

FOCUS ON FOUR
Crime Reduction Plan

**CRIME
DOWN
-46%**

SAFER CITY

SAFER NEIGHBORHOODS

SAFER STREETS

SAFER SCHOOLS

We changed the way we do business and it worked. Now for the first time, we have documented how we did it. It's called the Focus On Four Plan. This plan, along with unwavering commitment from our officers, reduced crime in the City of Tampa an astonishing -46% in the last six years.





A Letter from the Mayor

Tampa is truly a safer city because of the job you do each day. Your level of commitment over the past six years is both impressive and appreciated. Together, we have made progress in our city and your on-going commitment continues to make Tampa a better place to live.


Your hard work in 2008 has produced an additional reduction in the number of crimes taking place in our community. While many communities across the nation struggle with rising crime rates, Tampa continues to lead the way with an unprecedented level of crime reduction. Your effort has reduced crime 46 percent, translating to fewer victims in our city – our most valuable statistic.

Under the leadership of Chief Hogue, the department has worked to improve public safety through progressive training and practices, a strong work ethic and an unyielding determination to bring the crime down in our city.

Thank you for your hard work and the partnerships that you have developed with our citizens that improve the day-to-day quality of life in our city.

It is an honor to work with you.

Sincerely,


Pam Iorio



A Letter from the Chief

It is with pride and pleasure that I present the Tampa Police Department's Crime Reduction Plan. Over the past six years of Mayor Iorio's administration, the men and women of the Tampa Police Department have been dedicated to our mission of reducing crime and improving the quality of life through a cooperative partnership with our community. Faced with a daunting crime rate in 2003, our police force rose to the challenge by finding new ways to fight old crime problems.

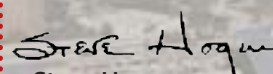
In 2003, we launched Focus On Four in an effort to combat Tampa's growing crime rate. By decentralizing resources and placing a renewed focus on proactive community policing, we saw a drastic reduction in crime. Innovative approaches focusing on detail and a dedication to teamwork were integral in our ability to reduce crime by an unprecedented -46%. We refined our crime fighting process through the cultivation and analysis of crime data to better police our city in a smarter and more efficient manner.

We met each challenge with our steadfast commitment and dedication to making Tampa a better city. Our new deployment strategies have resulted in a consistent reduction in crime every year since 2003.

Tampa is home to a thriving multicultural community. A low crime rate and a sense of safety are two of the most basic attributes of a successful and vibrant city. Every time officers track down a suspect or help someone in need they are also helping to improve the quality of life in our community. For this, I am grateful to every member of the Tampa Police Department.

It is my honor and privilege to serve at your side and to be a part of the incredible successes you have achieved.

Sincerely,


Steve Hogue

The Mission of the Tampa Police Department is to Reduce Crime and Enhance the Quality of Life Through a Cooperative Partnership with all Citizens.

FOCUS ON FOUR
Crime Reduction Plan

The Big Four

1

BURGLARY

2003: 6,390
2008: 4,098
- 35.8%

2

ROBBERY

2003: 1,769
2008: 1,056
- 40.3%

3

AUTO BURGLARY

2003: 6,848
2008: 2,953
- 56.8%

4

AUTO THEFT

2003: 5,344
2008: 1,752
- 67.2%

**CRIME
DOWN**
-46%



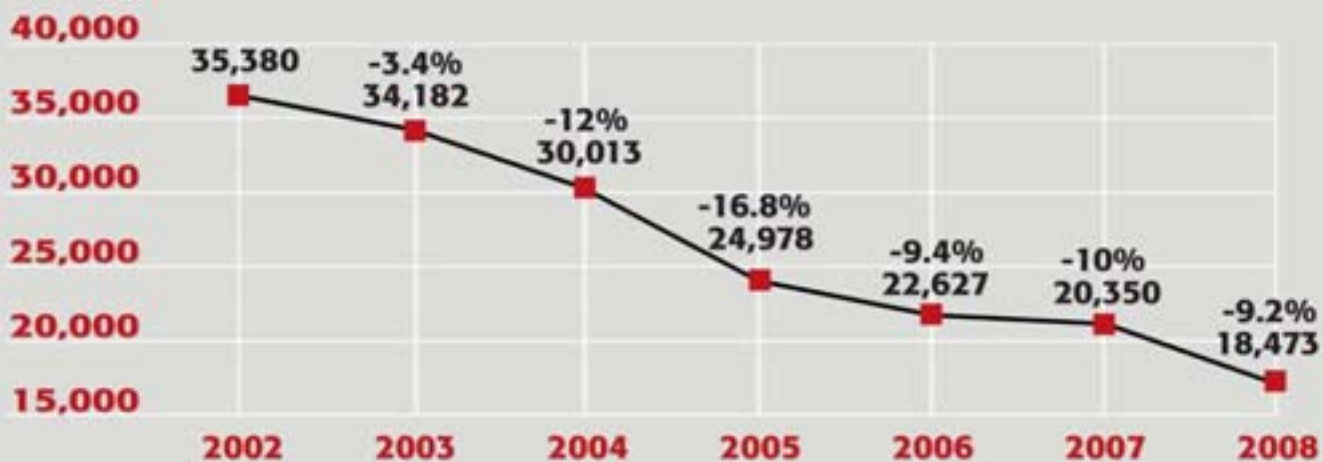
CITY OF TAMPA

Miles ...116.1 square miles
Citizens333,040
Police Officers996
Officers
per 1,000 residents3



The Tampa Police Department has far exceeded state and national averages of reducing crime for the sixth consecutive year.

2002 - 2008



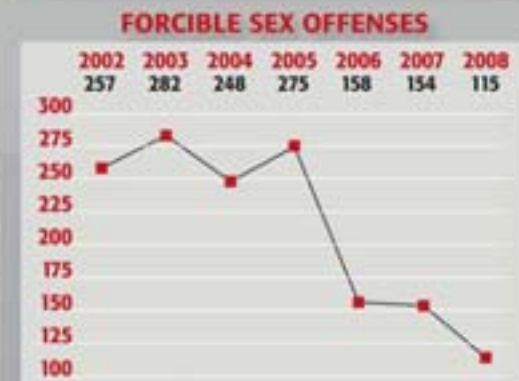
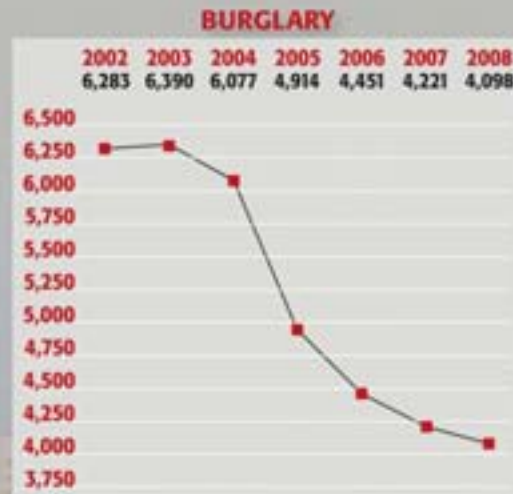
The City of Tampa has achieved a -46% reduction in crime over the past six years under the leadership of Mayor Pam Iorio and Police Chief Stephen Hogue. This was accomplished through the launch of a new policing philosophy named Focus On Four. It is comprised of four guiding components that target four of the most manageable crimes. The plan launched a dramatic change in police culture from the traditional, reactive mode to a new, proactive approach. The administration restructured the organization to ensure this new philosophy became integrated into every aspect of the department. As a result, almost 16,000 fewer crimes occurred in the City of Tampa over the past six years.

This report illustrates the path the Tampa Police Department navigated to achieve this level of success. The journey began with Mayor Pam Iorio, who upon taking office in 2003 immediately laid out a plan to make Tampa a safer city. To this end, she hired Stephen Hogue to lead the Tampa Police Department. Realizing that Tampa had one of the highest crime rates for a city its size, Chief Hogue met with the police department's executive staff and designed the Focus On Four Plan.

Components of the Focus On Four Plan

- ⊕ **Redistribution of Tactical Resources**
- ⊕ **Intelligence Led Policing**
- ⊕ **Proactive and Preventative Policing Initiatives**
- ⊕ **Partnering with the Community**

The plan primarily targeted four high volume crimes: robbery, burglary, auto theft, and auto burglary. While the reduction of those crimes alone made a dramatic impact on the community, the ripple effect of catching those criminals had a profound impact on the reduction of more violent crimes. Historical crime analysis shows that people who commit more violent crimes commit a large percentage of the Big Four crimes. Focusing on these four pattern crimes indirectly reduced the overall crime rate -46% over the past six years.





⊕ Redistribution of Tactical Resources

The administration launched a new, proactive approach to policing to improve upon the more traditional concept of responding to 911 calls. Managers and officers were responsible for tracking the crimes in their area and then devising daily attack plans to solve those crimes and prevent future offenses. To ensure this new philosophy was achievable, the city was divided into three smaller, more manageable geographic districts. The majors who commanded these districts were provided specialized resources and the latitude to deploy them as they deemed necessary. The goal was to attack emerging crime patterns and trends that were unique to each geographic area.

Buy-In:

Lack of follow through causes many good plans to fade away. To solicit buy-in from the department and the community, the staff displayed a consistent and unwavering commitment to the Focus On Four Plan. The plan became our way of life and was communicated on a daily basis, from roll calls to community forums. Every member of the department understood how their job performance would impact the crime rate.

⊕ Intelligence Led Policing

Tracking offenses as they occurred became a critical element of the new crime reducing tactics. To perform this tracking, each district was assigned a crime analyst to provide daily intelligence. They created a daily report that identified when particular crimes were occurring, how and where the crimes were being committed, and who the likely offenders were. This information allowed for a much more efficient and effective deployment of crime fighting resources.

Simplify the Mission:

The mission statement needed to be simple enough for the entire department and community to understand, internalize and embrace. As a result, a simple and direct mission statement was developed focusing on crime reduction. This mission statement became engrained in every aspect of our department and developed into our guiding principle. It established measurable crime reduction as the basic tenant of the administration. *"The mission of the Tampa Police Department is to reduce crime and improve the quality of life through a cooperative partnership with all citizens."*

⊕ Proactive and Preventative Policing Initiatives

Each officer was rewarded for displaying initiative that embraced the Tampa Police Department's annual crime reduction goals. These goals were distributed department-wide to ensure each officer developed a vested interest in reaching them. The department then launched a series of proactive initiatives that focused on the Big Four. Each of these operations indirectly reduced violent offenses because criminals who commit a series of burglaries may be more likely to commit an aggravated assault or worse.

Police-Initiated Activity:

As the Focus On Four Plan was implemented, it became obvious that officers would still need to handle the large number of calls for service while initiating crime reducing activities. Positive recognition for increased proactive patrols became the standard. Officers responded by increasing proactive police calls by 89.8% over the past six years, while calls for service from the public decreased 12%.

CALLS FOR SERVICE:

2003.....	Dispatched: 251,609
	Proactive Police Calls: 205,891
	TOTAL 2003: 457,500
2008.....	Dispatched: 222,523
	Proactive Police Calls: 390,791
	TOTAL 2008: 613,314

⊕ Partnering with Community

A department-wide philosophy of Community Oriented Policing permeated the organization. Proactive communication with community leaders and cooperative partnership with neighborhoods has also helped reduce crime and improved the quality of life. Ironically, most of the "new" proactive techniques were implementation of long established and recognized methods of police work that were bundled into a new, more comprehensive approach. It was all designed to address the unique crime issues in Tampa.

The executive staff understood it would have to take the steps explained below to successfully implement the Focus on Four Plan.

Accountability:

Every member of the Tampa Police Department was held accountable on a variety of levels. Performance measures were put into place for supervisors and officers, and were relentlessly followed up on. There were and continue to be no exceptions when it comes to being accountable for reducing crime, whether the position be that of chief of police, crime scene investigator or records custodian.



Photo: Jeff and Julia Dickie

✦ Redistribution of Tactical Resources

In order to hold officers and supervisors accountable for crime, the administration took steps to ensure that everyone had all the tools necessary to combat crime. It began by dividing the city into three smaller, more manageable districts. Then, as part of the reorganization process, specialized resources were moved out of central police headquarters and redistributed to the districts. These resources included: street level drug squads known as QUAD (Quick Uniform Attack on Drugs), pattern crime squads known as SAC (Street Anti-Crime), Auto Theft and Robbery Detectives, School Resource Officers, Crime Prevention Practitioners and Neighborhood Liaisons. Assigning these officers and employees to the districts allowed each to become its own autonomous police station. The majors would deploy officers as they saw necessary to combat the unique district issues. The officers and employees also adopted a more proactive and urgent approach to policing. Using a “swarm” mentality, all available units would respond to in-progress calls to increase the chance of capturing the suspect and preventing future crimes. In addition, most offenses were investigated from start to finish at the time of the initial report. Very few cases were referred to a detective for latent investigation.

The decentralization of resources also placed officers and employees in close proximity to the citizens they served. This allowed the formation of intimate working relationships and a

first hand knowledge of the issues in the assigned geographic areas of responsibility.

To effectively combat crime, the district majors began closely monitoring the Uniform Crime Report (UCR). The yearly crime report of all cities is derived from the UCR. This report was developed by the FBI in 1930 as a way of standardizing jurisdictional crime measurements throughout the nation. The UCR tracks seven crimes that include murder, rape, robbery, aggravated assault, larceny-theft, auto theft and burglary. Statutes and crime definitions vary from state to state. UCR is the mechanism by which the national reporting is standardized.

An essential performance measure of the Focus On Four Plan was accurate reporting of crime in Tampa. Internal reporting guidelines were fine-tuned and all supervisors received in-depth training. This training ensured crimes were reported by correct UCR standards.

✦ Intelligence Led Policing

Tracking offenses as they occurred became a critical element of the department’s new crime reducing tactics. It allowed the district majors to deploy the newly decentralized resources to attack emerging crime patterns and trends as urgently as possible. To provide this real-time intelligence information, the department formed the Crime Analysis Unit and assigned each district an analyst. A daily analytical report was created that identified when, how and where the crimes were being committed, and who the likely offenders were. This information allowed for a much more efficient and effective deployment of resources.

The first step in launching intelligence led crime fighting was to reconfigure the department’s records system to create a data warehouse. It enabled our crime analysts to easily access data and produce daily reports for the districts. These reports detailed crimes committed in a 24-hour period and compared each day’s crimes to the previous month and to the same month from the prior year. Supervisors closely followed the Big Four, as these offenses accounted for the majority of crimes committed. Success was evaluated based on the crime rate reduction for that month, as compared to the same month the prior year.

The computer mapping of crime data was completed on a weekly and monthly basis. Commanders and officers easily determined where crimes were being committed geographically

SAFER SCHOOLS

“The relationships the School Resource Officer has built with the students have helped reduce crime in our school. He’s always visible; walking around campus and talking with the kids. He gets to know them so they feel comfortable reaching out to him.”

**– Dr. JoAnn S. Redden,
Principal of Van Buren
Middle School**

and were able to utilize the information from these maps to assist in decision making and strategies.

In order to ensure the highest level of accountability, the Tampa Police Department instituted a monthly review process termed the Comprehensive Police Performance Effectiveness Review or COPPER for short. The COPPER reports contained high level detail on all crime and related responses for each district. The Assistant Chief of Operations reviewed these reports at monthly COPPER meetings. This allowed for a department-wide review and analysis to make sure each district was doing its part to effectively reduce crime. In essence, they became the report card for district commanders and their staff. This paradigm shift of expecting officers and police commanders to proactively reduce crime would often create a highly charged atmosphere at the COPPER meetings.



Photo: Jeff and Julia Dickie

⊕ Proactive and Preventative Policing Initiatives

Once a clear and simple mission was developed, district commanders were assigned all the resources necessary to combat crime in their area. Each district major received real-time intelligence to deploy their resources effectively; thereby, raising the level of accountability at all levels of the organization. A department-wide cultural shift from only responding to 911 calls to a new, proactive approach energized the officers. As the troops saw their efforts making a difference, the enthusiasm and morale grew. A sense of urgency permeated every call, even the most minor crimes. That momentum prompted officers to develop initiatives to address crime problems specific to their assigned areas. The response was overwhelming. Below are listed a few of the countless successful initiatives.

RAT Attack:

Over the past six years, auto thefts in the city have dropped 67%. In 2003, stolen vehicles reached an unacceptable high of 5,627 vehicles. By 2008, that number declined to 1,752. Because of the department's efforts, there are 3,875 less auto theft victims.

Crime analysis showed juveniles or young adults stole the majority of the vehicles, quite often to use in other crimes. The aim was to reduce auto thefts while limiting pursuits as much as possible. As a result, the

Reduce Auto Theft Program (RAT) was established. Crime analysts identified juveniles who were known auto thieves and mapped the areas around their homes for stolen and recovered autos. Each recovered stolen car was thoroughly processed for prints and the MO, modus operandi, noted. Analytical information was provided to officers weekly that included suspect photos, locations, wanted information, patterns and any other useful information.

Supervisors utilized the Street Anti-Crime Squads to focus intently on auto theft through surveillance. They would patrol in unmarked vehicles with a computer, running tags of suspect vehicles. When a stolen car was located, they would coordinate a "box-in" technique that would allow apprehension without a pursuit. Word spread fast that it was not just "marked units" looking for stolen cars. To ensure charges were not dropped, officers transported suspects to court to face prosecution. Street officers then enforced court ordered curfews and house arrests on juveniles convicted of auto theft. As the auto theft numbers dropped, so did associated auto burglaries.

School's Out - Zero Tolerance Is In:

Crime analysis indicated that crime increased during the summer months when school was out.

After six years of these initiatives, summer crime is down 51% in Tampa.

Each of the three districts formulated plans that would attack crimes committed by juveniles. Analytical information provided the times, locations, types and patterns of juvenile crime. Grant funding was utilized to provide extra patrols at the appropriate times and places. School Resource Officers were placed in the high crime areas to provide historical knowledge of the law breakers. Reassigned resources were placed in those locations with a target rich environment such as malls, hotels and tourist attractions. Each year, a new plan was constructed using the "who, what, when, where and how" of the previous summer.

The summer initiatives were kicked off in each district with a positive event that included a job fair, life skill instruction, food and games. Everyone was made aware of positive alternatives through Parks and Recreation programs and private partnerships. They were also reminded of the police department's "zero tolerance" on juvenile crime. The crime rate during the summer months declined every year from 2003 to 2008.

SAFER STREETS

"Our quality of life is better and our streets are safer because the police have eliminated the open market drug sales. It's much quieter now and that's the way we like it! This community oriented policing is an effort to take back our neighborhood and it's working."

**– Joseph Robinson,
Sulphur Springs Action
League President**

Operation Safe Shopper:

Innovative operations cut holiday crime 42% in the shopping areas.

Each year, crime spiked in the shopping corridors during the holidays and summer breaks. To combat this rise in crime, Tampa Police found new ways to fight old crime through innovative operations. Officers on horseback, motorcycles, bikes and unmarked vehicles saturated the mall parking lots to prevent auto burglaries, auto thefts and robberies. School Resource Officers were utilized to identify those juveniles on mall property, who were committing property crimes. We provided common sense crime prevention tips through a media blitz. Crime Prevention officers also placed personalized flyers on cars informing owners of items left in plain view that would tempt a criminal. The objective was twofold: to educate citizens on how to avoid becoming a victim of crime and to send a strong message to the criminals on the increased police presence.



Photo: Jeff and Julia Dickie

⊕ Proactive and Preventative Policing Initiatives *(Continued)*

Narcotics Investigation:

The Tampa Police Department's new approach to narcotic investigations has resulted in the dismantling of 23 drug trafficking organizations and disbanded 31 drug distribution cells.

The Narcotic Bureau that targeted upper level drug traffickers citywide coordinated its efforts with the street level drug squads known as QUAD (Quick Uniform Attack on Drugs) starting in 2004. Through citizen complaints, officers identified areas known for "open air" drug sales or areas where drug sales fueled other crimes. QUAD Squads identified those responsible for the street level sales and the Narcotics Squads ascertained and targeted the upper management of suppliers to those street dealers. QUAD Squads conducted routine street buys and made arrests, while coordinating intelligence with the Narcotics Squads. The Narcotics Unit most often employed Title III Wire Intercepts, referred to as wiretaps, in these investigations. This identified and secured criminal charges on the entire organization that supplied the street level dealers.

Consequently, the police investigation dismantled the entire organization and eliminated the source of the problem including the main supplier, mid-management, and street dealers. This strategy had the benefit of immediately stopping

the drug sales and removing a large criminal element from the neighborhood. These operations often led to other suppliers and organizations affecting the city. These investigations cleaned up the neighborhoods for citizens and thereby solidified partnerships between the police and community.

Diverting Juveniles From Committing Crimes:

When analyzing repeat offenders, the Tampa Police Department found that while juveniles do not commit the majority of crimes, a significant percentage of juveniles were committing an inordinate number of offenses. Most of these offenses comprised the Big Four: auto theft, robbery, burglary, and auto burglary. A determination was made that the crime rate could be impacted by targeting these juveniles and diverting them from a life of crime to constructive programs that would set them on the right track. In 2005, the Tampa Police Department began the Worst of the Worst Initiative, known as WOW. This program targeted those juveniles who had lengthy arrest records.

When convicted of a property crime, juveniles were placed on sanctions, as opposed to adult probation. Disobeying these

sanctions was an administrative and not a criminal violation, thus there was no additional punishment. It was found that juveniles arrested for auto theft would not show up for court, as there were no consequence. After a few continuances, the victim would give up and the charge would be dropped. An agreement with the court system allowed officers to receive notification of court dates so officers could take proactive action and transport the juveniles to court and ensure their attendance.

Research indicated that most juveniles receiving sanctions had a curfew that no one was enforcing. Zone officers were assigned to check on the WOW juveniles within their zones. Then, they transported anyone violating the curfew to the Juvenile Assessment Center. If school attendance was part of the sanctions, School Resource Officers were assigned to check on the juveniles daily. There was also a heavy focus on truancy. By keeping the students in school, crime in and around the schools decreased.

SAFER NEIGHBORHOODS

**"Crime in East Tampa is now at an all time low. Citizens and officers are on the same team and we are very pleased with the improvements in our community."
– Evangeline R. Best,
East Tampa Community Revitalization Partnership Chairperson**

As a result of the focus on these juveniles, property crimes dropped dramatically, specifically auto thefts and auto burglaries.

This strongly suggested that if there was oversight and consequences for committing crime, some criminally inclined juveniles would avoid illegal activity.

Based on the success of our WOW initiative, we began focusing on those adults who commit large numbers of big four crimes.



Photo: Jeff and Julia Dickie

⊕ Partnering with the Community

The department's Community Oriented Policing philosophy established and maintained an open line of communication and mutual trust with the community. These positive relationships continue to be a cornerstone of the department's crime reduction success. By virtue of our partnerships with the community, our mission of crime reduction became their mission as well.

Our officers were tasked with identifying the needs and concerns of those living or working in the areas they patrolled. The benefit of these relationships could be seen in every neighborhood. They took the form of citizens riding with officers to address prostitution in their neighborhood, untold calls reporting suspicious activity that led to arrests for property crimes, and roll calls held in residents' front yards. It became rare to find someone in an actively involved neighborhood who didn't know the names of officers who patrolled their area.

An integral part of our Community Oriented Policing was Neighborhood Watch. After all, who knows a neighborhood better than those who live and work there? We counted on citizens to truly act as the eyes and ears of the community.

A collaboration of residents, neighborhood watch members, civic association groups, business partners and neighborhood mobile patrols were critical to the department's crime reduction success. Another benefit is when media stories focus on police

actions, the established relationships with neighborhood leaders help balance the community's perspective.

As part of our reorganization, the Neighborhood Affairs Liaisons were decentralized and assigned to each district. Instead of having limited contact with the community through monthly meetings, these employees became part of the "front line" of each district's day-to-day operations. Web sites and email trees were used to send real-time information. Crime prevention tips, crime alerts and arrest information was consistently emailed. The Public Information Office created an external publication that was sent to the community and posted on the City's web site. The publication highlighted what the department was doing to keep the community safe. It also educated citizens on how they could get involved in the department's daily efforts to improve their neighborhoods. The publication was downloaded over 50,000 times in its first year online. This constant communication and combined effort became essential in our efforts to reduce crime.

Citizen and police interaction can truly be described as a "team effort". The community shared in both celebrating our successes and shouldering responsibility for areas that still need improvement. We must not forget that we all have a duty to help reduce crime... neighborhood by neighborhood.

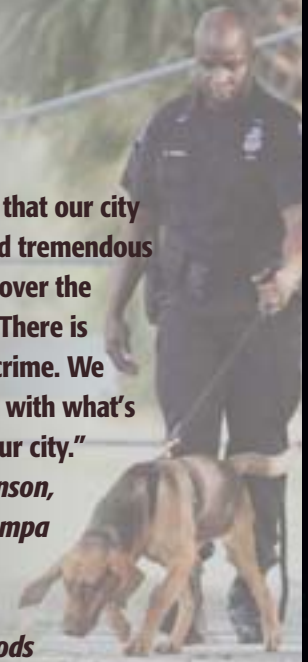
Six Years of Giving Back To The Community

United Way	\$702,956
Big Brothers & Big Sisters of Tampa Bay	\$225,948
Police Athletic League children served:	1,890
Special Olympics Florida	\$288,000
Children's Cancer Center	\$222,000
Paint Your Heart Out hours donated:	1,416

SAFER CITY

"I feel strongly that our city has experienced tremendous improvements over the last few years. There is definitely less crime. We are very happy with what's happening in our city."

**– Wofford Johnson,
President of Tampa Homeowners,
An Association of Neighborhoods**



Commitment



Photo: Andrea Davis

Crime Reduced -46% Over A Six Year Period

Tampa is a safer city with safer streets, safer neighborhoods and safer schools because we developed and implemented our strategic Focus on Four Plan. A great deal of hard work went into accomplishing our mission of reducing crime and improving the quality of life through a cooperative partnership with our community. Our plan was straightforward and our message was clear. With a new proactive approach to policing and a steadfast commitment to implementing our plan, we are proud to say Tampa is safer and our community is stronger. Our Focus on Four Plan began with creating manageable districts within the city and giving our law enforcement officers the resources necessary to make those districts autonomous. We set high productivity standards and unwavering levels of accountability within our organization. The Executive Staff provided the tools and technology needed to get the job done, then asked the officers to develop innovative initiatives to address the unique crime problems in their areas. Our crime reduction techniques were fluid. We valued what we learned from our mistakes and built on our successes. We became a very dynamic organization, able to adapt to ever changing crime trends and issues.

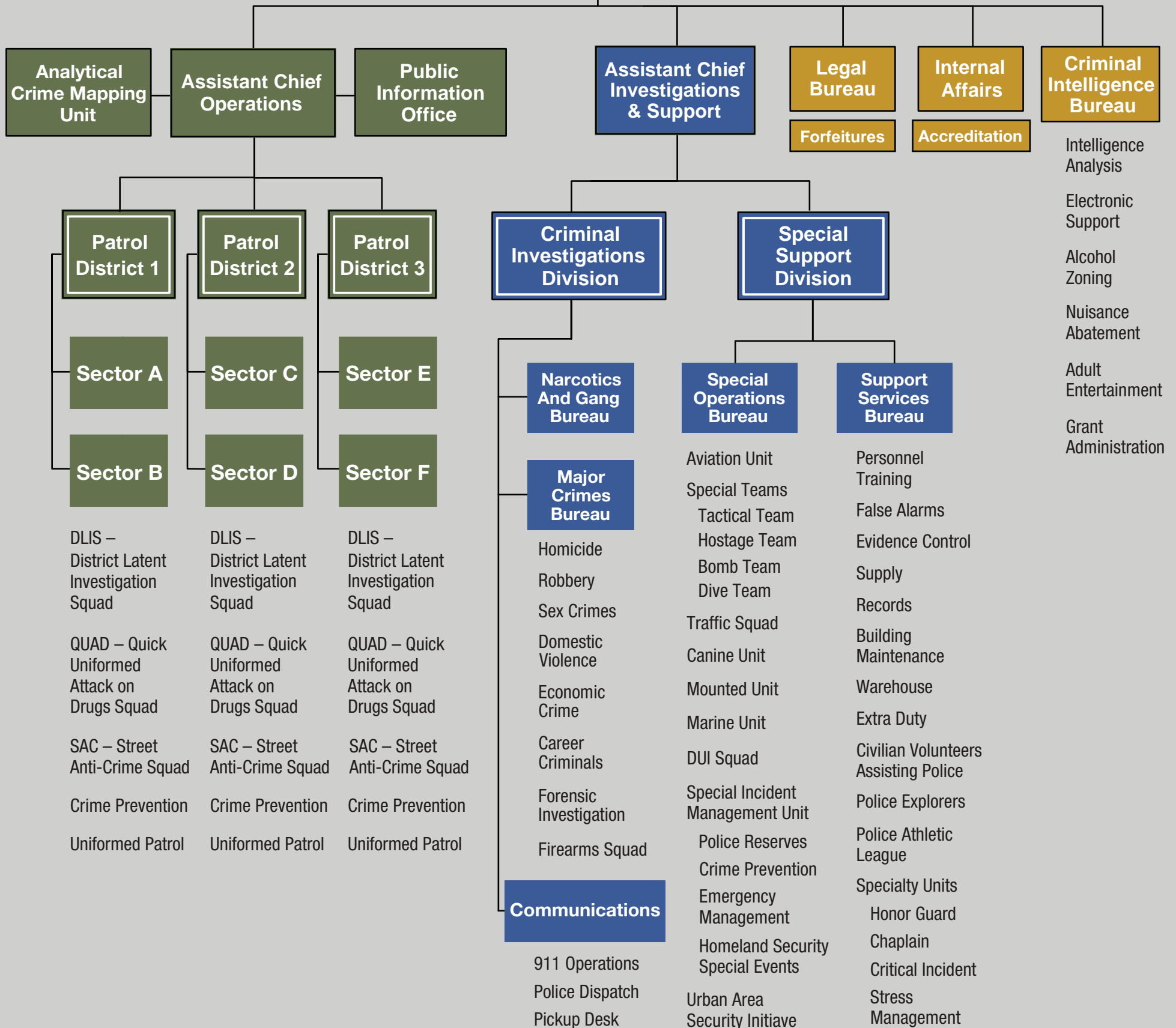
We continue to look to the past as well as the future to guide us in our relentless pursuit of improving public safety and reducing crime. The success of our past six years of crime reduction validates our current philosophical and operational direction. The future, particularly considering the current economic climate, will prove challenging. We are confident that the men and women of the Tampa Police Department will continue to serve its citizens with the same dedication and commitment that has made our city safer.

City of Tampa's Crime Reduced -46%

**FOCUS ON FOUR
Crime Reduction Plan**

Tampa Police Department
Organizational Chart

Chief Of Police



Tampa Police Department
Executive Staff



Chief Stephen Hogue



Assistant Chief Jane Castor



Assistant Chief Robert Guidara



Major Sophia Teague



Major John Bennett



Major Gerald Honeywell



Major George McNamara



Major Marc Hamlin



Laura McElroy
Public Information Officer



Kirby Rainsberger
Legal Advisor

2008 Tampa Statistics

Murder	.27
Forcible Sex Offenses	.115
Robbery	1,056
Aggravated Assault	1,777
Burglary	4,098
Larceny	9,648
Motor Vehicle Theft	1,752

CITY

Tampa Citizens	339,365
Police Officers	996
Miles	116.1 square miles
Officers per 1,000 residents	.3

CALLS FOR SERVICE

Citizen Initiated	222,523
Officer Initiated	390,791

ARRESTS

Number of Arrests	46,104
Adult Arrests	40,507
Juvenile Arrests	5,597

ASSAULTS

Aggravated	391
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AVIATION UNIT

Hours Logged	2040
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BOMB TEAM

Officers	8
Suspicious Packages	28
Venue Sweeps	57

DIVE TEAM

Officers	13
Responses	46
Recovered Items Value	\$415,000

DUI SQUAD

Officers	14
Arrests	240
DUI Crash Reduction	

ECONOMIC CRIMES

Detectives	9
Cases	2,333

EXTRA DUTY

Hours Worked	210,585
Revenue Generated	7,695,531

FLEET

Vehicles	1,272
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FORENSICS

Crime Scene Investigator	17
Fingerprint Analysts	5
Scenes Photographed	5,216
Mobile Crime Lab Deployed	5,216

GANGS

Officers	10
Arrests	159
Covert Operations	7

GUNS

Firearms Recovered	51
Firearms Destroyed	999
Federal Gun Traces	593

HIT AND RUN

Detectives	5
Hit and Runs	939

HOMICIDE

Detectives	10
Murders	27

HONOR GUARD

Officers	22
Events Worked	45

HOSTAGE NEGOTIATION

Officers	11
Call Outs	6

K-9 UNIT

Officers	14
Dogs	15
Arrests	
Narcotic Searches	814
Explosive Searches	110

MARINE UNIT

Officers	7
Boats	5
Patrol Hours	3,679
Safety Inspections	3,679
People Rescued	29

MOUNTED PATROL

Officers	5
Horses	6
Arrests	529

NARCOTICS

Detectives	37
Cocaine Seized	78 pounds
Heroin Seized	5.6 pounds
Marijuana Seized	2,400 pounds
Ecstasy Pills Seized	13,200
Methamphetamine Seized	8 grams
Street Value Seized Drugs	\$6,408,000

RESERVE FORCE

Reserve Officers	95
Hours Patrolled	12,991
Value	\$443,706

SEX CRIMES/ FAMILY VIOLENCE

Detectives	10
Domestic Violence Cases	1,196
Child Abuse Cases	507
Adult Sex Crimes Cases	239
Missing/Runaway Juveniles	2,072

SEXUAL PREDATORS/ CRIMINAL TRACKING UNIT

Detectives	2
Sex Offender Checks Conducted	128
Sex Offender Checks Coordinated	740
Arrests/Warrants	274

SPECIAL INCIDENT MANAGEMENT

Officers/Employees	15
Events Managed	442

SWAT/TRT

Officers	24
Call Outs	19

TRAFFIC UNIT

Officers	22
Traffic Crashes	12,072
Traffic Crash Reduction	-21%
Citations	25,634

Demographics

SWORN

	White		Black		Spanish		Asian		Am. Indian		Total
	M	F	M	F	M	F	M	F	M	F	
Executive	.4	2	.1	0	.1	0	.0	0	.0	0	.8
%	.50%	25%	.13%	0%	.13%	0%	.0%	0%	.0%	0%	

	White		Black		Spanish		Asian		Am. Indian		Total
	M	F	M	F	M	F	M	F	M	F	
Command	.24	5	.5	1	.4	0	.0	0	.0	0	.39
%	.62%	13%	.13%	3%	.10%	0%	.0%	0%	.0%	0%	

	White		Black		Spanish		Asian		Am. Indian		Total
	M	F	M	F	M	F	M	F	M	F	
Supervisory	.42	6	.8	1	.9	4	.0	1	.0	0	.71
%	.59%	8%	.11%	1%	.13%	6%	.0%	1%	.0%	0%	

	White		Black		Spanish		Asian		Am. Indian		Total
	M	F	M	F	M	F	M	F	M	F	
Entry/Other	.513	81	.87	30	.107	20	.14	2	.2	1	.857
%	.60%	9%	.10%	4%	.12%	2%	.2%	0%	.0%	0%	

Totals .583 94 .101 32 .121 24 .14 3 .2 1 .975

CIVILIANS

	White		Black		Spanish		Asian		Am. Indian		Total
	M	F	M	F	M	F	M	F	M	F	
Managers/ Supervisors	.7	11	.0	3	.3	2	.0	0	.0	0	.26

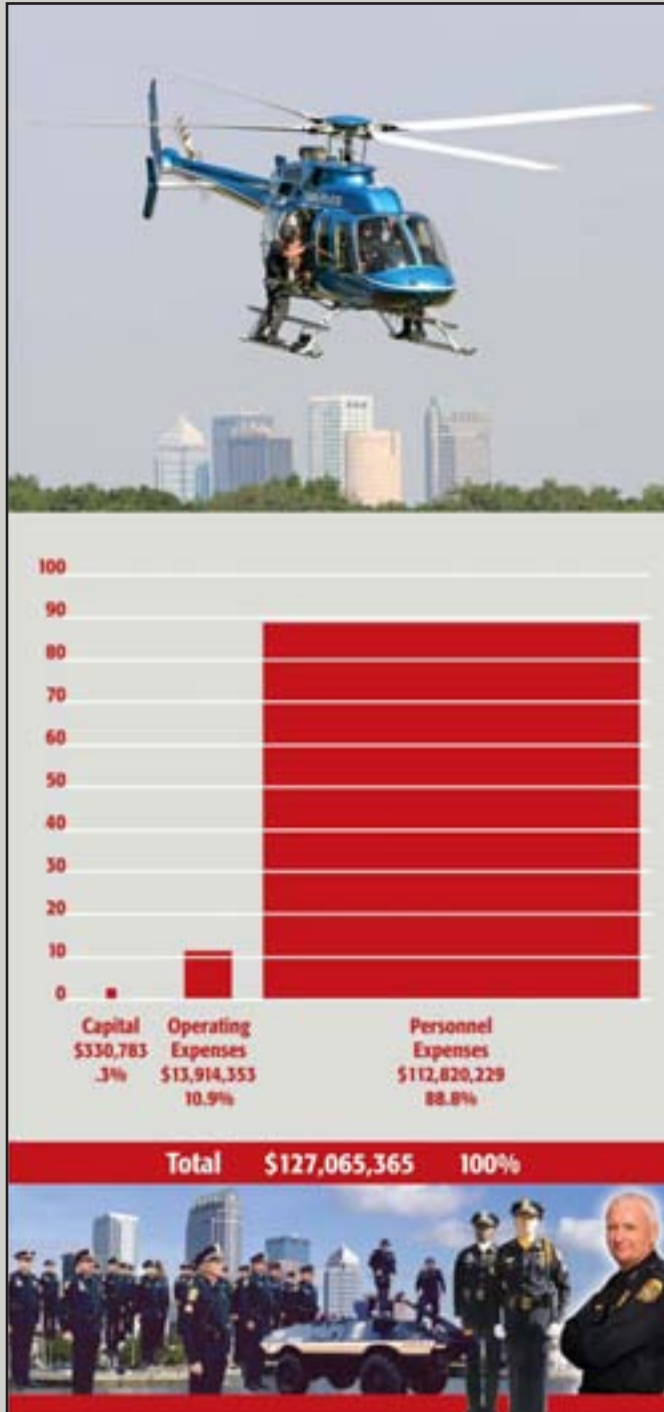
	White		Black		Spanish		Asian		Am. Indian		Total
	M	F	M	F	M	F	M	F	M	F	
Professional/ Technical	.7	3	.0	3	.0	1	.0	1	.0	0	.15

	White		Black		Spanish		Asian		Am. Indian		Total
	M	F	M	F	M	F	M	F	M	F	
Administrative Support	.49	110	.17	51	.17	24	.2	2	.0	2	.274
%	.20%	39%	.5%	18%	.6%	9%	.1%	1%	.0%	1%	

Totals .63 124 .17 57 .20 27 .2 3 .0 2 .315

Diversity

2008 Budget



2008 Goals

Achieved

Reduce Crime Rate 6% → Achieved 9.2% Crime Reduction

Reduce Cost Through Improved Efficiency, Yet Maintaining Core Services → 12 Efficiency Initiatives
Savings: \$331,314
Revenue Generated: \$636,485
Total Impact: \$967,799

Improve Teamwork with the Community → Increased the number of officers attending neighborhood meetings.

2008 Annual Awards

OFFICER OF THE YEAR
Ronald Phifer



**CHIEF'S COMMUNITY
POLICING AWARD**
MPO Dusty Rhodes



**MAJOR DAVID FAIRBANKS
MEMORIAL AWARD**
Officer Selser Pickett



**BELL CHILDERS
MEMORIAL AWARD**
Jay Pruner



EMPLOYEE OF THE YEAR
Susan Delage



CITIZENS OF THE YEAR
Douglas Rand and
Archie Thomas



**RESERVE OFFICER
OF THE YEAR**
David Miller



**CVAP VOLUNTEER
OF THE YEAR**
Irene Miller



BUSINESS OF THE YEAR
Target



2008 Awards

MonthEmployee of the MonthOfficer of the Month

JanuaryLinda CarrollOfc. Amy Jones

FebruaryTreasure BurnettDet. Steve Prebich

MarchGretchen BrackOfc. Selser Pickett

AprilSusan DelageDet. Ronald Phifer

MayLeigh Ann CaballeroDet. Richard Moody

JuneRick MetzOfc. Weldon Harrison

JulyStella CantyCpl. Ed Croissant

AugustTricia FigueroaCpl. Bryan Adkins

SeptemberEllen MooreMPO Mark McGowan

OctoberGeorge DavilaMPO Michael Rivera

NovemberLinda GiguereOfc. Steven Barber

DecemberWallace NelsonMPO Deanna Mullins

The Focus on Four Plan drove down Tampa's crime rate 46% in six years. Critics ask, what's in a number? The answer is simple: 16,000 fewer crime victims in the city we call home. To learn more about the Tampa Police Department's Focus on Four Plan, call (813) 276-3799 or visit www.tampagov.net/police.

FOCUS ON FOUR
Crime Reduction Plan

