

TAMPA POLICE STRATEGIC PLAN 2023-2028



PREPARED FOR
Tampa Police Department

PREPARED BY
Eddy Durkin, PIO



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INTRODUCTION

Strategic planning is an approach to decision making and action that guides and outlines what an organization is, what the organization does, and why things are done in a specific way. This strategic plan will outline programs that are necessary in order for the Tampa Police Department to remain a model law enforcement agency and will also develop ways to identify the Department's success. This strategic plan will also help the Tampa Police Department determine ways to succeed in accomplishing its goals and progressing in its mission.

As the law enforcement landscape has changed dramatically in recent years, new mandates and expectations have been placed upon the Tampa Police Department. In order to address the needs of our community and to ensure the highest level of service possible, the goals, objectives, and strategies outlined in this plan are able to be modified in order to pivot and address unforeseen environmental changes or other issues.

MISSION, VISION, AND ENVIRONMENT

This review is designed to outline the mission, vision, and general environment surrounding the Tampa Police Department. Organizational history will be covered, along with an analysis of external events and trends that impact the organization, along with law enforcement agencies in general. Finally, the mission statement, vision, and values of the Tampa Police Department will be identified and discussed.

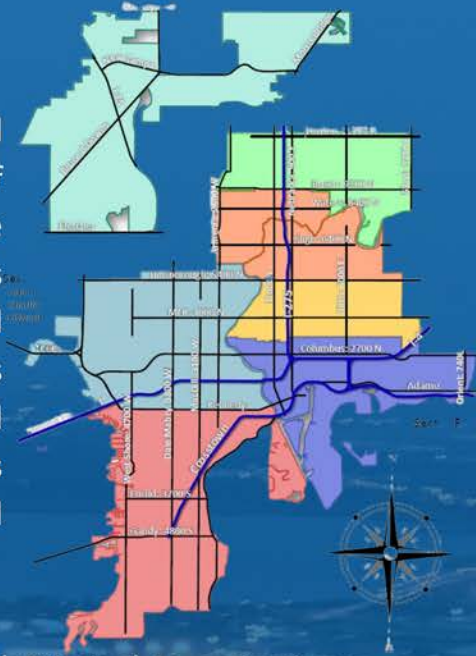


ORGANIZATIONAL HISTORY

The Tampa Police Department was founded in 1887 and is the second largest municipal police department in Florida. The Department also ranks in the top 70 of the largest law enforcement agencies in the United States, with nearly 1000 full-time sworn officers and 300 civilian professional staff.



The Department is geographically organized into three patrol districts, each of which is under the command of a major. Each of the districts contain two sectors, with each sector under the command of a captain. The bulk of Department personnel works in one of the three districts, which are responsible for uniformed patrol, street anti-crime, school resource officers, and detectives who conduct latent investigations into property crimes and crimes against persons. Additionally, each District contains personnel who are responsible for acting as liaisons with local neighborhood and business groups.



The Special Operations Division, Support Services Division, and Criminal Investigations Division operate out of police headquarters and focus on citywide issues and personnel matters. The Special Operations Division is led by a major and houses the Department's specialty units and teams, the reserve officer program, and is responsible for the planning of special events and incidents. It also houses the Tampa Bay Urban Area Security Initiative (UASI), which aids the entire Tampa Bay area in efforts to prevent, protect against, mitigate, respond to, and recover from acts of terrorism.

The Support Services Division includes various support functions that keep the Department working effectively and oversees the recruitment and hiring of new personnel. The Criminal Investigations Division houses the Major Crime and Violent Crime Bureaus. The Major Crimes Bureau is responsible for the investigation of homicides, cold case investigations, sexually based offenses, human trafficking, cybercrime investigations, criminal tracking investigations, and forensic investigations. The Violent Crime Bureau incorporates the Department's Crime Gun Intelligence Center, the Fugitive Apprehension Unit, and the Opioid Task Force.

The Professional Standards Bureau is responsible for internal affairs investigations, quality assurance, and accreditation. The Criminal Intelligence Bureau oversees the Real-Time Crime Center, financial crime investigations, intelligence, and electronic support.

Tampa Police Department personnel are trained extensively in community policing concepts, and all new officers must devise and execute a community policing project during their first year with the Department. No matter their assignment, all officers are expected to embrace the department's community policing philosophy and work with community members and other stakeholders to solve problems. Officers are expected to police their assigned areas as they would their own neighborhoods, learning the problems and unique issues in their areas and developing innovative ways to utilize the resources available to them to solve problems, build relationships with community members, and make the neighborhoods better.



Tampa Police Department Patrol Districts

District Two
Sector C
New Tampa Zone C2

District Two
Sector C

Tampa Police Department
District Two
9330 N. 30th St.
Tampa, FL. 33612

District One
Sector A

Tampa Police Department
District One
3818 W. Tampa Bay Blvd.
Tampa, FL. 33614

Tampa Police Department
District Three
3808 N. 22nd St.
Tampa, FL. 33610

District Three
Sector E

Tampa Police Department
Headquarters
411 N. Franklin St.
Tampa, FL. 33602

District One
Sector B

District Three
Sector F

ENVIRONMENT, EVENTS, & TRENDS

The City of Tampa occupies 176 square miles and serves an estimated population of over 400,000. As the largest city in the Tampa Bay Area, which has over three million residents, the City of Tampa is a commercial, social, and cultural hub. This is evident based on the assistance that the Tampa Police Department provides in planning hundreds of special events per year, which include professional and collegiate sporting events, cultural celebrations, and the Gasparilla Pirate Festival, which includes one of the largest parades in the United States. Tampa is also home to several institutions of higher education, along with entertainment and cultural facilities that attract visitors from around the world.

In the past several years, the City of Tampa has seen tremendous growth. Population and employment growth is forecasted to be higher than in other areas of Florida, a state which is seeing an overall growth rate that is higher than the national average. Additionally, the City of Tampa has seen an increase in economic development and building activity, with the development of the Water Street, West River, Midtown, Heights, GasWorx, and Westshore Marina Districts.

With the recent growth being experienced in Tampa, it is important for the Department to continuously analyze its calls for service and response times. Data indicates that as Tampa grows, the demand for police services from the community grows along with it. Deployment of personnel is reviewed on a consistent basis to ensure assets are available to meet the needs of our growing community in a timely and efficient manner. Data indicates that as Tampa grows, the demand for police services from the community grows along with it. Deployment of personnel is reviewed on a consistent basis to ensure assets are available to meet the needs of our growing community in a timely and efficient manner.

The Tampa Police Department has a goal of an eight-minute response time for priority one call for service and a 12-minute response time for a priority two call for service. In 2022, the Department bested these response time goals, averaging 4.5 minute response times for priority one calls and 5.5-minutes for priority two calls. This data indicates consistent review and modifications to deployment ensure the Department remains well-positioned to maintain its response time goals and ensure a prompt level of service to the community when police assistance is requested.



MISSION

The mission of the Tampa Police Department is to reduce crime and enhance the quality of life through a cooperative partnership with all citizens.



VALUES

The Tampa Police Department's core values can be seen in the acronym "TRUST," which stands for **T**ransparency, **R**espect, **U**nderstanding, **S**afety, and **T**eamwork. The department works to use innovative technology to enhance efficiency and transparency, treats everyone with dignity and compassion, has a mutual understanding of community goals and values, improves officer and citizen safety through education and training, and partners with the community to solve and prevent crime.



VISION

The vision of the Tampa Police Department is to be recognized as a diverse and progressive agency that works with the community to make the City of Tampa a safe place to live, work, and enjoy an outstanding quality of life.



ISSUES, GOALS, OBJECTIVES, & STRATEGIES

Five strategic issues were identified during the analysis and assessment of the mission, mandates, and values of the Tampa Police Department, using both direct and goal-based approaches.

CRIME REDUCTION



COMMUNITY ENGAGEMENT



STAFFING & RECRUITMENT



CAPITAL IMPROVEMENT PROJECTS



TECHNOLOGICAL IMPROVEMENTS



These issues will be discussed in further detail, along with a statement of goals, objectives, and strategies for each issue.

CRIME REDUCTION



At the core of a law enforcement agency's mission is utilizing effective strategies to prevent and reduce crime. The Tampa Police Department has become a national model for its crime-fighting efforts, which has resulted in Tampa being one of the safest cities of its size in the United States. As violent crime rose in prior years, 2022 saw the Tampa Police Department refocus its crime-fighting efforts to specifically address violent crime, which showed a reduction in both overall violent crime and violent crime with a firearm in 2022. The Tampa Police Department's crime reduction goal was formed into the following question:

How can the Tampa Police Department sustain or improve having one of the lowest crime rates for a major city - with a focus on crime reduction?

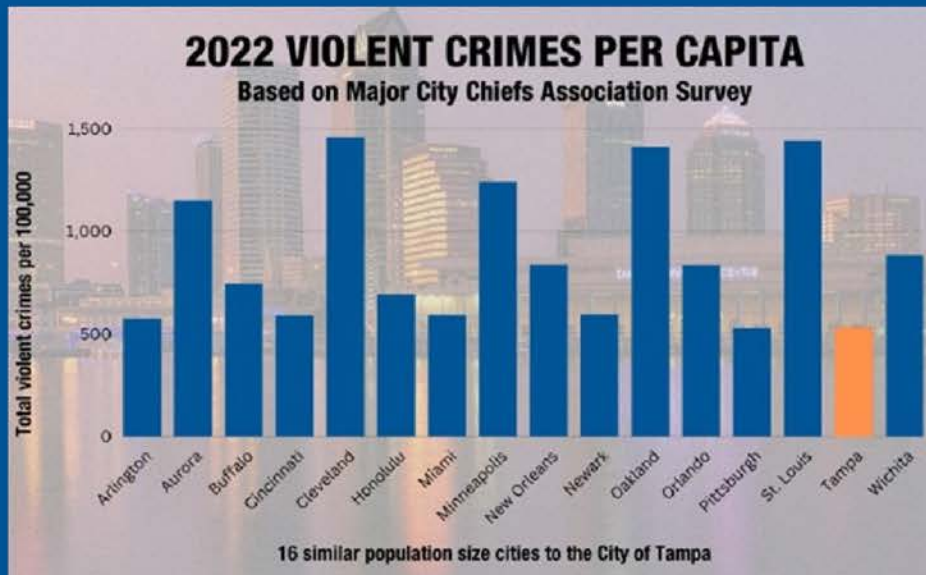


The following goals, objectives, and strategies needed to sustain a low crime rate in order to keep Tampa a safe city are outlined below.

Goal 1: Focus on evidence-based strategies that impact violent crime.

Objective 1: Achieve an annual reduction in total violent crime and violent crime involving firearms.

- Strategy 1: Focus on enforcement efforts that result in the seizure of illegally possessed firearms.
- Strategy 2: Pursue additional grant funding to combat violent crime.
- Strategy 3: Utilize focused deterrence strategies that incorporate collaboration and community trust.
- Strategy 4: Expand the Crime Gun Intelligence Center (CGIC) responsibilities to ensure timely intelligence is gathered regarding violent crimes and offenders.





Goal 2: Focus on evidence-based strategies that impact property crime.

Objective 1: Achieve an annual reduction in the rate of property crime.

- Strategy 1: Increase public outreach to combat auto burglaries, as 77% of all auto burglaries involve unlocked vehicles.
- Strategy 2: Increase communication with neighborhood watch groups regarding property crime trends and prevention strategies.
- Strategy 3: Ensure through managerial oversight that property crimes are being thoroughly investigated by officers and detectives.



COMMUNITY ENGAGEMENT

The second strategic issue facing the Tampa Police Department involves community engagement. The Department must collaborate with the community in order to maintain a safe City, and an increased focus on community policing is essential to this collaboration. Community policing involves the use of partnerships, along with problem-solving methods, to address various issues that are important to both the Department and the community. The Tampa Police Department's community engagement goal was formed into the following question:

How can the Tampa Police Department expand community policing (information and feedback) in all neighborhoods?

The following goals, objectives, and strategies needed to expand community policing are outlined below.

Goal 1: Form connections with the community to build and maintain trust and confidence.

Objective 1: Expand the Tampa Police Department's programs geared towards youth.

- Strategy 1: Enhance the Police Athletic League by expanding and growing the program.
- Strategy 2: Promote and expand participation in the R.I.C.H. House programs in Sulphur Springs and Robles Park.
- Strategy 3: Expand successful programs, such as "Shielding Our Teens", Police Explorers, and Communications Mentorship.
- Strategy 4: Develop additional innovative programs designed to address at-risk youth.

Objective 2: Increase community outreach and collaboration throughout the City of Tampa.

- Strategy 1: Restructure the department to focus on the Community Oriented Policing philosophy.
- Strategy 2: Increase presence in the community through bike and foot patrols to foster better relations between officers and residents/visitors.
- Strategy 3: Expand the number of neighborhoods involved in the neighborhood watch program.
- Strategy 4: Conduct additional remote "front porch roll calls," where officers can collaborate with community members.
- Strategy 5: Collaborate with stakeholders and community organizations to address pressing public safety issues.
- Strategy 6: Ensure that the Department's community policing philosophy is communicated to new cadets and officers early in their training.

Goal 2: Develop a strategic communication plan.

Objective 1: Outline a plan that clearly defines the Department's objectives.

- Strategy 1: Develop an internal working group to outline a strategic communication plan for the Department.
- Strategy 2: Collaborate with community members regarding the department's vision, objectives, resources, and priorities.





As part of community policing, utilizing community resources and best practices to address concerns is essential. Two major community concerns that impact public safety in the City of Tampa are homelessness and mental health. The Tampa Police Department's goal to help address homelessness and mental health is formed into the following question:

How can the Tampa Police Department improve its capacity to help address mental health crises and homelessness outreach?



The following goals, objectives, and strategies needed to help address homelessness and mental health are outlined below:

Goal 1: Reduce the number of calls for service and citizen complaints involving homeless individuals

Objective 1: Reduce the number of people experiencing homelessness in Tampa.

- Strategy 1: Expand the homeless liaison program in order to provide additional services to the homeless population.
- Strategy 2: Collaborate with outside stakeholders, such as Tampa HOPE, to provide housing solutions for homeless individuals.
- Strategy 3: Focus on problem-oriented policing strategies in locations that receive a high number of calls for service or complaints



Goal 2: Expand the Department's capacity to address community members suffering from mental health crisis.

Objective 1: Reorganize the Behavioral Health Unit to better respond to those experiencing a mental health crisis.

- Strategy 1: Obtain additional grant funding to expand the Behavioral Health Unit.
- Strategy 2: Increase the number of follow-ups conducted by the Behavioral Health Unit in order to reduce the number of repeat mental health calls for service.
- Strategy 3: Confer with other law enforcement agencies on their behavioral health approaches and look for ways to incorporate best practices that may prove beneficial to the Tampa community.



Objective 2: Provide all officers with additional tools to address those in a mental health crisis.

- Strategy 1: Apply for new grants that focus on teaching additional de-escalation tactics to officers.
- Strategy 2: Continue to ensure that all officers are fully trained in crisis response intervention.
- Strategy 3: Integrate intervention specialists in the 911 call center with the funding obtained by the Connect and Protect grant.



STAFFING & RECRUITMENT

The third strategic issue facing the Tampa Police Department is staffing and recruitment. As the City of Tampa has been growing at a rate faster than the national average, there is a need to expand the workforce of the Department. According to data from the Federal Bureau of Investigation, the average officer-to-citizen ratio in the United States is 2.4 officers per 1,000 citizens. The Florida Department of Law Enforcement reported a similar overall average in 2021 but also reported a reduced ratio when school, port, and concurrently certified (both law enforcement and corrections) agencies were excluded. While the Tampa Police Department currently meets this ratio, population growth requires increased staffing.

While the officer-to-citizen ratio is one way to compare the Tampa Police Department's staffing to its peers, it is only one measure of an agency's workforce needs. As Tampa continues to build itself as a hub for business, industry, and tourism, it is clearly evident that the City's official population does not capture the total number of people who come to the City of Tampa and may require services from the Tampa Police Department. While the crime rate has declined over the long term, officers are now spending more time on calls for service, indicative of the increased focus on relationship-building, community policing, and problem-oriented policing. This community focus, plus improvements in technology that impact law enforcement, have required the Tampa Police Department to allocate officers to assignments not previously in existence, such as the real-time crime center, homeless outreach program, and the Behavioral Health Unit. As agency staffing is a complex issue that involves many factors, this issue was framed into the following question:

How can the Tampa Police Department ensure that its staffing keeps up with a growing population?

Goal 1: Maintain an efficient and effective workforce.

Objective 1: Add an additional 30 sworn positions in fiscal year 2024.

- Strategy 1: Raise the number of sponsored police academies from one to two per year.
- Strategy 2: Evaluate the need to add professional staff positions that will allow sworn officers to be reallocated to operational duties.
- Strategy 3: In concert with population growth, the department will conduct an annual staffing analysis to determine when additional positions should be added to the Department.
- Strategy 4: Pursue grant opportunities to fund additional positions.
- Strategy 5: Expand the reserve officer program.



Recent trends have also caused law enforcement agencies to put an enhanced focus on employee wellness in order to ensure their overall health, as officers and professional staff are frequently faced with stressful situations. This issue was framed into the following question:

How can the Tampa Police Department ensure the health, safety, and wellness of its employees?

Goal 1: Ensure that there is a focus on employee wellness.

Objective 1: Expand wellness programs available to sworn officers and professional staff.

- Strategy 1: Incorporate additional wellness training into holdover and in-service training curriculums.
- Strategy 2: Expand the number of programs available for employees and their families to obtain counseling and other assistance.
- Strategy 3: Implement an officer wellness mobile application that provides employees with wellness resources.
- Strategy 4: Introduce a Peer Support Program.

Objective 2: Procure equipment that enhances officer safety.

- Strategy 1: Obtain additional ballistic shields.
- Strategy 2: Conduct additional carbine classes in order for officers to be better prepared to respond to active shooter incidents.
- Strategy 3: Obtain enhanced trauma kits to better address severe bleeding.

The Tampa Police Department has long been viewed as a progressive agency that has attracted applicants from around the country. As there is a forecast for an anticipated increase in hiring during the coming years, it is important to develop a recruiting plan in order to fill vacant positions with the best applicants. Additionally, it is important for a law enforcement agency to have a diverse workforce that reflects the community it serves. This issue was framed into the following question:

How can the Tampa Police Department diversely recruit, select, train, and retain the best and brightest personnel to meet staffing demands?

Goal 1: Recruit and retain highly qualified officers and professional staff.

Objective 1: Maintain a high completion rate for sworn officers completing probation.



- Strategy 1: Annually review the Department's recruitment plan to ensure recruiting efforts are targeted appropriately.
- Strategy 2: Semi-annually evaluate holdover training in consultation with field training and evaluation program management to identify potential gaps.
- Strategy 3: Annually review the field training and evaluation program to identify potential changes or improvements.



Objective 2: Take steps to ensure that historically underrepresented groups are focused on during recruiting efforts.



- Strategy 1: Enhance engagement in targeted recruiting at historically black colleges and universities, along with minority-focused groups at MacDill Air Force Base.
- Strategy 2: Enhance engagement targeting Hispanics, collaborating with local organizations and promoting bilingual pay as an incentive.
- Strategy 3: Continue targeting recruitment efforts with local minority groups, religious institutions, media outlets, and career fairs.
- Strategy 4: Continue promoting the "30 by 30" initiative to expand the percentage of female officers.



CAPITAL IMPROVEMENT PROJECTS

An expanding Department requires expanding infrastructure, and there is an identified need for infrastructure and capital improvements at the Tampa Police Department. Several facilities are decades old and require extensive renovation or repair, and an additional facility must be relocated due to the expansion of another City department. This issue was framed into the following question:

How can the Tampa Police Department ensure that its capital and infrastructure needs are met to efficiently accomplish its mission?

Goal 1: Complete the relocation of the Tampa Police Impound Lot and Forensic Unit.

Objective 1: Relocate Evidence and Forensic operations by the end of 2024.

- Strategy 1: Vacate the current impound lot on 34th Street.
- Strategy 2: Collaborate with other City departments and outside contractors to complete construction on the Howard Avenue facility.
- Strategy 3: Centralize all Evidence operations at the Howard Avenue facility.
- Strategy 4: Relocate Forensic Unit to Howard Avenue facility.

Goal 2: Complete renovations to the Police and Fire Training Facility.

Objective 1: Develop project plans and collaborate with other city departments and outside contractors to complete construction on the training facility for the renovation of the facility.

- Strategy 1: Ensure that additional classroom and office space is incorporated into the new facility.
- Strategy 2: Collaborate with Tampa Fire Rescue to identify joint space that can be used by both agencies.

Goal 3: Address the future relocation or renovation of police headquarters.

Objective 1: Develop an action plan for the future of the existing headquarters building.

- Strategy 1: Update the spatial needs assessment to determine the location and needs of a new facility.
- Strategy 2: Collaborate with other city departments to conduct a cost/benefit analysis of new construction versus renovation.
- Strategy 3: Ascertain any grant funding that may be available for renovation or construction of a new facility.

Goal 4: Ensure all remaining police infrastructure (Communications Center, District Offices) continues to meet the needs for the department to accomplish its mission efficiently and effectively.

Objective 1: Ensure all police infrastructure remains in good working order and meets the needs of a growing population.

- Strategy 1: Work in partnership with LAM to complete annual inspections of all police infrastructure.
- Strategy 2: Determine when additional infrastructure is required to efficiently meet the needs of the community, such as additional district and/or sector offices.

Goal 5: Purchase additional police vehicles in order to reduce the vehicles' life cycle.

Objective 1: Reduce assigned vehicle life cycles from ten years to seven years.

- Strategy 1: Request budget increases for the purchase of additional vehicles to offset the aging fleet and the delay of purchasing and delivery during the pandemic.
- Strategy 2: Explore additional procurement options for police vehicles.

Objective 2: Replace Department helicopters that are nearing the end of their estimated life cycle.

- Strategy 1: Research and initiate a capital improvement project for the staged replacement of the helicopter fleet.

TECHNOLOGICAL IMPROVEMENTS



Technology in the field of law enforcement has been improving dramatically in a short period of time, and technological tools enhance the Department in its mission. It is essential for the Tampa Police Department to keep up with new technology. This issue was framed into the following question:

How can the Tampa Police Department utilize the most innovative technologies and policies to accomplish its mission and support progressive policing?

Goal 1: Ensure that the Department employs innovative technology.

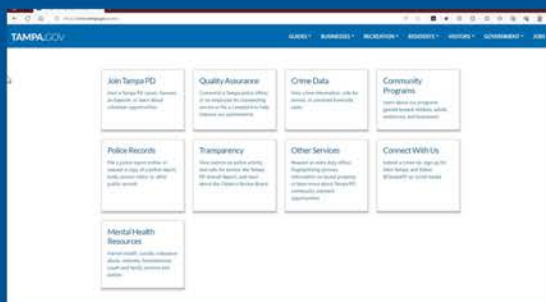
Objective 1: Employ technology that impacts crime reduction.

- Strategy 1: Expand technology employed by the real-time crime center.
- Strategy 2: Expand technology employed by the crime-gun intelligence center.
- Strategy 3: Explore technology that allows officers to more easily access crime data and intelligence.
- Strategy 4: Expand the technology available for the investigation of cybercrimes and internet crimes against children.



Objective 2: Employ technology that impacts community collaboration and outreach.

- Strategy 1: Explore technology that allows citizens to communicate with the Department and make reports in various ways.
- Strategy 2: Provide department-issued smartphones to all sworn officers allowing immediate access to public safety applications.
- Strategy 3: Conduct a community survey to address concerns and sentiments.



Objective 3: Employ technology that improves transparency, while protecting privacy.

- Strategy 1: Enhance public-facing data on the Department's website.
- Strategy 2: Collaborate with the Citizen's Review Board in the creation of the community survey.
- Strategy 3: Ensure that the Department's body-worn-camera technology remains innovative.

united in honor let them never be forgotten

Master Police Officer Jesse Madsen
Officer Jeffrey Kocab
Officer David Curtis
Corporal Michael Roberts
Detective Juan Serrano
Master Police Officer Lois Marrero
Detective Randy Bell
Detective Ricky Childers
Officer Norris Epps, Jr.
Officer Porfirio Soto, Jr.
Sergeant Gary Pricher
Detective Gerald Rauff
Officer Anthony Williams
Sergeant Richard Cloud
Detective Kenneth Berlin, Jr.
Corporal John Collier

Officer William Krikava
Officer Rolla Standau, Jr.
Officer Carl Chastain
Officer Morris Lopez
Officer Richard Booth
Detective Lester Henley
Vice Chief Arthur Berry
Detective Joe Nance
Detective Thomas Chevis
Officer Bryan Reese
Officer Henry Lett
Patrolman Juan Nales
Officer James Ronco
Marshal Joseph Walker
Captain Samuel Carter
Officer John McCormick



TAMPA  **POLICE**
Department