except holidays.
- **Responsibility 29:** *Department scheduling* – Staff coordinates all request for time off, training schedules, special details and develops a department schedule to provide for adequate service to the public and safety to staff.

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- **Responsibility 30:** *Business checks* – The midnight patrol shift conducts physical area checks of all businesses on Sanibel as time permits and when not engaged in answering calls and conducting criminal detection or arrests.
- **Responsibility 31:** *Residential Dark House Program* – The day shift road patrol conducts physical structure checks of residences that sign up for dark house checks during extended time away from their homes. Police staff completes the checks as time allows when not handling calls or otherwise engaged.
- **Responsibility 32:** *Maintain Intoxilyzer* – A police staff member is assigned and trained to be the designated department Intoxilyzer maintenance technician. This requires monthly tests and servicing to maintain the state certification. This allows for the legal detection of blood alcohol levels of defendants arrested for driving under the influence.

**POLICE DEPARTMENT DISPATCH - OPERATIONAL RESPONSIBILITIES**

- **Responsibility 33:** *Primary emergency 9-1-1 answering point (PSAP)* – Answer all emergency 9-1-1 calls twenty-four hours per day seven days per week and determine method for dispatch; either dispatch police resources only, or dispatch police resources and forward the call for additional assistance of law enforcement back up, and or dispatch fire department, and or dispatch emergency medical services. The dispatcher obtains all pertinent information to assist and protect the caller, victim, and emergency workers who are responding and provide any advise that can assist or protect the caller or victim.
- **Responsibility 34:** *Answer all police department phone calls* – Police personnel answer all calls to the police department twenty-four hours per day seven days per week. The call taker assesses each call and determines the best course of action; either forward the call to an appropriate city employee, dispatch department resources, convey information to the caller, or direct the caller to the appropriate resource.
- **Responsibility 35:** *Dispatch all department calls* – Dispatchers determine the callers need, obtain all pertinent information to generate a police report, enter all pertinent information into the Computer Aided Dispatch System, assign department resources to the call, and record all pertinent information regarding the personnel's response and requests for information and additional resources.
- **Responsibility 36:** *Officer safety* – Dispatchers maintain contact with department personnel to ensure their safety when working in the field. This is accomplished by knowing where personnel are and what they are working on and send back-up to their location if contact can not be made.

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- **Responsibility 37:** *Monitor National and Florida Crimes Information networks* – Dispatchers monitor the NCIC and FCIC teletype for communications and requests and alerts from outside agencies; and forward pertinent information regarding requests for assistance and BOLO's for wanted persons, missing persons, child abductions and all other requests for assistance to road patrol.
- **Responsibility 38:** *Disseminate and update information through National and Florida Information networks* - Dispatchers disseminate pertinent information to outside law enforcement agencies regarding perpetrators of crimes leaving City of Sanibel jurisdiction, missing persons, abducted children, stolen vehicles and stolen or missing weapons, verification of active warrants, and official requests for assistance.
- **Responsibility 39:** *Monitor daily weather conditions* – Dispatchers monitor weather conditions to alert patrol staff of impending inclement weather to ensure staff members are not in dangerous conditions, including traffic control personnel, marine officers and beach patrol officers. Dispatchers report forecasted weather conditions to the Patrol supervisor for possible notification of the public if severe conditions exist, such as tornado warnings or flash flooding.
- **Responsibility 40:** *Alert radio messages* – Dispatchers disseminate emergency communications over the emergency alert radio system. These messages may be related to evacuation, severe weather, severe traffic conditions, or occurrence of specific in progress crimes.

**POLICE DEPARTMENT SPECIAL SERVICES - OPERATIONAL RESPONSIBILITIES**

- **Responsibility 41:** *Follow-up investigations* – Officers assigned to the Detective Division follow-up criminal reports based upon information and leads in unsolved crimes.
- **Responsibility 42:** *Property validations* – All criminal complaints with a report of theft are entered into the FCIC and NCIC computer systems. This information must be validated in the system on regular time tables to ensure the data base is accurate and has updated information.
- **Responsibility 43:** *Crime scene investigation* – All criminal complaints receive an investigation and documentation of all evidence collected at the scene of the crime. This includes collecting, preserving all evidence and documenting all actions taken at the crime scene. For major crimes the Lee County Crime Scene Investigators will be requested to assist.
- **Responsibility 44:** *Analysis of evidence* – The crime scene investigator causes the appropriate analysis of all evidence, to include laboratory testing of substances through the Florida Department of Law Enforcement.
- **Responsibility 45:** *Disposition of evidence* – The property and evidence manager disposes all evidence when there is no longer a need, based on the case being closed. The property is returned to the owner, destroyed or sold at auction.

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- **Responsibility 46:** *City Council security* - Provide Sanibel City Council police security during public meetings as required.
- **Responsibility 47:** *Participate in the Lee County Marine Advisory Council* – Police staff participates in the Lee County Marine Advisory Council monthly meetings to participate in education and enforcement initiatives regarding county and municipal maritime issues. The primary goal of the Marine Advisory Council is to increase safety and awareness of boating and environmental issues and enforcing speed regulations in manatee zones.
- **Responsibility 48:** *Liaison for City of Sanibel Marine Advisory Committee* – Police staff participates in the monthly Marine Advisory Committee meetings and relays information regarding marine safety and enforcement issues.
- **Responsibility 49:** *Participate in the Gulf Coast Intelligence committee* – Police staff participates in the monthly Gulf Coast Intelligence committee meetings to discuss regional criminal events and develop plans to participate in solving crimes as well as share information on likely targets for criminal elements.
- **Responsibility 50:** *Participate in the Lee County Public Safety Coordinating Council* – Police staff participates in the Lee County Public Safety Coordinating Council monthly meetings for coordination, discussions and planning for court diversion programs, mental health diversion programs and procedures for working in concert with all services that handle the processes regarding incarcerated persons.
- **Responsibility 51:** *Participate in the Domestic Security Task Force* – Police staff participates in the quarterly Domestic Security Task Force meetings for updates on the most current intelligence regarding terrorist activity and for discussions on improving communication networks.
- **Responsibility 52:** *West Coast Inland Navigation District Grant Program* – Police department staff prepare grant requests for funding to pay for marine patrol, marine equipment, educational brochures and facility improvements. Staff attends grant meetings annually and provides quarterly status reports to WCIND. These grants partially fund the marine patrol function.
- **Responsibility 53:** *Implement D.A.R.E. Program* – Police department personnel implements a standardized, nationally recognized and certified drug awareness and education program for elementary and middle school students. Police staff are be responsible for presenting the information to the students in an environment conducive for learning. This position is partially funded by the School Board of Lee County.
- **Responsibility 54:** *School Resource Officer Program* – Police department staff are responsible for security during school hours and at after school events; act as the department liaison with the Sanibel School and will participate in off site field trips to ensure safety and stability and to enforce school code of conduct policies. This position is partially funded by the School Board of Lee County.

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- **Responsibility 55:** *Neighborhood Watch Program* – Department staff provides information to homeowners associations regarding the implementation of a neighborhood watch program.
- **Responsibility 56:** *Weigh Station* – Department personnel manage, budget, weigh vehicles, collect fines, maintain and staff the Sanibel Weigh Station.
- **Responsibility 57:** *Complete new hire background investigations* – Staff completes in depth background investigations on new hires, including: voice stress tests, candidate neighbor interviews, criminal history background checks, and assessment of the candidates character. This information is compiled into a report along with drug screening, physical and psychological evaluations for certified law enforcement positions.
- **Responsibility 58:** *Coalition for human trafficking* – Department staff participate in training, intelligence and coordination regarding human trafficking and slavery with other law enforcement agencies and coalition members.
- **Responsibility 59:** *Human Smuggling Task Force* – Department staff participate in training, intelligence and coordination regarding illegal smuggling of illegal immigrants.
- **Responsibility 60:** *Gang Task Force* - Department staff participate in training, intelligence and coordination regarding local gang activities.
- **Responsibility 61:** *Crime Prevention Program* – Department staff provides information to the public regarding tips to reduce the prospects of becoming the victim to a crime and to alert the public to current crimes occurring in the community.
- **Responsibility 62:** *Police Auxiliary Program* – Supervise the members of the Auxiliary Officers, provide them with guidance and request their participation in special details and other assignments; and attend their monthly meetings.

**POLICE DEPARTMENT PARKING ENFORCEMENT - OPERATIONAL RESPONSIBILITIES**

- **Responsibility 63:** *Parking decal program* – Police staff is responsible for the sale and management of the parking decal program; including design and contract for printing the permits, sales for residents, non-resident property owners, non-residents, collection of monies for the permits, storage and management of data from applications and delivery of parking decal receipts to the finance department.
- **Responsibility 64:** *Parking enforcement* – Police staff patrols public parking lots to ensure each vehicle is in compliance with City parking ordinances. If a vehicle is in violation, it is issued a parking citation.

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- **Responsibility 65:** *Collect parking revenues* – Police staff collects monies from the paid parking lots and deposits the revenues into the bank. Credit card receipts are downloaded from the machines and onto a dedicated software program, then to a credit card clearing house. The revenues are accounted for and tracked by both the finance department and police department to insure checks and balances.
- **Responsibility 66:** *Track parking vacancies* – Police staff conducts manual counts on all paid parking lots seven days per week and generates a report for parking lot vacancies.
- **Responsibility 67:** *Parking machine maintenance* – Police staff performs repairs and preventative maintenance on the parking machines at all paid parking lots.
- **Responsibility 68:** *Parking Program management* – Police staff schedule all activities and needs for parking enforcement, budget preparation, revenue statistics and sale of resident and non-resident parking decals.

**POLICE DEPARTMENT EMERGENCY MANAGEMENT DIVISION -  
OPERATIONAL RESPONSIBILITIES**

- **Responsibility 69:** *Emergency management planning* – Police staff maintains and updates the Sanibel Emergency Management Plan. This includes coordinating efforts between all City departments and recommending enhancements to department's plans. Police staff also develops plans for preparation, evacuation and recovery.
- **Responsibility 70:** *Maintain contact with weather consultant* – Police staff maintains close contact with the City's weather consultant throughout the hurricane season for up to date forecasts of weather systems that may impact Sanibel.
- **Responsibility 71:** *Coordinate emergency planning with outside agencies* – Police staff maintains close contact and working relations with Lee County emergency management officials, local municipalities, local fire districts, schools, utilities, taxing districts and community partners throughout the year.
- **Responsibility 72:** *Implement Hurricane Pass Program* – Police staff implements the City of Sanibel Hurricane Pass Program, by issuing passes to residents, property owners and business owners on Sanibel and Captiva for re-entry to the islands after an evacuation. Staff designs and contracts for the printing of the passes, and compiles and maintains data from the hurricane pass applications.
- **Responsibility 73:** *Hurricane and disaster preparedness education* – Police staff designs and contracts for the printing of educational brochures and disseminates them to the public; prepares and disseminates articles for local newspapers and holds public awareness seminars.

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- **Responsibility 74:** *Maintain and implement emergency evacuation plans* – Police staff implements evacuation plans for Sanibel if the need arises. This includes public notification and maintaining a safe route for the evacuation.
- **Responsibility 75:** *Maintain and implement re-entry plans* – Police staff develops, maintains and implements plans for island re-entry after an evacuation has been initiated.
- **Responsibility 76:** *Maintain and implement recovery plans* – Police staff develops, maintains and updates recovery plans for different scenarios, such as; minimal damage, moderate to major damage and catastrophic damage recovery plans.
- **Responsibility 77:** *Implement disaster security plan* – Police staff maintains and implements a disaster security plan that maximizes the protection of personal property after an emergency evacuation of Sanibel and maintains the security detail until the return of property owners or as conditions permit.
- **Responsibility 78:** *Implement emergency communication plan* – Police staff develops, maintains and implements an emergency communications plan in the event that normal communications are compromised due to a catastrophic event.
- **Responsibility 79:** *Alert Radio Program* – Police department staff maintains the emergency alert radio system and sells alert radios to the public. Staff trains the public on the purpose and how to use the alert radios.
- **Responsibility 80:** *Implement Special Needs Program* – Police staff develops, maintains and implements plans to assist the special needs population on Sanibel in the event of an emergency evacuation. This plan includes identifying the special needs population prior to an emergency, tracking special needs population through a data base, assessing their needs and either directing them to providers who can assist them or provide direct assistance if necessary.
- **Responsibility 81:** *Maintain emergency contracts* – Police staff identifies emergency needs for food, water, community resource centers, communications, transportation, housing, supplies, support resources and equipment and secures contracts to provide the needed resources during an emergency.
- **Responsibility 82:** *Provide and coordinate emergency / disaster training* – Emergency management coordinator assesses, determines and initiates emergency training for City staff, including; job specific emergency duties, CPR, defibrillator and all other associated emergency training.
- **Responsibility 83:** *Participate in Lee County Disaster Council* – The emergency management coordinator attends monthly Lee County Disaster Council meetings and facilitates a dialog regarding the City of Sanibel disaster mitigation and preparedness needs.

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- **Responsibility 84:** *Participate in Lee County Medical Society meetings* – The emergency management coordinator attends monthly Lee County Medical Society meetings and facilitates a dialog regarding emergency medical needs and conditions of special needs citizens and planning for medical emergencies, including pandemic influenza.
- **Responsibility 85:** *Oversee maintenance, operations, training, and deployment of Mobile Emergency response Vehicle (MERV) during emergency situations and Island events that require communications.*
- **Responsibility 86:** *Liaison with City Emergency Partners SERAT (Sanibel Emergency Response Assistance Team) and the MRC (Medical reserve Corp) Coordinates training and assignments when teams are deployed.*

**POLICE DEPARTMENT RECORDS DIVISION - OPERATIONAL RESPONSIBILITIES**

- **Responsibility 87:** *Maintain official records* – The records custodian collects data related to all work product by the department, including all calls for service, alarms, alligator complaints, accidents, citations, criminal cases, and internal affairs investigations. Records staff maintains all data as specified by State records retention laws.
- **Responsibility 88:** *Dissemination of public records* – Police staff provides all records to the public as requested, this process mandates that all documents must be reviewed for accuracy and confidential information be redacted prior to its release. Certain public records must be accessible twenty four hours a day, specifically warrant affidavits and stolen property reports.
- **Responsibility 89:** *Public records disposal* – The records custodian is responsible for disposal and destruction of records that are not required for retention by State law. Each category of records is governed by different standards for retention. Staff must audit the records each year to maintain all records as required by State law.
- **Responsibility 90:** *Processing criminal and civil actions* - Police staff processes criminal and civil traffic infractions and felony and misdemeanor arrests. On a daily basis staff forwards all enforcement actions taken by police officers to the appropriate divisions within the Lee County Clerk of Courts for processing of court appearances and payment of fines.
- **Responsibility 91:** *Maintain department subpoena data-base* – Staff receives all subpoenas from attorneys and the courts and disseminates the subpoenas to department employees. Staff also maintains a data-base to track the subpoenas.
- **Responsibility 92:** *Prepare court affidavit* – Staff prepares affidavits that report all statutes are accurate on traffic citations prior to submission to the courts.
- **Responsibility 93:** *Florida Department of Law Enforcement reporting* – The records custodian generates Uniform Crime Reports to F.D.L.E. on a bi-annual basis of all reportable crimes as determined and mandated by

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the Federal Bureau of Investigation. This report relates to: homicide, rape, robbery, domestic battery, kidnapping, arson, simple assault, aggravated stalking, aggravated assault, burglary, theft, drug arrest, bribery, embezzlement, fraud, blackmail, prostitution, DUI, gambling, weapons violations, and liquor law violations.

- **Responsibility 94:** *State of Florida Buckle-up Program* – Staff prepares monthly statistics for the Buckle –up Program. These statistics relate to seatbelt violations that citations have been issued to enforce State Statute.
- **Responsibility 95:** *Track State issued citations* – Staff accounts for all traffic citations, marine citations and driving under the influence citations issued to the department.
- **Responsibility 96:** *City employee identification data-base* – Staff maintains the city-wide employee identification data-base and issues city identifications to all employees and emergency volunteers.
- **Responsibility 97:** *Maintain 9-1-1 and incoming phone recordings* – The records custodian assesses the operability and maintenance of the 9-1-1 and incoming phone calls recording equipment. Staff checks the operability of the equipment every day to ensure the equipment is operating properly and if it is not operating properly, staff is to call 9-1-1 maintenance for repair.
- **Responsibility 98:** *Maintain all in-car patrol vehicle recordings* – The records custodian ensures proper storage and maintenance of all in-car patrol vehicle records as set forth in department policy and in accordance with State records laws.
- **Responsibility 99:** *Maintain Stock of State and City approved reports* – The records custodian maintains an adequate stock of approved forms for departmental reports; including fingerprint cards, offense incident forms, false alarm forms, property receipts, accident reports, etc.
- **Responsibility 100:** *False Burglary Alarm Program* – Officers respond to each reported burglary alarm and fill out the required Alarm report. Staff monitors the reports for repeat false alarms and then notifies the home owner of any violations and fines that are due. If homeowners do not pay their fines, staff coordinates with the finance department and legal department to place liens against the property.
- **Responsibility 101:** *Neighborhood crime reports* – Staff prepares statistical crime and call rates for annual homeowner association meetings.
- **Responsibility 102:** *Department Computers & Software Programs* – Installation, update and train personnel for all law enforcement applications.
- **Responsibility 103:** *Maintain personnel training files* – Staff maintains a training file of all department employees that includes copies of all training certificates for each class completed by employees.

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- **Responsibility 104:** *Automated Training Management System* – Staff maintains the training records of all certified police officers as mandated by the Florida Department of Law Enforcement in the F.D.L.E. Automated Training Management System. Officers must complete mandatory training in: firearms annually, human diversity, FCIC / NCIC retraining, weapons of mass destruction, incident command and other training on the horizon is human trafficking. Additionally each officer is required to complete 48 hours of training every four years to maintain Florida certification.
- **Responsibility 105:** *Recommend and schedule personnel to training* – Staff monitors training opportunities, recommends employees attend training classes, enrolls employees in training classes and schedules employees to attend training classes.
- **Responsibility 106:** *Coordinate hiring department personnel* – Staff reviews, assess, tests and makes recommendations regarding which candidates to hire for vacant positions within the department.
- **Responsibility 107:** *Regional Training Council* – Staff attends annual and quarterly Regional Training Council meetings to participate in determining the need for specific advanced law enforcement training classes in hopes of bringing the classes to the police academy for staff to attend.
- **Responsibility 108:** *Electronic booking* – Staff ensures the Lee County electronic booking procedures are completed as pre-determined by the Lee County Electronic Booking Report Steering Committee. The procedures mandate that all arrests made in the County require the initial booking sheet are transmitted electronically to the Lee County Jail.

**POLICE DEPARTMENT ADMINISTRATION DIVISION - OPERATIONAL RESPONSIBILITIES**

- **Responsibility 109:** *Develop and implement department policy* – The police chief develops, maintains and implements department rules and policies based upon best practices and legal opinions. Staff follows and abides by all rules and policies. The policies are reviewed and updated on an annual basis or as the need arises.
- **Responsibility 110:** *Prepare department budget* – The police chief prepares a budget for all functions that fall within the parameters of span of control; including police department, emergency management, weigh station, and parking enforcement enterprise fund on an annual basis.
- **Responsibility 111:** *Public Information Officer* – The police chief disseminates information to the public regarding crimes, crime prevention, emergencies and all other information related to police actions.
- **Responsibility 112:** *Purchase department supplies and equipment* – Department staff purchases all required supplies and equipment following the City purchasing policy. This includes request for bids if required and preparation of all associated documents needed to affect a purchase.
- **Responsibility 113:** *Department inventory control* – Department staff track and account for all inventory and equipment issued to employees.

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- **Responsibility 114:** *Liquidate department property* – Department staff formally requests the liquidation of obsolete equipment and equipment to be traded in for new equipment. This is done by requesting in writing to the finance and legal departments and bringing before City Council.
- **Responsibility 115:** *Track department budgets* – Department staff track all expenditures to ensure no purchases violate City policy and funding is available for all purchases. Provide semi-annual update to City Council regarding status of budget.
- **Responsibility 116:** *Prepare and submit payroll* – Department staff prepares and submits all applicable information, enters payroll data into HTE; and completes all required documentation for hours worked, vacation time off and sick time off. The documentation is then transferred to the finance department to complete payroll.
- **Responsibility 117:** *Track department human resources* – Department staff tracks all vacation time in order to ensure staffing is adequate for operating all road patrol functions and support functions.
- **Responsibility 118:** *Employee performance evaluations* – Supervisory staff complete annual and probationary performance evaluations. Documentation includes support for all observations regarding need for improvement, training requests and acknowledgement of accomplishment.
- **Responsibility 119:** *Internal affairs investigations* – The police chief initiates all internal affairs investigations based on citizen complaints or improper employee actions. A final action summary is completed that identifies the initial complaint and a determination of unsubstantiated or substantiated with recommendations for discipline or other corrective actions if necessary.
- **Responsibility 120:** *Track crime statistics and trends* - The police chief tracks police activity, crime statistics and trends to determine staff allocation and for determining needs for budgeting.
- **Responsibility 121:** *Fleet management* – Department staff purchases, equips and completes daily maintenance on all department vehicles. Maintain all patrol vehicle equipment; radar units, video units, radio, emergency lights.
- **Responsibility 122:** *Attend Weekly Executive Staff meetings* – The police chief and the emergency management coordinator attend weekly executive staff meetings to plan and discuss City business.
- **Responsibility 123:** *Attend annual homeowner's association meetings* – Police staff attend annual homeowners association meetings to present information regarding crime prevention, crime trends and the state of crime on Sanibel.
- **Responsibility 124:** *The Sanibel Municipal Police Officer's Pension Trust Fund* – Police administrative staff performs the administrative, secretarial and recording secretary duties for the pension board. Two police officers are voted to sit on the pension board.

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- **Responsibility 125:** *Participate in Southwest Florida Police Chief's Association* – The police chief maintains an active membership and participates in Southwest Florida Police Chief's monthly meetings. The purpose of this is to foster professional working relationships with other regional law enforcement professionals and disseminate pertinent information regarding training, legislation, operational advancements and crime trends.
- **Responsibility 126:** *Special event planning* – Police staff recommends and approves parking plans, traffic control, security and safety related issues regarding applications for special events; including Independence Day parade, Independence Day fireworks, craft fairs, fund raisers and all public requests for special events.
- **Responsibility 127:** *Union relations and negotiation* – Police chief participates on the City negotiation team with the Fraternal Order of Police and works with the union representative as issues arise.
- **Responsibility 128:** *Mutual aid agreements* – Police chief works with other law enforcement agencies to develop and participate in mutually beneficial programs and agreements for assistance.
- **Responsibility 129:** *Research* - Police department staff researches issues related to changing laws, ordinances, staffing, salary and benefits; such as: watering rules, segways, sexual predators, solicitors, take home vehicles, salary comparisons, bicycle equipment, bike path uses, vehicles on beach, etc.
- **Responsibility 130:** *Liaison with Federal Bureau of Investigations* – The police chief attends meetings and maintains a working relationship with the area Federal Bureau of Investigations supervisor.
- **Responsibility 131:** *Liaison with Florida Department of Law Enforcement* - The police chief attends meetings and maintains a working relationship with the local Florida Department of Law Enforcement supervisor.
- **Responsibility 132:** *Liaison with United States Secret Service* - The police chief attends meetings and maintains a working relationship with the local United States Secret Service representative.
- **Responsibility 133:** *Liaison with United States Customs* – The police chief attends meetings and maintains a working relationship with the local United States Customs supervisor.
- **Responsibility 134:** *City Safety Committee* – Police staff participate in the City Safety Committee to determine improvements to and compliance is being met with the City of Sanibel safety rules.
- **Responsibility 135:** *Community Service* – Police staff manages any citizens requesting court ordered community service work and documents the services completed for review by the Lee County Supervisor of Probation.

**Challenges Facing the Department:**

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Due to the MIS Department's workload, the single largest challenge facing the Police Department is the deficiency in technical support dedicated to the department for operational needs. For example, creating GIS based statistics for mapping crime events. The quality of the service provided by the department would be significantly enhanced if the support and operational enhancements were readily available.

One major computer project is the newly implemented Positron system. The Positron system is a multi-component system that requires constant dedicated attention and complete understanding of the inner workings. Positron consists of Power CAD (Computer Aided Dispatch), Power Radio, Power RMS (Records Management System), Power Mobile, Power MSI (Master Search Index), SIMS (S), Power Map, Power 911 and Power Phone. The fact that the Positron system relies on numerous servers, integrated software modules and continual wireless connection creates the need for a dedicated MIS technician assigned to the system.

In addition to the Positron system staffing needs, the Police Department has several other technologies that require maintenance and operational oversight, and they are:

- Communications Tools
  - 800 MHz Radio System
  - Alert Radio System
  - AM Radio Station
  - HAM Radio System
  - VHF Radio System
  - Police Website
  - E-mail Alert
- Security / Surveillance Tools
  - Lindgren Camera System
  - Lighthouse Camera System
  - Trost Camera System
  - Rec Center Camera System
  - Lindgren License Plate Recognition System
- Operational Tools
  - Electronic Automated Fingerprinting
  - Online Booking Interface (County Program)
  - Computer Upkeep (26 Department computers)
  - Hurritrak
  - Parking Trak
  - In-Car Computerized Video Camera System
  - SEMP Mobile Emergency Communications Van

Having a dedicated MIS technician would enhance efficiencies and increase emergency communications and ultimately public safety.

Another challenge facing the Police Department is employee turnover. The high rate of turnover continues to stress the departments' ability to assign personnel to essential functions, such as road patrol, dispatch, marine patrol and beach

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patrol. This is because this staff is redeployed from non critical functions to critical operational road patrol functions when available or short staffing road patrol positions when necessary. In addition to the understaffing issue, much of the administration staff time is dedicated to the hiring process which takes away from staff's ability to complete other necessary assignments.

Finally, the cost to complete a comprehensive background check, equipping and training a new employee is a significant burden on the Police Department's budget. Staff recommends improving the benefits package to make recruiting and retention more stable.

**Police Department Staffing Levels:**

The Police Department staff includes positions for operating the Beach Parking Enforcement Program of 8.5 FTE's which includes 3.5 police officer FTE's and 5 police aids, and Sanibel Emergency Management 1.5 FTE's.

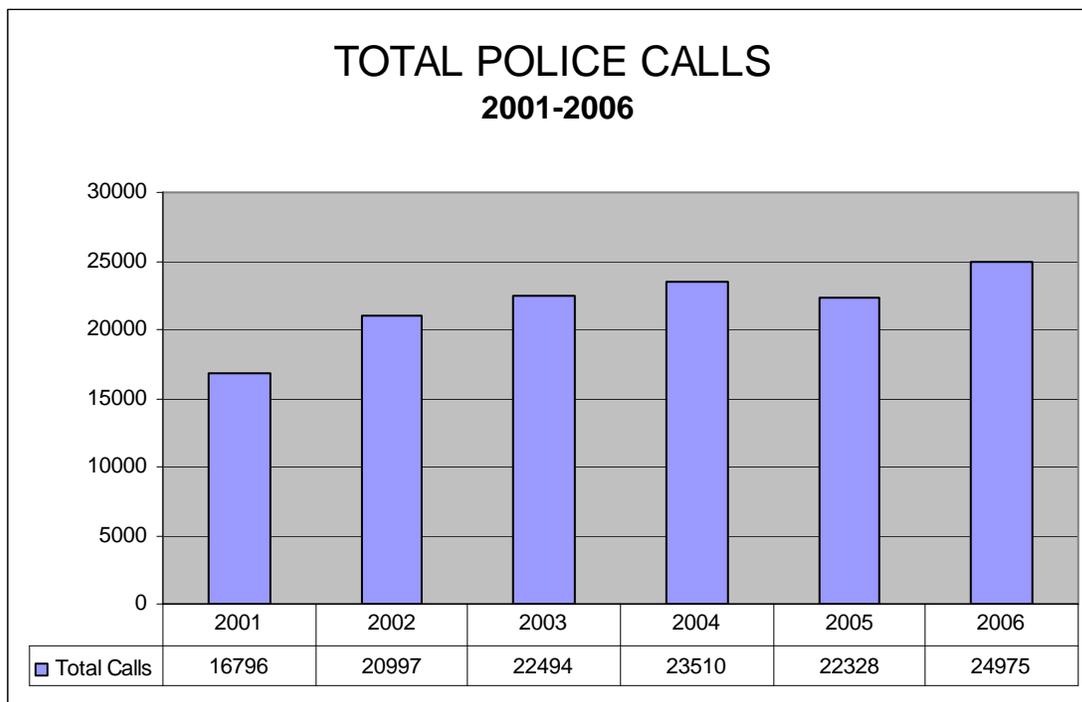
In addition, the City of Sanibel receives grant a grant from the West Coast Inland Navigation District for marine patrol for \$50,000 and approximately \$36,000 from the School Board of Lee County for D.A.R.E./School Resource Officer.



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**Trend Analysis:**

The Sanibel Police Department continues to respond to the trend of an increasing number of calls for service. The total number of calls for service was up over 11% from 2005 to 2006, the police department is handling an average of over sixty-eight (68) calls per day.

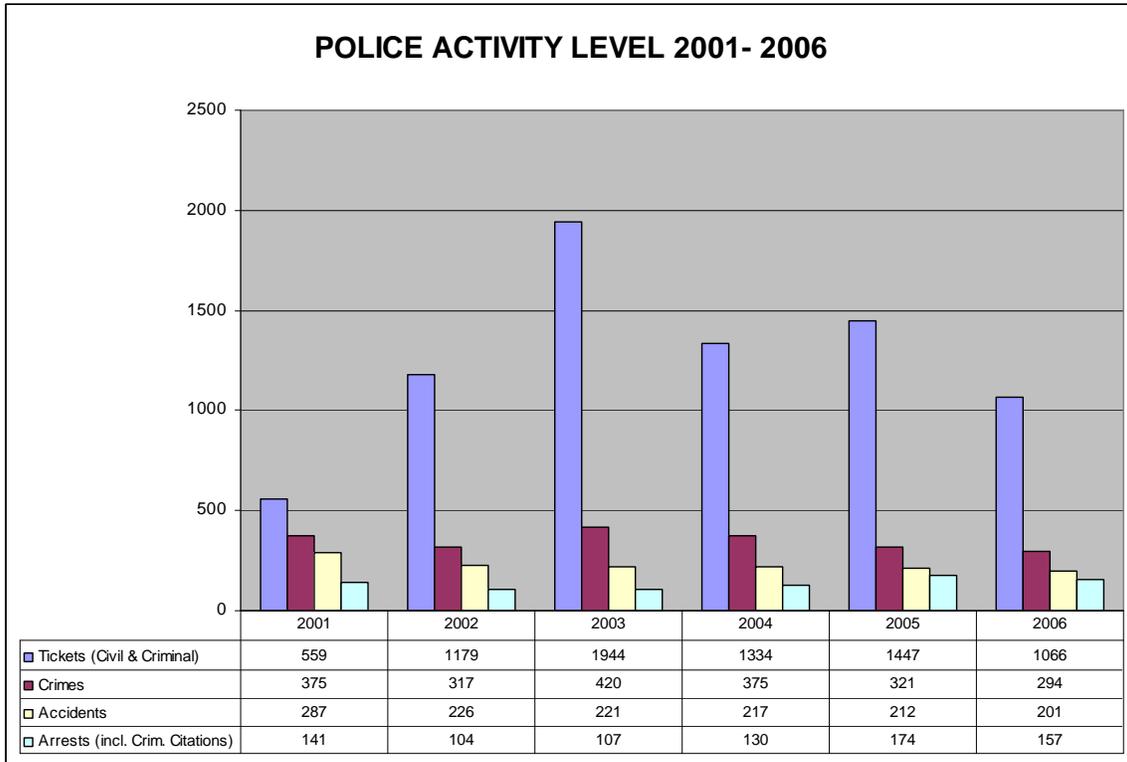


Another trend that has continued to increase exponentially over the past three years is the number of arrests for narcotics and alcohol violations, which were up 68% from 2003 to 2006. Within this statistic, another very negative development is the rate of arrests for the persons within the under 21 demographic, which was up from 4 in 2005 to 25 in 2006. The reason this trend is notable is due to several factors; these types of arrests require at least two officers to make the physical arrest (more if there are two or more perpetrators or mitigating circumstances), the processing of these perpetrators takes several hours to complete, because of: searches, in depth reports, tow the vehicle, maintain custodial supervision and transport to the Lee County Jail.

The disturbing national trend of school shootings and school violence has also grown in the last year. A logistical Active Shooter plan has been completed and

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an Active Shooter tactical plan is currently under development. This is in response to the continuing concern over children’s safety in our Island schools.



The final notable trend is regarding calls for protecting the natural environment. The police department has seen an increase in complaints of violations of dunes destruction, chairs on the beach overnight and activities on the beach in environmentally sensitive areas, such as; staging windsurfers, kiting, grilling and setting up tents.

**Emerging Issues:**

- **Issue 1:** *Officer safety* – With the increased number of physical arrests, officer safety is of the utmost concern. Administration must provide enough staff to ensure officer safety.
- **Issue 2:** *Spanish speaking persons* – There is an increased number of Spanish speaking persons with whom police staff has contact with. This includes people: needing directions, violating City Ordinances, stopped for traffic violations and being arrested for various criminal violations.
- **Issue 3:** *Drug and narcotic arrests* - This trend may become a bigger issue regarding other crimes associated with drug addicted persons, including increases in burglaries and thefts, each of which are on a steep increase over the past two years.
- **Issue 4:** *New causeway bridges* – There will likely be some negative impact to Sanibel when the new bridges are completed. This may include

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an increase in traffic and an increase in a criminal element who may not fear being caught by the current traffic and perception of the drawbridge.

- **Issue 5:** *Concern about exotics* – Based upon the recent experience with the monitor lizard, there is now an awareness of the potential impact of exotic animals on Sanibel. The police department is receiving many calls regarding iguanas. Responding to exotic calls generally falls outside the parameters of the traditional expertise of law enforcement and impacts the time spent on law enforcement activities.
- **Issue 6:** *Human Trafficking / Organized Crime* - The Sanibel Police Department has responded to three known landing of Cuban refugees on Sanibel beaches. Law enforcement intelligence has indicated there are criminal enterprises operating in Lee County that are specializing in human smuggling and other organized crime, including boats thefts, marijuana grow houses and drug trafficking.

**2006 – 2007 Goals and Status:**

|   |  |
|---|--|
| Attending training schools that educate personnel with the necessary skills to communicate in Spanish, identity theft, supervisory development, and environmental protection. | NIMS Training 90% complete. FTO training as needed. Environmental handbook completed for department use. Training to be completed during summer. |
| Increase environmental patrols and awareness/ educational campaigns.  | Increased patrols for monitor lizards, Raccoon patrols and informational brochures delivered and mailed to residents                             |
| Renew community interest for neighborhood watch and crime prevention programs.  | Have not initiated the campaign due to staffing levels   |
| Implement an effective code enforcement response.   | Developed procedure for working with Code Enforcement for coordinating enforcement efforts   |
| Continued review of changes to laws and updating department policy.   | Updated Department Policies as needed caused by adoption of new and changing laws and ordinances.  |
| Complete Positron Installation & Implementation   | Installation and implementation is 95% complete  |
| Install / implement License Plate recognition camera  | Installation and implementation is 50% complete  |
| Recruit and hire police officers / dispatchers  | Continue to recruit and hire police staff  |

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**Accomplishments:**

- **Accomplishment 1:** *Completed Positron Implementation* – Increasing dispatch capabilities, reporting capabilities and officer field reporting efficiency.
- **Accomplishment 2:** *Modernized Parking Machines* – Improve efficiency and customer service by accepting credit cards.
- **Accomplishment 3:** *Environmental handbook* –Quick reference guide to environmental laws and codes specific to Sanibel.
- **Accomplishment 4:** *Training manual for police aides, parking specialists, communications and police officer candidates.* – comprehensive training manual outlining specific duties required in each position.
- **Accomplishment 5:** *Completed State of Florida Emergency Management Grant* – The City was awarded the matching state grant for an emergency mobile communications center in the amount of \$50,000. This was a competitive grant and the proceeds were used to improve emergency communications during and after a disaster by developing a mobile communications center.
- **Accomplishment 6:** *City wide NIMS training* – Federally mandated emergency management training that meets requirements for FEMA funding.
- **Accomplishment 7:** *DUI/Sobriety Checkpoints* – Increased participation in cooperation with other agencies to address the county wide safety concerns.
- **Accomplishment 8:** *EMPA Grant* – Ranked in the top ten for a grant to assist in the development of Emergency Management comprehensive all hazards plan.
- **Accomplishment 9:** *Lee county Marine Law Enforcement Task Force* – Continuing Multi agency task force dedicated to address all marine concerns including human trafficking , environmental law, boating law and regulation throughout the waters of Lee county.

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**2007-2008 Goals:**

| <b>2007 – 2008 Goals and Status</b>  | <b>Productivity Measurement</b>   |
|--|---|
| Attending training schools that educate personnel with the necessary skills to communicate in Spanish, identity theft, supervisory development, and environmental protection, school safety. These schools will be attended throughout the year. | Complete schools to enhance officers' awareness levels for emerging issues.   |
| Continue environmental patrols and awareness/ educational campaigns.   | Dedicate resources to beach parking lots, beaches and the boat ramp to educate about and enforce environmental laws and ordinances. |
| Increase and improve security at the Lighthouse Beach and Fishing Pier Parks   | Reduce crime at the public accesses.  |
| Maintain staffing levels for maximum effectiveness efficiency and maintaining public safety.   | Continue to advertise and fill vacant police positions due to continued high turnover.  |
| Maintain an effective code enforcement response.   | Increase resources for dedication to enforce: water violations, feeding raccoons, unlicensed contractors, etc.                      |
| Continued review of changes to laws and updating department policy.  | Complete any changes required to maintain effective department policies.  |

**Recommended Efficiencies:**

Implement and integrate all available electronic improvements.

**Potential Revenue Sources:**

A potential revenue source within the Police Department is to charge a fee to enroll in the Dark House Program which is currently offered to Sanibel residents free of charge.

**Suggestions on How to Better Serve the Community:**

Enhance the City website to allow purchase of parking permits online.

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