



CITY OF FORT MYERS, FLORIDA

Chief of Police Recruitment Profile



June 2008

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Fort Myers Policy Statement

- ◆ The City of Fort Myers' primary purpose is to preserve and enrich the quality of life, which is unique to our community. The City involves residents, businesses and organizations in the development of a well integrated, family oriented community.
- ◆ The City delivers critical public services in an efficient, professional and timely manner, always treating citizens with dignity and respect.
- ◆ The City maintains an organizational environment that fosters integrity, discourages complacency and encourages individual and group motivation and achievement.
- ◆ Essential to accomplishing the objectives outlined above is the selection, training, motivation and retention of highly qualified men and women as City employees.



Life in Fort Myers

Location

The City of Fort Myers is located on the lower west coast of Florida, midway between Tampa and Miami. It encompasses 48.82 total square miles, including waterways, and is bordered to the north and west by the Caloosahatchee River, which is part of the intercoastal-waterway connecting the Atlantic Ocean and the Gulf of Mexico.

Fort Myers is the county seat of Lee County. The City was built on the site of Fort Harvie and was named for Colonel Abraham Charles Myers, then Chief Quartermaster of Florida. Fort Myers was incorporated in 1886 and is the oldest city in Lee County.

Transportation

A causeway links the Fort Myers area to the internationally acclaimed beach resorts of Sanibel and Captiva Islands. The City is readily accessible by air through Southwest Florida International Airport. Water access to the City is via the Caloosahatchee River, just 15 miles from the Gulf. Interstate 75 is the principal north-south highway stretching from the Canadian border at Sault Ste. Marie, Michigan to northern Dade County, Florida. U.S. Highway 41, is a popular secondary north-south route heavily used for travel between Bradenton to the north and Naples to the south.

Fort Myers is connected to Miami via the scenic Tamiami Trail and to Ft. Lauderdale via the Alligator Alley Expressway. State Road 80 connects with U.S. Highway 27 in the central part of the state, providing additional access to the Orlando/central Florida area and the east coast from Palm Beach north. All means of access to Fort Myers and the surrounding area play a vital role in fostering the area's prominent industry of tourism.

Business and Commerce

Fort Myers is the cultural and trade center for Lee County and the surrounding area. Although tourism and retail services are the leading industries in the County, construction, industrial, manufacturing, utilities, telecommunications and financial services also constitute major industries. The City provides a wide range of municipal services including a water and wastewater system and sanitation services. The City also provides yacht basin facilities, two golf courses, an event center, historical homes and museums and many parks.

The total number of employees located in Lee County is 268,700. The largest major industry sector is construction.

Commercial fishing in Lee County is a year-round operation with shrimp fleets making their home ports in Fort Myers and Fort Myers Beach. Varieties of seafood marketed here are pompano, grouper, snapper, Spanish mackerel, mullet, stone crabs and shrimp. Because of the large number of individual operators and small fleets involved in commercial fishing, complete current statistics are not available.

According to the National Marine Fisheries Service, 43 different species of fish and shell fish are landed in



substantial quantities in Lee County which is considered one of the best commercial and recreational fishing areas in the southeast United States.

Tourism is also a major year-round economic contributor in the area. A combination of favorable climate and available recreational activities including public beaches, tennis courts, golf courses and theaters draws more than 2 million visitors a year, making tourism a major industry in Lee County. The Southwest Florida International Airport (RSW) recently doubled its size through a \$438 million expansion project which added a 26-gate midfield terminal featuring state-of-the-art storage, just-in-time freight transfer, faster turnaround and greater security, with more parking and new roads, ramps and taxiways. In 2007, RSW enplaned 8,048,676 passengers.

The state of Florida has a regional service center that provides a variety of state services. The center currently houses approximately 730 employees, with a capacity of 900 when fully occupied. Downtown Fort Myers is now the site of a federal courthouse for the Middle District of Florida, consolidating federal offices within a five-county area.

Lee County covers approximately 811 square miles. The County has three incorporated municipalities located on the mainland, Fort Myers, Cape Coral and Bonita Springs. The Town of Fort Myers Beach is located on Estero Island and

the City of Sanibel is situated on Sanibel Island. The unincorporated communities include Lehigh Acres, Estero, North Fort Myers, Tice, Alva, Matlacha, Bokeelia, St. James City and Captiva Island.

Population

Lee County is coterminous with the Fort Myers - Cape Coral MSA. The U.S. Bureau of the Census determined it to be the third fastest growing MSA in the country from 1990 to 2000. The County's population has increased from 335,113 in 1990 to 440,888 in 2000, an increase of 31.56%. This compares to a 23.5% increase for Florida and a 13.1% increase for the nation. The 2005 population for the County was 549,442 representing a 63.96% increase over 1990. This growth compares to a 38.49% population increase for Florida between 1990 and 2005. In 2007, Lee County's population increased to 615,741.

Of the State's 20 MSA's based upon 2004 designations, the Fort Myers - Cape Coral MSA moved from 13th in size in 1970 to 11th in 2004.

Local and State Taxes

Florida has no individual state income tax; however, a corporate income tax is imposed. Inheritance tax is confined to the amount allowed as a credit to the State from the tax levied by the United States government. The 6% State sales tax applies to all items except groceries and medicines.

Under the Florida Homestead Exemption law, no municipal or county taxes are levied against the first \$25,000 of just valuation of a home occupied by its owners except for special assessments. Certain other exemptions are allowed under Florida law. It is a state law that all tax appraisals must be at 100% of value.

The Florida corporate tax rate is 5.5%, with an exemption and a surcharge.

Climate

Fort Myers' climate can be classified as subtropical with temperatures averaging from 64 degrees (F) in January to 82 degrees (F) in August.

Schools

The Lee County School District is the 60th largest school system in the United States, serving more than 80,000 students in the County's 40 elementary schools, 16 middle schools, 11 high schools, and 29 specialized learning facilities. While all of the County's high schools are accredited by the Southern Association of Colleges and

Schools, Fort Myers High School also boasts an International Baccalaureate program of college-prep courses that is internationally recognized. The District has nine magnet schools that offer innovative curricula in creative-expressive arts, mathematics, science and technology and cultural and foreign studies. The District graduates 71.5 percent of its students, with 46 percent going on to college, and another 4 percent continuing their education in technical schools.

Five colleges service Southwest Florida's population. Edison Community College, a two-year undergraduate school, offers certificates and associate degrees, while Florida Gulf Coast University, founded in 1997, offers bachelor and graduate degrees. Barry University offers certificates and bachelor degrees. Hodges University offers associate, bachelor and master degrees, while Southwest Florida College offers certificates and associate degrees. To support the growing demands of a technology-driven marketplace, the District operates two high-tech vocational training facilities offering more than 40 different programs in areas such as PC and network support, inter/intranet services, business, skilled office, drafting and engineering, construction and health sciences and services.

Medical Facilities

Lee County has 8 hospital facilities with a total patient capacity of 1,837 beds. There is a veterans' clinic and several walk-in emergency facilities completely staffed. The County also has 44 assisted living facilities offering 2,370 beds and 16 nursing homes with 2,057 beds.

Utilities

Embary and KMC Telecom, Inc. are two of the local exchange carriers for Lee County. Both carriers offer routing over fiber optic cable, monitored 24 hours per day, 365 days per year, providing a complete range of voice, data and video communications solutions. The City of Fort Myers and some sections of Lee County receive their power from the Florida Power & Light Company, the fourth largest investor-owned utility in the country. Florida Power & Light Company has a generating plant near Fort Myers, with two units of 265,000 kilowatts and 432,000 kilowatts each. The balance of the County receives its power from the Lee County Electric Cooperative (LCEC), a customer-owned cooperative utility, whose business is 90% residential.

Source: Florida Research and Economic Database.

Recreational and Cultural Amenities

Fort Myers and Lee County offer a variety of cultural, historical and recreational activities for residents and

visitors alike. The public can tour the Thomas Edison and Henry Ford winter estates in Fort Myers, go bird watching at the J.N. "Ding" Darling National Wildlife Refuge on Sanibel Island, attend the symphony or a show at the Barbara B. Mann Performing Arts Hall or watch the Florida Everblades pro hockey team or the Florida Flame semi-pro basketball team play at Germain Arena. Additionally, Lee County has 50 miles of sandy beaches, 97 local, state and national parks and over 90 public and private golf courses, which ranks it 5th in the nation for hole-per-golfer ratio. Lee County is also the spring training home for Major League Baseball's Minnesota Twins and Boston Red Sox.

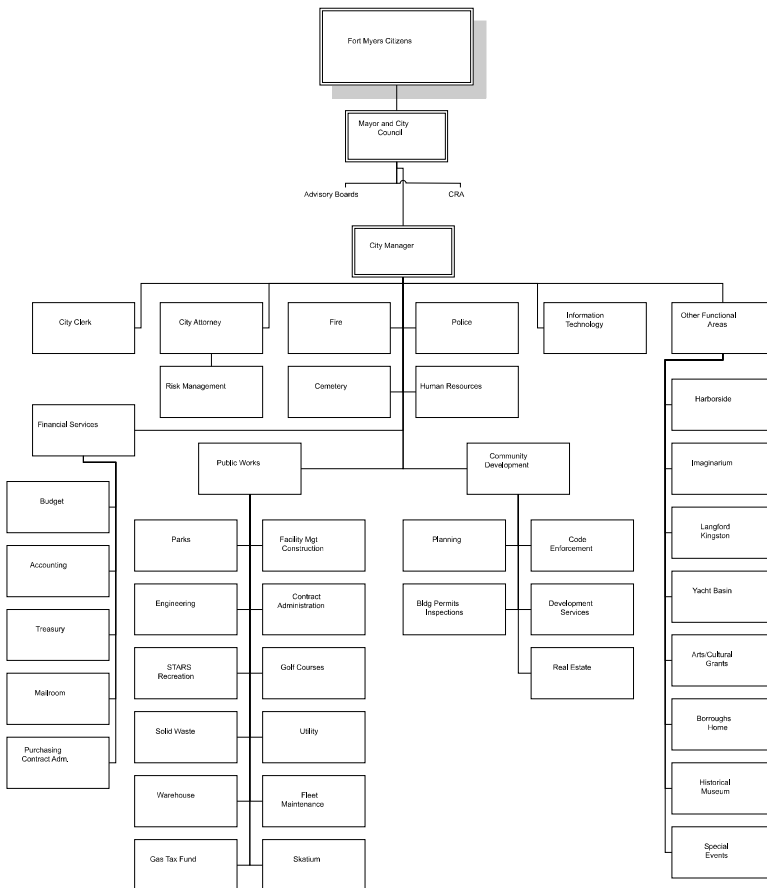
The Municipal Government

A citizens initiated ballot referendum election was passed in 2005, changing the City's form of government from a Mayor-Council to a Council-City Manager. It also resulted in the establishment of an additional councilmanic ward and member to the City Council. In addition, the plan

establishes that the Mayor be an additional member of the City Council. The Mayor will continue to be elected on a City-wide basis. In summary, the City's re-districting plan results in a seven-member City Council, with six of the members being elected by voting within respective districts or wards and the Mayor being elected City-wide. In accordance with a prior Federal Court Order, the plan was submitted to Federal Court where it was recently approved. The City Council recently appointed the City's first City Manager as chief administrative officer of the City. The expanded City Council became effective in April 2007.

Fort Myers is a full service City with a staff of approximately 1,143 full-time employees and 66 part time employees. The City's general fund budget is more than \$93 million. Its total budget is more than \$378 million. Fort Myers functions as a Council/Manager form of government.

Fort Myers Organizational Structure

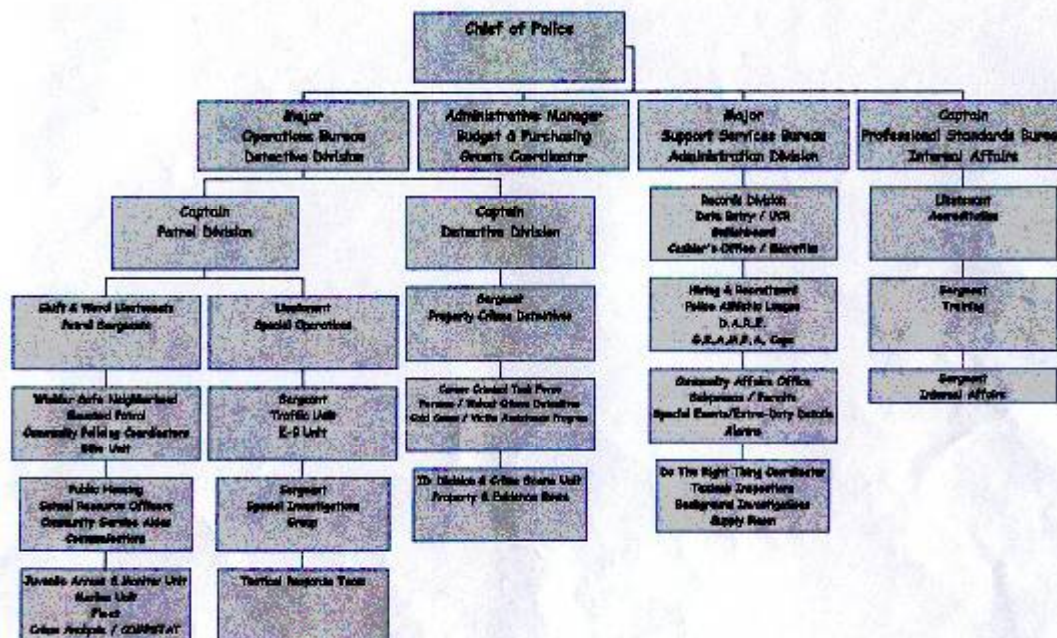


The Fort Myers Police Department

The City of Fort Myers Police Department is a professional organization with 206 sworn officers and 91 civilian employees. The Department’s FY 2008 budget is approximately \$26 million. The Chief of Police reports directly to the City Manager, and is responsible for the overall management of the City's Police Department. These responsibilities include developing the Department's vision and direction by establishing priorities, goals and objectives to meet the needs of the community, establishing effective community relations programs that provide education and assistance, and the development of an effective law enforcement service through modern law enforcement policing procedures.



The Fort Myers Police Department is organized according to the following chart.



The Position of Chief of Police (from the City’s Job Description)

JOB SUMMARY

Under the general direction of the City Manager, the Chief of Police is responsible to provide public safety, serve the community with quality crime prevention and effective law enforcement measures. This is a highly responsible administrative and supervisory position involving the management of the municipal police department. Responsible for the coordination and function of the police operations and all assigned personnel.

ESSENTIAL JOB RESPONSIBILITIES

- Responsible for the overall successful operation of the municipal police department.
- Analyze existing organizational structure for the purpose of realigning, maintaining and updating.
- Responsible for efficient and effective service delivery.
- Responsible for public and community relations activities; explaining goals and functions of various operations.
- Responsible for consulting with municipal departments, public, private and government agencies as needed to maintain effective operations and achieve department goals.
- Responsible for evaluating personnel for efficiency and effectiveness; initiation and approval of the personnel process of hiring, promotions, transfers, discipline, and terminations.
- Develop and implement in-service training programs and periodic weaponry qualification procedures.
- Analyze and evaluate crime and traffic statistics.

Long and short-range program planning including activities, operations, and required new acquisitions, staffing, technology, and training.

Responsible for the command of emergency operations.

Development and management of annual department budget including staffing projections and equipment purchases.

Review public complaints regarding personnel and police activities, taking necessary action to resolve or clarify problems.

Inspect personnel, equipment, and buildings to ensure compliance with internal policies, practices and procedures for effective and efficient operations.

Represent the police department to the general public, media; make speeches and presentations consistent with good community policing relations.

Use organizational ability to perform department program planning, to allocate responsibilities to resource components, to monitor and coordinate activities and to ensure successful performance and achievement of overall objectives.

Inform City Manager of activities and operations, especially sensitive areas with potential for generating difficulties. Ascertain and apply developments in technology, operating techniques and legal requirements related to assigned areas.

Attend and participates in workshops, seminars, conferences, committee meetings, public hearings and City Council meetings related to assignments.

Responsible for developing and monitoring maintenance schedules for equipment and vehicles.

May be required to testify in court.

Conduct internal staff meetings; prepares agenda items.

May occasionally exercise option to take command of any law enforcement or emergency situation under the jurisdiction of subordinate.

Ensure compliance with departmental record-keeping functions.

Maintain knowledge of applicable laws, statutes and ordinances; stay informed of changes in this area; ensure law enforcement personnel are notified of these changes.

Perform other duties as assigned by the Mayor.

SUPERVISORY RESPONSIBILITIES

Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

Qualifications

MINIMUM REQUIREMENTS

Bachelor's degree (B.A.) from four-year college or university with a degree in criminology or related field (Masters Degree preferred).

Eight years experience in command level law enforcement or a management field or related work; or equivalent combination of education, experience and/or training that provides the required knowledge and abilities

Must have or be eligible to obtain Florida law enforcement certification.

Graduate of the FBI National Academy or the Southern Police Institute AOC or CODC preferred.

Must exercise sound analytical and decision-making skills.

Must demonstrate a thorough knowledge of modern crime prevention and law enforcement techniques as well as local, state, and federal laws.

Able to speak clearly and persuasively in positive or negative situations.

Able to establish and maintain effective working relationships.

Able to operate necessary equipment, including vehicle and sidearm.

The ideal candidate will have come up through the ranks in a law enforcement agency, have demonstrated a thorough understanding and respect for police personnel, have a proven record of accomplishments in fostering effective communication, demonstrated leadership and the ability and sensitivity to relate effectively to all members of the community, similar to Fort Myers with its rich multi cultural community characteristic. Must also have demonstrated management and leadership abilities including: crime reduction, organizational analysis, staff development, labor and employee relations, and training programs to provide cutting edge police services.

MANAGEMENT AND LEADERSHIP STYLE

Has a proven ability to manage and enhance resources to meet departmental needs within the confines of a diminishing tax base.

Stays up-to-date ensuring that policies and procedures are current and that training and equipment keep up with changing technology.

Must manage people well, that is: set clear and reasonable performance expectations; administer policies in a firm fair and consistent manner; empower and be supportive of employees while holding them accountable; and rewarding their successes and correcting performance problems when necessary.

Effectively delegates responsibility and authority and does not overly control or micro manage.

Encourages involvement, listens and captures the best talent in the organization; sets high standards and clear goals and expectations then allows staff to produce at their highest level.

Encourages employee development at all levels - is an advocate of staff development

Must understand community oriented policing, be a strong supporter of it and have the ability to bring community leadership together as partners in fighting and preventing crime.

Must be a strong leader, willing to earn and capable of holding the respect not only of employees but of the city government, other governmental agencies and community.

Is not an egotist or a headline grabber.

If not from the area, must make an extraordinary effort to quickly learn the community and the Department.

Enjoys the community relations responsibilities of the job; will be the public face of the Department and its strongest advocate.

Places the needs of the community and the Department ahead of individual needs.

Develops, presents and supports creative ideas and alternatives.

Understands and adheres to the role distinctions between the Mayor and City Council members, the City Manager and the Chief of Police.

Has a "can do" attitude with a commitment to results and the ability to achieve them.

Responds to City Manager requests in a responsive and timely manner and keeps the City Manager well informed without miring them in detail.

Opportunities, Issues and Challenges (Not Prioritized)

The perception that police treatment is unequal in different sections of the City.

The City's crime rate is low; the clearance rate is about 30%; however, the number of calls for service per officer is high and human and fiscal resources are tight.

The Department's executive management team is highly capable and well regarded.

The new Chief must provide his or her strong personal commitment and energy to ensuring that the Department fully reflects the diversity of the City, understands cultural uniqueness and cherishes the richness of a diverse community.

Finding new and innovative methods in the face of increasing demands for service and diminishing resources.

Evaluate all FMPD resources: human, financial, programs and equipment; ensure that they are being deployed effectively and efficiently.

The Police Department needs to continue and improve the Department's hiring and promotional efforts so that the workforce truly reflects the demographics of the community it serves.

FMPD needs to be more proactive, open and forthcoming and less defensive in communicating with the public.

FMPD should reinforce its reputation for being a model department.

Announcement and Application Procedure

CITY OF FORT MYERS, FLORIDA

Chief of Police

The City of Fort Myers, Florida, the county seat of Lee County, is located on the Caloosahatchee River in Southwest Florida, midway between Tampa and Miami. The City covers 48.82 square miles and has a rapidly growing and highly diverse population of more than 65,000. Fort Myers issued \$650 million in new construction permits in 2006 and it was ranked as one of the top median metro cities in the nation for doing business by *Inc.* Magazine.

Fort Myers is a full-service city with a staff of approximately 1,143 full-time employees and 66 part-time employees. The City's general fund budget is more than \$93 million. Its total budget is more than \$378 million. Fort Myers functions as a Council/Manager form of government. The Council/Manager form of government, along with the creation of a new sixth councilmanic ward, was established by voter referendum in April of 2005. Under this system, the City is governed by a seven-member, nonpartisan City Council consisting of a Mayor, elected at large, and six Council members elected by wards to staggered terms. The City recently employed its first full-time City Manager.

Fort Myers has a full-service, well-regarded Police Department comprised of 206 sworn and 91 civilian employees. Its current budget is approximately \$26 million.

The City is looking for a success-proven local government law enforcement manager who most likely has come up through the ranks, has the equivalent of a Bachelor's degree (Masters preferred) from an accredited school, and eight years of command level experience in law enforcement preferably at the local government level. Prefer experience gained in a jurisdiction similar to Fort Myers. Must understand and strongly support community oriented policing. Must be a strong manager and leader with exceptional interpersonal skills, a talent for communications at all levels and a thorough understanding and respect for the role of police officer. Must be a visionary with ability to inspire exceptional performance from employees. Must be outgoing and visible with employees and the community. Must be fair, forthcoming and straight forward.

Competitive salary range with excellent benefits with beginning salary negotiable DOQ.

Visit the City's web site @ www.cityftmyers.com.

This position will be open until filled. To apply, please submit your resume and cover letter without delay to:

Robert E. Slavin, President
SLAVIN MANAGEMENT CONSULTANTS
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Note: Under Florida Law, resumes are public documents and will be provided to the media upon request. Please call prior to submitting your resume if confidentiality is important to you.

AN EQUAL OPPORTUNITY RECRUITER/EMPLOYER