



# Tarpon Springs Police Department



## Five Year Strategic Plan 2016-2021



*A Full Service Accredited Law Enforcement Agency*

# Tarpon Springs Mayor and Members of the Commission, City Manager and Police Chief



Chris Alahouzos  
Mayor



David Banther  
Vice Mayor



Susan Slattery  
Commissioner



Rea Sieber  
Commissioner



Jacob Karr  
Commissioner



Mark LeCouris  
City Manager



Robert Kochen  
Chief of Police





*Robert P. Kochen*  
CHIEF OF POLICE

## TARPON SPRINGS POLICE DEPARTMENT

*"Building a Better Future Through Excellence in Policing"*

### A Vision for the Future

As the Chief of Police, it is my pleasure to introduce you to the Tarpon Springs Police Department's 2016-2021 Strategic Plan. This plan will serve as a living document to guide our efforts to manage the agency and ensure community safety for the next 5 years. Our strategic plan will be reviewed at least annually in order to measure success, and reveal where more work is needed. It is designed to allow for and respond to changes in technology, crime patterns, demographics and economic conditions.

We realize that a law enforcement agency is only one segment of a collaborative public safety effort among citizens, elected officials and community leaders.

The Tarpon Springs Police Department remains committed to public safety through proactive efforts, to reduce crime and improve the quality of life. We will work tirelessly to ensure that the City of Tarpon Springs remains a safe place to live, work and play.

One component of our Strategic Plan is to examine not only our own expectations, but the expectations of those that we serve.

Strategic plans represent a collaborative effort that identifies goals, objectives and strategies that form the cornerstones of our Vision: "Building a Better Future through Excellence in Policing." The strategic plan design will be based upon input from the Board of Commissioners, City Manager, the Police Department, the business community, and the citizens we serve.

In this document, you will find what we have defined as the blueprint for where we expect to take our department over the next five years. We pledge to use this guide to ensure operational and professional integrity of the organization, meet community expectations, identify fiscal and resource needs, and plan for challenges that the policing profession and our own community may encounter.

We look forward to the challenges we face in providing quality service, continued organizational growth and meeting or exceeding our expectations. I encourage you to review the material and provide us with your feedback. Our partnership with citizens and our governing body is crucial to our role in providing quality service, maintaining transparency and enhancing community trust.

Sincerely,

Chief Robert Kochen



## Mission Statement

The Mission of the Tarpon Springs Police Department is to Reduce Crime and Enhance The Quality of Life through a Cooperative Partnership with the Community.

## VISION

The Tarpon Springs Police Department will strive for excellence in policing. This will be accomplished through training, innovation and exceeding the expectations of our citizens, in delivering on our vision of “Building a Better Future”.

## VALUES

**INTEGRITY-** Our service to the public must always be accomplished with the utmost consideration and application of respect, honesty and morality.

**PROFESSIONALISM-** We will strive to attain the highest level of Law Enforcement effectiveness through continual education and the constant pursuit of organizational excellence.

**QUALITY-** We shall provide the highest quality of service possible to meet the ever changing needs of the community.

**CREATIVITY-** We value innovation and support creativity. We realize that constant change is a way of life and dedicate ourselves to proactively seek new and better ways to serve our community.

**ACCOUNTABILITY-** All members will be held accountable for their part in the accomplishment of our mission while maintaining a constant adherence to these core values.





# S.W.O.T Analysis

## Strengths~Weaknesses~Opportunities~Threats

### Current Strengths of Department

- Technology
- People
- Equipment
- Community
- Training
- Relationship with Governing Body
- Supportive Administration
- Agency reputation
- Partnerships
- Community programs
- Crime Prevention
- Take home cars

### Current Weaknesses of Department

- Staffing shortage
- Recruitment
- Generational differences
- Over specialized
- Workload increases
- Retention of personnel
- Crime Analysis function
- Losing veteran officers through attrition

### Opportunities for Department

- Commercial growth
- Technology
- Social media
- Intelligence Led Policing
- Annexation
- Building
- Networking with LE Academy instructors
- Connection with community groups

### Known and Anticipated Threats to Department

- Technology (criminals use)
- Anti-Law Enforcement sentiment
- Police Academy standards
- Economy
- Media
- Extremists
- Political climate



## Department Goals for FY 2016-2021

The Tarpon Springs Police Department has adopted the following goals for the next five years:

### Goal #1

- **Maintain and Enhance Community Service & Partnerships**

### Goal #2

- **Infrastructure**

### Goal #3

- **Staffing and Staff Development**

### Goal #4

- **Develop and Enhance Intelligence-Led Policing capabilities**



## **Goal #1: Maintain and enhance community service and partnerships**

**Objectives:** The Tarpon Springs Police Department will seek to maintain and enhance community service and outreach: offering citizens education on police procedures, continue the progress made on the take home vehicle policy, and streamline our approach to community outreach and services.

### First Year Tasks for Community Service and Outreach:

1. Continue vehicle take home policy within the City. Continually monitor allocation of police vehicles on an annual basis.
2. Establish supervision and administration of community outreach to include:
  - a. Homeless Outreach
  - b. Code Enforcement
  - c. Crime Prevention
  - d. Housing
  - e. COPS program (Officers Visiting K-2 in Schools)
  - f. K-9
  - g. SRO's
3. Continue and expand current community initiatives
  - a. Foot Patrol
  - b. Business checks/Night eyes
  - c. Bike patrol
  - d. Cops N Kids Youth Center
  - e. Community Officers in Public Schools (COPS)-Officers providing crime prevention and safety tips to K-2
  - f. Crime Prevention Liaison
  - g. Homeless Outreach
  - h. Establish Public Housing Liaison
4. Continue to implement the six pillars as recommended by the President's Task Force on 21<sup>st</sup> Century Policing.

## **Goal# 2: Infrastructure**

**Objectives:** The Tarpon Springs Police Department will conduct a continuous review of technology needs, maintain and update a list of priorities and seek to expand digital storage capability.

### First Year Tasks for Infrastructure:

1. Create Information Technology (IT) Committee
  - a. Review Technology needs
  - b. Prioritize needs
  - c. Develop and update list of priorities
  - d. Explore IT partnerships with City IT Division
2. Create Storage Committee
  - a. Decide what is needed
  - b. Base decisions on funding available





### Goal #3: Staffing/Staff Development

**Objectives:** The Tarpon Springs Police Department will conduct efficiency, staffing, service, and organizational structure analysis, and seek to increase and enhance employee training, development and wellness.

#### First Year Tasks for Staffing/Staff Development:

1. Review structure of the department on an annual basis
2. Continue annual Lifescan physical assessments
3. Physical fitness program researched and implemented on a volunteer basis
4. Conduct annual evaluations of department staffing levels
5. Research grant opportunities
6. Assign and train additional personnel for recruitment duties
  - a. Recruit individual to oversee Reserve/Part Time Officer Unit
  - b. Review funding to sponsor candidates through Law Enforcement Academy
  - c. Incorporate department culture training into Field Training Officer (FTO) curriculum

### Goal #4: Mission Support

**Objectives:** The Tarpon Springs Police Department will seek to develop our capability for Intelligence-Led Policing by enhancing existing partnerships with other law enforcement agencies and conducting an internal assessment related to a crime analysis component.

#### First Year Tasks for Mission Support:

1. Continue to utilize and analyze data available through ACISS and Tri-Tech CAD
2. Contact other accredited law enforcement agencies who have established crime analysis function
  - a. Review existing policies and procedures
  - b. Determine job description, minimum requirements, pay and benefits
  - c. Determine total cost







We're proud to be a part of your community. Stay connected with us at home or on the go.



Facebook.com/tarpon springs police department



<http://www.tspd.us/index.html>

You can also submit an anonymous tip at [tips@tspd.us](mailto:tips@tspd.us)

