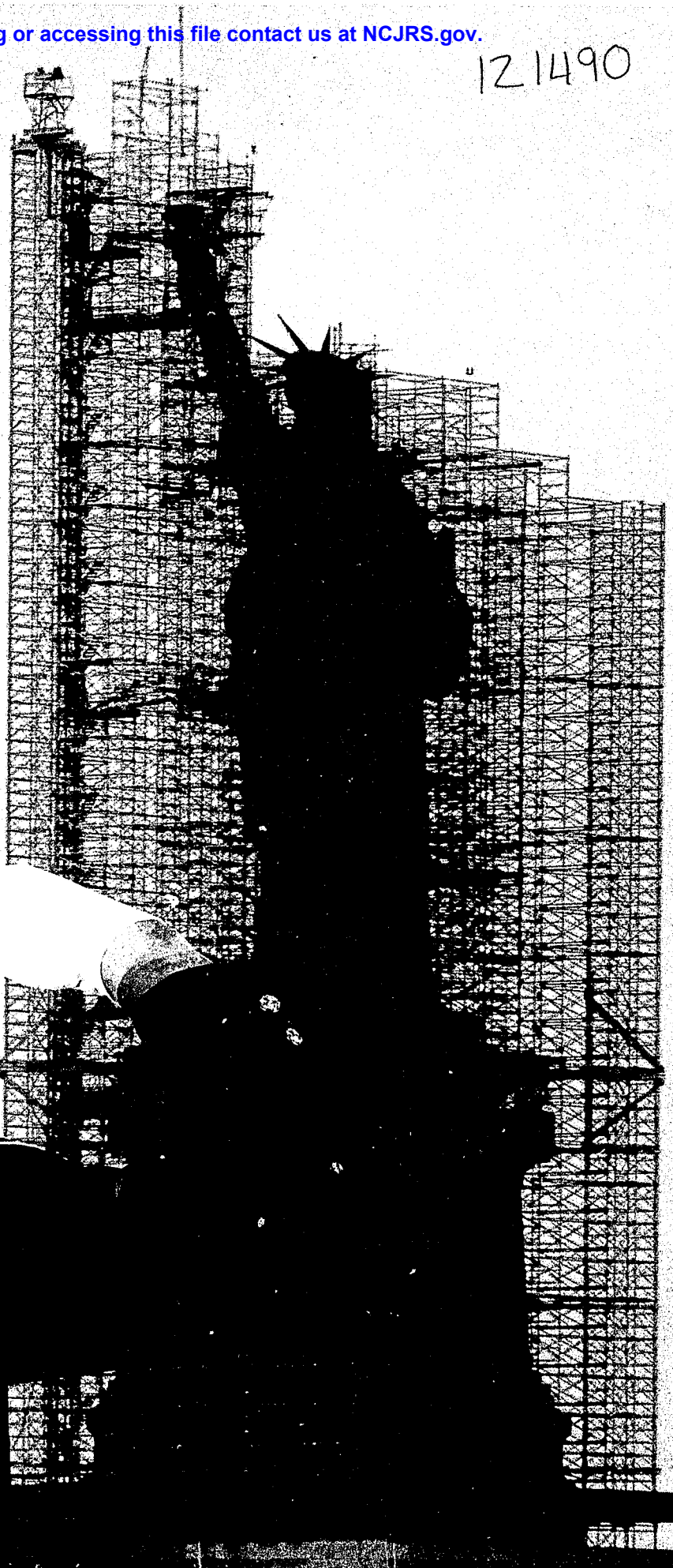


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# POLICE DEPARTMENT CITY OF NEW YORK

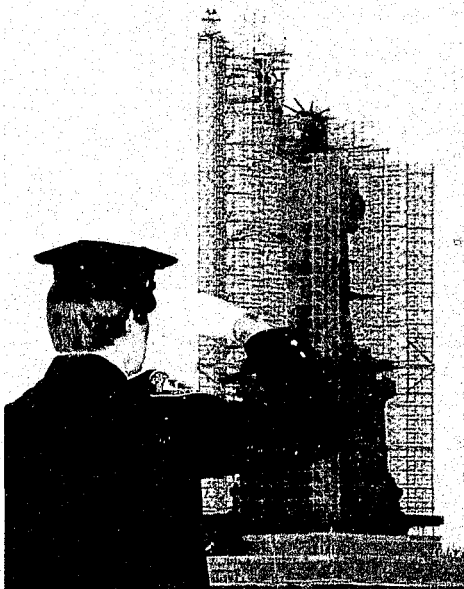
## ANNUAL REPORT 1984



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POLICE  
DEPARTMENT  
CITY OF NEW YORK



*From the deck of a passing ferry, one of the Finest pays his respects to New York's Lady in the Harbor. In 1984 the New York City Police Department assumed patrol responsibility for the Staten Island Ferries and Terminals from the Department of Transportation. This expansion of jurisdiction was made possible, as were virtually all the initiatives detailed in this report, by the addition of significant numbers of police officers during the year as part of the City's commitment to restore the Department to its pre-fiscal crisis strength. It is fitting that the revitalization of the Police Department and the economic resurgence of the City are occurring simultaneously with the restoration of the Statue of Liberty.*

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**DEDICATION**

To The Honored Memory Of Those New York City Police  
Officers Slain In The Line Of Duty - 1984

Police Officer Angelo Brown  
84th Precinct  
January 31, 1984

Police Officer Thomas P. Ruotolo  
41st Precinct  
February 14, 1984

Police Officer Juan Andino  
40th Precinct  
June 15, 1984

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## Message From The Mayor

EDWARD I. KOCH  
Mayor

My fellow citizens:

This Annual Report of the New York City Police Department brings good news to all New Yorkers.

Like the City itself, the Police Department is regaining its strength after the personnel reductions of the fiscal crisis. From its 1982 low point of 21,800 uniformed officers, a thirty percent cutback, the Department has steadily added thousands of new police officers each year. By the end of the 1985 Fiscal Year, we will have reached the level of 26,845 uniformed officers, a total increase of five thousand officers over three short years. Despite this progress, we still have more to accomplish: I have pledged to return the Department to its 1974 level of 30,600 officers by Fiscal Year 1987 at the latest.

This Annual Report also shows that the Police Department is using its renewed strength to launch innovative and effective programs. Policing initiatives such as Operation Pressure Point, Operation Closedown, the Community Patrol Officer project and the Padlock Law program show that the

Police Department is responsive to the concerns of our citizens and is committed to improving the quality of life through effective law enforcement.

We can also be proud that the Police Department is continuing its efforts to work closely with our City's varied communities. Effective law enforcement requires mutual respect between the police and the community. As this Annual Report shows, the New York City Police Department has a well-deserved reputation for listening to community concerns, involving the community in crime prevention, and providing a fair forum for resolving citizen grievances.

In short, I think this record of 1984 demonstrates that once again the police officers of New York have earned their reputation as the Finest!

I want to use this opportunity to commend Police Commissioner Ward for his innovative programs. If I had to select two of many it would be the spectacular success of Operation Pressure Point and the return of officers to the beat in our communities.



I am proud to present this 1984 Annual Report of the New York City Police Department. In some ways, this Annual Report simply describes the activities of the Police Department during the past year. In many important respects, however, this document is also a status report on the quality of life in our City. As opinion surveys tell us, the fear of crime is, regrettably, a central aspect of modern urban life. New Yorkers cannot fully enjoy the enormous benefits of living in our City unless they feel safe in the streets and secure in their homes. The Police Department is the single governmental agency most directly responsible for fighting, detecting, and deterring crime. When the police are successful in their mission, the quality of life in our City improves.

All New Yorkers and those who visit our City should be pleased that 1984 was a year of progress in the continuing campaign to improve the quality of life and reduce crime. The level of serious crime dropped 3.6%, continuing a trend that has seen a 17.3% decline since 1981. The level of arrests also continued to rise, posting an 8.4% increase over the previous year. The level of uniformed personnel also continued to increase. By the end of Fiscal Year 1985, with the addition of 1,700 officers, the uniformed strength will have increased by 12%.

But the purpose of this Annual Report is more than merely reporting numbers. Behind these statistics, charts and graphs lies a Police Department that is undergoing a regeneration of purpose and a redefinition of direction. We have survived the devastating cutbacks of the fiscal crisis and have emerged with a renewed determination to provide New Yorkers the high quality of police services they deserve.

This Report will highlight some of the 1984 initiatives that demonstrate this renewed commitment. For example, in January, 1984 the Police Department launched Operation Pressure Point, a major offensive to eradicate the open air drug markets that had become the scourge of the Lower East Side and Central Harlem. As the Annual Report

details, Pressure Point has been a noteworthy success: crime is down significantly, the drug dealers are on the run, and the citizens feel more secure.

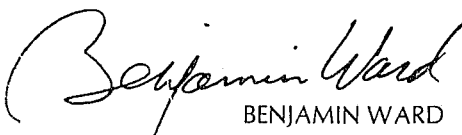
The Report also describes the Department's campaign to improve the quality of life. Much of the insecurity and irritation New Yorkers experience relates to low level criminal behavior such as open drug sales, illegal peddling, disorderly persons, smoke shops, and gambling parlors. With increased resources, the Police Department is now positioned to address these "quality of life" offenses. By using the new Padlock Law, the Department can close down public nuisances. TOPAC, the Department's Total Patrol Concept, makes available to the precinct or zone commander a patrol car and officers dedicated to responding to the citizens' quality of life complaints. Another component of TOPAC, the Community Patrol Officer program, returns the foot cop to the community to work with citizens and community groups in a coordinated attack on crime. Finally, a tough policy of arresting those who batter and beat the people they live with ensures a better quality of life within the home.

A Police Department cannot be effective in meeting its law enforcement and order maintenance objectives without community support and cooperation. To this end, the Department made a special effort this year to listen to the concerns of the community, particularly the minority communities of New York that often feel estranged from the police. During 1984, the Department strengthened the Civilian Complaint Review Board, established a new dialogue with the Department's critics, and launched a major recruitment campaign in the minority neighborhoods to increase minority representation in the Department.

In summary, 1984 was a year of progress for the Department and the City. On behalf of the Department, I thank those New Yorkers who have supported us in our mission and who share our vision of a secure and safe City.



## Message From The Police Commissioner

  
BENJAMIN WARD  
Police Commissioner



# Overview

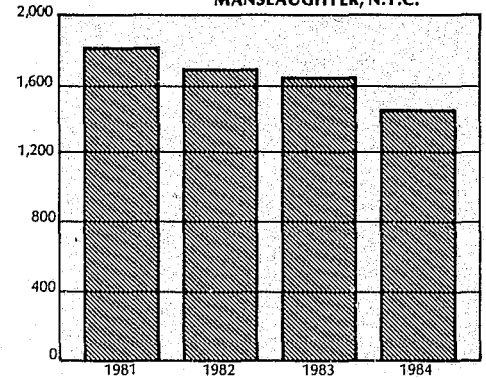
Before turning to a detailed discussion of noteworthy program activities undertaken by the Police Department during 1984, it is useful to understand the indicators that describe the level of reported crime, calls for service and strength of the police force.

## Crime Trends

It is particularly welcome news that during 1984 the reported level of serious crime declined by 3.6%, continuing a positive trend that has seen this indicator fall by over 17% since 1981. The sharpest crime reductions occurred for murder and non-negligent manslaughter (down by 10.6% in 1984, 20.6% since 1981), robbery (down 5.4% in 1984, 26.0% since 1981) and burglary (down by 10.4% in 1984, 37.5% since 1981 — See Charts I - III). Meanwhile, felony arrests increased by 8.4% from the 1983 totals. Overall, New York ranked 10th in reported crime among the nation's 25 largest cities, according to Department of Justice statistics compiled for the first six months of 1984 (See Chart IV).

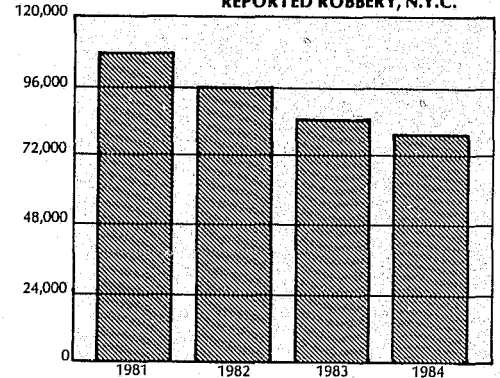
**CHART I**

**MURDER AND NON NEGLIGENT MANSLAUGHTER, N.Y.C.**



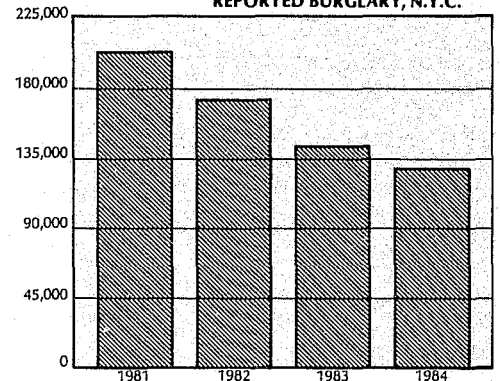
**CHART II**

**REPORTED ROBBERY, N.Y.C.**



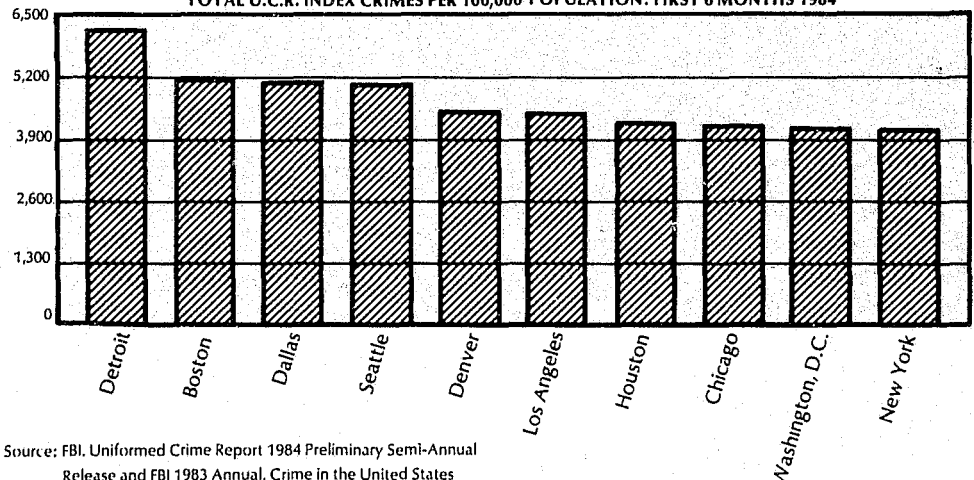
**CHART III**

**REPORTED BURGLARY, N.Y.C.**



**CHART IV**

**TOTAL U.C.R. INDEX CRIMES PER 100,000 POPULATION: FIRST 6 MONTHS 1984**



Source: FBI, Uniformed Crime Report 1984 Preliminary Semi-Annual Release and FBI 1983 Annual, Crime in the United States



## Calls for Service

The New York City Police Department received over 6,000,000 calls for assistance via the 911 emergency response system in 1984, a 2.6% increase from 1983, which resulted in 3.4 million actual dispatches of police units, 7% more than in the preceding year. Nevertheless, during this period of rising workload the three key associated performance indicators actually improved. As Table I reveals, average dispatch time (the elapsed time from receipt of a call at 911 to the dispatch of a field unit), average service time (the elapsed time from dispatch of the field unit until completion of the assignment) and backlogs (instances when all available units are assigned and 911 is holding additional assignments) all showed improvement.

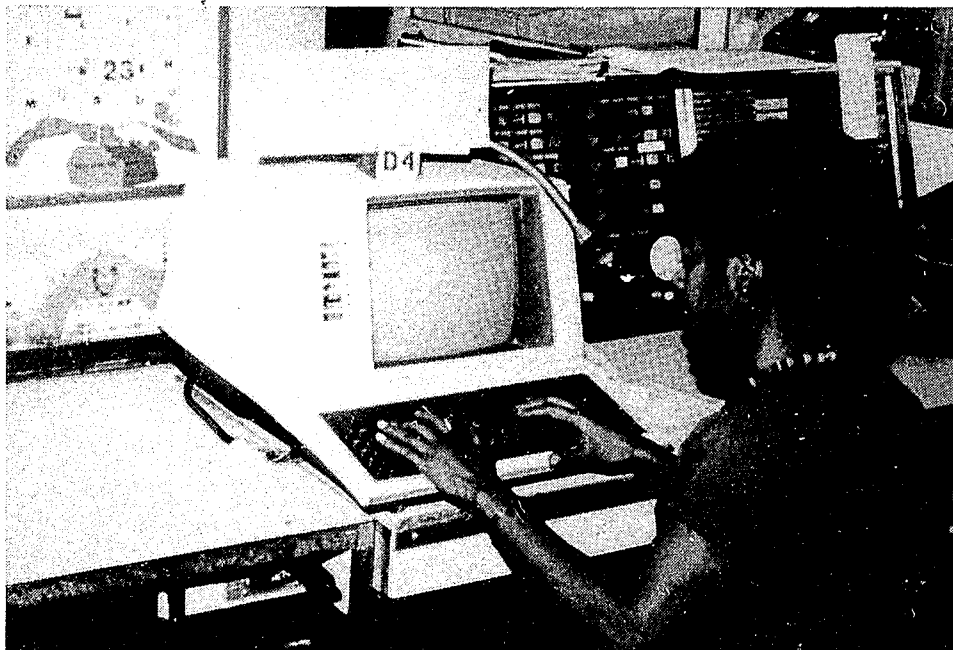


TABLE I  
911 KEY PERFORMANCE INDICATORS

Avg. Dispatch Time:	1983	1984	% Change
crimes in progress	2.8 min.	2.7 min.	-3.6 %
recorded alarms	20.1 min.	17.7 min.	-11.9%
others	6.0 min.	5.4 min.	-10.0%
Avg. Service Time	31.8 min.	31.2 min.	-1.9%
Backlogs	536	418	-22.0%

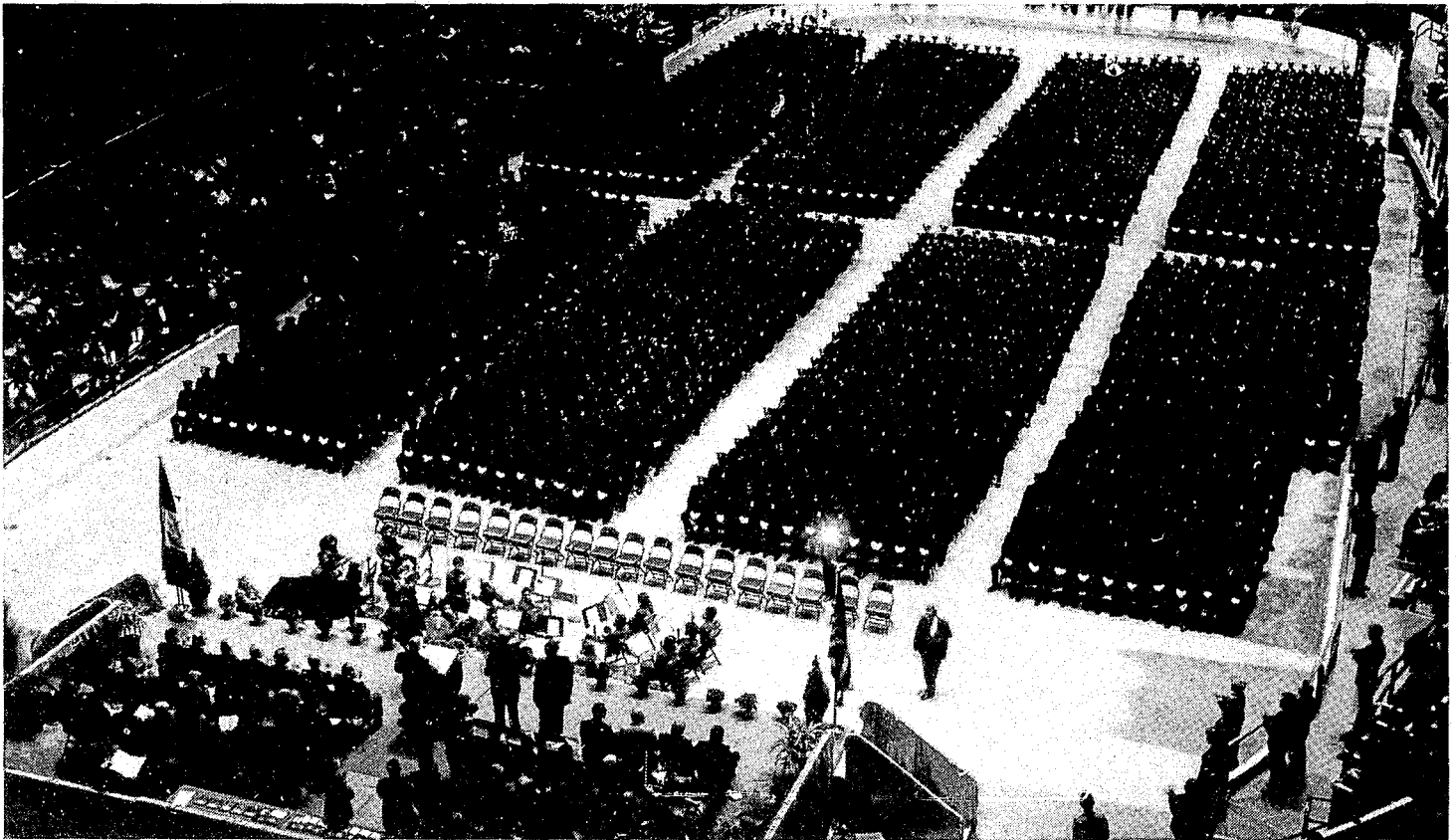
The New York City Police Department received over 6,000,000 calls for service over the 911 emergency response system in 1984. These calls resulted in 3,400,000 actual dispatches of police units, an increase of 7% from 1983.

## Personnel Levels

In January of 1982, the New York City Police Department's uniformed staffing level reached a post-fiscal crisis low of about 21,800 officers, a decline of over 30% from the 1974 authorized headcount of 31,600, and a loss of 9,800 police officers from the streets of New York. Citizen demand for police service did not, however, mirror the City's program of manpower reductions. Between 1974 and 1984, the number of 911 calls for service actually increased, so that during 1984 the Department responded to 38% more calls, with roughly 22% fewer police officers, than it did in 1974.







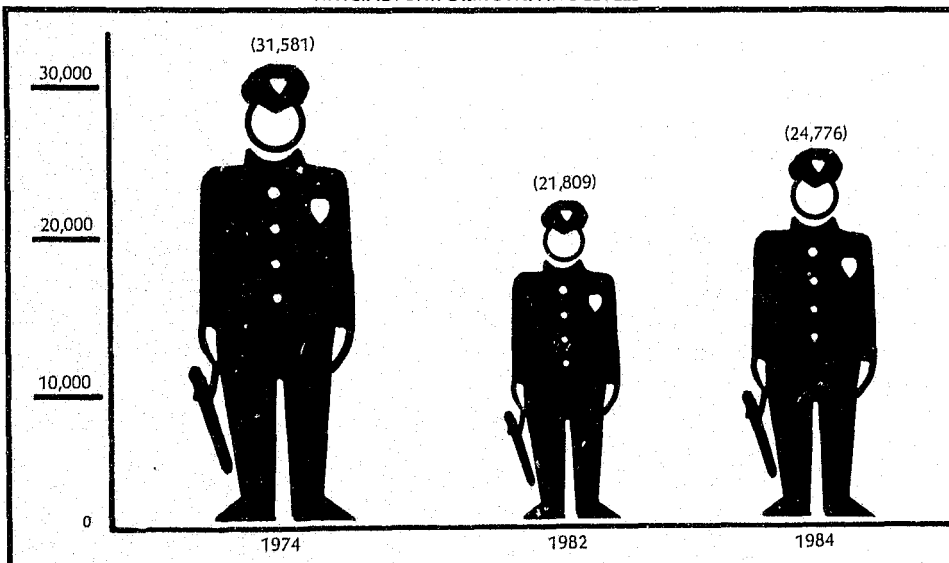
In 1982, for the first time since 1974, the City began hiring more police officers than it lost through attrition. In the Fiscal Year '85 budget, funds for the addition of 1,700 more police officers above the attrition replacement level were appropriated for the NYPD. By the end of the fiscal year, the Department's uniformed headcount will be 26,845, up

some 5,000 police officers from the low point three years ago, but still considerably below the pre-fiscal crisis strength. On December 31, 1984, Department uniformed headcount stood at 24,776. The Department workforce also included almost 5,800 civilian employees in 1984, a number scheduled to grow to over 5,900 by June 1985.

*In 1984, the Department graduated 3,231 recruits from the Police Academy, a net gain over attrition of 1,487 police officers during the year.*

## CHART V

### N.Y.C.P.D. UNIFORM STAFFING LEVELS



# The Campaign to Improve The Quality Of Life

Ask ten New Yorkers how best the police might improve their performance and you likely will get ten different answers, but a single theme will underlie them all: a desire to improve the quality of urban living. In some neighborhoods, that desire may manifest itself as no more than a wish to see a uniformed police response to the annoyances of a neighbor's barking dog or a blocked driveway; in others, it may reflect a desire to eliminate drug peddlers selling death on the street corner. In 1984, the New York City Police Department mounted a massive effort to improve the quality of life and make the police more responsive to community concerns. This offensive included all City neighborhoods and addressed a multitude of criminal and social problems.

## Interdicting Street-Level Drug Trafficking

No criminal activity is so destructive in human terms, and so demoralizing to a community as a whole, as the easy availability of illegal drugs. Any campaign to improve such a victimized neighborhood's quality of life had to begin here.

### Operation Pressure Point

On January 19, 1984, a major campaign was begun to drive out an open-air drug market in a neighborhood on the Lower East Side of Manhattan known as "Alphabet City", named because of the alphabetical designation of its streets. The drug problem in Alphabet City was serious. A bazaar-like atmosphere permeated the area as people lined up on sidewalks and outside buildings to buy heroin, cocaine and other drugs.

Operation Pressure Point was designed to "retake these streets" through a highly visible, widely publicized enforcement effort. The area was saturated with uniformed officers assigned to patrol on foot, in marked and unmarked police vehicles, and in multiple passenger police vans. This coverage was supplemented by helicopter patrols, mounted patrols and the use of drug-sniffing dogs. Other agencies, such as the Transit

Police, Housing Police and the Drug Enforcement Administration's Joint Narcotics Task Force (composed of federal, state and city narcotics investigators), also participated in the undertaking. All participants were placed under the command of a Deputy Chief of Police and the venture was labeled "Operation Pressure Point." By the end of the year, over 11,000 arrests had been made in the target area (over 80% for drug violations), property valued at over \$3,000,000 was seized, and 45,000 summonses were issued. Along with these enforcement successes, the conditions on the streets of the Lower East Side improved markedly because of Operation Pressure Point. According to a survey conducted for the Police Department, residents of the area reported feeling more secure and less fearful, attendance at religious services increased, parents less frequently requested that their children attend schools outside their immediate neighborhood, drug overdoses at a local medical center decreased, and mothers started bringing their children back onto the streets as the drug bazaar was eradicated.

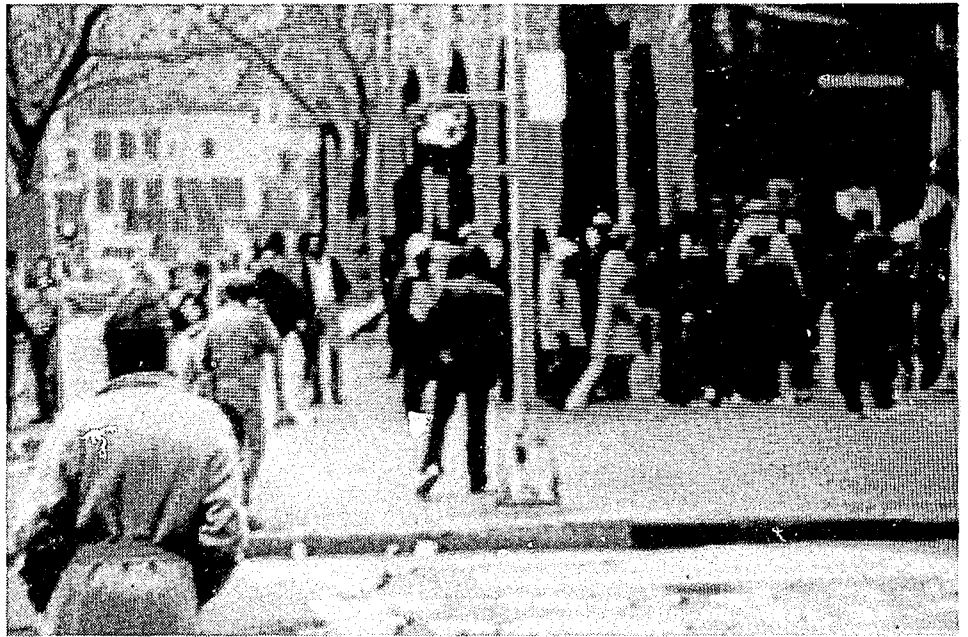
From the outset Pressure Point was conceived, planned, and carried out as an attack on street level drug dealing: there were no illusions that the overall amount of drugs brought into the City would be seriously diminished. The Department did not anticipate making large scale drug seizures. Steps were taken to prevent "displacement" — i.e., the movement of drug activities to peripheral areas of the target location — by preventive patrol assignments. But along with the drug arrests and the corresponding improvement in street conditions, Operation Pressure Point registered another success as the level of serious crime dropped dramatically in the target zone. On the Lower East Side, there was a 47% decrease in reported robberies, a 37.1% decrease in reported burglaries, a 32.3% decrease in reported grand larcenies, and a 61% decrease in homicides. This is a remarkable success, one that truly speaks to the improved "Quality of Life" in the neighborhood.



"Alphabet City", the locale of Operation Pressure Point I, derives its name from the avenue designations used in the area, as pictured above.



Before



After



*Before Operation Pressure Point, Sara Roosevelt Park, on the Lower East Side, was an outdoor drug supermarket; foreign documentary film makers flocked to the area to chronicle the illicit trade. The scene is substantially different now, in the wake of Operation Pressure Point.*

Operation Pressure Point showed that aggressive, coordinated enforcement activity could improve conditions on the streets. Of equal importance, it struck a responsive cord in the local community and the City at large. Hundreds of tips from the public came flooding into the Department from residents of the target area. The realization took hold that something could actually be done; that the police really do care; that an aroused citizenry, working cooperatively with its police, could effect change.

#### **Pressure Point II**

Within two months a second program, Pressure Point II, was instituted in Central Harlem, another traditionally hard-core center for drug sales. The same tactics were employed with equally good results: 6,500 arrests (65% drug related), \$800,000 in seized property and 40,000 summonses. As in Operation Pressure Point I, serious crime also declined: robbery decreased by 39.1%, burglary by 19.8%, grand larceny by 16.9%, and homicides by 46%.





*Many drug and gambling locations targeted by the Closedown effort operate from behind heavy metal doors in vacant buildings, using slots in the doors to consummate the illegal exchanges. However, these fortifications are no match for the officers of the Emergency Service Unit, pictured dismantling one such operation.*

### **Operations Closedown and Special Narcotics Abatement Program (SNAP)**

Operation Pressure Point was successful at deterring open and flagrant drug dealing on the streets. Yet, in some neighborhoods, the ready availability of drugs stemmed not from sidewalk sales, but from storefront locations posing as legitimate businesses. Many of these illicit enterprises, known as "smoke shops," also engaged in illegal gambling activity.

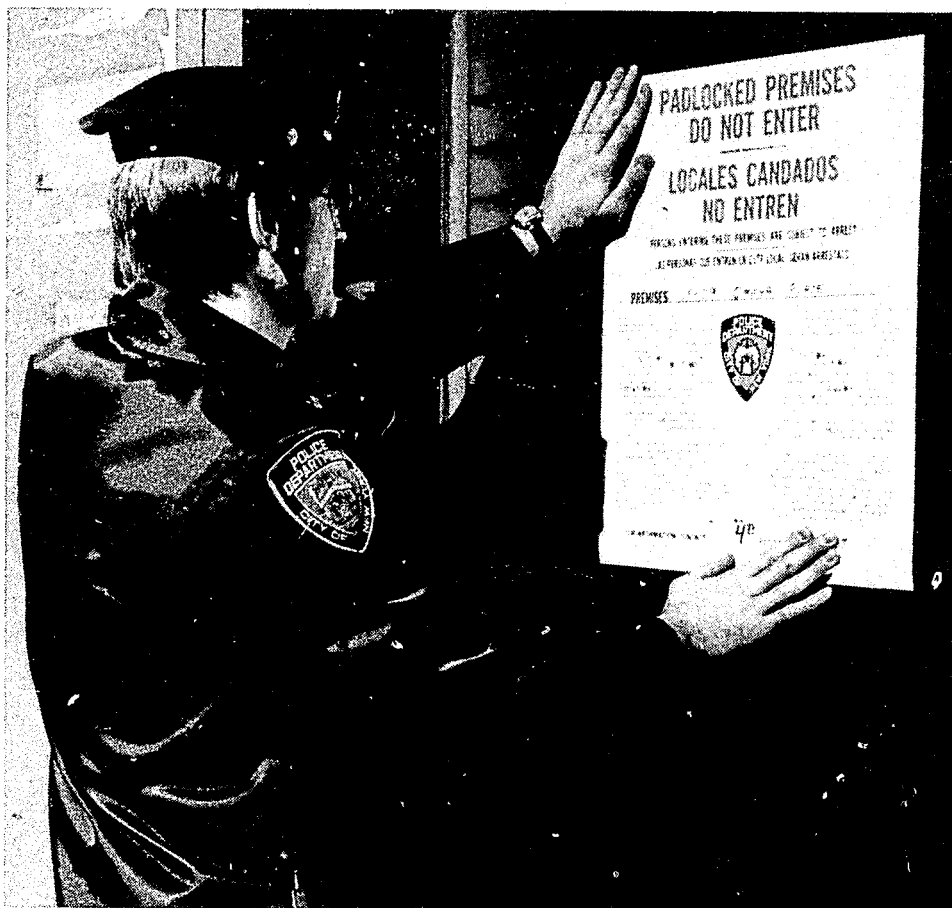
Operation Closedown was instituted in April to halt the proliferation of these disguised criminal operations. Public Morals, Narcotics Division, Auto Crime Division, and uniformed personnel cooperated in the identification of target locations and the subsequent unified enforcement effort. Plainclothes officers were assigned to make undercover arrests and close down the business establishments. Uniformed members were assigned to patrol the designated areas and enforce street level violations and to report reopened shops to the Organized Crime Control Bureau. Autos parked in the vicinity of suspect locations were checked for organized crime links and given summonses if violations were observed. Ultimately, four Closedown programs, two

in Brooklyn and two in Queens, were launched during the year.

Operation Closedown proved to be an effective spearhead against entrenched illegal storefronts. Nearly 1,200 raids were conducted, over 1,700 arrests were effected, over 51,000 summonses were issued, and 131 locations were shuttered.

Coordinated attacks on specific target locations, like Closedown, require large initial manpower commitments to achieve their goal. However, once control has been re-established it is possible to maintain order with reduced resources, judiciously utilized. The Special Narcotics Abatement Program (SNAP) was established in May to achieve this purpose. This program actively involves uniformed personnel in the arrest of persons involved in the sale of controlled substances in "smoke shops." The arrests result from narcotic "buys" made by undercover personnel from the Narcotics Division, but the actual arrests are made by specially trained uniformed officers assigned to patrol the target area on a continuing basis. During 1984, SNAP operated in 17 precincts, citywide, and was responsible for 2,700 arrests and the closing of 109 target locations.





An officer posts a "Padlocked Premises" notice on one of the 626 locations targeted for enforcement in 1984, under the new Padlock Law.

### The Padlock Law

In conjunction with the Close-down/SNAP initiative, the Department issued official notifications to landlords of premises where arrests were made, advising them of their responsibility under existing law to correct the conditions cited. Unfortunately, the existing civil penalty mechanism was cumbersome and difficult to enforce. In recognition of this the City Council enacted Local Law number 42, the "Padlock Law," which became effective September 10, 1984. This ordinance empowers the Police Commissioner, after notice and a hearing, to literally padlock, for up to one year, any premises evincing a pattern of criminal activity. Premises where two or more arrests and convictions for public nuisance offenses have been effected within the preceding twelve months are subject to a hearing following a third "triggering" arrest showing that the past pattern is continuing. Then a Padlock Order is posted on the closed premise for the information of the public. Violation of the Order consti-

tutes a misdemeanor for which both monetary (\$1,000) and jail (6 months) penalties may be imposed. During 1984, 626 locations were targeted for enforcement and 557 individuals arrested in these premises. Because closure impacts on both the tenant and the owner of the premises, landlords, who are notified every time an arrest is made upon their property, often become the Department's ally in seeking the eviction of undesirable tenants. Triggering arrests have already been made at 39 locations and hearings pursuant to this law have been scheduled by the Department for 20 of those establishments. By January 1985, the first six premises had been padlocked and dozens more were scheduled for hearings.

### Operation SPECDA

According to statistics compiled by the New York State Division of Substance Abuse Services and the National Institute on Drug Abuse:

- more than 950,000 New York State high school students have used marijuana.
- half of all students in the state have experimented with one or more controlled substances at least once.
- an estimated 3.3 million teenagers between 14 and 17 years of age, nationally, are considered to be problem drinkers.

To address the serious problem of substance abuse among school children, the Police Commissioner and the Chancellor of the New York City Board of Education designed a cooperative program consisting of increased law enforcement and expanded student educational services. Coinciding with the start of the new school year, Operation SPECDA (Special Program to Educate and Control Drug Abuse) commenced in September.

SPECDA operates in and around 328 participating public, private and parochial schools, encompassing all grade levels, throughout the five boroughs. The initial enforcement stage was conducted by undercover Narcotics Division officers assigned to the perimeters of



the target schools. "Buy-and-bust" operations and search warrant executions at suspected locations in close proximity to the schools were carried out. By the end of 1984, over 2,300 arrests had been effected within two blocks of the schools, 59% of them in the vicinity of elementary schools. Uniformed personnel subsequently were assigned by Patrol Zone and Precinct Commanders to provide a visible mobile patrol (scooters and marked "School Car" vehicles) as a follow-up to these arrests to block the reemergence of drug activity, just as was done in the Pressure Point and Closedown initiatives.

Enforcement will continue in the vicinity of the target schools on a twelve month basis, to include the summer school months. But over the long haul, only prevention will reduce drug usage among our youth, not arrests or deterrent patrols. Therefore, the Department, in partnership with the Board of Education, will commit itself in 1985 to the development of an intensive informational and educational campaign as part of SPECDA. The Police Department and the Board of Education have high hopes for this educational program in the coming year. Its potential benefit for the City's youth and future cannot be overstated.

## Police Visibility and Neighborhood Responsiveness

The retrenchment policies forced upon the City by the fiscal crisis severely curtailed the Department's ability to preserve neighborhood tranquility against low-level criminal nuisances due to the prioritization of response capabilities to handle more serious criminal matters. With the City's return to fiscal stability, and the Department's gradual return to its former strength, those community irritants which detract from the positive aspects of urban living, generically known as "quality of life" issues, are now being addressed.

### The Total Patrol Concept

A consensus opinion, cutting across New York City's ethnic, economic, and racial spectrum, supports police action



against quality of life violations. With the additional resources available in 1984 the Department took the first steps to programmatically respond to the public sentiment favoring police action against quality of life violations. In the process, the Department may have begun to redefine the very nature of urban policing.

Distinguished criminologists have commented that police administrators throughout the nation have, in recent decades, become overly enamored of technical solutions to social problems, including crime, symbolized by the motorized patrol car and the 911 communications system. Police officers have been taken off foot patrol and placed into air-conditioned cocoons, removing them from the citizens they serve and the neighborhoods they protect. All calls for assistance, of whatever nature, have been funneled into a centralized dispatch system. Obviously, modern police agencies cannot do without motorized patrol and centralized dis-

*As part of the SPECDA program, police officers previously assigned to schools under the Department's School Liaison Program, have expanded their educational activities to include instruction on the dangers of drug and alcohol abuse.*





patch systems, yet much is lost by the substitution of cost effective mobility for more localized, street-level authority. In 1984, the New York City Police Department opted to begin to strike a balance between these modes of patrol with the introduction of the Total Patrol Concept (TOPAC).

**Zone Quality of Life Units.** TOPAC utilizes a mix of uniformed patrol units, e.g., patrol cars, scooters, mounted, and foot officers, to act against quality of life offenses - those that are often more a nuisance than a danger, from auto stripping and street narcotics sales to the loud playing of a radio late at night. Whatever the specific complaint, quality of life offenses share two characteristics: they are not emergencies; they do hurt neighborhood life. To respond to these non-emergency conditions, TOPAC units were established in ten selected Zone commands and removed from the 911 "queue." TOPAC units are resources deployed over and above the ordinary radio response needs of a particular area

and, as such, are used exclusively for responding to quality of life concerns, as defined by the community itself via its continuous dialogue with the precinct commander.

Ninety five uniformed police officers were dedicated to these units in July. By year's end they had:

- effected 1,474 arrests
- filed 147 Youth Reports
- conducted 5,688 bus security checks
- issued 45,527 summonses (including many noise and public drinking violations)
- seized 313 radios
- confiscated 585 quantities of drugs
- vouchered 1,800 other items of seized property

This program was expanded to 365 officers in January 1985 to include all Zone and Precinct commands and will be increased again in June to 1,180 uniformed patrol officers.

*The Department's quality of life improvement program isn't restricted to only removing criminals from the streets; sometimes it entails removing derelicts too; in this case a derelict auto that is detracting from the residents' enjoyment of their neighborhood.*



## The Community Patrol Officer

**Project.** The Zone and Precinct quality of life units represent only half of the Total Patrol Concept. The second part is the Community Patrol Officer (CPO) Program, a joint undertaking with the Vera Institute of Justice. In June, a pilot project was begun in the 72nd Precinct in Brooklyn. Ten police officers were selected and each was assigned to work the same foot beat of 10-12 blocks every day, marking the return of the "neighborhood cop" who knows, and in turn is known by, the community.

As their first order of business, the Community Patrol officers introduced themselves to store owners and residents. They identified themselves to the local parish priest, rabbi or minister, to community board members and made themselves known to young and old by visits to schools and senior citizen centers.

A day after the Community Patrol Officer project started, the 72nd Precinct was receiving calls from citizens stating there were people, in uniform, roaming the streets impersonating police officers! How far we have come from the days when each community resident knew the cop on the beat.

If the community, initially, was unprepared to interact on a face-to-face basis with flesh and blood police officers, the reverse was not true. The police officers jumped at the chance to improve "their" posts. One officer noticed that a vacant lot on his beat had become the neighborhood dumping ground. He contacted the Sanitation Department, came in on his day off, organized forty-five community residents, and together they cleaned out the vacant lot, now a community-created park. Another organized a party in a local senior citizens' home and now writes articles on crime prevention tips for the local newsletter. A third utilizes the van assigned to the project to pick up neighborhood truants and bring them back to school. One officer is working with a neighborhood group to educate children about the dangers of speaking to strangers and has organized local stores, via the place-



ment of decals in their windows, as "safe havens" for lost or abandoned children.

Once the initial skepticism faded, public response became very positive. Residents now know their officer by name. Each officer has a phone number in the stationhouse with an answering machine and every day there are between seventy-five and one hundred messages waiting on the machine - messages from citizens calling in to report local conditions that need the officer's attention. Every morning the officers begin their day by reading the crime complaints reported from their beat over the past twenty-four hours. They then visit the people who reported the crimes and seek to develop information that might lead to an arrest. People who were not forthcoming when they called 911 the night before reveal crucial information when they speak the next day with an officer they know. Through this intelligence gathering process, patterns of criminal activity are developed and the patrol officers can redirect their crime prevention activities accordingly or utilize the investigative resources of the Department. In sum, an effective, aggressive order maintenance and crime fighting team has been developed in the 72nd Precinct.

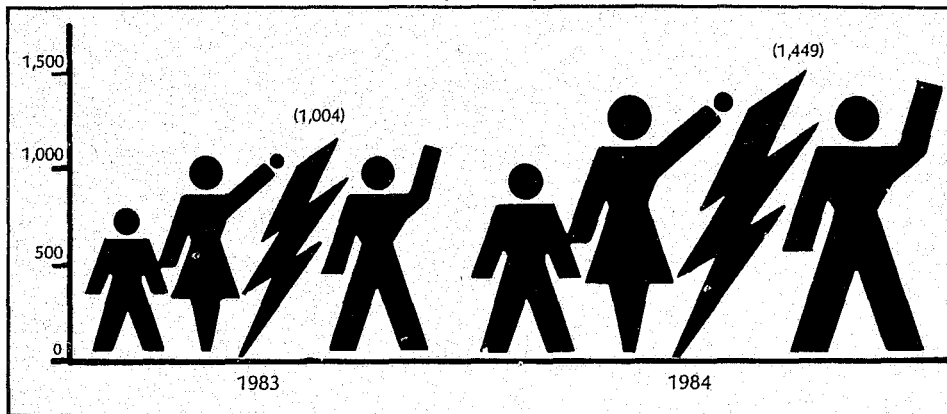
*The Community Patrol Officer Program encourages officers to become acquainted with the residents and business people on their posts, an acquaintanceship apparently too long neglected. When these officers first took to the streets of the 72nd Precinct and began introducing themselves, numerous telephone calls were received at the station house claiming people, in uniform, were walking the streets impersonating police officers.*





CHART VI

ARRESTS OF SPOUSES VICTIMIZING MATES - N.Y.C.  
(9 Month Comparison - April-December)



The success of the CPO program in the 72nd Precinct marks only the beginning. The Department is seeking to energize the community to create its own public order and develop its own crime prevention capabilities. In this phase, the police officer will work with community residents in organizing block associations, creating blockwatcher associations, educating citizens about personal security, hardening targets against muggers and burglars, aggressively dealing with the street narcotics trade, and referring trouble-prone youths to drug programs and youth centers. Alone, the police cannot create a sense of security or prevent crime. Just as doctors may treat disease, police treat criminality, but preventive medicine is the best medicine and crime prevention is the best law enforcement.

In 1985, the CPO project will be expanded to several more precincts so that by June a total of 1,380 police officers will be involved in the combined TOPAC effort, a force larger than 99% of all police departments in the United States, exceeding outright the number of police employed in the cities of New Orleans, Denver or San Diego.

### Dealing with Families in Crisis

The police can enhance the quality of urban living in ways other than just improved street conditions. More than being the community's guardian, the New York City Police Department is also deeply involved in its human problems.

### Domestic Violence

Violence within the family is a major and troubling social issue of our time. In recent years we have witnessed a remarkable transformation in attitudes. Once considered a private matter, family violence is now of public concern. Because of this raised social consciousness, every agency within the criminal justice system has had to rethink its approach to cases of family violence. In 1984, the New York City Police Department was particularly responsive to this altered circumstance.

**Current Policy.** Historically, effecting an arrest for a violation of the criminal law which occurred during what was euphemistically called, in police parlance, a "family dispute", was considered to be the last resort. An arrest was viewed as an intrusive act that would aggravate an already tense situation and increase the potential for an assault against the officer. Indeed, most police departments adopted a policy favoring crisis intervention (i.e., separation for a "cooling off" period, counseling, and reconciliation) and disfavoring criminal arrests.

Today, that concept seems terribly antiquated, if not downright naive. The current policy of the New York City Police Department is quite the opposite. The criminal law is enforced in the home no less than on the street. Simply put, when an officer determines there is probable cause to believe a felony has been committed, the officer **MUST** make an arrest, even if the victim demurs. If there is probable cause to believe a misdemeanor has been committed or a violation has been committed in the officer's presence, an arrest **MUST** be made if the victim desires. If probable cause exists that an Order of Protection was violated, an arrest **MUST** be effected at the victim's request.

**Interim Order Number 16.** In April 1984, Department Interim Order 16 was promulgated, significantly broadening the applicability of this arrest policy. Existing policy had applied only to married couples. In today's world, the family unit is not always based on such judicially sanctioned relationships. The Interim

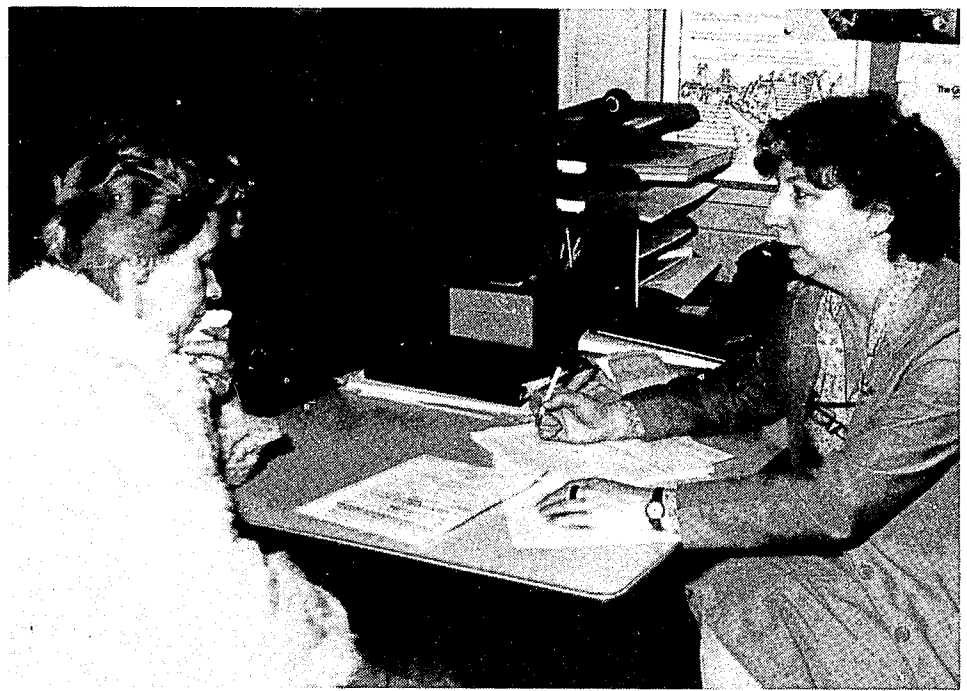


Order extended the protection of police policy to unmarried, common-law, and same-sex couples. It also limited the arresting officer's discretion to issue a summons in a misdemeanor case. This Order resulted in a 38.4% increase in the number of arrests of married spouses, and a 52.8% rise in the number of arrests of common-law spouses charged with victimizing their mates compared to a like time period in 1983 (April-December). Overall, arrests of mates - married and common-law combined - rose by 44% in 1984 from the previous year.

#### **Joint NYPD-Victim Services Agency Domestic Violence Prevention Project.**

The Department's ultimate objective is to prevent violence within the family, not just to make arrests. Research indicates that an arrest policy such as New York's may achieve this desired end. In Minneapolis, a control group experiment tested the effectiveness of three different police responses to domestic violence. In one third of the cases, an arrest was made. In another third, the police attempted to counsel the parties, while in the last group the police sent the assailants away from the home for several hours. The study confirmed the conventional wisdom of law enforcement: arrests make a difference. The level of repeated violence within the next six months was cut in half in those homes where an arrest was made as compared to the other two modes of police response.

Even so, a strict law enforcement approach has its limits. The criminal sanction alone cannot be expected to solve one of society's most intractable problems. Therefore, in three precincts (the 68th in Brooklyn, the 52nd in the Bronx, and the 103rd in Queens) during 1984, teams consisting of the Precinct Crime Prevention Officer and a Victim Services Agency Counselor were formed to identify repetitive cases of domestic discord. Where appropriate, these outreach units contact households and offer support for the victim and social services for needy family members. They also communicate the Department's policy that



domestic violence will be treated as a criminal offense and that offenders will be arrested.

The joint NYPD-VSA domestic violence prevention project is already showing encouraging results. According to a preliminary study covering the first three months of the project, over 1,100 violence-prone households have been identified (the project is now identifying about 600 additional households per month in the three demonstration precincts). In about forty percent of the reviewed cases the project team made contact with the family, resulting in over one hundred service referrals and interviews at the precinct with sixty families. The Department and VSA are monitoring this project closely to determine whether this initial apparent success warrants the program's expansion.

#### **Youth Outreach Efforts**

Police commitment to our City's youth is fundamental and longstanding. In 1984, we intensified and expanded these efforts to reach our young people.

**Youth Outreach Program** Throughout the school year in six high schools, one police officer and one social studies teacher moderate an intensive 3-day awareness workshop in each

*In cooperation with the Victim Services Agency, the Department has initiated a pilot project aimed at providing troubled families with support beyond incarceration. Here, a family member in need of such support is counseled at the 68th Precinct, one of three precincts included in the experiment.*





*The Department's Runaway Unit helped reunite almost 600 runaway and/or stranded youths with their families during 1984.*

homeroom class in the 9th and 10th grades. The program provides an environment where responsive authority figures listen to what adolescents have to say. Ideals of self-respect and individual responsibility are fostered. By helping high school students identify, share and solve their problems, the Youth Outreach Program promotes community values.

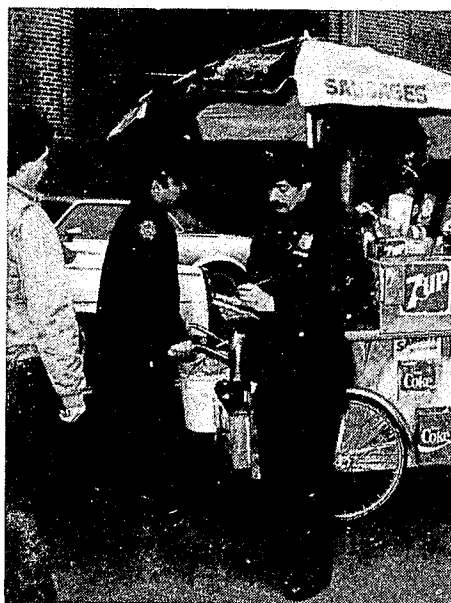
**School Liaison Program.** As in the Youth Outreach Program, teams of one uniformed police officer and one educator each co-teach a civics course at the high school level. The curriculum provides an overview of the criminal justice system with an emphasis on the role of the police officer in society. It has been

broadened to include several lessons on drug abuse as well (see SPECDA). A long waiting list exists for this course, attesting to its popularity and relevance. By February 1985, the School Liaison Program will have been expanded to 63 high schools.

**Runaway Youth Program.** With the aid of a federal grant, a small corps of police officers in the Youth Services Section now are devoted to identifying and returning runaway youths to their families. Working closely with the Missing Persons Unit, this team helped return 585 runaway and stranded youths during 1984. In the cases of so-called "throw-away children," the unit attempts reconciliation where appropriate or, if this is inadvisable, transfers the victim to the care of social service agencies.

#### **Unlicensed Peddler Forfeiture Program**

The Department has adopted a new approach to handling merchandise seized from unlicensed street peddlers. This approach succeeds in addressing two unrelated social issues. The first is unlicensed street peddling, which is a major problem within the City. By themselves, summons procedures were ineffective because the peddler easily paid the appropriate fees and returned to the street within a short time. Under the Unlicensed Peddler Forfeiture Program, this is curtailed by the physical seizure and subsequent forfeiture of the unlicensed vendor's merchandise by special van-equipped police squads. As a result of this forfeiture program, the Department has come into possession of considerable quantities of wares. Having addressed the peddler problem, the Department now found itself in a position to help alleviate a second citywide problem. In cooperation with the Human Resources Administration, the Department donated selected seized property, such as clothing, footwear, toys, and bedding to the City's poor and homeless. In 1984, the Department turned over 1,129 large cartons containing 98,305 pounds of confiscated goods to HRA which then distributed these goods to the needy. Seized foodstuffs in good condition are turned over to "soup kitchens" throughout the City.



*In 1984 the Department turned over more than 98,000 pounds of selected confiscated peddler goods (clothing, footwear, bedding, toys) to the Human Resources Administration for distribution to needy families. Fresh perishables and foodstuffs seized, as shown, were donated to "soup kitchens" throughout the City.*



## Revised Procedures Re: Emotionally Disturbed Persons

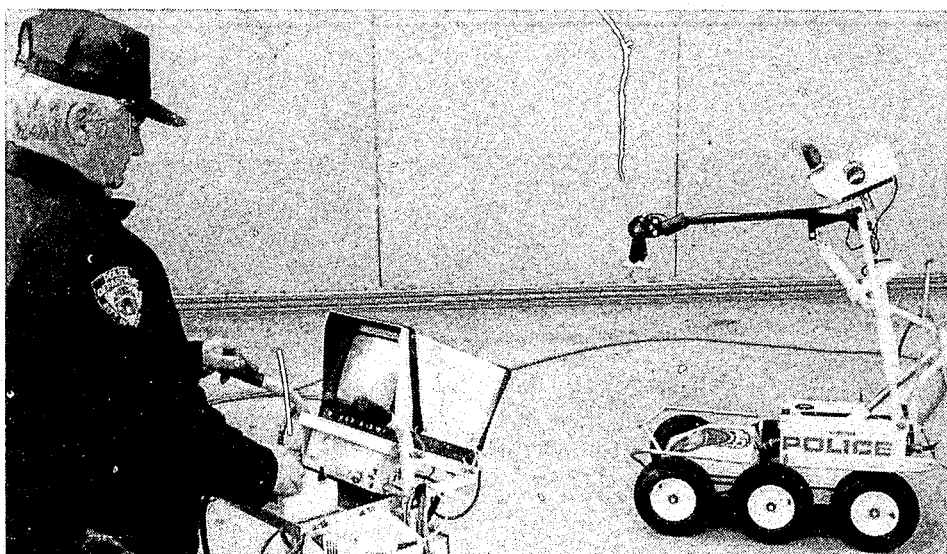
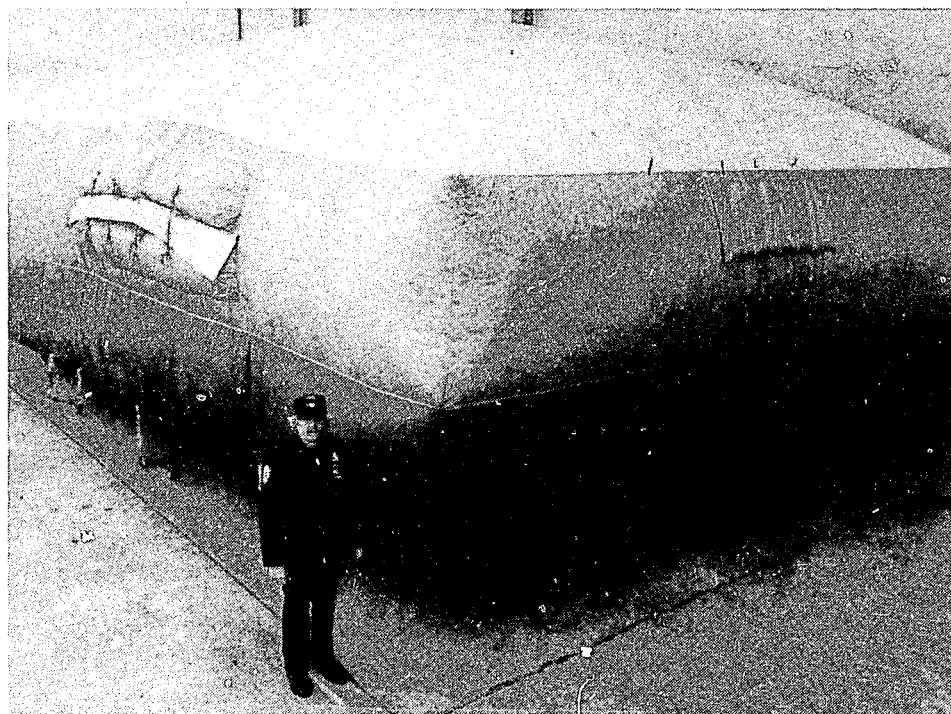
By any standard measure, 1984 was a year of pluses for the Department, but one tragic event cast a pall over the yearlong record of accomplishment. The slaying of Mrs. Eleanor Bumpurs, an elderly woman living alone and suffering under psychological pressures, by a police officer seeking to protect a fellow officer from a knife wielded by Mrs. Bumpurs, resulted in a sober reevaluation of the Department's procedures concerning the handling of emotionally disturbed persons.

This Department has a proud record of saving the lives of troubled and mentally disturbed persons and preventing them from injuring themselves or others. Every day members of the Department respond to such calls for help: would-be suicides, hostage-takers, and emotionally disturbed persons in desperate need of hospitalization. In 1984, the Department responded to 34,501 such calls, 18,997 of them serious enough to warrant referral to the Emergency Services Unit. In 844 cases ESU took action. With the tragic exception of the incident involving Mrs. Bumpurs, none resulted in death.

Many emotionally disturbed individuals (EDPs) are armed or dangerous and threaten the safety of the officers who attempt to assist them. In 1984, ten officers were injured, including two by stabbing and one by gunshot, in EDP situations. Therefore, the Department's policy for handling emotionally disturbed and armed or dangerous persons must attempt to strike the difficult balance between taking the aggressive action necessary to avoid harm to that person and taking prudent steps to avoid escalation of the violence potential.

Following the death of Mrs. Bumpurs, a comprehensive review of the applicable EDP procedures was conducted and several changes were made.

**Interim Order Number 51.** After an analysis of the circumstances, Interim Order 51 was issued, altering Department EDP procedures "whenever an emotionally disturbed person believed



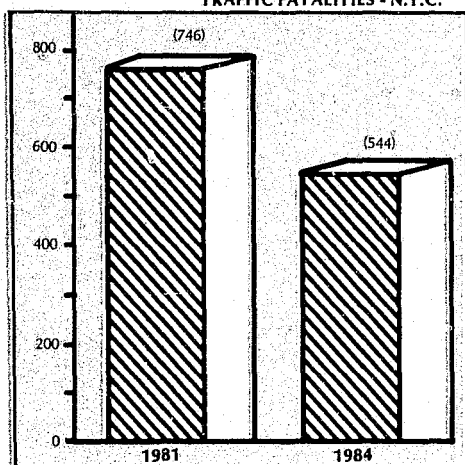
to be armed or violent is contained to the extent the person poses no immediate threat of danger to any person." In such cases, no further action now will be taken until a captain arrives and evaluates the situation. Additionally, the ranking supervisory officer on the scene shall now treat such calls as hostage situations and must follow the Department's hostage negotiation procedures. To support this policy change, 20 new hostage negotiators were trained in 1984. The ranking officer in charge also may request the presence of a psychiatrist, when necessary.

*The Department employs many and varied devices to avoid injury to any person at the scene of emotionally disturbed persons in need of police assistance. For example: an inflatable mattress for use in "jumper" cases and, most recently, robots for negotiating from a distance with violent or armed individuals, obviating the need for instantaneous officer response to aggressive acts.*



**CHART VII**

**TRAFFIC FATALITIES - N.Y.C.**



*In 1984, arrests of motorists for Driving While Intoxicated/Impaired in New York City increased by 32%, due in good measure to the work of the DWI Task Force. Not coincidentally, traffic-related fatalities declined to their lowest level in over 20 years, down 27% since 1981.*

**Alternative Means of Restraint.** The Department also undertook a thorough re-examination of the various types of non-lethal alternative devices used by the Department in dealing with violent EDPs, such as mace, tear gas, nets, restraining bars, shields, and fire extinguishers. Police training in the proper use of these methods of restraint was reinforced. The Department modified its Remote Mobile Investigators (robots) for use in EDP negotiations to lessen the danger police officers might otherwise be exposed to. In consultation with the Department of Mental Health, Mental Retardation and Alcoholism Services, the Department is exploring the appropriateness of additional non-lethal alternatives.

### Traffic Safety Issues

In 1984, traffic safety continued to be addressed by the Department as an important quality of life issue. Concern for the safety of motorists upon the City's roadways, for pedestrians upon its sidewalks, and for their peaceful co-existence where their respective paths intersect, dominated policy planning. Several programs in operation during the year combined to produce the lowest number of traffic-related fatalities in New York City in 21 years. The 1984 fatality total (544) represents a reduction of 27% from the 1981 figure (746), des-

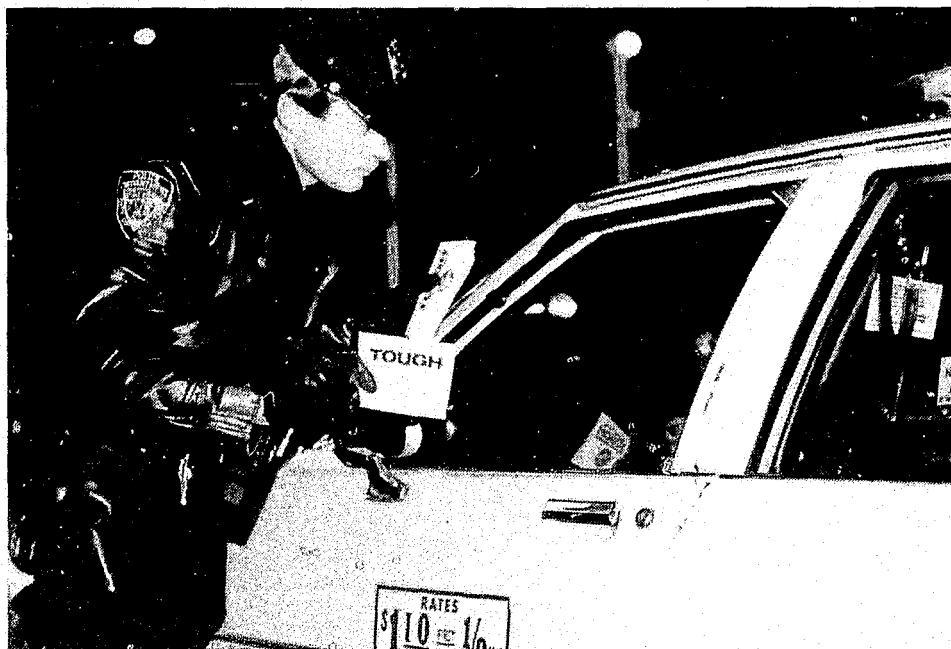
pite an ever increasing traffic volume.

### DWI Task Force

The Department increased its number of arrests for Driving While Intoxicated/Impaired (DWI) in 1984 by 32% compared to 1983 through a two-pronged program of enforcement and motorist education. The DWI Task Force, composed of specially trained and equipped Highway Unit officers and partially underwritten by the Department of Transportation (DOT), concentrates on enforcement based upon observation at targeted locations, while Operation Surveillance, utilizing scores of police officers temporarily drawn from several patrol units, conducts comprehensive screenings of all vehicles passing established high traffic density checkpoints. These officers dispense literature on the dangers and the personal liabilities of drunken driving while simultaneously making a visual inspection of motorists for visible signs of intoxication.

### Pedestrian Safety Program

The Pedestrian Safety Program assigns twenty uniformed police officers daily to combat signal light violations. In 1982, because of diminished resources and increased workload, police officer "discretionary patrol time" (the time when officers are otherwise unengaged and normally attend to, among other things, the issuance of traffic summonses) was virtually non-existent. This produced an unfortunate corollary; motorists began to ignore signal lights and posted signs in droves. Surveys conducted by the DOT and the press revealed one vehicle in eight was "running" red lights at unmanned midtown intersections. In response, the Pedestrian Safety Program was instituted. In 1984, the Department increased signal light summonses by 28% over 1983 (363,120 vs. 282,967), fully one quarter attributable to the officers assigned to this program. Moreover, the raised traffic safety consciousness within the Department as a whole resulted in substantial increases in summons activity across-the-board: in 1984, moving violations rose 9% (1,504,896 vs. 1,379,710) and parking violations rose 7% (3,847,079 vs. 3,586,054) from their 1983 levels.



### Bicycle Enforcement Program

In order to maintain an adequate level of enforcement against bikers who endanger the lives of pedestrians, particularly in the mid-town area, the Traffic Division has established a Bicycle Enforcement Program. Police officers from the Manhattan Traffic Area and the Highway District are assigned to address such violations one day a week. As a consequence, bicycle summonses for 1984 were up 114% over the number served in 1983.

### Gridlock-Busters

The Holiday Season in New York City is a truly special time of year. The tree at Rockefeller Center, the "Nutcracker" at Lincoln Center, Fifth Avenue aglow with lights and decorations, all seem to transform the town into a magical place. But a specter more formidable than any ever encountered by Ebenezer Scrooge also arrives with the season. Each December, Dreaded Gridlock threatens to visit automotive Armageddon upon our City.

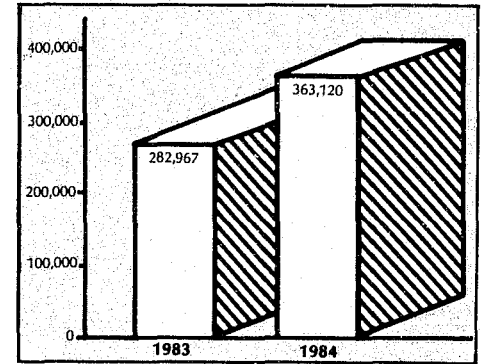
Gridlock is defined as the total cessation of vehicular movement (the inability of traffic to move longitudinally or latitudinally along avenues and streets) due to the complete blockage of all intersec-

tions by cars having illegally entered them. Exactly how many cars it will take to bring about this cataclysmic event is unknown. In 1980, the average number of vehicles entering Manhattan daily surpassed 1.5 million. Since then, it has continued to rise to its present estimate of 1.6 million daily entries.

On December 29th 1982, according to the Department of Transportation, some 1.75 million autos came into Manhattan. This all-time high produced a record traffic jam which threatened to bring vehicular travel to a standstill. To avert this ultimate "Holiday Happening," in 1984 the New York City Police Department's "Gridlock Busters" were organized, ten dedicated Traffic Division police officers sworn to beat traffic "spillback" in Midtown during the yuletide season. Between December 3rd and January 4th, these seasoned veterans of the traffic wars issued 3,380 "spillback" (entering an inter-section without sufficient clearance to cross) summonses. During this time, the battle ebbed and flowed. Yet, as dawn broke on the morning of January 5th 1985, the result was evident. For at least one more year, New York had been spared from the grip of Dreaded Gridlock.

### CHART VIII

SIGNAL LIGHT SUMMONSES  
ISSUED BY THE N.Y.P.D.



While the text treats Gridlock with tongue lodged firmly in cheek, the growth of vehicular traffic in Manhattan is no laughing matter. In 1983, the DOT reported a record average number of vehicles entering Midtown, reflecting both that area's vibrance and the public's continued disenchantment with public transportation. During 1984 the NYPD assisted both the DOT and MTA in addressing these related problems and will do so again in 1985.





# The Campaign to Improve Relations with the Community

To all strata of society, the police are the visible symbol of law, government and constituted authority. Indeed, they may be the only component of the entire criminal justice system with which a significant segment of the population ever comes into personal contact. But, for their authority to be real, rather than imposed or purely symbolic, the police must enjoy the confidence and active assistance of the community they serve. To achieve and retain that level of public confidence, a police agency must involve citizens in its day-to-day operations and must be open to outside inquiry and criticism. The New York City Police Department prides itself on being such an agency.

From time to time throughout its history, the New York City Police Department has been challenged to demonstrate that its relationship with the community is open, fair and impartial. The most recent challenge came during the summer of 1983 when the Subcommittee on Criminal Justice of the Committee on the Judiciary of the United States House of Representatives, under the Chairmanship of Congressman John Conyers, held hearings in Harlem to investigate allegations of systemic racism and condoned police misconduct within the New York City Police Department. In 1984 the "Conyers Report" was released. Although the Report found a perception of racial antagonism on the part of some witnesses, the Subcommittee did not substantiate the broad indictments of institutional racism and condoned brutality that had given rise to its hearings. In fact, the Conyers Subcommittee reported that the Department already had in place numerous ef-

fective programs and policies designed to redress community concerns.

The following section of this Annual Report describes several NYPD programs that foster mutual respect between the police and the community, with special emphasis on measures taken during 1984 to reinforce the existing two-way bridge of understanding linking the Department to the people it serves.

## Minority Representation

New York is a city of remarkable ethnic diversity. History books refer to it as the "Melting Pot," the town where wave after wave of immigrants settled and were assimilated into American life. This assimilation, however, did not necessarily result in a homogeneous population. New York has acquired its unique cosmopolitan flavor and outlook not by blending the cultures of its ethnic populations, but rather by accepting and valuing their distinct contributions. In a City of such cultural variety, it is of the utmost importance that individuals, of whatever background, feel they receive fair and equitable police treatment, and identify with their police. To foster such identification, and as a basic step in reaching out to the community, the New York City Police Department aggressively recruits members of minority communities to become police officers (see Personnel Issues - Minority Recruitment). As a consequence, since 1975 the percentage of white officers in the Department has declined from 89.6% to 81.1% in 1984, while black and Hispanic representation has grown from 7.4% and 2.9%, to 10.2% and 8.3% respectively. Similarly, during this same

TABLE II						
ETHNICITY — ALL POLICE PERSONNEL						
YEAR	ALL RANKS	WHITE	BLACK	HISPANIC	ASIAN/PAC	AMER.IND.
Dec. 1975	26,789	23,998 (89.6%)	1,993 (7.4%)	783 (2.9%)	7 (.03%)	8 (.03%)
Dec. 1984	24,713	20,037 (81.1%)	2,518 (10.2%)	2,047 (8.3%)	98 (.4%)	13 (.05%)



period, the percentage of female police officers in the Department has increased from 1.1% to 7.8%. Also, while still comprising less than 0.5% of the total uniformed force, the number of "Asian/Pacific Island" police officers has increased fourteenfold, from 7 in 1975 to 98 in 1984. The Department's increasing minority representation is a healthy development reflecting the diversity that is New York.

## Expanded Civilian Complaint Review Board

To maintain public confidence in the police, citizens must have easy access to mechanisms to review their complaints against the police. The establishment of such mechanisms was a key recommendation of the prestigious "Kerner Commission Report" on police/ community relations, impanelled in response to the civil disorders of the mid-1960s. The New York City Police Department has had a Civilian Complaint Review Board (CCRB) for the acceptance and investigation of citizen grievances against police officers since 1953. The present Board, by law, is part of the Department organizational structure and consists of seven civilian members of the Depart-

ment. The Board has its own fulltime investigative and administrative staff, is located in quarters physically separated from any other police facility, and reports directly to the Police Commissioner.

### Increased Staffing

To enhance its effectiveness, during 1984, the administrative staff of CCRB was increased by 38%. This permitted the Board, in March, to expand to a 24 hour, 7 day-a-week, complaint receiving operation, ensuring a prompt response to incidents requiring immediate investigation. Team members respond to the scene of such sensitive situations and utilize cameras and tape recorders to document their findings. Also, as a result of the staff increase, all complaints reported directly to CCRB (citizen complaints may also be reported at any police facility) are now received by civilian personnel. As a final step in the process to ensure that no complaint ever goes unreported due to intimidating surroundings or language barrier, an adequate number of Civilian Complaint Review Board forms, printed in English and Spanish, has been distributed to Community Boards throughout the City to facilitate the reporting of complaints.

*The Department has had a Civilian Complaint Review Board since 1953. Citizens may file complaints by mail, telephone, or, as shown here, in person.*





### **Revised Procedures**

The year 1984 also saw several procedural reforms at the CCRB: a Major Case Team was formed, case management techniques were introduced for all investigations to improve efficiency and uniformity, and in July a Department attorney was assigned to assist the Board in the preparation of cases from which Department charges might arise. At the other end of the severity spectrum, a voluntary conciliation process exists within CCRB. This process allows for fair and equitable resolution of complaints which may stem more from misunderstanding than from misconduct. Use of this mechanism eliminates the longer formal complaint process. However, to prevent misuse, authority to institute conciliation as a means to resolve cases has been vested solely with the Deputy Assistant Directors of CCRB.

### **Increased Local Accountability**

Beyond merely responding to civilian complaints, in 1984 the Department also took steps to prevent their occurrence.

Since January, the CCRB Sensitivity Training Program has addressed over 2,500 police recruits on the necessity for police officers to conduct themselves not only correctly, but courteously, in dealing with the public. Supervisory accountability for exacting the highest standards of professional conduct from members, police officers and civilians alike, was also stressed. The CCRB established a continuing series of seminars for field commanders and supervisory officers to assist them in the management of their personnel with regard to civilian complaints. Approximately 200 managers have attended to date, each being presented with the overall picture of civilian complaints arising within his or her command.

### **Police Sensitivity/ Ethical Awareness Training**

As described above, the Department, as a matter of longstanding policy, is not only open to, but encourages the reporting of legitimate complaints against its members. But, neither was it blind in 1984 to changed societal conditions

that impact on these complaints. Over 12,000 NYPD officers have less than five years experience and most have had no prior exposure to military discipline. They are, on average, younger, and reflect the attitudes and values of their generation, attitudes and values not necessarily shared by all New Yorkers. Therefore, in 1984, the Department instituted local-level "Sensitivity Sessions" and reactivated its Ethical Awareness Workshop program to bridge this gap.

### **Precinct-Level Sensitivity Sessions**

During 1984, all precinct commanders instituted a program of Sensitivity Sessions for uniformed and civilian personnel assigned to their commands. Precinct Community Affairs Officers enlisted guest speakers from the community to address police officers once a month at roll call or in-service training cycles. Representatives of the political, civic, and religious community, including some of the Department's severest critics, participated in these "give and take" sessions. It is expected that from these airings of views a mutual understanding of, and heightened sensitivity to "the other fellow's" feelings will emerge.

### **Ethical Awareness Workshops**

In 1984, the Department re-instituted the Ethical Awareness Workshop Program that had been discontinued three years earlier. The goals of the new program are to reinforce the ethical standards of all police officers, improve their interpersonal skills, and provide for feedback concerning Department training programs to increase their relevance. The Human Relations Unit of the Police Academy administers the program. All members of the Unit are trained workshop moderators, specially screened and evaluated for their suitability for the demands and commitments of the job. Initially, 60 workshops were conducted, 800 employees participating in a three-day program. After evaluation, and a hiatus during the summer months, the program was redesigned and pared down to a 2 day course.

Beginning in 1985, the workshops will be conducted in nine decentralized, non-Department facilities located



throughout the City. The 18,000 members of the Department assigned to the Patrol Services Bureau have all been scheduled to attend. Discussion topics include police misconduct such as accepting gratuities, controlled substance abuse, and patronizing illegal establishments. Sensitivity topics include relating to victims, telephone contacts, and conflict resolution.

## Bias Incident Investigation Unit

The City's cultural diversity enriches the lives of all New Yorkers. Unfortunately, this diversity also heightens the potential for conflict and prejudice. In recognition of this, in 1980 the Department established the Bias Incident Investigation Unit to monitor and investigate all offenses that are racially, ethnically or religiously motivated. The Unit also assists the District Attorneys in developing prosecution cases against persons arrested for the commission of such acts and maintains a liaison with religious, ethnic and civil rights organizations, such as the New York City Human Rights Commission, the New York State Division of Human Rights and the United States Commission on Civil Rights. The Department attaches great importance to the investigation of bias incidents due to the intense alarm and disharmony they produce.

In 1984, the number of reported bias incidents in New York City increased by 32% from 1983 (227 vs. 172). Anti-Semitic and anti-black incidents accounted for 86% of all bias cases report-

ed during the year, the remaining 14% being equally distributed among several religious and ethnic groups. Slightly over one half of all incidents involved offenses against a person, the remainder were directed against property.

## Community Participation/ Crime Prevention Programs

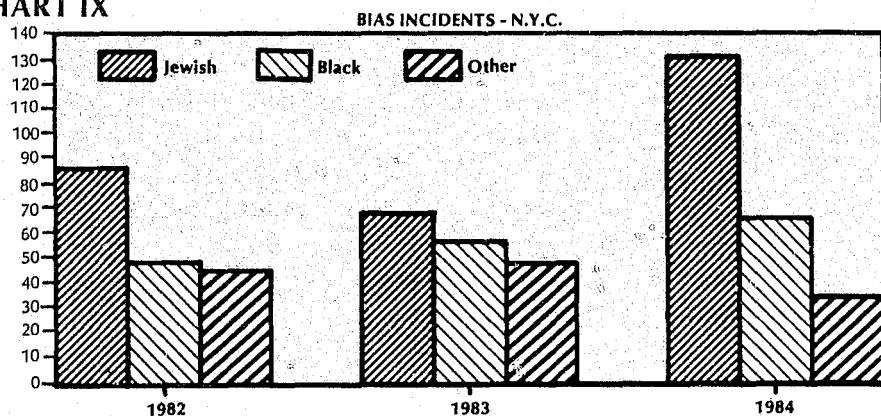
There exists within the New York City Police Department, at all command levels, an extensive and interlocking network of formally structured community outreach programs. Though they differ widely as to specifics and approach, they have one common purpose: to involve the general public in a coordinated program of shared responsibility for the protection and advancement of community goals.

Centralized units such as the Civilian Participation Section and the Auxiliary Services & Crime Prevention Division interact on a continuing basis with the Community Affairs and Crime Prevention Officers attached to all precinct and borough level commands. The Community Affairs Officers represent the Department before various community groups, schools, religious organizations and other neighborhood institutions. The Crime Prevention Officers work with residents to assist them in their efforts to reduce the incidence of crime by "target hardening," i.e., making it more difficult for the criminal to succeed. These programs and activities serve as important conduits of citizen involvement. As a result, the Department is able to develop appropriate responses to community concerns and needs.



A "Block Watchers" program sign posted on a lamp post proclaims that this Brooklyn community, in cooperation with its police, has involved itself in the fight against crime.

CHART IX



### Community Participation Programs

A Community Council exists in each of the City's 75 police precincts. The Councils are autonomous bodies, composed of neighborhood residents who meet once a month to advise the precinct commander on community problems. Such direct, face-to-face, communication is invaluable in responding to emerging conditions before they become entrenched. It also allows for the dissemination of unfiltered information and feedback to management, unavailable through other channels.

Many Precinct Community Councils have, as adjuncts, Precinct Youth Councils to serve the neighborhood's youth and involve them in community service projects, such as the Senior Citizen Escort Service. This service, just one of many activities conducted, provides high school students, under the supervision of police officers, to escort senior citizens to and from their destinations. In this way, the police are not only able to assist seniors and provide a positive outlet for involved community youth, but also to foster inter-generational respect through direct contacts between teenagers and the elderly.

The Department also enlists citizens in the fight for safer streets via a number of "eyes and ears of the police" programs. In 1984, over 98,000 residents

participated in the Community Affairs Division's "Blockwatcher" Program, whereby neighborhood volunteers report suspected criminal activity they observe. More than 19,000 citizens offered their time to various civilian anti-crime patrol teams, organized with the aid of the Department, and over 12,000 New Yorkers participated in the Civilian Radio Assistance Program, which involves buses, taxis, trucks, and private vehicles equipped with two-way radio communications as mobile crime reporters. Also, 7,500 residences and businesses throughout the City have been designated as "Safe Havens/Helping Hands" locations. Under this program, decals identify the Safe Havens as places where people may go for the purpose of calling 911, or to secure assistance or protection in an emergency. Finally, the Department actively recruits members of the public to become members of the New York City Auxiliary Police. These volunteers, seventeen through sixty years of age, are provided uniforms and training by the Department to assist local police by patrolling their neighborhoods during peak crime hours. They receive training in law, observation and reporting techniques and self defense. In 1984, some 8,500 citizen volunteers were enrolled as New York City Auxiliary Police Officers.

*In 1984, over 8,500 public-spirited New Yorkers donated their time and energies for the benefit of their fellow citizens by serving as uniformed New York City Auxiliary Police Officers.*



## Crime Prevention Programs

In addition to involving the public in crime reporting and deterrence, the Department assists individuals and businesses in crime prevention through several outreach programs. Briefly, in 1984 the Crime Prevention Section:

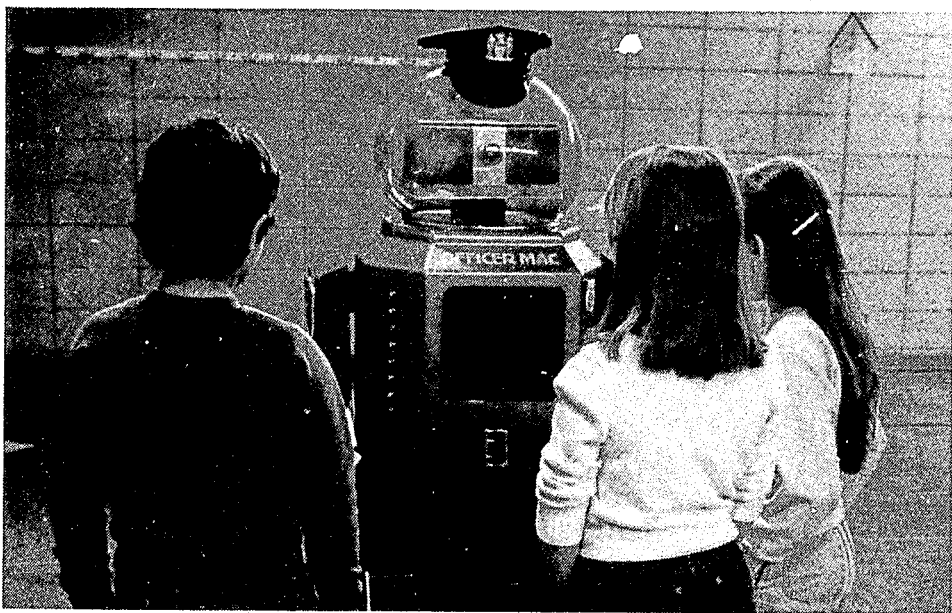
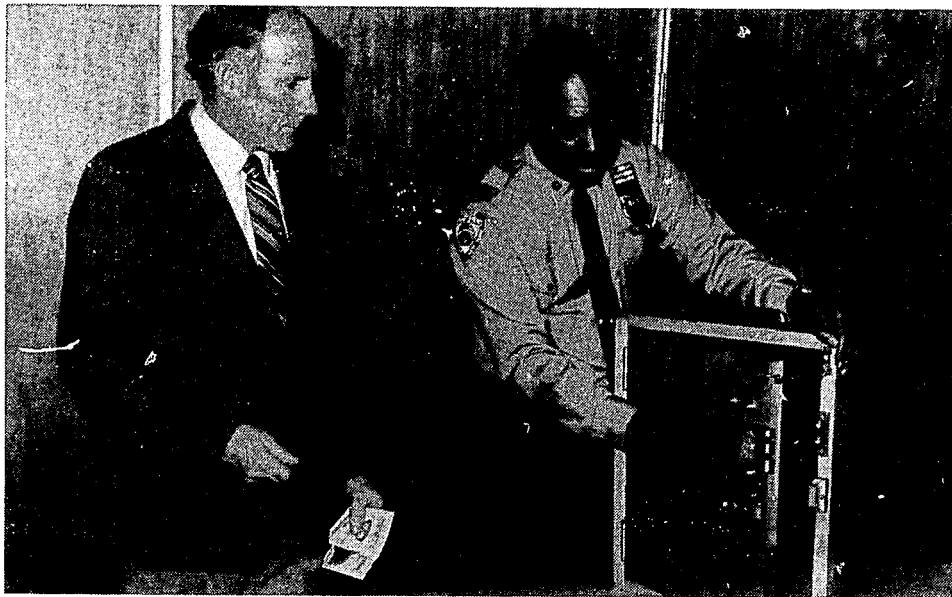
- completed 180 security surveys of commercial and residential premises.
- conducted 326 seminars on crime prevention geared to specific audiences, e.g., seniors, handicapped, children, etc.
- extended the services of Operation Identification, a program of property marking and registration, to 1,600 additional persons.
- provided information and displays of security devices, via the Crime Prevention Expo Van, to over 4,000 interested visitors at 13 street events, citywide.

### Officer Mac

Beyond these efforts, a new crime prevention program was instituted in 1984 aimed at enhancing the safety of the most vulnerable segment of our society — our children. In November, the Department unveiled a specialized police robot designed for school-related child safety programs.

"Officer Mac" was donated for use by the Crime Prevention Section to instruct grammar school children on "stranger-danger," drug awareness and traffic safety. Working closely with officials from the Board of Education's Division of Curriculum and Instruction, a program has been devised and carefully scripted, using non-threatening language, for children in kindergarten through the second grade.

Three police officers, chosen for their sensitivity, were assigned to assist "Officer Mac" in his assignment. Due to the mechanical characteristics and size of the robot the Department initially limited Officer Mac's visits to schools which were handicap-accessible (ramps or ground-level entry). The program started December 12, 1984. That very afternoon the Crime Prevention Section received an anonymous telephone call from a 7



year-old, who had been present at the lecture earlier that day, asking for advice about someone "touching him". That single phone call speaks volumes about the need and timeliness of Officer Mac's mission.

Future presentations will be geared to include older children, from grades 3-6. Moreover, the Department is in the process of expanding the program to include many interested private and parochial schools and day care centers. The Department also hopes to acquire at least one more robot in the near future to increase its response to these requests.

*Top: Precinct Crime Prevention Officers provide a wide array of "target hardening" services to the public just for the asking. Here, a Crime Prevention Officer demonstrates the effectiveness of various kinds of commercially available door locks during a public seminar on security devices.*

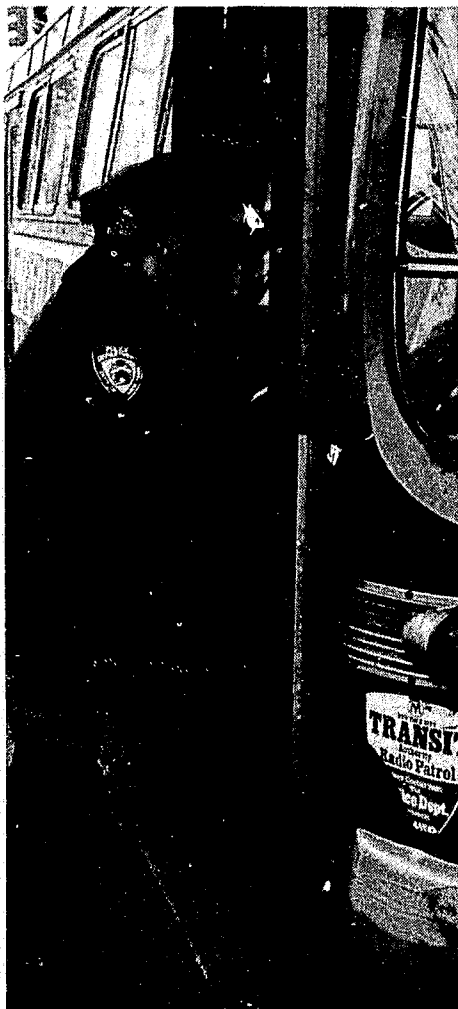
*Bottom: No, it's not "E.T.," but his effect on kids is much the same. By visiting schools and dispensing advice on personal safety to young children, via a series of specially designed programs, Officer Mac, and his human officer assistants, are able to provide kids with close police encounters of an entertaining kind, while delivering messages of utmost importance.*



# Operations - Some New Ways Of Handling Old Problems

*Bottom, right: As a cooperative effort designed to improve police efficiency and public safety, TPD officers assigned to elevated train stations throughout the city use NYPD portable radios, enabling them to talk directly to a NYPD radio dispatcher when above ground level.*

*Bottom, left: As part of routine foot patrol, NYPD officers board Transit Authority buses and ride them for short distances - reassuring both passengers and the bus driver by their presence.*



In 1984, the New York City Police Department moved to improve the coordination of police services with the other two major police departments of New York City - the Transit Police Department and the Housing Police Department. It also concentrated efforts on enhancing the investigative function by instituting new strategies or modifying existing programs to increase responsiveness to changing crime patterns.

## Increased Coordination with Transit and Housing Authority Police

Since 1952, New York City taxpayers have supported three separate, autonomous municipal police departments: the New York City Police Department, the Transit Police Department and the Housing Police Department. Because the three departments were independent and had different priorities and service populations, they operated as virtually distinct entities until 1979. At that time, an agreement between the City and the Transit and Housing Authorities was reached which called for closer cooperation among the three departments. Particular emphasis was placed upon greater coordination of responses to mutual or overlapping problems.



Even before this agreement, the NYPD had always extended considerable staff support to the other two police departments, e.g., the services of our Police Laboratory, Property Clerk, Crime Scene Unit, Legal Bureau, Crime Analysis Unit, Equipment Section, and Central Booking facilities, to name but a few. During 1982, both these police agencies were included in the NYPD's computerized fuel dispensing system and in 1984 the Department undertook responsibility for the repair and maintenance at NYPD service shops of vehicles assigned to the HPD.

Another major thrust of increased inter-agency cooperation has centered around police communications. Since February 14, 1983, all HPD calls for service have been processed through the NYPD 911 dispatcher, thus improving personnel safety, increasing police resource availability by curtailing dual agency responses, and eliminating costly duplication of staff and equipment. In 1984, a joint committee was formed comprised of policy making personnel from the TPD and NYPD to study the problem of the incompatibility of our respective communications systems. Pursuant to the committee's deliberations, a three phase plan, which will ultimately result in a totally integrated system, was developed and set in motion.



Beginning in 1984 the NYPD began equipping TPD officers patrolling selected elevated train stations and lines with NYPD portable radios. These officers communicate with, and are dispatched by, the NYPD Communications Division. This phase has been implemented in 150 elevated stations located throughout the city.

In the second phase of the communications enhancement strategy, the Department is installing satellite radio receivers at key points throughout the city. By July 30, 1985, these receivers will provide TPD personnel with off-subway property communications capabilities when they must leave the system.

The long range goal is to develop a comprehensive microwave link between the two communications systems to support the operational requirements of not only the TA, the TPD, and the NYPD/HPD, but also to provide communications capability for the Fire Department and Emergency Medical Service as well, all on a unified network.

## Investigative Function Enhancements

### Felony Case Development Program

The Felony Case Development Program is an example of modifying an existing program to increase its effect. In 1982, the Department instituted a program specifically designed to enhance the prosecution of robbery arrests. This early program called for a detective to conduct an immediate follow-up investigation whenever a uniformed member of the patrol force effected an arrest for robbery. The additional information gathered by the detective was then forwarded to the District Attorney's Office for subsequent prosecutorial use. The results were dramatic. The number of individuals arrested for robbery and receiving jail sentences under the Robbery Case Enhancement Program almost doubled the number of those receiving jail sentences prior to implementation.

In light of the success of the Robbery Case Enhancement Program, in November 1984, the Department expanded this concept to include immediate post-



arrest investigation by a detective whenever a uniformed officer in the borough of Queens effected an arrest for certain major felonies. This program is scheduled for expansion to include the borough of Manhattan by mid-January 1985, and will become operational, city-wide, by April 1985.

### Expansion of Robbery Identification Program (RIP)

During 1984, the Department continued efforts to deter robberies by expanding the Robbery Identification Program (RIP), coordinated by the Central Robbery Division of the Detective Bureau.

RIP focuses investigative resources at the organization level closest to the crime - the local police precinct - utilizing personnel from the precinct Anti-Crime Unit, the precinct Detective Unit and members of the Central Robbery Division, acting as a team. This mixture of personnel provides a cross fertilization of professional expertise, yielding a gestalt effect wherein the sum of the investigative effort becomes greater than its constituent parts.

*No jurisdictional boundaries separate the NYPD and HPD. Both departments work closely to provide patrol coverage of housing projects and to exchange information. In addition, all calls for police service within the confines of Housing Authority property are now processed by NYPD radio dispatchers.*







*When a uniformed officer effects an arrest for a serious crime, detectives, working in conjunction with the arresting officer, conduct a follow-up investigation to maximize the potential for successful prosecution of the criminal.*

*RIP units address robberies at the local level by combining the knowledge of precinct anti-crime personnel with the investigative ability of precinct detectives and detectives assigned to the specialized Central Robbery Division.*



The RIP team is charged with investigating all robbery complaints within the precinct to which it is assigned. A key to the success of RIP is the development and utilization of a Photo Book. These books contain photographs of individuals previously arrested within the precinct for robbery, possession of firearms or grand larceny from the person. Each Photo Book contains the sex, race, age and the areas frequented by these individuals. Robbery victims are brought to the station house, interviewed by members of the RIP team and shown the Photo Books. Chances for apprehension are increased since the details of the robbery are still fresh in the mind of the victim.

Evaluation of the Robbery Identification Program encouraged the Department to expand the program during 1984 to an additional 4 precincts, bringing the total number of RIP teams to 27. RIP has proven to be both an effective and cost efficient concept. Personnel assigned to the Robbery Identification Program constitute approximately 1% of the Department's complement, yet effect almost 25% of all robbery arrests in the City, including those effected by other police agencies. In 1984, reported robberies fell by 5.4% from 1983 and are down by 26% since 1981, the year when the various anti-robbery efforts were first given unified direction.

### **Federal Investigative Strike Team (FIST)**

In 1984, the Department entered into a joint effort with the United States Marshal Service. Part of a larger effort involving a total of 54 state and local police agencies in 8 different states, the program sought to arrest criminals wanted for serious felonies on outstanding warrants. Department staffing was matched by the U.S. Marshal Service on a one-for-one basis. The New York police officers were temporarily deputized as U.S. Marshals to enable them to investigate and effect arrests outside their statewide jurisdiction, if necessary.

Teams of Marshals and police officers worked ten-to-twelve hour days, six days per week. Several undercover "sting" operations were established to lure fugitives out of hiding. In one such "sting", officers left word with family members that packages for the subjects were being held by the "Brooklyn Bridge Delivery Service." Upon arrival to claim their parcels, the fugitives were arrested. In other cases, fugitives were invited to job interviews or were advised that they had won a prize such as tickets to a rock concert. These tactics resulted in the arrest of 80 fugitives from justice in New York City alone.

All told, the twelve Department participants and their federal counterparts made 383 arrests. As an added bonus, no costs were incurred by the City for this effort because New York State paid the salary and fringe benefits of the participating Department members, and overtime expenditures were reimbursed by the U.S. Marshal Service.

### **Special Warrant Enforcement Enhancement Program (SWEEP)**

During October 1984, the Department implemented a Special Warrant Enforcement Enhancement Program (SWEEP), utilizing grant money provided by New York State. The State, recognizing the need to assist local police departments in enforcing outstanding warrants against serious offenders, established certain goals for this program. To accomplish these goals, the Department assigned one Lieutenant, four Sergeants and thirty-nine Police Officer/Investigators to SWEEP.



Selected warrants were assigned to enforcement modules comprised of four officers. These warrants were the subject of intensive investigation. By utilizing the funds made available through the State grant, team modules were able to work around the clock, seven days a week, if necessary, on specific cases.

SWEEP is expected to continue until the end of March, 1985. In 1984, approximately 800 warrants were cleared and more than 400 fugitives were arrested. In addition, as a result of the publicity associated with operation SWEEP, 67 fugitives voluntarily surrendered.

## Technological Advances

Rapid information retrieval and intra-departmental communication are vital to effective law enforcement. In 1984, the New York City Police Department introduced several technological improvements to help it achieve even higher levels of productivity and efficiency.

### Microcomputers

In September 1984, the Department initiated a pilot project utilizing 30 microcomputers to facilitate more rapid dissemination of information. Participating in the project are all patrol boroughs, four precincts and selected administrative commands. The microcomputers can perform such basic applications as word processing, database management and spreadsheet production. They are being employed to control many different kinds of information such as crime analysis, daily patrol strength information, centralization of personnel and time records, and equipment inventory.

The pilot project will be reviewed early in 1985. At that time, the hardware, software, and training components will all be assessed as to cost, present utilization and potential further applications. If the evaluation is positive, the Department plans to introduce 100 additional microcomputers during the latter part of 1985.

### Upgrading the Field Administrative Terminal Network System

Maintaining a viable information network within the Department, as well as with outside criminal justice agencies, is



necessary for daily police functions. To improve the Department's ability to network, and to accelerate the rate of informational exchange, in 1984 a Message Switching System (MSWS) was installed in the Field Administrative Terminal Network (FATN: a computerized teletype system) to control the flow of message traffic. This system connects the NYPD with the New York State Police Information Network (NYSPIN) which, in turn, links this Department with other criminal justice systems. As a result, information may be rapidly transmitted to, and received from, all over the country.

### Mobile Digital Terminals

Late in 1984, 50 mobile digital terminals (MDTs) were installed in various vehicles assigned to the Auto Crime Division, Highway Patrol Units, and Patrol Boroughs. These terminals have direct access to large scale data banks, providing police officers with on-the-spot vehicle status information re: stolen vehicles, scofflaws, outstanding warrants, etc. Extensive field testing for these terminals will take place early in 1985. Preliminary testing has produced good results and, anticipating a successful evaluation, the Department plans to contract for 150 more MDTs.

*The Department, on an experimental basis, purchased a number of microcomputers in 1984. These officers are utilizing the computer to resolve a statistical resource analysis problem. Critical analyses and reports, such as these, can now be created, expanded, and up-dated in less time than ever before.*



*A Mobile Digital Terminal installed in a police cruiser links the officer with large data banks that provide immediate information about drivers and their vehicles.*



# Personnel Issues- Changing Society, Changing Cops

Large governmental bureaucracies are generally slow to change. The New York City Police Department is large, an arm of the government, and to some extent, bureaucratic, but the dynamics of its daily interface with the community does not allow it to lag far behind current social trends. Therefore, it should come as no surprise that in 1984 the Department's dominant personnel policies centered on minority recruitment, equality of opportunity, and dealing with employee stress.

## Minority Recruitment

The Department's dedication to increasing minority representation in the ranks is not of recent vintage. In 1966, the Department established Recruitment Teams of uniformed police officers, each team having one white and one minority police officer, who set up recruitment tables at street locations in minority communities, schools, and areas of high minority employment. These teams distributed literature and conducted person-to-person dialogue sessions with potential applicants. In 1967, the Department first used grants to prepare minority applicants for police entrance examinations. In 1973, height requirements were eliminated in recognition of the fact that they tended to disproportionately disqualify women and persons of certain national origins and races.

The primary objective of the Department's recruiting effort is to increase the number of minority and female candidates taking police exams, and, in the process to communicate to the City's diverse ethnic communities the Department's determination to reflect that diversity in the police services. To attain this objective, the Retention Unit instructs, counsels, encourages and assists minority and female candidates throughout the candidate screening processes. These include a physical agility test, a medical exam, psychological tests and interview and a character investigation. In 1984, psychological testing procedures were revised to increase objectivity and reduce the potential for reviewer bias or abuse. A Statistical Tracking Unit

was also established to monitor the rejection rate as to ethnicity and race of candidates.

When a police entrance examination is announced, pre-campaign efforts include visits by recruiters to schools, churches, community centers, ethnic and fraternal organization affairs and special events. Recruiters appear at job fairs and career day festivals. Presentations are made, questions answered and literature distributed. Following these preliminaries, plans are formalized for a three to four month intensive recruitment drive.

The 1984 recruitment campaign began in August. Forty additional members of the service were temporarily assigned to the Personnel Bureau for this purpose. They distributed 148,000 job description flyers, 68,000 recruitment site posters, 7,500 general posters, 10,000 bumper stickers and 218,000 applications. They visited 83 high schools and colleges, 12 armed forces sites, 96 Hispanic and 63 black organizations, 13 special events, and contacted 434 women's organizations.

A mass media campaign was also conducted. Newspapers, periodicals, radio and television were utilized. A special telephone number was set up - 212-RECRUITS - which received 8,595 calls. A tutorial program was conducted throughout the City to give applicants assistance in preparing for the test. Over 60,000 tutorial flyers were distributed and 11 school sites were utilized. Eight thousand people completed the tutorial course. Over half were minority and female applicants.

The success of the Department's recruitment efforts are reflected in the fact that the minority and female representation in the uniformed ranks has increased 101.4% since June, 1979.

## Equal Employment Opportunity Counselors Program

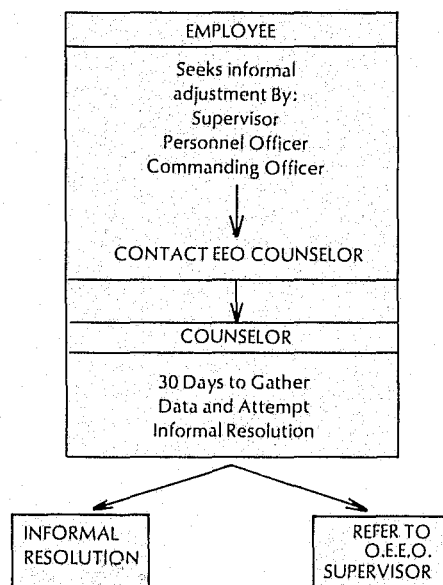
With an eye toward providing equal opportunity in employment within the framework of civil service law and its



concept of merit, the Police Department's Office of Equal Employment Opportunity created and, on October 1, 1984, implemented the Equal Employment Opportunity Counselors Program. This was patterned after a similarly structured organization within the Federal Government's Equal Employment Opportunity Commission.

## CHART X

### STAGES OF EEO COMPLAINT PROCESS



In essence, this decentralized program presents the field commander with another tool with which to create an atmosphere of mutual understanding between management and its employees. Designed to permit the amicable resolution of issues without immediately escalating to the formal investigative process, commanders of bureaus, patrol boroughs, and units have each designated one uniformed and one civilian member of the service to perform Equal Employment Opportunity Counselor duties in addition to their regular assignments.

These Counselors have established an open channel of communication through which employees may raise questions, voice concerns and, on an informal basis, seek solutions to problems which relate to equal employment. Fifty-eight official inquiries were logged during the first three months following the program's implementation compared to thirty-six during the same three

month period in 1983, an increase in excess of 60%. Of these, forty-three, or approximately 75%, were initiated in the field and handled by counselors.

The Equal Employment Opportunity Counselors Program's successful 1984 performance bodes well for sustaining this project's momentum into succeeding years.

## Stress Reduction Programs

The Department has in place a number of mechanisms to address the issue of personnel stress. Through proactive and reactive approaches to the problem, both the needs of the Department and the individual are met.

The core of the Department's stress reduction expertise is assigned to employee assistance units under the Personnel Bureau, supported by a network of professionals within and outside the agency. The Professional Services Section provides medical and general health services through police surgeons assigned to the Department's four health care facilities and its various specialty clinics. The Psychological Services Unit renders general psychological evaluations and the Counseling Unit provides support programs for alcohol abuse and related problems. The Chaplain's Unit is available for pastoral counseling on marital and family difficulties, while the Employee Relations Section offers assistance, via the Early Intervention Program, to identified individuals experiencing personal problems or hardships, on and off the job. Lastly, the Trauma Debriefing Unit, instituted in 1984, attempts to reduce the early and delayed stress reactions officers often suffer following shooting or disaster incidents.

Other projects begun in 1984 to reduce the overall stress of police work include the 115th Precinct Project, designed to evaluate the effect of voluntary steady tours of duty on police officers, and the Human Relations Officer Program, which tests the impact of the availability in a precinct of a police officer trained as a peer counselor in the area of stress reduction.



# Carryover Initiatives- The Beat Goes On

The Department was active during 1984, introducing programmatic changes and operational initiatives ranging from intensive efforts of a dramatic nature, such as Operation Pressure Point, to less publicized, but equally far-reaching, institutionalized change such as the new Department policy and procedure concerning domestic violence. Yet, the excitement and attention that typically surrounds the introduction of new policies and innovative programs can often overshadow the substantial progress and continued success of existing programs, programs often just as noteworthy and innovative when they were first introduced.

Good management requires more than the creation of new initiatives. It also demands sustenance of the meaningful and successful. Four such programs, from among the many introduced prior to 1984, are presented here, detailing their purpose and stressing the changes and achievements that occurred during the last year.

## Central Robbery Division

In 1984, the Central Robbery Division continued its successful efforts, begun in 1981, to deter robberies by coordinating uniformed and detective personnel in targeted, high robbery areas, through

the use of special anti-robbery strategies. As a result, robbery complaints decreased 5.4% during 1984, continuing the decreases of 12.4% achieved in 1983, and 10.7% in 1982, the first full year of implementation. The number of robbery arrests increased 3.7% in 1984.

The Central Robbery Division oversees six special anti-robbery programs: the Robbery Identification Program (RIP), the Computer-Assisted Robbery System, the Felony Case Development Program, the Career Criminal Program, Borough Robbery Squads, and the Crime Stoppers Program. RIP and Felony Case Development have been discussed earlier in this report (see Investigative Function Enhancements).

## Computer-Assisted Robbery System

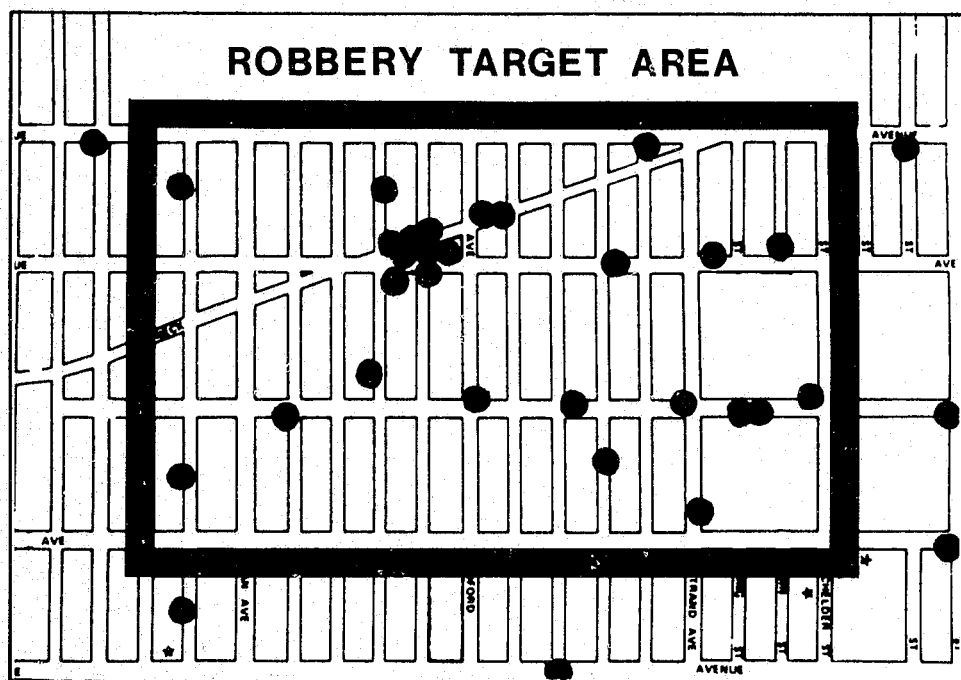
The Computer-Assisted Robbery System (CARS) is an investigatory tool that allows detectives to develop robbery and sex crime patterns from modus operandi and physical descriptions. In October 1984, the CARS system became fully operational in all five boroughs. Its primary mission is to automate previously existing robbery and sex crime intelligence data maintained by borough Robbery and Sex Crime Squads, resulting in increased efficiency and productivity.

Robbery and sex crime patterns are identified from data entered from the Department's complaint report. On November 15, 1984, the CARS system had approximately 70,000 complaint reports for these crimes in its data base. This information is now received and disseminated on a timely basis, providing citywide access and enhanced search capabilities not possible prior to computerization. The CARS system also supports the 25,000 name "Career Criminal" file, containing aliases and criminal history data.

## Career Criminal Program

In 1979 the Department introduced the Felony Augmentation Pilot Program, on the premise that a relatively small percentage of the criminal population commits a disproportionately high percentage of violent street crime. Detectives were assigned to identify "career

*In the age of the computer, the unassuming pin-map, as used here to identify robbery clusters within the Central Robbery Division target area, remains an effective tool.*



criminals" based upon their prior criminal histories and the violent character of their criminal behavior. Efforts then were concentrated on case building to provide the quantity and quality of evidence necessary to insure a successful felony prosecution.

The underlying concept of the program proved to be valid and it was made permanent, citywide, in December 1981. The average career criminal indictment rate has exceeded 70%, compared to approximately 25% for non-augmented New York City felony arrests. Moreover, more than 50% of the defendants in augmented cases having a final disposition have been convicted and sentenced to state prison. By comparison, the state-wide conviction rate for felony arrests is less than 8%.

### **Borough Robbery Squads**

Borough Robbery Squads were established in April, 1981, immediately following the creation of the Central Robbery Division. Their goal is the identification, apprehension, and prosecution of perpetrators of multiple "pattern" robberies, particularly those that transcend precinct and borough boundaries.

Each borough squad establishes robbery patterns by analyzing crime complaints, arrest reports, information received from precincts, precinct detective units, the Federal Bureau of Investigation and other sources, including the aforementioned Computer-Assisted Robbery System. Multiple methods of investigation are utilized in responding to the identified robbery patterns, from old-fashioned "leg-work" and surveillance to decoy and undercover operations. Since April, 1981 the squads have made over 2,700 robbery arrests.

### **Crime Stoppers Program**

Crime Stoppers is a law enforcement program introduced in August, 1983, which involves the community, the media and the police, working together to solve violent crimes in New York City. The program offers anonymity and cash rewards to citizens who provide information on murders, robberies, rapes, assaults or other violent felony crimes.

Anyone with information on violent crime can call detectives on a special hotline phone number, "577-TIPS." Callers with relevant information are given a code number for communicating with the Crime Stoppers detectives without revealing their identity. If a caller's tip leads to an arrest and indictment for a violent felony, a committee, made up of private citizens, then decides upon the reward, up to \$500. The basis for rewards is indictment, not conviction.

The "577-TIPS" hotline is publicized by showing a reenactment of one unsolved felony several times each week on ABC-TV. Details of the target crime, the Crime Stoppers Program and the hotline number, along with requests for information, are also carried by participating radio stations and newspapers. In 1984, Crime Stoppers led to the solution of 184 violent felonies, including 60 murders and attempted murders.

The Crime Stoppers Program is a cooperative effort of the New York City Partnership, Inc., an organization of civic and business leaders, the New York City Police Department, and the news media.

## **Joint City/Federal Task Forces**

### **Joint Bank Robbery Task Force**

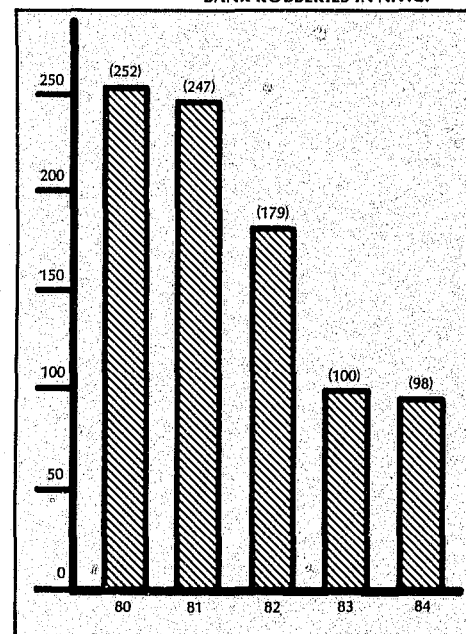
New York City experienced an alarming rise in the number of bank robberies in the late 1970s. By 1979, the annual total reached 848, of which 319 were armed robberies.

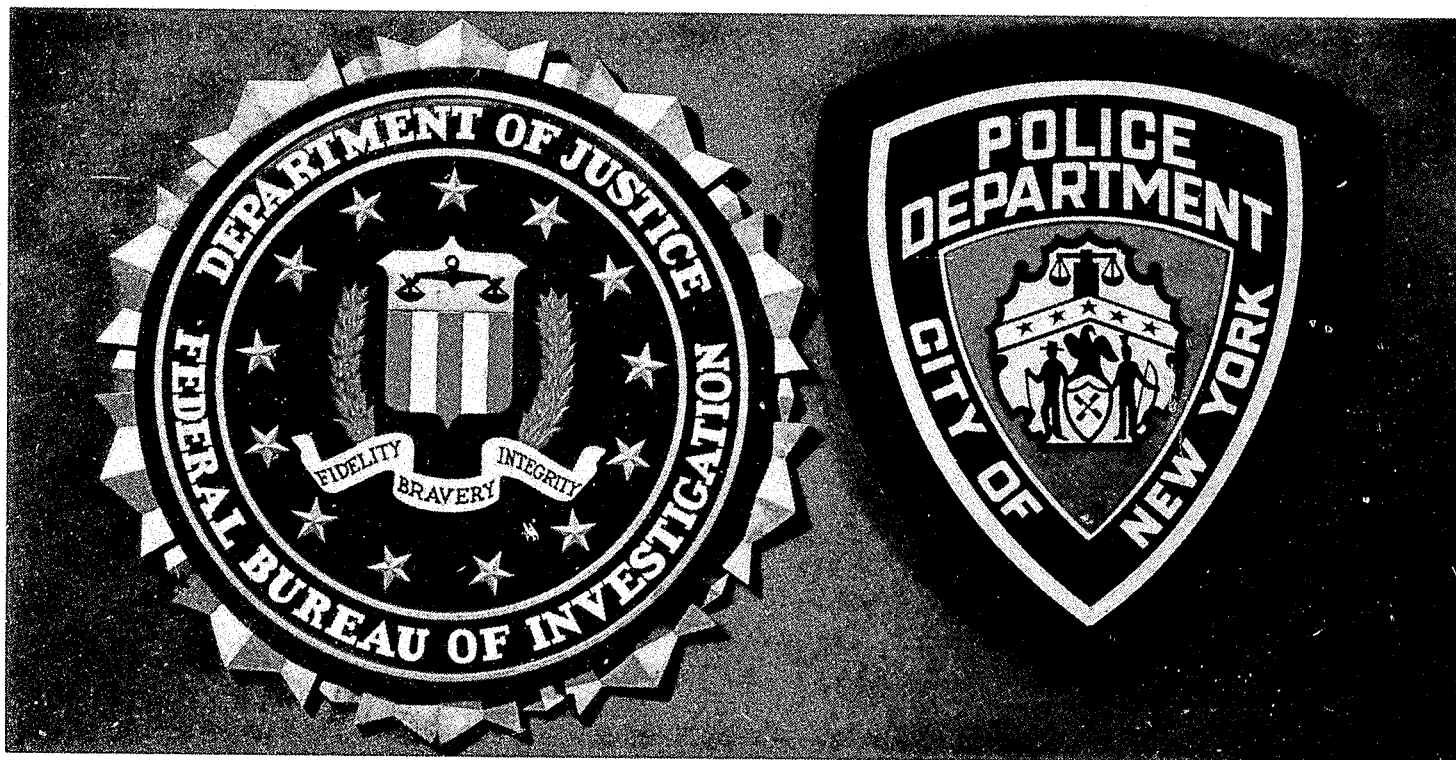
To address the problem of armed bank robbery, the New York City Police Department joined with the Federal Bureau of Investigation in September, 1979, to form the Joint Bank Robbery Task Force. Working together in investigative teams, consisting of a NYPD detective and an FBI agent, the Task Force is responsible for the investigation of all armed bank robberies occurring within New York City.

With a relatively small combined staff (currently consisting of 27 investigators and 3 supervisors), the Task Force has achieved considerable success, as can be seen in the accompanying graph.

**CHART XI**

**ANNUAL NUMBER OF ARMED BANK ROBBERIES IN N.Y.C.**





*Partners in the fight against crime.*

While the Task Force was involved in almost 100 cases during 1984, the following two are representative of their efforts:

The Sentry Armored Courier Corporation robbery occurred in December, 1982, and involved the theft of over eleven million dollars. Five subjects had previously been arrested, and in 1984, the Task Force was able to arrest three additional subjects. To date, three subjects have been convicted and one has been acquitted.

In May, 1984, a Citibank branch was robbed of \$371,000 and a bank employee temporarily taken hostage. In less than one month the Task Force had arrested the two perpetrators, both of whom pleaded guilty to bank robbery and have been sentenced.

#### **Joint Terrorist Task Force**

In May, 1980, the New York City Police Department and the FBI announced the formation of a Joint Terrorist Task Force to investigate all terrorist acts in New York City. This joint effort was initiated to maximize inter-agency cooperation. By combining the resources of both agencies, a more coordinated campaign could be waged to

combat an increasing pattern of terrorism. The Task Force has been instrumental in bringing various terrorists to trial and obtaining their conviction.

In 1981, the Task Force effected arrests of 11 Croatians implicated in several bombings and assassination attempts in the metropolitan area. That same year, the Terrorist Task Force focused its investigative resources on Omega 7, an anti-Castro group of Cuban exiles associated with several terrorist acts against Cuban diplomats and facilities. This investigation resulted in the conviction of the Omega 7 leader, Eduardo Orocena, in March, 1984. In addition, seven other members were sentenced for refusing to testify before a grand jury. In 1982 and 1983, the Task Force achieved breakthroughs in the investigation of the Brinks/Nyack armed robbery case, in which the complicity of the Black Liberation Army and the communist-oriented May 19th Movement organizations had been suspected. A total of 30 arrests were made.

1984 was the Task Force's most successful year. Five members of the United Freedom Front were arrested in connection with the slaying of a New Jersey



State Trooper and nine bombings in the New York area. Nine members of the New African Freedom Fighters were arrested for the attempted jail break of Donald Weems. Several locations of this group were raided and large caches of weapons and future plans of action were discovered. In addition, those members of the terrorist coalition involved in the Brinks case and seven members associated with the FALN, as well as the previously mentioned Eduardo Orocena of Omega 7, were convicted during the year.

## Canine Patrol

The New York City Police Department started the first canine corps in the United States in 1907, and it lasted into the late 1920s. With the advent of increased radio motor patrol, this fledgling patrol was no longer deemed necessary. In more recent times, a canine patrol operated in sections of Brooklyn from 1956 to 1958.

In 1980, the Transit Police instituted canine patrols in the subways. When these patrols met with success and public acceptance, it was decided to reestablish a canine unit within the NYPD. On July 11, 1983, the Department announced the assignment of six handler/canine teams to Manhattan's Central Park Precinct.

Since these initial assignments, the Department's expectations for the program have been realized. The canine teams have been an effective deterrent to criminal behavior. They have exceeded the average number of arrests and summonses produced by conventional patrol modes. In addition, canine patrol has made significant contributions in assisting other Departmental Units. Canines excel at locating lost children, disoriented elderly persons, and other missing individuals. They are also particularly effective during searches for evidence, especially night-time searches, saving the Department a considerable number of man-hours. Their effectiveness regarding police response to "burglaries in progress" is universally recognized. Dogs have exceptional abili-

ty to locate and hold burglary suspects, even those in hiding.

The program's favorable evaluation by operational and administrative managers has led to its expansion in both the number of teams used and precincts involved. The Department added five teams and one precinct to the program during 1984. It now has a current total of fifteen teams in eight precincts throughout the five boroughs. During the year, an improved canine handlers training program was instituted and a full-time Program Coordinator was assigned to oversee the program's decentralized operations.

Based upon the program's operational success and positive reception by the citizenry, the Department plans to accelerate its expansion during 1985. Specific objectives include hiring a full-time trainer, obtaining a permanent training facility, and adding more teams and precincts.

*Man's best friend is used by the Canine Unit in locating lost children and disoriented adults, conducting searches for evidence and suspects, especially at night, and as a deterrent to criminal behavior in certain environments, e.g., parks.*



## Motor Carrier Safety Unit

On July 1, 1983 the Police Department established a Motor Carrier Safety Unit to respond to escalating problems resulting from the transportation, storage, and disposal of hazardous materials. The unit consists of more than twenty experienced highway patrol officers who conduct proactive enforcement activities to monitor compliance with local, state, and federal laws regarding hazardous materials. Spot checks are made upon vehicles engaged in hauling hazardous materials. Investigations are conducted upon receiving complaints of illegal hauling or waste dumping. Accidents involving vehicles transporting hazardous materials are investigated. These actions are performed in cooperation with other city, state, and federal agencies.

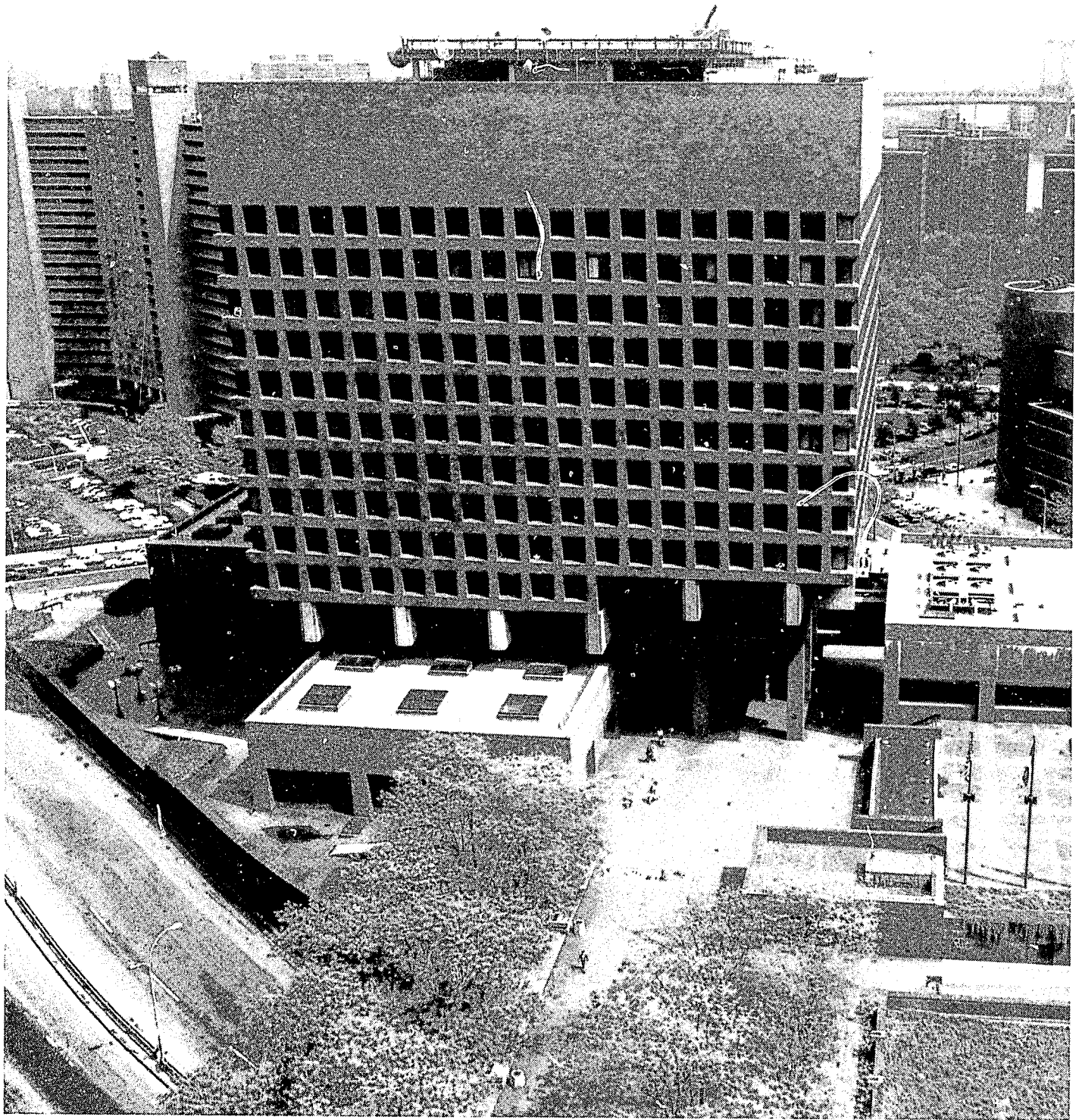
Members of the Motor Carrier Safety Unit have received extensive training from such agencies as the U.S. Department of Transportation, N.Y. State Department of Conservation and this City's own Fire and Health Departments. During 1984, members of this unit issued more than 6,000 summonses relating to the transportation of hazardous materials.



*Vehicles transporting hazardous materials pose an ever present danger. The threat of explosion or leakage of toxic chemicals or other dangerous substances from such vehicles makes it imperative that they be mechanically sound. Here, a member of the Motor Carrier Safety Unit inspects a truck used to transport combustible material.*







Police Headquarters—One Police Plaza



# SIGNIFICANT EVENTS IN THE HISTORY OF THE NEW YORK POLICE DEPARTMENT

- |      |   |      |  |
|------|---|------|--|
| 1629 | A "Shout Fiscal" (Sheriff Attorney) the original policeman in New Amsterdam. Carried out court-ordered sentences, including hangings.   | 1882 | Detective Bureau created.  |
| 1664 | English rule brought Army regulars to police the port colony.   | 1891 | The first four policewomen, called "matrons," were appointed. In 1973, the Department adopted the title of "Police Officer" for both Policewoman and Patrolman.  |
| 1786 | The Night-Watch. The American Revolution (1775-83) freed New York and the twelve other colonies from the rule of Great Britain. The city of 25,000 appointed a nightwatch of 1 Captain and 28 men. Money incentives spurred the part-time officers; one shilling for serving a warrant or making an arrest. | 1895 | Teddy Roosevelt appointed member of the Police Board.  |
| 1828 | Sir Robert Peel organized the first permanent police force in London. Became New York's model in 1845.  | 1898 | Consolidation. Brooklyn, Queens, and Richmond (Staten Island) joined Manhattan and the Bronx to form Greater New York. All local police forces absorbed.   |
| 1845 | Night-Watch abolished and 800 officers empowered to enforce the laws. They wore copper stars (possible origin of the word "cop") but refused to wear uniforms, considering them "badges of servitude."  | 1901 | Police Board abolished and Michael C. Murphy appointed first modern day Police Commissioner.   |
| 1853 | Police Board formed, consisting of Mayor, City Magistrate, Recorder, and Police Commissioner. Leather helmet, blue frock coat, and gray pants the first official uniform.   | 1919 | Automobile patrol was initiated.   |
| 1854 | Patrolman James Cahill becomes the first NYPD officer killed in the line of duty.   | 1926 | Emergency Service Division established as rescue and riot squad.   |
| 1872 | Police Department charged with cleaning the streets. (Relieved of this duty in 1881 when the Street Cleaning Department was formed.)  | 1929 | Aviation Bureau established. Specialization continues with the Crime Prevention Bureau, 1930; Narcotics Squad, 1933; Police Laboratory, 1934.  |
| 1880 | Telephone communication links all police facilities.  | 1932 | Radios installed in patrol cars.   |
|      |   | 1965 | First promotion of women officers.   |
|      |   | 1972 | Hostage Negotiating Unit established.  |
|      |   | 1973 | New Headquarters opened at 1 Police Plaza. In 1857 the first Headquarters building established, the Department having outgrown its quarters in the City Hall basement. A second Headquarters was constructed at 240 Centre Street in 1905, which remained the home of the Department until 1973. |
|      |   | 1984 | Benjamin Ward named the Department's first black Police Commissioner.  |