

Focus on Four Crime Reduction Plan

**Crime
Down
61%**

Safer City

Safer Neighborhoods

Safer Streets

Safer Schools

Tampa Police Department

**We changed the way we do
business and it worked.**

**Now we have documented our
success to share it with others.
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 61%
in the last eight years.**



Photo: Rob Harris



A Letter from the Mayor

I am committed to making Tampa a city that everyone knows as the place where the best and brightest want to come. An essential part of this goal is ensuring our citizens feel safe and enjoy a good quality of life. The men and women of the Tampa Police Department have done an outstanding job of reducing the crime rate and making Tampa safer. I am proud of their work. As a result of their success, we have been recognized as a national leader in crime fighting strategies and tactical deployments. The next phase of our plan is outfitting our officers with cutting-edge technology that will enable them to police even smarter and keep them and our city safe.

Our department has many productive partnerships with our community. Going into the future, we will build on this foundation to form an even more effective team of police officers, citizens and community leaders working together to combat crime. We have just begun. Together, we will take Tampa to the next level. Together, we will make Tampa an even greater city.

Sincerely,

A handwritten signature in black ink that reads "Bob Buckhorn".

Bob Buckhorn
Mayor

Photo: Alex McKnight



A Letter from the Chief

There is no doubt Tampa is a safer city! The hard work of the men and women of the Tampa Police Department has reduced the number of crime victims by 21,757 over the last eight years. With the leadership of Mayor Bob Buckhorn, we will continue to improve the safety of our citizens. While our Mayor is actively supporting Tampa Police officers and their proactive work, he is also helping develop new partnerships with citizens and community organizations that are critical in our mission to reduce crime and make Tampa a better city!

The FBI's UCR Part 1 crime report shows Tampa's crime rate dropped 12.4% in 2010. That brings the total crime reduction over the last eight years to 61.5%.

We revamped our daily approach to crime fighting in 2004 by decentralizing the department, increasing accountability, focusing on proactive community policing and addressing all crimes with a sense of urgency. We finally named our ever-evolving policing philosophy in 2008. The name Focus on Four was a natural choice as we have four guiding principals that focus on four high volume, pattern crimes. Reducing those specific offenses had a ripple effect on driving down all crimes in our city.

We will continue to build upon our success by adjusting our deployment to combat new crime trends. We are also committed to finding new ways to partner with our citizens as we depend on those relationships to prevent and solve crimes. Our Mayor has a long history of supporting law enforcement which makes it possible for us to continue improving the quality of life in the city we call home.

Sincerely,

A handwritten signature in black ink that reads "Jane Castor".

Jane Castor



The Big Four

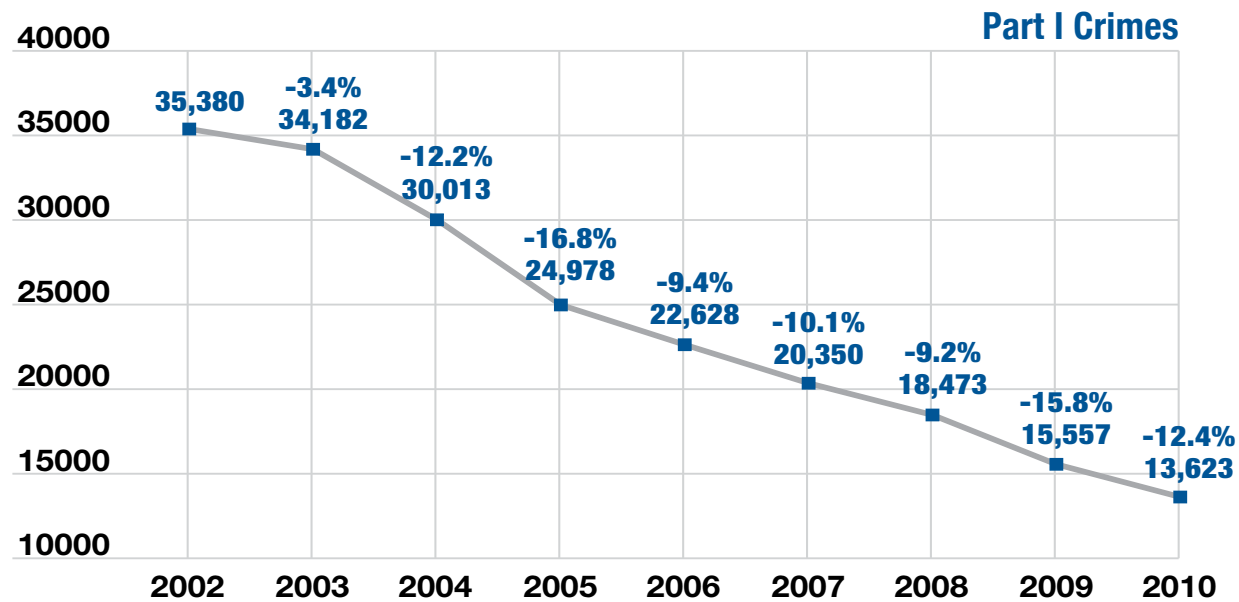
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Burglary

2002: 6,283 • 2010: 3,131

-50.1%

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



City of Tampa

Miles 116.1 sq. mi.

Citizens 343,890

Police Officers. 973

Officers
per 1,000 residents. 2.84



2 Robbery
2002: 2,334 • 2010: 684
-70.7%

3 Auto Burglary
2002: 5,386 • 2010: 1,617
-69.9%

4 Auto Theft
2002: 6,720 • 2010: 838
-87.5%



Components of the Focus On Four Plan:

⊕ **Redistribution of Tactical Resources**

⊕ **Intelligence Led Policing**

⊕ **Proactive and Preventative Policing Initiatives**

⊕ **Partnering with the Community**

The City of Tampa has achieved a 61.5% reduction in crime over the past eight years. This feat was accomplished through the launch of a new policing philosophy eventually named **Focus On Four**. It is comprised of four guiding components that target four high volume pattern crimes. The plan triggered 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, there were 21,757 fewer crime victims in the city of Tampa over the past eight years.

When the Tampa Police Department began reinventing its approach to policing, the city had one of the highest crime rates for a city its size. This statistic spurred the need for a major overhaul of the department. The one constant throughout this time of change has been the department's commitment to a fluid and dynamic deployment that engages the public. The plan continues to evolve monthly, weekly and sometimes daily to stay ahead of crime trends in our city and to constantly grow our partnerships with our citizens.

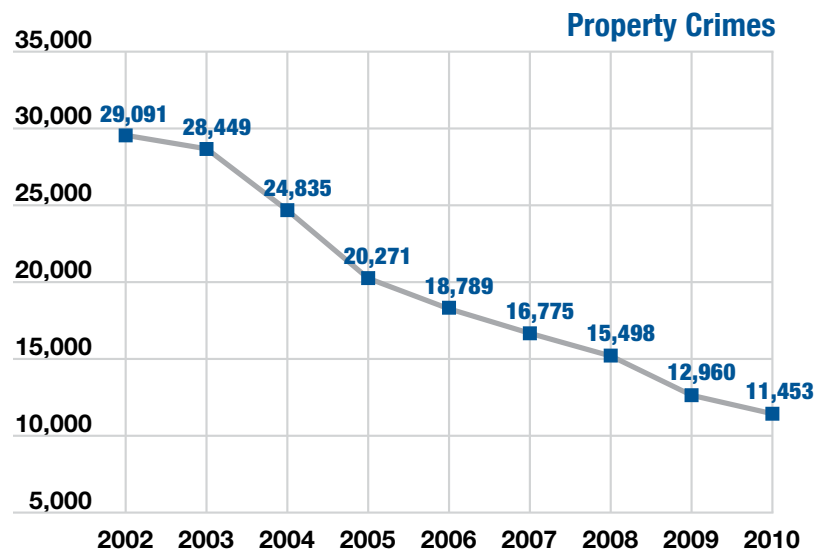
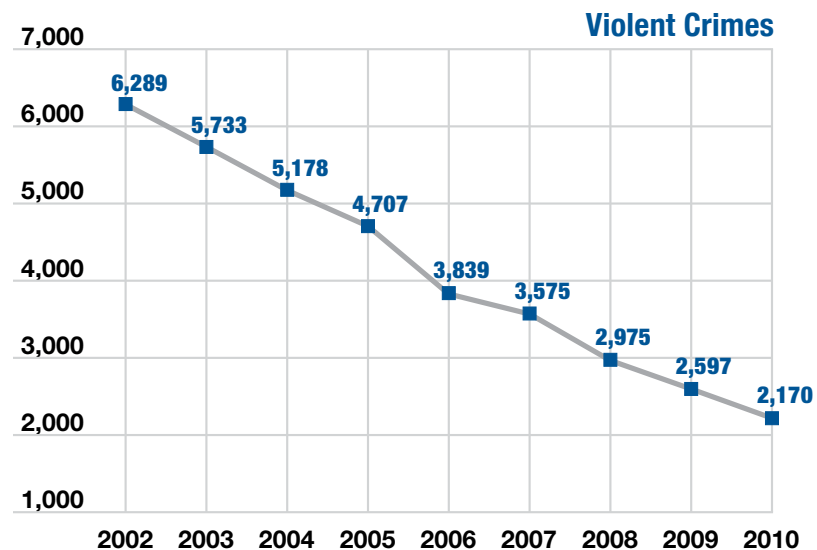




Photo: Tammie Bishop



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.

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.

Proactive and Preventative Policing Initiatives:

Each officer and employee 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.

Partnering with Community:

A department-wide philosophy of Community Oriented Policing permeated the organization. Proactive communication with community leaders and cooperative partnerships with neighborhoods also helped reduce crime and improved the quality of life. Ironically, most of the 'new' proactive techniques were the 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.

Steps to a Successful Focus on Four Plan

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.

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 ingrained 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."

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 134% over the past eight years, while calls for service from the public decreased 14.9%.

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 monitored. 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.

Calls for Service	
2002	2010
Dispatched. 251,154	Dispatched. 213,648
Proactive	Proactive
Police Calls 183,297	Police Calls 428,994
TOTAL 2002 434,451	TOTAL 2009 642,642



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), and pattern crime squads known as SAC (Street Anti-Crime). The department eventually combined these plain clothes squads to create (ROC) Squads, Rapid Offender Control Squads, assigned to each district. The executive staff slowly expanded decentralization to include Auto Theft, Robbery and Economic Crimes Detectives, School Resource Officers 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

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.



Safer Schools



"The SRO is a pivotal person to have on campus to help educate our students on the importance of safety and crime prevention. I feel that this is an excellent way to be proactive in helping to reduce crimes. I have been very fortunate and privileged to work with many excellent SRO's throughout my career."

- Thomas Morrill
Chamberlain High School Principal



Photo: Tammie Bishop

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 they saw their efforts making a difference, the enthusiasm and morale grew. A sense of urgency permeated every call, even the most minor of crimes. That momentum prompted officers to develop initiatives to address crime problems specific to their assigned areas. The response was overwhelming. Listed below are a few of the countless successful initiatives.



Rapid Offender Control officers, known as ROC, focus on high-crime areas called Offender Control Zones. They are armed with intelligence about repeat offenders and crime patterns in their zones so they can more rapidly identify suspects, solve crimes and prevent additional crimes from occurring. These officers immediately begin the follow up investigation in concert with Patrol before a detective is assigned to a case. One ROC officer works in each Offender Control Zone around the clock. The crime problems of each hot zone determine if ROC officers

focus on street level narcotics, burglaries, prostitution, robberies or other crimes. Tactical lieutenants oversee the day-to-day crime patterns and deployment of ROC officers. They coordinate between Patrol and District Detective Squads to ensure all entities are sharing intelligence and working together to address crime patterns. This supervisor also serves as a key point of contact for citizens, which has enhanced working relationships with the community.

RAT Attack

Over the past eight years, auto thefts in the city have dropped 87.5%. In 2002, stolen vehicles reached an unacceptable high of 6,720 vehicles. By 2010, that number declined to 838. Because of the department's efforts, there are 5,882 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 eight years of these initiatives, summer crime is down more than 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 2002 to 2010.

Safer Streets



"Crime in our community has decreased tremendously due to not having all of the open air drug corners. The police department has done an excellent job in shutting them down."

- Dianne Hart
East Tampa Business
and Civic Association, CEO





Photo: Tammie Bishop

Proactive and Preventative Policing Initiatives *(continued)*

Operation Safe Shopper

Innovative operations cut holiday crime more than 61% 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 of increased police presence.

Strategic Investigations Bureau

The Tampa Police Department's new approach to narcotic investigations has resulted in the dismantling of 27 drug trafficking organizations and disbanded 39 drug distribution cells.

The Narcotic Unit 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 consequences. 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.

Juvenile Fast Track

The police department also worked to create a fast track in the court system for repeat juvenile offenders. Chief Castor met with juvenile judges, the State Attorney, Public Defender and the Juvenile Assessment Center to establish a system that ensured a habitual juvenile offender's case was resolved within 21 days. This allowed the juvenile to face swift consequences while also being provided with social services to help steer them away from a life of crime. This program has cut down on the revolving door of juveniles being repeatedly arrested without facing a penalty or getting help.

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.

Safer Neighborhoods



"Crime reduction has been a direct result of community policing and the will of the residents to make their respective neighborhoods safer by taking a more active role in crime prevention. By developing and nurturing this critical partnership, TPD and the citizens of Tampa reap the rewards of consistently falling crime rates. The proof is evident in the statistics."

*- James Lombardi
Police District 2 Resident*





Photo: Tammie Bishop

Proactive and Preventative Policing Initiatives *(continued)*

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.

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 crimes, 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.

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, 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 to 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 were 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.



Safer City



"The Tampa Police Department has enhanced safety for residents by improving its relationship with the community. I am convinced that the improvements are largely attributed to Chief Jane Castor and her willingness to work and visit with a diverse community."

- Dr. Carolyn Hepburn Collins
President Hillsborough County
Branch NAACP



Photo: Tammie Bishop



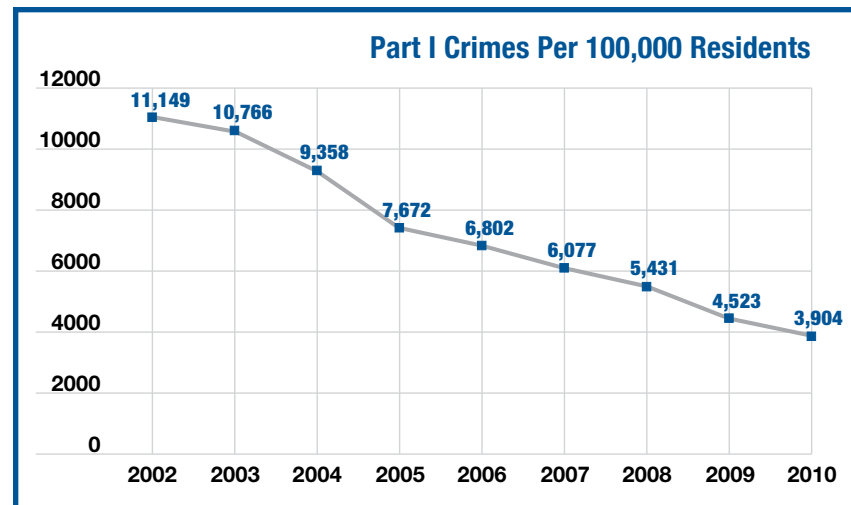
Crime Reduced 61% Over An Eight Year Period

Tampa is a safer city with safer streets, safer neighborhoods and safer schools because we developed and implemented our strategic crime-fighting 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 eight 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.

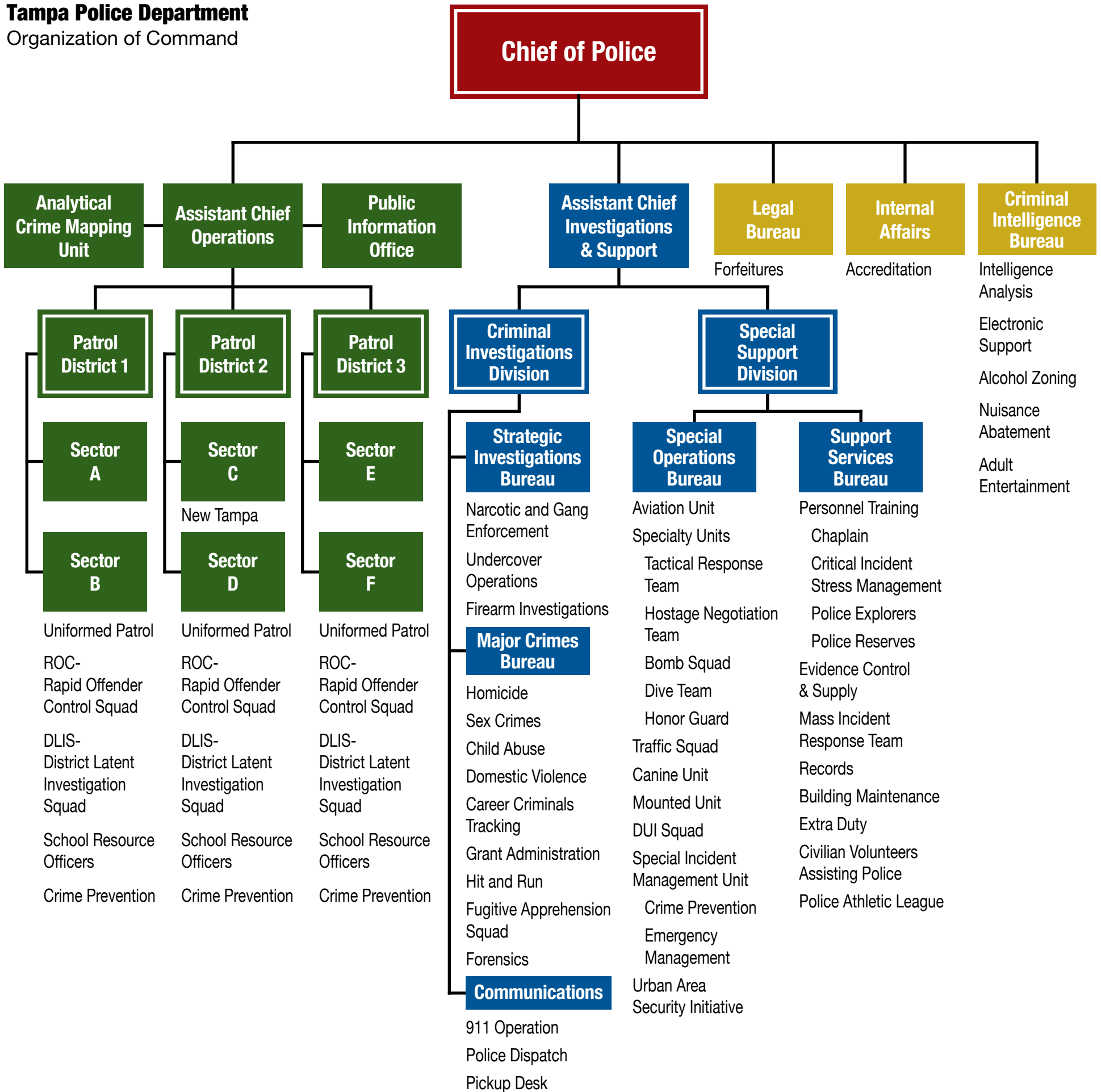
City of Tampa's Crime Reduced 61%



Focus on Four Crime Reduction Plan

Tampa Police Department

Organization of Command



Tampa Police Department
Executive Staff



Teamwork



Chief Jane Castor



Assistant Chief John Bennett



Assistant Chief Marc Hamlin



Major Sal Ruggiero



Major John Newman



Major Gerald Honeywell



Major Russell Marcotrigiano



Major Sophia Teague



Laura McElroy
Public Information Officer



Kirby Rainsberger
Legal Advisor

**The Focus on Four plan drove down
Tampa's crime rate 61% in eight years.**

Critics ask, "What's in a number?"

**The answer is simple: 21,757 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.**

Tampa Police Department
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